



Havering

LONDON BOROUGH

PLACE OVERVIEW & SCRUTINY SUB COMMITTEE AGENDA

7.00 pm

Wednesday
19 February 2025

Council Chamber -
Town Hall

Members 9: Quorum 4

COUNCILLORS:

Conservative Group (3)

David Taylor (Chairman)
Ray Best
Osman Dervish

Labour Group (1)

Matthew Stanton

Havering Residents' Group (4)

Philippa Crowder
Laurance Garrard
Robby Misir
John Wood

East Havering Residents Group (1)

Darren Wise

For information about the meeting please contact:
Taiwo Adeoye - 01708 433079
taiwo.adeoye@onesource.co.uk

Please would all Members and officers attending ensure they sit in their allocated seats as this will enable correct identification of participants on the meeting webcast.

Under the Committee Procedure Rules within the Council's Constitution the Chairman of the meeting may exercise the powers conferred upon the Mayor in relation to the conduct of full Council meetings. As such, should any member of the public interrupt proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room and may adjourn the meeting while this takes place.

Excessive noise and talking should also be kept to a minimum whilst the meeting is in progress in order that the scheduled business may proceed as planned.

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.
2. Driving improvement in public services.
3. Holding key local partners to account.
4. Enabling the voice and concerns to the public.

The sub-committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations. These are considered by the Overview and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

Sub-Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

Terms of Reference

The areas scrutinised by the Committee are:

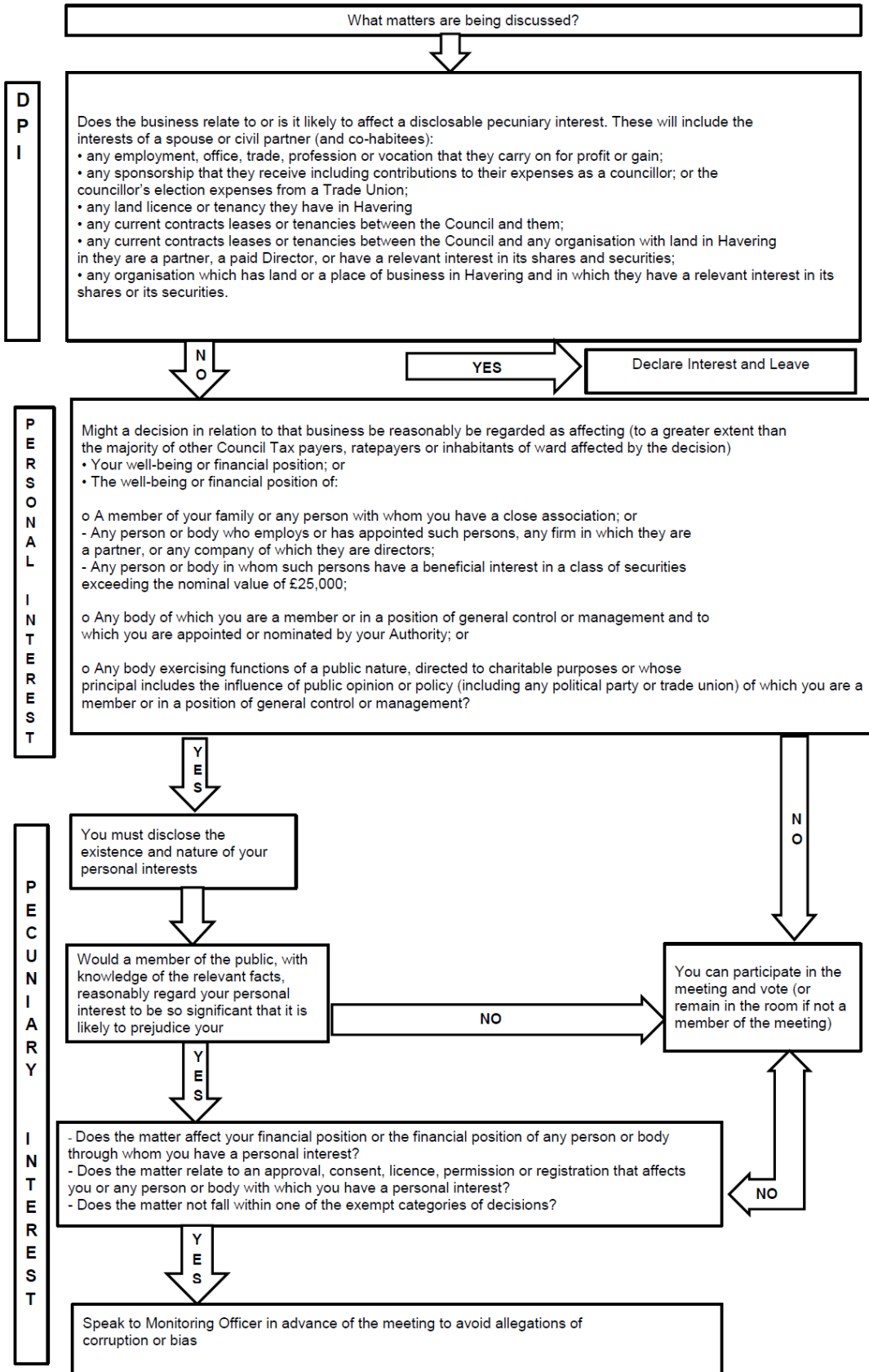
- Housing & Accommodation Services
- Land & Property Services
- Planning
- Building Control
- Business Services
- Inward Investment
- Asset Management
- Property Services
- Facilities Management
- Sports

Place Overview & Scrutiny Sub Committee, 19 February 2025

- Leisure
- Arts
- Music
- Libraries
- Heritage
- Parks & Open Space
- Highways
- Parking & Traffic
- Waste & Recycling
- Climate Change
- Transport & Infrastructure
- Public Protection & Licensing
- Emergency Planning
- Technical Services

Place Overview & Scrutiny Sub Committee, 19 February 2025

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA ITEMS

1 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

Receive (if any)

3 DISCLOSURE OF INTERESTS

Members are invited to disclose any interests in any of the items on the agenda at this point of the meeting. Members may still declare an interest in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 7 - 10)

To approve as a correct record the Minutes of the meetings of the Committee held on 14 January 2025 and authorise the Chairman to sign them

5 FCC WASTE CONTRACT REVIEW (Pages 11 - 32)

Report attached.

