

**Project Documentation**

**PROJECT INITIATION DOCUMENT  
(PID)**

**Implementation of Weekly Food Waste Collections for  
Households**

<b>Release:</b>	Version 3
<b>Date:</b>	16/01/2024
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**Document History**

Revision Date	Version	Summary of Changes	Reviewer(s)
08/01/2024	1.2	Updates to project outcomes, environmental impacts, implications, and risk log.	Kevin Carter
10/01/2024	1.3	PID updated to reflect Defra capital funding announcement on 09 January 2024.	Amie Huggett
11/01/2024	2	Track changes from Corporate Improvement Team reviewed and copy submitted to SRO.	Amie Huggett
15/01/2024	2	Track changes and comments made relating to project delivery costs, project planning and risk log.	John Ward
16/01/2024	3	SRO comments incorporated.	Amie Huggett

**Consideration by the Corporate Improvement Team**

Date	Reviewing Officer	Comments for Consideration
10/01/2024	Andy Buckley	Minor amendments suggested and incorporated into final version.

**Approvals**

This document requires the following approvals:

Name of person, group or committee
Kevin Carter - CCS Divisional Manager
John Ward - Director Corporate Services
Cllr Mark Chilton - Cabinet Member for Finance, Corporate Services & CCS
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**Distribution**

A final copy of the approved document will be distributed to:

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## Glossary of Terms

**Anaerobic digestion (AD)** - the process by which organic matter such as animal or food waste is broken down to produce biogas and bio-fertiliser. This process happens in the absence of oxygen in a sealed, oxygen free tank.

**In Vessel Composting (IVC)** - composting that takes place in an enclosed environment, with accurate temperature control and monitoring. IVC is used to treat food and garden waste mixtures.

**Mechanical Biological Treatment (MBT)** – currently West Sussex County Council process residual waste via the MBT facility at Brookhurst Wood near Warnham. The incoming waste is separated into two main streams. An organic fraction is biologically treated through AD on site. The remainder which is known as refuse derived fuel is sent for energy recovery.

**Open Windrow Composting** - used for processing garden waste, such as grass cuttings, pruning and leaves in either an open-air environment or within large, covered areas where the material breaks down in the presence of oxygen. Cannot be used to process organic matters (e.g., food waste) as these must be processed via IVC or AD due to Animal By-Products Regulations.

**Recycling rate** - calculated as the proportional value (%) of council collected municipal waste recycled from the total municipal waste collected, including recycling and garden waste, that is generated.

**Nearest neighbour** - a CIPFA category from an analytical database that shows similar local authorities to Chichester in terms of deprivation, age profile, rurality, household size and ethnic profile.

**Residual waste** - materials that are not recycled / recyclable.

**Waste Collection Authority (WCA)** – normally a district, metropolitan or city council; or unitary, who has a duty to collect household waste under section 45 of the Environmental Protection Act 1990. In West Sussex the WCAs comprise of Adur and Worthing, Arun, Chichester, Crawley, Mid Sussex, and Horsham.

**Waste Disposal Authority (WDA)** - responsible under section 51 of the Environmental Protection Act 1990 for the disposal of controlled waste collected by the WCAs. West Sussex County Council is the WDA in West Sussex.

**Waste hierarchy** - a legislative requirement that ranks waste management methods in order from the most to least favourable in terms of environmental impact. The methods include prevention, repair and reuse, recycling, energy recovery, treatment, and finally disposal in that order.

**West Sussex Waste Partnership (WSWP)** - comprises of all seven District and Borough councils, West Sussex County Council and its Recycling and Waste contractor Biffa.

## **1. PURPOSE OF DOCUMENT**

This Project Initiation Document (PID) defines the Implementation of Weekly Food Waste Collections for Households project. It builds upon the Initial Project Proposal document and sets out the aims of the project, why the project should go ahead, who is involved and their responsibilities. This PID will provide the baseline for the project's management and for an assessment of its overall success.

## **2. PROJECT DESCRIPTION**

To introduce a weekly food waste collection service in Chichester District as mandated by Government. Service coverage to include all households in Chichester District including communal properties.

