

Essex County Council and Southend Borough Council

Residual Waste Treatment Contract

Internal Engagement Strategy leading up to Contract Award

Purpose

The outcome from this document is to ensure all Essex County Council and Southend Borough Council Senior Officers and Members, who have a key interest in the Contract Award and securing the PFI credit allocation, are adequately informed and briefed prior any key decision point.

Background

The Waste Strategy Programme has a governance process independent of the standard corporate provisions, chaired by Robert Overall at Officer Delivery Board and Cllr Derrick Louis at Member Project Board.

A number of decisions leading to final contract award have been formally delegated to Robert Overall as the project's Senior Responsible Officer for both Essex County Council and Southend Borough Council, including appointment of the Preferred Bidder. Therefore it is important there is a defined process in place to engage with and brief the wider Member and Officer communities in both Essex County Council and Southend Borough Council prior to final decisions relating to Contract Award are sought.

Key Decision Points

A key activity programme is included as Annex 1 from which the following Key decision points can be identified:

- Agreement to Outcome of Final Tender evaluation – 22nd November 2011
- Agreement to submission of Pre-Preferred Bidder final business case – 22nd November 2011
- Confirmation of Defra approval to Pre-Preferred Bidder final business case – 20th December 2011
- Member Project Board Approval of final business case and Recommendation to Award Contract – 6th March 2012
- SBC approval of final business case and key decision to support ECC contract award – 15th March 2012
- SBC approval of Joint Working Agreement – 15th March 2012
- ECC Cabinet Key Decision for Contract Award – 20th March 2012

Key Internal Stakeholders

ECC Members with Portfolio Interest

(* denotes Project Board Membership)

Name	Position/Portfolio	Email
Peter Martin	Leader of the Council	peter.martin@essex.gov.uk
Derrick Louis*	Cabinet Member for Major Projects	derrick.louis@essex.gov.uk
Colin Riley*	Deputy Cabinet Member for Major Projects	colin.riley@essex.gov.uk

Kevin Bentley*	Cabinet Member for Waste & Recycling	cllr.kevin.bentley@essex.gov.uk
Roger Walters*	Deputy Cabinet Member for Waste & Recycling	roger.walters@essex.gov.uk
David Finch	Deputy Leader and Cabinet Member for Finance	david.finch@essex.gov.uk
Norman Hume	Deputy to the Leader and Deputy Leader & Cabinet Member for Finance	norman.hume@essex.gov.uk
John Jowers	Cabinet Member for Communities & Planning ¹	john.jowers@essex.gov.uk
Mick Page	Deputy Cabinet Member for Communities & Planning ¹	mick.page@essex.gov.uk
Nigel Edey	Chairman of the Development & Regulation Committee ¹	nigel.edey@essex.gov.uk
Bill Dick	Vice Chairman of the Development & Regulation Committee ¹	bill.dick@essex.gov.uk
Simon Walsh	Chairman of the Economic Development, Environment & Highways Policy & Scrutiny Committee ²	simon.walsh@essex.gov.uk
David Kendall	Vice Chairman of the Economic Development, Environment & Highways Policy & Scrutiny Committee ²	david.kendall@essex.gov.uk
Gerard McEwen	Vice Chairman of the Economic Development, Environment & Highways Policy & Scrutiny Committee ²	gerard.mcewen@essex.gov.uk

SBC Members with Portfolio Interest

Name	Position/Portfolio	Email
Nigel Holdcroft	Leader of the Council	cllrholdcroft@southend.gov.uk
Tony Cox*	Public Protection, Waste and Transport	cllrcox@southend.gov.uk
John Lamb*	Deputy Leader with special responsibility for Regeneration	cllrlamb@southend.gov.uk
Jonathan Garston*	Planning	cllrJGarston@southend.gov.uk
Andrew Moring	Corporate Support Services	cllrMoring@southend.gov.uk

ECC Members with potential Ward Interest

Name	Ward	Email
David Abrahall	Pitsea	david.abrahall@essex.gov.uk
John Dornan	Laindon Park & Fryerns	cllr.john.dornan@essex.gov.uk

¹ Planning portfolio and committee Members to be briefed for general awareness in respect to general project progress towards forthcoming planning considerations and not contract award implications

² Advice is that following a 'call in' this project is likely to be considered by this Committee rather than the Executive Scrutiny Committee