Zena Smith
Head of Committee and
Election Services

**MINUTES OF A MEETING OF THE
PLACE OVERVIEW & SCRUTINY SUB COMMITTEE
Council Chamber - Town Hall
14 January 2025 (7.00 - 8.15 pm)**

Present:

COUNCILLORS

Conservative Group David Taylor (Chairman), Ray Best and Osman Dervish

Havering Residents' Group John Wood, Stephanie Nunn, Christine Smith and Bryan Vincent

Labour Group Matthew Stanton (Vice-Chair)

East Havering Residents Group

An apology was received for the absence of Councillor Darren Wise.

All decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

70 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

+ Apologies were received for the absence of Councillor Philippa Crowder substituted by Councillor Christine Smith, Councillor Laurance Garrard substituted by Councillor Stephanie Nunn, Councillor Robby Misir substituted by Councillor Bryan Vincent.

71 DISCLOSURE OF INTERESTS

Neil Stubbings declared an interest as the representative of LB Havering on the Joint Venture.

72 MINUTES

The minutes of the meeting of the Board held on 28 November 2024 were agreed as a correct record and signed by the Chairman.

73 TEMPORARY MODULAR HOMES - WATERLOO ROAD AND QUEEN STREET

At its meeting on 28 November 2024, the Sub-Committee received a presentation from officers setting out the key details of the Temporary Modular Homes proposal due to be considered by Cabinet at its January meeting.

It was stated that the modular housing proposal presents an opportunity to provide up to 18 families with stable homes, reducing the need for temporary hotel accommodation. The report set out the outline of the scheme, projected costs and delivery programme.

It was reported that the Council is proposing to introduce a scheme of 18 modular homes on part of the cleared site at Waterloo and Queen Street, on land scheduled for permanent development in approximately 5 to 7 years.

It was stated that the proposed development will consist of 14 two-bedroom homes and 4 three-bedroom homes, all fully equipped to accommodate families. The scheme will include some landscaping that enhances the development and improves the visual appeal of the area. There will also be five standard car-parking spaces.

It was reported that these modular homes are designed with a lifespan of up to 60 years and can be relocated up to five times if necessary, whilst retaining the supplier warranty.

It was stated that each unit is supplied at a cost of £200,000. Additional expenditure is required to provide the necessary site infrastructure, in addition to which it is proposed to apply cladding. It was said that faster construction reduces interim housing costs, and off-site manufacturing lowers per-unit expenses.

It was reported that the modular homes will provide modern, well-equipped spaces that are energy efficient and well insulated. Each unit can be relocated to smaller sites as required, and stacked up to three storeys, although it was only proposed to stack up to two storeys, and only on part of the site.

It was reported that positive feedback was received following meetings with planning officers during pre-application discussions. A specialist company, Better Delivery, was appointed by the Joint Venture to conduct extensive market testing.

It was reported that modular homes offer sustainability in the construction phase, by minimising waste and reducing carbon emissions. It was also said that they offer sustainability in use, including green technologies such as air source heat pumps and photovoltaic panels. It was reported that there will also be built-in sprinkler systems.

It was envisaged that the modular units will be available for occupation in Autumn 2025.

A question was asked as to why this is being proposed when the cost of each home, including the additional costs, is similar to those on the open market. It was replied that some of that expenditure will be recovered through the avoidance of spending money on hotels, and some will be recovered in the remaining life of the unit.

In response to a question about whether an assessment exists to justify spending this money on modular homes because those on the open market are unaffordable, it was replied that these modular homes will be supplementary to, not instead of homes on the open market. It was described as an opportunity to use an under-utilised site.

It was agreed that the meeting should now go into exempt session.

Members sought information on how officers arrived at the price, provider, and design.

Members received a cost benefit analysis, including reason why the purchase of temporary homes offers value against the option to purchase further homes on the open market.

Following resumption of the open session, the Sub-Committee stated that based on the information presented to the Members, they were satisfied and supportive of the proposal that is going before Cabinet and therefore recommend that Cabinet adopt the decision to deliver 18 Modular homes.

Chairman

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PLACE OVERVIEW AND SCRUTINY SUB-COMMITTEE

Subject Heading:	FCC Contract Review
SLT Lead:	Neil Stubbings
Report Author and contact details:	Jacki Ager, 01708 433363, jacki.ager@havering.gov.uk
Policy context:	Corporate Plan: Continuing to deliver a green borough
Financial summary:	Contract costs are laid out in paragraph 6.1, currently totalling £13.5m per annum.

The subject matter of this report deals with the following Council Objectives

People - Supporting our residents to stay safe and well

Place - A great place to live, work and enjoy **X**

Resources - Enabling a resident-focused and resilient Council

SUMMARY

The integrated waste, recycling and street cleansing contract was awarded in January 2022, and commenced in October 2023. This report provides an overview of the procurement, award and first year of the contract's operation.

RECOMMENDATIONS

Members are requested to note the contents of the report.

REPORT DETAIL

1. **Contract Award**

- 1.1. The award of the integrated contract for Waste, Recycling and Street Cleansing was agreed by Cabinet in January 2022, with the successful bidder being Urbaser Ltd (now absorbed into FCC Environment). This followed a lengthy competitive process that initially commenced in 2019 with the development of a draft specification, followed by a period of soft market testing to understand the appetite within the industry for a contract of this type and size. The tender itself was expected to commence in 2020, however due to Covid-19 a number of bidders felt they were unable to proceed, and it was decided that a pause on the procurement process would be in the council's best interest.
- 1.2. The market testing recommenced in 2021, followed by a cabinet report to commence the formal tender exercise, of which five suppliers notified Havering of their intention to bid. Following the pre-qualification stage, four of the suppliers were invited to proceed, and one of these subsequently removed themselves from the process due to a lack of available resource.
- 1.3. The competitive dialogue process consisted of 7 sessions with each bidder, with a Havering team taking part, comprising representatives from the service and key business partners. The sessions were led by environmental consultants, Eunomia, who have a wealth of experience in this area.
- 1.4. Havering's specification included the following strategic outcomes, which would need to be addressed in the bidders' final submissions:
- 1.5. Strategic Outcome 1: The Contractor delivers waste collection and street cleansing services which make Havering Cleaner, Safer, Prouder, Together
- 1.6. Strategic Outcome 2: The Contract delivers maximum value for money for the cost of the service and achieves the Authority's outcome of maintaining and enhancing its financial position
- 1.7. Strategic Outcome 3: The parties work together and share their respective responsibilities to implement the waste hierarchy
- 1.8. Strategic Outcome 4: Technological change is embraced throughout the Contract and opportunities offered by rapid technological advancements are harnessed

