

Attachment 1



re3 Strategy 2018-2020

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PART 1

re3 Strategy 2016 to 2017

The previous re3 strategy, for 2016 and 2017, provided a focus for the re3 Partnership in addressing the need to reduce the net cost of waste and to recycle 50% by 2020.

The planning for that re3 Strategy helped the councils reach consensus on a direction and approach to their shared waste service and some important aspects of their retained, individual, waste collection services. During a time when the waste management industry is largely united in making calls for greater leadership, the shared focus of a local plan for the re3 Partnership was an undoubted benefit. Specifically it also led to:

- The introduction of the recent changes to recycling and the introduction of pots, tubs, trays and cartons.
- Closer working between the councils on development guidance in relation to waste, particularly in the cases of Permitted Development and multiple occupancy dwellings.
- The development of new access arrangements at the Recycling Centres and savings of c£2mpa.
- Cooperation on both treatment and reduction of food waste.
- Specific reporting on the links between the volume of waste receptacles provided by councils and their recycling performance.
- Collaboration on Minerals and Waste Planning.
- Cooperation on promoting greater utilisation of the re3 Facilities.
- The development of the first re3-wide incentive scheme for glass recycling, the 'Lotta Bottle' campaign.
- Further cooperation and coordination on communication with (and from) residents about waste and recycling.

Analysis of Performance

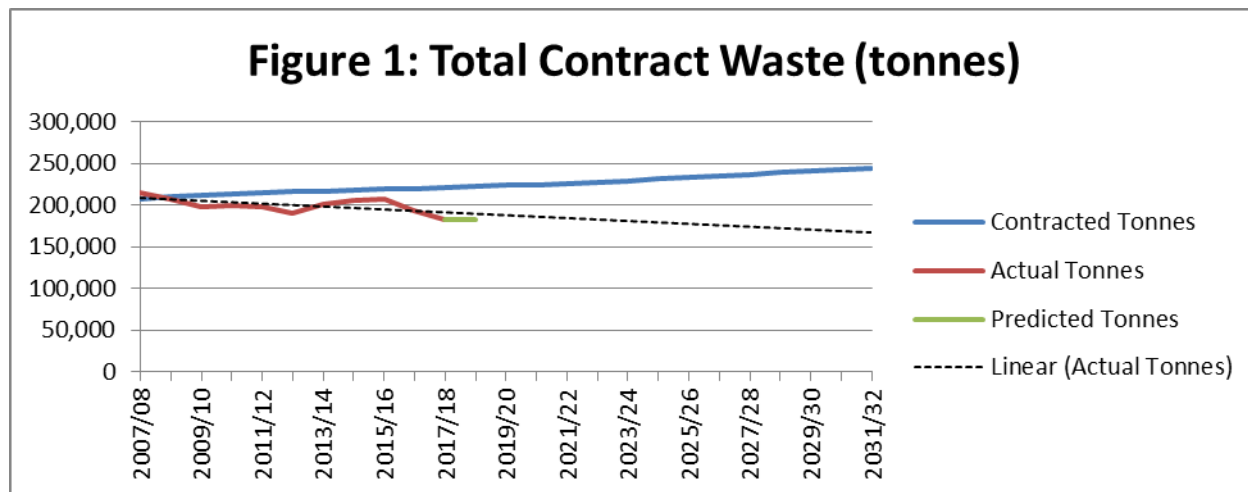
This section of the re3 Strategy provides some detailed background information on the conditions in which the re3 Partnership has operated, and principally *how* it has operated. It also indicates where past performance points to activities and improvements in the future.

Although we have set out, in this re3 Strategy, to look at the financial outcomes from waste as a separate perspective, it is important to keep in mind that the financial and performance outcomes are closely linked. An improvement in performance, as judged by the Waste Hierarchy, should have a direct relationship to improved financial outcomes. As such, this background information is presented as an important guide and indicator for decisions that need to be taken now (2018-2020) and for the longer term.

Figure 1 shows the tonnage that was expected to be managed through the shared re3 Contract at its outset as the blue line. The red line reflects actual tonnage while the later green section is the current predicted tonnage for the next two years. The graph illustrates two factors on waste that have undoubtedly made an impact since the re3 contract commenced.

Household waste is related to household purchasing confidence. The first factor is that consumer confidence was moderated by the financial crisis in 2008/09. This quickly led to less waste being received than was anticipated and the downward trend continued until 2012/13. Another aspect of

this was the fall in use of newsprint. While it was arguably inevitable at some point in time, the reduction in use of newsprint was affected by falling advertising revenues (arguably also linked to the financial crisis) and the emergence of far more convenient and powerful phones and tablets upon which news could be accessed.



The second factor has not caused such an immediate impact but is nonetheless contributing as an influence. It is that packaging has become lighter. For very good reason, retailers and producers of consumable products have worked hard to reduce the mass represented by packaging. Whilst not overlooking the urgency of making improvements in relation to the use of plastic, the outcome of this 'light weighting' has played a key role in keeping food fresh, for example, whilst using much less packaging than before.

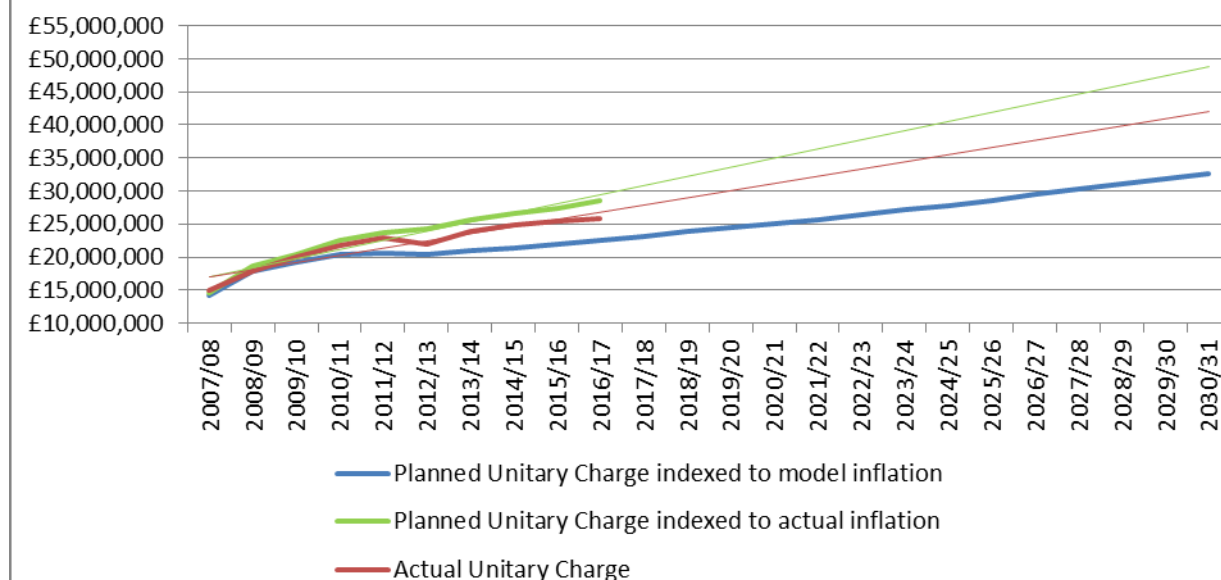
It is important to stress that the trend line (shown as a broken linear) is most unlikely to be realised as actual tonnage. This is not least because we know (and discuss later in this section) that there is growth in the number of households (both houses and flats/HMOs) within the re3 area. The trend line is nonetheless helpful in illustrating the direction of travel to date.

Figure 2 shows the expected cost (or the unitary charge) for the shared re3 Contract as the blue line.

The red line shows the actual cost of the re3 Contract in each year. Despite receiving fewer tonnes of waste than expected (as shown in figure 1) the actual cost is greater than was expected at the outset of the re3 Contract. A key reason for the higher cost is that landfill tax was changed from an annual increase of £3p/t to an annual increase of £8p/t in 2008. This happened after the planned cost for the contract (blue line) was modelled. Another factor which led to higher costs in the first two years of the re3 Contract was the short delay in commissioning of the Lakeside Energy from Waste (EfW) facility. This represented a delay in being able to divert considerable amounts of waste from landfill and meant higher costs than anticipated for the period in question.

