



WOKINGHAM BOROUGH COUNCIL

A Meeting of the **OVERVIEW AND SCRUTINY
MANAGEMENT COMMITTEE** will be held in David Hicks 1
- Civic Offices, Shute End, Wokingham RG40 1BN on
WEDNESDAY 17 OCTOBER 2018 AT 7.00 PM

Manjeet Gill
Interim Chief Executive
Published on 9 October 2018

The role of Overview and Scrutiny is to provide independent “critical friend” challenge and to work with the Council’s Executive and other public service providers for the benefit of the public. The Committee considers submissions from a range of sources and reaches conclusions based on the weight of evidence – not on party political grounds.

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WOKINGHAM BOROUGH COUNCIL

Our Vision

A great place to live, an even better place to do business

Our Priorities

Improve educational attainment and focus on every child achieving their potential

Invest in regenerating towns and villages, support social and economic prosperity, whilst encouraging business growth

Ensure strong sustainable communities that are vibrant and supported by well designed development

Tackle traffic congestion in specific areas of the Borough

Improve the customer experience when accessing Council services

The Underpinning Principles

Offer excellent value for your Council Tax

Provide affordable homes

Look after the vulnerable

Improve health, wellbeing and quality of life

Maintain and improve the waste collection, recycling and fuel efficiency

Deliver quality in all that we do

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Councillors

Parry Bath (Chairman)	Philip Houldsworth (Vice-Chairman)	Andy Croy
Lindsay Ferris	Guy Grandison	Kate Haines
Mike Haines	Ken Miall	Ian Pittock
Malcolm Richards	Bill Soane	Shahid Younis

Substitutes

Alistair Auty	Rachel Burgess	Carl Doran
John Jarvis	Clive Jones	Rachelle Shepherd-DuBey

ITEM NO.	WARD	SUBJECT	PAGE NO.
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49. **APOLOGIES**
To receive any apologies for absence.
50. **MINUTES OF PREVIOUS MEETING** 5 - 10
To confirm the Minutes of the Meeting held on 19 September 2018.
51. **DECLARATION OF INTEREST**
To receive any declarations of interest.
52. **PUBLIC QUESTION TIME**
To answer any public questions.

A period of 30 minutes will be allowed for members of the public to ask questions submitted under notice.

The Council welcomes questions from members of the public about the work of this Committee.

Subject to meeting certain timescales, questions can relate to general issues concerned with the work of the Committee or an item which is on the Agenda for this meeting. For full details of the procedure for submitting questions please contact the Democratic Services Section on the numbers given below or go to www.wokingham.gov.uk/publicquestions
53. **MEMBER QUESTION TIME**
To answer any Member questions.
54. None Specific **REVIEW OF GROUNDS MAINTENANCE CONTRACT** 11 - 16
To continue the Committee's review of the Council's Grounds Maintenance contract.

55.	None Specific	WASTE AND RECYCLING UPDATE To consider an update on the Council's Waste and Recycling service and the recently adopted re3 Waste Strategy 2018/20.	17 - 54
56.	None Specific	COMMITTEE WORK PROGRAMMES To discuss the work programmes of the Overview and Scrutiny Management Committee and Overview and Scrutiny Committees.	55 - 66

Any other items which the Chairman decides are urgent

A Supplementary Agenda will be issued by the Chief Executive if there are any other items to consider under this heading.

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Agenda Item 50.

MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE HELD ON 19 SEPTEMBER 2018 FROM 7.00 PM TO 8.40 PM

Committee Members Present

Councillors: Parry Batth (Chairman), Andy Croy, Guy Grandison, Ken Miall, Malcolm Richards, Bill Soane and Shahid Younis

Other Councillors Present

Councillors: Clive Jones and Rachelle Shepherd-Dubey

Officers Present

Peter Baveystock, Service Manager, Cleaner, Greener and Reactive Highway Services
Neil Carr, Democratic and Electoral Services Specialist

36. APOLOGIES

Apologies for absence were submitted by Lindsay Ferris, Kate Haines, Mike Haines, Philip Houldsworth and Ian Pittock.

Clive Jones and Rachelle Shepherd-Dubey attended the meeting as substitutes.

37. MINUTES OF PREVIOUS MEETINGS

The Minutes of the extraordinary meetings of the Committee held on 1 August and 3 September 2018 were confirmed as a correct record and signed by the Chairman.

38. DECLARATION OF INTEREST

There were no declarations of interest.

39. PUBLIC QUESTION TIME

There were no public questions.

40. MEMBER QUESTION TIME

There were no Member questions.

41. GROUNDS MAINTENANCE CONTRACT REVIEW

The Committee considered a report, set out at Agenda pages 27 to 80, which provided further evidence relating to the Scrutiny review of the Council's Grounds Maintenance contract.

The report reminded Members that the review had commenced at the extraordinary meeting of the Committee on 1 August 2018. At that meeting the Committee had agreed the publication of a "Call for Evidence" in the following terms:

"The Council's Overview and Scrutiny Management Committee is undertaking a review of the Council's grass cutting service. The new service commenced in April 2016 and aimed to provide a more flexible service which responded to local needs and priorities. However, there have been a number of complaints about the quality and effectiveness of the service which has led to the review.

The Committee would like to hear the views of residents, Town and Parish Councils and Community Groups about the frequency and quality of grass cutting across the Borough. This could include the timeliness and frequency of cuts, the quality of the work, disposal of

grass cuttings, impact of wildflower areas, information on the Council's website, complaints handling or any other issues".

The Call for Evidence had generated a number of responses from residents, community groups and Town and Parish Councils. The detailed submissions were set out in an Annex to the report.

The Committee also received a further report setting out Officer responses to the Key Lines of Enquiry agreed by the Committee at its meeting on 1 August 2018. The Officer feedback included an extract from the current Grounds Maintenance Contract Specification and details of the consultation exercise conducted in 2014.

In addition to the written evidence included in the Agenda, the Committee received submissions from the following witnesses:

- Councillor Jane Hartley – Charvil Parish Council;
- Peter Baveystock – WBC Service Manager, Cleaner and Greener Services;
- Emma Pilgrim – WBC Performance Officer, Cleaner and Greener Services.

Finally, several Members provided feedback to the Committee following a site visit to the following locations on 18 September 2018:

- Southlake, Woodley;
- Cantley Park, Wokingham;
- Winnersh Meadows, Winnersh.

Peter Baveystock provided some background to the operation of the Grounds Maintenance contract since its go-live in 2016. There were a number of problems in 2016 which related to the start-up process for the new contractor. He stated that the situation was much improved in 2017 with appropriate grass cutting frequencies being achieved and there was a low level of complaints. However, as Members were aware, there had been a number of issues in 2018 which related, in part, to the adverse weather conditions at the start of the grass cutting season and operational issues for the contractor.

Members were also reminded that there had been a change of contractor in 2018 following the buy out of ISS Facility Services Landscaping by Tivoli Group Ltd. Tivoli took over the running of the contract in June 2018. Peter assured Members that lessons had been learnt from the 2018 experience and that discussions were ongoing with Tivoli to ensure that appropriate resources were available in 2019. This included discussions about the inclusion of extra flexibility such as the potential use of grass cutting machinery from Dinton Pastures Country Park.

In the ensuing discussion, Members raised the following points:

There was a lot of public interest and concern about this service and two themes were apparent, the need to encourage biodiversity at the same time as delivering an effective, responsive grass cutting service. It was important to achieve a balance between the two.

It was very important that grass was cut on a regular basis. If the grass was allowed to grow too long there were a number of issues arising when it was finally cut, such as litter collecting within the grass, blocked drains and a generally "scruffy" appearance to the local area.

Was it possible, under the contract, to collect grass cuttings in order to improve the appearance of green spaces? It was confirmed that grass cuttings had never been collected as part this contract or previous contracts as this would involve a significant extra cost to the Council.

How were complaints handled under the contract? It was confirmed that complaints were forwarded straight to the contractor for resolution. WBC staff were involved if the complaints were not resolved to residents' satisfaction. The CRM Dynamics system was being rolled out and helped to update residents on progress relating to complaints. It was important for residents to use the online complaints system as this generated an audit trail which could be used to monitor the contractor's performance.

In relation to Winnersh Meadows, the area was cut previously but now the weeds were very high which was not helpful to birds or pollinators. Lack of maintenance had also resulted in more ticks and fleas. It was confirmed that discussions would take place with the contractor and the Council's Biodiversity team about the future maintenance of the area.

There was a lot of public concern about grass being allowed to grow long in informal green spaces used for children's play, e.g. kickabouts. It was confirmed that work was ongoing to clarify the areas where grass was allowed to grow longer with the aim of delivering short grass for informal play areas. It would be possible to consider cutting the grass shorter in additional areas but this would need to be considered within current financial constraints of the contract.

As the Grounds Maintenance contract had been procured jointly with the Royal Borough of Windsor and Maidenhead (RBWM), was the service delivered in the same manner? It was confirmed that WBC had implemented an output-based contract whereas the RBWM contract was more traditional and prescriptive with closer contract management by RBWM staff. It was noted that RBWM, along with many other Councils, had also suffered problems with the grass cutting service earlier in 2018.

Was it possible to receive more effective weather forecasts which would facilitate more effective service planning and communication with local communities? It was confirmed that the potential for accessing longer term weather forecasts would be investigated.

The Grounds Maintenance contract was worth £800k per annum and did not include financial penalties. It did include a performance bonus which was reduced dependent on actual performance. It was confirmed that details of the financial management of the contract, including the level of bonus payments, would be circulated to Members.