1.9. To support the above, the competitive dialogue sessions covered the following topics:

- Legal and Contract questions and comments
- Payment & Performance Mechanisms including labour indices, bidding assumption prices, risk pricing, affordability and Key Performance Indicators
- Vehicle & resource schedules
- Depot discussions and updates including leases and licences
- Management Information System demonstrations and discussions
- Waste & Recycling collection service delivery and operational matters
- Street Cleansing operational matters.

1.10. The process allowed Havering and the bidders to discuss the specification of the contract against the budget envelope, which was the existing waste and street cleansing budgets combined, enabling both parties to understand each other's priorities, and the different elements of the contract that would affect the price, whilst factoring in any economies of scale brought about by combining the two services under one provider. The sessions also led to Havering offering Central Depot as a waste collection depot, which was subsequently accounted for within the financial model. The bids of each bidder were then refined between the ISDS stage and the submission of their final tender.

1.11. The three Bidders submitted their ISFT submissions by the deadline in August 2022, and the final evaluation was split 50:50 between price and quality to ensure that sufficient consideration was given to the submitted method statements. The quality section of the service was split into the following criteria, with the main weighting being on the service delivery methods:

Tier 1	Tier 2	Max Points Available at ISFT
Quality Criterion	Management and Culture	50
	Social Value	20
	Operations	130
	Deliverability	50
	Service Delivery Method	230
	Service Delivery Method for Health and Safety	20
Total		500

1.12. The evaluation team included personnel with different specialisms to offer, who could focus on key aspects of the bids:

- Waste and street cleansing operations and waste flow model: Havering waste team and external specialists
- Financial model: Havering Finance business partners
- Information technology and data security: Havering IT business partners
- Depot management and leasing: Havering asset management team

1.13. Urbaser's represented the most economically advantageous bid whilst also scoring very highly in the quality assessment, demonstrating that the company would be capable of delivering the specification set out by Havering. The company's method statement included innovative offerings around street cleansing methods and data integration, as well as notable elements of social value.

2. **Depot**

2.1. For previous waste collection contracts, suppliers had included their own depots in the bids and subsequent service delivery. However, during soft market testing for the Integrated Waste, Recycling and Street Cleansing Contract, the absence of a waste depot was flagged as a considerable risk due to the lack of suitable land available within the borough. It was therefore decided to include the option of leasing out part of Central Depot in Rainham for the waste collection operations, and retaining Harrow Lodge depot for street cleansing operations.

2.2. The contract price assumptions used within the tender documents included the use of a depot to ensure a level playing field for bidders, with bidders retaining the option to either use a Havering depot or one of their own.

2.3. Central Depot was subsequently upgraded to accommodate a full waste and recycling collection service personnel, vehicles, back office and equipment. There were capital costs involved in this upgrade, totalling £4.2m (including relocating the Council's Highways fleet and operations), with annual lease costs of £0.120m, which would otherwise have been added to the contract costs, should the supplier have used their own depot. The procurement of these works were agreed via Key ED in November 2022. The supplier is responsible for all utility costs and upkeep associated with the running of the depot.

3. **Key performance indicators:**

3.1. The KPIs for the contract are laid out in Appendix 1. Members Handbook, with further details provided in sections 7 and 8 of this report. They were devised to provide value-for-money whilst reflecting common indicators and performance seen in other contracts of a similar nature. The waste KPIs are

more ambitious than with the previous contract with Serco, whilst the street cleansing specification reflects standards shown in the government's [Code of Practice for Litter and Refuse](#), with KPIs related to the amount of time required to rectify any locations dropping below these standards. Financial penalties are imposed where KPIs fall below the prescribed threshold.

4. **Contract monitoring:**

4.1. Contract monitoring is carried out in a number of different ways:

- **Monthly report from FCC:** The raw data is accessible by Council officers to enable it to be verified.
- **Street Cleansing Monitoring:** The contract monitoring officer aims for 50 inspections per month at present, to check that roads are being cleansed to standard. Where they fall below standard, a rectification notice is raised via the management system. The grading system utilised is nationally recognised, with examples shown in the Members' Handbook. Spot checks are also carried out on service requests such as fly-tipping reports to check that clearance has taken place.
- **Supervisor monitoring:** This includes checking on work reported as completed by crews, as well as checking that roads are within the standards set out, and directing crews accordingly if roads fall below standard.
- **Joint monitoring:** Havering's Monitoring Officer and FCC's supervisors regular carry out joint inspections together to look at cleansing standards, as well as crew behaviours and safe working practices. This helps to ensure that both parties are working and monitoring to the same standards.
- **Complaints monitoring:** Carried out by Havering officers to identify and address any recurring issues.

4.2. The contract team also deals with the general running of the contract, and administration of items such as container distribution. For example, the team manages the siting and replacement of street litter bins, but works with the contractor, the council's Enforcement team and ward councillors, as well as using littering data to understand hotspot areas before deciding on the locations. Bins are removed if abused, for example where they have previously been set on fire.

5. **Governance / management:**

5.1. There are three key groups that meet to review the contract:

- **Contract Partnership Board:** To meet quarterly, or less frequently if agreed, and act as a strategic forum for contract improvement and development. Comprises of senior management from Havering and FCC.
- **Contract Management Group:** Meets monthly, and comprises Havering's Waste and External Contracts Manager or Head of Service, Assistant Director, FCC's Regional Manager and Senior Contract

Manager. Discusses monthly performance management report, service improvements, and any escalated issues.

