

JOINT WASTE DISPOSAL BOARD

NOTICE OF MEETING

FRIDAY 15 JANUARY 2016

TO: ALL MEMBERS OF THE JOINT WASTE DISPOSAL BOARD

You are invited to attend a meeting of the Joint Waste Disposal Board on **Friday 15 January 2016 at 2.00 pm** in the 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: Katharine Simpson
Telephone 01344 352308
E-mail: katharine.simpson@bracknell-forest.gov.uk



JOINT WASTE DISPOSAL BOARD
Friday 15 January 2016 (2.00 pm)
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 - 12

To approve as a correct record the minutes of the Joint Waste Disposal Board held on 16 October 2015.

4. URGENT ITEMS OF BUSINESS

To notify the Board of any items authorised by the Chairman on the grounds of urgency.

5. RE3 PARTNERSHIP PROGRESS UPDATE REPORT 13 - 24

To receive a report providing an update of progress made in relation to the shared re3 PFI Contract since the last meeting of the Joint Waste Disposal Board on 16 October 2015.

6. RE3 PROPOSED MARKETING AND COMMUNICATION ACTIVITY FOR 2016 25 - 42

To consider a report setting out the proposed marketing and communications activity for 2016.

7. **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 8 and 9 which involve 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.

8. **FINANCE REPORT**

43 - 70

To consider a report summarising the financial position of the joint waste PFI for the 2015/16 year to date, and to present the 2nd draft of the 2016/17 budget.

9. **CONTRACT GUIDANCE REPORT**

71 - 80

To consider a report providing an update on work to develop a Contract Guidance document for the re3 PFI project.

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Unrestricted

**JOINT WASTE DISPOSAL BOARD
16 OCTOBER 2015
(9.30 am - 12.00 pm)**

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

Reading Borough Council
Councillor Paul Gittings
Councillor Liz Terry

Wokingham District Council
Councillor Angus Ross

Officers Helen Brewster, Bracknell Forest Council
Oliver Burt, Strategic Waste Manager
Steve Loudoun, Bracknell Forest Council
Josie Wragg, Wokingham Borough Council

Apologies for absence were received from:

Councillor Anthony Pollock, Wokingham Borough Council
Mark Smith, Reading Borough Council

14. **Annual Environment Report**

The Board received a presentation from Steve Longdon, Regional Director, and Adrian Clarke, General Manager, on the Annual Environment Report from FCC.

The Board noted that this was the ninth annual report and also marked the beginning of what the company hoped would be the Board and company working more closely in partnership for their mutual benefit. Adrian expressed his thanks to Oliver Burt and Steve Loudoun for the way that they had engaged with the difficult negotiations to reach agreement over the revised contract. Progress continued to be made in reaching a conclusion to the revised contract.

During the presentation and in response to questions, the Board's attention was drawn to a number of key points including that:

- During 2014/15, average recovery performance had been 77.93%
- There had been 900,000 visits to the two sites.
- Customer satisfaction was rated as good or very good.
- Satisfaction with staff helpfulness was down from 89% to 78%, but this was likely to be due to an increase in the number of visitors and changing the questions to obtain more useful information..
- There had only been nine complaints and 14 compliments
- Total tonnage processed had been 199,077.
- Turn around faults were the main concern but at 1.6% out of almost 7000 visits were not significant.

- Training was to be increased to ensure levels of satisfaction were maintained and increased.
- The Longshot Lane web cam was receiving 2500 views per month and, in response to a question from the Board, the company indicated a willingness to look at installing one at Smallmead which would then be available to view on the new web site, although it was stressed the reason only one had previously been installed was that the sites had very different challenges with Longshot Lane being a more difficult site to manage due to its configuration.
- Recycling was down a bit but green waste was up a bit, but there was a need to think about driving them both up.
- Almost 23% of material was still being sent to landfill so the company was looking for quick wins to reduce this figure; it expected to increase recovery quickly but improving recycling would be more challenging.
- Landfill figures elsewhere were dependent upon what opportunities there were to provide alternative means of disposal, so there was no true benchmarking data available.
- The most cost effective way of dealing with wood was biomass but there were means of recycling it which could be explored to assess their cost-effectiveness.
- Whilst the composition of paper received had changed, there had been no dramatic drop-off as the reduction in newspapers and magazines had been balanced by an increase in packaging from home deliveries of other items.

The Board was advised that it gets more expensive to divert away from landfill the closer you get towards 0% The re3 contract was designed with landfill diversion as its principal aim and it has been successful. However, some items were still prohibitively expensive to dispose of other than by landfill. Therefore, it was stressed that whatever solutions were chosen they needed to be sustainable.

The Board was also advised that the Smallmead MRF was operating with a single shift four days per week and processing 28,000 tonnes. The plant had capacity to handle 58,000 tonnes and therefore there were commercial opportunities open to exploit this spare capacity, potentially by operating a second shift. It was stressed, however, that any increase in tonnage should be based on the right type of material as to accept any material might not deliver the full potential of the site as it was quality that drove the back end price.

The Board was also advised that the plant was complying with the WRAP and Environment Agency guidelines. 50% were non-compliant. However, the company was not complacent and had commissioned an audit of the application of the MRF Code Of Conduct.

In concluding, the Board was advised that performance had been strong but there was a need to do more in relation to customer satisfaction. The other priorities would be:

- Maintaining performance

- Improving recycling and recovery rates
- Maximising the value of the assets

The Board welcomed the report and thanked Adrian and Steve for attending the meeting. In view of the strengthening of the partnership, the Chairman invited Adrian to attend future meetings to give a brief update on progress and raise any issues.

RESOLVED that Adrian Clarke be invited to the first part of the Board's future meetings.

15. **Communications Forward Plan**

The Board received a presentation from Anna Fowler, the new re3 Marketing and Communications Officer, on the Communications Forward Plan.

Anna explained that she was developing a new marketing and communications strategy. She stressed that at the heart of it would be the need to achieve more by delivering the right message to the right people. A key message would be that managing waste was everyone's responsibility. To lead the process, she believed there was a need to build upon recognition of re3 as a trustworthy partnership to prepare residents for change. They should be encouraged to understand the savings that could be achieved by more responsible behaviour. To illustrate this, she presented a number of examples of what a few relatively small savings in household waste could add up to if repeated by everyone. Such messages had been used elsewhere and had been identified as an effective means of engaging residents. Whilst the Board noted this, there was some concern expressed about creating any impression that by reducing waste people could be paying for extra services when all councils were making significant cuts. Such circumstances meant that care would need to be taken in how information was presented.

