

**TO: JOINT WASTE DISPOSAL BOARD  
16 OCTOBER 2015**

---

**REVIEW OF GOVERNANCE ARRANGEMENTS  
Senior Managers – re3 Councils**

**1 INTRODUCTION**

- 1.1 The Board received an update at its last meeting in respect of the progress and changes being made in respect of the governance arrangements for the re3 partnership.
- 1.2 The Board noted the comments of that report seeking further details that address the structure of the remaining team and clarifies the changes proposed to the existing re3 governance arrangements in light of the new arrangements.
- 1.3 This report appraises the Board of the progress in that regard and also seeks to address recommendations 3, 4 and 6 of the audit report as set out elsewhere on this agenda.

**2 RECOMMENDATION**

**2.1 That the Board:**

- (i) agrees the terms of reference of the re3 Strategic Managers' Group and notes those of the Joint Waste Officers Group (Annex 1),**
- (ii) notes the actions taken in respect of the audit recommendations 3, 4 and 6 as outlined in this report.**

**3 ALTERNATIVE OPTIONS CONSIDERED**

- 3.1 None.

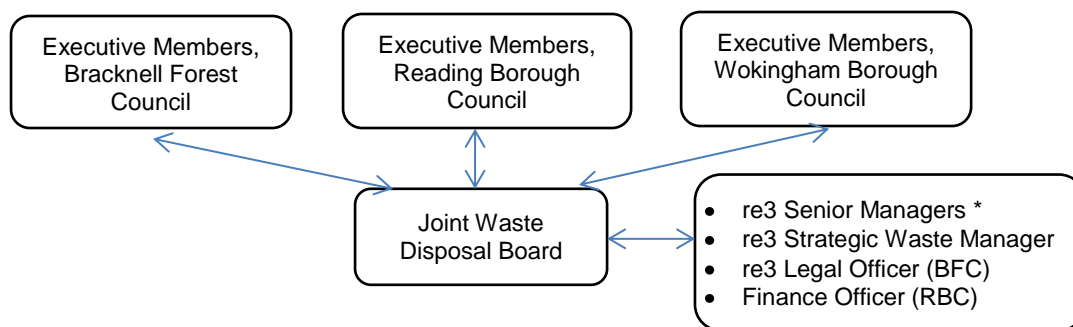
**4 REASONS FOR RECOMMENDATION**

- 4.1 The recommendations reflect what the Senior Management Team believes are necessary to meet the Board's expectations.

**5 BACKGROUND INFORMATION**

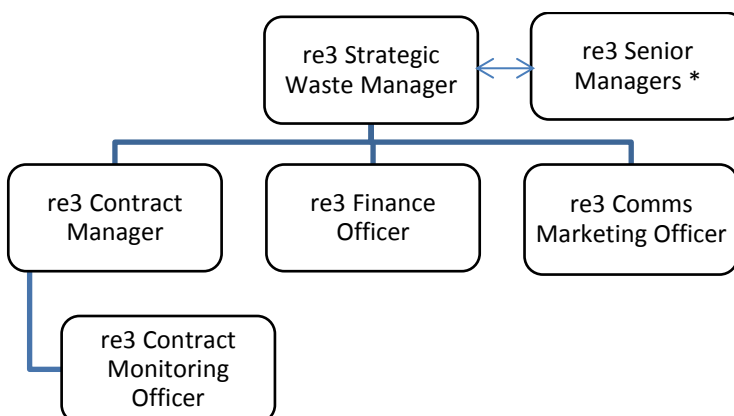
- 5.1 As reported to the last meeting of the Board, from 1 August new arrangements were put in place that combined the function of the Project Director into a new post of re3 Strategic Waste Manager. That post also looks after the waste disposal needs of the three Councils.
- 5.2 The schematic representation of what has now been put in place is as follows:

**(A) Board/Officer Interface Arrangements**



NB: the Legal Advisor role to the Board is provided under the terms of the Joint Working Arrangement by Bracknell Forest Council. Custom and practice has been that Reading Legal Services provides advice in respect of matters relating to the Contract. This is not proposed to change but the relationship is not shown in the diagram above.

**(B) re3 Management Arrangements**



\* i.e. Chief Officers: Reading, Bracknell, Wokingham.

- 5.3 With the internal appointment to the new position this has created the opportunity to once again reflect on the future needs of the team. The team has recently been strengthened with the appointment to the re3 Marketing Officer post.
- 5.4 Having made the appointment to the Strategic Waste Manager position, the priority for the senior managers has been to develop a twelve month development plan for the new post. That plan needs to reflect the business needs of the Board and for the plan to be concluded the Board needs to agree its Work Plan for the coming year.
- 5.5 One of the key drivers to the introduction of this new post of the Strategic Waste Manager was the need within each partner Council to develop their Waste and Minerals Plans. The other key driver was the recognition to explore the strategic relationship between collection and disposal across the 3 Councils. However, this work is now being led by planning officers, and the timetable they are looking at means that this is not a high priority for the role for perhaps another twelve months.
- 5.6 Whilst this new structure settles, it would be premature to backfill for the re3 Contract Manager position at this stage. This need will be kept under review over the coming months and any shortfalls addressed as reported previously to the Board.

5.7 Along with looking at the Work Plan for the Board and for the re3 Strategic Waste Manager, the senior managers have reviewed the arrangements for reporting to the Board and the way they work and support delivery of the Board's decisions. Their terms of reference and those of the Joint Waste Officers Group are attached (Annex 1). (Audit Recommendation 4 refers).

5.8 As part of this review, it is proposed that a Quarterly Performance Report be introduced as a standard item. It is suggested that the Board receives such a report at each of its meetings. The content of the report would be consistently reported under the agreed headings. This would provide the Board with an easy to use point of reference over time as to the key performance issues associated with Contract delivery. It is proposed that a draft will be presented for consideration at the next meeting.

5.9 The Audit Report made two further specific recommendations in relation to governance. These are suggestions to improve access to key governance arrangements (recommendation 3). These have been addressed. Recommendation 6 relates to the need to ensure proper arrangements are in place for the authorisation and accountability of orders and payments. Officers have reviewed the financial management arrangements to reflect the new appointment.

## **6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### Borough Solicitor

6.1 To follow.

### Borough Treasurer

6.2 To follow.

### Equalities Impact Assessment

6.3 None.

### Strategic Risk Management Issues

6.4 The proposals set out in this report strengthen the governance arrangements and therefore help reduce Contract risk.

## **7 CONSULTATION**

### Principal Groups Consulted

7.1 Not applicable.

### Method of Consultation

7.2 Not applicable.

### Representations Received

7.3 Not applicable.

Background Papers

Review of Governance Arrangements - Confidential Report to JWDB 22-01-15  
Review of Governance Arrangements - Confidential Report to JWDB 07-07-15

Contacts for further information

Josie Wragg  
Head of Community Services  
Wokingham Borough Council  
0118 974 6002  
[Josie.wragg@wokingham.gov.uk](mailto:Josie.wragg@wokingham.gov.uk)

Mark Smith  
Head of Transportation and Street Care  
Reading Borough Council  
0118 937 2665  
[Mark.Smith@reading.gov.uk](mailto:Mark.Smith@reading.gov.uk)

Steve Loudoun  
Chief Officer: Environment & Public Protection  
Bracknell Forest Council  
01344 352501  
[Steve.loudoun@bracknell-forest.gov.uk](mailto:Steve.loudoun@bracknell-forest.gov.uk)