

PLYMOUTH CITY COUNCIL

Subject: Waste and Recycling Improvements
Committee: Cabinet
Date: 13 September 2011
Cabinet Member: Councillor Michael Leaves
CMT Member: Assistant Chief Executive
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Ref: IG/JD Waste Paper
Key Decision: Yes
Part: I

Executive Summary:

This paper makes a series of recommendations to improve the recycling and waste collection performance for the Council. The most significant change proposed is to collect glass within the existing green bins for all customers in the city. This change is estimated to add 4% to the recycling rate and is consistent with our obligations in securing the waste PFI and our contract with MVV. The paper also proposes the introduction of a pilot glass recycling scheme for one of the existing collections rounds (round 6) by September 2012, in order to allow the Council to learn how best to provide the service.

Additional changes are also proposed to the garden waste collection service. This scheme will be extended to include November 2011 as a trial to determine the tonnage of garden waste collected at this time of year. The scheme will also be expanded to cover the remaining properties in the city with gardens by April 2012. Hereafter all new properties with gardens in the city will also receive this service.

The paper also recommends some changes to the way vehicles supporting the service are paid for, so that the overall costs can be reduced and the service reliability can be maintained.

Additionally the paper recommends a review of the depots used by the Council across the city once the Energy from Waste planning decision is made. At this point it may be possible to re align resources providing services to the city and realise a capital receipt from any space freed up.

Finally the paper proposes the establishment of a programme to deliver these changes overseen by an Executive Group, including Member representation, with appropriate delegated authority.

Corporate Plan 2011-2014:

The recommendations made in this report compliment existing initiatives such as Energy from Waste to provide comprehensive, innovative and efficient waste collection and disposal for the city. The ambition of these changes is consistent with the City and Council priority to raise aspiration and supports the priority to provide value for the communities.

The key performance metrics this work will support are the recycling rate, with an estimated increase overall of nearly 4.5%. In addition this work will maintain the currently high customer satisfaction levels (72% report being highly or fairly satisfied) with the waste collection service.

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

Subject to approval this paper commits resources to the delivery of a pilot for glass recycling and implementing the garden waste extension and expansion. A summary of the additional (not currently budgeted) costs associated with these changes is shown below (the cost of glass recycling is considered commercially sensitive and is therefore included under Part 2):

| | FY 11/12 | | FY 12/13 | | FY 13/14 | |
|------------------------|----------------|---------|----------------|---------|----------------|---------|
| | Rev | Capital | Rev | Capital | Rev | Capital |
| Garden Waste Expansion | £83,000 | | £84,000 | | £84,000 | |
| Totals | £83,000 | | £84,000 | | £84,000 | |

Costs included under Part 2 is by virtue of Categories 3(a) and (d) of paragraph 10.4 of Part 5 of Plymouth City Council's Constitution.

The successful implementation of this scheme will add to the financial pressures the Council are facing, with an on-going budget pressure of £84k each year. This will have implications in terms of additional delivery plans which will need to be developed to off-set these extra costs in order to keep the Council's budget in balance. These additional plans will be considered at CMT and reported back in the next Joint Performance and Finance Report for quarter ending September 2011.

The expansion of the garden waste collection service will require an increase of approximately 1.25 of an FTE and result in an increase in payroll costs of around £37k in FY 11/12 and the extension of the season will add just less than 1.25 FTE which is worth £37k on payroll costs in FY 12/13. The glass pilot will not require any additional FTE.

Expenditure and other resource implications associated with the strategic MRF replacement project, vehicles, depots and toilets will all be requested to Cabinet in reports. These decisions are not being delegated to the programme boards until the financial implications are defined.

Other Implications: e.g. Community Safety, Health and Safety, Risk Management and Equality, Diversity and Community Cohesion:

- Community Safety (due regard to preventing crime and disorder)

Section 17 Crime & Disorder Act

Any glass recycling option should be operationally designed and established to protect against the risk of being a contributory factor in local anti-social behaviour or any other form of crime and disorder. As part of the proposed option for glass being commingled with existing recycling arrangements this appears to represent a positive action under Section 17. Perhaps as an additional safety measure, consideration could be given to glass being wrapped in recyclable paper before being placed in the bin. However, any kerbside scheme involving the storage of glass in open boxes overnight ready for collection would appear to represent a significant and obvious crime and disorder risk.

There do not appear to be any negative impact under Section 17 re the proposed Garden Waste Expansion.

- Health and Safety

Noise issues for operatives and customers are not anticipated to be higher than the current recycling collection; however assessments should be completed as part of the pilot.

There are no indications that manual handling injuries will significantly increase as a result of the proposals in this paper. However, this will need to be confirmed through the monitoring of all reported accidents from the pilot.