- **Contract Operations Group:** This consists of Havering's contract monitoring team and FCC's operational managers. It focuses on the day-to-day running of the contract, and any key matters arising.

5.2. FCC and Havering also convene with other groups, including:

- Weekly Street Cleansing and Enforcement catch-up
- Monthly Health and Safety meeting
- Where We Live engagement campaign meetings

6. Service costs

6.1. The total service cost and previous service costs are shown below. The previous service costs do not include expected inflationary uplift, which for the Serco contract was approaching £0.400m per annum, with staff costs for Street Cleansing also experiencing annual pay awards / uplift, which would have accounted for a further £0.100m this year.

6.2. Current Service with FCC

	Core service (£m)	Rate items (£m)	Total (£m)
Waste/Recycling	7.378	0.132	7.51
Street Cleansing	5.902	0.175	6.077
			13.587

6.3. Previous services (*does not include inflationary uplift of approx. £0.500m*)

	Core service (£m)	Rate items (£m)	Total (£m)
Waste/Recycling (Serco)	6.619	0.233	6.852
Street Cleansing (in-house)	6.215	0	6.215
			13.067

6.4. The services above are split into core and rate items. Examples include:

Core Services	Rate Items
Waste and recycling collections	Bulky waste collections
Garden Waste collections	Ad hoc clinical waste collections
Scheduled clinical waste collections	Bin deliveries
Street cleansing inc. Romford Market	Out of hours emergency cleansing e.g. RTAs
Fly-tip removal	Fly-tip or graffiti removal on private land
Graffiti Removal	Ad hoc rubbish clearance e.g. special events
Annual leaf clearance	Deep cleans of pavements and street furniture
Weed treatments	Litter bin installations

7. Service standards – Waste Collection

7.1. The waste collection service incorporates all materials previously collected, plus some new offerings to help Havering fulfil its obligations under the Environment Act 2021:

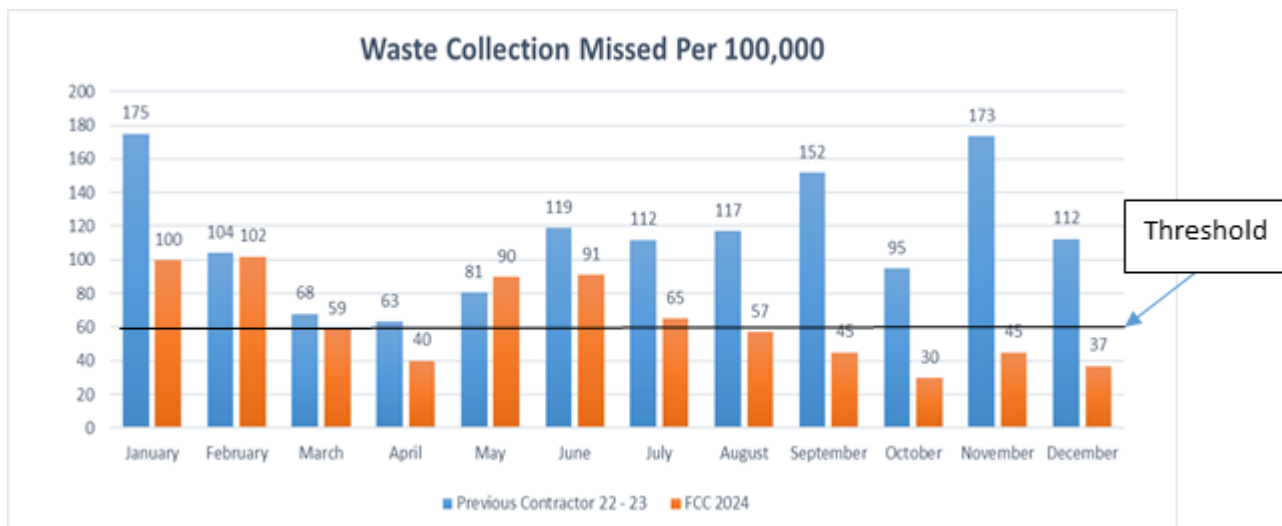
All properties (orange sacks)	Kerbside Properties
Paper/Card	Batteries
Food / Drinks Cans	Small electrical items
Plastic bottles	Clothes – NEW
Plastic pots / tubs / trays – NEW	Coffee pods - NEW
Glass bottles / jars – NEW	

7.2. All collections are weekly, and there are performance indicators in place for missed collections per 100,000 households, and the rectification of missed collections.

7.3. Kerbside collections take place in split back vehicles to enable one pass per household for both black sacks and recycling (one material stream in each side), with a container at the bottom of the vehicle to accommodate batteries, small electrical items, clothes and coffee pods. The council is able to penalise the contractor where there is evidence to show that materials have been mixed in the wrong compartments.

7.4. 360 degree cameras on the vehicles help to both monitor collection methods for both consistency and health and safety purposes, as well as provide evidence in the event of insurance claims or other incidents. This also assists with issues around access, to evidence where there are recurring problems.

7.5. Access issues are monitored to understand the cause of the problem (usually parked vehicles obstructing access), and FCC supervisors will work with waste officers and enforcement officers to come up with solutions – either walking the waste out, attending at different times or days, or changing the vehicle used.



7.6. The above chart shows a comparison from the previous contractor in blue and FCC in orange, depicting the number of missed collections per 100,000 households. The chart shows that compared to the previous contractor FCC are performing a lot better overall with the service performance being below the council’s stipulated 60 per 100,000 threshold for over half the year.

7.7. The waste service is delivered with a mixture of vehicles. There are 32t & 26t split body dustcarts, a narrow access vehicle, vehicles with lifts for bin collections on high rise and garden waste services; as well as box vehicles for clinical and bulky waste collections.

8. **Service standards – Street Cleansing**

8.1. The borough is split into different zones, which focus on key land uses and footfall. These were devised as part of the contract specification, and provide the contractor with requirements relating to rectification times for any street cleansing reports raised.