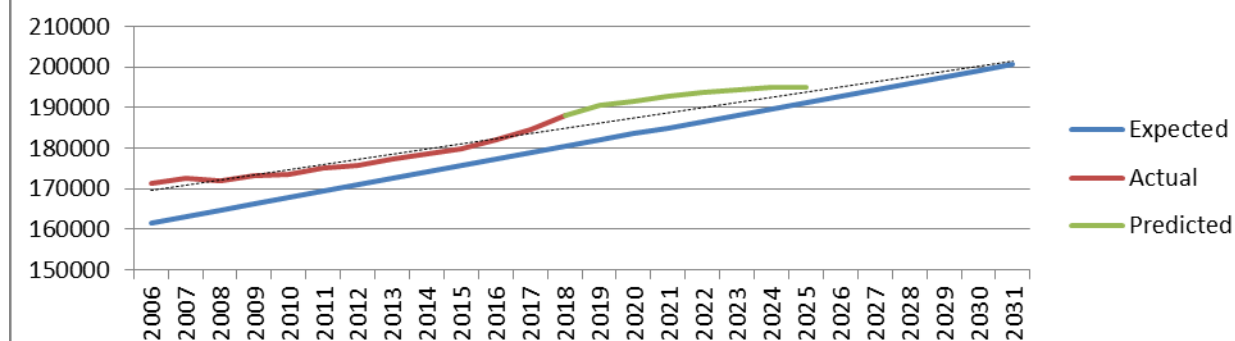
The green line reflects the same modelled costs as the blue line, but with actual inflation applied rather than the modelled inflation used at the outset of the contract. By equalising the level of inflation across both the modelled tonnage and the actual tonnage we can analyse the performance of the contract for the re3 Partnership on a like-for-like basis. When differences in inflation are removed, it is clear that the re3 Contract has out-performed the expectations of the modelling, as a result of the lower tonnage of waste and the contracted access to cheaper waste treatments such as recycling, composting and EfW.

Figure 2: Total Unitary Charge



As described above, overall levels of waste have been reduced in comparison with expected tonnages. However, figure 3 shows that actual numbers of household (red line) have significantly exceeded the numbers originally expected (blue line) by the re3 Councils, at the time the re3 Contract was initially being negotiated.

Figure 3: Household Growth



Even at the outset of the re3 Contract growth in actual household numbers had exceeded the initial estimates (which were based on figures derived in 2004).

The green line represents current expectations of housing growth up to the middle of the next decade.

Towards the end of that period, it appears that the Predicted line and the Expected line are converging. If this were to happen it would mean that housing growth had been accelerated but not ultimately exceeded that modelled at the outset of the re3 Contract. While that would still have resulted in more waste being processed it would mean that, for household numbers, the facilities were still close to the capacity originally estimated. It will be important to continue to review actual

housing growth to see if it does converge as is suggested above. Equally likely, however, is that the demand for even more development within the re3 area will continue.

As tonnages remain lower than expected, there is no immediate issue regarding the capacity of the facilities to process the waste from the re3 area. However, the pressure on the facilities from visitor numbers (as distinct from the mass of waste being managed) is a relevant potential concern. Until the changes to the access arrangements at the re3 facilities in 2016, the re3 Partnership was concerned by the impact of queuing at both facilities. It was most urgent at Longshot Lane, partly as a result of the layout and location of the site.

There is some evidence (examples in Figure 4 and 5 below) that the balance of waste management has been moved towards waste being received at the Recycling Centres, delivered by residents.

Figure 4: Household Waste Arisings (tonnes)

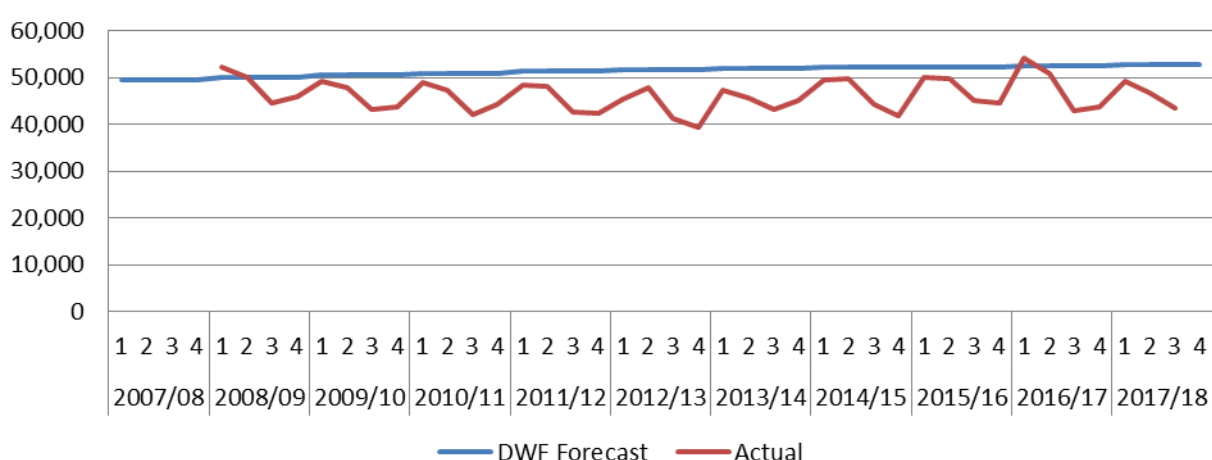
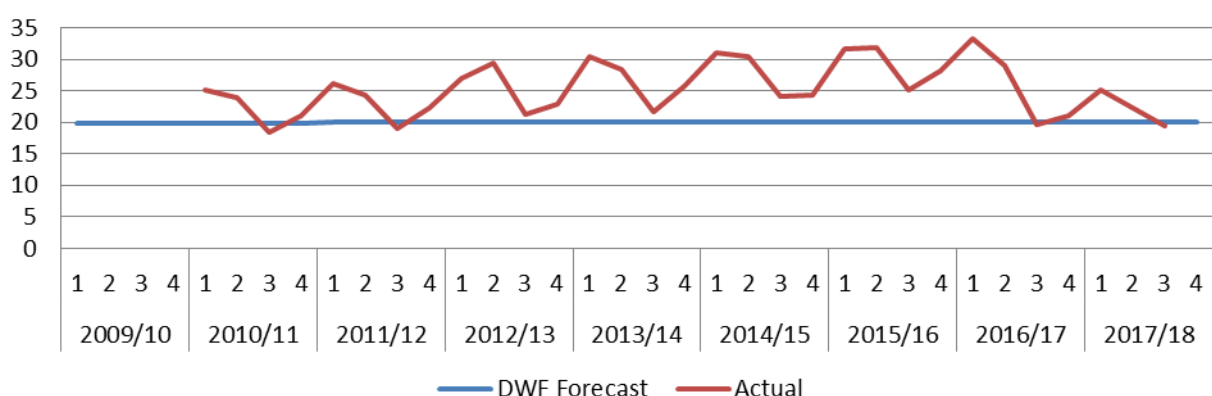


Figure 5: Recycling Centre Waste as a (%) Proportion of Total Household Waste



This has most likely occurred as a result of a combination of waste collection scheduling and resident attitudes. The restrictions on the capacity of waste receptacles in each of the council areas and the introduction of charges for green waste are the likely policy drivers for change. In each case there is good reason for the decision. In the former example, the re3 Project Team has reported, as an objective from the previous re3 Strategy, on the evidence which shows that restrictions on the capacity of receptacles can have a positive impact on recycling rates. These changes in service

have been supplemented by the apparent willingness of residents to visit the Recycling Centres with even small amounts of waste, as is convenient to them.

There is no immediate need to react, or change direction but, as housing numbers continue to increase; these are factors which the re3 Partnership will want to take into account.