- Risk Management

The proposals made in this paper mitigate risk 68 - “Failure to reach recycling targets and divert waste from landfill (Link to PFI initiative and LATS penalties)” - on the Corporate risk register. Whilst there will be project levels risks emerge through the delivery of the work proposed in this paper none of these risks are anticipated to be as substantial as risk 68.

- Equality, Diversion and Community Cohesion

These changes should not be used as a basis to reduce assisted bin collection for people with disabilities and older people, people with learning disabilities or other mental health issues.

Consideration will need to be given to the wide and varied communication methods to ensure that all members of the community are reached eg promotion in different languages, communication in large print, etc.

Recommendations & Reasons for recommended action:

1/. Endorse the plans to deliver a kerb side glass recycling service across the city by April 2014. This action is recommended to ensure PCC has a way of meeting it’s obligations to Defra for the PFI credits supporting the Energy from Waste plant and the detail of which is subject to soft market testing.

2/. Note that officers will conduct a soft market testing for the options around a replacement MRF.

3/. Approve the plans to deliver a pilot operation for kerb side glass collection by September 2012. This action is required in order to ensure the Council trials the service and uses the learning to fine tune the service delivery prior to a broader roll out across the city.

4/. Approve the plans to extend garden waste collection on a trial basis for November 2011 and extend the service coverage for the remaining 19,500 properties in the city by April 2012 that have gardens. These actions will help raise the recycling rate further and ensure consistent coverage of the service across the city.

5/. Approve the Programme Governance Terms of Reference (Appendix 3) and delegation of authority as set out at Appendix 3 paragraph 4.3 to the officer who is the Chair of the Executive Group to allow the programme to progress at the required pace in order to meet the timetable outlined in this paper. This action will establish a programme governance consistent with the Leisure Management Boards and Adult Social Care.

6/. Note that the Executive Group for the programme will commission and deliver a communication plan for customers and media to support the implementation of these changes.

Alternative options considered and reasons for recommended action:

Options appraisals included in appendix 1 and 2.

Background papers:

None

Sign off:

| | | | | | | | | | | | |
|--|---------------------|-----|---------------|----|--|--------------|----|----|--|---------------|-------------------------|
| Fin | DJN 1112. 008 | Leg | 12747/ ALT | HR | | Corp Prop | CT | IT | | Strat Proc | JK/SP U/253/ 0811 |
| Originating SMT Member : Jayne Donovan | | | | | | | | | | | |

1.0 Background and Drivers

1.1 This paper addresses 5 drivers for change that are impacting on Environmental Services waste and recycling service. The drivers are:

- The cost of waste collection and levels of recycling performance¹ compared against other unitary authorities
- The absence of a strategic approach to vehicle replacement
- The requirement to deliver a plan for kerb side glass collection without introducing additional containers
- The ageing materials recycling facility (MRF) and the provision of a replacement
- The choice of depot and infrastructure location required to support the delivery of Environmental services

The recommendations made in the paper address each of these drivers whilst also fitting in with the Energy from Waste (EfW) plans and ensuring that any pilot phasing fits in with strategic decisions.

2.0 Introduction

2.1 Waste collection is one of the most visible and important services provided by the council as far as customers are concerned. Since the challenges over re zoning were overcome we have achieved 99.9% reliability of collection and have been rewarded in customer satisfaction surveys with 72% of customer reporting they were either very or fairly satisfied by the service in the 2009 interim place survey. This was the (equal) highest level of satisfaction of all the services provided by the Council, but compares less favourably to the full place survey in 2008 when the average for met/unitary authorities was 77%.

2.2 It is also a service that is subject to significant change and volatility driven by economics, penalty regimes, ongoing legislation changes and growing public awareness of waste issues. These factors have resulted in the service, like others across the Council, facing a mix of pressures:

- Increasing demand from more properties and increasing customer expectation for recycling
- Increasing costs for key supplies, such as fuel and vehicle maintenance
- Competitive pressures from the market for the more lucrative elements of the service
- Greater pressure on budgets following the public sector budget reductions

2.3 This paper is intended to provide recommendations to deal with a number of the challenges that have been faced in recent years by the service.

2.4 The dates presented in the following sections are based on the assumption that decisions are made in September to provide direction on each of the options and thereafter financial and other operational approvals are made on a timely basis.