Zone	Grade Required after Cleansing	Response time to restore land to correct cleanliness standard within Operational Hours
1+ (Romford Town Centre)	A	From Grade B: 2 hours From Grade C: 2 hours From Grade D: 1 hour

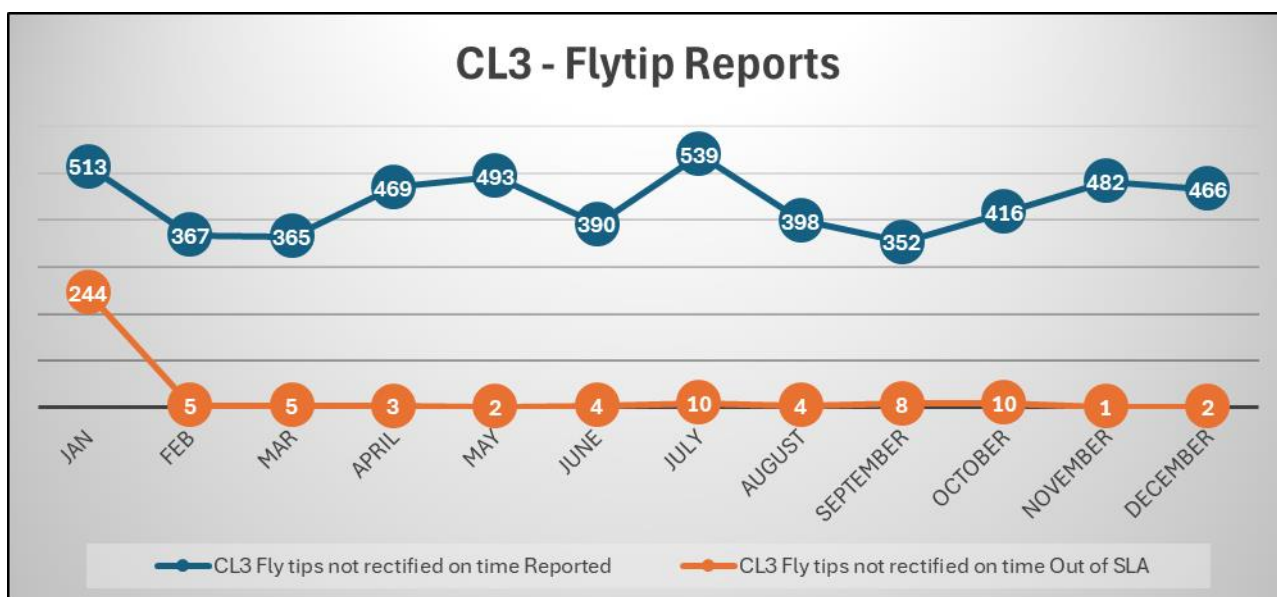
1 (all other Town Centres, shopping centres, areas where people congregate)	A	From Grade B: 3 hours From Grade C: 2 hours From Grade D: 1 hour
2 (streets that have high footfall, high density housing, other shopping areas, and/or and educational establishment on them)	A	From Grade B: next scheduled sweep From Grade C: 1 Working Day From Grade D: 1 Working Day
3 (everyday areas including most low and medium density areas)	A	From Grade B: next scheduled sweep From Grade C: 1 Working Day From Grade D: 1 Working Day
6 (industrial, warehousing, trunk roads)	A	As for the standard of the surrounding streets
7 (Rural Roads)	A	From Grade B: next scheduled sweep From Grade C: 3 Working Days From Grade D: 2 Working Days

- 8.2. The standards for fly-tip removal also correspond with the cleansing zones as follows:
- two hours within Zones 1+ and 1; and
 - twenty-four hours in all other Zones.
- 8.3. If the fly-tipped or abandoned waste is greater than 2 cubic metres the additional time may be allowed.
- 8.4. The street cleansing service sends out 10 mobile crews, 6 small sweepers and 1 large sweeper daily. There is also a bulk crew that frequents Romford daily along with a deep clean crew that carry out all graffiti and street cleaning work. 22 hand barrows are deployed daily around the borough with the majority in Romford town centre as this location has high footfall.
- 8.5. Teams are generally allocated based on needs in the borough as this is an output-based contract, although a schedule is in place to add a level of organisation to the service.
- 8.6. The borough has been split into 10 sections with a mobile crew deployed to each. They are accountable for all residential streets, litter bins and shopfronts that we are required to be cleansed in their area. Two “Hit” teams work ad hoc across the borough to address anything that is reported daily, as an emergency, or requires immediate attention throughout the day – particularly fly-tips.
- 8.7. The large mechanical sweeper and the 6 small sweepers are deployed daily with a schedule, but also as per requirements identified through supervisor and manager checks as well as via “road not to standard” reports received.
- 8.8. Seasonally an extra 4 vehicles and 4 crews are added to the resources for leaf clearance duties around the borough.

- 8.9. Through the council website, integrated with FCC’s Whitespace system residents can raise street cleansing reports where they can inform FCC of overflowing litter bins, streets not to standard, fly-tips, graffiti and any other cleansing issue they may have identified in the borough. This enables the teams and supervisors to visit the location to assess the issue and offer a rectification. Due to Whitespace being a new system, staff have taken some time to get comfortable with its operation, however use of the system is improving constantly.
- 8.10. All staff have in-cab devices in their vehicle where the office and supervisors can send them any jobs that are reported that need their immediate attention.



- 8.11. The blue points on the chart show how many “streets not to standard reports” were received through FCC's management system (Whitespace) each month. Note that these reports also include any overflowing litter bins. The plan is to have these reports separate and this being worked on by the Council’s IT team.
- 8.12. The orange points on the graph show how many reports were *not* resolved within the service level agreement in each month.



8.13. The above chart shows all fly-tip reports received through the system monthly in Havering. The blue points show monthly the total number received and the orange points show how many of the reports were not completed within Service level agreement contractually in place. On average all reports are dealt with within SLA which is within 24hrs of the report.

8.14. The service has previously not self-reported, and all issues found during managers checks were resolved outside of the system. As an improvement this year the team will be self-reporting all street cleansing tasks that are identified internally and rectified internally.

9. Weed Management

9.1. The weed treatment method for the highway uses a chemical containing the active ingredient Glyphosate, and the contract provides a targeted weed control and removal service.

