

CABINET

16th February 2021

Environmental Services Re-procurement Project

Report of the Strategic Director for Places

Strategic Aim:	Delivering Sustainable Development	
Key Decision: Yes	Forward Plan Reference: FP/201120	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr. Lucy Stephenson, Portfolio Holder for Culture & Leisure, Environment, Highways, Transportation and Road Safety	
Contact Officer(s):	Penny Sharp, Strategic Director-Places	psharp@rutland.gov.uk
	Steve Sprason, Interim Senior Environmental Services Manager	ssprason@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That Cabinet:

1. Authorises the Strategic Director-Places to form a Project Board and associated structures in order to undertake a re-procurement of the Environmental Services functions as detailed herein
2. Approves the related documentation comprising Project Initiation Document, Project Governance and Project Board Terms of Reference as attached at Appendix A
3. Notes the progress on associated pre-procurement activities as detailed herein
4. Notes the contents of the of the Risk & Issues Log and associated Project Timetable as attached at Appendix B1 and B2 of the report.
5. Notes the budget available to support the projects, paragraph 6.1

1 PURPOSE OF THE REPORT

- 1.1 To seek approval to the establishment of the required formal project structures to allow the undertaking of the re-procurement of a variety of waste and street scene services as detailed herein.
- 1.2 To update Cabinet as to the progress to date in relation to required pre-procurement activities including waste analysis and review of the waste strategy and associated infrastructure and the project timeline generally.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 At its meeting held on the 9th November 2020 Council approved the principle of the extension of the Council's four principal waste contracts to bring each to a co-terminus contract date of 31st March 2024. The rationale to this being that would then enable sufficient time to undertake managed re-procurement, including essential required pre-procurement activities, to enable a newly procured contract(s) to run from 1st April 2024
- 2.2 Council also approved a thorough review of the Council's Waste Strategy and associated Options Appraisal work to be undertaken as part of that pre-procurement work.
- 2.3 Members are aware that Street Cleansing activities form part of the existing Integrated Services contract with Biffa and will form part of the future procurement exercise.
- 2.4 Resource Futures, an Environmental Consultancy, have been retained by the Council to support this work.

3 REPORT

- 3.1 Approval is being sought to establish the formal project structures (in line with the Council's Project Management Framework) to allow the re-procurement of the Environmental Services as detailed below. These comprise:
 - 3.1.1 Residual waste haulage and treatment, waste collection, treatment of dry mixed recyclables, green waste treatment and street cleansing
- 3.2 An assessment of the Project against the Council's Project Management Framework was undertaken within the Project Board and which has deemed the project to be one of high risk. The implications of this are as detailed below.
- 3.3 The related documentation now submitted for approval comprises the Project Initiation Document, Project Governance and Project Board Terms of Reference as attached at Appendix A. Cabinet is also asked to note the contents of the Risk and Issues log and project timetable as attached at Appendix B1 and B2. In relation to the project timetable, detailed milestones are provided for stages M0-M16 (pre-procurement). Headline milestones only are provided at this point for stages M17-M22 (procurement and mobilisation/decommission phases) and those will be fleshed out as the project progresses.
- 3.4 Progress to date on pre-procurement activities is as set out below:

3.4.1 Waste Analysis (commenced December 2020)

3.4.1.1 Fieldwork has been completed and a draft report has been received which is in the process of being finalised. The results will inform the subsequent Strategy Review work

3.4.2 Waste Infrastructure Review (commenced December 2020)

3.4.2.1 Initial data collection and analysis has commenced. Issues and dependencies are being identified.

3.4.3 Strategy Review (commenced December 2020)

3.4.3.1 An initial stakeholder workshop was held on the 14th January. A road map is now being finalised which will set the stages necessary in meeting the aims and objectives of the Council.

4 CONSULTATION

4.1 Consultation has been undertaken with the Portfolio Holder and relevant Officers. Consultation will be undertaken with key stakeholders as part of the development and adoption of the new Waste Strategy

5 ALTERNATIVE OPTIONS

5.1 A number of alternative options for waste collection and disposal have been considered as a part of the contract extension considerations, and as appropriate explored, and that detail was reported to the 9th November 2020 meeting of Council

5.2 The waste analysis, waste strategy/infrastructure and options appraisal work will develop a range of options for consideration, and a preferred option for a future service delivery model that will form the basis of the procurement exercise will emerge in due course

6 FINANCIAL IMPLICATIONS

6.1 Contract Budget

6.1.1 Based on the draft 2021/22 budgets (report 34/2021) for waste collections, waste haulage & treatment, HWRC operations, and street cleansing, the annual cost totals approx. £3.9m.

