

TO: **JOINT WASTE DISPOSAL BOARD**  
7<sup>th</sup> July 2017

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**PROGRESS REPORT**  
**Report of the re3 Strategic Waste Manager**

**1 INTRODUCTION**

- 1.1 The purpose of this report is to brief the re3 Joint Waste Disposal Board on progress in the delivery of the re3 Joint Waste PFI Contract.

**2 RECOMMENDATION**

- 2.2 That Members note the contents of this report.**

**3 ALTERNATIVE OPTIONS CONSIDERED**

- 3.1 None for this report.

**4 REASONS FOR RECOMMENDATION**

- 4.1 The purpose of this report is to brief Members on progress and delivery within the re3 Joint Waste PFI Contract and the re3 Strategy.

**5 BACKGROUND INFORMATION**

**Minerals and Waste Planning Process**

- 5.1 The Call for Sites has now finished, though new locations may still be added during this the Plan process. The identification of a site within this phase of the Plan only adds to options for its use at that stage. Only after the adoption of the final Plan, and assuming a site was safeguarded for either Minerals or Waste use, would there be a presumption of specific activity.
- 5.2 The process is now moving towards the preparation of a draft evidence base and draft Plan, in both cases drawing-upon representations received thus far. This phase is scheduled to run from July to December 2017.
- 5.3 A further report and detail will provided for the next Board meeting in October 2017.

**Review of Service Delivery Plans**

- 5.4 The Service Delivery Plans (SDPs) form an important part of the re3 Contract. They represent the Contractor's codified offer of service.
- 5.5 Officers have been engaged, with the Contractor, in a scheduled review and process of updating the SDPs, over the last two months.
- 5.6 Both parties have sought to minimise areas for change to those already agreed in practice and to ensure that the SDPs reflect subsequent operational delivery and levels of service.
- 5.7 The principal area in which discussion continues is over the effective measurement of the time taken for council vehicles to discharge their waste whilst on site. This is a key operational consideration for the councils as it may impact on the amount of

active time they spend undertaking collections. The measurement is complicated by the post-contract transition, by two councils, to split-bodied vehicles.

- 5.8 The review stage has now been completed. The re3 Project Team have recently consulted with colleagues in the respective waste collection services in order to understand their preferences and to assess the operational impacts of potential changes. In particular in respect of the aforementioned time on site of waste collection vehicles.
- 5.9 The SDP review will be completed in time for the anniversary of contract commencement (December) and a further briefing will be provided to Members at the next meeting.

#### **Consultation on Access Conditions at Recycling Centres**

- 5.10 The recent Litter Strategy for England, published in April, referred to the intention of Government to review the conditions which relate to access arrangements and charging for certain types of 'non-household' waste. Part of the review involves a consultation with local government.
- 5.11 The Waste and Resources Action Programme (WRAP), a registered charity which aims to promote waste awareness and resource efficiency, has been engaged by Defra to undertake an element of the consultation process.
- 5.12 Notice of the consultation was rather short and was initially circulated by fora such as the National Association of Waste Disposal Officers (NAWDO) and the Local Authority Recycling Advisory Committee (LARAC) rather than to councils themselves.
- 5.13 Nonetheless, a combined re3 response was submitted. The reasoning behind the changes at re3 Recycling Centres was explained as was the non-profit making characteristics of the charges for 'non-household' waste. The response also explained that flytipping across the re3 area as a whole has fallen over the period since the introduction of charges and that the re3 councils will continue to monitor it.
- 5.14 The outcome of the consultation, and Government's response to it, is awaited.

#### **Contractor Support Appraisal**

- 5.15 The re3 PFI Contract was negotiated 10 years ago. Since that time, the operating environment for local government has changed significantly and has arguably become more dynamic and challenging.
- 5.16 To reflect contemporary needs and the considerable scale of this contract, the re3 Partnership has developed a Contractor Support Appraisal.
- 5.17 The purpose of the Contractor Appraisal is to reflect the extent to which the Contractor, FCC, as a key strategic partner and alongside the continuing contractual performance standards, has been supportive of the current requirements of the re3 Partnership over the preceding year.
- 5.18 The Support Appraisal will enable feedback to be provided in specific areas of service, reflecting the breadth and status of this large contract. It should be considered as an element of the contractual relationship between the councils and FCC, which fosters a constructive culture which recognises the considerable investment made by the re3 Councils, on behalf of re3 residents.

- 5.19 The Contractor has been immensely supportive of the re3 Partnership in terms of strategic development over the last year.
- 5.20 The full Appraisal is included at Appendix 1.

