

## READING BOROUGH COUNCIL

### REPORT BY DIRECTOR OF ENVIRONMENT AND NEIGHBOURHOOD SERVICES

TO:	HOUSING, NEIGHBOURHOODS AND LEISURE COMMITTEE		
DATE:	5th JULY 2016	AGENDA ITEM:	13
TITLE:	re3 WASTE STRATEGY		
LEAD COUNCILLOR:	COUNCILLOR LIZ TERRY	PORTFOLIO:	NEIGHBOURHOODS
SERVICE:	TRANSPORTATION AND STREETCARE	WARDS:	BOROUGHWIDE
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#### 1 PURPOSE AND SUMMARY OF REPORT

- 1.1 This report informs members that the re3 Joint Waste Disposal Board has adopted a new waste strategy which is intended as a practical response to the 2 main waste disposal challenges facing the partnership in 2016 and beyond, the need to reduce costs and to achieve the 50% recycling target set by the Waste (England and Wales) Regulations 2011 (transposing from the Revised EU Waste Framework Directive (2008) by 2020.
- 1.2 The re3 strategy shares the broad aims of the Waste Minimisation Strategy 2015-20 adopted by Reading in 2015 and sets targets for the partner Councils to achieve the 50% recycling rate target by 2020.
- 1.3 The full strategy document is appended to this report.

#### 2. RECOMMENDATION(S)

- 2.1 That Members approve the adoption of the re3 Joint Waste Disposal Board strategy.
- 2.2 That Members and Officers continue to work closely with the re3 Joint Waste Disposal Board and the other re3 council to achieve the aims of the strategy.

<p>2.3 That the progress of the re3 strategy delivery is reported annually to the Committee (as described at 4.2).</p>
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### 3. POLICY CONTEXT

- 3.1 One of the service priorities of the Council's Corporate Plan 2016 -2019 is 'Keeping the town, clean safe green and active', to ensure we retain and attract residents and businesses and remain an attractive place to live, work and visit'.
- 3.2 In 2015, Reading Borough Council HNL Committee approved a Waste Minimisation Strategy for Reading Borough Council.
- 3.3 The Waste Minimisation Strategy for Reading Borough Council reflects the strategic priorities for in relation to this council's functions as a Waste Collection Authority (WCA). The re3 Strategy seeks to support the Waste Minimisation Strategy and ensure that the Waste Disposal Authority functions are treated in a similarly strategic manner. In so doing, the benefits of Unitary Authority status are maximised.
- 3.4 The EU Waste Framework Directive 2008 sets a recycling and re-use target of 50% for waste from household type waste to be achieved by 2020. Within the context of this re3 Strategy, the targets do not refer to the EU Waste Framework Directive explicitly because the financial benefit of achieving greater recycling/reuse is at least as important as reaching the EU target.
- 3.5 The re3 Joint Waste PFI Contract was negotiated by the re3 councils to manage and develop solutions for the management of waste in Central Berkshire and to encourage people to reduce, re-use, recycle and compost more of their waste. Under the terms of PFI agreement, the re3 councils receive revenue support of £2.9m per annum towards the cost of waste management in the re3 area.
- 3.6 The re3 Board is the joint committee for the re3 PFI Contract. The Board is comprised of six Executive Members (two from each council) and is constituted under the Section 101 (5) of the Local government Act 1972 for the purpose of discharging the functions related to, and contained within, the re3 Joint Waste PFI Contract.
- 3.7 The re3 Strategy has been endorsed by the re3 Board and is now being considered within the individual re3 Councils for adoption.

### 4. THE PROPOSAL

- 4.1 The re3 strategy is organised within four themes. The themes, and their objectives, are intended to promote continuous progress for the re3 councils and maximise the advantages of operating in partnership.

4.2 The strategy will be reviewed, reported and updated on an annual cycle. Final reporting for the re3 Strategy, within each of the re3 councils, will follow full reconciliation of each year's data in July.

4.3 The 4 main themes are as follows:

#### 1. Reduce the net cost of waste

- The re3 partnership will target the cost of food waste to residents.
- The re3 partnership will review the operation of its two Household Waste Recycling Centres (HWRC).
- The re3 partnership will investigate the business case for optimised additional sharing and collaboration between the re3 councils.
- The re3 partnership will 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 partnership will seek to explore areas in which a more commercial approach can help to reduce the net cost of waste.
- The re3 partnership will keep a close eye on the development of Government Policy on waste collection harmonisation and, as relevant, will contribute to studies and evidence gathering.

#### 2. Recycle >50% by 2020

- Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020. This is the only area where a target has been set beyond the current year. That is because it is important for the re3 councils to be able to plan ahead in order to meet these important targets.

The table below sets out Reading's targets by source to meeting the 2020 recycling target:

READING	% Recycled by Source	
	CURRENT	2020 TARGET
HWRC	9%	12%
Council Collected	20%	32%
Bring Bank	4%	5%
Total Recycling Rate	32%	50%

The table below sets out annual targets to represent a pathway towards meeting the 2020 recycling target:

READING	% Recycled by Source			
	10%	11%	11%	12%
HWRC	10%	11%	11%	12%
Council Collected	24%	28%	28%	32%

Bring Bank	5%	5%	5%	5%
Total Recycling Rate	39%	44%	48%	50%

The table below sets out recycling contamination reduction targets to 2020:

READING	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET CONTAMINATION RATE			
	27%	20%	15%	10%	10%

These targets are challenging but represent a coordinated re3 wide response to achieving 50% by 2020. The targets will be incorporated into the Reading Waste Minimisation Strategy 2015-2020 and progress against them reported on a regular basis.

Other re3 targets are as follows:

- Smallmead HWRC targets have been set to increase recycling rates from the current 47% to 65% by 2020.
- Targets have been set to reduce the Rate of Rejection of Target Materials at HWRC's from the current 39% to 0% by 2020.
- The re3 partnership will continue to pursue the issue of the classification of the recycling of Incinerator Bottom Ash (IBA).
- The re3 partnership will investigate and publish its assessment of the link between bin volume (per week) and recycling performance.
- The re3 partnership will take steps to increase recycling of glass bottles and jars.

### 3. Planning and Capacity

- The re3 partnership will support the Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.
- The re3 councils will collaborate on common elements of development guidance and/or enforcement.
- The re3 partnership will consider the potential requirement for new waste management facilities within the re3 area between 2016 and 2036.

### 4. Supportive systems and communication

- The re3 Councils will review their relevant policies and processes and share expertise, learning and delivery where possible.
- The Board will support re3 as a local brand and seek to build upon the collective scope of the re3 partnership.
- 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.
- The re3 partnership will undertake an annual consultation process to understand aspects of public opinion on the re3 waste services.

## **5. CONTRIBUTION TO STRATEGIC AIMS**

- 5.1 The re3 strategy contributes to the council's Corporate Plan 2016 -2019 objective of 'Keeping the Town Clean, Safe, Green and Active'.

## **6. COMMUNITY ENGAGEMENT AND INFORMATION**

- 6.1 The re3 partnership will undertake an annual consultation process to understand aspects of public opinion on the re3 waste services.

## **7. LEGAL IMPLICATIONS**

- 7.1 The Council has duties under various UK and EU legislation to deliver waste collection and disposal services, principally the Environmental Protection Act 1990 and the revised EU waste framework directive 2008.

## **8. EQUALITY IMPACT ASSESSMENT**

- 8.1 In addition to the Human Rights Act 1998 the Council is required to comply with the Equalities Act 2010. Section 149 of the Equalities Act 2010 requires the Council to have due regard to the need to:-

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- 8.2 An equality impact assessment has not been carried out for this proposal

## **9. FINANCIAL IMPLICATIONS**

- 9.1 The re3 Strategy for 2016/17 will be delivered within existing budgets.