Councillor Jane Hartley (Charvil Parish Council) addressed the Committee and gave details of the issues raised by residents in Charvil. These included requests for greater transparency about grass cutting frequencies, support for the enhancement of biodiversity, concern about the state of the green corridors adjacent to the A4 and specific issues relating to overhanging/encroaching vegetation and branches on pathways near schools.

RESOLVED That:

- 1) Jane Hartley, Peter Baveystock and Emma Pilgrim be thanked for attending the meeting and answering Member questions;

- 2) Peter Fry (Tivoli Area Manager) be invited to attend the next meeting of the Committee on 17 October 2018;
- 3) Information on the financial management of the Grounds Maintenance contract, including bonus payments, be circulated to Members;
- 4) Discussions at the next meeting focus on the issues and recommendations to be included in the Committee's report to the Council's Executive.

42. Q1 PERFORMANCE MANAGEMENT REPORT

The Committee considered a report, set out at Agenda pages 81 to 128, which gave details of the 2018/19 Council Plan Performance Monitoring for the first quarter of 2018/19 (April to June).

Louise Griffin, Performance and Programme Management Specialist, attended the meeting to provide additional information and answer Member questions on the report.

The report stated that the performance measures, set out in the annex to the report, were designed to indicate progress in delivering the objectives in the Council Plan. For Quarter 1, 2018/19, the majority of measures were achieving the assigned target. The following performance measures were reported as being "Red" as the quarterly target had not been achieved:

- EA1i – percentage of Wokingham Borough Local Authority maintained primary schools with a current Ofsted rating of Good or better;
- EA2 – percentage of children who attend a Wokingham Borough school (primary, secondary or special) which is rated Good or better;
- EA7 – percentage of infants who received a 6-8 week review by the time they were eight weeks old;
- EA21 (Annual Measure) – Achievement gap between pupils eligible for Free School Meals and all other pupils achieving a strong pass in English and Maths at GCSE;
- VP8 – percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit).

The report provided contextual information for each of the Red indicators and a summary of the work being undertaken to bring each indicator back on track.

The report also gave details of an indicator which was performing well and the actions undertaken to generate the improved performance. The indicator reported in the first Quarter was EA9 – percentage of children who received a 2/2.5 year review as part of the Healthy Child Programme. The 2/2.5 year review aimed to optimise child development and emotional wellbeing and reduce inequalities. Responsibility for these reviews had transferred from NHS England to local authorities in 2015. Public Health England had reported a 12% improvement in the proportion of 2/2.5 year reviews completed in the Borough post-transfer compared to pre-transfer.

The report gave details of proposed measures aimed at making the performance management information available to Members earlier in the reporting process. This would be achieved by publishing the detailed performance data on the Member Intranet pages. This would allow Members to consider specific indicators well in advance of the quarterly discussions at the Committee.

Finally, the report reminded Members about the ongoing work and public engagement to develop a new five year Borough Plan. In order to support the new Plan, commencing in April 2019, a detailed review and consultation process would be conducted in order to establish robust performance measures which would underpin the Plan. Progress on the new Borough Plan would be reported to the Committee at its November meeting.

In the ensuing discussion Members raised the following points:

- EA1i - Percentage of Wokingham Borough Local Authority maintained primary schools with a current Ofsted rating of "Good" or better.
- EA2 – Percentage of children who attend a Wokingham Borough school (primary, secondary or special) which is "Good" or better.

What were the reasons behind the "Red" indicators? What was the impact of the more challenging Ofsted inspection regime?

- R1/R2/R3 – Update on Regeneration Projects: Peach Place, Elms Field and Carnival Pool Phase 2.

Why was the Wokingham town centre Market Place regeneration not included in the list of key regeneration projects?

- R8 – Number of businesses engaged with on an individual basis.

What type of businesses were engaged with and what did "engagement" entail? Was the Council engaging with business in other towns/cities in order to encourage investment into the Borough?

- House building rates.

Members would like to see data on house building rates against target across the Borough, including affordable housing, over the past five years.

- VP8 – Percentage of child protection visits due in the period which were completed on time (within 10 days of the previous visit).

This indicator was reported as "Red" on a regular basis. The national target was 42 days and WBC achieved 85% of visits within 15 days. Was 10 days an achievable (SMART) target or would the indicator continue to be reported as "Red"?

- In addition to publishing the data on the Members' Intranet, could the information be published on the Council website to enable greater public scrutiny?
- Earlier publication of the performance data would enable Members to formulate questions in advance of the Scrutiny Committee meetings and identify specific Officers who could then be invited to attend to provide additional information.

RESOLVED That:

- 1) Louise Griffin be thanked for attending the meeting to answer Member questions;
- 2) Members receive further information on the specific issues and indicators highlighted at the meeting;
- 3) the proposal to publish the performance management data on the Member Intranet pages be supported;
- 4) Officers give further consideration to publishing the detailed performance management reports on the Council's website.

43. CONSIDERATION OF THE CURRENT EXECUTIVE AND INDIVIDUAL EXECUTIVE MEMBER DECISION FORWARD PROGRAMMES

The Committee considered a copy of the Executive Forward Programme and the Individual Executive Member Decision Forward programme, as set out on Agenda pages 129 to 140.

RESOLVED: That the Executive and Individual Executive Member Decision Forward Programmes be noted.

44. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMMES

The Committee considered its forward work programme and that of the Overview and Scrutiny Committees as set out on Agenda pages 141 to 154.

RESOLVED: That the Overview and Scrutiny Management Committee and other Committee Work Programmes be noted.

45. UPDATE REPORTS FROM CHAIRMEN OR NOMINATED MEMBER OF THE OVERVIEW AND SCRUTINY COMMITTEES

The Chairmen, or nominated Members from the Overview and Scrutiny Committees provided feedback on recent discussions and presentations received by each Committee.

RESOLVED: That the reports be noted.

Agenda Item 54.

TITLE	Grounds Maintenance Contract Review
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 17 October 2018
WARD	None Specific
LEAD OFFICER	Andrew Moulton, Assistant Director, Governance

OUTCOME / BENEFITS TO THE COMMUNITY

Overview and Scrutiny is one of the checks and balances which ensure that the Council and its partners make and implement effective decisions. It is a key element in the decision making process which ensures transparency and accountability.

The grounds maintenance service aims to improve quality of life by maintaining quality parks, play areas and open spaces and encouraging biodiversity across the Borough.

RECOMMENDATION

The Committee is recommended to consider:

- a) the community and stakeholder feedback received to date;
- b) the evidence submitted by witnesses at the meeting;
- c) the key issues to be addressed in the Committee's final report to the Executive;

SUMMARY OF REPORT

At its meetings on 1 August and 19 September 2018, the Committee considered evidence relating the Council's Grounds Maintenance Contract. In order to provide additional evidence for the Committee, Officers published a Call for Evidence via print and social media.

The Committee has now received a significant amount of evidence relating to the operation of the Grounds Maintenance contract in 2018 and will now begin to consider the evidence and the specific issues it wishes to include in its final report to the Council's Executive.

Background

At its meeting on 1 August 2018, the Committee commenced a review of the Council's Grounds Maintenance Contract. The Committee agree the following Terms of Reference for the review:

- a) To understand the key terms of the Council's grounds maintenance contract with Tivoli Group Ltd (who took over this year, having bought out ISS Facilities Services Landscaping).
- b) To understand the operation of the joint management arrangements between Tivoli, WBC and the Royal Borough of Windsor and Maidenhead.
- c) In relation to grass cutting, to understand the delivery of the service in terms of frequencies, timings, local priorities, complaints handling and communication with stakeholders.
- d) To understand how the grounds maintenance service works with key partners such as Town and Parish Councils and local community groups.
- e) To consider performance management of the grounds maintenance contract in relation to performance indicators, targets, penalties, monitoring, financial control and reporting to Members.
- f) To consider the financial elements of the grounds maintenance contract within the context of the financial challenges facing the Council.
- g) To understand how other Council's deliver grounds maintenance services and consider examples of best practice.
- h) To consider the potential for service improvements, improved communications and partnership working within the context of the challenges facing the Council.

Call for Evidence

In order to understand the views of residents, community groups and Town and Parish Councils, the Committee published a Call for evidence via print and social media. The Call for Evidence stated:

"The Council's Overview and Scrutiny Management Committee is undertaking a review of the Council's grass cutting service. The new service commenced in April 2016 and aimed to provide a more flexible service which responded to local needs and priorities. However, there have been a number of complaints about the quality and effectiveness of the service which has led to the review.

The Committee would like to hear the views of residents, Town and Parish Councils and Community Groups about the frequency and quality of grass cutting across the Borough. This could include the timeliness and frequency of cuts, the quality of the

work, disposal of grass cuttings, impact of wildflower areas, information on the Council's website, complaints handling or any other issues".