Anna indicated that helping people to understand what could be recycled would be important. She outlined how social media might be used to promote the Board's messages and presented a short video that might be posted on a You Tube channel. She added that internal communications would also be important and also wanted to undertake research to seek residents' views including on the barriers to recycling and examples of good practice. She stressed the importance of simple, easy, effective messages to recycle more and waste less. People needed to recognise the value of recycling and ideally the way information was presented should localise it for them.

Having heard Anna's views, the Board stressed that it would be important to evaluate the cost-effectiveness of campaigns. It was suggested that different things would work for different people. Emphasising the environmental benefits would also influence some people. A key audience would also be school children as they could play a key role in influencing their parents.

The Board thanked Anna for her presentation and looked forward to discussing her ideas further in due course.

16. **Declarations of Interest**

There were no declarations of interest.

17. **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 7 July 2015 be approved as a correct record and signed by the Chairman.

Arising on minute 13, the Board noted that a draft of the letter to DEFRA in respect of the proposals for the third runway at Heathrow and the implications to the Partnership was available to be shared with them for comments.

18. **Urgent Items of Business**

There were no urgent items of business.

19. **Audit Report - Waste PFI Review 2015**

The Board considered a report on a recent audit of the re3 joint Waste PFI.

The Board noted that the overriding conclusion of the audit was “substantial assurance” with no high priority recommendations, just one medium priority and seven low priority recommendations, all of which had to be accepted. The only medium term recommendation related to the need to develop a Joint Strategic Waste Disposal Strategy. The Board noted, however, that this could not be completed until the needs and aspirations of the three Councils had been articulated through their Waste Collection Strategies.

Arising from a discussion on the report, it was noted that:

- The lack of a Joint Strategic Waste Disposal Strategy should be added to the Risk Register.
- The Board was keen to see the three authorities conclude ongoing and outstanding work to agree their positions so the joint strategy could be completed.
- A number of words were missing from the text relating to recommendation six as a result of a formatting problem.
- There was a need to discuss options collectively and with the waste providers in due course as there were likely to be opportunities worth exploring given the number of key partners involved and the willingness of our contractors to assist in the process.

The Board also noted that the pace of progress against the recommendations would be largely resource dependent.

In view of the desire to explore opportunities, the Group agreed that an additional meeting should be held to discuss the issue more fully, ideally before Christmas 2015.

RESOLVED

- 1 That the findings and actions as set out in Annex 1 of the report be noted; and,

- 2 A follow up audit be undertaken in 2016 to review progress against the recommendations in the report.
- 3 That a special meeting be arranged to discuss issues and options in relation to the local waste agenda.

20. **Review of Governance Arrangements**

The Board considered a report updating it on the changes being made to the governance arrangements for the re3 partnership including the details sought at the last meeting. This included the structure of the remaining team and clarified the changes proposed to the existing re3 governance arrangements in light of the new arrangements. The report also addressed recommendations 3, 4 and 6 of the recent audit report.

The Board noted that, having made the appointment to the re3 Strategic Waste Manager position, a plan would be developed to reflect the business needs of the Board and its Work Plan for the coming year. The senior managers had reviewed the arrangements for reporting to the Board and the way they worked and supported delivery of the Board's decisions. As a result, it was proposed that a Quarterly Performance Report should be introduced as a standard item. This would provide the Board with an easy to use point of reference over time as to the key performance issues associated with contract delivery.

Arising from the recent Audit Report, the Board noted that suggestions to improve access to key governance arrangements had been addressed. In addition, the Officers had reviewed the financial management arrangements to reflect the new appointment and ensure proper arrangements were in place for the authorisation and accountability of orders and payments.

Arising from the report, it was suggested that the terms of reference of the Senior Managers' Group should include risk management and contract amendments and the reporting thereof. It was agreed that there was a need for clarity around the level at which contract amendments would be approved either at officer level or by decision of the Board. In addition, the Governance schematic would reference the relationship to the Chief Executives of the three Councils.

RESOLVED

- 1 That, subject to the addition of reference to risk management, clarifying responsibility for approving contract amendments and reference to the Chief Executives in the schematic, the terms of reference of the re3 Strategic Managers' Group be approved and those of the re3 Joint Officers' Group noted; and,
- 2 That the actions taken in respect of the audit recommendations 3, 4 and 6 be noted.

21. **Partnership Progress Report**

The Board received and noted a report detailing progress in relation to the shared re3 PFI Contract since its last meeting on 7 July 2015.

The Board noted that:

- A trial would be commencing in early October in order to determine the exact processing requirements for re3 street sweepings, allowing the individual councils and their street sweeping teams to make necessary changes in operational practice.
- The re3 MRF had recently processed 360 tonnes of mixed recyclable material from another of the contractor's contracts providing an opportunity to learn and assess what implications there would be from processing additional material.
- As part of the ongoing maintenance of the re3 MRF, a short period of enforced shutdown was planned for November 2015.
- The current trial sending re3 material to the Sutton Courtenay MRF would determine the likely volumes that could be accepted in the future, but initial indications were that the new service would save the councils approximately £15 per tonne on such material.
- The creation of a Waste Data Flow process 'tree' for each authority had taken a considerable amount of time but had been completed in compliance with requirements.
- The re3 Project Team was working with the contractor, FCC, to review the role of the re3 PFI Contract in the supply chain with the aim of continuing to ensure that material collected in the re3 area met the needs of re-processors and also enabled the councils to communicate with re3 residents about the supply-focused perspective on recycling.

Arising from the report, the Board requested that a visit be arranged to the Sutton Courtney MRF.

RESOLVED that arrangements be made for the Board to visit the Sutton Courtney MRF.

22. **Dates of Future Meetings**

The Board discussed dates for future meetings and agreed that, subject to the addition of a special meeting to be arranged to discuss waste matters related to the Partnership, they should be held at 9.30am on:

Friday 15 January 2016
 Friday 8 April 2016
 Friday 8 July 2016 (AGM)
 Friday 7 October 2016

23. **Exclusion of Public and Press**

RESOLVED 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 12 and 13 which involved the likely disclosure of exempt information under the following category of Schedule 12A of the Local Government Act 1972:

- (3) Information relating to the financial or business affairs of any particular person.

24. **Contract Update**

The Board received an update on the contractual negotiations relating to the revenue sharing mechanism in the re3 contract. The report indicated that all outstanding matters had now been agreed and outlined the benefits to the partnership arising from the negotiations. Whilst both the councils and contractor were keen to conclude the agreement and move on, DEFRA's approval was awaited although their response was understood to be imminent.