9.2. FCC contracted Charlton Environmental to provide the above weed treatment service. Charlton Environmental are new to the borough and use their own employees with knap sacks to treat areas where weeds are visibly present. Removal of the weeds start after the die back period has started. This tends to be 21 days after the first spray once the weeds have browned.

9.3. Clearance will include from back line to back line, under railings and street furniture, pedestrian precincts, footpaths, alleyways, walkways, stepped areas that form part of the highway and public rights of way that are paved and fall under the remit of the contract.

9.4. In 2024 the weed treatment schedule was carried out as below.

- First spray started 11/03/2024 and was completed 10/04/2024
- Second Spray started 10/06/2024 and was completed 10/07/2024
- Third spray started 24/09/2024 and was completed 28/10/2024

- 9.5. All of the supervisors and service delivery managers have regular drive arounds with the contractors to point out any areas of concern that require further treatments. The contractor is called back to re-treat any areas where the chemical has not proved to have taken.
- 9.6. Last year issues were identified during the weed treatment process, for example where patches were missed or dieback failed to occur, although Charlton Environmental were very flexible in ensuring that these were rectified promptly.
- 9.7. A point to note is that the company was new to the borough and when they initially started and were utilising agency staff to complete their treatments which led to various complaints across the borough. Towards the end of the year when their 3rd spray took place there were fewer complaints and increased supervision to ensure that standards and expectations were clear and understood.
- 9.8. All cleansing staff are also provided with scrapers to use on weeds during their cleansing operations in the borough.
- 9.9. Similar to other authorities, Havering officers and FCC are currently putting together plans to trial alternative treatments to glyphosate, with a view to moving towards more bespoke, area-based treatments. There are cost implications in moving to other systems, and a cost-benefit analysis will be undertaken following these trials.

10. **Social Value**

- 10.1. FCC has various values as part of their commitment to Havering, both in terms of the day-to-day running of the contract, and specific commitments around provision of support and funding. This includes an annual £10,000 Environment Fund to support tree planting and other initiatives, and a £30,000 Community Engagement Fund. Havering officers are working with FCC to allocate these funds accordingly.
- 10.2. An example of one of the social value commitments was to provide 100 litter pick packs per year to the council to help with keeping the borough clean. These are utilised in various volunteering initiatives. As part of this FCC has also worked in partnership with the council to liaise with libraries to ensure that they have the relevant stock to support resident requests to borrow litter picks for use in the borough.
- 10.3. FCC have also engaged with a lot of volunteer and community groups as part of the commitment to volunteer hours and assist in the local borough. Apprenticeships are also currently in progress for HGV drivers and an administrator. The company are recruiting more people from the local area and utilising local businesses such as electricians, plumbers and builders which helps to support the local economy.

11. **Anticipated service changes and future contract developments**

- 11.1. The main anticipated change within the current contract is the introduction of separate weekly household food waste collections; a requirement of the Environment Act 2021.
- 11.2. FCC have modelled for their expected service delivery, based on the number and spread of households, as well as expected volumes of waste to be collected. The service is currently in its planning stages, with the rollout to commence from October 2025.
- 11.3. There are further opportunities for continued service developments throughout the life of the contract, with an optional 8-year extension from 2031. An annual contract review will help to identify opportunities for shared efficiency savings as well as technological innovation and improved performance.

IMPLICATIONS AND RISKS

Financial implications and risks:

The current cost of the integrated waste, recycling and street cleansing contract with FCC is laid out in Section 6 of this report. Officers are working with FCC to establish the expected uplift for the coming year, taking into account inflation, national average earnings, and the increase in properties. This is reviewed annually via an agreed metric, and checked by officers. Havering's Finance Team are subsequently updated to allow for the budget to be uplifted accordingly.

Legal implications and risks:

Section 45 of the Environmental Protection Act 1990 sets out the duty placed upon a Waste Collection Authority, to arrange for the collection of household waste in its area. The contract with FCC (formerly Urbaser) was awarded in accordance with relevant procurement rules and procedures. There are no direct legal implications from this report, however the contract with FCC is managed in line with the relevant specification and waste handling laws.

Human Resources implications and risks:

There are no identified Human Resources implications from this report.

Equalities implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

- (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) Foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

An equalities impact assessment was produced at the time of contract award. Further equalities impact assessments will be produced and / or reviewed to accompany any proposals for future service changes.

The Council seeks to ensure equality, inclusion, and dignity for all in all situations.

MEMBERS HANDBOOK

Havering's Recycling & Rubbish Collection Service



FROM 23rd OCTOBER 2023

Page 25

FOR MORE INFORMATION VISIT
WWW.HAVERING.GOV.UK/RECYCLING

 **Havering**
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Working Together



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The new Integrated Waste and Street Cleansing Contract with Urbaser commences on 22nd October 2023, with residents receiving their first new waste collection from the 23rd of October 2023.

Introduction to Urbaser

Urbaser is a leading provider for environmental services, and the third largest waste management provider in Europe, serving a population of 12.9 million people. Their municipal services, including waste collection, street cleansing and running household waste recycling centres operate in 18 countries, managing 1.8 million tonnes of waste per year. Urbaser operates 14 contracts in the UK, including the Royal Borough of Windsor and Maidenhead, East and North Hertfordshire District, and Waltham Forest. The company has been employed to deliver on four strategic outcomes for Havering Council:

- **Strategic Outcome 1:** The Contractor delivers waste collection and street cleansing services which make Havering Cleaner, Safer, Prouder, Together
- **Strategic Outcome 2:** The Contract delivers maximum value for money for the cost of the service and achieves the Authority's outcome of maintaining and enhancing its financial position
- **Strategic Outcome 3:** The parties work together and share their respective responsibilities to implement the waste hierarchy
- **Strategic Outcome 4:** Technological change is embraced throughout the Contract and opportunities offered by rapid technological advancements are harnessed

TUPE'ing staff

Staff from Havering's in-house street cleansing service will be transferred to Urbaser from the service commencement date. Likewise, waste collection staff will be transferred to Urbaser from Havering's previous service provider. It is likely that you will see the same faces operating in your local area, as many aspects of the service will not be subject to any substantial changes. This is a sensitive time for all staff, and they are being supported by a team including representatives from HR, the Environment management team, and trade unions.