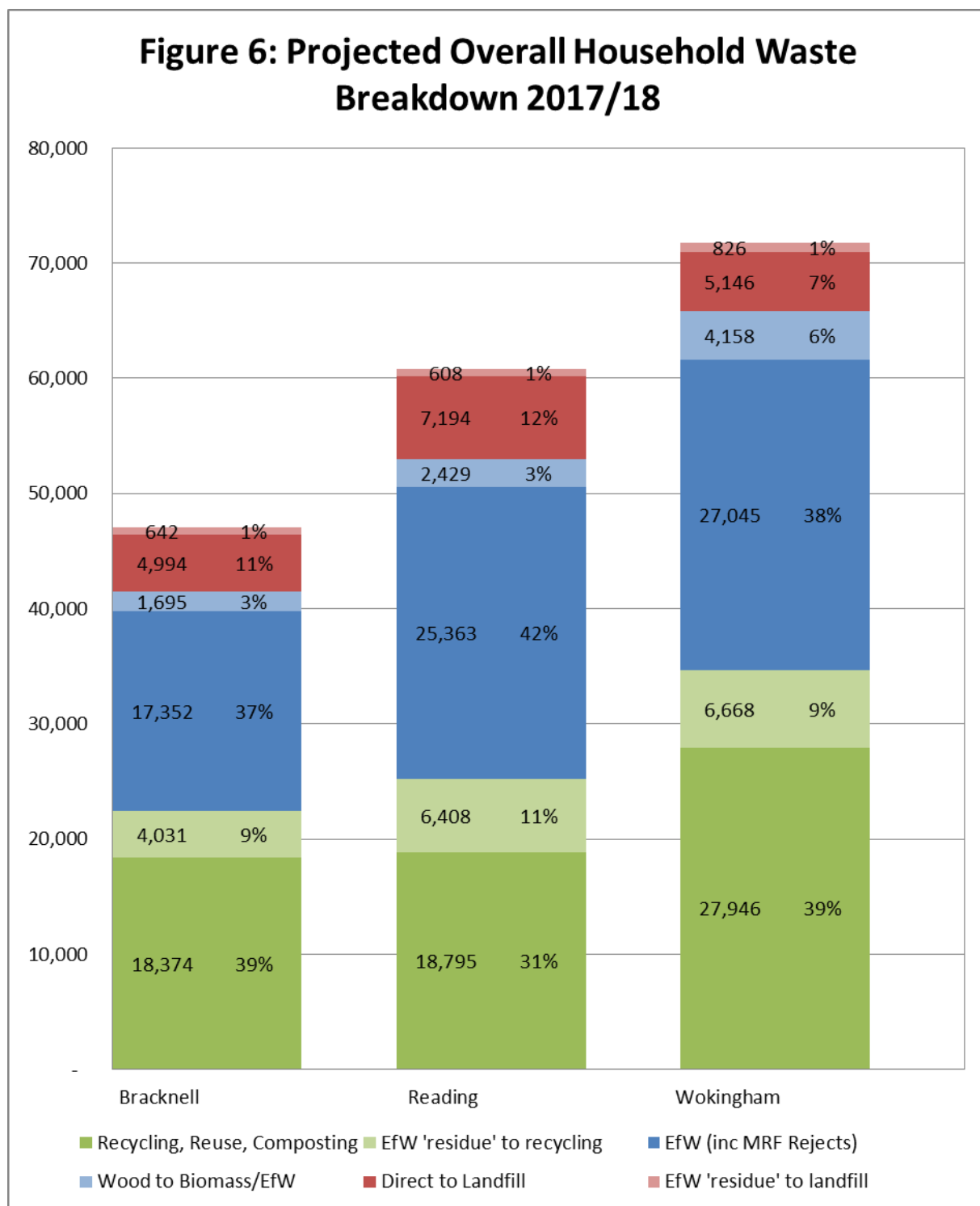


Figure 6 provides a summary of waste treatment for each of the re3 Councils. The councils are a long way ahead of where they were in the past, prior to the commencement of the re3 Partnership in

1999. Individual and Partnership initiatives have driven performance forward in many important areas.

It may or may not be valid or important to compare the re3 Partnership with other organisations. Although there is no explicit hierarchy between the two principal themes of this re3 Strategy, it can be argued that the 'first amongst equals' must be to 'reduce the net cost of waste'. While it is a great achievement to be considered the best in comparison with other partnerships, the principal aim is to address local imperatives. Via that outcome, the re3 Partnership will also support other core services and the funding pressures faced by the re3 councils.

In order to reduce the net cost of waste, the re3 Partnership must further reduce the red section, which relates to the waste sent to landfill, in each of the columns at figure 6. As previously reported, the first priority must be to increase the capture of recyclables already collected because increasing the service efficiency of our existing service is likely to have a very short payback period. This has recently been increased by the amendments made to the re3 Material Recovery Facility (MRF) and the supportive commercial arrangements, for recycling plastic, made with the Contractor. Capture of kerbside recyclables, collected by the re3 Councils, must be improved. This re3 Strategy sets out (at objectives C1-C3) the direct financial benefits that can be realised by the re3 Councils if this is achieved.

The re3 Partnership recognises the value of the recycling of incinerator bottom ash (IBA). Accordingly, this re3 Strategy now incorporates a measure of the percentage of contract waste that is recycled from IBA into materials for the construction industry.

The limitations of tonnage (mass) based indicators for waste management have been the subject of industry-wide discussions for some time. One thread within the discussion is to refer to the perverse outcomes that can come from measuring performance in tonnes. An example of this might be where an essentially renewable resource, like paper, is prioritised over a finite resource, such as plastic. Such prioritisation occurs because paper waste (newspapers, junk mail, cardboard etc.) has a higher weight than plastics which are being made lighter all the time. So, 'chasing tonnage' is increasingly being considered as the wrong priority for the waste management industry. This perspective is partially reflected in the EU Circular Economy Package and is also mentioned in the UK government's recent document 'A Green Future: Our 25 Year Plan to Improve our Environment'.

Tonnage is still likely to be the principal measure of waste for some time, however. A transition to other indices, such as one based on the carbon impact of waste types and treatments is unlikely to occur until the principal stakeholders in the waste management industry are confident that any changeover will not have an adverse effect upon their stake. Commercial waste management organisations will obviously been keen to protect their interests, with costs being based on a per tonne basis. Many contracts are based on expected levels of waste, again measured in tonnes. An ongoing translation from tonnes into a future index will be necessary both as a transitional tool and to retain a means of measuring continuous progress.

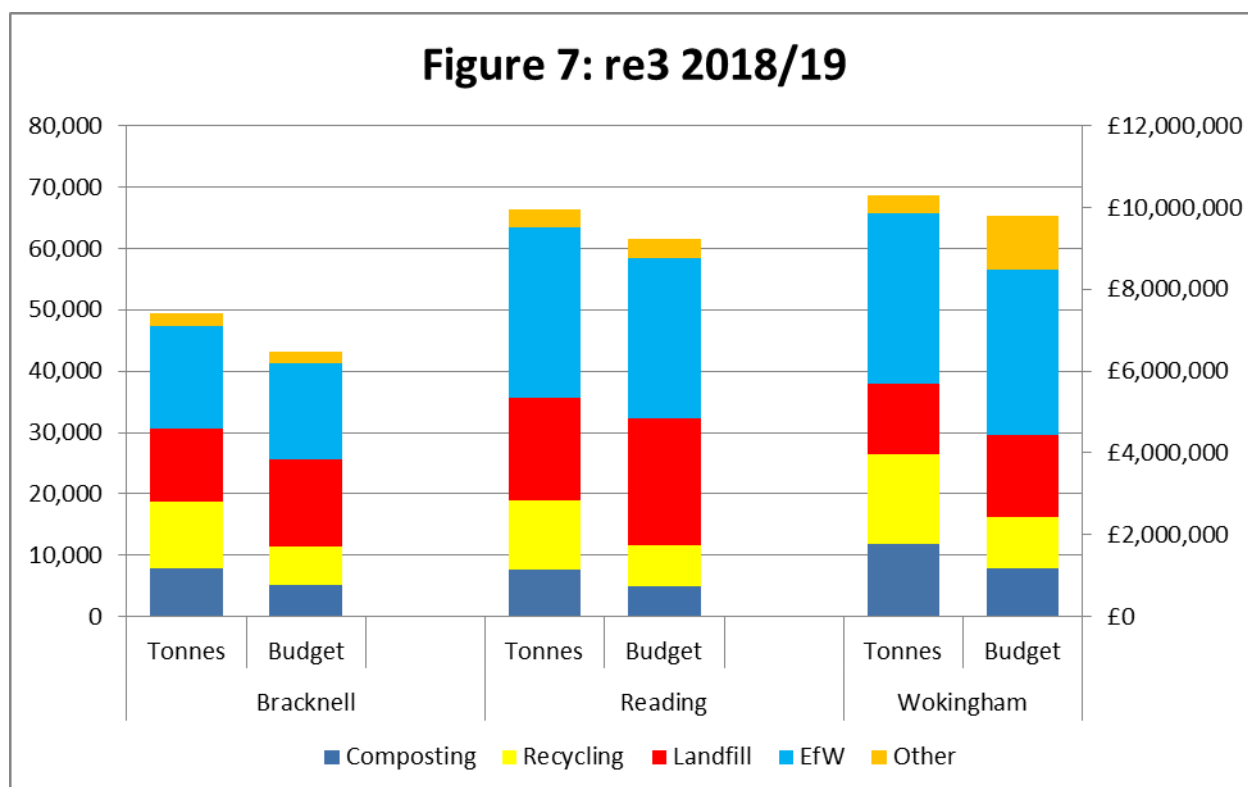
In advance, and as an exercise in taking a different perspective on the performance of the re3 Partnership, a financial translation has been developed for this re3 Strategy.

Each pair of the columns on the figure 7 relate to the same waste. The left-hand columns for each council show how many tonnes are expected to be managed by each council in 2018/19 (and relate to the left-hand y axis). The right hand columns for each council show how the same tonnage is translated into a cost (and relate to the right-hand y axis).

It is easy to see how recycling (yellow) and composting (dark blue) translates into far smaller proportions of overall costs than their tonnage would suggest. This is because recycling is a far cheaper form of waste management, per tonne, than disposal (e.g. landfill or EfW). There is an indirect relationship between recycling and composting and overall cost. In most scenarios, if

recycling and composting increase, the overall cost will reduce. However, there is a direct relationship between landfill and cost. If landfill increases, the overall cost of waste management will increase. Reducing the amount of waste sent to landfill is one of the reasons the re3 Partnership was formed and since its commencement, the re3 Contract has successfully reduced waste to landfill from over 70% to the present levels shown herein.

The purpose of figure 7 is to illustrate the relative difference between looking at waste as a tonnage and looking at waste as a financial cost. As previously described, we know the basic principles but this illustration should support the re3 Partnership in prioritising service decisions and achieving the twin objectives of reducing the net cost of waste and recycling 50% by 2020.



Another important aspect to note is the fact that the amount of waste sent to EfW is currently capped. This means that the re3 Partnership cannot easily send more waste to EfW than the cap of 70,000 tonnes per annum. This is important because EfW is also a more financially advantageous treatment than landfill. The primary way of reducing costs and improving performance must be through increasing the amount recycled, composted and reused. However, so long as those outcomes can be achieved, it will also be important to establish conditions in which more waste can be sent for energy recovery if doing so can displace waste that would otherwise have been sent to landfill.