The project will include the following workstreams:

- Vehicle and container procurement, including ancillary equipment.
- Responding to Chichester Contract Services (CCS) depot site constraints to accommodate the new service (for example increased staffing, vehicles, and container storage).
- Waste transfer, disposal and processing points.
- Design of efficient collection rounds.
- Staff recruitment.
- Service mobilisation and rollout plan.
- Communications Strategy.
- Monitoring and evaluation.

## **3. BACKGROUND**

### **Legislative Requirements**

The Environment Act 2021 set into legislation various requirements for local councils and specifically mandated for all waste collection authorities (WCAs) in England to provide a weekly collection of food waste from households.

On 21 October 2023, Government announced 'Simpler Recycling' waste reforms which stated the new requirement must be provided by 31 March 2026. The statement also included information on how local councils would be funded to deliver the new, additional burden. Funding is intended to cover all reasonable costs associated with:

- capital expenditure for vehicles and containers. On 09 January 2024, Defra confirmed the funding allocation amounts which will be paid to councils in the 2023/24 financial year via Section 31 grants.
- resource transitional costs (such as vehicle routing, communications, and project management) to be paid from the 2024/25 financial year; and
- support for ongoing service delivery costs to be provided from 01 April 2026.

Delivery of the project will ensure compliance with Government legislation. The consequence of not delivering the project by 31 March 2026 is currently unknown. It is likely that Government will accept councils who have commenced implementation prior to March 2026 and can evidence a robust direction of travel.

### **Recycling Performance**

The project will support the council's Corporate Plan environmental outcomes relating to recycling rate targets and waste minimisation.

The Resources and Waste Strategy<sup>1</sup> published in December 2018, states that all authorities need to achieve a 55% recycling rate by 2025 and a much more challenging target of 65% by 2035. In recent years, recycling rates across England have plateaued and in Chichester District, the rate has remained at around 45% for the last three years<sup>2</sup>. By providing a separate collection for food, household recycling rates are expected to increase by up to 10% (see section 4.3 below).

In addition, UK households produce around 7 million tonnes of food waste each year, of which 5 million tonnes is categorised as still edible and 2 million tonnes being inedible. Locally, waste composition analyses commissioned in 2018 and 2021 by the West Sussex Waste Partnership (WSWP), consistently identified food waste as the largest category of waste remaining in the residual waste streams. In Chichester District, the analyses demonstrated that over 37% (equivalent of 2.20 kg/per household/per week) of the average residual waste bin was food waste. This demonstrates that, with no separate food waste collection provided, food waste (both avoidable and unavoidable) is typically put into the residual waste stream and limits the council's corporate objective to reduce the amount of household waste.

## **4. PROJECT OBJECTIVES AND SUCCESS CRITERIA**

### **4.1. Outputs**

- Procurement of diesel collection vehicles and ancillary equipment.
- Procurement and distribution of food waste kitchen caddies and kerbside containers.
- Procurement of communal bin store housing and bins (subject to requirement review).
- Procurement of kitchen caddy liners (subject to requirement review. The Department for Environment, Food and Rural Affairs (DEFRA) is evidence gathering around the use of caddy liners and the best environmental outcomes in relation to their use).
- Collection round configuration.
- Revised Chichester District Council Waste and Recycling Policy.
- Updated online service access and back-office system processes.

### **4.2. Outcomes**

- The Customer / Community:  
Residents will have access to an enhanced recycling service which supports the principles of the waste hierarchy. Whilst to date a relatively small number of residents have questioned why CDC do not have a separate food waste service, residents are becoming more climate aware and want to recycle more. Following a recycling survey conducted by West Sussex County Council (WSCC) in June 2023, Chichester District survey respondents stated they were most interested in hearing more about what can and can't be recycled (58.38%), and food waste recycling (43.48%). The latter shows the increased interest in separate food waste collections at kerbside.