The Committee has now received a significant amount of evidence relating to its Key Lines of Enquiry. Evidence has been submitted by residents, community groups and Town and Parish Councils. Key issues emerging from the evidence to date include:

- Public consultation and scrutiny relating to the development of the new Grounds Maintenance contract which commenced in April 2016;
- Operation and feedback/complaints relating to the new contract in 2016 and 2017;
- Impact of weather conditions in the spring of 2018 – wet and cold in March/early April followed by hot, dry weather in late April/May;
- The provision of sufficient/flexible resources by the contractor to tackle the weather-related impacts in the spring/early summer of 2018;
- Reviewing performance management of the contract to focus on key outcomes such as effective grass cutting and the criteria for withholding all or part of the performance bonus;
- Reviewing the contract's Key Performance Indicators in order to focus on the key issues identified by residents and community stakeholders;
- Communication with ward Members, residents, community groups and Town/Parish Councils about the operation of the contract, agreed standards and updates on local delivery, impact of adverse weather conditions, etc;
- Communication with residents on issues, such as parking on verges, which impact on the quality of grounds maintenance in local communities;
- Ensuring greater flexibility in the provision of resources to deal with peaks and troughs in demand and the impact of adverse weather conditions;
- Delivering benefits from the Council's 21st Century Council programme to improve operation of the CRM Dynamics customer contact system;
- Utilising the new Localities service to improve local intelligence and communication with local stakeholders;
- Reviewing the current and future provision of long grass and wildflower areas in light of feedback about health and welfare issues;
- The provision of detailed/accurate maps to assist the contractor in delivering the service;
- Greater involvement of local biodiversity and wildlife protection groups to inform discussions about the future direction of the service;

- Ensuring that customer complaints are logged, investigated and reported in a timely and effective manner;
- The potential for improved coordination between services e.g. grounds maintenance, weed spraying, litter picking and street sweeping;
- Measures to improve grass cutting and health and safety in relation to major roads and road junctions across the Borough;
- The impact of overgrown vegetation on road signs, kerbs and pavements, as discussed in the Scrutiny request from Finchampstead Parish Council;
- Greater involvement of Overview and Scrutiny in the future delivery, monitoring and reporting of the service.

Next Steps

It is proposed that a draft report be produced following the meeting for consultation with Committee Members, the Executive Member and Officers. A final draft will then be submitted to the meeting on 21 November for sign off by the Committee.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	NA	NA	NA
Next Financial Year (Year 2)	NA	NA	NA
Following Financial Year (Year 3)	NA	NA	NA

Other financial information relevant to the Recommendation/Decision

To be considered as part of the discussions.

Cross-Council Implications

Overview and Scrutiny impacts on all Council services and the work of key partners.

List of Background Papers

Reports to the Overview and Scrutiny Management Committee – 1 August and 19 September 2018

Contact Neil Carr	Service Democratic Services
Telephone No 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 8 October 2018	Version No. 1

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Agenda Item 55.

TITLE	Waste and Recycling Update
FOR CONSIDERATION BY	Overview and Scrutiny Management Committee on 17 October 2018
WARD	None Specific
LEAD OFFICER	Andrew Moulton, Assistant Director, Governance

OUTCOME / BENEFITS TO THE COMMUNITY

Overview and Scrutiny is one of the checks and balances which ensure that the Council and its partners make and implement effective decisions. It is a key element in the decision making process which ensures transparency and accountability.

The Council continues to provide a weekly waste and recycling collection service.

The EU Waste Framework Directive 2008 set a target of 50% waste recycling and re-use by 2020. This target has been introduced into UK law and will remain in place following Brexit.

RECOMMENDATION

The Committee is recommended to consider:

- a) the re3 Waste Strategy, approved by the Executive on 27 September 2018;
- b) the Officer response to the specific questions on waste and recycling agreed by the Committee at its meeting on 23 May 2018;
- c) any other issues relating to the waste and recycling service and the operation of the re3 Partnership.

SUMMARY OF REPORT

At its meeting on 23 May 2018 the Committee considered the quarterly Council Plan Performance Monitoring report.

In relation to the waste and recycling indicators in the report Members asked a number of questions and requested a more detailed report on the service including the proposed actions which would enable the Council to meet the Government's 50% recycling target by 2020.

In the meantime, the Council's Executive agreed the new re3 Waste Strategy at its meeting on 27 September 2018.

Background

At its meeting in May 2018 the Committee considered the quarterly Council Plan Performance Monitoring report.

In relation to the waste and recycling indicators Members asked a number of questions and requested a more detailed report on the service including the proposed actions which would enable the Council to meet the Government's 50% recycling target by 2010. The questions raised by Members are set out below.

Performance Indicator - Kgs of residual household waste per household and Percentage of household waste reused, recycled and composted.

- What was the breakdown between residual waste sent to landfill and waste to energy;
- What were the cost implications of the measures proposed to move the Council to the 50% recycling target by 2020;
- Was there a net cost for the green waste service or did the service break even?
- Some Welsh Councils achieved recycling levels of 70%. Was this due to a more innovative approach or a different reporting system?
- What was the impact on recycling of the significant reduction in printed newspapers, magazines, etc?
- Could wet materials, e.g. newspapers, card, etc be recycled or were they sent to landfill?
- What were the cost and service implications of adding lids to the recycling boxes?

Officers will submit a presentation to the 17 October Committee meeting with information which answers these questions and provides further information on the Council's plan to meet the 50% recycling target.

In the meantime, at its meeting on 27 September 2018, the Council's Executive approved the re3 Waste Strategy for 2018/20. A copy of the Executive report and the re3 Strategy are attached for information.

Consideration of the re3 Strategy may also generate further Member questions for discussion at the meeting.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	NA	NA	NA
Next Financial Year (Year 2)	NA	NA	NA
Following Financial Year (Year 3)	NA	NA	NA

Other financial information relevant to the Recommendation/Decision

To be considered as part of the discussions.

Cross-Council Implications

Overview and Scrutiny impacts on all Council services and the work of key partners.

List of Background Papers

Report to the Executive on 27 September 2018

Contact Neil Carr	Service Democratic Services
Telephone No 0118 974 6058	Email neil.carr@wokingham.gov.uk
Date 8 October 2018	Version No. 1

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TITLE	Approval of re3 Waste Strategy
FOR CONSIDERATION BY	The Executive on 27 September 2018
WARD	None Specific;
DIRECTOR	Director of Locality and Customer Services - Josie Wragg
LEAD MEMBER	Executive Member for Environment, Leisure and Libraries - Norman Jorgensen

PURPOSE OF REPORT (INC STRATEGIC OUTCOMES)

To adopt the re3 Waste Strategy approved by the re3 Joint Waste Board on 27th April 2018 which lays down specific actions. The EU Waste Framework Directive 2008 sets a new recycling and re-use target of 50% for certain waste materials from households and other origins similar to households to be achieved by 2020. This target has been transcribed into UK law and will remain after Brexit.

RECOMMENDATION

That the Executive:

- 1) adopts the re3 Strategy 2018-2020 as recommended by the re3 Joint Waste Disposal Board on 27th April 2018;
- 2) notes the outline objectives allocated to Wokingham within the Strategy in attachment 1 to the report and below in the Executive Summary .

EXECUTIVE SUMMARY

The re3 Strategy principally relates to the statutory waste disposal function of the re3 Partnership comprising of Bracknell Forest, Reading and Wokingham Borough Councils. It is an important document because, once adopted, it will represent both:

- (i) the specific performance targets for the individual re3 councils, and
- (ii) the agreed consensus within the re3 Partnership in support of strategic development up to 2020.

The re3 Strategy aims align with those of the WBCs aspirations laid out in the January Executive Report, which approved the collection of food waste from 1st April 2019.

The re3 Strategy for 2018-2020 has two principal aims. They are:

- Reduce the net cost of waste
- Recycle 50% by 2020

Wokingham specific targets as detailed below:

- 52% overall recycling rate (with the introduction of food waste)

- 26% of the overall recycling deriving from the kerbside – garden waste, black boxes and food
- In addition 9% of total waste that goes to “energy from waste” is “incinerator bottom ash” although not allowed to be counted in our overall rate is actually recycled therefore should be noted within the Strategy

Both aims require enhanced collaboration between the statutory waste disposal function and the statutory waste collection function. However, while the re3 Board is constituted to manage the former, its composition (and the supporting officers) affords the individual partner authorities, and their respective relevant waste functions, with the capacity for genuine strategic partnership. This capacity for collaboration is a key opportunity and practical strength of the shared arrangements on waste.

The re3 Strategy objectives, which provide a focus for strategic activity over the range of issues affecting the re3 Partnership are as follows:

1. The re3 Strategy once again prioritises food waste (objectives A and H) because it is a waste management issue which has both direct and indirect financial outcomes for residents;
2. It includes a series of targets and indicators for each individual council (C1-C3);
3. It includes targets for the two re3 Recycling Centres and for the Material Recycling Facility (MRF);
4. Objectives (F, G, K and L) relate to the ongoing development of waste management facilities;
5. The strategy identifies the potential for the re3 Councils to work alongside the Waste and Resources Action Programme (WRAP) in response to concerns about the amount of plastic waste, continue building on the recent campaign on the recycling of pots, tubs and trays, consistent engagement with residents, at local and partnership levels, is absolutely essential in achieving higher levels of recycling and efficient services.

Reducing the net cost of waste – It should be noted that by diverting waste from the most expensive forms of general waste disposal (energy from waste & landfill) to recycling we can deliver marginal savings of around £100 per tonne and at the same time add to our overall recycling rate. This in turn means that developing campaigns to achieve this can be cost effective. This is especially true of maximising existing services like the black boxes, green waste collection and the glass bank system, which this Strategy sets out to do.

BACKGROUND

In 2006 the WBC entered into a partnership with Bracknell Forest & Reading Councils to form re3 and let a 25 year PFI Contract for the disposal of the waste from the three Councils which will run until 2031 with FCC.

The partnership has been a great success with two excellent household waste recycling centres at (HWRCs) at Longshot Lane, Bracknell and Smallmead, Island Road, Reading. The Contract also provides a materials recycling facility (MRF) as Smallmead and two waste transfer stations at the two sites above.

The Contract was set up to primarily deal with waste disposal but as the Contract has progressed, it's been noted that both collection and disposal are intrinsically linked with each having an effect on the other. This is particularly the case when trying to improve recycling performance, which for Wokingham has remained static at around 40% since 2010/11.

In 2012 the Council introduced containment (80 blue bags per annum) for the first time and saw residual waste fall by 20% in 2012/13 and this restriction on household waste saw kerbside recycling rise by 30%. However, since that time and as mentioned above recycling has remained static over that period.