6.1.2 Whereas the project sets an ambition to achieve savings of c.10% when compared to current contracts pricing, options to achieve savings in excess of that figure will also be presented to Members for consideration in due course. The level of any savings to be achieved has the potential to be impacted by, amongst other things, both the detail of future legislative change and the Council's preferred option for Service delivery.

6.2 Project Budget

6.2.1 The table below shows the current position regarding the cost of the project (both pre-procurement and procurement work)

Description	Approved (Report Number)	Legal	Technical Advisor	Total
2020/21 Budget	39/2020	£30,000	£50,000	£80,000
Additional 2020/21 Budget	143/2020	£0	£50,000	£50,000
Included within Draft Budget 2021/22 Budget	(34/2021)	£90,000	£125,000	£215,000
Total		£120,000	£225,000	£345,000

6.2.2 It is expected that over the life of the estimated project legal fees are likely to be broadly split 40% pre-procurement, 30% procurement and 30% post procurement.

6.2.3 The exact requirements for a Technical Advisor are still being reviewed with the budget expected to reflect actual requirements. It will be no more than the stated value within the above table. Final budget requirement may be different to that stated in the table.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

7.1 As per the Council's agreed project management framework, this project was analysed against the risk matrix and it was deemed a High risk project – this requires a governance structure of a project team, reporting into a project board and with Cabinet as the primary decision making body

8 DATA PROTECTION IMPLICATIONS

8.1 There are no data protection implications arising out of this report.

9 EQUALITY IMPACT ASSESSMENT

9.1 There are no equality impact issues arising out of this report

10 COMMUNITY SAFETY IMPLICATIONS

10.1 There are no community safety implications arising out of this report

11 HEALTH AND WELLBEING IMPLICATIONS

11.1 There are no health and wellbeing implications arising out of this report

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 That approval be given to the formal initiation of the project and the associated project structure, governance arrangements and documentation. This will underpin decisions on the future shape of related Services, allow the project to proceed and in accordance with the indicative project timeline. Formal re-procurement in due course gives assurance to future Service delivery, the undertaking of the pre-procurement activities will give comfort in the selection of the preferred option.

13 BACKGROUND PAPERS

- 13.1 There are no additional background papers to the Report

14 APPENDICES

- 14.1 Appendix A comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.
- 14.2 Appendix B1 - comprising Risk & Issues Log and B2 - associated Project Timetable.

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

Rutland County Council

Environmental Services Re-procurement Project

Project Initiation Document (PID)

Document Owner:	Steve Sprason Rutland County Council
Author:	Steve Sprason
Version:	V1.00
Date:	December 2020
Classification	NOT PROTECTIVELY MARKED

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

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Document Control, Approval and Distribution Version Control

This document should be updated with any amendments:

Version	Date	Notes
V0.01	Nov 2019	Draft Document Created for Project Board Review
V0.02	Dec 2020	Updated document
V0.03	Dec 2020	Updated by Resource Futures
V0.04	Dec 2020	Updated by Resource Futures
V0.05	Dec 2020	Updates from project team
V1.00	Dec 2020	Approved by Project Board

Document Approval

This document requires the following approvals:

Sponsor Approval	Name	Date
Sponsor		
Project Board		

V.01 Approved by project Board

Document Distribution

This document will be distributed to:

Name	Method	Date
Project Team, Project Board		

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

Project Details

Project	Environmental Services Re-procurement Project
Background	<p>The Council has recently secured extensions to its Environmental Services contracts until 31 March 2024, with new contracts due to commence on 1 April of the same year. Many of these contracts are fulfilling statutory duties, whilst some elements, e.g. bulky waste collections, are discretionary.</p> <p>The intention is to:</p> <ul style="list-style-type: none"> • Commence a pre-procurement exercise. This will include a full review of the service in readiness for commencing a re-procurement exercise for the Environmental Services contracts in 2022. There have been significant recent developments in national policy and corresponding developments in legislation that the Council will need to ensure compliance with, in readiness for its new contracts. The Council must also ensure its waste infrastructure is fit for purpose to support the future service. • Following completion of the pre-procurement exercise, commence the re-procurement exercise of the Environmental Services contracts.
Project Objectives	<ul style="list-style-type: none"> • To identify the direction of travel for the Council to ensure legislative compliance with emerging national policy changes. • To identify the infrastructure improvements necessary to support the service in the medium to long term. • To identify the costs and implications of decommissioning/vacating existing waste infrastructure as necessary • To identify the necessary improvements to the waste collection service in readiness for a new service to commence from 1 April 2024, when the new contracts commence. • To enable residents to offer their views on the new waste strategy and on the preferred option for the waste collection service profile. • To provide a comprehensive and robust suite of supporting tender documents to enable future bidders for the Environmental Services contracts to provide value for money bids. • To realise any service efficiencies from undertaking this project prior to re-tendering the service. • To re-procure the service contracts in a resource efficient manner, adopting the most suitable procurement route for the Council to take. • Minimising the extent of Bidder's risk-pricing the contracts by producing high quality specification outputs and robust supporting documentation. • Ensuring the contracts are lotted to maximise efficiencies for the Service. • To deliver the project in a timely, planned and co-ordinated approach to ensure the new contracts can be awarded and mobilised (and the incumbent contractors demobilised) within the timescales specified.

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

	<ul style="list-style-type: none"> To achieve savings of c.10% when compared to current (extended) contracts pricing
<p>Activities / Scope</p>	<p>Key pre-procurement activities:</p> <ul style="list-style-type: none"> An infrastructure review, to include street cleansing services, to assess the requirement and possible locations of a new facility (or facilities) that may be required. A review of the existing Waste Strategy and a re-write of the strategy to bring it up to date following national policy and legislative changes. A public consultation on the new Waste Strategy. An options appraisal exercise to identify a preferred option for the kerbside waste collection service. A public consultation on the preferred option identified from the options appraisal exercise. <p>Key re-procurement activities:</p> <ul style="list-style-type: none"> Determine the correct procurement route to take. Develop specifications for the new contracts. Develop the evaluation criteria for bidders (quality and financial). Go out to tender. Evaluate bidder submissions. Appoint the successful bidder(s). Commence contract mobilisation / demobilisation. <p>Key post-procurement activities:</p> <ul style="list-style-type: none"> Manage the transition between the incumbent and the new supplier.
<p>Deliverables</p>	<p>The overall project will be split into six key phases: (see table below for deliverables)</p> <p>1a) HWRC and waste/street cleansing infrastructure review</p> <p>1b) Waste strategy review</p> <p>2) Public consultation on the waste strategy</p> <p>3) Options appraisal</p> <p>4) Public consultation on the preferred option</p> <p>5) Re-procurement</p>