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<sup>1</sup> Our Waste, Our Resources: A Strategy for England. Defra, 18 December 2018 - [www.gov.uk/government/publications/resources-and-waste-strategy-for-england](http://www.gov.uk/government/publications/resources-and-waste-strategy-for-england)

<sup>2</sup> Percentage of Household Waste Sent for Recycling, Reuse or Composting (NI192) for Chichester District Council - 44.93% (2019/20), 44.50% (2020/21), 45.70% (2022/23).

- People (CDC staff):

Due to the scale of service change, the following resource expectations are anticipated and have been fed into the project's financial assumptions.

  - Dedicated project management.
  - Temporary staffing resource of approximately 4.5 FTE to support the mobilisation phase. This includes Recycling Engagement Officers and Customer Services Assistants.
  - Ongoing service delivery will require permanent staffing growth of approximately 17 FTEs. This includes:
    - HGV drivers and loaders, plus contribution to the operational staffing pool to cover leave and sickness absence,
    - supervisory line management,
    - vehicle workshop resource owing to increased operating fleet,
    - recycling engagement officers,
    - communication resource to deliver ongoing Communications Strategy.
  - Project delivery cuts across multiple service teams. Although the scale of input will vary, resource demands will impact:
    - Legal Services and Procurement,
    - Financial Services,
    - HR,
    - Customer Services,
    - Public Relations,
    - Corporate Improvement,
    - Corporate Health and Safety,
    - Environmental Strategy,
    - Estates,
    - ICT and Webteam.
- Service Performance:

Delivery of the project will ensure the council complies with Government legislation, however, without a clearly defined project resource, service levels for existing, statutory recycling and waste services could be negatively impacted.

The quality of the food waste service provision and associated communications will have a direct impact on how likely householders are to participate in the collection service. Negative experiences may also provide households with the justification to stop using the service. This is a project risk and outlined under section 14.

- Financial:

Major capital and ongoing revenue expenditure will be required to deliver the statutory service. Despite new burdens funding, the estimated capital costs exceed the funding amount published on 09 January 2024, and it is anticipated that the remaining funding contributions will fall significantly short of the actual costs.

The financial impact across the total local authority waste management system should also be noted. Although CDC is responsible only for collection costs, disposal costs fall to WSCC. Any changes that reduce the amount of

residual waste being generated are likely to reduce costs for WSCC as a result of avoided disposal costs.

- Environment:
  - Waste diversion and increased recycling performance leading to waste minimisation.
  - In isolation, the new service provision will have an increased carbon impact. An end-to-end analysis which includes disposal may mitigate against this.
  - The legislation requires that separately collected food waste must be recycled or composted. The Government's preferred method for treating food waste is by anaerobic digestion (AD). AD is considered better for the environment as it can produce renewable energy in addition to recycling nutrients in the digestate. Whilst food waste is currently treated through AD at the MBT facility, the new duty requires WSCC to provide the means to process it separately.

#### **4.3. Outcome Measures – based on a full year operational service.**

- Increase the council's recycling rate by approximately 10% - from 45.7% (2022/23 full year baseline) to 55%.
- Reduction in residual waste by approximately 18% - from 25,200 tonnes (2022/23 full year baseline) to 20,400 tonnes.
- Weekly food waste yield of 1.55 kg per household and 0.5 kg per communal property.

#### **4.4. Dis-benefits**

##### **Financial**

An important factor of introducing separate food waste collections, which is now well recognised, is that both participation levels and quantities of waste collected drop off over time. As an indication, WRAP (the Waste and Resources Action Plan) have indicated a 20% decrease in food waste tonnages after year 5 when compared to year 1 yields, mostly due to the visibility of food wastage resulting in behavioural change. Long term, it is therefore likely that CDC, as the WCA, will be left with collection infrastructure and associated running costs. Ongoing service monitoring and evaluation will be essential to ensure the service operates as efficiently as possible.

##### **Environmental**

Since CDC is not responsible for waste disposal, its emissions footprint will increase owing to the expansion of the council's diesel vehicle fleet. An estimated 303 tonnes of CO<sub>2</sub> per annum is anticipated as a result<sup>3</sup>.