BUSINESS CASE (Including Options and Evidence of Need)

The re3 Strategy reviews the following strategic schemes and discussions:

- A brief analysis of the background to re3 performance since commencement of the re3 Contract in 2006/07.
- Background information about current discussions within the waste management industry, around new approaches to measuring waste performance. Traditionally this has been based on the mass (tonnes) of the waste being managed. However, other indices, such as the carbon impact of waste, are increasingly being mentioned as offering a more relevant perspective.
- The re3 Strategy introduces a means of illustrating the cost of waste (as our current most relevant perspective) alongside the tonnage.
- The relationship between policies on waste collection and waste management/disposal, and vice versa. This is particularly important in ensuring that the impact of policy changes are fully understood and intended outcomes are delivered.
- Finally, the background information reviews the growing relevance of flats and multiple occupancy dwellings. As household numbers continue to rise across the re3 area, the proportion of such properties is growing. While high levels of performance are harder to achieve in these types of development, they cannot be overlooked. There is a continuing need for collaboration on best practice and operational solutions.

The introduction of food waste recycling will go a long way to achieving 50% to 52% recycling by 2020 by adding approx. 7% to our overall recycling figure which, as previously stated hovers around 40%. In addition to this we expect to add; 1.5% to 2% by increasing kerbside materials (pots, tubs, trays, foil and cartons added in February

2018), 0.5% to 1% by increasing glass banks by 25% across the borough to 50 by 2020 and 1.5% to 2% by reducing contamination in our kerbside recycling.

FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

The Council faces severe financial challenges over the coming years as a result of the austerity measures implemented by the Government and subsequent reductions to public sector funding. It is estimated that Wokingham Borough Council will be required to make budget reductions in excess of £20m over the next three years and all Executive decisions should be made in this context.

	How much will it Cost/ (Save)	Is there sufficient funding – if not quantify the Shortfall	Revenue or Capital?
Current Financial Year (Year 1)	£0	Yes	Revenue
Next Financial Year (Year 2)	£0	Yes	Revenue
Following Financial Year (Year 3)	£0	Yes	Revenue

Whilst there are no specific financial implications arising from the adoption of the re3 Strategy, the delivery of its objectives will be the subject of future decisions and the reports that support them will detail relevant businesses cases detailing specific financial outcomes. These will build on the understanding around the marginal saving of around £100 per tonne when diverting waste from disposal outlets to recycling.

Other Financial Information

None

Stakeholder Considerations and Consultation

N/A

Resourcing and Timeline for Next Steps

This Strategy will be managed within current resources in Place Clienting and re3 colleagues will be implementing the Strategy

Timeline for Review and Evaluation

Outline consideration of options for future development reported to the re3 Board before the end of 2019.

List of Background Papers

None not included in report

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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 undoubtedly 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.

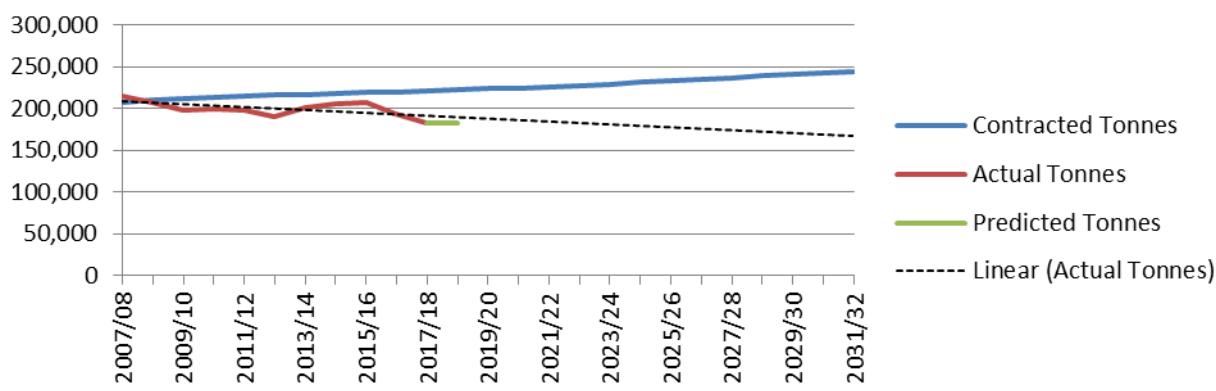
Although we have set out, in this re3 Strategy, to look at the financial outcomes from waste as a separate perspective, it is important to keep in mind that the financial and performance outcomes are closely linked. An improvement in performance, as judged by the Waste Hierarchy, should have a direct 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.

Figure 1: Total Contract Waste (tonnes)



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.

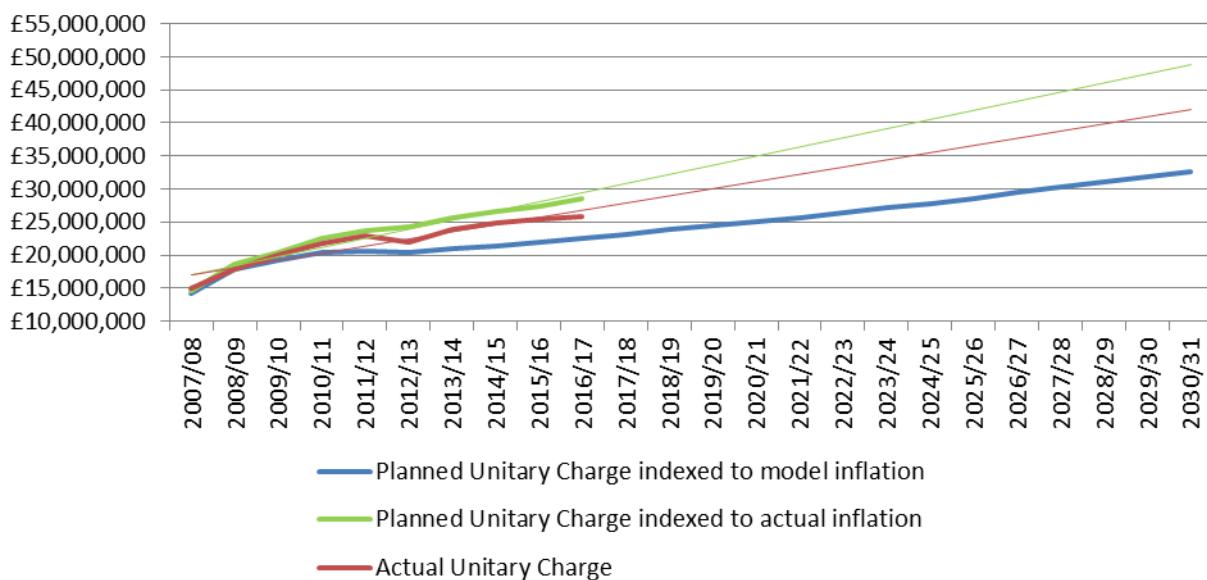
It is important to stress that the trend line (shown as a broken linear) is most unlikely to be realised as actual tonnage. This is not least because we know (and discuss later in this section) that there is growth in the number of households (both houses and flats/HMOs) within the re3 area. The trend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

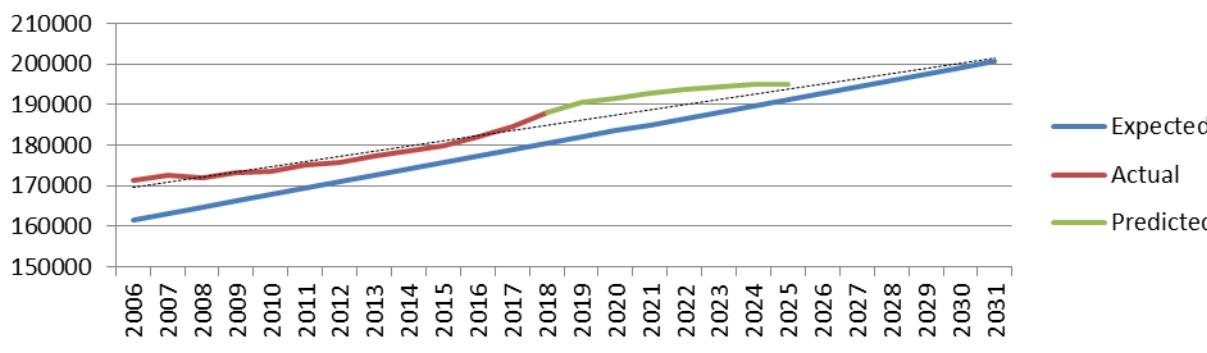
The green line reflects the same modelled costs as the blue line, but with actual inflation applied rather than the modelled inflation used at the outset of the contract. By equalising the level of inflation across both the modelled tonnage and the actual tonnage we can analyse the performance of the 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).

