

APPENDIX 2

UPDATED BUSINESS CASE – MARCH 2022

This Business Case provides justification for undertaking a project. The completed form will be reviewed by the Strategic Investment Group who will make a recommendation to Council whether the bid should be approved and included within the Capital Plan. All sections should be completed and evidence of costs will need to be supplied.

For details of Strategic Investment Group meetings and deadlines for the submission of this form, please contact Richard Humphreys, Capital & Technical Finance Team on ext 6144.

Project Name:	Remodelling Waste Service Operations via single central Depot
Project Reference:	PR004703
Project Manager:	Peter Clayton

Head of Service/Project Sponsor	Tony Ward	Lead member:	Cllr Brian Jones
Service:	HES	LM Portfolio:	Environment
Form completed by:	Tara Dumas	Date:	
Service Accountant:	Martyn Dodd	Date:	

PROJECT TYPE

Please categorise your project type. Mark **one** box only.

SMALL		MEDIUM		LARGE	X
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EXECUTIVE SUMMARY

Highlights the key points in the Business Case to include:-

- what the project will achieve / important benefits
- estimated costs
- how the project will be funded

This is an update to those sections of the original Business Case where there has been change to report. The essence of the Business Case has not altered in the sense that changing the household waste collection model will result in:

- **increased recycling levels;**
- **improved quality of recycling material collected;**
- **reduced carbon emissions;**
- **the waste service costing significantly less than it will if we maintain the existing collection model.**

The project will remodel the way the County collects household waste, moving to the recommended Welsh Government Blueprint based on Kerbside Sort (KSS) Weekly Recycling Collection alongside further restrictions to residual capacity supported by a number of ancillary services such as opt in weekly Absorbent Hygiene Products (AHP) collections, fortnightly textiles & small waste electrical and electronic items (WEEE) alongside continuation of existing food waste and garden waste services.

Moving to the WG blueprint will assist with increasing recycling performance from current levels of c. 64% in order to help meet the 2024/25 Welsh Government (WG) target of 70% and will also generate better quality dry recycle material streams that can be marketed to generate an income and will also allow the Service to avoid the cost of sending comingled material to Shotton for processing, the cost of which has escalated significantly in recent years and is likely to increase in cost moving forwards.

The waste service has seen a significant increase in baseline costs in recent years, predominantly due to the following factors:

- An increase in the treatment costs for the blue bin recycling (of over £100/tonne since 2017)
- An increase in treatment and haulage costs for residual waste
- An increase in the amount of waste and recycling we collect as a result of changes to behaviours since Covid (such as people being at home more) that is not likely to subside. Increased tonnage treatment costs have predominantly been met by the WG Covid Hardship Fund in 20/21 and 21/22, but this fund is not expected to continue, despite Welsh Councils seeing little subsidence in tonnages collected.

The waste service (using the new service model) is projected to cost £7.04m from 2023/24. This compares to the projected cost in 2022/23 of the current service model of £7.392m. Therefore, it is projected that the waste service (using the new model) will cost £352k less in 2023/24 than it will cost in 2022/23 using the existing model. However, it is projected that the cost of running the service using the current operating model will increase again by an additional £426k by 2023/24, due to an uplift in treatment costs for dry recycling. Therefore, it is projected that the cost of the waste service by 2023/24 will cost £778k per annum more if we maintain the current model instead of adopting the new collection model.

The assumptions about the increased cost of dealing with co-mingled recycling by 23/24 could realistically be even worse than the assumptions made in this document. The figures used are reasonably considered to be a "best case scenario".

Key elements to support this change to the proposed collection model are the purchase of new KSS Waste Collection Vehicles and Containers. In addition, depot facilities need to be expanded and updated to enable for suitable bulking, sorting and bailing of separately collected recyclable waste streams. Two short listed options for the necessary depot infrastructure were originally considered:

- A. Collaboration with Conwy County Borough Council (CCBC) to extend Gofer, Abergele to take the recycle in the North with residual waste running into a private service provider in Abergele or Llanddulas. Waste and recycling from the South of the County would be managed through development of a new Depot on land in Lon Parcwr, Ruthin. This option would require the continued occupation of the Kinmel Depot site for vehicle parking, and supervision and management activities;
- B. Development of a single central Depot in Denbigh area to take all household waste and recycling across the County, and from which all waste operations would be managed.