3.0 Glass Recycling – Strategic Solution

3.1 As a city we have a stated intention within the PFI business case to introduce a kerb side collection for glass in order to improve our recycling. This business case was approved by Defra prior to them confirming their financial PFI credit support for the PFI Energy from Waste project which is conditioned such that any material changes from the business case must be reported and approved by Defra. Therefore unless alternative arrangements are submitted and subsequently approved by Defra, this commitment requires us to have a kerb side glass scheme in place by the time the EfW solution is operational. The PFI waste contract with MVV also assumes glass will be removed from Plymouth's residual waste stream and any changes to this contractual assumption would have to be negotiated. Looking at different practices in waste collection there are four fundamental options potentially available to any authority seeking to provide kerb side glass recycling for its customers. These are:

- Recycling sorted at a MRF and collected from a single container. The MRF could be a new glass capable facility built in the city or the recyclables could be transported, potentially some distance, to such a facility.
- A separate glass collection service i.e. glass collected in an additional separate container from the rest of the co mingled recyclables
- Customer sorting using separate containers for each different recyclable commodity i.e. glass in one, paper in another, plastics in another, cans in another etc.

¹ Recycling includes: garden waste, existing green bin collection and the bring banks

- Operatives manually sorting from a single container at kerb side

3.2 A summary table of the options considered including the pros and cons of each is included as appendix 1 to this report. The recommendation to Cabinet is to build on the existing strategy of collecting recyclable materials in the single green bin already provided to customers. In order to proceed with this strategy officers will need to undertake a soft market testing exercise to discuss with potential providers what options exist for a MRF that Plymouth can use and capture sufficient information from this work to develop a business case to support the procurement required. The anticipated date by which this solution is likely to be operational is April 2014.

4.0 Glass Recycling – Pilot

4.1 The move to a strategic glass recycling solution will require the Council to deliver and learn from a pilot before implementing the full scale solution. A pilot will allow us to test participation levels, the quantity and quality of glass recycled per household, effects on existing bottle banks and establish any operational issues (such as increased noise and health and safety) as well as costs. Piloting options in waste collection is necessary as it allows authorities to try a change on a small scale, learn from this and then build up the service to full scale.

4.2 The pilot for glass recycling will require the Council to transfer the recycled commodities (including glass) from the customer homes involved in the pilot to a MRF capable of sorting glass as well as the other commodities included in our green bins. Operationally this can only really be achieved through the pilot covering an existing round in the city. The round recommended for the pilot is round 6 as this round serves a population demographically similar to the population of Plymouth as a whole (allowing results to be meaningfully projected from the pilot to a city wide roll out). Appendix 2 provides additional detail on the properties covered by round 6. The round also features 6 bring banks for glass against which it will be possible to assess the impact of kerb side collection against the tonnage collected at these sites.

4.3 The plan to deliver the pilot will allow us to start learning about the service from September 2012. The pilot will run for a maximum of 12 months after which time it will be evaluated and potentially deployed to other rounds as part of the build up to full strategic operations.

5.0 Garden Waste Expansion

5.1 The current fortnightly kerbside garden waste collection service is offered to approximately 86,300 properties in the city and runs from 1st April – 31st October (7 months). There are currently approximately 114,000 properties in Plymouth, leaving 27,700 properties not on the scheme. The majority of these properties have little or no gardens. However around 2,500 properties have gardens that would benefit from a garden waste service (Honicknowle, Ham, Egguckland and Compton). Another set of properties are predominantly in the south west of the city (Devonport, Stoke, Keyham, Stonehouse) and these have limited outside space. In total this would add another 19,500 properties to the service but there are pockets of houses within these areas with gardens. The balance of 8,200 properties are flats in high rise and other properties with no garden.

5.2 A summary table of the options considered including the pros and cons of each is included as appendix 2 to this report. The recommendations to Cabinet are: A) to trial the season extension for garden waste collection to include November this year. The results of the trial will be reviewed and any future decisions on garden waste seasonal extension will be taken on the basis of this data. B). to expand the provision of garden waste collection to the 19,500 remaining properties in Plymouth with any form of garden. This recommendation also confirms that future developments in Plymouth of homes with gardens will automatically qualify for the service.

5.3 The costs for this expansion, included in the Implications for the MTFP section of this report are greater in FY 12/13 than FY 13/14 due to the one off set up costs such as the purchase of additional bags for the garden waste, their delivery to customers and customer communications explaining the changes. These set up costs are estimated at £35k.

6.0 Communications and Awareness

6.1 Managing communications with customers throughout these changes will be vital to their successful implementation and customer satisfaction through the period of change. A communication plan will be established by the project teams working to deliver the changes and overseen by the Communications Officer as part of their role on the Programme Board.

6.2 Raising customer awareness of recycling is also vital to deliver the targets set for the proposed projects. Environmental Services will be working with partner agencies in the city to source volunteers and champions to re-enforce awareness and support people through the changes in their behaviours that will deliver our targets.