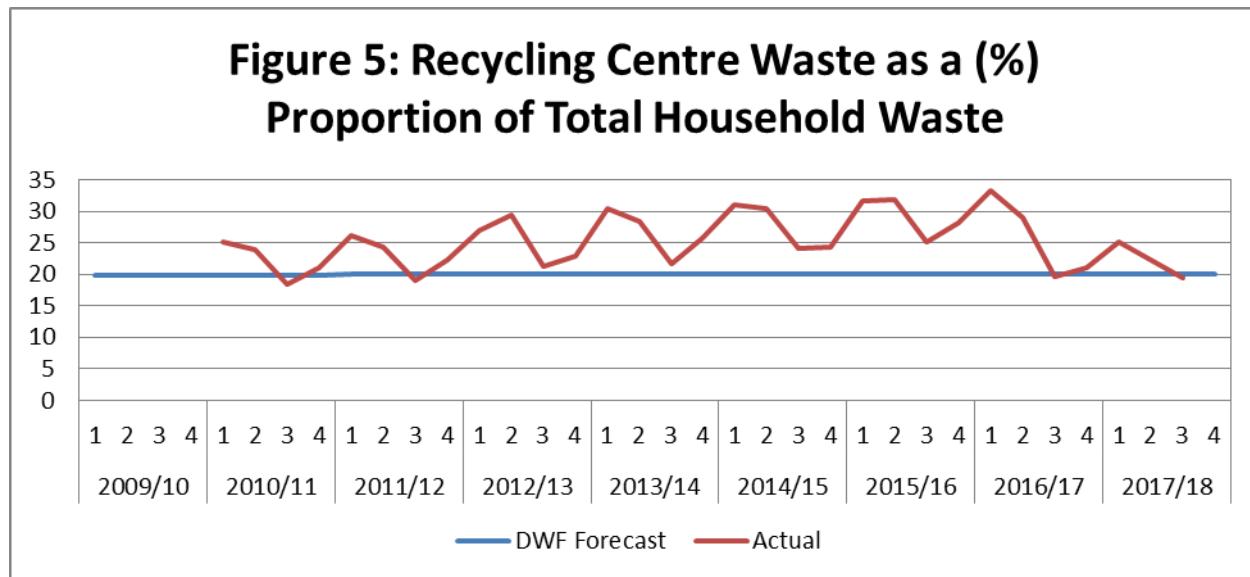
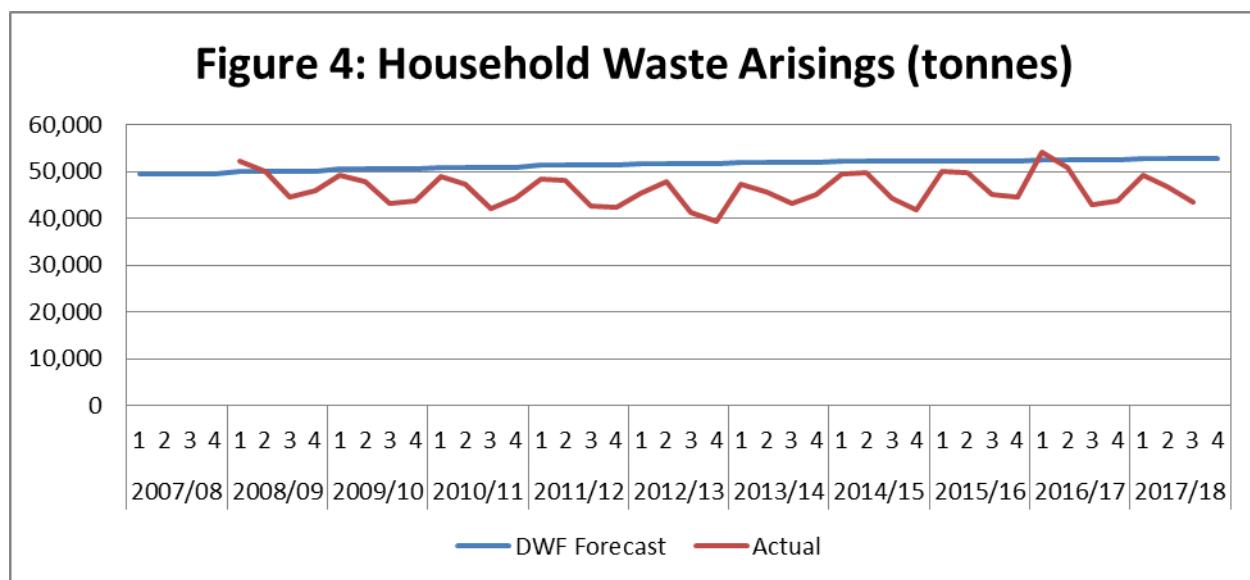
The green line represents current expectations of housing growth up to the middle of the next decade.

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.



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: Projected Overall Household Waste Breakdown 2017/18

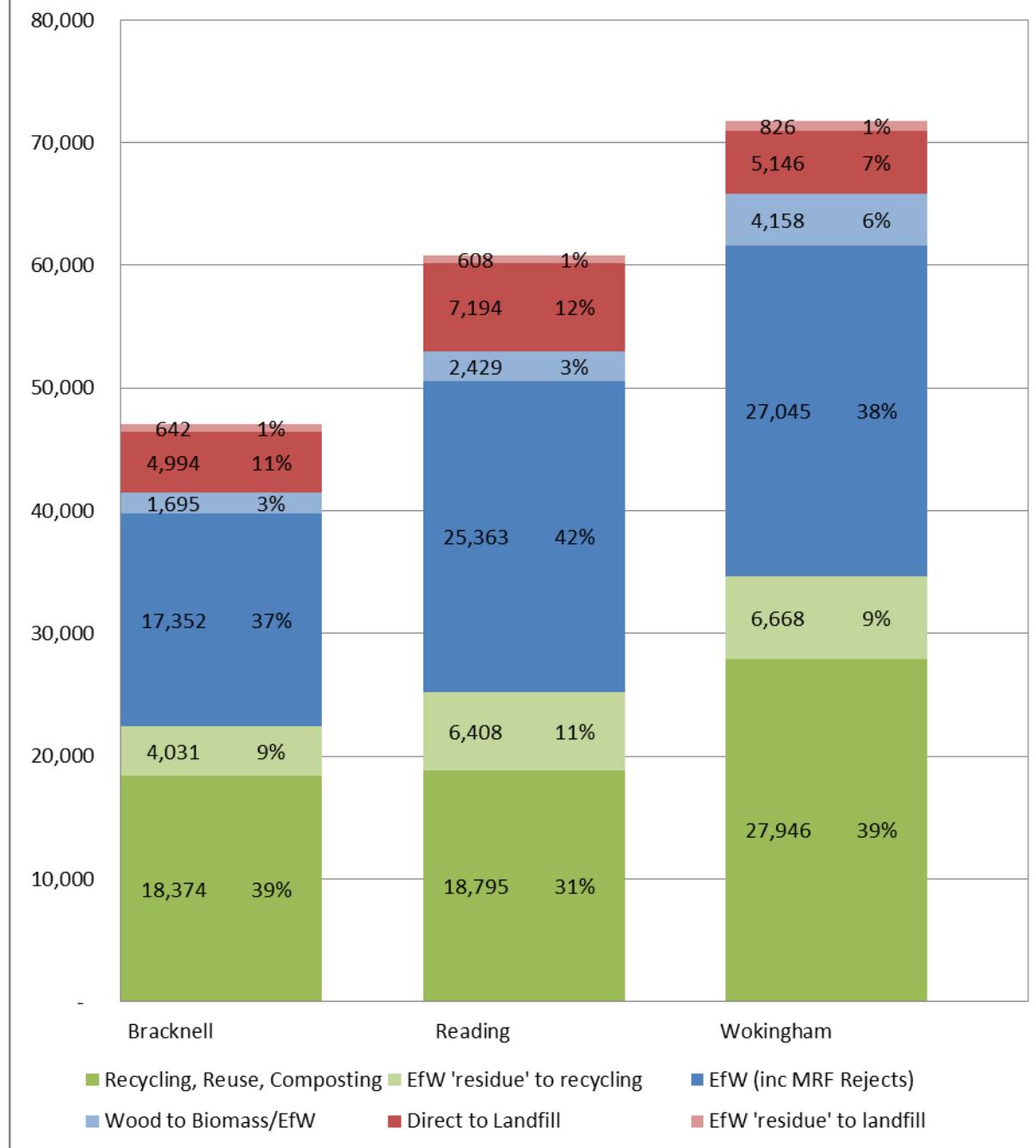


Figure 6 provides a summary of waste treatment for each of the re3 Councils. The councils are a long way ahead of where they were in the past, prior to the commencement of the re3 Partnership in

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 be 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.

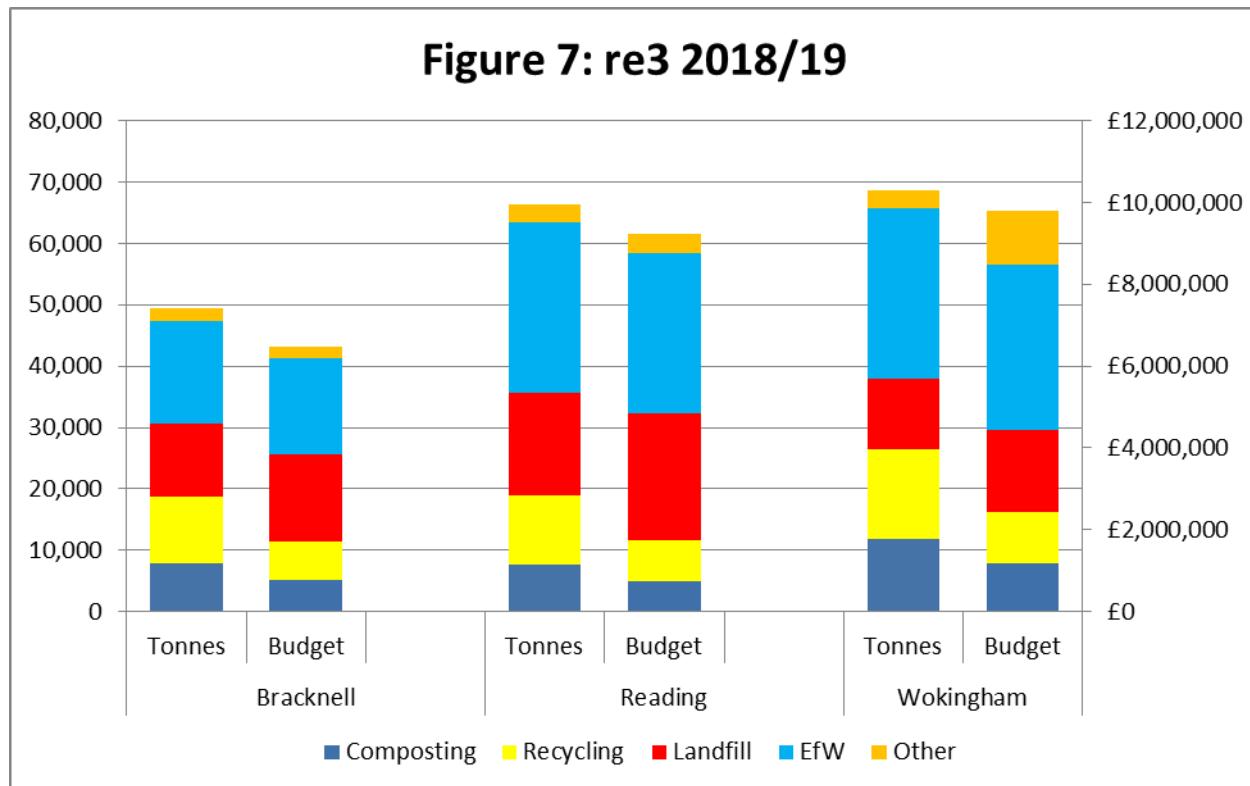
In advance, and as an exercise in taking a different perspective on the performance of the re3 Partnership, a financial translation has been developed for this re3 Strategy.