Greener services

Urbaser will be operating a number of electric vehicles up to 3.5 tonnes in weight, including some smaller street cleansing vehicles and supervisor vans. Charging stations have been installed at both Harrow Lodge Depot and Central Depot to accommodate these. The larger refuse collection vehicles will run on diesel, and comply with the latest emissions standards.

Reporting issues

Havering's street cleansing staff, including managers and supervisors, will be transferring to Urbaser. Havering will be retaining a client team to monitor this contract. From the transfer date, Urbaser staff should not be contacted directly – all enquiries will be handled through Havering Council.

Havering is working with Urbaser to integrate its new D365 system with Urbaser's IT infrastructure, to provide a seamless transfer of information between parties. Therefore all enquiries or service issues must be reported through Havering's website to ensure they are properly recorded. This will help the Havering team to monitor the contract accordingly. Further changes to corporate reporting processes will be communicated to you in the near future. Reports to be directed to the waste and street cleansing team will include fly-tipping, spillages, graffiti, fly-posting, weeds and missed waste collections. Where appropriate, the team will continue to liaise with Havering's environmental enforcement team to share evidence and hotspot information.



Service information

Havering's website will be updated prior to the new service commencement date. It contains information on the services we provide, and how to report any issues. Residents will also receive a service information leaflet, an example of which is included with this information booklet.

Service standards

Waste and recycling collection days will not change on the service commencement date. Urbaser have committed to undertaking a review around 6 months into the new contract to identify any efficiencies that can be made to the collection routes. Any collection day changes will be communicated to residents prior to taking effect.

The street cleansing service will continue to be measured by the standards set out in the Government's Code of Practice for Litter and Refuse. Streets are graded based on the amount of litter and detritus present.

Set A: litter and refuse in both relevant highway and hard surface setting



Grade A

No litter or refuse



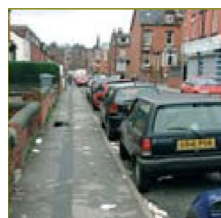
Grade B

Predominately free of litter and refuse apart from some small items



Grade C

Widespread distribution of litter and/or refuse with minor accumulations



Grade D

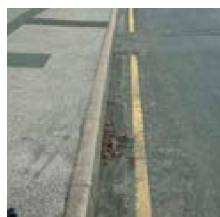
Heavily affected by litter and/or refuse with significant accumulations

Set C: principles of detritus grading in a relevant highway setting



Grade A

No detritus



Grade B

Predominately free of detritus except for some light scattering



Grade C

Widespread distribution of detritus with minor accumulations



Grade D

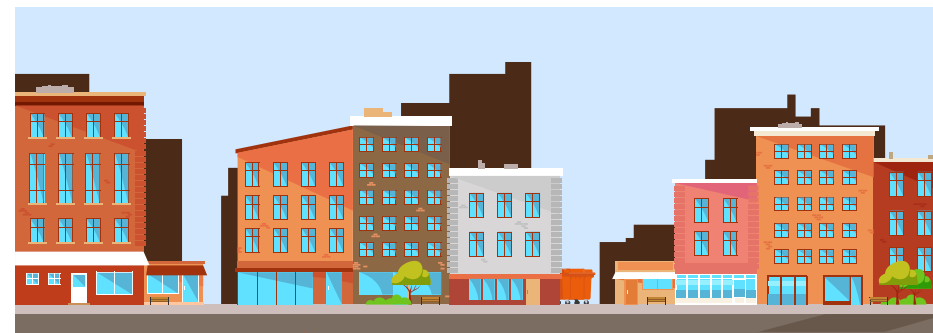
Heavily affected by detritus with significant accumulations

Response time to restore land to correct cleanliness standard

All roads should be cleansed to a Grade A and maintained as described in the table below. The contractor is expected to inspect 10% of each land type per month, as described within this table.

Zone	Grade Required after Cleansing	Response time to restore land to correct cleanliness standard within Operational Hours
1+ (Romford Town Centre)	A	From Grade B: 2 hours From Grade C: 2 hours From Grade D: 1 hour
1 (all other Town Centres, shopping centres, areas where people congregate)	A	From Grade B: 3 hours From Grade C: 2 hours From Grade D: 1 hour
2 (streets that have high footfall, high density housing, other shopping areas, and/or and educational establishment on them)	A	From Grade B: next scheduled sweep From Grade C: 1 Working Day From Grade D: 1 Working Day
3 (everyday areas including most low and medium density areas)	A	From Grade B: next scheduled sweep From Grade C: 1 Working Day From Grade D: 1 Working Day
6 (industrial, warehousing, trunk roads)	A	As for the standard of the surrounding streets
7 (Rural Roads)	A	From Grade B: next scheduled sweep From Grade C: 3 Working Days From Grade D: 2 Working Days

Urbaser will be measured on a variety of key performance indicators, most of which will be familiar to Members. This ensures Havering can monitor against past performance in order to drive service quality. The main standards and associated key performance indicators are listed in the table below.



No.	Service Failure
Waste Collection and Recycling Services (WR)	
WC1	Missed Collections of the Residual Waste and Dry Recycling Services from Households shall not exceed [60] Missed Collections per 100,000 Scheduled Collections in any one Contract Month.
WC2	Missed Assisted Collection from Households for each Service where an Assisted Collection is provided shall not exceed 0.5% of Scheduled Assisted Collections in any one Contract Month.
WC3	Missed Collections of the Clinical Waste Service shall not exceed 3% of Clinical Waste Collections in any one Contract Month.
WC4	Missed Collections of the Household Bulky Waste and White Goods Service shall not exceed [1.5]% of Household Bulky Waste and White Goods Collections in any one Contract Month.
WC5	Missed Collections of the Garden Waste Service shall not exceed [60] Missed Collections per 100,000 Scheduled Collections in any one month.
WC6	<p>For each Missed Collection Not Rectified for each Service in WC1 to WC5.</p> <p>The Contractor shall collect the Missed Collection:</p> <p>on the same day if the Missed Collection is reported prior to 12:00 (midday);</p> <p>prior to noon on the next working day (i.e. excluding Sundays, Christmas Day and New Year's Day) if the Missed Collection is reported after 1200 (midday); and for the avoidance of doubt, collections missed or reported on a Friday after 1200 hours shall be collected by 1200 hours on the Saturday.</p>