The estimated composition of residual waste by dwelling type (kerbside for houses and flats for flats and HMOs), for each of the re3 Councils and the re3 Partnership, is shown at figure 8.

It is important to remember that figure 8 illustrates the composition of the residual waste. Therefore it does not show the waste that was made available for kerbside recycling collections, garden waste collections or delivered direct by residents to the two Household Waste Recycling Centres (HWRC). The purpose of the sampling was to assess what materials could be diverted from disposal either via existing and alternative council services or via new council services. From that perspective,

there are two specific categories within the above waste composition which require specific strategic consideration.

The first is food waste at about 1/3rd of waste for disposal. By virtue of the objectives contained within the previous re3 Strategy, and amended herewith, the re3 Partnership has undertaken (and is continuing) detailed planning on the commencement of processing of food waste.

Figure 8: Composition of re3 Residual Waste (by household type)

WASTE MATERIALS % BY WEIGHT	READING		BRACKNELL		WOKINGHAM		re3	
	KERBSIDE	FLATS	KERBSIDE	FLATS	KERBSIDE	FLATS	KERBSIDE	FLATS
RECYCLABLE PAPER	1.96%	3.50%	1.73%	4.48%	4.02%	4.32%	2.69%	3.92%
RECYCLABLE CARD & CARDBOARD	1.18%	5.38%	1.01%	4.42%	1.09%	4.25%	1.11%	4.93%
RECYCLABLE METALS	0.96%	2.83%	0.78%	1.60%	0.87%	1.63%	0.88%	2.28%
PLASTIC BOTTLES	1.10%	3.58%	0.98%	1.98%	1.18%	2.55%	1.10%	2.93%
GARDEN WASTE	6.53%	0.24%	2.96%	0.19%	3.06%	0.15%	4.39%	0.21%
TEXTILES	2.71%	2.25%	3.37%	5.30%	3.83%	2.35%	3.29%	3.27%
GLASS BOTTLES & JARS	3.66%	7.03%	2.44%	8.64%	3.13%	3.53%	3.18%	7.16%
NAPPIES	8.46%	13.09%	7.06%	12.52%	6.89%	3.87%	7.54%	11.84%
ALL DIY WASTE	0.36%	1.42%	2.87%	0.80%	0.91%	0.05%	1.15%	1.05%
FOOD WASTE	30.94%	35.59%	34.28%	32.73%	31.39%	39.83%	31.87%	35.13%
OTHER RESIDUAL WASTE	42.13%	25.10%	42.53%	27.34%	43.63%	37.48%	42.79%	27.27%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source re3 Waste Composition Analysis, MEL 2016

The second category is entitled 'nappies' within the table but which also contains absorbant hygiene products (AHP). There is limited scope for recycling this category of waste at present. However, establishing the conditions related to separately treating this material type will be considered as part of this re3 Strategy.

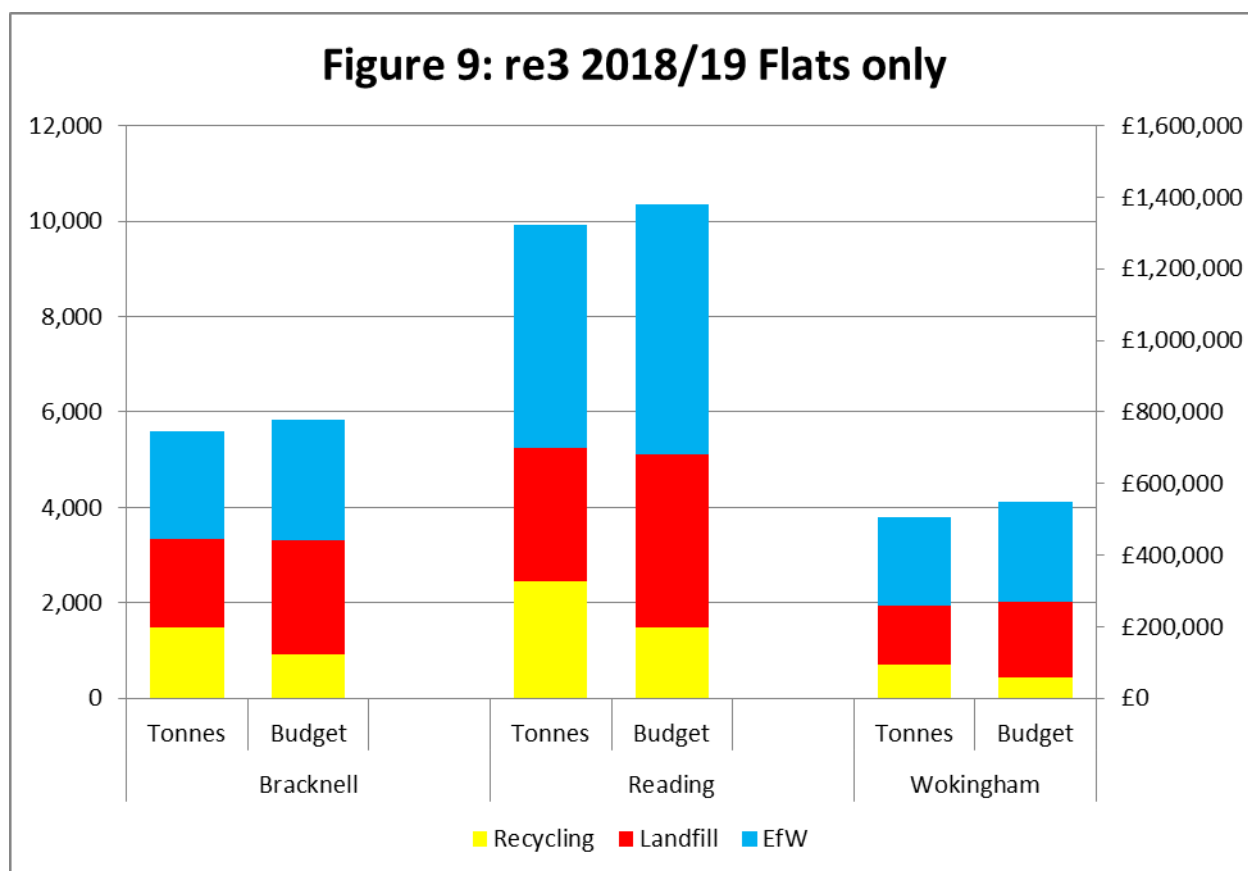


Figure 9 above illustrates the same tonnage and financial perspectives as in figure 7 but looks at flats and HMOs only. Flats and HMOs present particular service challenges in relation to waste

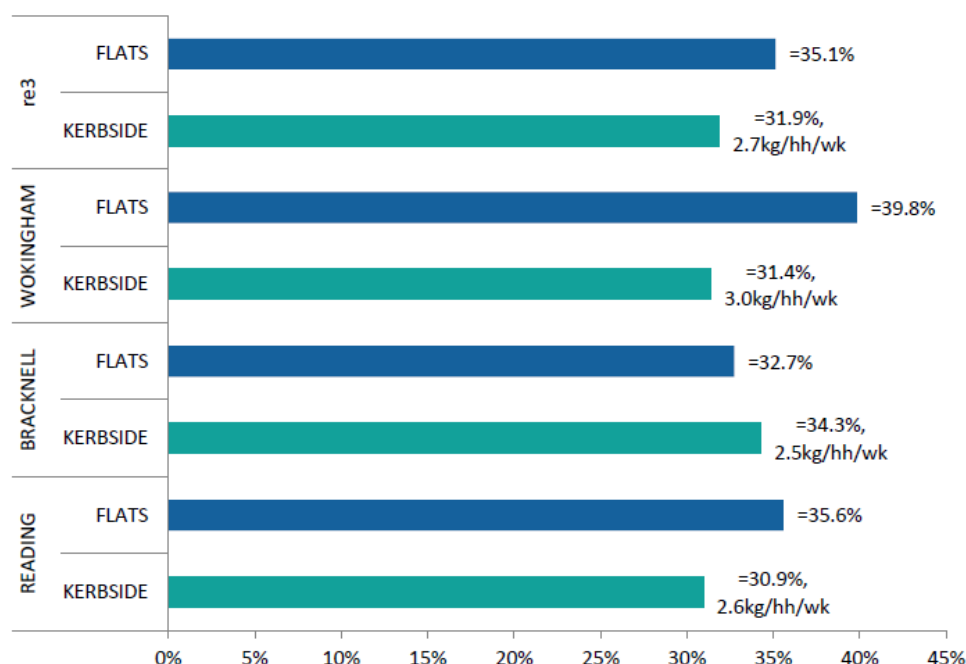
management. Among them are issues of space, access to bins and also the less direct relationship between a resident and their bin. None of these factors is considered a fault of residents but each is undoubtedly a consideration that must be made by the re3 councils in terms of the service offered and the expectation of service performance (e.g. capture of recycling).

The proportion of higher density developments is growing across the re3 area. Accordingly, this cohort of residents is important even though there are some complexities in terms of offering similar service to those for houses. Means of engagement, and modes of service, which prompt far higher levels of recycling than is currently the case in flats and HMOs, will need to be established if levels of performance across the re3 Partnership are to be improved.