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: re3 2018/19 Flats only

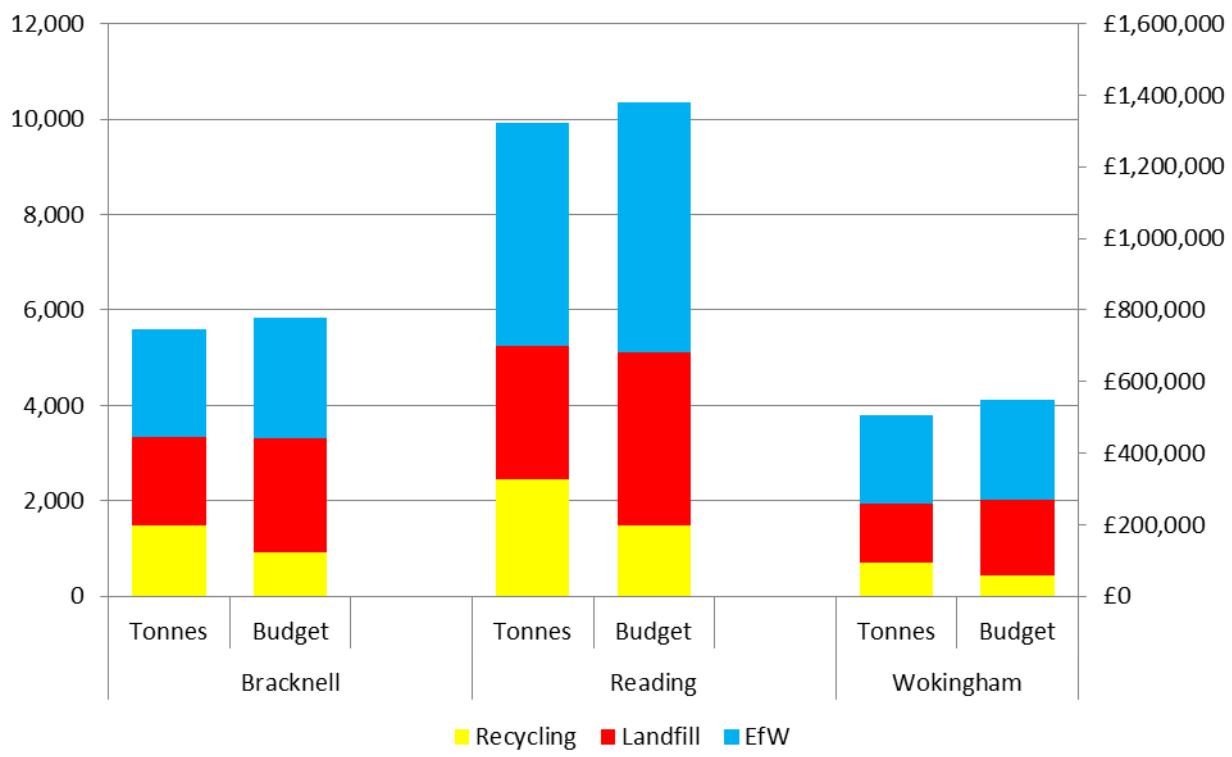


Figure 9 above illustrates the same tonnage and financial perspectives as in figure 7 but looks at flats and HMOs only. Flats and HMOs present particular service challenges in relation to waste

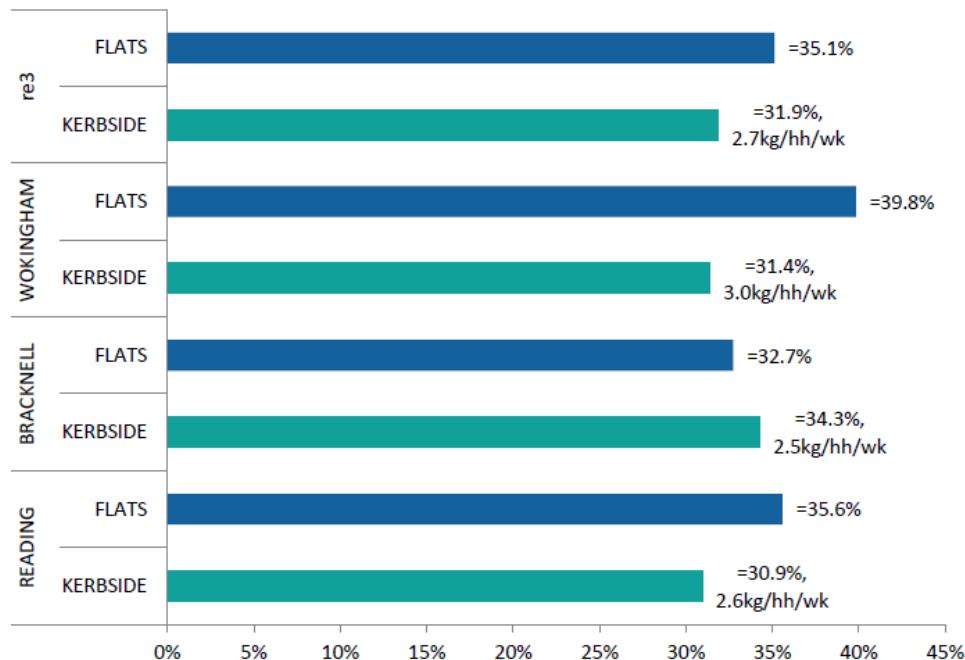
management. Among them are issues of space, access to bins and also the less direct relationship between a resident and their bin. None of these factors is considered a fault of residents but each is undoubtedly a consideration that must be made by the re3 councils in terms of the service offered and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

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.

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.

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.

Owners	Target
re3 Project Team re3 Board Individual re3 Councils	2.50kg/hh/wk

Notes

- 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 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.

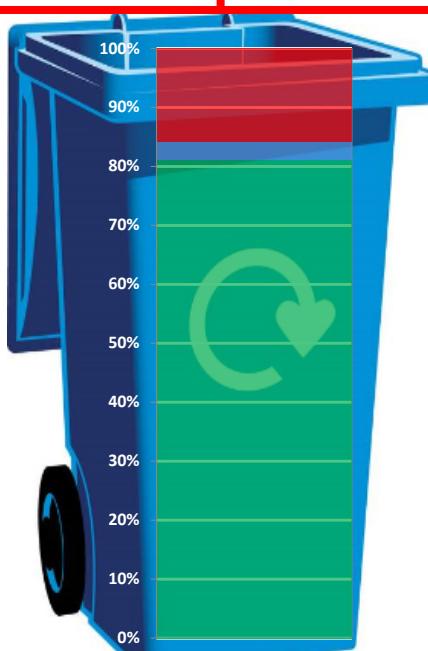
Additional Background

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.