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

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Timing	<p>See table below:</p> <table border="1"> <thead> <tr> <th>Ref</th> <th>Milestones</th> <th>Start dates</th> <th>End dates</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td colspan="5">Pre-Procurement</td> </tr> <tr> <td>M0</td> <td>Project Approval (Governance Gateway)</td> <td>Nov-20</td> <td>Feb-21</td> <td>Going to Cabinet Feb 2021</td> </tr> <tr> <td>M1</td> <td>Waste Analysis</td> <td>Dec-20</td> <td>Feb-21</td> <td></td> </tr> <tr> <td>M2</td> <td>Waste Infrastructure Review</td> <td>Dec-20</td> <td>Mar-21</td> <td></td> </tr> <tr> <td>M3</td> <td>Waste Strategy Review</td> <td>Dec-20</td> <td>Mar-21</td> <td></td> </tr> <tr> <td>M4</td> <td>Waste Strategy Consultation</td> <td>Mar-21</td> <td>May-21</td> <td>inc. Scrutiny</td> </tr> <tr> <td>M5</td> <td>Waste Strategy Sign Off (Governance Gateway)</td> <td>Jun-21</td> <td>Jun-21</td> <td>inc. Council. Financial framework developed</td> </tr> <tr> <td>M6</td> <td>Options Appraisal for Collections</td> <td>Jun-21</td> <td>Jul-21</td> <td></td> </tr> <tr> <td>M7</td> <td>Develop Options Model</td> <td>Sep-21</td> <td>Sep-21</td> <td></td> </tr> <tr> <td>M8</td> <td>Public Consultation</td> <td>Oct-21</td> <td>Dec-21</td> <td>Around the Options Model</td> </tr> <tr> <td>M9</td> <td>Option Sign Off (Governance Gateway)</td> <td>Dec-21</td> <td>Jan-22</td> <td>inc. Council. Financial framework approved</td> </tr> <tr> <td>M10</td> <td>Lessons Learned</td> <td>Jan-22</td> <td>Feb-22</td> <td></td> </tr> <tr> <td>M11</td> <td>Procurement Procedure Options Appraisal</td> <td>Feb-22</td> <td>Feb-22</td> <td></td> </tr> <tr> <td>M12</td> <td>Decide on Procurement Route (Restricted)</td> <td>Mar-22</td> <td>Mar-22</td> <td>Competitive, Restricted, Open - TBC</td> </tr> <tr> <td>M13</td> <td>Develop Outline Specification (inc. sign off)</td> <td>Mar-22</td> <td>May-22</td> <td></td> </tr> <tr> <td>M14</td> <td>Complete Soft Market Testing</td> <td>Jun-22</td> <td>Jul-22</td> <td></td> </tr> <tr> <td>M15</td> <td>Procurement Approval (Governance Gateway)</td> <td>Aug-22</td> <td>Aug-22</td> <td>inc. specification</td> </tr> <tr> <td>M16</td> <td>Pre-Qualification Exercise</td> <td>Aug-22</td> <td>Sep-22</td> <td></td> </tr> <tr> <td colspan="5">Procurement</td> </tr> <tr> <td>M17</td> <td>Tender Process (Finance + Quality)</td> <td>Sep-22</td> <td>Aug-23</td> <td></td> </tr> <tr> <td>M18</td> <td>Award Contract (Governance Gateway)</td> <td>Aug-23</td> <td>Aug-23</td> <td>inc. Council</td> </tr> <tr> <td>M19</td> <td>Standstill</td> <td>Sep-23</td> <td>Oct-23</td> <td></td> </tr> <tr> <td colspan="5">Mobilisation/Decommission</td> </tr> <tr> <td>M20</td> <td>De-mobilisation</td> <td>Oct-23</td> <td>Apr-24</td> <td></td> </tr> <tr> <td>M21</td> <td>Mobilisation</td> <td>Oct-23</td> <td>Apr-24</td> <td></td> </tr> <tr> <td>M22</td> <td>New Contracts Go-live</td> <td>Apr-24</td> <td>Apr-24</td> <td></td> </tr> </tbody> </table>	Ref	Milestones	Start dates	End dates	Comments	Pre-Procurement					M0	Project Approval (Governance Gateway)	Nov-20	Feb-21	Going to Cabinet Feb 2021	M1	Waste Analysis	Dec-20	Feb-21		M2	Waste Infrastructure Review	Dec-20	Mar-21		M3	Waste Strategy Review	Dec-20	Mar-21		M4	Waste Strategy Consultation	Mar-21	May-21	inc. Scrutiny	M5	Waste Strategy Sign Off (Governance Gateway)	Jun-21	Jun-21	inc. Council. Financial framework developed	M6	Options Appraisal for Collections	Jun-21	Jul-21		M7	Develop Options Model	Sep-21	Sep-21		M8	Public Consultation	Oct-21	Dec-21	Around the Options Model	M9	Option Sign Off (Governance Gateway)	Dec-21	Jan-22	inc. Council. Financial framework approved	M10	Lessons Learned	Jan-22	Feb-22		M11	Procurement Procedure Options Appraisal	Feb-22	Feb-22		M12	Decide on Procurement Route (Restricted)	Mar-22	Mar-22	Competitive, Restricted, Open - TBC	M13	Develop Outline Specification (inc. sign off)	Mar-22	May-22		M14	Complete Soft Market Testing	Jun-22	Jul-22		M15	Procurement Approval (Governance Gateway)	Aug-22	Aug-22	inc. specification	M16	Pre-Qualification Exercise	Aug-22	Sep-22		Procurement					M17	Tender Process (Finance + Quality)	Sep-22	Aug-23		M18	Award Contract (Governance Gateway)	Aug-23	Aug-23	inc. Council	M19	Standstill	Sep-23	Oct-23		Mobilisation/Decommission					M20	De-mobilisation	Oct-23	Apr-24		M21	Mobilisation	Oct-23	Apr-24		M22	New Contracts Go-live	Apr-24	Apr-24	
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Exclusions	<ul style="list-style-type: none"> • Forestry work/tree maintenance • Dog warden/kenneling services • Abandoned vehicles-removal, storage and disposal • Public protection and regulatory services • Managing unauthorized encampments • Grounds maintenance • Play area management 																																																																																																																																							
Dependencies & Assumptions	<p><u>Dependencies</u></p> <ul style="list-style-type: none"> • Availability of resources • Availability of budget to deliver • Appropriate levels of technical consultancy and legal support being available • RCC Governance process <p><u>Assumptions</u></p> <ul style="list-style-type: none"> • Cabinet/Council approve this pre-procurement project 																																																																																																																																							