7.0 Vehicle Replacement

7.1 Since the waste fleet investment in 2007, when 29 new refuse collection vehicles (RCVs) were bought an ongoing capital programme has not been funded to maintain the fleet at the right age and condition to support the service. This has resulted in replacement vehicles being bought in on short term arrangements at so called "spot hire" rates. These rates are an uneconomic way to purchase vehicles required for long term use and some of the RCVs on spot hire have been contracted to us for 2 years.

7.2 The project to deliver these new vehicles will invest in the replacement of these vehicles either with purchased or a leasing arrangement, both of which will significantly reduce the life time ownership cost for these vehicles. This project will report status and take direction from the programme governance described in section 8. Note: this procurement is being linked in with the category management project so as to maximise the opportunity to deliver savings from it.

8.0 Depot Strategy

8.1 Recharges for depot space at Prince Rock have been suggested as one of the possible causes of the service costs being higher than comparative authorities. In fact the recharges borne by Environmental Services account for 2.7% of the gross budget and therefore make very little difference to the overall service cost. Having said this an adjustment of £250k was made to the recharges levied on Environmental Services in FY 2010/11 which reduced this burden and will also be applied in future years.

8.2 The Prince Rock site is shared by Environmental Services and Plymouth Community Homes (PCH). PCH have a lease agreement with the Council for their use of the site which has a break clause they could exercise in November 2013 and the lease agreement expires in November 2014.

8.3 The reduction in recharges and the break clause on PCH's lease suggest that there is no urgency to making decisions over the depot location for the service. However, once the decision on the EfW plant is clear other sites in the city could become available and at that point analysis should be undertaken to determine where to locate the service depots (Prince Rock, Outland Road and Fort Austin) used by Council services across the city. Until the EfW decision is made the depots for each of the services currently used by the Council will remain where they are.

9.0 Governance

9.1 The programme of work required in order to deliver the recommendations outlined above is significant and complex, involving a number of linked projects and some high impact improvements to services for customers. The links to other projects also extend to areas like the work on realising budget delivery plans for bowling greens, toilets and play spaces as well. It is proposed that an Executive Group is established to oversee all this work. The group will initially comprise the following members:

- Chair: Carole Burgoyne Director of Community Services
- Member: Cllr M. Leaves (Portfolio Holder for Community Services - Street Scene, Waste and Sustainability)
- Member: Cllr I. Bowyer (Portfolio Holder for Finance, Property and People).

The terms of reference for the programme are appended to this report as appendix 3.

9.2 The Chair of the Executive Group will require delegated authority from Cabinet and the relevant Cabinet Member Cllr M. Leaves (Portfolio Holder for Community Services) to make all necessary executive decisions to achieve the recommendations in this report with the exception of the following executive decisions (which will be retained by Cabinet or be decided in accordance with the Scheme of Delegation for Executive Functions in force from time to time):

- Approval of the report into strategic glass recycling following the soft market testing
- Award of contract for the strategic glass recycling solution
- Award of contract for any vehicles required to maintain service levels and reduce maintenance spend in waste collection
- Approval of the depot strategy
- Award of contract for toilet refurbishment and optionally maintenance

This delegated authority shall be exercised in accordance with Plymouth City Council's Constitution, Standing Orders and Financial Regulations.

Appendix I – Strategic glass collection options

| Option | Pros | Cons | Recommendation |
|--|---|---|--|
| Co-mingled recycling to be collected in a single container and sorted at a MRF | <p>No additional container to provide to customers</p> <p>Responsibility for sorting taken away from customers</p> <p>Cost efficient for collection service</p> | Timescale to deliver new MRF | <p>This option avoids disruption to the customer and is completely aligned with the existing service delivery.</p> <p>This is the preferred option</p> |
| Glass collected from kerb side in separate container | <p>Quicker to implement than building a MRF</p> <p>Prices for all commodities should be higher due to less contamination</p> | <p>Customers have to separate glass out and store it in an additional container</p> <p>Collection inefficiencies as this solution would mean that 4 vehicles would collect from most houses in the city</p> <p>Noise could be an issue for customers on early rounds</p> | <p>Retain as an option to be considered against the results of the market testing on the preferred option</p> |
| Customer sorts recycling into separate containers for each commodity | Prices for all commodities should be higher due to less contamination | <p>Expected to be very unpopular with customers</p> <p>Customers have to separate all recyclables and store them in separate containers</p> <p>Customers would have to find space for additional containers</p> <p>Collection inefficiencies as vehicles become full when any one of the commodity bays become full</p> <p>Noise could be an issue for customers on early rounds</p> | Discount as an option. No further action |
| Operatives sort recycling at kerb side from co-mingled container | Customers don't have to sort and store multiple containers | <p>Existing green wheelie bins would need replacing, (with multiple additional containers likely to be required to provide equivalent capacity)</p> <p>Noise could be an issue for customers on early rounds containers</p> <p>Collection inefficiency as operatives have to sort commodities at the kerb side</p> <p>Potential for major traffic disruption in narrow streets as vehicles wait on operatives</p> | Discount as an option. No further action |
| Do nothing | <p>No additional cost</p> <p>No changes for customers</p> | <p>Would require other plans to be developed to meet our recycling commitments to Defra and MVV</p> <p>Fails to address a priority for Plymouth residents</p> | Ruled out as an option as it fails to respond to important challenges |