#### **4.5. Out of Scope**

The 'Simpler Recycling' waste reforms include additional requirements whereby:

- Food producing businesses will be required to have a food waste collection by March 2025. This excludes micro-firms with fewer than 10 full time equivalent employees, who have until 31 March 2027.
- All businesses will be required to have a recycling collection by March 2025.

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<sup>3</sup> Based on emissions and energy use baseline data contained within the Energy Saving Trust Fleet Report for Chichester District Council completed 24 February 2021.

- Local authorities will be required to provide a garden waste collection service where it is requested.
- Local authorities will be required to collect plastic film by 31 March 2027.

Although linked, these requirements will be managed outside of this project.

## 5. PROJECT IMPLICATIONS

- Crime and Disorder – no crime and disorder implications are identified as a result of this project.
- The Environment – separately collected food waste, and processing via AD, moves this waste stream up the waste hierarchy. As a WCA, CDC's carbon emissions will increase owing to an expanded diesel vehicle fleet. Environmental benefits will be achieved via the WDA due to residual waste reduction and AD processing.
- Human Rights and Equalities - the project will enhance the delivery of recycling services district wide and has no foreseen equality impact implications. However, an equalities impact assessment will be undertaken.
- Safeguarding and Early Help - no safeguarding and early help implications are identified as a result of this project.
- Health and Wellbeing – with weekly food waste collections there are no direct public health implications as a result of this project.

## 6. PROJECT CONSTRAINTS

### Depot site constraints

At present, CCS's depot is of insufficient size to accommodate the anticipated growth expected to meet the legislative requirements. A separate project is running in conjunction which will review accommodation options and identify a viable solution. The outcome of this work is a key project dependency and contingency measures will be built into the project plan to mitigate against any unforeseen delay.

### Market constraints

According to WRAP, weekly food waste collections will need to be expanded across England to approximately 24 million households<sup>4</sup> in order to meet the requirements of the Environment Act. The demand for new vehicles, containers and liners is therefore expected to exceed the available supply and extend lead times. Intervention actions which have been fed into the project approach include:

- using established procurement frameworks rather than tendering separately,
- adopt WRAPs standard specification documents where appropriate,
- review joint procurement opportunities,
- apply longer lead times within the project plan,
- build in sufficient contingency to allow for unforeseen delay,
- adopt an agile project approach to ensure orders can be placed as early as possible.

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<sup>4</sup> [Weekly food waste implementation – supplementary procurement guidance | WRAP](#)



### **Regulatory constraints**

The 'Simpler Recycling' waste reforms confirmed the Government's preferred approach for residual waste collections to be collected at least fortnightly. This point formed part of a wider Government consultation undertaken in November 2023 (the response to which is still awaited). Whilst separately collected food waste will result in a reduction of residual waste, outside of waste minimisation communication campaigns, further levels of waste reduction can only be achieved if residual waste collections reduce further, for example to a three weekly collection cycle, and / or residual waste container capacity is restricted. Operating within this constraint will impact CDC's ability to reach the Government recycling rate target of 65% by 2035.

## **7. PROJECT ASSUMPTIONS**

Officers have been preparing for the introduction of a separate food waste collection and, in conjunction with the WSWP, the costs, impact and practicality of introducing food waste collections have been modelled. The most recent report, commissioned in June 2022 by WRAP on behalf of CDC, conducted a full costed review of separate food waste collections. This PID draws on key data and assumptions from this report and have directly informed the predicted costs and outcome measures.

The following assumptions should be noted:

#### Financial:

- That the council will incur 100% of the costs for changes to the depot site.
- Crew costs are based on a driver plus loader, which reflects the typical crewing in areas similar to Chichester,
- Vehicle costs are based on 12 tonne diesel RCVs and indicative quotes received. Asset replacement includes a 10-year depreciation period.
- Fuel costs assume December 2023 contract rate.
- Annual running costs, including labour rates and fuel, assume inflation levels as set out in the council's five-year financial model reported to November 2023 Cabinet.
- Costs include a 10% contingency threshold.
- Average container costs are based on data obtained from widely used supplier frameworks.
- With a 5% annual replacement rate for containers.
- With two onboarding vehicle weighing systems to support project evaluation and ongoing service monitoring.