Food waste is a potential area of the service in which flats could feasibly outperform houses. As the table below illustrates, the waste from flats and HMOs tends to have a greater proportion of food waste than the waste from houses. Figure 10, below, illustrates the percentage of overall residual waste that was analysed as being food waste for both flats and HMOs and houses (kerbside). In each case, the proportion for food waste is higher in flats than for houses.

While capturing the food waste from multiple occupancy developments is not easy, this is an area in which residents could make a considerable contribution to the control of the net cost of waste and improving the recycling rate.

Figure 10: Proportion of Food Waste within re3 Residual Waste (by household type)



Source: re3 Waste Composition Analysis, MEL 2016

PART 2

re3 strategy (2018 to 2020)

This re3 Strategy builds on its direct predecessor. Some of the objectives which form the strategy for 2018 to 2020 remain closely aligned with objectives from the earlier, 2016 to 2017, strategy.

The principal themes have been reduced from four to two. They are:

1. Reduce the net cost of waste
2. Recycle 50% by 2020

We've called them 'themes' because they are intended to summarise a collection of strategic necessities which apply to the re3 Partnership.

The requirements to reduce the net cost of waste and recycle 50% by 2020 are made ever more important by continuing housing growth in the re3 area. Growth predictions for households being built in the re3 area exceed those assumed at the time the re3 contract was negotiated. There is potential, therefore, for pressure on local facilities and this re3 Strategy identifies some practical steps that can be taken by the re3 Partnership, to plan for and manage waste growth.

One interesting aspect of this re3 Strategy for 2018 to 2020 is an even more direct financial focus on waste management and recycling in particular. This reflects the continuing need to identify savings, including in the waste service, to support other core services within the re3 councils. The re3 Partnership is also keen to explore different ways of measuring the service, which reflect the relative impacts of waste and waste treatments. The objective of trying to 'reduce the net cost of waste' has been an imperative throughout but this re3 Strategy illustrates the direct impact of operational development on financial outcomes in a direct sense. New targets and indicators have been developed to support and drive improvement.

Another key area of change in this re3 Strategy is the emergence of greater public consciousness about the impact of plastic waste. Plastic is a great example of a material whose relative and potential environmental impact is not directly appreciable from its mass. Indeed the 'light-weighting' of plastic packaging whilst using less virgin resource, and undoubtedly reducing transport costs for the packaging industry and retailers, has arguably not reduced the level of general reliance on single-use plastic packaging and its potential impact on the global environment.

This re3 Strategy commits the Partnership to supporting the WRAP campaign on plastics. There are several reasons for supporting the WRAP campaign. It is complementary to the aims of this re3 Strategy and is also broadly supportive of existing council aspirations (e.g. water bottle refilling and seeking to discourage use of unnecessary single-use plastics). Finally, it is important for the re3 Partnership to be responsive, in a sustainable way, to the groundswell of opinion that has been prompted on plastic.

The re3 Partnership will observe and ideally contribute to the debate about deposit return schemes (DRS). The idea has grown in status on the back of the concerns about plastics. However, the re3 Partnership wishes to withhold its position in advance of specific details about how a UK DRS will work. From a local government perspective, and on behalf of residents, it may be the case that DRS could reduce the viability of existing council recycling collections. Local Government has provided a comprehensive waste collection and processing service for residents. It has demonstrably responded to industry demands on material quality and has provided considerable investment in the infrastructure of the UK recycling industry. Recycling outcomes must be improved and the important

issues raised by the issue of single use plastic packaging will ideally be addressed without detriment to the existing systems of recycling in the UK.

Vision

The re3 partnership provides and supports universal services. While waste includes some important statutory obligations; the net reduction in funding for local government cannot be overlooked. The re3 councils have commitments to residents in the re3 area (including some who are vulnerable) and many other important areas of service. Accordingly, this re3 Strategy reflects the need existing operations and standards to evolve in support of the corporate priorities of the re3 councils.

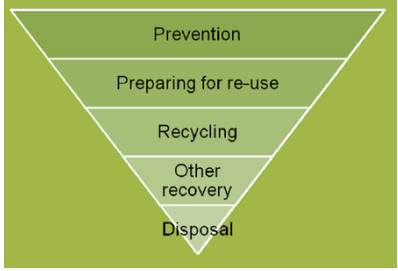
Accordingly, the vision for the re3 Partnership reflects the need for waste services to be better aligned with one another and to contribute both corporately and, of course, to the wider community. The vision for re3 is as follows:

A high performing service that manages waste for the benefit of the whole re3 community.

This vision recognises the circular relationship between costs and recycling performance.

Objectives

The re3 Strategy is embodied in the following objectives:

Ref	Objective
A	The re3 partnership will promote waste reduction in line with the waste hierarchy.
Additional Background	
 <p>ref: Gov.uk</p>	<p>Using appropriate information and messaging the re3 Partnership will promote waste management at a personal, and household, level. The re3 Partnership and the individual re3 Councils are important stakeholders but often manage waste once it has already been created. It is also important to support residents with information which can help them to avoid waste. This must be undertaken in a way which is constructive and supportive, presenting re3 residents with practical steps or actions that can be taken should they wish to do so.</p>
Principal Owners	
re3 Project Team	Target
	March 2020
Notes	
<p>The Waste Hierarchy is as follows (ref: Gov.uk):</p> <ul style="list-style-type: none"> • Prevention - Using less material in design and manufacture. Keeping products for longer; re-use. Using less hazardous materials. • Preparing for re-use – Checking, cleaning, repairing, refurbishment, whole items or spare parts. 	

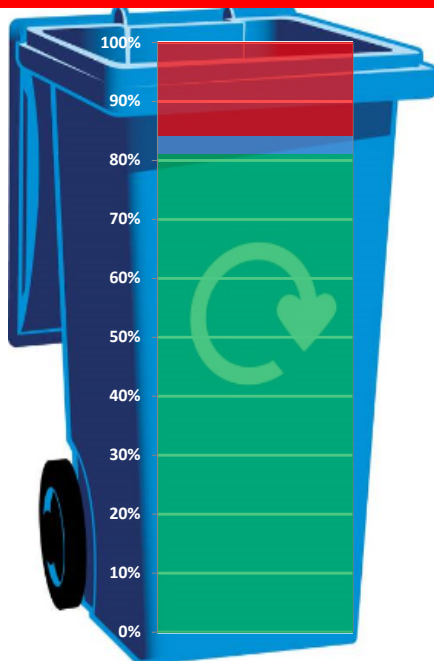
- **Recycling** – Turning waste into a new substance or product. Includes composting if it meets quality protocols.
- **Other Recovery** – Includes anaerobic digestion, incineration with energy recovery, gasification and pyrolysis which produce energy (fuels, heat and power) and materials from waste; some backfilling.
- **Landfill and incineration without energy recovery.**

This objective will be delivered, wherever possible, by offering support (or seeking support from) individuals, community groups or businesses who are involved in activities relevant to this objective.

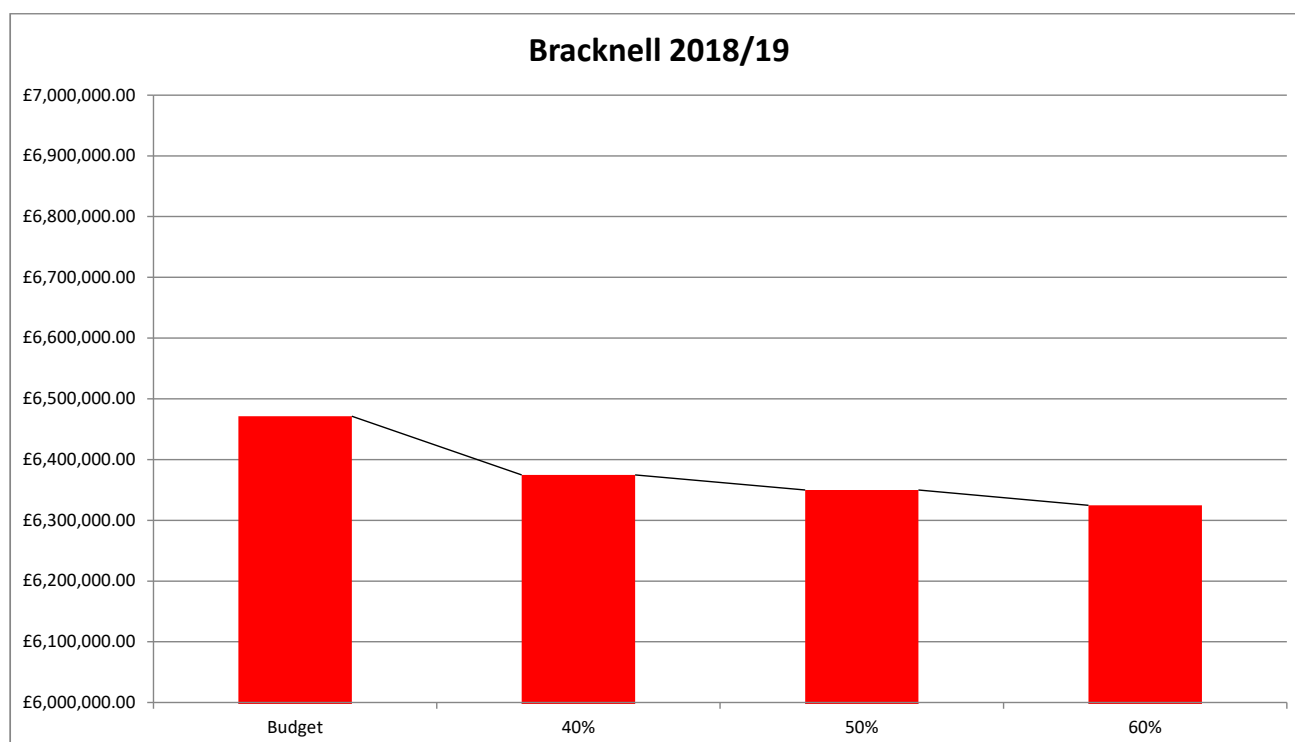
Ref	Objective
B	The re3 partnership will continue to target the cost of food waste to residents.
Additional Background	
<p>Waste food represents a double cost to communities. Whenever food is wasted, residents, as consumers, pay for food that ultimately isn't consumed and then they pay, as taxpayers, to dispose of it or treat it. This analysis of costs is relevant even if treatment involves energy production.</p> <p>Many factors, not least financial and social factors beyond the scope of the re3 Councils, are relevant to the overall level of food waste generated. Nonetheless, the re3 Partnership will continue to address this important objective and encourage residents to reduce wastefulness with food.</p> <p>Social media will play a key role in this objective as it represents a cost effective medium through which to contact residents in convenient and timely ways.</p>	
Owners	Target
re3 Project Team re3 Board Individual re3 Councils	2.50kg/hh/wk
Notes	
<ul style="list-style-type: none"> • Measurement of the target for this objective will be achieved via a planned biennial compositional analysis of waste within the re3 area. • The current working baseline figure for the re3 area is 2.71kg per week • The reduction of food waste by of an average of 210g per household per week (7.75%) would save up to £260,000 in disposal costs. • The re3 Partnership commissioned an independent analysis of the amount of food waste generated within the re3 area. By combining that with the results of separate research by the Waste and Resources Action Programme (WRAP) we estimate that the purchase value of avoidable food waste to re3 residents is c£75m p/a. • Where other stakeholders (e.g. organisations) can be informed and supported, the re3 Partnership will do so though the principal target remains related to household waste. 	