Appendix 2 – Round 6 property breakdown

| Ward | Total collected | Number in Ward | % |
|--------------------|------------------------|-----------------------|--------------|
| Budshead | 4029 | 5666 | 71.1% |
| Southway | 2847 | 5379 | 52.9% |
| Honicknowle | 2524 | 6090 | 41.4% |
| St Budeaux | 2089 | 5777 | 36.2% |
| Ham | 1801 | 5858 | 30.7% |
| Peverell | 694 | 5824 | 11.9% |
| Eggbuckland | 609 | 5787 | 10.5% |
| Devonport | 65 | 6938 | 0.9% |
| TOTAL | 14658 | | |

Appendix 3 – Garden waste expansion options

| Option | Go Live | Pros | Cons | Costs | Recommendation |
|---|------------------------------|---|--|---|---|
| Expand garden waste from 86,600 to 19,500 additional homes | April 2012 | Raises recycling rates by 0.17% Ensures consistency of provision to all but high rise and homes with no gardens Quick to implement | Additional improvements in recycling would also need to be made in order to improve Plymouth's comparative performance | Set up costs £35k Operating costs £84k pa | This option doesn't provide for seasonal expansion. Discount as an option |
| Extend garden waste to March and November | November 2011 | Raises recycling rates by 0.28% Covers more of the growing season Quick to implement | Additional improvements in recycling would also need to be made in order to improve Plymouth's comparative performance | £96k per year | This option doesn't resolve the inequality in the current service provision. Discount as an option |
| Extend garden waste season and expand properties within the scheme | November 2011 and April 2012 | Raises recycling rates by 0.45% Ensures consistency of provision to all but high rise and homes with no gardens Covers more of the growing season Quick to implement | Additional improvements in recycling would also need to be made in order to improve Plymouth's comparative performance | Set up costs £35k Operating costs £200kpa Breakdown: New homes = £84k Season = 96k Incremental cost of both = £20k | This option doesn't allow PCC to confirm the level of customer usage for the seasonal expansion. Discount as an option |
| Extend garden waste for a trial month and expand properties within the scheme | November 2011 and April 2012 | Raises recycling rates by 0.45% (for 2012) Allows city to determine the benefits of extending the growing season to November without committing to the cost of providing this service ongoing Ensures consistency of provision to all but high rise and homes with no gardens Quick to implement | Additional improvements in recycling would also need to be made in order to improve Plymouth's comparative performance | Set up costs £35k Operating costs £48k (for 2011/12) + £84k (for 2012/13) | This option allows a trial for the season expansion to confirm customer need and addresses the inequality in the current service provision. This is the preferred option |
| Do nothing | n/a | No additional cost No changes for customers | Fails to address customer feedback on season extension Fails to address existing service inequality | £0 | Ruled out as an option as it fails to respond to important challenges |

ENVIRONMENTAL SERVICES PROGRAMME

Programme Governance and Terms of Reference



1.0 Introduction

1.1 Governance arrangements for the Environmental Services Programme are as follows:

1.2 Environmental Services Programme Board

1.2.1 The purpose of the Environmental Services Programme Board is to deliver the programme of projects in the Environmental Services portfolio. The projects currently in that portfolio comprise

- ... Strategic MRF Replacement
- ... Glass recycling pilot
- ... Garden waste
- ... Composting and wood chipping
- ... Vehicle replacement
- ... Long term service delivery
- ... Depot strategy
- ... Trade waste
- ... Toilets
- ... Bowling greens
- ... Play spaces

and will include future projects included in the Programme by decision of the Leader, Cabinet or a Cabinet Member in accordance with the Council's Scheme of Delegation for Executive Functions from time to time.