## **10. BACKGROUND PAPERS**

- 10.1 RBC Corporate Plan.



# **re3 Strategy - 2016/17**

## ABOUT THIS STRATEGY

The re3 strategy is principally intended to provide a practical response to the two definitive challenges faced by the re3 waste services in 2016. The first is the impact of the change to local government funding as a result of the central government austerity programme. The second is the Waste (England and Wales) Regulations 2011 (transposing from the Revised EU Waste Framework Directive (2008)) which sets the 50% target for reuse and recycling for the re3 councils. In combination, those challenges are at the heart of the contribution waste services can (and must) make in support of the re3 councils and the communities they serve.

Though the financial impacts and performance imperatives on local government demand immediate attention, it is important that re3 has a credible plan for a thriving future. This re3 strategy aims to promote the realignment of re3 services so they are fit for modern purpose and the 'real world' business environments within which the re3 councils operate.

Fortunately, the re3 partnership has a considerable track-record in successfully addressing shared and difficult circumstances. The partnership was established to address earlier strategic challenges and this strategy seeks to continue in that vein. It aims to do that via two routes. Firstly via initiatives which build upon the shared re3 PFI contract and, secondly, by identifying and promoting the conditions for further collaboration and efficiency in the waste services operated across the re3 councils.

The re3 strategy has been developed following consultation with the Members of the re3 Board and senior officers. The individual councillors on the re3 Board, and the appropriate senior officers, also have responsibility for waste collection and thus as a collective they work together as the "re3 partnership" and towards common goals. The strategy seeks to combine the responsibilities of the Joint Waste Disposal Board and the commitments of each of the Councils in their re3 partnership capacity. Appendix 1 below describes the process that was followed in the development of this re3 Strategy.

This re3 strategy recognises the financial impacts on the re3 councils, and thus residents, which arise from how waste is managed. External factors, including legislation, have increased the exposure of the councils to the risks and rewards of secondary material markets. Accordingly, this strategy seeks to introduce, alongside the traditional emphasis on collecting waste, a more commercially-minded approach to service objectives. This re3 strategy considers the destination of waste materials no less than it considers their source.

Despite that change in emphasis, it is also more important than ever before that the re3 partnership understands and remains engaged with its residents. This two-way process must be more consistent and is critical to understanding the views of the people to whom re3 delivers services. As a result of the financial circumstances for local government, service changes are inevitable. It is essential that re3 has the platform from which to explain and communicate detail to residents. This re3 Strategy includes a number of areas in which the re3 councils will increase clarity for residents and other (some prospective) stakeholders. It is hoped that such an approach will promote greater understanding and thus more focused engagement.

The objectives in this re3 strategy seek to be non-prescriptive wherever possible. This approach is intended to reflect the shared needs of the re3 councils, their enduring

synergies and their considerable shared investment. However, the approach also affords the individual councils scope to make the necessary contribution to the strategy objectives in their own way, where such is appropriate.

Finally, the re3 Strategy must be delivered. So, while there is scope to adopt a separate approach in some cases, the shared objectives must remain the priority for the re3 partnership. Accordingly, each objective has its own delivery template which will detail ownership, timescale for delivery and, very importantly, provide a basis for shared and continued learning. Furthermore, this strategy, which covers a single year, fits within a strategy schedule which runs up to the beginning of the 2020/21 council year. It is intended that successive annual strategies as shown in appendix 1 will contribute progressively to achieving delivery of a reduction in net spending on waste services and the 50% target for reuse and recycling.

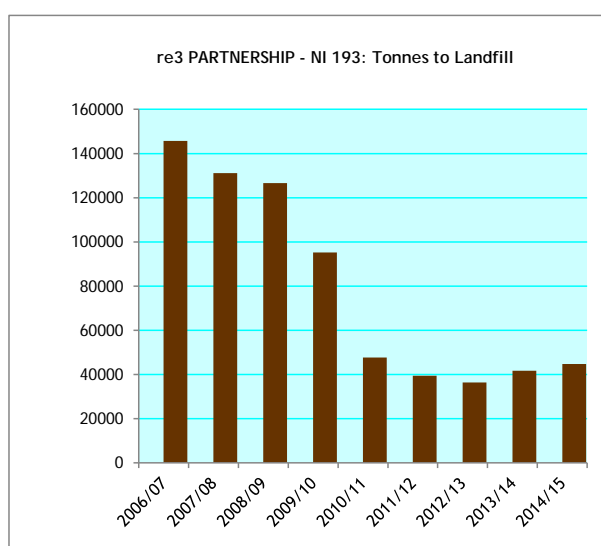
## ABOUT THE re3 PARTNERSHIP

### The re3 Partnership

#### Notable achievements

1. Greatly reduced reliance on landfill: This was one of the principal objectives that the re3 partnership had for their shared contract. It continues to be an important objective in strategic waste management. Since commencement of the re3 contract in late 2006, the amount of waste sent to landfill by the re3 partnership has reduced from [145,699 tonnes (66.70%) in 2006/07] to [41663 tonnes (21.70%) in 2014/15] as Figure 1, below, illustrates. This is principally related to the inclusion, within the re3 Contract of access to the Lakeside Energy from Waste facility.

Figure 1 – Waste to Landfill re3 Partnership (Tonnes per Annum)

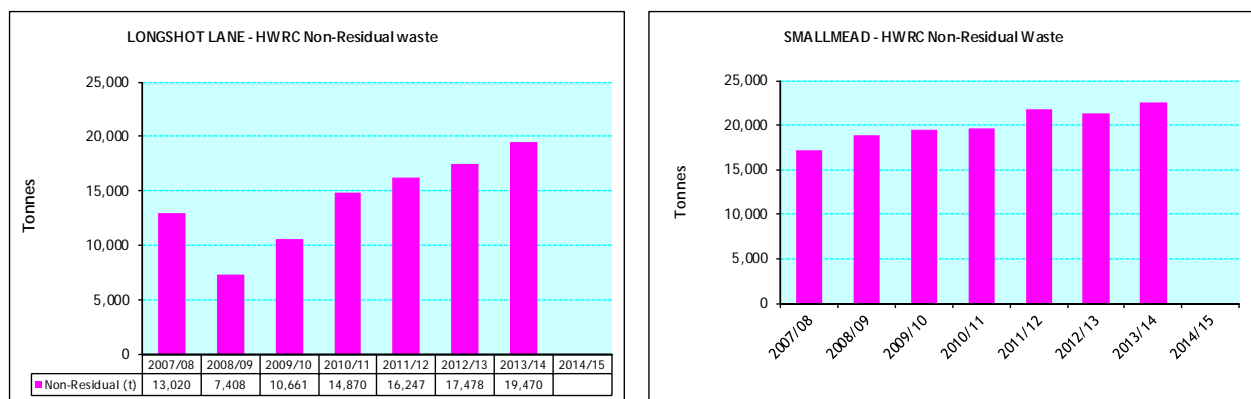


2. Increased HWRC recycling: Both the range of materials that can be recycled and the amount recycled or reused has increased as a result of the arrangements put in place via the shared re3 contract. Figures 2 and 3, below, illustrate the increase



since the start of the re3 Contract. There is scope for further improvement in recycling at the HWRCs.