Ref	Objective
C1 BRACKNELL FOREST COUNCIL	A series of targets and indicators have been set by Bracknell Forest Council to indicate progress towards the overall goal of achieving 50% reuse and recycling by 2020.
Additional Background	
<p>The re3 partnership considers that targets are a helpful stimulus for service planning and activity. Bracknell Forest Council has set a series of indicators and targets to promote and record progress towards the overall goal of achieving 50% reuse and recycling by 2020. All gains, however small they are in isolation, should be considered and an affordable means of delivery sought.</p> <p>The principal targets relate to the overall reuse and recycling rate of 50% by 2020. The first target measures the rate of reuse and recycling itself. The second measures the contribution of the relevant kerbside recycling collection (mixed dry recycling). The kerbside collection is an essential recycling service and, further below in this section, a financial incentive has been identified for the council which relates to the more efficient capture of recyclables that were assessed to remain in the residual (disposal) collection.</p> <p>Elsewhere in this section are a series of indicators (italicised) which are intended to inform decision-making and detailed analysis of the efficiency of the waste collection service. Among these is information on the recycling of incinerator bottom ash which unfortunately is excluded from being included in the overall measure of reuse and recycling.</p>	

Category	Background	Performance
		Target/Indicator
C1A Statutory Recycling Target	This target is the traditional 'recycling rate' target that should be comparable with other councils in the UK.	Target: 43%
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%
C1C	<i>Despite displacing 'virgin'</i>	9%

Including Incinerator Bottom Ash (IBA)	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.								
C1D Material Specific Recycling	Over time, the composition of waste changes as regulation, purchasing habits and cost dictate what types of product and material we use and discard. This indicator looks at specific types of material both to track progress and chart trends.	Newspaper	4.41%.						
		Card	4.03%						
		Mixed paper	1.04%						
		Steel and Aluminium tins and cans	0.72%						
		PET and HDPE plastic bottles	1.10%						
		Pots, tubs and trays	1.29%						
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.	<div></div> <table><tr><td></td><td>Target Materials</td></tr><tr><td></td><td>Non-Target Paper and Card</td></tr><tr><td></td><td>Other Non-Target and Non-Recyclable Materials</td></tr></table>			Target Materials		Non-Target Paper and Card		Other Non-Target and Non-Recyclable Materials
	Target Materials								
	Non-Target Paper and Card								
	Other Non-Target and Non-Recyclable Materials								

Anonymised analysis of re3 waste showed that some recyclable items were still being thrown-away. The graph below shows the financial impact on the budget for waste management in three scenarios. The impact on costs is quite significant if 40%, 50% and 60% of those recyclables can be captured by the kerbside recycling collection and recycled.



Capture of recyclables currently still in waste for disposal	Appoximate avoided disposal cost if captured
40%	£97k
50%	£122k
60%	£147k

Ref	Objective
C2 READING BOROUGH COUNCIL	A series of targets and indicators have been set by Reading Borough Council to indicate progress towards the overall goal of achieving 50% reuse and recycling by 2020.

Additional Background

The re3 partnership considers that targets are a helpful stimulus for service planning and activity. Reading Borough Council has set a series of indicators and targets to promote and record progress towards the overall goal of achieving 50% reuse and recycling by 2020. All gains, however small they are in isolation, should be considered and an affordable means of delivery sought.

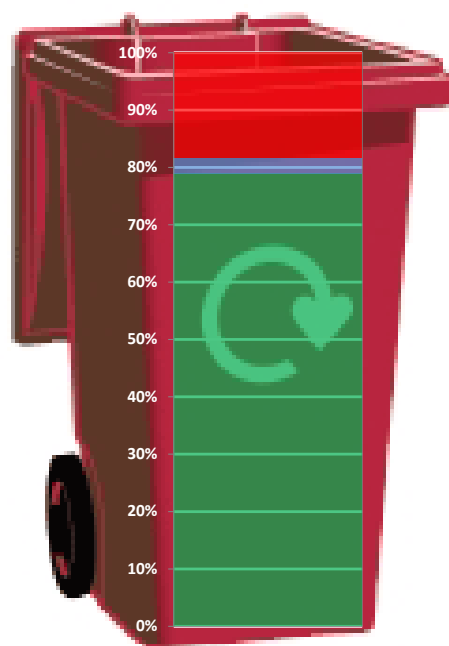
The principal targets relate to the overall reuse and recycling rate of 50% by 2020. The first target measures the rate of reuse and recycling itself. The second measures the contribution of the relevant kerbside recycling collection (mixed dry recycling). The kerbside collection is an essential recycling service and, further below in this section, a financial incentive has been identified for the council which relates to the more efficient capture of recyclables that were assessed to remain in the residual (disposal) collection.

Elsewhere in this section are a series of indicators (*italicised*) which are intended to inform decision-making and detailed analysis of the efficiency of the waste collection service. Among these is information on the recycling of incinerator bottom ash which unfortunately is excluded from being included in the overall measure of reuse and recycling.

Category	Background	Performance	
		Target/Indicator	
C2A Statutory Recycling Target	This target is the traditional 'recycling rate' target that should be comparable with other councils in the UK.	Target: 39%	
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%	
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%	
C2D Material Specific Recycling	<i>Over time, the composition of waste changes as regulation, purchasing habits and cost dictate what types of product and material we use and discard. This indicator looks at specific types of material both to track progress and chart trends.</i>	Newspaper	4.07%
		Card	3.59%
		Mixed paper	1.19%
		Steel and Aluminium tins and cans	0.72%
		PET and HDPE plastic bottles	1.08%
		Pots, tubs and trays	1.79%