#### Service delivery:

- Without changes to the existing dry mixed recycling and residual waste fortnightly collection frequency.
- Without the procurement and provision of smaller residual waste wheeled bins for each household.
- Without the procurement and provision of larger dry mixed recycling wheeled bins for each household.
- Procuring internal food waste caddies (5 litre), external food waste containers (23 litre) and caddy liners (liner requirements subject to review).
- With an annual supply of caddy liners (for costing purposes only, liner supply subject to review).

- That all separately collected food waste shall be delivered to the existing waste infrastructure in West Sussex. For CDC this is currently the transfer station at Westhampnett.

Outcome measures:

- An average food waste yield using the WRAP food waste 'ready reckoner' tool alongside nearest neighbour authority benchmarking has been used.

## 8. PROJECT COSTS

### 8.1. Project Delivery Costs

Councils are expected to receive capital funding by the end of 2023/24. Further financial settlements for transition and ongoing service costs have yet to be confirmed. The below are estimated gross costs and include the financial assumptions as outlined under section 7. Section 4.2 sets out the services to be involved in project delivery.

Cost (£)		Source	To fund
One-off capital	£1,908,720	New burdens funding of £1,243,037. Shortfall of £665,683 from council reserves.	<ul style="list-style-type: none"> <li>• Collection vehicles</li> <li>• Onboard vehicle weighing systems</li> <li>• In-cab operating system</li> <li>• Kitchen caddies</li> <li>• Kerbside containers</li> <li>• Caddy liners</li> <li>• Containers for communal properties</li> </ul>
Additional transition costs	£690,000	Reasonable new burdens funding and council reserves.	<ul style="list-style-type: none"> <li>• Container rollout</li> <li>• Temporary staffing</li> <li>• Communications</li> <li>• Route-planning</li> <li>• Digital infrastructure changes</li> </ul>
Responding to CCS depot site constraints	TBC	Council reserves.	An options appraisal of the built assets used by CCS is being prepared which will identify the costs to help inform recommendations for future accommodation requirements to ensure both operational and legislative requirements can be met.

## 8.2. On-going Costs Following Project Completion

Cost (£)		Source	To fund
Annual revenue	£1,400,000	Ongoing revenue budget to come from new burdens funding and council base budget i.e., council tax.	<ul style="list-style-type: none"> <li>• Vehicle maintenance</li> <li>• Vehicle depreciation</li> <li>• Fuel</li> <li>• System support costs</li> <li>• Permanent staffing</li> <li>• Communications</li> <li>• Container and liner stock</li> </ul>

## 8.3. Whole waste management system costs

As noted in section 4.4, there are disposal savings due to the diversion of food waste from the residual waste stream which fall to WSCC as the WDA. This does not however include the significant capital costs WSCC will incur to modify the disposal infrastructure to accept, transport and process separately collected food waste. The MBT plant in Brookhurst Wood will require significant modification, as will each transfer station to be able to accept and keep segregated the food waste collected.

## 9. OPTIONS SUMMARY

- Do nothing – not recommended. Although the consequence of not delivering the project by 31 March 2026 is currently unknown, the requirement for separate food waste collections is a statutory requirement.
- Accelerate delivery to commence service prior to 31 March 2026 – not recommended. This option is unrealistic considering the known market constraints.
- Collect food waste with garden waste – not feasible. In vessel composting (IVC) can be used to treat food and garden waste mixtures however there is no IVC infrastructure in West Sussex. All garden waste collected is processed via open window composting which cannot be used to process organic matters. The Government's preference is for food waste to be collected separately for treatment by AD.

In addition, if combined, food and garden waste collections must be provided free of charge. This approach would therefore have a negative financial impact on council revenue.

## 10. PROJECT APPROACH

The project has been broken down into six key stages:

- service design,
- procurement of vehicles and containers,
- waste transfer, disposal and processing points,
- mobilisation and rollout,
- communications,

- monitoring and evaluation.