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

	<ul style="list-style-type: none"> • Emerging national policy/strategies and legislation are progressed and mandated • RCC Waste Strategy is approved • Sufficient time is available to carry out all required activities • Sufficient number of potential suppliers interested in bidding for the work
<p>Resources</p>	<p>The staff involved in this project will primarily be the following officers, providing support in addition to their day jobs:</p> <ul style="list-style-type: none"> • Steve Sprason (Overall project lead) • Emily Frikha (Project Support) • Louise Gallagher (Contracts/Procurement) • Dee Rajput (Project Manager) • Amy Myers (Welland Procurement) <p>Additional support will be provided by officers from waste, finance and legal teams, but external consultants Resource Futures will be brought in to provide technical support and Anthony Collins will be brought in to provide legal input for the overall process.</p>
<p>Estimated Cost</p>	<p>Based on the 2019/20 budgets for waste collections, waste treatment, HWRC operations and transport, grounds maintenance and street cleansing, totalling approx. £3.58m, and applying an assumed indexation factor of 2% per annum, this gives a maximum estimated revenue cost of £90.30m over a 20 year period.</p> <p>In addition, there will be project costs involved for utilising external consultants (c£220k) and external legal partners (c£120k).</p>

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

Rutland County Council

Waste Contract Project – Governance Structure

Document Owner:	Steve Sprason - Interim Senior Environmental Services Manager Rutland County Council
Author:	Dee Rajput Rutland County Council
Version:	V1.00
Date:	December 2020
Classification	NOT PROTECTIVELY MARKED

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

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Document Control, Approval and Distribution Version Control

Version Control

This document should be updated with any amendments:

Version	Date	Notes
0.01	Nov 2020	First Draft
0.02	Dec 2020	Updated with comments from Project Team
0.03	Dec 2020	Comments from Project Board
1.00	Dec 2020	Baselined version for Cabinet

14.3

Document Approval

This document requires the following approvals:

Sponsor Approval	Name	Date

Document Distribution

This document will be distributed to:

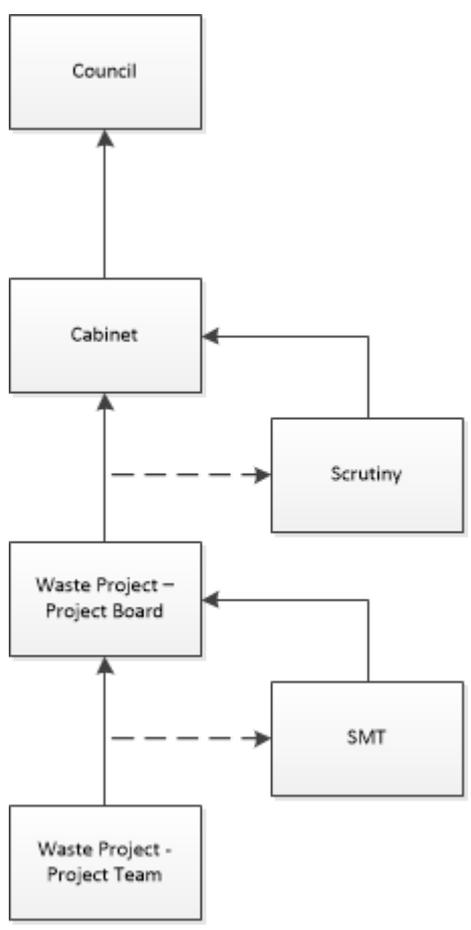
Name	Method	Date

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

Introduction

This document outlines the governance structure to be deployed for the Waste Contract project. The governance of the project is important as it allows the project to ensure the correct decisions are being made and communicated accordingly.