The Board thanked Oliver Burt, Steve Loudoun and their team for the work they had undertaken to reach this position.

25. **Annual Financial Statement**

The Board considered a report:

- 1 Summarising the financial position of the joint waste PFI for the 2015 Annual General Meeting of the Joint Waste Disposal Board.
- 2 Seeking to conclude the management of finances in the 2014/15 year by detailing the emerging position in the current year and presenting the first draft of the budget for 2016/17.

Oliver Burt, advised the Board that volumes had been down contrary to expectation as too had been both recycling and green waste. Oliver indicated that it was difficult to identify obvious reasons for this but added that the position would continue to be monitored.

RESOLVED

- 1 That the Annual Financial Statement be noted..
- 2 That the informal request from West Berkshire Council regarding revenue sharing be noted and the proposed approach agreed

CHAIRMAN

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TO: JOINT WASTE DISPOSAL BOARD
15 January 2016

RE3 PARTNERSHIP PROGRESS REPORT
Report of the re3 Strategic Waste Manager

1 INTRODUCTION

1.1 The purpose of this report is to inform the Joint Waste Disposal Board (JWDB) of progress in relation to the shared re3 PFI Contract since its last meeting on 16th October 2015.

2 RECOMMENDATIONS

2.1 **That Members note progress made over the last quarter in relation to the aspects of contract delivery described within the report.**

2.2 **That Members agree to trial the changes described at 5.25 to 5.30 in this report.**

2.3 **That Members agree to receive, after six months, a review of the trial and a recommendation relating to the changes to the Service Delivery Plans.**

3 ALTERNATIVE OPTIONS CONSIDERED

3.1 Not applicable.

4 REASONS FOR RECOMMENDATIONS

4.1 The proposed changes to the Contract are relatively insignificant in scope and scale. Nonetheless, as precursors to further changes planned by the re3 Project Team, officers wish to ascertain their impact, and to brief Members accordingly, before deciding whether to formalise them.

5 BACKGROUND INFORMATION

Street Sweepings

5.1 In 2012, the Environment Agency (EA) provided a clarification of guidance on the waste management processing of street sweepings and gully arisings. The clarification stressed that such material should not be incorporated into a composting process and could not be recorded as being 'recycled'. The impact was significant with <3.5% removed from the re3 recycling rate and additional disposal costs of c£150,000.

5.2 The re3 Project Team has worked closely with the Contractor to ensure that the processing of re3 street sweepings is approved, by the Environment Agency (EA), for inclusion within the statutory targets for the councils. Furthermore the Contractor has taken to ensure that these new arrangements make no impact on the council sweeping service – sweepings are delivered as before but the processing has changed.

5.3 During the course of the two month trial (run during October and November) the re3 councils delivered 718t of sweepings and, as a result of the new processing, 75-80% of that amount was recycled.

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- 5.4 The composition of street sweepings is seasonal. The significant leaf content of sweepings during the trial is not expected to continue year-round. Accordingly, the re3 Project Team intends to monitor composition in order to accurately predict the impact on recycling rate and financed from this initiative.

Correspondence with Government

- 5.5 In November, the Chairman, on behalf of the re3 councils, wrote two letters to the Parliamentary Under Secretary for Environment and Rural Affairs, Rory Stewart MP.
- 5.6 The first letter (included at Appendix 3) discussed the impact upon the Lakeside Energy from Waste facility in the event that the Government's Airports Commission recommendation, for a new runway at Heathrow, is accepted. The Commission has identified that, if it's preferred Northwest Runway scheme goes ahead, Lakeside will need to move. The re3 councils asked that plans for such disruption be considered at the earliest opportunity.
- 5.7 The response, from Defra, does not add a great deal to our present understanding of the situation.
- 5.8 It does, however, state that 'any decision about new airport capacity would be subject to public consultation where all interested parties would be able to offer their views'. It seeks to reassure the re3 councils in explaining that the councils will 'have further opportunities to make representations'. This rather overlooks the point of our letter, which was about the early engagement in planning for a replacement EfW facility. While it is clear that a decision about the runway must precede planning for a replacement EfW facility, the letter adds nothing to our understanding of the more important issue for re3.
- 5.9 The second letter discussed the strategic requirements of local government from the re3 perspective and specifically the ways that Government can create the conditions within which the councils and waste industry can thrive.
- 5.10 At the time of publication of this report, no response had been received.

Insurance

- 5.11 The biennial review of insurance has been undertaken and has resulted in a rebate to the councils of 80,000 for the period 2013 to 2015.
- 5.12 Unfortunately, insurance premiums for waste management facilities are rising across the industry. The rising cost of insurance reflects the assessed risk associated with complex facilities such as our MRF at Smallmead and industry confidence.
- 5.13 Our Contractor, FCC, has been in negotiation with brokers to assess the likely cost of insurance for the next two year period. Initial feedback suggests that, despite significant improvements to the fire detection and prevention systems over the life of the facilities, further work will be necessary in order to meet the level required by insurers to provide cover. Insurers require that improvements be made to the water storage capacity on-site in order that, in the event of a fire, water can be delivered via sprinklers at a greater rate and for a longer duration.
- 5.14 Even after that work, it is expected that the cost of insurance will rise significantly.
- 5.15 The Contractor estimates that the cost of the improvements to the existing fire system will cost between £400,000-£700,000.

- 5.16 The Contractor has assessed that insurance premiums will rise considerably. The current premium is £380,000 for the two years ending in December 2015. As a result of the biennial nature of insurance reviews it is unlikely that the re3 councils will see an increase in their contribution until the next period (i.e. December 2017 to December 2019).

Re3 Material Reclamation Facility (MRF)

- 5.17 As part of the ongoing maintenance of the re3 MRF, a short period of enforced shutdown was experienced in November 2015. Works to replace the steel conveyor chains from the bag splitter will take 7-10 days - though expected to affect only a single working week. Other preventative maintenance is also being carried out during this period. The Contractor is planning to hold re3 material, rather than send recyclables to be processed elsewhere.
- 5.18 During the maintenance of the MRF it was possible to take a closer look at some of the components than is normally possible during operation. Some photographs (and accompanying descriptions) are included at Appendix 1.

