

## Appendix 1: Environmental Operations Change Programme Overview

### 1. Programme Activities

An Environmental Operations Change Programme Manager has been appointed in addition to Project Managers for each of the main strands together with Senior Responsible Owners. This should help manage interdependencies of activities and risks at both a project and programme level. Information and mitigation activities arising from this will also be fed into the Corporate Risk Register as appropriate.

Resource plans are now in place to support Programme delivery and detailed papers were submitted for endorsement by TEG and EMB in September 2013 as per the recommendation of the June cabinet report. Significant feasibility, project planning and risk analysis work has also taken place for each of the 5 main project strands.

### 2. Programme Financial Implications

2.1 Targeted **efficiency** savings of £2.5M at programme level by 2015/16 are on track. Detailed plans are in place for savings to be delivered in 2014/15 however further work is planned for those savings which are to be delivered in 2015/16. It is anticipated that the four main project strands will each contribute significantly to the overall savings target.

2.2 The table below gives an overview of the funding required to deliver the programme which amounts to approximately £12.4M over a three year period.

The Table Represents Revenue and Capital Requirements.	1	2	3	
Programme Funding Overview	2013-14	2014-15	2015-16	Total
	£	£	£	£
<b>Approved Revenue COI Funding</b>	<b>340,000</b>	<b>200,000</b>	<b>-</b>	<b>540,000</b>
<b>Forecast Spend against original funding which includes Procurement Project</b>	<b>149,500</b>	<b>425,000</b>	<b>250,000</b>	<b>824,500</b>
<b>Further COI required:</b>				
Waste & Fleet WOC	332,700	-	-	<b>332,700</b>
Waste Strategy	44,500	-	-	<b>44,500</b>
Depot Infrastructure	-	-	-	-
Programme Level	40,370	60,000	60,000	<b>160,370</b>
<b>Total Revenue COI required (including</b>	<b>567,070</b>	<b>485,000</b>		<b>1,362,070</b>

existing budget):			310,000	
<b>Variance to Approved Revenue Budget (Bid)</b>	<b>227,070</b>	<b>285,000</b>	<b>310,000</b>	<b>822,070</b>
<b>Capital Spend (currently unfunded) Bid</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>Total</b>
<b>Depot Infrastructure: North Depot &amp; WTS</b>	<b>50,000</b>	<b>3,500,000</b>	<b>3,450,000</b>	<b>7,000,000</b>
<b>Depot Infrastructure: South Depot &amp; WTS</b>	<b>1,000,000</b>	<b>1,400,000</b>	<b>0</b>	<b>2,400,000</b>
<b>Supplementary Capital Estimate for the replacement of 20 vehicles 2014/15</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>Total</b>
<b>Efficiency Project: Fleet</b>		<b>3,000,000</b>	<b>0</b>	<b>3,000,000</b>
<b>Total Capital Required</b>	<b>2,450,000</b>	<b>6,500,000</b>	<b>3,450,000</b>	<b>12,400,000</b>

### 3. Programme Legal Implications

There are significant legal risks across the project in relation to the Wholly Owned Company model, the Procurement Strategy and the Depot Infrastructure Project in particular. These risks are being carefully managed with significant input from the Corporate Enabler team, particularly Legal Services. Currently although the risks remain high, these are considered manageable. The main legal implications remain unchanged from the June 2013 cabinet paper including the part 2 paper.

### 4. Programme Risks

Given the sheer scale of change that is proposed in the Environmental Operations Change Programme, the transformation team will need to balance business continuity needs with project demands. Business Continuity, Capacity, Ambitious Timescales, Long Term Viability, Reputation Management, Legal Challenge, Inability to deliver required cost savings are all risks to be managed at project and programme level. Careful consideration will be made at Programme Board level of interdependencies between risks and projects at a project, programme and corporate level and risks will then be deal with accordingly.