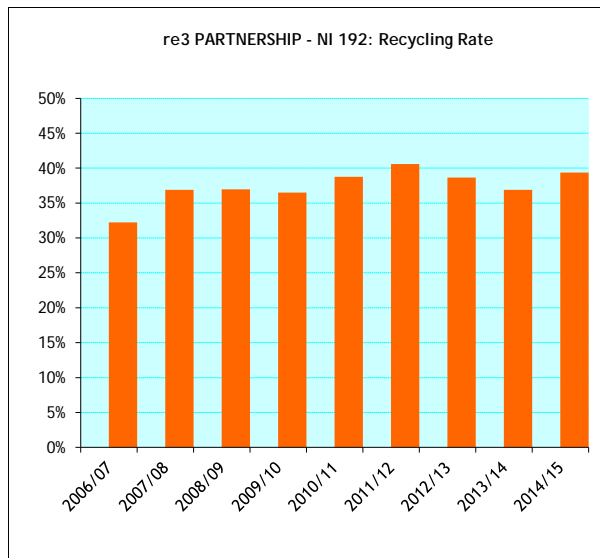
Figures 2 and 3 – Non-Residual Waste at the re3 Household Waste Recycling Centres.



3. Introduction of waste collection constraints: During the period of the re3 partnership, each of the re3 councils has introduced a form of capacity and/or frequency control for waste intended for disposal. In Bracknell Forest and Reading, that takes the form of an alternating weekly collection. In Wokingham it takes the form of a limitation on the number of bags that are freely available. The successful introduction of these constraints has contributed to savings in the cost of collection and introduced a degree of compulsion to recycle.
4. User satisfaction at HWRCs: Despite their increasing numbers of visitors and receipt of waste the re3 HWRCs have maintained high levels of user satisfaction. This is a notable achievement for the shared arrangements – the councils and the staff who work at the HWRCs. It is also worth acknowledging the willingness of re3 residents to sort the waste they bring so that we can recycle and reuse as much as possible.

#### Notable challenges

5. Improving performance to achieve the 50% recycling and reuse target: While performance at the HWRC's continues to improve, the councils have struggled to build-upon the initial gains that were achieved by their respective changes to collection frequency or capacity (as described at 3, above). Improved performance across the board is required in order to maximise the efficiency of existing waste services and to get as close as possible to 50% recycling and reuse. Figure 4 below illustrates the re3 recycling rate since 2006/07.



6. Local Government funding: Considerable cuts in funding across local government mean that considerable change is needed. Waste services can make an important contribution to the corporate objectives of the re3 councils and to other services such as Social Care and Health. The scope to make change exists. The motivation for all parties to engage in change must be encouraged and nurtured. Waste services will need to operate with a reduced direct cost to the councils (and thus taxpayers). Alongside that, however, all parties must recognise (in all areas) that almost everything the councils collect and manage can contribute to the net cost of the service. Recyclables may derive an income or reduce a cost and even waste for disposal might be directed to a cheaper form of processing.
7. Population growth: Recent growth predictions for households being built in the re3 area exceed those assumed at the time the re3 contract was negotiated. The re3 councils understand the need to ensure appropriate access to services that residents use directly (e.g. the shared HWRCs) and indirectly (e.g. the management of waste collected by the respective council waste collection services). However, the scope to increase access is likely to be constrained, not least financially, and so it will be necessary to balance present needs with future capacity.
8. Accommodating changes in patronage at HWRCs: The re3 councils recognise that there appears to be a link between the frequency and scale of waste collection and use of the HWRCs. A further factor may be the willingness of residents to make a trip to the HWRCs more frequently and/or with smaller amounts of waste. These factors are likely to exist within the re3 area and across boundaries with neighbouring councils. The re3 partnership will need to build such considerations into future service planning and be mindful of them in estimating future performance and financial outcomes.

## 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 to evolve existing operations and standards, in the waste service area, in support of the corporate priorities of the re3 councils.

Accordingly, the vision for re3 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.**

## STRATEGY

The re3 Strategy is encapsulated into the following objectives. The objectives are listed alphabetically within four, numbered, themes.

Reporting and renewal of the strategy is explained at Appendix 1.

### 1. REDUCE THE NET COST OF WASTE

Ref	Objective	
A	The re3 partnership will target the cost of food waste to residents.	
Additional Background		
Waste food represents a double cost to communities. <b>The re3 partnership will target the cost of food waste to residents.</b> 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. Even if treatment involves energy production residents are still footing the bill for food they ultimately did not consume. Accordingly re3 intends to: (a) try to address food waste at source and encourage re3 residents to become the least wasteful 'foodies' in the country, and (b) seek ways of addressing imbalances between those of us who have enough and those who don't – as one approach to addressing and reducing food wastefulness in general.		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>This objective is linked with objective I.</li><li>Measurement of the target for this objective will be achieved via compositional analysis of waste within the re3 area.</li></ul>		

Ref	Objective
<b>B</b>	<b>The re3 partnership will review the operation of its two Household Waste Recycling Centres (HWRC).</b>

### Additional Background

Within the context of the strategic requirements of the re3 councils, it is important that the HWRCs provide an appropriate and sustainable service for re3 residents. **The re3 partnership will review the operation of its two Household Waste Recycling Centres (HWRC).** The HWRCs each serve over 10,000 visitors a week. That number of visits represents both an indication of the demand that has built-up for this service but also the potential opportunities for engaging with re3 residents in a manner which supports better performance and a reduction to the net cost of waste.

Principal Owners	Target	Deadline

### Notes

- This objective will also impact upon non-re3 residents.
- This objective will incorporate some new arrangements at the HWRCs – some of which are already in operation in neighbouring authorities.

Ref	Objective
C	<b>The re3 partnership will investigate the business case for optimised additional sharing and collaboration between the re3 councils.</b>

### Additional Background

The re3 partnership recognises that there is potential for savings and efficiencies to be achieved via further sharing of services (including waste collection in 2019). It is important that the universality of some waste services does not prevent change but is retained, nonetheless, as an important consideration in planning their future delivery. Because of their importance, it is essential that any theoretical benefits (from further sharing) are objectively assessed and shown to be deliverable and sustainable. **The re3 partnership will investigate the business case for optimised additional sharing and collaboration between re3 councils.** This work will support the individual and collective decision-making procedures of the re3 councils.

Principal Owners	Target	Deadline

### Notes

- This objective will require the modelling of (it is suggested) a manageable number of potential shared-service arrangements.
- The full support and openness of the respective councils (their client teams and contractors) will be required in order to ensure that modelling of options is accurate.
- In order to support the re3 councils in a decision-making process, and any ensuing procurement process, modelling must be complete within the 2016/17 year. Failure to undertake modelling within that timescale may mean that some opportunities are undeliverable.

Ref	Objective	
D	The re3 partnership will 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		
<p>The re3 partnership will 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. Changes in waste volumes arise for a variety of reasons. As an example, waste volumes fell sharply as a result of the financial crisis in 2008. Where capacity exists, the re3 councils will seek to use it for mutual gain and ideally on commercial terms.</p>		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>The re3 PFI contract foresees the utilisation of any present spare capacity.</li><li>The re3 PFI contract specifies that re3 (Contract) waste will take precedence.</li></ul>		

Ref	Objective	
E	The re3 partnership will seek to explore areas in which a more commercial approach can help to reduce the net cost of waste.	
Additional Background		
To support the re3 councils in the delivery of their wider corporate objectives, the re3 partnership will seek to explore areas in which a more commercial approach can help to reduce the net cost of waste. This, arguably more self-sufficient, perspective is a widely recognised response to the manner in which the funding for local government services is changing. The re3 councils also recognise, however, that there is both a legal and commercial balance to be struck between universal funding for universal services and commerciality.		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>The EU Waste Framework Directive recognises the manner in which commercial markets underpin the recycling of secondary materials.</li><li>The Landfill Allowance Trading Scheme (LATS) was abolished in 2013. This step removes a</li></ul>		

disincentive to local authorities wishing to operate commercial collection services (the tonnage of such would have contributed to the LATs target for each council).