Business Continuity and Contingencies

- 5.19 The re3 PFI Contract incorporates specific contingency arrangements in order to provide some prior assurance of service continuity and practical support.
- 5.20 Officers and Contractors attended a short workshop at the re3 in November 2015. The purpose of the workshop was to test existing plans and the capacity for the collective re3 waste services to respond effectively in the event of disruption.
- 5.21 As a result of the workshop, the Emergency Plans are being updated and attendees will meet again to continue an ongoing process of review.
- 5.22 The Contractor, FCC, is reviewing all contingency facilities. This has already included a visit to the Reading Borough Council depot at Bennett Road. Bennett Road transfer station was temporarily operated by FCC during flooding in 2014. A closer working relationship is being developed between the respective operators to ensure, in the event that the site is utilised as a contingency for re3 facilities again, that procedures are as efficient as possible.
- 5.23 Finally, the workshop discussed the potential need, in extreme circumstances and where resources are stretched, for existing services to be prioritised. Prioritisation would not be applied unless prevailing circumstances dictated that a full service could not be operated safely. Prioritisation might also be required where the situation dictated that re3 facilities were needed to support the councils in an emergency (non-waste) capacity. In such circumstances, notification of the proposed service change would be provided to the re3 councils and priority would be given to services in the following order:
1. Recycling and Refuse collection;
 2. Household Waste Recycling Centres;
 3. Other services (receipt of green waste collections, grounds, street cleansing);
 4. Trade waste.
- 5.24 In the event that a reduced service can be offered, that would be preferred over complete service cessation.

Changes to Service Delivery Plans

- 5.25 To aid compliance with obligations, the re3 councils required that the PFI contract include a process of evidence and validation for reprocessors. Each reprocessor for materials recovered via the re3 facilities must be audited by the Contractor, FCC, in accordance with Service Delivery Plan (SDP) 5 of the Contract. FCC also has its own corporate audit process.
- 5.26 Information to allow the Councils to assess the suitability of the offtaker must be submitted prior to its use in the form of a Spot Market Audit Report (SMAR). The audit covers topics such as licences, storage facilities, end markets, recognised standards and prosecutions. The information contained within a SMAR can provide assurance to the Councils that the re3 materials will be treated in accordance with legal requirements and also provide data required for statutory reporting on Waste Data Flow. However, due to insufficient information being provided in many SMARs, re3 officers have not often been in a position to approve offtakers within 24 hours in practice. Officers believe that the aforementioned insufficiency may principally result from a reluctance to provide detailed information on the part of reprocessors.
- 5.27 The re3 Project Team instigated a dialogue with the FCC Materials Marketing Team in order to review this process and seek improvement. Officers also contacted councils also working with FCC to enquire about their processes for approving offtakers. Whilst these consultee Councils advised that the processes in use were less rigorous than those in use by re3 Officers, they advised that they would do a greater level of checks, if resources permitted.
- 5.28 Following the review, amendments have been made to the FCC audit report. In future, both the councils and Contractor will use the same documentation when re-auditing reprocessors for this contract. The use of a standard set of questions should help to reduce the amount of officer time spent reviewing audit reports. It has also been agreed that rather than submit all relevant licences and certificates to re3 officers to view, FCC will include relevant detail within the audit report and documents will be available to view through FCCEB as required.
- 5.29 Simplifying the auditing process in this way, should increase flexibility to respond to changes in operating conditions and prices.
- 5.30 The changes described above will ultimately be formalised through a revision to SDP5. The revised text is included in Appendix 2. In order to support that process it is proposed to trial the changes described at 5.25 to 5.29 and to review their impact before reporting-back on progress after six months of operation. During that time it will be possible to gauge the practicality of the changes and inform any decision to adopt or reject the changes.

6 ADVICE RECEIVED FROM ADMINISTERING AUTHORITY

Head of Legal Services

- 6.1 None for this report.

Corporate Finance Business Partner

- 6.2 None for this report.

Equalities Impact Assessment

6.3 None.

Strategic Risk Management Issues

6.4 The potential for insurance cost increase risk has been described at paragraph 5.16. This risk will continue to be monitored ahead of any potential increase (risk realisation) in the period 2017 to 2019.

7 CONSULTATION

Principal Groups Consulted

7.1 Not applicable.

Method of Consultation

7.2 Not applicable.

Representations Received

7.3 Not applicable.

Background Papers

Contacts for further information

Oliver Burt, re3 Strategic Waste Manager
0118 937 3990
oliver.burt@reading.gov.uk

Appendix 1 – Material Reclamation Facility (MRF)

Photo 1: The Trommel Screen (for sorting plastics and cans from larger paper and card).



Photo 2: Hole punched in outer wall of Trommel by a metal chisel attachment, placed in re3 kerbside recycling.



Photo 3: Bag splitter



Photo 4: Damage to conveyor chain from ground glass.



Appendix 2 – Changes to Service Delivery Plans

Original Service Delivery Plan 5 Text

For each potential spot market identified, the Contractor will complete a Spot Market Audit Report. This will consist of the 'FCC Duty of Care Audit Form for Offtaker Facilities' and a list of additional re3 questions (as amended from time to time or incorporated into the FCC document). The audit report will contain information which will allow the Councils to assess the suitability of each spot market and copies of all relevant licences, policies and certification will be made available to the Councils on request.

Proposed (Amended)Text

Based on the information provided, the Councils will either approve, reject or request further information on the potential use of the spot market within 24 hours of receiving the spot market audit report. Where further information has been requested, this will be incorporated into the original report or question responses.

Approval will last for a period of 12 months. Prior to expiry, FCC will submit a revised audit report to the Councils, highlighting where any changes to the previously approved documents have been made. The revisions to the audit report will be based on a full site audit which will take place every two years and an annual desktop review in which FCC will check the presence of valid licences and obtain confirmation from the offtaker of any changes to the previously submitted information.

If the Contractor becomes aware of any information/event which could impact the approval, it must inform the Councils as soon as reasonably practicable and submit a revised audit report.

OFFICIAL

Appendix 3 – Letter to Chairman of re3 JWDB from Parliamentary Under Secretary for Environment and Rural Affairs, Rory Stewart MP.

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Department
for Environment
Food & Rural Affairs

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Appendix

Councillor Mrs Dorothy A S Hayes
Chairman re3 Joint Waste Disposal Board
Bracknell Forest Borough Council
Easthampstead House
Town Square
Bracknell
Berkshire
RG12 1AQ

Our ref: DWO389875/MP

30 November 2015

Dear Councillor Hayes,

Thank you for your letter of 10 November to Rory Stewart about the Lakeside Energy from Waste facility and the Northwest runway at Heathrow. I have been asked to reply.

