

WASTE STRATEGY PROGRAMME

Governance Arrangements/Delivery Protocol

1.0 PROGRAMME DELIVERY

The City Council has an excellent track record of delivering large change programmes which have significant impacts on the population of the City. This success is largely due to the best practice protocols that it has developed. The intention is to use the agreed protocols to ensure that a successful change programme for waste management in the city is delivered.

The approach to the delivery of the Waste Strategy for the City has still yet to be fully determined, particularly in relation to funding the infrastructure and changes to service delivery. However, officers within City Services, Development and Chief Executive's Department are confident that the necessary experience and expertise can be engaged using the following arrangements to deliver the successful implementation of the Waste Strategy over the coming years.

2.0 MANAGEMENT ARRANGEMENTS

It is proposed that two Project Boards be established to deliver the Waste Strategy for the Leeds. These are as follows:

- a. Waste Infrastructure Board, chaired by the Deputy Chief Executive;
- b. Waste Strategy Delivery Board, chaired by the Director of City Services.

Both Boards will be supported by Project Teams with the responsibility for the day to day delivery of the elements of the overall project.

The approach is to be in accordance with the Council's agreed governance protocol for PPP/PFI projects (see Appendix 1). It will also, through the proposed core membership of the Board, which is shared with other PFI Projects, provide continuity of management and decision making and best use of the expertise already gained within the Council.

3.0 WASTE INFRASTRUCTURE BOARD

3.1 Role and Membership of Board

The Board will be responsible for the delivery of the actual facilities required to manage waste for the city, where they are to be delivered using PFI or a mixture of PPP and PFI.

The Board will be chaired by the Deputy Chief Executive and established following approval of the EOI.

It is proposed that the membership of the Project Board comprise the Chief Officers (or their nominated deputies) within the specialist areas associated with the project, namely:

- Deputy Chief Executive (Chair)
- Director of Legal and Democratic Services
- Director of Corporate Services
- Director of Development
- Director of City Services

The quorum is to be 3 of the above.

The Chief Streetscene Services Officer and the Chief PPP Officer are also invited to attend the meetings of the Project Board as non-voting members, unless acting as deputies for their appropriate Directors.

3.2 Terms of Reference

The proposed terms of reference for the Project Board are as follows:

- I Determine the appropriate route for the funding of the waste infrastructure and to commission work to deliver the funding package;
- II Determine the parameters within which the project is delivered, ensuring that the project is viable and achievable in the timescales required;
- III Determine the resources to be allocated to the project in order to ensure delivery;
- III Control project delivery by monitoring progress, costs and quality;
- IV Approve the output specification, evaluation criteria and deviations from the project plan;
- V Approve each stage of the PFI/PPP process and make all decisions relating to the delivery of the project, up to and including service commencement;
- VI Approve all post contract matters up to and including service commencement;
- VII Act as ultimate arbiter on any matter which may impact on the cost, quality and timescale of the project;
- VIII Promote the project within the Council; and
- IX Ensure the Project Team receives the required support and responses from other Council areas.

3.3 Delegated Powers

It is proposed that the authority to decide on the matters listed below be given to the Chair of the Project Board (Deputy Chief Executive) or, in his/her absence, to a nominated member of the Project Board agreed by the Project Board concurring with the decision. The delegated powers to be:

- I Develop and submit an OBC for funding credits;
- II Agree the land use strategy to enable elements of the project to be delivered;
- III Approval of all elements of the procurement process including:
 - Approval of publication of OJEC notices as appropriate for the Programme;
 - Approval of selection and evaluation criteria for Pre Qualification Questionnaire (PQQ), Invitation to Negotiate (ITN) and (if necessary) other stages of the project;
 - Approval of long list of bidders;
 - Approval of short list of bidders;
 - Approval of the content and issue of the ITN;
 - Approval to negotiate with bidders on ITN response;
 - Approval of the content of any second stage of the ITN phase (re-submission or BaFO), if necessary;
 - Appointment of external advisors, as necessary;
 - Approval of the selection of the preferred bidder;
 - Other matters relating to the detailed procurement of the project and negotiation of the contract;
 - Approval of the final full business case having due regard to the need to ensure the project remains affordable to the City Council;
 - Make recommendations to the appropriate Departmental Directors relating to budgetary provision and the release of expenditure, from appropriate sources, to meet necessary costs identified during each project and essential to ensure its continued momentum;
 - Make recommendations to the relevant Departmental Directors to agree an exception to Contracts Procedure rules, where to do so would benefit the delivery of the project; and
 - Identify and appoint the Project Director (see below).

A decision record would be completed in relation to each substantive decision taken, that decision record to be signed by the Chair or the appropriate Departmental Director where the decision falls within their powers, at or immediately following the next meeting of the Project Board.

Agendas, open reports and decision documents would be recorded within Committee Services in the same way as any other decision made under delegated powers.

4 WASTE STRATEGY DELIVERY BOARD

4.1 Role and Membership of Board

The Board will be chaired by the Director of City Services. This Board will have responsibility for the development and delivery of the Waste Strategy and associated service improvements.

In the event that the provision of waste infrastructure required is delivered via a conventional contractual route, this Board will assume the responsibility for the delivery of this infrastructure, thus negating the requirement for the Waste Infrastructure Board.

It is proposed that the membership of the Project Board comprise the Chief Officers (or their nominated deputies) within the specialist areas associated with the project, namely:

- Legal and Democratic Services
- Corporate Services
- Development
- Neighbourhoods and Housing
- City Services

4.2 Terms of Reference

The proposed terms of reference for the Project Board are as follows:

- I. Manage the delivery of the Waste Strategy action plan, in particular the developments to support the delivery of waste targets, service developments and changes
- II. Make recommendations to Executive Board on proposals to deliver actions covered within the Waste Strategy
- III. Report on progress on implementing the Waste Strategy action plan to Executive Board;

The Director of City Services will, where appropriate, use existing delegated powers, within the parameters of the delegated decision protocol, to approve specific actions.

5 PROJECT TEAMS

Project Teams will be formally established to take responsibility for the day to day administration of the programme of projects associated with the Waste Strategy. These will be small core teams which will be assisted and advised, at different stages of the relevant project, by specialists from different areas

within the Council. There will also be a need to obtain external advice in certain areas, namely legal, financial and technical.

The Project Teams will service the Project Boards and make minutes and other relevant documentation available to the Boards as required. Papers to Project Boards will be presented in the corporate reporting format.

The Project Teams will also be responsible for ensuring project communication and liaison mechanisms are in place and functioning between the two Boards, and with other interested parties.

6 PROGRAMME DIRECTOR

The Programme Director responsibility becomes active following approval by Executive Board of the Waste Strategy and involves:

- I Taking decisions on behalf of the Council in all matters relating to funding and contractual arrangements to deliver the Waste Infrastructure and Waste Strategy Action Plan.
- II Advising the Chief Executive on matters relating to the progress of the programme.
- III Advising the Authorised Officer of all communications received by the Programme Director in relation to the Programme, and any other relevant information.

The role of Programme Director will be the responsibility of the Director of City Services and, in his absence, the Chief Streetscene Services Officer.