1.2.2 Decisions required on each project will be referred up to the Environmental Services Programme Board by Project Teams/officers where a recommendation will be developed and subsequently discussed at the Environmental Services Executive Board. In accordance with the Council's Scheme of Delegation for Executive Functions, Cabinet has delegated the necessary authority (with the exception of:

- ... Approval of the report into strategic glass recycling following the soft market testing
- ... Award of contract for the strategic glass recycling solution

- ... Allocation of capital within the Capital Programme
- ... Award of contract for any vehicles required to maintain service levels and reduce maintenance spend in waste collection
- ... Approval of the depot strategy
- ... Award of contract for toilet refurbishment and optionally maintenance)

which facilitate the delivery of the projects in the Programme to the Chair of the Environmental Services Executive Board. Such decisions shall be taken in strict compliance with the Constitution of Plymouth City Council. Contract award decisions will be reserved to be made in accordance with the Council's Scheme of Delegation for Executive Functions from time to time.

1.3 Environmental Services Executive Board

- 1.3.1 The Environmental Services Executive Board shall be accountable to the City Council to oversee and direct the programme of works in the Environmental Services portfolio
- 1.3.2 The Executive Board shall be chaired by Carole Burgoyne, Director of Community Services
- 1.3.3 The Chair of the Executive Board shall have the authority to delegate day-to-day responsibility for managing the projects to officers who are member(s) of the Programme Board. This authority shall be exercised in accordance with Plymouth City Council's Constitution.
- 1.3.4 The Chair of the Environmental Services Executive Board shall act as the final arbiter for issues referred to it by the Project Managers/Leads through the Programme Director.
- 1.3.5 Membership of the Environmental Services Executive Board shall be drawn from Plymouth City Council and other major stakeholders and may include others at the discretion of the Chair of the Executive Board, as long as the total membership is kept to a workable level with the appropriate level of responsibility.
- 1.3.6 The Chair of the Environmental Services Executive Board has the authority to further delegate decision making authority to the officer who is the Chair of the Environmental Services Programme Board and through to the Project Managers/Leads as they see fit.

2. Responsibilities

- 2.1 The responsibilities of the Boards throughout the Programme include:
 - 2.1.1 Ensuring that sufficient human, physical and financial resources to deliver the work streams are allocated to the projects throughout their development and procurement to allow the work stream teams to function effectively;
 - 2.1.2 Ensuring a robust quality management process is in place for the work streams contained in the Programme;
 - 2.1.3 Ensuring the following factors are identified, monitored and managed:
 - ... affordability;
 - ... value for money;
 - ... risks: to the project, the funding bodies and the City Council as a result of participating in the project;
 - 2.1.4 Reporting to Cabinet on progress, referring appropriate issues to the Cabinet for approval/validation as required;
 - 2.1.5 Owning the risk-register and considering the management of risk at appropriate stages;

- 2.1.6 Owning lessons learnt register and providing feedback to other projects across the Authority.
- 2.1.7 Facilitating and managing all political issues and associated communications.
- 2.18 Facilitate and manage all customer issues and associated communications.

3. Process

- 3.1 Each project in the Programme must have a brief produced and approved by Cabinet. The brief will clearly set out the basis of the project including, as a minimum, the following information:
 - ... Overview
 - ... Benefits Realisation
 - ... Procurement Route
 - ... Programme
 - ... Team Budget
 - ... Reporting arrangements
 - ... Major Decisions
 - ... Team – Roles & Responsibilities
 - ... Document Control & Storage
 - ... Confidentiality
 - ... Risks
 - ... Issues
 - ... Lessons Learned
 - ... Glossary
- 3.2 The Programme and budgetary parameters of each project are to be clearly defined and these are to be set by the Leader, Cabinet or a Cabinet Member in accordance with the Council's Constitution and Scheme of Delegation for Executive Functions from time to time.
- 3.3 Items added to the Risk Register, Issues Log and Lessons Learned Log are to be reported to the Boards.
- 3.4 Each project will have a project team identified with a Project Manager/Lead responsible for reporting to the Programme Director and producing reports for the Environmental Services Programme Board.
- 3.5 The Environmental Services Programme Board and the Environmental Services Executive Board will meet on a monthly basis. Project team meetings should be more frequent as dictated by the needs of the project.

4. Decision-making

- 4.1 The Boards shall operate strictly in accordance with the requirements of Plymouth City Council's Constitution
- 4.2 The Boards shall make all reasonable endeavours to comply, insofar as it is reasonably practicable to do so, with the relevant financial requirements of third party funding organisations wherein specific requirements apply to the expenditure of grants, etc.
- 4.3 The Chair of the Environmental Services Executive Board shall have delegated authority to exercise the executive functions and powers of the authority delegated in the Council's Scheme of Delegation for Executive Functions as may be necessary, calculated to facilitate, incidental or

conducive to the discharge of the objective as set out in the respective Project Brief with the exception of decisions noted in 1.2.2 which shall be reserved to be made in accordance with the Council's Scheme of Delegation for Executive Functions from time to time.