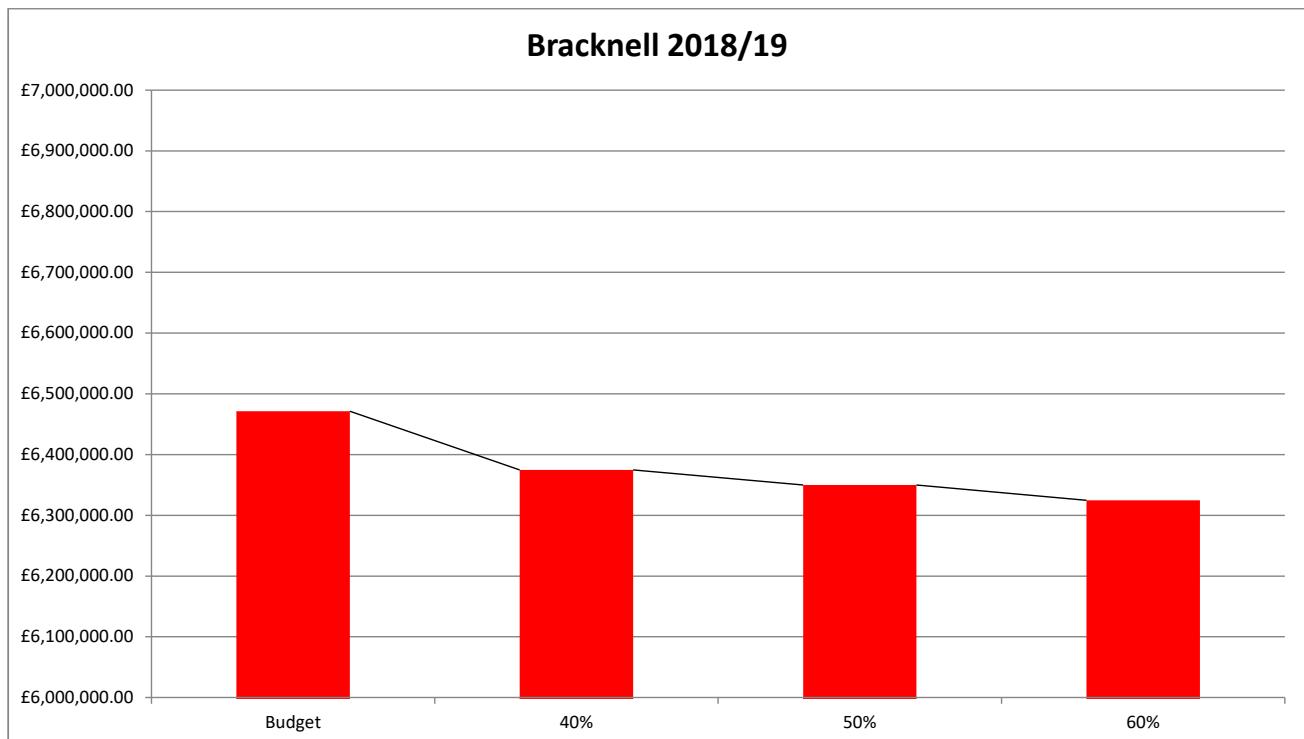
The principal targets relate to the overall reuse and recycling rate of 50% by 2020. The first target measures the rate of reuse and recycling itself. The second measures the contribution of the relevant kerbside recycling collection (mixed dry recycling). The kerbside collection is an essential recycling 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
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.	<table border="1"> <tr> <td>Newspaper</td> <td>4.41%</td> </tr> <tr> <td>Card</td> <td>4.03%</td> </tr> <tr> <td>Mixed paper</td> <td>1.04%</td> </tr> <tr> <td>Steel and Aluminium tins and cans</td> <td>0.72%</td> </tr> <tr> <td>PET and HDPE plastic bottles</td> <td>1.10%</td> </tr> <tr> <td>Pots, tubs and trays</td> <td>1.29%</td> </tr> </table>	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%
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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.	 <table border="1"> <tr> <td>Target Materials</td> </tr> <tr> <td>Non-Target Paper and Card</td> </tr> <tr> <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.

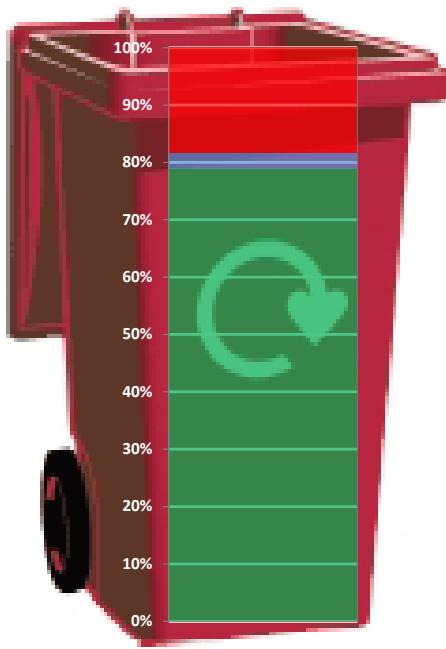
The principal targets relate to the overall reuse and recycling rate of 50% by 2020. The first target measures the rate of reuse and recycling itself. The second measures the contribution of the relevant kerbside recycling collection (mixed dry recycling). The kerbside collection is an essential recycling 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 <i>Including Incinerator Bottom Ash (IBA)</i>	<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 Card Mixed paper Steel and Aluminium tins and cans PET and HDPE plastic bottles Pots, tubs and trays	4.07% 3.59% 1.19% 0.72% 1.08% 1.79%

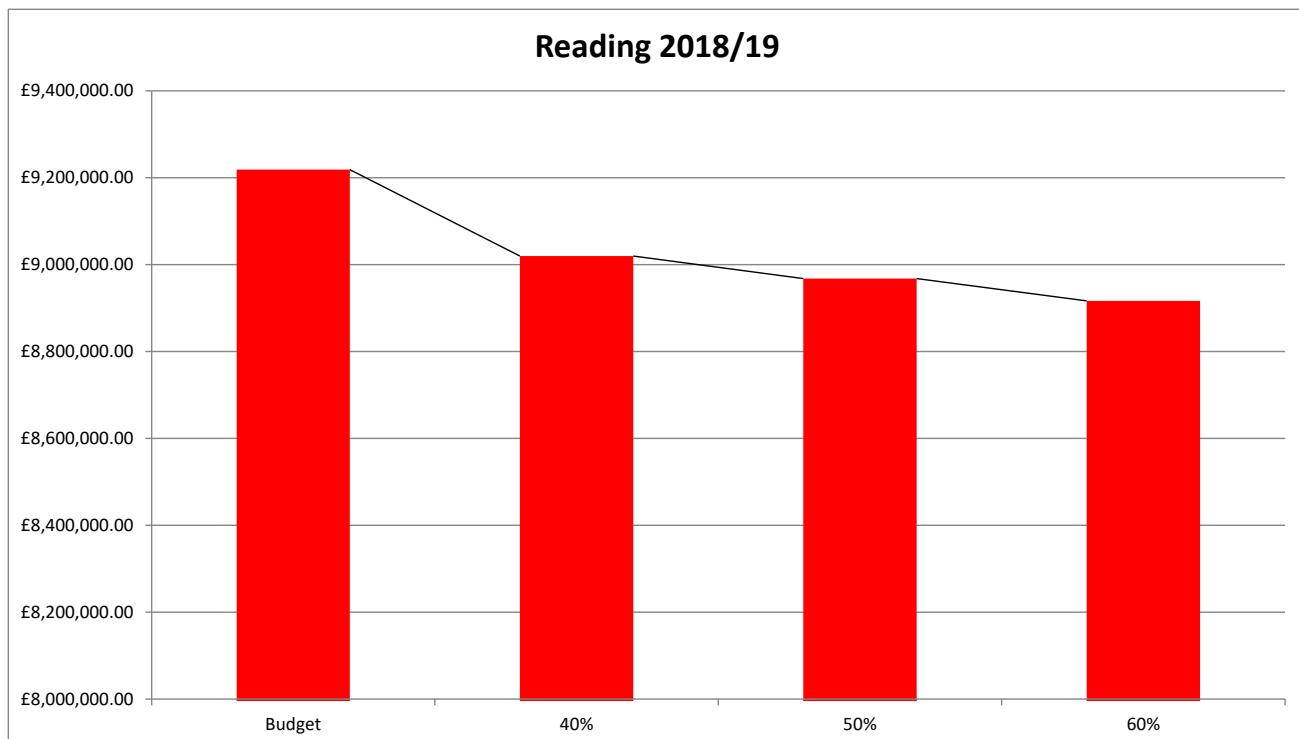
C2E Contamination

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.

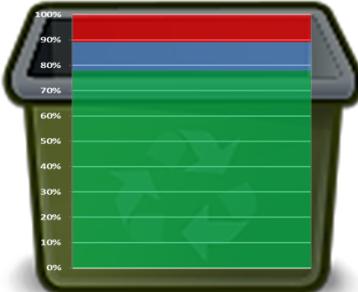
Additional Background

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.