The project will be delivered in house although certain key tasks, such as container rollout may be contracted to a third party.

### **Project Governance**

- The project will be managed and controlled using the council's project management methodology.
- A Project Board will be established to ensure that the project is effectively managed, controlled and delivered in accordance with the PID and implementation plan. Appendix 1 details the Project Board's Terms of Reference (subject to Cabinet approval) and includes key roles and responsibilities.
- Completion of the project will be subject to acceptance by the Project Board. Post project evaluation will be presented to the Cabinet.

### **External stakeholders**

Includes WSCC, the WSWP, and the Directors Waste Strategy Group.

### **Joint Working Opportunities with the WSWP**

- Information and data sharing from the food waste collection trials conducted within West Sussex will be used to inform the project.
- Communications - the WSWP has an established and experienced Communications Group who work together to provide clear and consistent communications encouraging behaviour change. For this project, a joint approach to communications will be adopted to ensure consistency of message, an integrated approach to the management of waste and efficient use of resources.
- Procurement of vehicles - each WCA will procure the required vehicles independently although the WSWP will ensure best practice, key learning and information is shared.
- Procurement of containers - the WSWP will assess the feasibility of joint procurement of containers. This will include purchasing, storage, and delivery to residents.

### **Public consultation**

- As this is a statutory service requirement, no specific project consultation will be undertaken.
- WSCC undertake periodic county wide recycling surveys with residents. The project team will look to identify future opportunities to capture resident feedback via this mechanism to inform project evaluation and monitoring.

## **11. PROJECT PLAN**

It is anticipated that the service will take 2 years to implement from point of approval. This reflects the current market constraints as outlined in section 6.

Due to the scale of service change, it is anticipated that the new service will be delivered as part of a phased rollout programme.

A comprehensive timeline is being developed for sign off by the Project Board which will detail key milestones, deliverables and dependencies. A summary of key tasks is shown below.

Task No.	Task / milestone	Completion Date	Responsible Owner	Dependency
<b>Project start up</b>				
1.1	Cabinet approve IPPD	January 2024		
1.2	Cabinet approve PID	February 2024		
1.3	Council approve PID and release of funding	March 2024		
1.4	Establish Project Board	March 2024		
1.5	Establish Project Teams	April 2024		
<b>Service design</b>				
2.1	Agree timetable for scheme implementation	6 - 9 months		
2.2	Agree key assumptions and parameters			
2.3	Review vehicle options and determine vehicle type			
2.4	Design collection rounds			
2.5	Determine supporting policies			
2.6	Review digital infrastructure change requirements and back-office system procedures			
<b>Procurement of vehicles and containers</b>				
3.1	Soft market testing	18 months		
3.2	Confirm procurement approach			
3.3	Write specifications			
3.4	Agree food waste caddy liner supply policy			
3.5	Agree storage of containers			
3.6	Agree responsibility for distribution of containers			
3.7	Undertake procurement			
3.8	Place orders			
3.9	Lead times			
3.10	Receive vehicles			
3.11	Receive containers			
<b>Waste transfer, disposal and processing points</b>				
4.1	Agree waste acceptance protocols with WSCC			
4.2	Carry out and complete H&S risk assessments for all aspects of waste transfer			
<b>Depot site constraints</b>				
5.1	Cabinet approve Initial Project Proposal	December 2023		
5.2	Accommodation survey and feasibility report complete	TBC		
5.3	PID development and approval	TBC		
5.4	Deliver solution	TBC		
<b>Mobilisation and roll out</b>				
6.1	Identify roles and management structure	6 - 8 months		
6.2	Staff recruitment – permanent staff			
6.3	Staff recruitment - temporary staff e.g. Customer Services and			