Ref	Objective
<b>F</b>	<b>The re3 partnership will keep a close eye on the development of Government Policy on waste collection harmonisation and, as relevant, will contribute to studies and evidence gathering.</b>

#### Additional Background

Waste services are delivered across the country in a vast number of local variations. Such differences often reflect valuable local policy decisions but they may also build-in cost. **The re3 partnership will keep a close eye on the development of Government Policy on waste collection harmonisation and, as relevant, will contribute to studies and evidence gathering.** Differences in collection types may add variables which prevent effective assessment of optimised collections (or benchmarking) which could drive-down costs. If preferred, national, collection service archetypes are to be developed, it would be beneficial to be prepared and have contributed an re3 voice to their development.

Principal Owners	Target	Deadline

#### Notes

- One relevant initiative is the work by WRAP on the harmonisation of waste collections systems. Government appears supportive of greater harmonisation of waste collection systems.
- From a theoretical and economic perspective, difference is a differentiating cause of cost in pricing.

## 2. RECYCLE $\geq$ 50% BY 2020

Ref	Objective
<b>G1</b>  <b>BRACKNELL FOREST COUNCIL</b>	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>

#### Additional Background

The re3 partnership considers that targets are a helpful stimulus for service planning and activity. **Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of**

**achieving 50% reuse and recycling by 2020.** There are two targets for each council within this objective. The first relates to the specific contribution of the kerbside recycling collection service to the overall recycling rate for the council. The second relates to the level of non-target and non-recyclable material (or contamination) delivered by the council as a part of its kerbside recycling collections. All gains, however small they are in isolation, should be considered and, wherever it is affordable, sought.

Principal Owners	Target	Deadline
	Increase collected recycling/composting/reuse rate to 23% of total household waste	31.03.17
	Reduce contamination of kerbside recycling delivered to the MRF to 15%	31.03.17

#### 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.
- Overall recycling rate includes composting and reuse.
- Reductions in contamination will make a considerable contribution to the efficient sorting of materials into marketable streams and thus help to maximise recycling.

The table below summarises current contributions to Bracknell's recycling rate of 37%, and sets out target contributions in order to meet the 2020 target of 50%.

#### CURRENT 2020 TARGET

BRACKNELL	% Recycled by Source	
HWRC	11%	15%
Council Collected	21%	28%
Bring Bank	5%	7%
<b>Total Recycling Rate</b>	<b>37%</b>	<b>50%</b>

To achieve an overall recycling rate of 50% by 2020, the targets assume that the HWRCs will recycle 65% of waste received there. Additional glass tonnage, diverted from residual waste to bring banks, is also required.

The table below sets out annual targets to represent a pathway towards meeting the 2020 recycling target.

#### ANNUAL TARGETS

##### 2016/17 2017/18 2018/19 2019/20

BRACKNELL	Target % Recycled by Source			
HWRC	12%	13%	14%	15%
<b>Council Collected</b>	<b>23%</b>	<b>26%</b>	<b>28%</b>	<b>28%</b>
Bring Bank	6%	7%	7%	7%
<b>Total Recycling Rate</b>	<b>41%</b>	<b>46%</b>	<b>49%</b>	<b>50%</b>

These targets are challenging (so too are those set for the HWRC and MRF). Analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted. It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.



The table below sets out contamination targets to 2020.

	2015/16	2016/17	2017/18	2018/19	2019/20
BRACKNELL	CURRENT	TARGET CONTAMINATION RATE			
	20%	15%	12%	10%	10%

Ref	Objective	
G2  READING BOROUGH COUNCIL	Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.	
Additional Background		
<p>The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b> There are two targets for each council within this objective. The first relates to the specific contribution of the kerbside recycling collection service to the overall recycling rate for the council. The second relates to the level of non-target and non-recyclable material (or contamination) delivered by the council as a part of its kerbside recycling collections. All gains, however small they are in isolation, should be considered and, wherever it is affordable, sought.</p>		
Principal Owners	Target	Deadline
	Increase collected recycling/composting/reuse rate to 24% of total household waste	
	Reduce contamination of kerbside recycling delivered to the MRF to 20%	
Notes		
<ul style="list-style-type: none"><li>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.</li><li>Overall recycling rate includes composting and reuse.</li><li>Reductions in contamination will make a considerable contribution to the efficient sorting of materials into marketable streams and thus help to maximise recycling.</li></ul>		

The table below summarises current contributions to Reading's recycling rate of 32%, and sets out target contributions in order to meet the 2020 target of 50%.

	CURRENT	2020 TARGET
READING	% Recycled by Source	
HWRC	9%	12%
Council Collected	20%	32%
Bring Bank	4%	5%
<b>Total Recycling Rate</b>	<b>32%</b>	<b>50%</b>



To achieve an overall recycling rate of 50% by 2020, the targets assume that the HWRCs will recycle 65% of waste received there. Additional glass tonnage, diverted from residual waste to bring banks, is also required.

The table below sets out annual targets to represent a pathway towards meeting the 2020 recycling target.

ANNUAL TARGETS				
	2016/17	2017/18	2018/19	2019/20
READING	Target % Recycled by Source			
HWRC	10%	11%	11%	12%
Council Collected	24%	28%	32%	32%
Bring Bank	5%	5%	5%	5%
Total Recycling Rate	39%	44%	48%	50%

These targets are challenging (so too are those set for the HWRC and MRF). Analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted. It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

The table below sets out contamination targets to 2020.

	2015/16	2016/17	2017/18	2018/19	2019/20
READING	CURRENT	TARGET CONTAMINATION RATE			
	27%	20%	15%	10%	10%

Ref	Objective	
<b>G3</b>  WOKINGHAM BOROUGH COUNCIL	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>	
<b>Additional Background</b>		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b> There are two targets for each council within this objective. The first relates to the specific contribution of the kerbside recycling collection service to the overall recycling rate for the council. The second relates to the level of non-target and non-recyclable material (or contamination) delivered by the council as a part of its kerbside recycling collections. All gains, however small they are in isolation, should be considered and, wherever it is affordable, sought.		
Principal Owners	Target	Deadline
	<b>Increase collected recycling/composting/reuse rate to 20% of total household waste</b>	<b>31.03.17</b>

	<b>Reduce contamination of kerbside recycling delivered to the MRF to 15%</b>	<b>31.03.17</b>
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#### 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.
- Overall recycling rate includes composting and reuse.
- Reductions in contamination will make a considerable contribution to the efficient sorting of materials into marketable streams and thus help to maximise recycling.

The table below summarises current contributions to Wokingham's recycling rate of 38%, and sets out target contributions in order to meet the 2020 target of 50%.

	CURRENT	2020 TARGET
WOKINGHAM	% Recycled by Source	
HWRC	16%	21%
Council Collected	18%	24%
Bring Bank	4%	5%
<b>Total Recycling Rate</b>	<b>38%</b>	<b>50%</b>

To achieve an overall recycling rate of 50% by 2020, the targets assume that the HWRCs will recycle 65% of waste received there. Additional glass tonnage, diverted from residual waste to bring banks, is also required.

The table below sets out annual targets to represent a pathway towards meeting the 2020 recycling target.