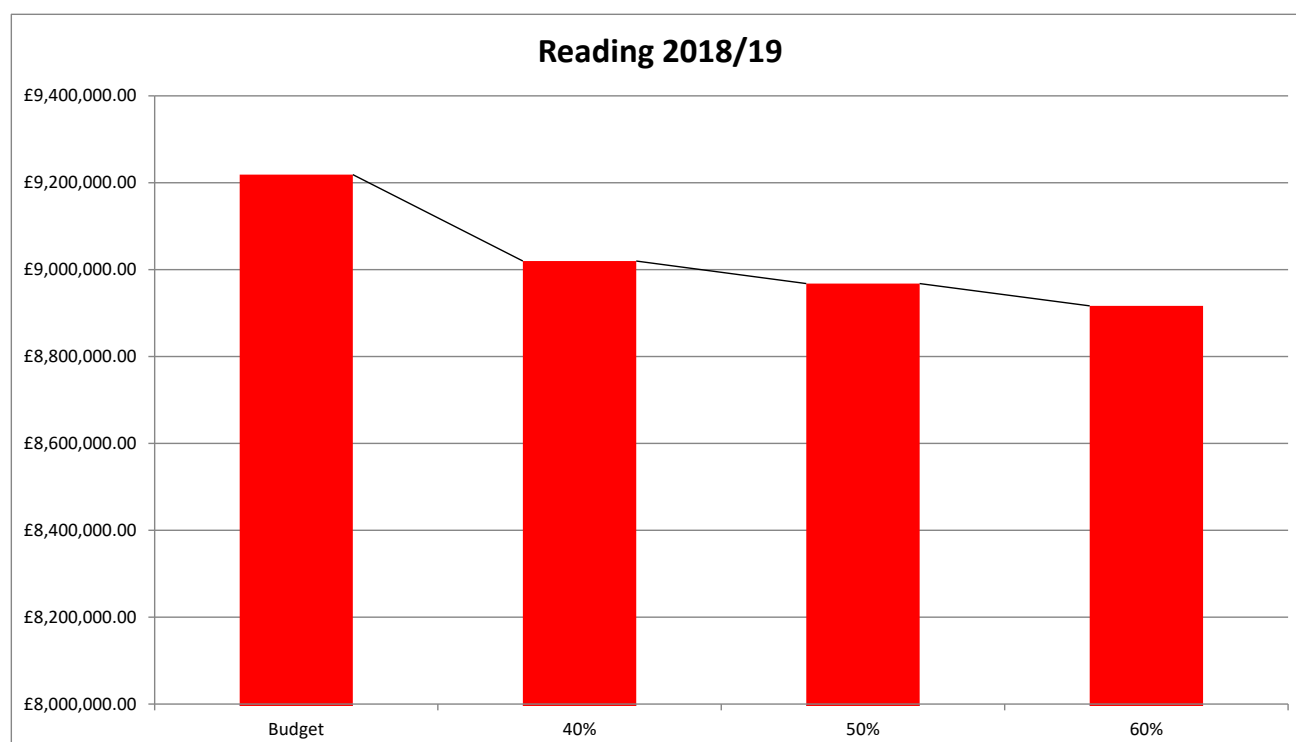
C2E Contamination

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 Materials
	Non-Target Paper and Card
	Other Non-Target and Non-Recyclable Materials

Anonymised analysis of re3 waste showed that some recyclable items were still being thrown-away. The graph below shows the financial impact on the budget for waste management in three scenarios. The impact on costs is quite significant if 40%, 50% and 60% of those recyclables can be captured by the kerbside recycling collection and recycled.



Capture of recyclables currently still in waste for disposal	Appoximate avoided disposal cost if captured
40%	£199k
50%	£250k
60%	£302k

Ref	Objective
C3 WOKINGHAM BOROUGH COUNCIL	A series of targets and indicators have been set by Wokingham Borough Council to indicate progress towards the overall goal of achieving 50% reuse and recycling by 2020.

Additional Background

The re3 partnership considers that targets are a helpful stimulus for service planning and activity. Wokingham Borough Council has set a series of indicators and targets to promote and record progress towards the overall goal of achieving 50% reuse and recycling by 2020. All gains, however small they are in isolation, should be considered and an affordable means of delivery sought.

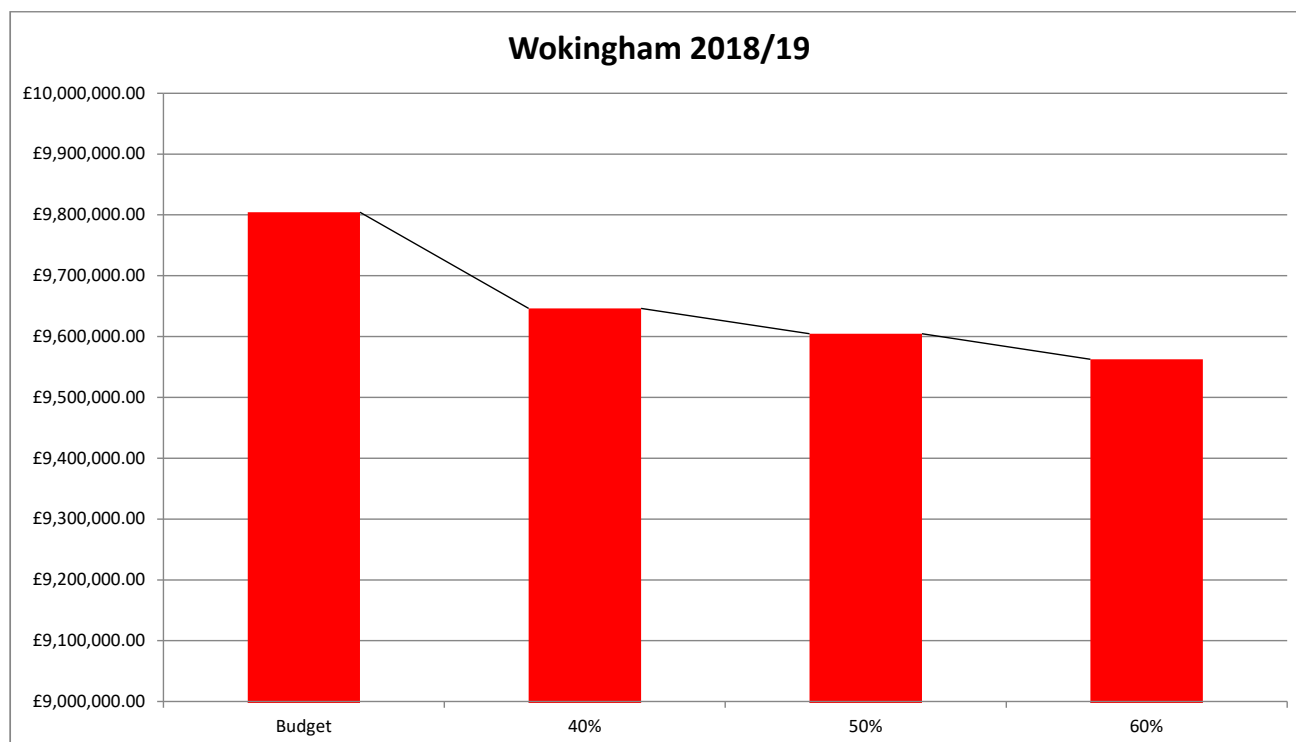
The principal targets relate to the overall reuse and recycling rate of 50% by 2020. The first target measures the rate of reuse and recycling itself. The second measures the contribution of the relevant kerbside recycling collection (mixed dry recycling). The kerbside collection is an essential recycling service and, further below in this section, a financial incentive has been identified for the council which relates to the more efficient capture of recyclables that were assessed to remain in the residual (disposal) collection.

Elsewhere in this section are a series of indicators (italicised) which are intended to inform decision-making and detailed analysis of the efficiency of the waste collection service. Among these is information on the recycling of incinerator bottom ash which unfortunately is excluded from being included in the overall measure of reuse and recycling.

Category	Background	Performance
		Target/Indicator
C3A Statutory Recycling Target	This target is the traditional 'recycling rate' target that should be comparable with other councils in the UK.	Target: 52%
C3B Kerbside Recycling	Using the respective weekly council collections is an effective way to recycle. This indicator looks at this service alone.	Target: 26%
C3C	<i>Despite displacing 'virgin'</i>	9%

Including Incinerator Bottom Ash (IBA)	<i>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>					
C3D Material Specific Recycling	<i>Over time, the composition of waste changes as regulation, purchasing habits and cost dictate what types of product and material we use and discard. This indicator looks at specific types of material both to track progress and chart trends.</i>	Newspaper	3.84%			
		Card	3.22%			
		Mixed paper	0.80%			
		Steel and Aluminium tins and cans	0.53%			
		PET plastic bottles	0.81%			
		Pots, tubs and trays	1.67%			
C3E 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>					
		<table><tr><td></td><td>Target Materials</td></tr><tr><td></td><td>Non-Target Paper and Card</td></tr><tr><td></td><td>Other Non-Target and Non-Recyclable Materials</td></tr></table>		Target Materials		Non-Target Paper and Card
	Target Materials					
	Non-Target Paper and Card					
	Other Non-Target and Non-Recyclable Materials					

Anonymised analysis of re3 waste showed that some recyclable items were still being thrown-away. The graph below shows the financial impact on the budget for waste management in three scenarios. The impact on costs is quite significant if 40%, 50% and 60% of those recyclables can be captured by the kerbside recycling collection and recycled.



Capture of recyclables currently still in waste for disposal	Appoximate avoided disposal cost if captured
40%	£158k
50%	£200k
60%	£242k

Ref	Objective
D HWRC	To recycle/compost/reuse not less than 50% of household waste received at the re3 Recycling Centres.
Additional Background	
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. The contribution of the re3 Recycling Centres to overall recycling rates is generally good. However, these facilities are being used more and more due to changing services and public preferences. It is important that the Recycling Centres continue to improve their performance in a cost effective manner to ensure that they make a sufficient contribution to overall recycling and the objective to reduce the net cost of waste.	
Owner	Target
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd). re3 Project Team.	To recycle, compost or reuse not less than 50% of household waste received at the re3 Recycling Centres per annum.
Notes	
<ul style="list-style-type: none"> Overall recycling rate includes composting and reuse. Work to understand and equalise differences in performance between the two sites is ongoing. If possible, the two sets of targets will be amended so they are identical. 	

The targets below relate to the performance of the HWRC in isolation. They are, however, linked to the performance shown in objectives C1 to C3, above.