Option B (the development of a new single central Depot) was the preferred option and considered to be the most efficient way of delivering the service. It also had the added benefit of enabling us to work collaboratively with a number of local businesses who also wished to expand their sites. The development of the new Depot on the site in Denbigh has acted as a catalyst to unlock the expansion of the Colomendy Industrial Estate.

The latest costs of the project, following a review of the main work streams in light of the latest progress and market costs, is presented below:

COSTS	March 2022
Depot	£11,215,648
Fleet	£3,600,000
Containers inc Delivery	£3,401,058
Mobilisation	£850,436
PM	£270,000
TOTAL	£19,337,142

Detail of the funding package in place is shown in the table below:

FUNDING	
WG Collaborative Change Programme (FY19/20 & FY20/21) with variation in place to enable spend up to end FY22/23	7,000,000
WG Collaborative Change Programme (FY18/19)	900,000
WG Infrastructure Funding (Waste Transfer Station) (FY20/21)	1,200,000
WG AHP funding (FY19/20)	245,093
WG Circular Economy funding (battery recycling containers) (FY19/20)	31,500
WG EV funding (depot) (FY21/22)	167,625
WG Additional Funding towards cost pressures (£1.488M FY22/23 & £0.100M FY23/24)	1,588,000
WG TOTAL	11,132,218
DCC Waste Service Reserves	1,000,000
DCC Additional depot capital (to accommodate highway waste)	1,100,283
DCC Service Revenue (FY18/19)	78,496
DCC Prudential Borrowing (£343,762/annum)	6,026,146
DCC TOTAL	9,079,925
OVERALL TOTAL	19,337,142

BUSINESS OPTIONS

Analysis and reasoned recommendation for the base business options of: do nothing / do the minimal or do something

Option title:	Do nothing – maintain the existing situation				
Please provide brief details:					
Continue with the current service, i.e. South Denbighshire: comingled recycle collection with bulking / transfer out of the existing Ruthin Transfer Station at Lon Parcwr, and North Denbighshire: comingled recycle collection with bulking / transfer out of Kinmel and procure private sector services to receive and bulk residual waste (likely to be in Abergele or Llanddulas).					
Please mark with an X how this option compares with the preferred option in terms of Cost, Time, Quality and Benefits:					
Costs	Costs more	X	Time	Takes longer to deliver	
	Costs the same			Takes the same to deliver	
	Costs less			Is quicker to deliver	X
Quality	Improves the quality		Benefits	Improves benefits	
	Is the same quality			No impact on benefits	
	Is a lower quality	X		Worsens benefits	X
What is the main reason this option has not been selected?					
<p>This option has not been selected for the following reasons:</p> <p>Revenue – does nothing to address the forecasted future service revenue pressures. In the longer term it is anticipated that the cost of treating co-mingled recycling will only increase (due to increases in the gate fee). Welsh Government are less likely to support LA infrastructure requirements that do not comply with their Blueprint in the future, and the implications of policy change through the adoption of Extended Producer Responsibility could also impact on our long term ability to secure revenue support for delivering waste collection services, compared to LA's who collect higher quality recycling.</p> <p>Quality – will not assist with further improvements to recycling performance in order to meet WG 2024/25 target of 70% of household waste to be recycle. Further investment in householder communications, engagement and enforcement will be necessary to tackle contamination issues and falling recycling rates (predominantly due to changes to waste composition).</p> <p>Benefits – this option does nothing to address existing issues with ageing and inadequate facilities for Operatives in both Kinmel and Ruthin and does not enable any options for rationalisation of the depot estates or address likely future costs to upgrade / improve the existing depot facilities. The main benefit of this option is that the comingled recycling scheme is popular with residents and provides a convenient way for them to recycle their waste.</p>					
Option title:	WG blueprint collection model with further restrictions to residual collections via Ruthin / Gofer, Abergele (Depot Option A)				
Please provide brief details:					
Move service to WG blueprint with further restrictions to residual collections supported by a number of ancillary services such as opt in weekly AHP collections, fortnightly textiles and WEEE and continuation of existing food waste and garden waste services via the following depot arrangements:					
North – in collaboration with Conwy County Borough Council (CCBC) extend Gofer, Abergele to take the KSS recycle from the North and procure private sector services to receive and bulk residual waste (likely to be in Abergele or Llanddulas). Construction of a new facility on the Kinmel site was considered. However, due to challenging ground conditions, the fact the site is not in Denbighshire's ownership (leased), and the impact on other site users, this option was deemed not cost effective.					