I have sought information from the Department of Transport in order to address the points you have raised. As you know, the Airports Commission submitted a final report to Government at the start of July which recommended that a new runway at Heathrow would best meet the future airport capacity needs in the South East. The report and associated documents contain a great deal of detailed information about the Commission's appraisal of its short-listed runway schemes at Heathrow and at Gatwick and the Department for Transport is in the process of reviewing the Airports Commission's report and its recommendations.

In its assessment of a new Northwest runway at Heathrow, the Commission identified the impact on the waste facility at Colnbrook and indicated that it would need to be removed and replaced if a Northwest runway was taken forward. As well as noting how big a task this would be, the Commission's report also noted that Heathrow Airport Ltd has already started engagement with the owners on this.

Ministers have not yet reached any conclusions on the Airports Commission's report, but any decision about new airport capacity would be subject to public consultation where all interested parties would be able to offer their views, so please be assured that you would have further opportunities to make representations. However, noting where we are now in the decision-making process, it would not be appropriate to comment in any more detail.

Yours sincerely,

Mark Plowright
Defra - Customer Contact Unit

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**TO: JOINT WASTE DISPOSAL BOARD
15 JANUARY 2016**

RE3'S PROPOSED MARKETING AND COMMUNICATIONS ACTIVITY FOR 2016

Report of the re3 Strategic Waste Manager

1 INTRODUCTION

- 1.1 The purpose of this report is to inform the Joint Waste Disposal Board (JWDB) of the marketing and communications activity proposed for 2016.

2 RECOMMENDATIONS

- 2.1 That the Board notes the contents of this report.
- 2.2 That the Board approve the proposed marketing and communications activity for 2016.

3 SUPPORTING INFORMATION

Background

- 3.1 Members will recall that the creation of a new re3 Marketing and Communications Officer position was approved by the Board in March 2014. The position was filled in June 2015.
- 3.2 The re3 Marketing and Communications Officer is responsible for the creation and co-ordination of a unified re3 marketing and communications strategy including:
- Delivering a specifically targeted communications output which will incorporate and update the previous M.E.L recommendations
 - Supporting the re3 Project Team in reporting progress towards targets and strategic objectives
 - Working alongside the respective, relevant council teams to develop and maintain channels of communication which are purposeful, convenient for residents and successful (always in support of the councils' objectives for recycling through the re3 PFI contract)
 - Working with colleagues in the re3 Project Team and each of the re3 councils to update communication targets in alignment with council objectives and changes in service.
- 3.3 Following a presentation by the re3 Marketing and Communications Officer to the Board in October 2015, members' feedback has been taken into consideration and a refreshed 12 month plan for marketing and communications activity has been created. This report outlines its key components:
- Social media
 - Media relations
 - re3 co-ordinated marketing campaigns using shared resources
 - Community projects

- Other areas of need

4 Social Media

- 4.1 The Board had previously identified social media as being an area that required development. The re3 Twitter (micro blogging) feed was reactivated in July 2015 and currently has 562 followers - an increase of 183 - and 46,600 impressions in the last quarter.
- 4.2 The board are asked to approve an extension of re3's social media presence into Facebook (social networking), Instagram (image sharing) and YouTube (video sharing). These platforms offer different but complimentary ways to disseminate information and will be used to consolidate re3 marketing and communication campaigns, to inform residents of any changes in service and to encourage people to engage with re3's aims of increasing recycling rates and reducing waste.
- 4.3 To ensure the correct usage of social media as a communications tool, a re3 Social Media Policy has been drafted which sets out clear guidelines for social media activity. It will be used to ensure that social media is used effectively as part of a wider re3 communications strategy and that its use does not expose re3 or the partnership councils to security risks or reputational damage.
- 4.4 The social media policies of all three partnership councils were consulted in the drafting of this document and good practice adapted to suit re3's needs and included in the policy.
- 4.5 The protocol has been shared with and approved by all three partnership council communications teams.
- 4.6 The board are asked to approve the Social Media Policy.

5. Communications Protocol

- 5.1 The Marketing and Communications Officer is also responsible for re3 media relations, and works with the communications teams in all three partnership councils on both proactive and reactive press statements and releases.
- 5.2 The Board are asked to approve an updated Communications Protocol that should be used as a guide/reference point for any media work – whether reactive or proactive – which directly involves or impacts on the re3 partnership.
- 5.3 Included in the update are flowcharts outlining the chain for information sharing and notification needed when dealing with both reactive and proactive media statements and releases.
- 5.4 The protocol has been shared with and approved by all three partnership council communications teams.

6. re3 co-ordinated marketing campaigns using shared resources

- 6.1 A proposed re3 co-ordinated marketing and communications programme aligning to the councils' strategic objectives will share good practice and expertise, take advantage of related cost savings, and reach a wider audience with cohesive, unified messages.

- 6.2 A quarterly programme of theme-based initiatives will be supported by re3 with a range of marketing and communications materials e.g. press releases and photocalls, social media and website content, leaflet and poster templates etc.
- 6.3 The first year's (starting in April 2016) programme will consist of the following themes:
- Q1 Can you still use it? (e.g. food (sell by dates) and textiles)
 - Q2 Can you reuse it? (e.g. furniture and food)
 - Q3 Can you recycle it? (e.g. cardboard packaging at Christmas, WEEE)
 - Q4 Are you recycling right? (e.g. focus on reducing contamination)
- 6.4 The themes allow enough leeway so that shared concerns e.g. reducing food waste can be addressed within the quarterly campaigns, but also so that individual councils can tailor messages to a particular areas of concern e.g. WEEE kerbside collection trials, doorstepping, or school based campaigns etc.
- 6.5 As mentioned, a range of resources will be provided by the re3 Marketing and Communications Officer to support this unified approach. These also include:
- A series of factsheets or infographics covering 41 material streams e.g. glass, textiles, scrap metals etc. and 5 focussing on waste management processes areas – landfill, MRF, HWRC, kerbside collection and Energy from Waste. These have been designed to be used individually or as a set and will be available from different platforms including online, hard copy leaflets and posters and as a way to answer some of the questions encountered during doorstepping.
 - A refreshed house style with a series of templates e.g. posters, flyers, online banners etc. that can be adapted and used by individual council comms and waste management teams. This project is being undertaken with the assistance of Reading University typography and graphic design students, which also provides an opportunity for community engagement, more of which below.