- 4.4 All decisions will be made in consultation with the Board's membership.
- 4.5 Substitution of members at Board meetings shall not be accepted and apologies shall be submitted in advance of meetings.
- 4.6 Where a member fails to attend three consecutive meetings, the Board shall consider replacing that member.
- 4.7 The attendee list will be reviewed by the Chair at various stages throughout the project to ensure that appropriate participation from relevant stakeholders.

5. Meeting Management

- 5.1 The Boards will meet monthly. Extraordinary meetings shall be arranged by agreement when more immediate decisions are required, such as at key stages of the procurement process.
- 5.2 Where appropriate, decisions can be made by the Chair of the Environmental Services Executive Board outside of the formal Board forum through consultation with all relevant parties. Such decisions will be reported to the subsequent round of Board meetings.
- 5.3 Except in cases of extreme urgency, meetings shall be arranged with at least three working days' notice.
- 5.4 An agenda shall be produced and issued to all members at least three working days before the meeting.
- 5.5 Minutes of each meeting, indicating action points and their owners, shall be circulated to all members no later than three days after each meeting.
- 5.6 The Programme Manager will prepare and present a report to Cabinet on at least a quarterly basis that sets out the progress of the Programme.
- 5.7 Except for unusual circumstances meeting dates shall be agreed for a period of six months in advance.
- 5.8 The City Council shall provide sufficient secretarial support to organise and minute Board meetings through the project.

MODEL PROJECT BRIEF TEMPLATE

<<insert programme title>> Programme

<<insert project title>> Project

Project Brief

Version: Model Briefing Paper_V.1.02

1. Overview

1.1 Lorem ipsum dolor sit amet, consectetur adipisicing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

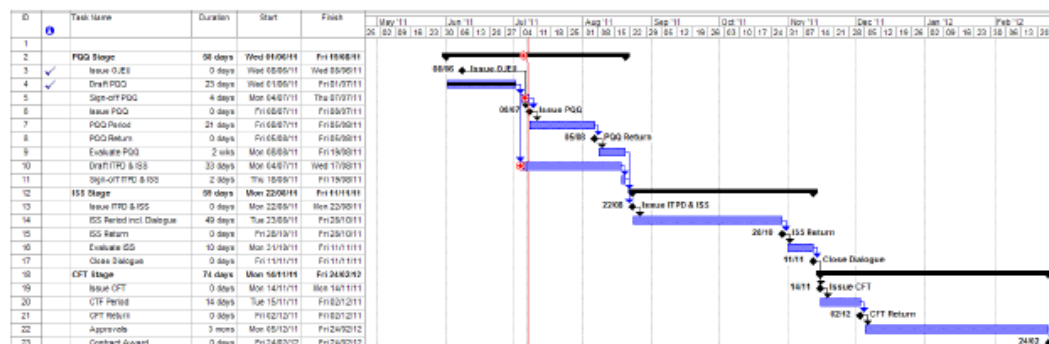
2. Benefits Realisation

- 2.1. Benefits to be delivered through the project are to be Specific, Measurable, Achievable, Realistic and Time-bound (SMART).
- 2.2. Lorem ipsum dolor sit amet, consectetur adipisicing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

3. Procurement Route

3.1 Lorem ipsum dolor sit amet, consectetur adipisicing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

4. Programme



4.1. Tolerances

- 4.1.1 Any material divergence from the programme is to be reported to the <<insert programme title>> Programme Board with justification and impact assessment.

5. Project Budget

- 5.1. Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

5.2. Tolerances

- 5.2.1. Any material divergence from the programme is to be reported to the <<insert programme title>> Programme Board with justification and impact assessment.

6. Reporting arrangements

- 6.1. The project will report to the <<insert programme title>> Programme Board and executive Board.
- 6.2. A report is to be produced by the Programme Director, on a monthly basis, with input from relevant team members from time to time.

6.3. Major Decisions

- 6.3.1. Agreement of Evaluation and Award Criteria – The Chair of the Executive Board
- 6.3.2. Agreement of shortlist for Tender - The Chair of the Executive Board
- 6.3.3. Agreement of shortlist for CFT - The Chair of the Executive Board
- 6.3.4. Appointment of Preferred Bidder - The Chair of the Executive Board
- 6.3.5. Contract Award – Cabinet