LONGSHOT LANE HWRC

	2017/18	2018/19	2019/20
	CURRENT	TARGET HWRC RECYCLING RATES	
HWRC Recycling Rate	55%	55%	60%

SMALLMEAD HWRC

	2017/18	2018/19	2019/20
	CURRENT	TARGET HWRC RECYCLING RATES	
HWRC Recycling Rate	46%	50%	55%

Ref	Objective
E	Progressively reducing the rate of target recyclables rejected at the re3

MRF	Material Recycling Facility (MRF) to no higher than 10% by 2020	
Additional Background		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. It is not unusual in mechanical processes, like those undertaken in the MRF to sort materials, to have a level of relative accuracy (process losses). The re3 Partnership has set this target to support the efforts of residents in recycling by encouraging the Operator of the MRF process to capture, for recycling, as much as possible.		
Owners		Target
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd). re3 Project Team.		To reduce the rate of target recyclables rejected to 10% per annum
Notes		
<ul style="list-style-type: none">• These targets adopt the terminology and methodology of the MRF Code of Practice introduced as part of the Material Recovery Facilities (MRF) Regulations laid before Parliament in February 2014.• Reductions in contamination must be matched by improvements in the performance of the MRF (reductions in the loss of Target Recyclables in MRF rejects).• Performance against this target, by the Contractor, will be assessed using the information captured in compliance with the aforementioned MRF Regulations (and audited as appropriate).		

Ref	Objective
F	The re3 partnership will continue to work with its waste management Contractor to maximise utilisation of the re3 facilities where that has a positive financial or performance outcome and no detriment to re3 residents or re3 services.
Additional Background	
The re3 partnership will continue to work with its waste management Contractor to maximise utilisation of the re3 facilities where that has a positive financial or performance outcome and no detriment to re3 residents or re3 services. The re3 councils have made a considerable investment in the excellent facilities provided through the shared contract. Where capacity exists, recognising the continuing growth in the population of the re3 area, the re3 councils will seek to use it for mutual gain and ideally on commercial terms.	
Included within this objective will be the potential, where capacity is available, for more re-use activities at the re3 Household Waste Recycling Centres.	
Principal Owners	Target
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).	Annual measure of utilisation based on 2017/18 baseline.

re3 Project Team.	
Notes	
<ul style="list-style-type: none"> • The re3 PFI contract foresees the potential for utilisation of any present spare capacity. • The re3 PFI contract specifies that re3 (Contract) waste will take precedence. 	

Ref	Objective
G	The re3 partnership will focus on forms of collection and treatment that will have most positive impact on performance.
Additional Background	
<p>Further service development will be needed in order to achieve the 50% recycling target. The re3 Partnership supports cost effective service developments. Through the contractual relationship with The Contractor, the re3 Partnership will continue to develop services which support recycling directly and support the concept of recycling in general (so that the value of better waste management is more widely appreciated).</p> <p>This objective includes investigation of the recycling of 'hard plastics' (such as used in toys and some garden furniture), absorbent hygiene products (AHP), mattresses and carpet. Glass collections may have potentially prohibitive costs associated with them. However, the re3 Partnership will explore whether limited glass collections could be introduced for communal living developments, particularly those who cater for the elderly and residents for whom access to bottle banks is difficult.</p> <p>This objective also includes observing and contributing (as deemed appropriate by the re3 Board) to the debate on Deposit Return schemes which are targeted at post consumer and/or household waste currently collected by re3 kerbside recycling services.</p>	
Principal Owners	Target
re3 Project Team. Re3 The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).	Outline business cases for each option to be delivered by the end of the 2018/19 year.
Notes	
<ul style="list-style-type: none"> • This objective seeks to support a widened aspiration of the re3 partnership in terms of what it can achieve. 	

Ref	Objective
H	The re3 partnership will ensure that the treatment of the surplus food from residents, which ends-up in the waste stream, can commence from April 2019.
Additional Background	

Food waste represents a significant proportion of the waste not currently recycled or reused. There are no direct legal requirements for the separate collection and processing of food waste. However, policy developments (such as the recent 25 year plan for the Environment ('A Green Future'¹) and the earlier inclusion, as part of the EU Circular Economy Package, of food within the TEEP arrangements) represent a direction of travel in respect of food waste which re3 acknowledges in its strategic planning. It is important that, on behalf of residents, the re3 councils minimise exposure to conditions and arrangements which indirectly support wastefulness or penalise waste avoidance. It is for this reason that this objective sits alongside work to reduce food waste at source.

Principal Owners

re3 Project Team
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).

Target

Treatment of food waste available for re3 Contract by April 2019

Notes

- This objective seeks to support a widened aspiration of the re3 partnership in terms of what it can achieve.
- Depending on the type of service, the collection and processing of food waste can support associated specific and general objectives such as energy production, waste collection efficiency and the overall recycling rate.

Ref	Objective
I	The re3 partnership will work in support of the WRAP campaign on plastics

Additional Background

The re3 Partnership supports the principles of the Recycle Now/ WRAP campaign. As the principal household waste organisation within the combined administrative areas of Bracknell Forest, Reading and Wokingham Boroughs, the re3 Partnership recognises its potential to promote and support activities and behaviours.

Principal Owners

re3 Project Team
re3 Board
Individual re3 Councils
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).

Target

TBC

Notes

- This objective proposes support for the national [campaign managed by WRAP](#), launched on 22 February.

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/673203/25-year-environment-plan.pdf

Ref	Objective
J	The re3 partnership will take steps to increase recycling of glass bottles and jars.
Additional Background	
Bottle Banks are a critical part of the overall recycling package for the re3 councils. Many bottle banks are provided within the shared re3 contract while others have been added to further improve accessibility for residents. The 'Lotta Bottle' campaign provides incentives for community groups to work with the re3 Partnership to capture more glass. This scheme requires the commitment of the re3 councils, Councillors, Officers and, most crucially, residents in order to be successful. If it is successful, significant environmental and financial gains are achievable.	
Owners	Target
re3 Board Individual re3 Councils re3 Project Team The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).	Increase recycling of glass bottles and jars at bring banks to 5% of household waste per annum.
Notes	
<ul style="list-style-type: none"> re3 residents already make good use of existing bottle banks. Improvement in utilisation and capture of glass is possible though. Using the existing bottle bank system is expected to remain the most financially advantageous system (though other means of capture, such as collections, will continue to be reviewed). 	

Ref	Objective
K	The re3 partnership will support the current Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.
Additional Background	
Waste Planning will be an important issue for the re3 councils as the current contract progresses, and ultimately nears its final years. The re3 partnership will support the Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.	
Owners	Target
re3 Board re3 Project Team Individual re3 Councils	Successful delivery of the Central Berkshire Minerals and Waste Plan in 2019.
Notes	
<ul style="list-style-type: none"> This objective relates to the input of the re3 councils to the process. It should be noted that The Royal Borough of Windsor and Maidenhead are also a co-contributor to the Plan itself. This objective is principally concerned with the 'waste' element of the Plan. 	

- This objective is linked to objective L in this re3 Strategy.

Ref	Objective
L	The re3 partnership will consider the potential requirement for new waste management facilities within the re3 area between 2016 and 2036.
Additional Background	
<p>With increased residential development and performance considerations in mind, the re3 partnership may need to supplement the existing complement of re3 facilities. It is also the case that the development of new facilities could support aspirations in relation to commerciality and/or greater self-sufficiency (in waste management or energy provision on a local scale).</p> <p>The re3 partnership will consider the potential requirement for new waste management facilities within the re3 area between 2016 and 2036 (the latter date being the same as the potential Minerals and Waste Plan timescale). An open process of reviewing needs and aspirations, alongside the development of the Minerals and Waste Plan, will assist the re3 councils.</p>	
Owners	Target
re3 Board Individual re3 Councils re3 Project Team The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd). re3 Project Team	Outline consideration of options for future development reported to the re3 Board before the end of 2019.
Notes	
<ul style="list-style-type: none"> • The re3 councils consider that being open about their aspirations and plans would assist potential service providers in bringing forward options. • Moreover, the process of assessing options will ideally lend itself to sharing current expectations with residents and other stakeholders – such as on the cost and affordability of potential new facilities. • It is important that the timetable of this objective does not fall behind that of objective K. Accordingly, the timescale may need to be amended forward. 	

Ref	Objective
M	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.

Additional Background

The re3 partnership has agreed to work together in the delivery of marketing and communications campaigns where they relate to common (uniform) aspects of the waste service. 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. Communications campaigns for re3 will be set out in an annual Communications Strategy (to include social media).

This objective will also include working with schools (always alongside the relevant re3 Council) to improve awareness of recycling and waste issues by school-age children in the re3 area.

Collaboration and coordination between the re3 Partnership and The Contractor is also essential, not least in relation to the shared website.

Principal Owners

re3 Project Team
re3 Board
Individual re3 Councils
The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).

Target

Delivery of Communications Plan, in collaboration with and support of the re3 Councils, during 2018/19.

Notes

- The re3 Joint Waste Disposal Board and the respective Communications Teams and Senior Officers of the re3 Councils have approved a shared Communications Strategy.
- This objective supports all other objectives within the re3 Strategy.