7. Community Projects

- 7.1 Members will recall that at the October 2015 JWDB meeting the re3 Marketing and Communications Officer suggested that comms activity should be based around motivational messages and incentivising residents to make positive changes in waste management behaviour.
- 7.2 There is scope for community-based projects to help model behaviour and motivate residents to engage in re3's aims. Tried and tested projects adopted elsewhere include:
- Community composting. This programme has been running in Brighton for several years and uses communal compost boxes - located in outdoor spaces adjacent to churches or blocks of flats and monitored by a community volunteer – to encourage residents to recycle food waste
 - Community kitchens run by local voluntary and community groups or as part of an umbrella national-level voluntary charity that use excess food from gardens, allotments and unsold supermarket produce to feed vulnerable people

- Social media or online-based community initiatives like an excess garden or allotment produce exchange
- 7.3. Community-based projects would be used to provide media opportunities, raise awareness of re3's aims and to recruit community champions who could influence others to engage with initiatives to improve recycling and reduce waste.

8. Other Areas of Need

Any proposed marketing and communications activity for 2016 would also allow for a degree of flexibility to address concerns as and when they might arise e.g.

- Recycling rates in blocks of flats
- Funding applications
- Working with councils and the contractor on rebranding the HWRCs
- Managing Sue Ryder and Green Machine charity relationships and the potential development of new voluntary and community sector partnerships

9. Evaluation and Monitoring

Updates on re3 co-ordinated marketing and communications activity will be provided at the quarterly JWDB meetings.

10. ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Head of Legal Services

10.1 None for this report.

Chief Accountant

10.2 None.

Equalities Impact Assessment

10.3 None.

11. CONSULTATION

Principal Groups Consulted

11.1 Not applicable.

Method of Consultation

11.2 Not applicable.

Representations Received

11.3 Not applicable.

Background Papers

re3 Social Media Policy
re3 Communications Protocol

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re3 Project Team

re3 COMMUNICATIONS PROTOCOL

This protocol should be used as a guide / reference point for any media work – whether **reactive or proactive** – which directly involves or impacts on re3 – the Central Berkshire Waste Partnership.

'Reactive'

When a media enquiry is related to re3 and is received by any of the local authority partners or the contractor, the following protocol should be applied:

1. Only agreed spokespeople will speak directly to or deal with the media on behalf of re3. These are, or will be elected by:

*Chair of the Joint Waste Disposal Board
 Bracknell Forest Council's Executive Member for the Environment
 Reading Borough Council's Lead Councillor for Neighbourhoods
 Wokingham Borough Council's Executive Member for Environment
 Anna Fowler - re3 Marketing and Communications Officer
 Oliver Burt - re3 Strategic Waste Manager*

2. No 'off the record' comments will be offered to the media. All statements will be official statements agreed as per the protocol.
3. When enquiries are received from the media relating to the re3 partnership (i.e. affecting all three authorities), they will be referred in the first instance to the re3 marketing and communications officer.
4. The re3 marketing and communications officer will then liaise directly with the re3 strategic waste manager. They will both liaise with the re3 finance and administration officer, the councils' heads of service and contractor's general manager as appropriate. Where the media request is from TV or radio for interviews rather than a statement, the same process should be followed. The re3 communications officer will liaise with the re3 strategic waste manager and partner councils to agree the relevant spokesperson, who will be briefed with the appropriate information/data etc.
5. Once a draft statement has been worked up and agreed by re3 Strategic Waste Manager and the re3 communications officer, it will be forwarded to the relevant partner authority communications teams for agreement. (Please see appendix). The aim is for all three-partner authorities and the re3 marketing and comms officer and strategic waste manager to agree on a final statement and every effort will be made to do so. If there is continuing dispute with the content of the statement which cannot be resolved, the head of communications at the administering authority will have the final say on its

content in discussion with lead officers from each authority and / or the Joint Waste Disposal Board.

6. The above relates to media queries relating directly to the re3 partnership and affecting all three local councils. **There will be occasions when media enquiries are received which, while about re3 to some degree, are geared specifically towards the individual councils** (*possible examples include: requests for recycling levels, specific campaign work, queries on Alternate Weekly Collection schemes, local authority enforcement etc.*). In this instance, enquiries should be dealt with by the relevant press office for that specific council, including putting up relevant representatives for interview. However, each press office will liaise with their service to give due consideration to any wider or partnership implications behind each enquiry and will liaise with other press offices where necessary or appropriate. When it is thought it could impact on the partnership in some way, responses to enquiries should be circulated to the relevant communications officers at the other two councils to share with their officers as appropriate.
7. The monthly joint officers group update all partners on the latest developments with the re3 partnership, as well as discuss any known forthcoming media risks. They should also be used to discuss media issues which have arisen between meetings to see if any lessons can be learnt or improvements made.
8. If a reporter calls with a political question relating to the partnership rather than individual councils, they should be referred to the chairman of the joint waste disposal board to speak on behalf of the councils. The chair of the board should be alerted that the media may be in contact with them.

‘Proactive’

For proactive communications / media work necessary to raise the profile and awareness of particular issues, services or facilities, the following protocol should be applied:

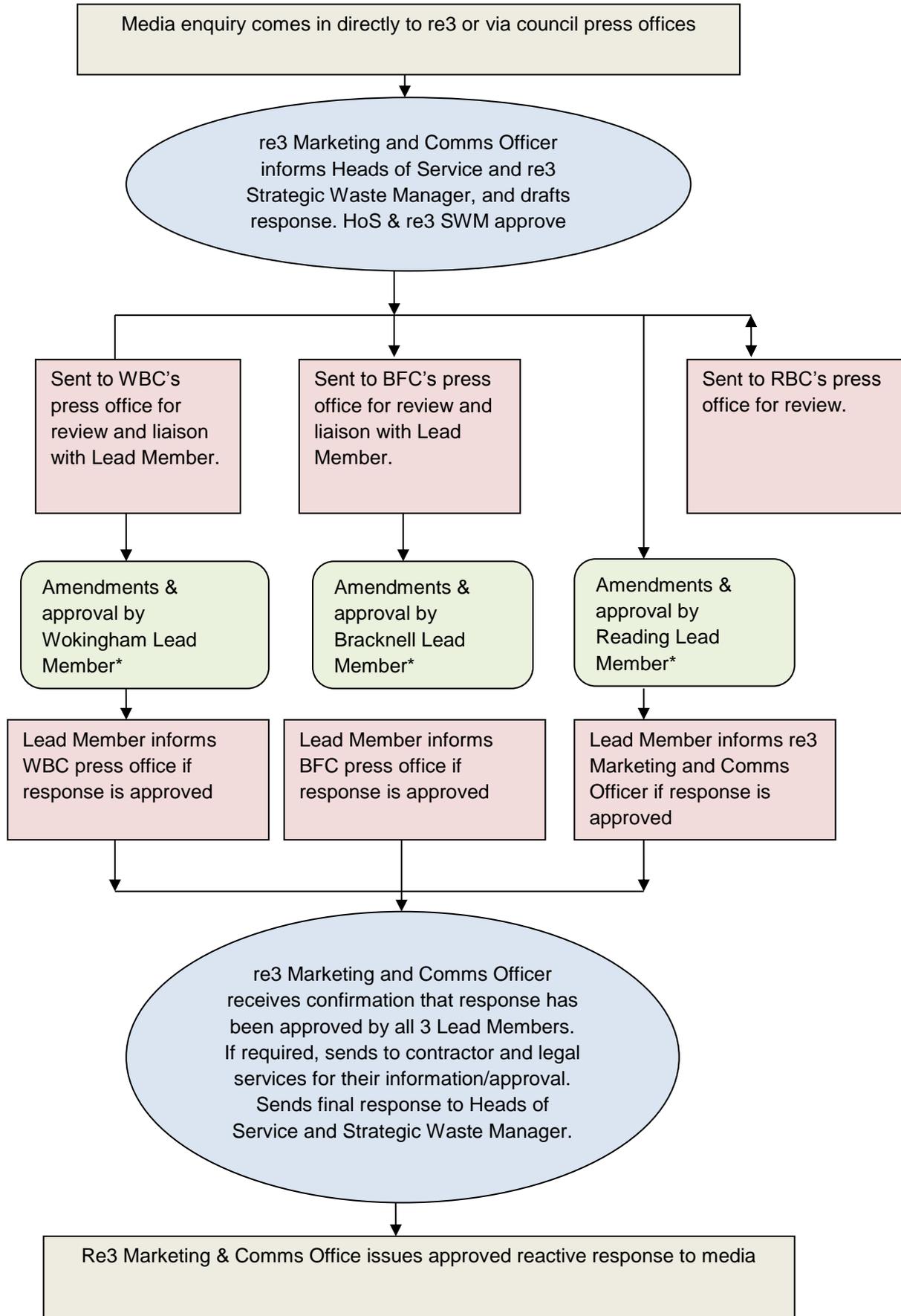
1. All proactive media work relating to the re3 project generally and affecting all three local authorities will be co-ordinated by the re3 marketing and communications officer in liaison with the re3 strategic waste manager, communications officer contacts from partner councils and the relevant contractor representatives.
2. It is expected that forthcoming communications initiatives would be discussed at the monthly joint officers group and added to the communications plan.
3. Timings for media events / opportunities / photocalls will be agreed by all partners. Where this is difficult, challenging or not possible, the re3 marketing and communications officer will make the final decision.
4. Media releases will be drafted by the re3 marketing and communications officer who will liaise with the relevant re3 officers.
5. All media releases will be shared and agreed with communications officers at each partner council (please see appendix). If there is a disagreement, the re3 marketing and communications officer and strategic waste manager will liaise at least one Board member from each council, subject to availability, who will have the final say on content.
6. If broadcast media attend a media event and request interviews, representatives from all partners will be offered for interview (with agreement from the potential

interviewees) and the final decision on which representative is interviewed will be made in liaison with the reporter.

7. There may be occasions where different approaches are required for different areas, depending on local issues and / or opinions at each partner organisation. In such instances, discussion will take place between the relevant communications contacts for each authority, as well as the re3 strategic waste manager and contractor representatives as necessary. If varying approaches are acceptable to all three authorities and the re3 strategic waste manager then this is the route that should be followed as long as key messages are consistent. If there is a dispute the re3 marketing and communications officer and the strategic waste manager will liaise with the Joint Waste Disposal Board and the JWDB will have the final say on content.