	ANNUAL TARGETS			
	2016/17	2017/18	2018/19	2019/20
WOKINGHAM	Target % Recycled by Source			
HWRC	17%	18%	19%	21%
<b>Council Collected</b>	<b>20%</b>	<b>23%</b>	<b>24%</b>	<b>24%</b>
Bring Bank	5%	5%	5%	5%
<b>Total Recycling Rate</b>	<b>42%</b>	<b>46%</b>	<b>48%</b>	<b>50%</b>

These targets are challenging (so too are those set for the HWRC and MRF). Analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted. It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

The table below sets out contamination targets to 2020.

	2015/16	2016/17	2017/18	2018/19	2019/20
WOKINGHAM	CURRENT	TARGET CONTAMINATION RATE			
	19%	15%	12%	10%	10%

Ref	Objective	
G4  HWRC	Targets have been set for the specific service areas of the re3 partnership in alignment with the 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. Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.		
Principal Owner	Target	Deadline
	To recycle/ compost/ reuse 50% of household waste received at the HWRCs	31.03.17
Notes		
• Overall recycling rate includes composting and reuse.		

The targets below relate to the performance of the HWRC in isolation. They are, however, linked directly to the performance shown in objectives G1 to G3, above.

#### SMALLMEAD HWRC

	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET HWRC RECYCLING RATES			
HWRC Recycling Rate	47%	50%	55%	60%	65%

#### LONGSHOT LANE HWRC

	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET HWRC RECYCLING RATES			
HWRC Recycling Rate	49%	50%	55%	60%	65%

Ref	Objective
<b>G5</b>	<b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving</b>

MRF	50% reuse and recycling by 2020.	
Additional Background		
The re3 partnership considers that targets are a helpful stimulus for service planning and activity. <b>Targets have been set for the specific service areas of the re3 partnership in alignment with the goal of achieving 50% reuse and recycling by 2020.</b>		
Principal Owners	Target	Deadline
	To reduce the rate of target recyclables rejected to 20%	31.03.17
Notes		
<ul style="list-style-type: none"><li>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.</li><li>Reductions in contamination must be matched by improvements in the performance of the MRF (reductions in the loss of Target Recyclables in MRF rejects).</li></ul>		

	2015/16	2016/17	2017/18	2018/19	2019/20
	CURRENT	TARGET PROCESS LOSS RATE			
Rate of Rejection of Target Materials	39%	20%	10%	5%	0%

<b>Ref</b>	<b>Objective</b>
<b>H</b>	<b>The re3 partnership will focus planning and development on forms of treatment that would have most impact.</b>
<b>Additional Background</b>	
The re3 partnership will focus planning and development on forms of treatment that would have most impact. If significant investment is needed in order to achieve the 50% target, it must be directed (wherever possible) at forms of treatment that add value beyond the target itself. A comprehensive local treatment solution for wood waste is an example. Wood recycling is possible for some forms of wood waste while recovery via biomass is more common. Recycling wood would contribute to our target while biomass might provide a more sustainable contribution to local energy needs. Moreover, as wood is principally delivered via resident trips to the HWRCs the cost of an additional collection service may be unnecessary.	
<b>Principal Owners</b>	<b>Target</b>
<b>Notes</b>	
<ul style="list-style-type: none"> <li>This objective seeks to support a widened aspiration of the re3 partnership in terms of what it can achieve.</li> <li>This objective links to E.</li> </ul>	

Ref	Objective	
I	<b>The re3 partnership will purposefully explore the introduction of forms of treatment for the surplus food from residents that ends-up in the waste stream.</b>	
<b>Additional Background</b>		
<p><b>The re3 partnership will purposefully explore the introduction of forms of treatment for the surplus food from residents that ends-up in the waste stream.</b> 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. Food waste represents a significant proportion of the waste not currently recycled or reused. There are no direct legal requirement for the separate collection and processing of food waste. However, policy developments (such as the recent inclusion, as part of the recent EU Circular Economy Package, of food within the TEEP arrangements) represent a direction of travel which re3 acknowledges in its strategic planning.</p>		
Principal Owners	Target	Deadline
<b>Notes</b>		
<ul style="list-style-type: none"><li>• This objective seeks to support a widened aspiration of the re3 partnership in terms of what it can achieve.</li><li>• This objective links to [E].</li></ul>		

Ref	Objective
J	<b>The re3 partnership will continue to pursue the issue of the classification of the recycling of Incinerator Bottom Ash (IBA).</b>
<b>Additional Background</b>	
<p>The re3 partnership will continue to pursue the issue of the classification of the recycling of Incinerator Bottom Ash (IBA). While re3 understands the <b>stance</b><sup>1</sup> taken by the relevant legislative bodies (UK Government and European Union), there is a strong case for classing, as recycling, the production of construction materials from IBA. For re3, via our use of the Lakeside Energy from Waste facility, this activity displaces the use of virgin materials and does not 'crowd-out' recycling in any way. A recent <b>report</b><sup>2</sup> indicated that classifying this activity as recycling would contribute 4% to recycling performance across England (and possibly more for the re3 councils). The current classification places a considerable and unhelpful additional cost burden on Waste Disposal Authorities such as re3.</p>	

<sup>1</sup> [Waste Data Flow Guidance \(2009\)](#) provides a good description (page 4) of the enduring Gov't position.

<sup>2</sup> ['At this rate...exploring England's recycling challenges'](#) (2015) Suez (page 9).

Principal Owners	Target	Deadline
<b>Notes</b> <ul style="list-style-type: none"> <li>• This objective might be pursued via dialogue and cooperation between the re3 Board and Executive Members at like-minded Waste Disposal Authorities (e.g. <a href="#">Hampshire</a>)</li> <li>• One approach might be to demonstrate, alongside those benefits detailed above, how the recycling of IBA doesn't 'crowd-out' other recycling. This might be achieved by an explanation of the financial benefits of recycling and reiterating the imposition of controls on EfW use within the re3 contract.</li> </ul>		

Ref	Objective	
K	The re3 partnership will investigate and publish its assessment of the link between bin volume (per week) and recycling performance.	
Additional Background		
Waste collection is often planned on the basis of the volume (litres per week equivalent) of the bins, bags or other receptacles provided by local authorities for waste collection. <b>The re3 partnership will investigate and publish its assessment of the link between bin volume per week and recycling performance.</b> This assessment of existing and new evidence will provide a clear basis upon which future local policy decisions can be made and support the planning of future re3 waste services. Such information will also assist in the requirements that the re3 councils may seek to place upon new developments (as per <b>M</b> below) for appropriate space.		
Principal Owners		Target
Notes		
<ul style="list-style-type: none"><li>• The successful delivery of this objective will provide essential information for future planning.</li><li>• This objective will benefit from the contributions of a wide range of officers (both re3 and from other authorities), Contractors and waste industry experts. It will draw upon both existing work and new evidence.</li><li>• This objective links to objective [P]</li></ul>		

Ref	Objective
L	<b>The re3 partnership will take steps to increase recycling of glass bottles and jars.</b>
<b>Additional Background</b>	
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. <b>The re3 partnership will take steps to increase recycling of glass bottles and jars to 6% of</b>	

total household waste by 2020.

Principal Owners	Target	Deadline
	Increase recycling of glass bottles and jars at bring banks to 5% of household waste	31.03.17

#### Notes

- re3 residents 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 it will continue to be reviewed).