South – construct new depot on current Lon Parcwr south salt store site to take all south waste streams. The exiting Transfer Station in Ruthin is too small and has poor access / scope for extension. Under this option the existing Ruthin Transfer Station will be freed up and will need to be repurposed as new Salt Barn given salt needs clearing from current location in order to new Depot to be constructed.

Please mark with an X how this option compares with the preferred option in terms of Cost, Time, Quality and Benefits:

Costs	Costs more	X	Time	Takes longer to deliver	
	Costs the same			Takes the same to deliver	X
	Costs less			Is quicker to deliver	
Quality	Improves the quality		Benefits	Improves benefits	
	Is the same quality			No impact on benefits	
	Is a lower quality	X		Worsens benefits	X

What is the main reason this option has not been selected?

This option has not been selected for the following reasons:

Revenue – operating two Waste Sites will be more costly than one central permitted site for Waste

Costs – based on cost increases experience in delivering the preferred central depot option, it is highly likely that costs to develop Kimmel & Lon Parcwr would similarly have escalated and we would have incurred further costs in having to run waste to other third party sites which any work underway on the two sites.

Quality – Recycling performance and quality of recycling increases, compared to the “Do Nothing” scenario. However, this option does nothing to address some of the existing issues with the quality of the facilities in Ruthin to support the Waste Operatives who are based in Lon Parcwr as they, under this option, would continue to use the existing facilities on the Highways Lon Parcwr north side. It is also worth noting that given ongoing tightening of restrictions / requirement around permitting it is possible we would not have been able to meet these requirements given the restricted nature of the existing sites e.g. achieving separation distances.

EXPECTED BENEFITS

The benefits that the project will deliver expressed in measurable terms against the situation as it exists prior to the project

Revenue - the waste service has seen a significant increase in baseline costs in recent years, predominantly due to the following factors:

- An increase in the treatment costs for the blue bin recycling (of over £100/tonne since 2017)
- An increase in treatment and haulage costs for residual waste
- An increase in the amount of waste and recycling we collect as a result of changes to behaviours since Covid (such as people being at home more) that is not likely to subside. Increased tonnage treatment costs have predominantly been met by the WG Covid Hardship Fund in 20/21 and 21/22, but this fund is not expected to continue, despite Welsh Councils seeing little subsidence in tonnages collected.

The waste service (using the new service model) is projected to cost £7.04m from 2023/24. This compares to the projected cost in 2022/23 of the current service model of £7.392m. Therefore, it is projected that the waste service (using the new model) will cost £352k less in 2023/24 than it will cost in 2022/23 using the existing model. However, it is projected that the cost of running the service using the current operating model will increase again by an additional £426k by 2023/24, due to an uplift in treatment costs for dry recycling. Therefore, it is projected

that the cost of the waste service by 2023/24 will cost £778k per annum more if we maintain the current model instead of adopting the new collection model. The reason for the projected uplift in treatment costs for dry recycling is that our current contractor is reducing their sorting facility for comingled material in favour of receiving paper and card already sorted from LA's. This will result in higher gate fee costs to the council because there is more "competition" for the available capacity, or because we have to send our recycling further afield (e.g. to South England or Ireland) should our current contractor decline to re-tender for our material.