	Recycling Engagement Officers			
6.4	Carry out and complete H&S risk assessments for all aspects of the service			
6.5	Staff training			
6.6	Add vehicles to Operators licence			
6.7	Arrange vehicle insurance, tax and maintenance schedule			
6.8	Agree contingency arrangements in event of breakdown.			
6.9	Agree container distribution schedule.			
6.10	Appoint container distribution team			
6.11	Deliver digital infrastructure change requirements			
6.12	Phase 1 start			
6.13	Phase 2 start			
6.14	Phase 3 start			
6.15	Phase 4 start			
<b>Communications</b>				
7.1	Develop service change Communication Strategy	June 2025		
7.2	Implementation of Strategy	December 2025		
7.3	Pre-launch communication	6 weeks before launch		
7.4	Service commencement	4 weeks before launch		
7.5	Roll Out Information Pack. To be delivered at same time new bins	1 week before launch		
7.6	Reminder communications	4 - 6 weeks post launch		
7.7	'Business as usual' communications	TBC as part of post roll-out review		
<b>Monitoring and evaluation</b>				
8.1	Agree recording of feedback and complaints			
8.2	Ensure arrangements for collection of data			
8.3	Agree tonnage data returns			
8.4	Post roll-out review			
8.5	Post project evaluation			
8.6	Post project evaluation to Cabinet			

### **Communication Strategy**

Residents in Chichester District have not experienced wide-scale service change for waste collection services in over 21 years<sup>5</sup>. How householders view the new service (pre and post launch) will have a major impact on participation. A Communications Strategy will be designed in collaboration with the WSWP and using best practice guidance from WRAP, alongside insights from the food waste trials undertaken in West Sussex. The Strategy and will be broken down into four core phases:

- Pre-launch
- Launch of service
- Post launch
- Business as usual

The overarching communication aim will be to directly motivate, educate and enable householders to understand and accept the new service, and change their behaviour, so that they utilise the new service efficiently and consistently, to deliver waste reduction and recycling improvement targets. It will consider the barriers to participation (actual and perceived) and the effectiveness of measures to reduce the number of people not using the service. Mechanisms for capturing resident feedback will be considered within the Strategy.

### **12. PROJECT TEAM**

The project team structure, including key roles, is outlined under Appendix 2.

The Project Manager will be a key role to lead on service design, identify delivery constraints, unblock and resolve issues and liaise across the different departments and organisations.

Whilst a core project team will be established to manage the project outputs and outcomes, supporting subgroups will be formed to deliver the individual project workstreams.

### **13. COMMUNICATION**

An internal communications plan, to be approved by the Project Board, will be prepared with the key aim of keeping members and key stakeholders fully briefed on the project as well as to maintain cohesive working and project buy-in.

The Project Board will consider project status and highlight reporting, budget position, risks and issues, requests for change, key decisions, and lessons learnt.

### **4. RISK LOG**

A detailed risk log will be developed and reviewed by the Project Board. Additional risks will be recorded as and when they are identified. The table below outlines the critical key risks at this stage.

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<sup>5</sup> CDC implemented alternate residual and co-mingled recycling collections and wheeled bins in 2002.

Risk No	Risk Description	Impact Minor Moderate Substantial Major	Likelihood Unlikely Possible Probable Almost Certain	Planned Actions to Reduce Risk	Responsible Officer
1.	Project costs overrun resulting in additional costs of more than £500k.	Major	Possible	<ul style="list-style-type: none"> <li>• Detailed costings undertaken and reported to Project Board.</li> <li>• Contingency included within project budget.</li> <li>• Additional budget requirements to be reported to Cabinet and Council.</li> <li>• Financial representation on Core Project Team.</li> <li>• Regular project monitoring and forecasting completed by PM.</li> </ul>	Project Manager
2.	Project delay – phased rollout not delivered in time impacting statutory obligations and reputation.	Substantial	Possible	<ul style="list-style-type: none"> <li>• Seek early Cabinet and Council approval to proceed.</li> <li>• Project Board established and regular meetings.</li> <li>• Use established procurement frameworks.</li> <li>• Assume longer procurement lead times and build in project contingency.</li> <li>• Stakeholder engagement.</li> </ul>	Project Manager
3.	Poor service quality limits take-up and participation rates, impacting achievement of project outcomes, reputation and service delivery.	Substantial	Possible	<ul style="list-style-type: none"> <li>• Effective communication strategy.</li> <li>• Provision of proper containment to enable the householder to participate.</li> <li>• Staff training programme, scenario planning, clearly defined working policies and procedures.</li> <li>• Dedicated project resource.</li> <li>• Achievable collection routes.</li> </ul>	Core Project Team



## Implementation of Weekly Food Waste Collections for Households

### Project Board Terms of Reference

#### BACKGROUND

On 21 October 2023, Government announced 'Simpler Recycling' waste reforms which included the requirement for all local authorities in England to provide a weekly food waste collection to all households by 31 March 2026.