## **6 ADVICE RECEIVED FROM ADMINISTERING AUTHORITY**

### Head of Legal Services

- 6.1 None for this report.

### Corporate Finance Business Partner

- 6.2 None for this report.

### Equalities Impact Assessment

- 6.3 None.

### Strategic Risk Management Issues

- 6.4 As described at 5.5 the Minerals and Waste Planning process addresses a key strategic risk for the re3 Partnership. The identification of sites for waste management activity is important in the context of the growing population of the re3 area and for the councils upon the conclusion of the current contract.

## **7 CONSULTATION**

### Principal Groups Consulted

- 7.1 Not applicable.

### Method of Consultation

Not applicable.

### Representations Received

- 7.3 Not applicable.

### Background Papers

None

### Contacts for further information

Oliver Burt, re3 Strategic Waste Manager  
0118 937 3990  
[oliver.burt@reading.gov.uk](mailto:oliver.burt@reading.gov.uk)

APPENDIX 1.

**ANNUAL re3 CONTRACTOR SUPPORT APPRAISAL**

Category	Criteria	Rating (1-10)
<b>Contract Delivery</b>		
Knowledge of Contract	Has a practical, client conscious and accurate understanding of the contract been demonstrated in each circumstance where such understanding was required?	6
Adherence to Contract	Default compliance with the terms of the contract is important in its own right and as the base from which any supplementary activities will be approached. Where contractual interpretation is perceived to be necessary has it been undertaken with full involvement of the client team and at the earliest opportunity?	7
Monitoring and Reporting	Has the Contractor accurately monitored and reported performance throughout the Contract Year?	7
KPI's	Is performance against KPIs managed appropriately? Are performance deductions and default points accepted where evidenced?	8
Contract Administration	Has the Contractor provided all contract documents required to be provided in the relevant Contract Year? Are they complete according to specification or agreement and on time?	6
Maintenance	Are the facilities and assets maintained according to relevant specifications and/or contractual requirements? Are accurate records held and available to the client?	6
Operations	Does the Contractor exemplify on-site behaviours which support high standards, safe working and the performance outcomes in keeping with our collective expectations of this Contract? Are all visitors appropriately supported and encouraged to uphold the same standards?	9
<b>Financial Delivery</b>		
Accurate Reporting	Have invoices and reconciliations been submitted with a high degree of accuracy? Were there obvious or avoidable errors? Have actual outputs been consistent with forecasts?	5
Timely Reporting	Were invoices and reconciliations submitted on time? Were queries and information requests from the client given prompt attention?	5
Transparency	Has supporting information been freely and promptly available to the client? Can operational decisions be supported with evidence of Best Value in accordance with the Contract?	5
Delivering Value	Does the Contractor provide financial support and expertise as needed? Does the Contractor use their industry knowledge and resource to minimise costs and maximise returns to the client?	8
<b>Strategic Support</b>		
Support for re3 Strategy	Has the Contractor actively and purposefully supported the aims of the re3 Strategy?	10
Collaboration	Has the Contractor supported and/or facilitated initiatives which are of importance to the re3 Partnership?	9
Brand and Image	Does the Contractor adhere to the re3 and individual Council branding guidelines - such as the correct usage of logos? Do contract staff, by their words and actions, effectively and appropriately represent the re3 Councils? Do staff also help in building a positive re3 brand and image by, for example, sharing any feedback they may have come across on social media?	8
Marketing and Communications	Is the Contractor supportive of re3 marketing and communication campaigns? Does the Contractor update the website promptly and according to requirements? Are all media opportunities, visit or media requests to the	7

	Contractor shared with the client?	
<b>Customer Care</b>		
Residents (on site)	Does the Contractor interact with residents constructively about re3 facilities? Do staff at the re3 facilities exemplify the expectations of the re3 Partnership for residents to experience high quality services?	<b>8</b>
Residents (in writing)	When replying to correspondence (as required and including emails), does the Contractor communicate in a manner which is constructive, open and appropriate?	<b>7</b>
Residents (phone)	Does the Contractor manage phone communications appropriately so that residents are informed, supported and able to proceed correctly following a single call?	<b>8</b>
Service Development	Has the Contractor delivered continuous service development and improvement throughout the relevant year?	<b>8</b>
Business Analysis	The Contract is a Partnership. Has the Contractor shared its analysis of the business environment in order that the re3 Partnership can support mutually beneficial performance improvements, commercial initiatives and safe working practices?	<b>8</b>
Innovation	Has the Contractor incorporated innovations from within its own, wider corporate structure, or the waste industry in general, which facilitate the delivery of savings to the re3 Partnership, add value or improve efficiency?	<b>9</b>