Quality – this option will address some of the existing facility issues for the Waste Operative teams, will consolidate the whole team on one site with suitable refuelling and vehicle wash facilities in new facilities fit for purpose with suitable vehicle parking. Service reliability can be protected and increased through management from one site with the option reducing reliance of agency staff, and running the bin delivery service from the site, for example (this would be off site in the two-depot option). Recycling performance and the quality of recycling will increase, compared to the "Do Nothing" scenario. In addition, the new central Depot site has enabled DCC to work in collaboration with 4 businesses on the Colomendy Industrial Estate, via the Phase 1 Enabling Works Contract, to procure the site and open up the current Industrial Estate by working together to provide for accessible development sites DCC and the respective businesses can now develop out to meet business needed. This project has therefore acted as a catalyst and enabler of expansion of the Industrial Estate, enabling not only DCC to complete construction of the new Depot but also allowing the 4 businesses to expand their sites / businesses to the benefit of the local area and economy.

See 'Business Case - APPENDIX A Benefits Plan'

EXPECTED DIS-BENEFITS

Outcomes perceived as negative by one or more stakeholders

See 'Business Case - APPENDIX A Benefits Plan'

TIMESCALE

Over which the project will run (summary of the Project Plan) and the period over which the benefits will be realised

Date	Milestone
24.03.2020	Completion on land purchase for Depot Site
01.12.2019	Completion of Pre Planning Consultation for Depot
13.05.2020	Planning Approval for Depot
26.03.2021	Phase 1 Depot Tender Period (close)
26.06.2021	Phase 1 Depot Contract Award
03.07.2021	Phase 1 Depot Construction Start
31.03.2022	Phase 1 Depot Construction Complete
From March 2022	Phase 2 Depot Tender Period
May 2022	Phase 2 Depot Contract Award
June/July 2022	Phase 2 Depot Construction Start
From April 2023	New Fleet Delivered – in tranches prior to Roll out
From June 2023	New Containers Final Delivery
July 2023	Phase 2 Depot Construction Complete
From Sept 2023	Roll Out of new kerbside sort model

COSTS

Costs – Feb 2022:			
Enter details of cost element below:	To date	Future Years	All Years Total
Infrastructure – Depot (Inc. equipment, fees & surveys)	3,999,000	7,216,648	11,215,648
Vehicles (New RRV Fleet and any Depot Plant)	0	3,600,000	3,600,000
Containers (Inc. Delivery)	751,887	2,649,171	3,401,058
Mobilisation (Inc. Comms, Routing, Staff, HR support, etc.)	100,000	750,436	850,436
Project Management	150,000	120,000	270,000
TOTAL	5,000,887	14,336,255	19,337,142

Funding – Feb 2022		
Funding Source	Status:	TOTAL
WG Collaborative Change Programme FY18/19	Awarded & Claimed	900,000
WG Collaborative Change Programme FY19/20 & FY20/21	Awarded & Claimed	7,000,000
WG Infrastructure Funding (Waste Transfer) FY20/21	Awarded & Claimed	1,200,000
WG AHP funding FY19/20	Awarded & Claimed	245,093
WG Circular Economy funding (battery recycling containers) FY19/20	Awarded & Claimed	31,500
WG EV funding (depot) FY21/22	Awarded & Claimed	167,625
WG Funding (£1.488M FY22/23 & £0.100M FY23/24)	Awarded	1,588,000
DCC Reserves	Allocated	1,000,000
DCC Additional depot capital (to accommodate highway waste)	Allocated	1,100,283
DCC service revenue top up	Allocated	78,496
DCC Prudential Borrowing Capital Equivalent	Allocated	6,026,146
TOTAL		19,337,142

REVENUE COST IMPACT

TO BE COMPLETED FOR ALL PROJECTS

In considering whether a project should be developed due regard should be made to the potential impact on revenue budgets.