It is recognised that delivering weekly food waste collections is a major service change impacting all residents and can typically take 24 months to deliver. In addition, as approximately half of waste collection authorities in England (approximately 160 do not collect food waste) respond to the waste reforms and compete for already scarce assets and resources (e.g., vehicles, containers, and drivers) the feasibility and financial implications of introducing a new service by March 2026 is a major project risk. An agile delivery approach is therefore required to mitigate against this risk and a Project Board established to provide strategic direction of the project.

#### ROLE OF THE PROJECT BOARD

The Project Board will be responsible for ensuring the successful delivery of the overall project. Key activities include:

- Ensure that the project is effectively managed, controlled and delivered in accordance with the project initiation document and implementation plan.
- Manage budget allocation and make key decisions via delegated authority from the Cabinet and Council.
- Re-evaluate the project budget following confirmation of New Burdens Funding and seek budget adjustment if required.
- Provide strategic direction through each project stage and react to situations by exception. This includes responding to any change requests that may be required following Government consultation responses and publication of statutory guidance.
- Ensure project procurement is undertaken in the most effective, timely and compliant manner.
- Facilitate cross service working and committing resources required to successfully complete the project.
- Ensure timely and effective communication within the project and with project stakeholders.
- Receive feedback from the relevant officers undertaking the project assurance role and ensure recommendations are acted upon.
- Manage and mitigate project risks to ensure project objectives are met.
- Confirming achievement of outcomes and project close.
- Undertake and report to Cabinet post project review and lessons learned.

#### OUT OF SCOPE

The Project Board has been established for the introduction of food waste collections for households only. The Simpler Recycling waste reforms provide additional requirements which include:

## Chichester District Council

- Food producing businesses to have a food waste collection by March 2025.
- All business to have a recycling collection by March 2025.
- Local authorities will be required to provide a garden waste collection service where it is requested.
- Local authorities will be required to collect plastic film by 31 March 2027.

These requirements will be managed outside of the Project Board, primarily reporting to the Business Improvement Programme Board.

### **MEMBERSHIP**

The core membership of the Project Board is:

- John Ward, Director Corporate Services and Senior Responsible Owner (SRO).
- Diane Shepherd, Chief Executive (attendance optional).
- Cllr Mark Chilton, Cabinet Member for Finance, Corporate Services and Chichester Contract Services and Senior User (SR).
- Kevin Carter, CCS Divisional Manager and Senior Supplier.
- Amie Huggett, CCS Business Manager and Project Manager.
- Corporate Improvement Team representation providing Project Assurance role.
- Secretarial support

Senior Suppliers associated with each project workstream to attend Project Board as requested by the SRO.

### **MEETINGS**

- Project Board meetings will be organised by the Project Manager and will be held bi-monthly with additional meetings held as required.
- The Senior Responsible Owner shall chair all meetings.
- Agendas will include (as required) project status and highlight reporting, budget position, risks and issues, requests for change, key decisions, lessons learnt.

### **GOVERNANCE**

- The Project Board will make key decisions via delegated authority from the Cabinet, and by exception to Cabinet / Council if required (e.g. budget alterations).
- The Project Board will make recommendations to Cabinet at key stages of the Project as outlined in the implementation plan.
- Achievement of expected outcomes.
- Project updates will be report to all members via the Members' Bulletin or specific briefings as directed by the SRO and SU.
- SRO and SU to provide monthly updates to Cabinet via Cabinet briefings.

**Project Structure**