### 3. PLANNING AND CAPACITY

Ref	Objective
<b>M</b>	<b>The re3 partnership will support the Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.</b>

#### 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 councils have discussed working together to prepare a Minerals and Waste Plan. Discussions were initially held across the respective Planning functions but the input and support of the re3 Project Team will be essential in ensuring that the waste element is addressed adequately. **The re3 partnership will support the Minerals and Waste Planning process to ensure strategic waste planning within the re3 area.**

Principal Owners	Target	Deadline

#### Notes

- 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 expected to be a co-contributor to the Plan itself.
- This objective is specifically concerned with the 'waste' element of the Plan.
- This objective is intended to work alongside objectives N and O.

Ref	Objective
<b>N</b>	<b>The re3 councils will collaborate on common elements of development guidance and/or enforcement.</b>

<b>Additional Background</b>		
There is a need to ensure that new housing developments, of any type, within the re3 area appropriately and adequately incorporate the need for operational waste management (based on the waste hierarchy). <b>The re3 councils will collaborate on common elements of development guidance and/or enforcement.</b> Failure to address this may embed future costs to taxpayers and may undermine the effectiveness and efficiency of re3 services.		
<b>Principal Owners</b>	<b>Target</b>	<b>Deadline</b>
<b>Notes</b>		
<ul style="list-style-type: none"> <li>The re3 councils will seek to develop commonly supported principles which support shared requirements on developers. The guidance they each produce may differ in other areas to reflect local and corporate priorities.</li> <li>The re3 councils believe that it is beneficial to all parties for common principles, and waste-related development guidance, to be adopted across the re3 area.</li> </ul>		

<b>Ref</b>	<b>Objective</b>
<b>O</b>	<b>The re3 partnership will consider the potential requirement for new waste management facilities within the re3 area between 2016 and 2036.</b>
<b>Additional Background</b>	
With increased residential development and performance considerations in mind, the re3 partnership may need to supplement the existing complement of re3 facilities. <b>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].</b> An open process of reviewing needs and aspirations will assist the re3 councils in identifying potential sites and stakeholders.	
<b>Principal Owners</b>	<b>Target</b>
<b>Notes</b>	
<ul style="list-style-type: none"> <li>The re3 councils consider that being open about their aspirations and plans would assist potential service providers in bringing forward options.</li> <li>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.</li> <li>This objective supports objectives N and P.</li> </ul>	

#### 4. SUPPORTIVE SYSTEMS AND COMMUNICATION



Ref	Objective	
P	The re3 Councils will review their relevant policies and processes and share expertise, learning and delivery where possible.	
Additional Background		
Within the re3 partnership, the councils will seek to take advantage of all opportunities to share where they will contribute towards reduced costs, improvements in recycling performance or assist the councils in ensuring capacity. <b>The re3 Councils will review their relevant policies and processes and share expertise, learning and delivery where possible.</b> Shared initiatives have already been approved for marketing and communications. Further opportunities exist for working supportively on issues such as service policies, data, marketing, bids for funding and enforcement.		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>The potential advantages to working together more closely, or undertaking the initial consideration, may not lead to immediate savings but will contribute to a change of perspective that is almost certainly going to be required in future.</li><li>As a specific example, working together on marketing (where existing data sources do not exist) would most likely result in positive economies of scale.</li><li>A further example that the re3 partnership will explore is in bidding for additional sources of funding for specific initiatives.</li><li>This objective is linked to objectives C, F and N.</li></ul>		

Ref	Objective	
Q	The Board will support re3 as a local brand and seek to build upon the collective scope of the re3 partnership.	
Additional Background		
A trusted brand can be invaluable in communicating purposefully with service users and external bodies. The re3 facilities are very well used and popular but recognition of whom or what re3 represents could be improved. The re3 brand could be used to a greater extent in the process of change – both internally and with external engagement. Examples of the value of a strong brand include in communicating with residents and in recognition with suppliers and material processors of the quality of services or materials from re3. <b>The Board will support re3 as a local brand and seek to build upon the collective scope of the partnership.</b> The partnership should ensure that residents are aware that re3 is formed of the respective councils, working together.		
Principal Owners	Target	Deadline
Notes		

- The re3 brand would be strongly supportive of efforts to strengthen the culture of re3.
- The re3 brand should also be developed to maximise the impact of re3 responses to consultations on legislation or guidance.
- This objective is supportive of R and S.

Ref	Objective	
R	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. <b>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.</b> Communications campaigns for re3 will be set out in an annual Communications Strategy (to include social media).		
Principal Owners	Target	Deadline
Notes		
<ul style="list-style-type: none"><li>The re3 Joint Waste Disposal Board and the respective Communications Teams and Senior Officers of the re3 Councils have approved a share Communications Strategy.</li><li>This objective supports objectives all other objectives.</li></ul>		

Ref	Objective	
S	The re3 partnership will undertake an annual consultation process to understand aspects of public opinion on the re3 waste services.	
Additional Background		
It is essential that service engagement and change is undertaken in a manner which encourages resident participation and actively seeks resident opinion. The re3 partnership will undertake an annual consultation process to understand aspects of public opinion on the re3 waste services.		
Principal Owners	Target	Deadline
Notes		

- This objective works closely with objective R and may support any of the other objectives according to the content and context of any consultation.

## **APPENDIX 1 – STRATEGY MONITORING AND RENEWAL**

### **PART 1 – Annual Cycle**

This re3 strategy has been written to specifically address the requirements of the re3 partner councils. The urgent and ongoing financial pressures require prompt attention. But the 50% target must be achieved by 2020 and it is that ‘horizon’ which has been adopted as the principal guide in terms of meeting targets and objectives.

The re3 strategy has been developed to link Member/Officer aspirations with the specific requirements of our prevailing operating conditions. The strategy describes what the re3 partner councils will do – the strategic objectives, as shown below – to ensure that their activities are purposefully directed at successfully addressing those conditions.

Alongside identifying what needs to happen, however, the re3 partnership must demonstrate delivery and progress. This approach can be summed-up as follows:

“Good corporate performance is achieved by knowing what you are aiming for, being as certain as you can that the actions that you are taking are going to lead to where you want to be and ensuring those actions are carried out at the right level.”<sup>3</sup>

The second part of the re3 Strategy is, therefore, a compelling mechanism for reporting progress. That will be ever more important as we continue to move towards 2020.

The process for monitoring and renewing this re3 strategy will be as follows:

- A. Progress towards the achievement of each target and objective will be reported, by the relevant officers, at each Joint Waste Disposal Board (JWDB) meeting. It is expected that a variety of relevant officers will contribute to the delivery of any given objective. Performance reporting (presentation at the re3 JWDB) will be the responsibility of the respective Head of Service or the re3 Strategic Waste Manager. It is proposed that subsequent to reporting at the re3 JWDB, performance is also reported to an appropriate committee or forum at each council (as has previously been the case).
- B. During Q3 (October to December) each year, an appropriate and purposeful public consultation exercise will be undertaken. The financial constraints on the councils may limit the format of any consultation. However, re3 officers will seek to identify creative ways to elicit feedback from residents and other relevant stakeholders.
- C. An annual Member Strategy Session will be held in Q4 (January to March) each year. The session will consider performance in the year to date, the outcome of the public consultation and other relevant information.