Anthony Hedley	Billericay & Burstead	anthony.hedley@essex.gov.uk
Sandra Hillier	Pitsea	cldr.sandra.hillier@essex.gov.uk
Donald Morris	Wickford Crouch	don.morris@essex.gov.uk
Iris Pummell	Wickford Crouch	iris.pummell@essex.gov.uk
Terri Sargent	Laindon Park & Fryerns	terri.sargent@essex.gov.uk
John Schofield	Basildon Westley Heights	john.schofield@essex.gov.uk
Kay Twitchen	Billericay & Burstead and Vice-chairman of the council	kay.twitchen@essex.gov.uk

ECC Senior Officers (excluding Officers on Officer Delivery Board)

Name	Role
Joanna Killian	Chief Executive
Margaret Lee	Director of Finance & Section 151 Officer
Peter Lewis	Assistant Director Financial Strategy
Terry Osbourne	Monitoring Officer
Anthony Doyle	Chief Procurement Officer

SBC Senior Officers (excluding Officers on Officer Delivery Board)

Name	Role
Rob Tinlin	Chief Executive & Town Clerk
Andy Lewis	Director of Enterprise, Tourism and Environment
Joe Chesterton	Head of Finance & Resources & Section 151 Officer

Proposed Routes of Engagement

In summary engagement with the internal stakeholders will be generally achieved via the following vehicles:

- Face to face briefings
- Briefing notes and newsletters
- Verbal updates via meeting forums

However in the first instance all listed stakeholders will be provided with a copy of this document, a background briefing paper to the project along with a note on the procurement process to date.

Engagement Action Plan

Decision Point: 2 nd December - Approval to Pre-Preferred Bidder FBC by Member Project Board		
Who Needs to be Consulted	How	When
Cllr David Finch	Face to face briefing	28 th November
Margaret Lee ECC Section 151 Officer	Face to face briefing	18 th November
PLT	Briefing from Cllr and Kevin Bentley	28 th

		November
Joe Chesterton SBC Section 151 Officer	Face to face briefing	30 th November

Decision Point: 2nd December - Agreement to Tender Evaluation Outcome		
Who Needs to be Consulted	How	When
Considered internal action of Officer Delivery Board to ratify outcomes of formal evaluation process completed by project evaluation team. Stakeholders to be advised of outcome.	Essex PLT/CLT presentation briefing.	5 th December
	Southend CMT to be briefed by appropriate Officer.	5 th December
	Internal briefing note to be distributed to Member Portfolio Holders and Members with Ward interest prior to formal public announcement and press release.	6 th December
	Steve Andrews Gypsy and Traveller Services Manager pre-advised a potential media release post New Year.	7 th December
Economic Development, Environment and Highways Policy and Scrutiny Committee	Informal presentation to Committee Members on delivery of the Waste Strategy and in particular selection of Preferred Bidder for the Waste PFI Contract.	13 th December
Local Members of Parliament	Briefing Session held in Westminster for all MPs with constituencies in Essex and Southend.	12 th December
Basildon Members of Parliament	Cllr Kevin Bentley one-to-one sessions with local MPs Stephen Metcalfe and mark Francois.	January

Decision Point: 19th December - Confirmation of Defra Approval to Pre-Preferred Bidder FBC		
Who Needs to be Consulted	How	When
Member Portfolio Holders	Internal briefing note	19 th December
Cllr Peter Martin	Briefing from Cllrs Derrick Louis and Kevin Bentley	w/c 19 th December
Cllr Nigel Holdcroft	Briefing from Cllr Tony Cox	w/c 19 th December
Members with Ward Interest	Face to face briefing meeting post confirmation to provide general update on the procurement	3 rd February
Joanna Killian	Briefing from Robert Overall post confirmation	w/c 19 th December
Rob Tinlin and Andy Lewis	Briefing from Dipti Patel post confirmation	w/c 19 th December

Anthony Doyle	Internal briefing note	20 th December
IAA Member Working Group	Briefing Presentation	9 th February

Decision Point: 6th March - Approval to final business case and Recommendation to Award Contract by Member Project Board