WC7	For each Reported Waste Separation Failure where the Contractor is unable to demonstrate that all steps to avoid this failure were taken. This may include, but not be limited to: the use of photographic evidence, 360° cameras, an Authority employee witness.
WC8	Failure to deliver Containers within 5 Working Days of instruction or notification.
Cleansing Services (CL)	
CL1	For each incident reported at a transect, failure to restore the relevant land use type to the required standard within the rectification period.
CL2	For each litter bin which is unavailable to Service Users to deposit waste because the bin is full or overflowing.
CL2	<p>For each failure to remove fly-tipping or Abandoned Material identified by the Contractor or reported to the Contractor or as otherwise instructed by the Authorised Officer [within the rectification period].</p> <p>[The Contractor] shall remove all fly-tipped and abandoned waste, within:</p> <p>(a) two hours within Zones 1+ and 1; and</p> <p>(b) twenty-four hours in all other Zones;</p> <p>If the fly-tipped or abandoned waste is greater than [2 cubic metre] then the Contractor may be entitled to an additional 4 hours in Zone 1+ and 1 and as agreed with the Authorised Officer in all other Zones to remove the fly-tipped and abandoned waste;</p>

CL2	<p>For each failure to remove graffiti or flyposting identified by the Contractor or reported to the Contractor or as otherwise instructed by the Authorised Officer [within the rectification period].</p> <p>The Contractor shall:</p> <p>remove all Offensive Graffiti and flyposting, up to a height of 2.5 metres above the ground level, from any property within the control of the Authority following this being identified by the Contractor or reported to the Contractor, within 2 hours or as otherwise instructed by the Authorised Officer. Where Offensive Graffiti or flyposting is above a height of 2.5 metres above the ground level, the Contractor shall inform the Authorised Officer via the MIS, [and await further instruction.]</p> <p>remove all non-offensive graffiti and flyposting from property within the control of the Authority following this being identified by the Contractor or reported to the Contractor within 24 hours for Zone 1+ and Zone 1 and 5 working days for all other Zones, or as otherwise instructed by the Authorised Officer.</p>
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Weed Control

Weed control will form part of the integrated waste collection and street cleansing contract from 1st March 2024. The contractor is expected to use chemical or non-chemical methods a minimum of 3 times a year, the result of which will be the treated area achieving a Level 1 standard 3 weeks after treatment (excluding new growth) in accordance with Defra’s Best Practice Guidance Notes for Integrated and Non-chemical Amenity Hard Surface Weed Control.

The contractor is expected to ensure that the methods used effectively control weeds through minimising regrowth, minimising the potential for plant reproduction and destroying root systems. The Contractor shall not allow standards to fall below Level 3 as outlined in Defra’s Best Practice Guidance Notes for Integrated and Non-chemical Amenity Hard Surface Weed Control.

Standard of Weediness



Level 1



Level 2



Level 3



Level 4



Level 5



Level 6

Contract Monitoring:

Having’s monitoring officer is expected to undertake inspections of the contract, both independently, and jointly with the contractor. These inspections will include (but not be limited to):

- Health and safety of the operations
- Depot inspections (annual)
- Waste tipping
- Quality standards of street cleansing
- Weed coverage
- Ensuring weed treatments have been applied (normally 21 days following the scheduled spray to check for die-back)

As well as the above, the contract will be performance managed via a suite of statistical information covering all of the key performance indicators. This information will be generated by the contractor’s Whitespace software, of which the client team will have full access, with the ability to create bespoke reports.

Grace period:

There will be a grace period of either zero, or reduced performance-related deductions whilst the new contract beds in, between the contract start date and the end of January 2024. During this time, the client team will continue work with the contractor to identify key areas for attention and drive service improvement.

Additional benefits

Urbaser have committed to supporting apprenticeships on the contract, with four to be employed on the contract at any one time. Furthermore, they have committed to a minimum of 60% local employment as part of their bid.

The company has a strong commitment to protecting the environment, and will offset 100% of emissions associated with the contract operations through the accredited scheme, Carbon Footprint Ltd.

Urbaser will offer up an annual Community Benefit Plan, with an annual £10,000 Environment Fund dedicated to providing local environmental projects, and a further £30,000 annual Community Engagement Fund to promote the services and waste minimisation. This will be delivered by a designated engagement officer, who will work alongside Havering's own Waste Minimisation Officer to provide engagement pieces, projects and campaigns to minimise waste, improve the local environment and combat climate change. This will include a commitment to planting 25 trees per year, working in conjunction with Havering tree and parks officers.

Havering spends up to £17m per year on waste disposal, therefore our main priority is to reduce waste. To support this aim, crews will be tasked with leaving cards at properties presenting 4 or more black sacks, signposting residents to information on how to reduce waste. This is just one of a number initiatives used to support waste reduction in Havering, complementing other schemes such as home composting, Love Food Hate Waste, and Real Nappies. Urbaser's Community Engagement Officer will work with Havering to deliver further initiatives to Havering residents.

Business As Usual

The Waste and Recycling Team will continue to be committed to encouraging residents to reduce their household waste. With the average home disposing of almost one tonne of waste per year, the need to decrease refuse has never been greater.

The average household black sack contains up to 40% food waste, and therefore the team focuses on providing Love Food Hate Waste and home composting workshops. Other supporting topics include: free reusable nappies, single use plastic alternatives, Repair Cafés, support for pre-loved school uniform shops, promotion of the national Refill Campaign and provision of 'how to recycle' information. The team shares advice and support through the Havering website, workshops, group talks, roadshows and eco visits (where applicable).

The Team has good relationships with many local groups which share common environmental concerns, including Friends of the Earth and Green Streets to name a few.

As well as working with local community groups, the team will continue to support Havering's Climate Change Action Plan as well as other Council policies, working with internal departments including Parks, Highways, Communication, Public Health and Social Services to deliver both statutory services, as well as initiatives to benefit residents and improve the local environment.



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