

APPENDIX 1

Outline Specification for a Strategic Review of NI Council Waste Management Arrangements

Objective

The Objective of this Review is to provide the Council Waste Forum with recommendations for SoLACE NI regarding improving collaboration of the current waste related services' management arrangements between the eleven Councils in Northern Ireland and how these could be structured to enable enhanced service delivery and efficiencies in the future.

An important aspect of the Review will be to make proposals in relation to both the operational management arrangements across the eleven Councils, and the preferred Governance framework which could support these. In addition, the range of services that could fall within the scope of such arrangements. The following non-exclusive list provides an indication of what could be included within the scope of mutual collaboration between the Councils;

- Health and Safety
- Waste management planning
- Procurement facilitation
- Contract management services
- Awareness & Communications
- Representation/Consultation Responses
- Providing policy advice
- Operating waste facilities

As a consequence, and in line with the formal/informal structures that currently exist across the eleven Councils, a NI Council Waste Forum has been established with senior officer representatives from each Council to contribute to the review. There is consensus within the Waste Forum that increased collaboration is essential to deliver "joined up" waste management services across the Councils. The Forum has been considering the most appropriate mechanism to carry out such a review with the recommendation being that this is best performed objectively by a third party.

The Specification therefore represented the enabling document for a fee proposal to deliver the review from the Strategic Investment Board.

Input

The Key Inputs are embodied in the people currently involved in the management of waste related services for the eleven Councils, the current Waste Management Groups, the Council Chief Executives, through SoLACE NI, NILGA and the NIEA/DAERA as the regulator.

Processes

1. Following the project initiation meeting and desktop review of available literature, the following information should be included in the fee proposal:
2. A desktop review of the current governance arrangements across Councils and examples of successful alternative operational structures and governance arrangements.
3. An initial Workshop with the key Council Officers (Council Waste Forum) to develop SWOT and PESTEL analysis to inform both the current position and consider the benefits and areas for improvement of the existing arrangements from the Councils which will inform any preferred option.

4. Individual structured and confidential Interviews with the key stakeholders to ascertain their views both at a personal and organisational level.
5. Develop a range of Options with a preferred option based on the application of an objective scoring methodology across a range of selection criteria.
6. A further Workshop with the Council Waste Forum to consider the options and agree the list and weightings of the option selection criteria.
7. Present the Draft Report to the Council Waste Forum and allow time for any final revisions in relation to the Final Report.

Output

1. The principle output will be a report identifying the most appropriate inter-Council working arrangements to deliver enhanced collaboration between the Councils. The options appraisal, including consideration of the status quo, should achieve the stated Objective as set out in 1.1 above.
2. The report should also include proposals in relation to the scope of the services that could be included in any preferred option management arrangements.
3. Furthermore, based on the preferred option, the report should recommend appropriate Governance models to enable delivery of increased/enhanced collaboration between Councils.

Members should be further aware that Councils will be required to revise and review their Waste Management Plans in 2020. As noted above there are currently three Waste Management Plans covering the 11 NI District Councils. There are clearly benefits both in terms of procuring the necessary consultancy support and developing common approaches to achieving the future recycling and landfill diversion targets in producing a Joint Waste Management Plan between the 11 Councils. The Plan would contain both Common Sections and be tailored to the pre-requisites of individual Councils. The process of preparing the Joint Plan would in itself represent a high level of Council collaboration.

In addition, there are ongoing opportunities involving groups of Councils on a project by project basis for further collaboration even in the short term. For example; in terms of education and awareness there exists an ideal opportunity to increase and improve the consistency and impact of the 'message' with the public.