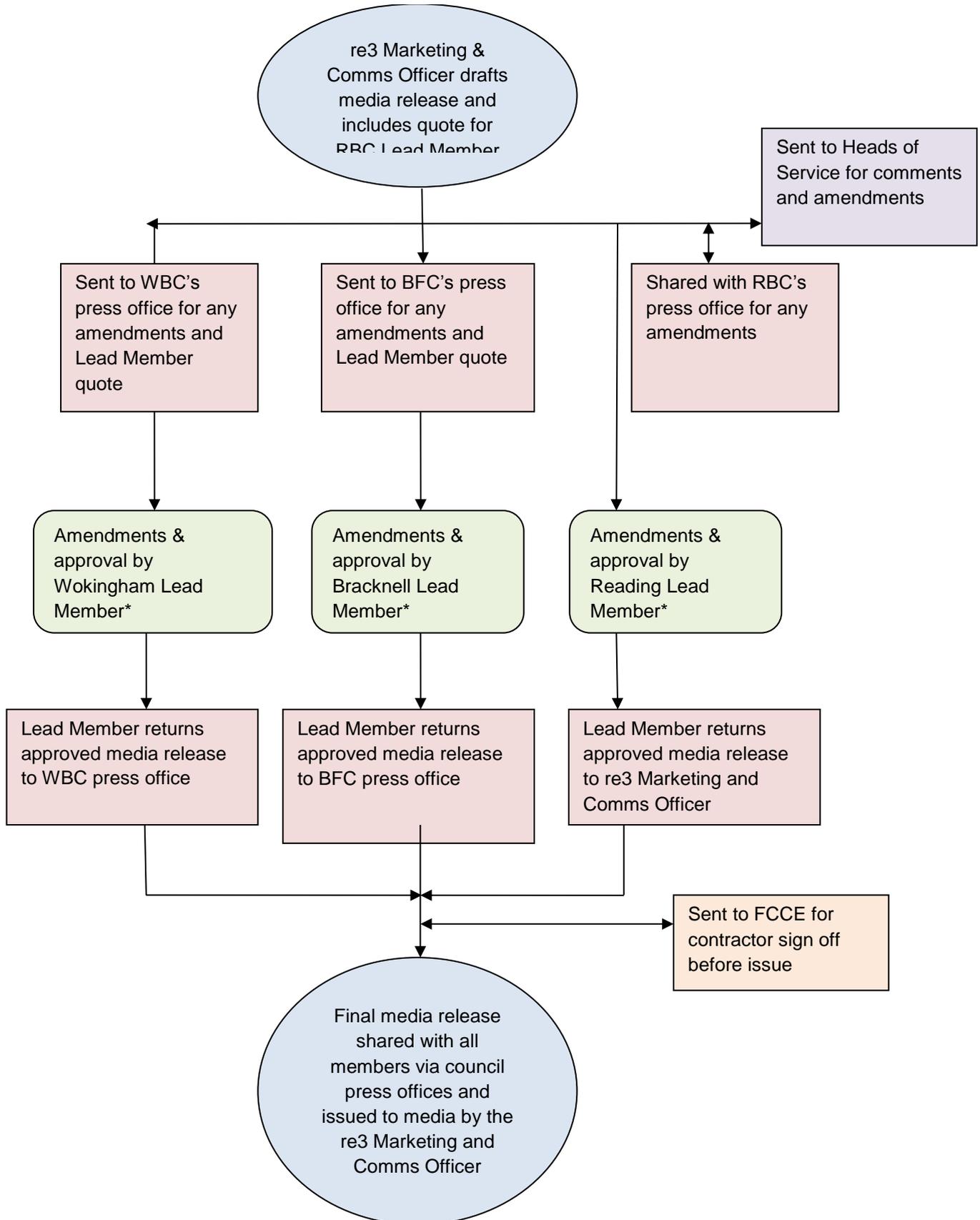
Appendix

Protocol for re3 reactive media releases



*If Lead Member is unavailable, press response should be approved by the Council Leader or Deputy Leader.

Protocol for re3 proactive media releases



*If Lead Member is unavailable, draft quote and press release should be approved by the Council Leader or Deputy Leader.

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re3

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re3 Project Team

Social Media Policy

1. What is social media?

Social media consists of online communication channels that are used to share information, images and ideas and to form social and professional networks.

2. Current situation

The re3 councils have an established and well managed social media presence, but re3's social media work has been underdeveloped with, until recently, little or no activity since 2010.

The new Marketing and Communications Officer has reactivated the Twitter (microblogging) account and a Facebook (social networking) page is due to be relaunched. Other social media platforms under consideration are Instagram and Pinterest (image sharing), YouTube (films) and LinkedIn (business networking).

In a paper presented to the Joint Waste Disposal Board meeting of March 2014, it was noted that “any work undertaken at this level [modern forms of communication] would need to be compliant with the policies and procedures at the re3 councils.”

This document has drawn from the re3 councils' social media policies with the aim of establishing a framework for re3's social media activity and aligning it to the councils' guidelines.

3. re3's use of social media

Social media is a free, immediate medium for distributing online content and will be used by re3 to supplement the wider communications strategy by reinforcing messages, disseminating news and engaging residents in re3's aims and objectives.

4. Purpose and aim of policy

This policy sets out clear guidelines for social media activity to ensure that it is used effectively as part of a wider re3 communications strategy and that its use does not expose re3 or the partnership councils to security risks or reputational damage.

The aim of this policy is to:

- Provide rules for engagement with individuals and communities and successful promotion of the re3 service through the use of social media
- Ensure that re3 information remains secure and is not compromised through the use of social media
- Ensure a consistent and corporate approach is adopted and maintained in the use of social media
- Ensure that employees using social media on behalf of re3 operate within existing policies, guidelines and relevant legislation
- Ensure that re3's reputation is not damaged or adversely affected.

5. Policy details

Potential risks in using social media

The following risks have been identified with re3 social media use:

- Virus or other malware (malicious software) infection from infected sites , Engagement should be with only established social media platforms and any concerns should be raised with RBC IT support
- No enrolment or involvement with social media games to minimise virus risks
- Disclosure of confidential information e.g. residents should not be encouraged/requested to give their address in a public forum if querying their bin collection day
- The need to change passwords regularly to deter hacking. Passwords should be separate to other user accounts or personal accounts
- Damage to the reputation of the Council. Social media platforms should be monitored regularly and any negative or inaccurate posts dealt with quickly and – in the case of serious issues - with the approval of officers and members

In light of these risks, we need to regulate the use of social media, and to ensure that such use does not adversely affect re3.

Examples of social media activity guidelines

Social media activity must not be used to:

- I. Promote or criticise a political party or campaigning organisation or be used for campaigning purposes.
- II. Publish content that may result in legal action being taken against re3 relating to defamation or other claims for damages or that which results in a complaint to the Local Government Ombudsman or any other regulatory body.
- III. Publish personal data or information about other individuals without their explicit written permission. Legal advice on data protection should be sought in case of doubt.
- IV. Post illegal materials such as images of child abuse or material that incites racial hatred or is in breach of any discrimination legislation.

- V. Publish insulting, offensive or racist language, or engage in any conduct that would not be acceptable in the workplace, including communicating in a hateful or abusive manner.
- VI. Publish any information that is not yet in the public arena unless authorised to do so.
- VII. Publish any comments or information that may undermine public confidence in re3, the re3 councils, council officers or any position of trust in the community.
- VIII. Promote any personal financial interests, commercial ventures or personal campaigns.
- IX. Reproduce copyright material without written permission of the copyright owner.
- X. Act in any way that may bring re3 and the re3 councils into disrepute.

6. Accountability, responsibility and ownership

The re3 Marketing and Communications Officer is the lead for the partnership's social media activities. The Marketing and Communications Officer manages the corporate Facebook and Twitter feeds and any subsequent social media platforms and will work within the standards framework set out in this document.

The Marketing and Communications Officer is responsible for monitoring re3's social media presence regularly and will deal with any issues affecting re3's reputation in consultation with the Strategic Waste Manager and the councils.

Legitimate service requests or queries will be answered in consultation with the relevant department within the councils or with the contractor, FCC.

7. Social media engagement

Social media communications should be understandable, accurate and informative and aligned to re3's aims and objectives.

Residents may use social media as an opportunity or platform to criticise re3. Negative responses should be acted upon only if there is a legitimate grievance/question or in order to correct misinformation. Social media is a quick and easy way to engage with residents and feedback should be welcomed and noted, but social media communications should not be written in haste or in response to 'trolling' or 'online rants'.

Generic, non-personal service requests can be dealt with on social media but information about individual residents should not be posted on public sites.

8. Branding and language

The re3 logo will be used to brand re3 social media profiles and a re3 language style (clear, relevant, fair, honest and accurate) will be used in social media communications.

9. Legal requirements

Anything posted by re3 should respect copyright and be consistent with the relevant legislation and rules including Data Protection Act 1998, Privacy and Electronic Communications Regulations 2003, Advertising Standards Authority, Committee of Advertising Practice code and the Code of Recommended Practice on Local Authority Publicity.

re3 employees will be held personally liable for any unauthorised, inappropriate or illegal use of social networking sites. re3 will not accept liability for any actions arising out of an employee's personal use of social networking sites.

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