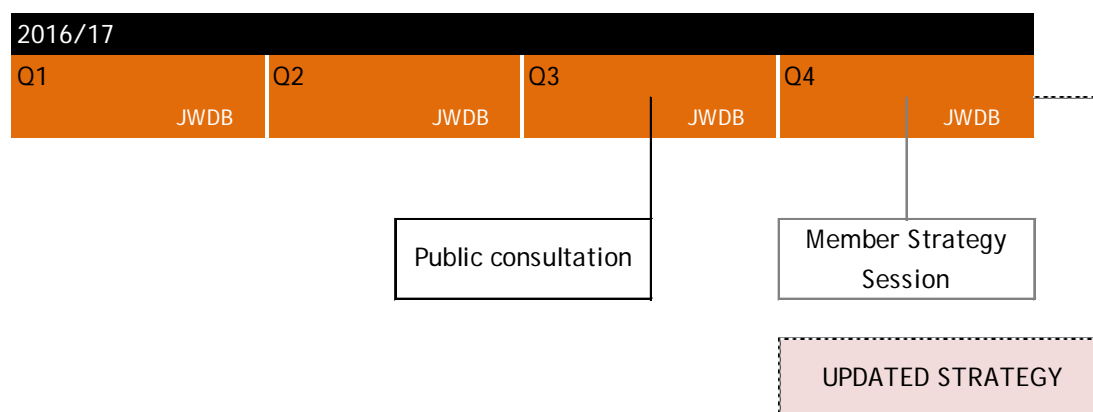
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<sup>3</sup> Cranfield University, School of Management (2016)

- D. Drawing upon the data derived from A, B and C, above, a new re3 strategy will be presented to the first JWDB of the new year. This meeting will review the final outcomes (targets and objectives) for the year just gone and approve the new re3 strategy.

Figure 1.1, below, illustrates the way in which strategy is proposed to be monitored, in year, and renewed for the subsequent year.

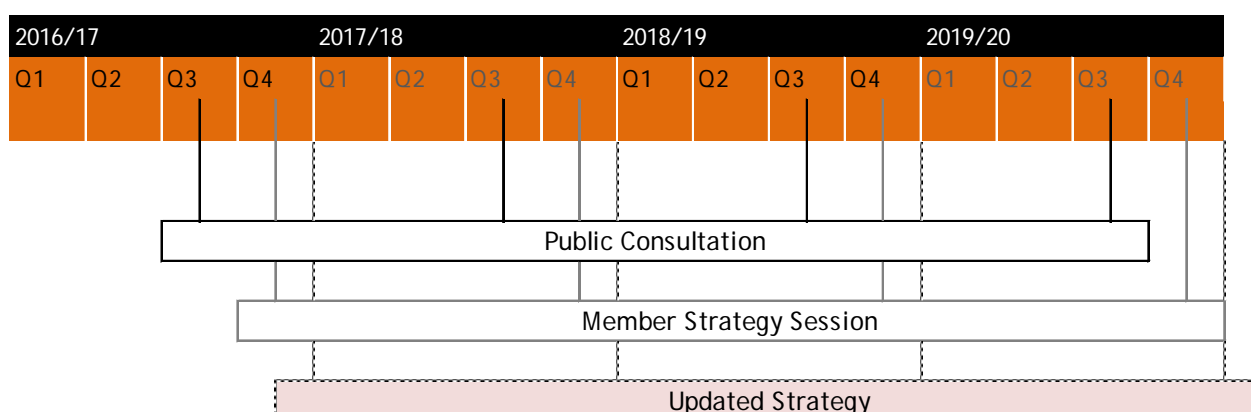
**Figure 1.1 – Annual Strategy Cycle**



The four years to 2020 have been identified singly, as illustrated at Figure 1.2, below.

The re3 partnership, and where appropriate each individual council, should make progress and achieve or surpass the respective year one (2016/17) targets. Via the process described above, targets and objectives will be reviewed and amended on an annual basis so that they reflect the required (or otherwise agreed) annual outcome which is required in order to reach the level of performance required in 2020.

**Figure 1.2 – Annual Cycle Over Four Years to 2020**



The re3 councils will monitor the development of Government policy on waste and similarly reflect change in the production of annual targets.

## **PART 2 – DATA DERIVED STRATEGY**

In January 2016, the contributed to a detailed strategy workshop. The data collected from their contributions was collected, coded and analysed before being ordered into themes. From the themes, the 23 objectives were developed.

The process is shown at 1.3 below.

Many of the targets are challenging. In the case of the targets relating directly to recycling (such as at G and L) analysis of the residual waste and MRF sampling data suggests that the recyclable tonnage is present in the waste stream and has the potential to be diverted.

It should also be noted that, from a purely commercial perspective, there is a value to the councils in recycling as much waste as possible. Every tonne of recyclable material that remains in the residual waste represents a higher processing cost and lost income. Moreover, maximising recycling via existing systems helps to delay the requirement to commission potentially costly additional processing capacity.

All targets are derived from existing sources of data. While much data is available through the operation of the contract, objective P stresses the need to ensure that other sources, such as data procured by the councils, remains relevant. This will be particularly important in the case of the compositional data used in the objectives G1 to G5.

### PART 3 – CONTINUOUS IMPROVEMENT

The annual cycle is intended to encourage immediate progress and ensure that new or updated targets can direct the councils towards addressing the two principal challenges that are described at the beginning of this re3 Strategy – reducing the net cost of waste and improving performance to achieve the 50% recycling and reuse target.

Delivery of the annual targets will be essential or the councils may find that the required levels of improvement, as they near 2020, are too large.

The recycling targets that have been set (objectives G1 to G5) can be shown to progress from the current level of performance for each council or relevant service to the level. These targets combine waste collection and waste management to contribute to the overall 50% target attributed to each council.

The other principal challenge for re3, reducing the net cost of waste, does not have a specific target in the first year. This is because several of the other objectives are expected to provide data that could make such a specific target possible. For example, the work described at objectives B and C (HWRCs and Sharing) will, respectively, represent such a shift in operational outcomes that pre-estimates would carry significant uncertainty. It is anticipated that, subject to their delivery, both will provide far greater clarity on potential savings in time for the 2017/18 re3 Strategy. Accordingly, it is advised that a savings target is introduced in future re3 strategies for years 2 to 4 (2017/18 to 2019/20).