Project Details



Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

Governing Body	Responsibilities (in relation to the project)
Waste Project – Project Team	Operational group to deliver the project managing actions, issues and risks
Waste Project – Project Board	Strategic group to oversee the delivery of the project to ensure due process is being followed and to provide support/guidance for decision making
Cabinet	Formal Council governance body to provide decisions on project progress
Council	Formal Council governance body to provide decisions on project progress, outside of the remit of Cabinet (as per the Project Management Framework)
SMT	Senior Management Team to provide support/guidance on operational risks and issues, ensuring blockers to progress are removed
Scrutiny	Scrutiny to be used as part of the formal decision making process where they require further review of the work being done

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

Rutland County Council

Consolidated Waste Contract (CWC) Project

Project Board - Terms of Reference (ToR)

Document Owner:	Steve Sprason Rutland County Council
Author:	Dee Rajput Rutland County Council
Version:	V1.00
Date:	December 2020
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Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

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Document Control, Approval and Distribution Version Control

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Version	Date	Notes
V0.01	Jan 2020	Draft Document Created
V0.02	Feb 2020	Updated Governance
V0.03	Dec 2020	Updated
V0.04	Dec 2020	Comments from project team
V1.00	Dec 2020	Baselined version for Cabinet

Document Approval

This document requires the following approvals:

Sponsor Approval	Name	Date
Project Sponsor		
Project Board		

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This document will be distributed to:

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Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

Introduction

The purpose of this terms of reference document is to state the responsibilities of the Consolidated Waste Project Board and to provide leadership in delivering the project required within the Council.

The project includes for a review of the Council's Waste Strategy, Options Appraisal, required consultation, consideration of associated infrastructure requirements and the procurement of supplier(s) to provide waste services on behalf of the Council.

Membership & Chairing

The Board will be chaired by the Director of Places, Penny Sharp. In the absence of the Chair, the meeting membership may elect any other member to act as Chair for that meeting.

Membership of the Board has been agreed by Rutland County Council. The composition of this Board and team members:

- Penny Sharp (Director Places + Chair + Sponsor)
- Cllr. Lucy Stephenson (Portfolio Holder)
- Cllr Gordon Brown (Portfolio Holder for Planning and Finance)
- Sav Della Rocca (Director for Resources)
- Steve Sprason (Interim Senior Environmental Services Lead + Project Lead)
- Phil Horsfield (Head of Legal)
- Karen Kibblewhite (Head of Commissioning)
- Dee Rajput (Project Manager)

Members may send deputies by exception only. Dee Rajput will support the provision and running of this Board as the project manager.

Frequency of the Board

Meetings are held monthly Ad-hoc meetings may be held by agreement of the Chair as and when required. Meetings may, exceptionally, be cancelled by the Chair.

Responsibilities of the Board

The board fulfils their leadership role by:

- Taking strategic decisions on the project and how it will impact on the Council
- Effectively allocating and managing resources for the project implementation and delivery
- Communicating the purpose of the board to staff and other stakeholders
- Monitoring the implementation, procurement and delivery of the project to improve its effectiveness
- Overview of project budget
- Management of change
- Issues and risk management

Appendix A: comprising Project Initiation Document, Project Governance and Project Board Terms of Reference.

Reporting

The board members shall draw to the attention of this Board, any issues that require further action or disclosure to the relevant management structures. In exceptional cases any RCC members of the Board may escalate issues to the Senior Management Team.

The minutes of these meetings will be formally recorded and available to Board members. When approved by the Board the minutes will be published to all.

Papers

Agenda items may be raised by any member of the Board and should be communicated to the Project Manager at least 7 working days in advance of any meeting.

Draft minutes of each meeting will be circulated within 2 working days of the next meeting to Board Members for comment and will provide a clear record of decisions reached and actions agreed.

Minutes will be formally approved by the Board at the subsequent meeting. The Project Manager will maintain an Action Log, which will be reviewed at each meeting.