7. Team – Roles & Responsibilities

| Role | Post | Grade | Annual Cost | % of FTE | FY11/12 # months | FY12/13 # months | Charged to project |
|---------------------------|--|-------|-------------|----------|------------------|------------------|--------------------|
| CLIENT | DIRECTOR | xx | E000000 | 10% | 10 | 6 | E000000 |
| SENIOR USER | ASSISTANT DIRECTOR | xx | E000000 | 10% | E000000 | E000000 | E000000 |
| PROJECT DIRECTOR | PROJECT DIRECTOR | xx | E000000 | 25% | E000000 | E000000 | E000000 |
| PROJECT MANAGER | PROJECT MANAGER | xx | E000000 | | E000000 | E000000 | E000000 |
| ASSISTANT PROJECT MANAGER | ASSISTANT PROJECT MANAGER | xx | E000000 | 40% | E000000 | E000000 | E000000 |
| BUSINESS CHANGE MANAGER | BUSINESS CHANGE MANAGER | xx | E000000 | | E000000 | E000000 | E000000 |
| PROJECT CO-ORDINATOR | PROJECT CO-ORDINATOR | xx | E000000 | | E000000 | E000000 | E000000 |
| ADMIN. SUPPORT | ADMIN. SUPPORT | xx | E000000 | 25% | E000000 | E000000 | E000000 |
| | SNR. COMMERCIAL LAWYER | xx | E000000 | 60% | E000000 | E000000 | E000000 |
| LEGAL ADVISOR | LAWYER | xx | E000000 | | E000000 | E000000 | E000000 |
| | PROPERTY LAWYER | xx | E000000 | | E000000 | E000000 | E000000 |
| | EXTERNAL/SPECIALIST LEGAL ADVICE | xx | E000000 | | E000000 | E000000 | E000000 |
| FINANCE ADVISOR | HEAD OF FINANCE | xx | E000000 | | E000000 | E000000 | E000000 |
| | GROUP ACCOUNTANT | xx | E000000 | | E000000 | E000000 | E000000 |
| | ACCOUNTANT | xx | E000000 | | E000000 | E000000 | E000000 |
| HR ADVISOR | HEAD OF HR | xx | E000000 | 25% | E000000 | E000000 | E000000 |
| | SENIOR HR ADVISOR | xx | E000000 | | E000000 | E000000 | E000000 |
| | EXTERNAL/SPECIALIST HR | xx | E000000 | | E000000 | E000000 | E000000 |
| PROCUREMENT ADVISOR | SENIOR PROCUREMENT MANAGER | xx | E000000 | 20% | E000000 | E000000 | E000000 |
| | PROJECT SUPPORT MANAGER | xx | E000000 | | E000000 | E000000 | E000000 |
| | PROCUREMENT ASSISTANT | xx | E000000 | | E000000 | E000000 | E000000 |
| ICT ADVISOR | ICT STRATEGIC FRAMEWORK MANAGER | xx | E000000 | | E000000 | E000000 | E000000 |
| | MANAGER | xx | E000000 | | E000000 | E000000 | E000000 |
| PLANNING ADVISOR | PLANNING OFFICER | xx | E000000 | 5% | E000000 | E000000 | E000000 |
| | EXTERNAL/SPECIALIST PLANNING ADVICE | xx | E000000 | | E000000 | E000000 | E000000 |
| CORPORATE PROPERTY | LEGAL SURVEYOR | xx | E000000 | 15% | E000000 | E000000 | E000000 |
| | CORPORATE PROPERTY MANAGER | xx | E000000 | | E000000 | E000000 | E000000 |
| HEALTH & SAFETY ADVISOR | HEALTH, SAFETY & WELLBEING ADVISOR | xx | E000000 | | E000000 | E000000 | E000000 |
| | HEALTH, SAFETY & WELLBEING TECHNICIAN | xx | E000000 | | E000000 | E000000 | E000000 |
| COMMUNICATIONS ADVISOR | CORPORATE COMMUNICATIONS OFFICER | xx | E000000 | 5% | E000000 | E000000 | E000000 |
| | EXTERNAL/SPECIALIST COMMUNICATIONS SUPPORT | xx | | | E | - E | - E |
| | Sub-total | | | | | E | - E |
| | CONTINGENCY - Ext. Legal, Suneys, etc. | | | | | E000000 | E000000 |
| | Total | | | | | E000000 | E000000 |

8. Risks

8.1. See attached risk register

9. Issues

9.1. Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

10. Lessons Learned

10.1. Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum. Lessons Learned

11. Document Control & Storage

11.1. t.b.c.

12. Confidentiality

- 12.1. The usual confidentiality arrangements are to be put in place to ensure the protection of the Authority, project team members and Participants. A Certificate of non-disclosure is to be completed by all team members and an electronic copy held in the project filing system.

13. Glossary

“Authority” – Plymouth City Council
“Participants” -
“ITPD” – Invitation to Participate in Dialogue
“ISS” – Invitation to Submit Solutions
etc.