

APPENDIX 3

Waste programme governance arrangements: Proposals for 28 April 2015 onwards

The waste programme at Surrey County Council is currently managed by a Strategic Waste Board (SWB) and a Waste Programme Delivery Board (WPDB).

Should Cabinet decide to proceed with the Eco Park development, it will be necessary to amend current arrangements to ensure operational delivery is managed appropriately. This paper sets out proposals for governance from 28 April 2015 onwards.

Oversight and scrutiny

The waste agenda will continue to be a matter for reporting to the council's oversight and scrutiny functions. Therefore, Chief Executive and Member oversight will continue in accordance with SCC's wider governance and reporting procedures.

Waste governance structure

The arrangements described in this report cover the officers directly responsible for delivering and overseeing the waste programme. The figure below shows the proposed governance structure for the start up phase of the Eco Park construction. A new group, the Operational Delivery Board, will be created to sit alongside the existing WPDB which will be responsible for managing the delivery of Eco Park development.

The two delivery boards will report into the SWB, which is composed of senior officers and DEFRA's lead 'transactor' for Surrey. There is also a line of responsibility from the Operational Delivery Board to the WPDB as the latter is responsible for delivering the entire waste programme, which includes matters other than the Eco Park.

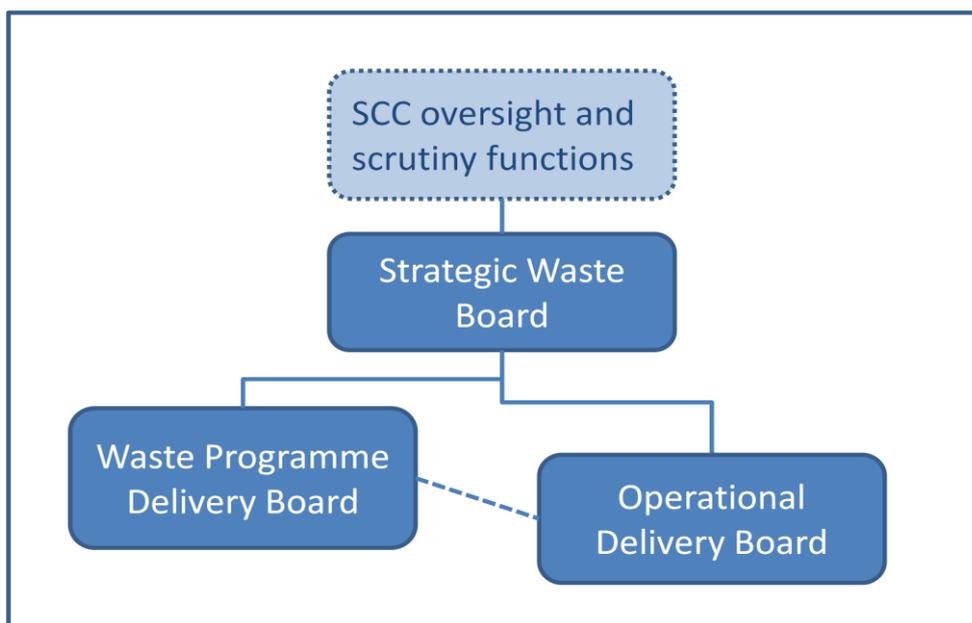


Figure 1: Proposed governance structure post 28 April 2015

Terms of reference

The tables below outline the proposed terms of reference for the three boards described above. These proposals are subject to amendment as the groups will review and formally agree their terms of reference if the decision to proceed with the Eco Park development occurs.

Strategic Waste Board	
Purpose	<ul style="list-style-type: none"> • Oversee delivery of Waste programme including Eco Park development • Set strategic direction • Resolve issues escalated by delivery boards • Report on progress to SCC oversight and scrutiny functions as appropriate (e.g. Cabinet, Select Committee)
Membership	<ul style="list-style-type: none"> • Strategic Director Environment and Infrastructure • DEFRA Transactor • Director of Legal and Democratic Services • Director of Finance • Assistant Director, Environment • Waste Programme Manager
Meeting frequency	<ul style="list-style-type: none"> • Monthly
Typical discussion points	<ul style="list-style-type: none"> • Contract update (including variations) • Risk register • Performance review • Forward programme • Budget position • Communications & stakeholder engagement • Project reviews • Compliance with PFI award conditions • DEFRA update

Waste Programme Delivery Board	
Purpose	<ul style="list-style-type: none"> • Ensure programme is set up to deliver overall strategy and targets • Ensure programme is delivering expected outcomes • Identify and manage risk • Ensure all waste disposal authority activities have a sound business case • Escalate issues to strategic board as required
Membership	<ul style="list-style-type: none"> • Assistant Director, Environment • Waste Operations Group Manager • Waste Development Group Manager • Finance Manager • Category Manager • Waste Programme Manager
Meeting frequency	<ul style="list-style-type: none"> • Fortnightly
Typical discussion points	<ul style="list-style-type: none"> • Project prioritisation and resourcing • Project reporting and reviews • Performance reporting • Budget monitoring • Risk management • Forward plan • Update on major developments • Partnership updates • Waste contract update

Operational Delivery Board	
Purpose	<ul style="list-style-type: none"> • Oversee delivery phase of Eco Park (construction and commissioning) • Ensure key milestones are met • Manage communications and stakeholder liaison • Resolve operational/construction issues as required • Ensure residual planning and permitting requirements are met • Escalate issues to strategic board as required
Membership	<ul style="list-style-type: none"> • Waste Operations Group Manager • Client Engineer • Waste Programme Manager • Specialist advisers as appropriate
Meeting frequency	<ul style="list-style-type: none"> • Weekly
Typical discussion points	<ul style="list-style-type: none"> • Construction/commissioning update • Detailed contractual issues • Risk management • Budget position • Planning/permitting update • Communications update

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