Who Needs to be Consulted	How	When
Margaret Lee ECC Section 151 Officer	Face to face weekly briefing	From 18 th January
Cllr Peter Martin	Briefing from Cllrs Derrick Louis and Kevin Bentley	From February onwards
Cllr Nigel Holdcroft & Cllr Moring	Briefing from Cllr Tony Cox	From February onwards
Joe Chesterton SBC Section 151 Officer	Face to face briefing	10 th February
Officer Delivery Board	Support to SRO recommendation for Approval	21 st February
ECC Member Briefing	Face to face general awareness briefing	21 st February

Decision Point: 20th March - Key decision for Contract Award taken by ECC Cabinet³

Who Needs to be Consulted	How	When
Margaret Lee	Weekly briefings	From 18 th January
ECC Scrutiny Committee	Informal Meeting/Presentation	13 th January
Basildon Ward Briefing	Political briefing from Cllr Kevin Bentley	27 th January
Basildon Ward Briefing	Officer Presentation	3 rd February
Cllr Peter Martin	Briefing from Cllrs Derrick Louis and Kevin Bentley	February onwards
Joanna Killian	Briefing from Robert Overall	February onwards
Rob Tinlin and Andy Lewis	Briefing from Dipti Patel	February onwards
IAA Member Working Group	Officer Presentation	9 th February
ECC Member Briefing	Officer Presentation	21 st February
IAA Initial Review Meeting	Formal meeting	22 nd February
ECC Planning Portfolio and Committee Members	General awareness briefing from Preferred Bidder	29 th February
Cllr David Finch	Face to face briefing	1 st March, 8 th March

³ Post Financial main Communication Strategy process commences, refer to Communication Plan for the Waste Strategy Programme for further details.

PLT	Presentation briefing	5 th March
Member Project Board	Member Board Sign off	6 th March
Southend Borough Council	Cabinet	13 th March
	Scrutiny Committee	15 th March
	Full Council approval	15 th March

General Awareness Briefings

- ESH Directorate Leadership Team: To be provided briefing update by Peter Kelsbie at key stages leading to Financial Close.
- ECC Corporate Leadership Team: To be provided briefing update by Robert Overall as Standing Item leading up to Financial Close.
- SBC Corporate Management Team: To be provided briefing update by Andy Lewis as Standing Item leading to Financial Close.
- Liberal Democrat Party: One off briefing to be provided by Phil Butler at around time of announcement of Defra approval to pre-preferred Bidder FBC.
- IAA Working Group: Regular updates provided as standing agenda item to both Officer and Member working groups by Phil Butler.

Annex 1
Key Stage Programme to Financial Close

	17-Oct-11	24-Oct-11	31-Oct-11	07-Nov-11	14-Nov-11	21-Nov-11	28-Nov-11	05-Dec-11	12-Dec-11	19-Dec-11	26-Dec-11	02-Jan-12	09-Jan-12	16-Jan-12	23-Jan-12	30-Jan-12	06-Feb-12	13-Feb-12	20-Feb-12	27-Feb-12	05-Mar-12	12-Mar-12	19-Mar-12	26-Mar-12	02-Apr-12	09-Apr-12	16-Apr-12	23-Apr-12	30-Apr-12
1. Evaluation																													
Final tenders rec'd																													
Tender evaluation																													
Board approval of Preferred Bidder (PB)																													
Preferred Bidder announced																													
2. Final Business Case (FBC)																													
Pre-PB FBC produced																													
FBC consultation with WIDP																													
Board approval of Pre-PB FBC																													
WIDP approval of Pre-PB FBC																													
Key Decision placed on Forward Plan																													
FBC produced																													
Consultation with ECC/SBC s.151 Officers etc.																													
Board approval of FBC																													
WIDP approval of FBC																													
SBC approval of FBC and Key Decision*																													
ECC Cabinet approval of FBC and Key Decision**																													
3. Joint Working Agreement (indicative schedule)																													
Revised draft JWA																													
Review by SBC officers																													
Review meeting																													
Final draft JWA																													
SBC approval of JWA																													
4. Inter-Authority Agreements																													
Prepare and distribute Initial Review report																													
Initial Review meeting																													
Revised and conformed IAAs produced																													
5. Financial Close																													
Clarification of commitments & Due Diligence																													
Alcatel																													
Financial Close																													
* Local elections in Southend on 3 May 2012																													
** Requires special meeting of ECC cabinet																													

■ Officer activities
 ■ WIDP/Treasury
 ■ Member Governance
 ■ District interface