Figure 1.3 – Development of the re3 Strategy

Transcript Excerpts	Descriptive to Interpretive	Interpretive Coding	Themes	re3 Objective
<div>1 Flat building in re3 area</div> <div>2 Promoting better waste management design principles</div> <div>3 wastemanagement provision in new developments</div> <div>4 insufficient planning for waste</div> <div>5 developers taking responsibility</div> <div>6 number of bins for HMOs to be reviewed (space)</div> <div>7 Too many bins - confusing/dissuading residents (generally)</div> <div>8 Renewed focus on comm's to change behaviour (better w. mgmt)</div> <div>9 In new developments give resident 180 litre bins instead of 240 litre bins - to encourage behaviour change</div> <div>10 Waste management in flats a concern across re3</div> <div>11 Not considering glass collection</div> <div>12 encourage residents to recycle via bring banks</div> <div>13 Not considering food collection at the moment</div> <div>14 Opt-in food waste collection (in future)</div> <div>15 Green bin cleaning service</div> <div>16 Engaging other members to support 50% target*</div> <div>17 Programme of engaging with managing agents, landlords, residents (flats/HMOs)</div> <div>18 Office block conversions into residential needs proper planning guidance</div> <div>19 No glass collection plans</div> <div>20 Make it easy and convenient for people to recycle</div> <div>21 Communication on glass recycling (include jars)</div> <div>22 Put anything they (residents) want into kerbside (targetting tonnage)</div> <div>23 Continue to challenge why some materials not added to kerbside</div> <div>24 Genuine conversation about in-house or outsourced waste collections</div> <div>25 Outsourced collections extended across Borough boundaries (e.g. green collections by Sita in Wokingham)</div> <div>26 Common need doesn't mean common approach</div> <div>27 Working with FCC to set up biomass facility</div> <div>28 Potential use of land around Smallmead</div> <div>29 Longshot Lane too small (or not big enough)</div> <div>30 Smaller bin capacity as a means to behaviour change (phased-in)</div> <div>31 Three weekly collections of residual waste.</div> <div>32 Doorstepping to supplement Comms and embed messages</div> <div>33 Incentive Schemes that reward individuals/groups</div> <div>34 Containment (bin capacity) versus Freedom</div> <div>35 Reaching Communities where English is not first language</div> <div>36 Coordination of contracts/contract extensions</div> <div>37 Wet cardboard and how to deal with it (as significant % of contamination)</div> <div>38 State of bring bank sites as a reflection of our service</div> <div>39 Policy at bring bank sites (collaboration)</div> <div>40 Weekly food waste collection not financially justifiable at present</div> <div>41 WBC design guide for planning processes</div> <div>42 Food waste collection promptim behaviour change itself</div> <div>43 Idea of an Anaerobic Digester</div> <div>44 Expand Longshot Lane to the level (size) required</div> <div>45 A third HWRC</div> <div>46 Door knocking not financially justified</div> <div>47 How to engage residents who do not currently participate at all</div> <div>48 Who to target: where to expend energy</div> <div>49 Green Redeem - incentives not great, difficulties in finding things upon which to redeem points</div> <div>50 Targetting: HMOs "transient" residents, the young (students)</div> <div>51 Plastics (other) and market issues</div> <div>52 Cardboard from online purchases as a particular opportunity</div> <div>53 Fortnightly collections in Wokingham</div> <div>54 Wheeled bins (instead of sacks)</div> <div>55 Charging for HWRC wastes (open to the idea)</div> <div>56 Effects of policies on flytipping</div> <div>57 Charges to be reasonable</div> <div>58 Shared learning on charges for green bins</div> <div>59 Gather resident contacts for future communications</div> <div>60 Containment policy (bins) and potential to charge for any excess</div> <div>61 One-off biodegradeable bags for green (charged)</div> <div>62 RBC trade service offer</div> <div>63 Biomass as potential business opportunity</div> <div>64 Land as an opportunity (leasing to third party)</div> <div>65 Expectation of income generation</div> <div>66 Emphasising the benefits of the services already offered</div> <div>67 Charging for services undermines the justification for council tax</div> <div>68 Position re3 as a separate entity</div> <div>69 Board to be unified at re3, separate as councils</div> <div>70 Charge for clinical waste</div> <div>71 Business opportunity for nappies/incontinence products</div> <div>72 Comm's with residents on how it's not free if traders dump waste for them</div> <div>73 Opportunities re: WEEE expanded services</div> <div>74 Free bags limit at HWRC - chargeable thereafter</div> <div>75 Hunt for high value materials</div> <div>76 Invoicing/chargin electronically for efficiency</div> <div>77 Shouldn't miss an opportunity to share</div> <div>78 Share expertise e.g. Doorstepping, working with flats, green charging</div> <div>79 Bid for third party material through MRF (where no negatives)</div> <div>80 Reduce summer opening (close at 6pm)</div> <div>81 Alternate access (by class of user/vehicle type etc.)</div> <div>82 Open HWRCs for longer ('sweat asset')</div> <div>83 Receiving (Council/third-party) waste up to 24 hours (to manage traffic)</div> <div>84 Intelligence led initiatives</div> <div>85 Doorstepping across re3 area (cost, 'resource' needs)</div> <div>86 Growth driven by population increase and usage</div> <div>87 Section 106/ CIL</div> <div>88 Sticking together to build local mandate</div> <div>89 Working with LEP</div> <div>90 Prioritise things we can do (low hanging fruit)</div> <div>91 Communications should come from one central source</div> <div>92 Minerals and waste plan - one voice</div> <div>93 Consequences of bad planning/building</div> <div>94 Collective of re3 is bigger than just three councils</div> <div>95 Continual review</div> <div>96 Good governance = continual review of policies</div>	<div>24 Genuine conversation about in-house or outsourced waste collections</div> <div>25 Outsourced collections extended across Borough boundaries (e.g. green collections by Sita in Wokingham)</div> <div>31 Three weekly collections of residual waste.</div> <div>53 Fortnightly collections in Wokingham</div> <div>54 Wheeled bins (instead of sacks)</div> <div>75 Hunt for high value materials</div> <div>65 Expectation of income generation</div> <div>67 Charging for services undermines the justification for council tax</div> <div>76 Invoicing/charging electronically for efficiency</div> <div>62 RBC trade service offer</div> <div>73 Opportunities re: WEEE expanded services</div> <div>61 One-off biodegradeable bags for green (charged)</div> <div>70 Charge for clinical waste</div> <div>71 Business opportunity for nappies/incontinence products</div> <div>15 Green bin cleaning service</div> <div>51 Plastics (other) and market issues</div> <div>79 Bid for third party material through MRF (where no negatives)</div> <div>83 Receiving (Council/third-party) waste up to 24 hours (to manage traffic)</div> <div>55 Charging for HWRC wastes (open to the idea)</div> <div>82 Open HWRCs for longer ('sweat asset')</div> <div>57 Charges to be reasonable</div> <div>74 Free bags limit at HWRC - chargeable thereafter</div> <div>80 Reduce summer opening (close at 6pm)</div> <div>81 Alternate access (by class of user/vehicle type etc.)</div> <div>6 number of bins for HMOs to be reviewed (space)</div> <div>7 Too many bins - confusing/dissuading residents (generally)</div> <div>9 In new developments give resident 180 litre bins instead of 240 litre bins - to encourage behaviour change</div> <div>30 Smaller bin capacity as a means to behaviour change (phased-in)</div> <div>60 Containment policy (bins) and potential to charge for any excess</div> <div>34 Containment (bin capacity) versus Freedom</div> <div>14 Opt-in food waste collection (in future)</div> <div>13 Not considering food collection at the moment</div> <div>40 Weekly food waste collection not financially justifiable at present</div> <div>42 Food waste collection promptim behaviour change itself</div> <div>19 No glass collection plans</div> <div>11 Not considering glass collection</div> <div>27 Working with FCC to set up biomass facility</div> <div>43 Idea of an Anaerobic Digester</div> <div>63 Biomass as potential business opportunity</div> <div>38 State of bring bank sites as a reflection of our service</div> <div>39 Policy at bring bank sites (collaboration)</div> <div>20 Make it easy and convenient for people to recycle</div> <div>22 Put anything they (residents) want into kerbside (targetting tonnage)</div> <div>37 Wet cardboard and how to deal with it (as significant % of contamination)</div>	Type of Collection	Reduce Net Cost of Waste	C
		Commerciality		E
		MRF		E + D
		HWRC		B
		Bins/ Bin Sizes	Recycle 50% by 2020	K
		Food/Glass		A, I + L
		Biomass and Wood Waste		H
		Bring Banks		L
		Material Quality		P
		Housing Growth	Capacity	N + K
		Strategic Development Planning		M + O
		Facilities		O
		re3 Board	Supportive Systems	Q, F + P
		Shared Approach		P + C
		Marketing		R + S
		Ways of Working		R + S
		Specific Messages		R + S
		Direct Communications ('Doorstepping')		S, R + Q
		Incentives		P

Descriptive data from the re3 Board Strategy Session was numbered and grouped according to its relationship with waste related issues and initiatives. These initial groupings formed 19 Interpretive Codes (illustrated where data has been grouped by colour) which were then also organised into four Themes. The objectives contained within the re3 Strategy were derived from the data and analysis as described here. The link between the objectives and data is shown in the final column.