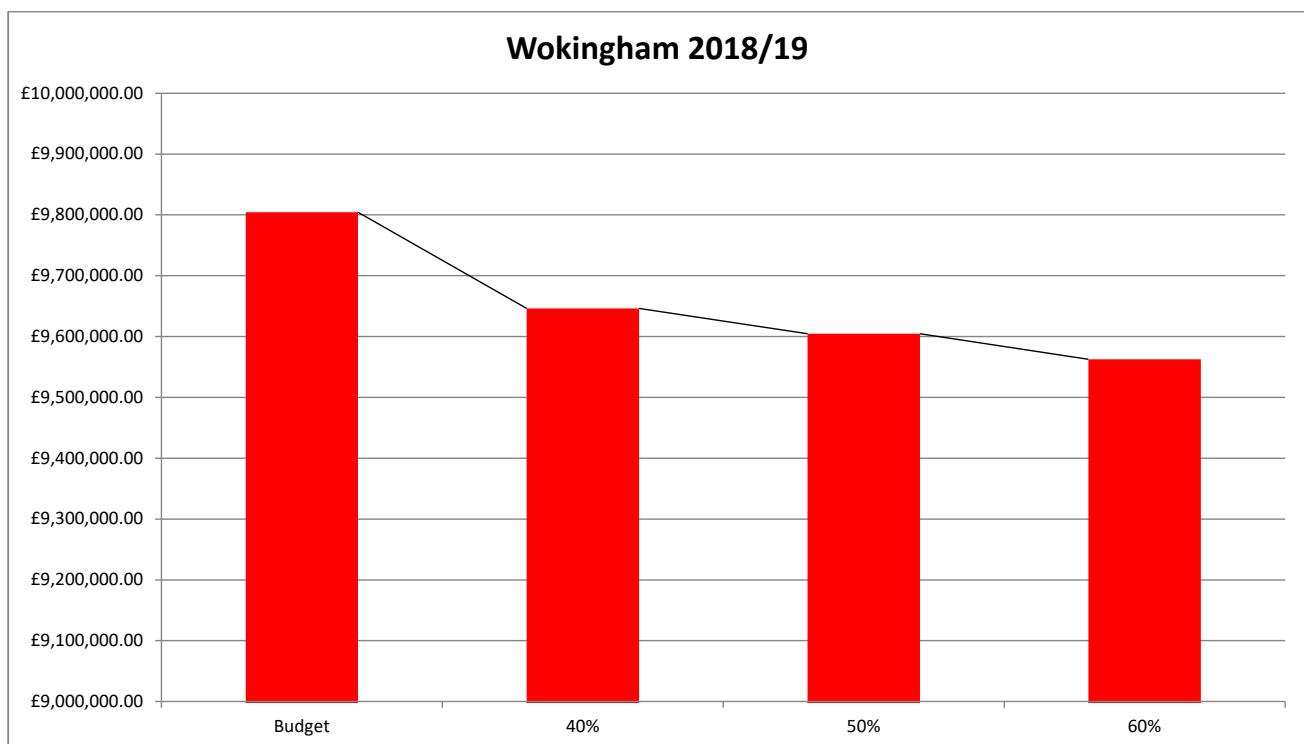
The principal targets relate to the overall reuse and recycling rate of 50% by 2020. The first target measures the rate of reuse and recycling itself. The second measures the contribution of the relevant kerbside recycling collection (mixed dry recycling). The kerbside collection is an essential recycling 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>	<table border="1"> <tr> <td>Newspaper</td> <td>3.84%</td> </tr> <tr> <td>Card</td> <td>3.22%</td> </tr> <tr> <td>Mixed paper</td> <td>0.80%</td> </tr> <tr> <td>Steel and Aluminium tins and cans</td> <td>0.53%</td> </tr> <tr> <td>PET plastic bottles</td> <td>0.81%</td> </tr> <tr> <td>Pots, tubs and trays</td> <td>1.67%</td> </tr> </table>	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%
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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 border="1"> <tr> <td>Target Materials</td> <td>Green</td> </tr> <tr> <td>Non-Target Paper and Card</td> <td>Blue</td> </tr> <tr> <td>Other Non-Target and Non-Recyclable Materials</td> <td>Red</td> </tr> </table>	Target Materials	Green	Non-Target Paper and Card	Blue	Other Non-Target and Non-Recyclable Materials	Red						
Target Materials	Green													
Non-Target Paper and Card	Blue													
Other Non-Target and Non-Recyclable Materials	Red													

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.
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

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

Target

To reduce the rate of target recyclables rejected to 10% per annum

Notes

- 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

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

Target

Annual measure of utilisation based on 2017/18 baseline.

re3 Project Team.

Notes

- 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

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).

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.

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.

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

- 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	Target
re3 Project Team The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).	Treatment of food waste available for re3 Contract by April 2019

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

Notes
<ul style="list-style-type: none"> 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	
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).	
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.	
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	Target
re3 Project Team re3 Board Individual re3 Councils The Contractor and Operator of the MRF (re3 Ltd and FCC Berkshire Ltd).	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.

DRAFT WORK PROGRAMME 2018/19

Please note that the Work Programme is a ‘live’ document and subject to change at short notice. The information in this Work Programme, including report titles is draft and is subject to approval by the Overview and Scrutiny Management Committee.

The Overview and Scrutiny Committees will consider their work programmes at the first meeting in the new Municipal Year.

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
21 November 2018	21st Century Council	To consider an update on the Council's 21 st Century Council change programme	Work Programme	Heather Thwaites
	Borough Plan	To consider the draft Borough Plan and feedback from the public engagement exercise	Work Programme	Paul Ohsan.Ellis
	Grass Cutting Service	To continue discussions on the Scrutiny review and consider the final report to the Executive	Scrutiny Request	Neil Carr
	Quarter 2 Performance Monitoring Report	To consider performance data for the second quarter of 2018/19	Standing Item	Louise Griffin
	Executive and IEMD Forward programme	To consider upcoming Executive and Individual Executive Member Decision items	Standing Item	Democratic Services
	Reports from O&S Chairmen	Standing Item	Coordination of Committees	Committee Chairmen
	Work Programmes	To consider the individual Work Programmes for the Committees in 2018/19	Coordination of Committees	Democratic Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
17 January 2019	Government Statutory Guidance on O&S	To consider the Government's statutory guidance on the operation of Overview and Scrutiny in local government	Scrutiny Request	Neil Carr
	O&S Work Programmes 2019/20	Initial discussion on the development of O&S Work Programmes for 2019/20	Standing Item	Neil Carr
	Review of Progress on Scrutiny Recommendations	To review progress against Scrutiny recommendations and actions agreed during 2018/19	Challenge Item	Neil Carr
	Executive and IEMD Forward programme	To consider upcoming Executive and Individual Executive Member Decision items	Standing Item	Democratic Services
	Reports from O&S Chairmen	Standing Item	Coordination of Committees	Committee Chairmen
	Work Programmes	To consider the individual Work Programmes for the Committees in 2018/19	Coordination of Committees	Democratic Services

CHILDREN'S SERVICES OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
20 November 2018	Children's Services Performance Indicators	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
	Policy Update from the Executive Member	To monitor the development of policies in Children's Services	Standing item	Executive Member
58	Update on the MASH	To consider progress including evidence from partner organisations	Progress Report	Jim Leivers
	Data on Demand for Services	To brief Members on levels of demand (and trends) for Children's Services	Increasing Member awareness	Jim Leivers / Carol Cammiss
	SEND Strategy	To review the Special Educational Needs and Disability Strategy	To inform and make recommendations	Children's Services
	Social Worker – Recruitment and Retention	To consider an update on the recruitment and retention strategy	Progress Report	Jim Leivers / Carol Cammiss
	Innovations Programme	To monitor the progress of the programme	Update report	Carol Cammiss

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	Youth Offending Service Annual Report	To monitor the work undertaken by the youth offending service	Update report	Children's Services
	Quality Assurance Framework / Annual Quality Assurance Report	To enable Members to review the level of social work practice	Update report	Children's Services
	School Performance Indicators and Ofsted Reports	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item	Patricia Davies
	Children's Services Overview and Scrutiny Forward Programme	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	Schools Causing Concern – Part 2 item	To receive information about any school(s) causing concern	Standing item	Patricia Davies
22 January 2019	Children's Services Performance Indicators	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
	Service Plan	To monitor the service improvement plan	Update report	Children's Services

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	School Performance Indicators and Ofsted Reports	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item	Patricia Davies
	Children's Services Overview and Scrutiny Forward Programme	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker
	Schools Causing Concern – Part 2	To receive information about any school(s) causing concern	Standing item	Patricia Davies
<hr/>				
19 February 2019	Children's Services Performance Indicators	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Carol Cammiss
	Policy Update from the Executive Member	To monitor the development of policies in Children's Services	Standing item	Executive Member
	School Performance Indicators and Ofsted Reports	To receive information on schools' performance, and to review recent Ofsted Reports	Standing item	Patricia Davies
	Children's Services Overview and Scrutiny Forward Programme	To consider the forward programme of the Committee	Standing item	Democratic Services / Luciane Bowker

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
	Schools Causing Concern – Part 2	To receive an update and monitor Children's Services performance measured by local indicators	Standing item	Patricia Davies

COMMUNITY AND CORPORATE OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEM	PURPOSE OF REPORT	REASON FOR CONSIDERATION	CONTACT OFFICER
5 November 2018	Town Centre Regeneration	To consider an update on the Wokingham town centre regeneration and the impact on shops, businesses and residents	Work Programme	Bernie Pich
	Civil Parking Enforcement	To consider an update on Civil Parking Enforcement after the first year of the new arrangements	Work Programme	Clare Lawrence
	Parking Strategy	To consider the impact of the Council's new Parking Strategy	Work Programme	Clare Lawrence/Matt Gould
	Work Programme	To consider the work programme for the Committee for 2018/19	Standing Item	Democratic Services

HEALTH OVERVIEW AND SCRUTINY COMMITTEE

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
19 November 2018	Diabetes prevention	To receive an update on diabetes prevention	Update	Public Health
	South Central Ambulance Service	To be updated on the work of South Central Ambulance Service	Update	South Central Ambulance Service
	Performance Outcomes Report	To monitor performance and identify any areas of concern	Challenge item	Democratic Services
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
21 January 2019	Pressure on GP resources	To be updated on pressures on GP resources locally	Update	NHS Berkshire West CCG
64	Performance Outcomes Report	To monitor performance and identify any areas of concern	Challenge item	Democratic Services
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

DATE OF MEETING	ITEMS	PURPOSE OF REPORT	REASON FOR CONSIDERATION	RESPONSIBLE OFFICER / CONTACT OFFICER
6 March 2019	Briefing on impact of Brexit on the local health and social care services	To receive a briefing on the impact of Brexit on the local health and social care services	Update	NHS Berkshire West CCG/ Adult Social Care
	Discharge of patients from hospital and Better Care Fund	To receive a briefing on the discharge of patients from hospital and the Better Care Fund	Update	RBH/ Martin Sloan
	Performance Outcomes Report	To monitor performance and identify any areas of concern	Challenge item	Democratic Services
	Health Consultation Report	Challenge item	Challenge item	Democratic Services
	Healthwatch update	Challenge item	Challenge item	Healthwatch Wokingham Borough

Currently unscheduled topics:

- Draft Quality Accounts (April 2019)
 - Berkshire Healthcare NHS Foundation Trust
 - Royal Berkshire Hospital NHS Foundation Trust

- South Central Ambulance NHS Foundation Trust
- Update on work of Clinical Commissioning Group
- Weekend 'bed blocking'
- Progress of Community Health and Social Care implementation
- Suicide Prevention Strategy implementation (include progress of Wokingham action plan)