If the activity will result in a requirement for additional revenue funding, please provide details below:			
What is the impact of this project in terms of the <u>annual</u> revenue requirement for:	Current Service Cost 22/23	New Service Cost 23/24 – Kerbside Sort, 4W, Trolleybox & Central Depot	Increase/Decrease
STAFFING	3,291,612	3,907,928	616,316
FLEET	1,177,778	1,309,604	131,826
SUPPLIES	1,388,738	879,423	-509,315
PREMISES	142,504	234,714	92,210
THIRD PARTY PAYMENT	4,143,629	3,595,317	-548,311
INCOME	-2,752,568	-3,231,235	-478,667
PRUDENTIAL BORROWING	0	343,762	343,762
TOTAL COST	7,391,693	7,039,513	-352,180

The waste service (using the new service model) is projected to cost £7.04m from 2023/24. This compares to the projected cost in 2022/23 of the current service model of £7.392m. Therefore, it is projected that the waste service (using the new model) will cost £352k less in 2023/24 than it will cost in 2022/23 using the existing model. However, it is projected that the cost of running the service using the current operating model will increase again by an additional £426k by 2023/24, due to an uplift in treatment costs for dry recycling. Therefore, it is projected that the cost of the waste service by 2023/24 will cost £778k per annum more if we maintain the current model instead of adopting the new collection model.

PROJECT MANAGEMENT

Please provide details of proposed project management – Establishment of Project Board etc.

A Project Board was set up in May 2018 to oversee development of the Business Case and subsequent implementation of the Project following successful approval of said Business Case.

The Board meets at least monthly or more frequently as required dependent upon decisions / issues at hand. The Board consists of:

- Project Executive & HoS for HES – Tony Ward,
- Lead Member – Cllr Brian Jones & Cllr Julian Thompson-Hill,
- Waste & Recycling Manager – Tara Dumas,
- WRAP Representative

In addition, the Project is now also overseen by a Strategic Project Board made up of Lead Member Cllr Brian Jones, Chief Executive Graham Boase and Head of Service Tony Ward. This Strategic Board meets approximately every 8 weeks or ad hoc as required.

Updates on progress and specific elements of the proposed Service Change such as the, Tender / Contract Award Decisions, Service Design (Containers), Collections Policy, latest funding / costs will and have been taken to Cabinet Briefing, Cabinet, SLT and Communities Scrutiny.

Day to day Project Management is currently being undertaken by Peter Clayton (Depot) and Lowri Roberts (Mobilisation)

STATUTORY REQUIREMENTS / HEALTH & SAFETY

This section should identify how the activity will help Denbighshire meet any of its statutory requirements. Please include any Health & Safety Issues that the activity will address in this section. Please leave blank if not applicable.

Development of a new single central depot will ensure that waste operatives have access to suitable accommodation under the HS at Work Regulations 1992.

The site will also be fully permitted for the activities therein with the NRW subject to a full Permit application process to be led by Waste Operations Manager

CARBON MANAGEMENT IMPACT

Please consult with Denbighshire's Principal Energy Manager before completing this section.

Denbighshire has committed to reducing its carbon emissions by 15% by 2020. The Business Case requires you to make a forecast for the anticipated carbon emissions impact of the project. Please mark a cross in the appropriate box.

Forecasts:	Annual (current)	Carbon Equivalent	Annual (Post Project)	Carbon Equivalent	Carbon Variance
Energy consumption: (UNIT = kWh)					
Mileage of Denbighshire Fleet vehicles: (UNIT = miles travelled)					
Tonnes of waste produced going to landfill: (UNIT = tonnes)					
Tonnes of waste produced being recycled: (UNIT = tonnes)					
Mileage of Business Travel (personal vehicles): (UNIT = miles travelled)					
TOTAL CARBON EMISSIONS					

Please provide brief details of the carbon impact of this project, and detail specific actions that will be taken to reduce carbon emissions. If carbon emissions are expected to increase as a result of this project, please provide details of proposed actions to compensate for this increase in other areas of the Service's activity.

New Vehicles purchased will be latest most fuel-efficient models with new Kerbside Sort Vehicles replacing a number of the existing older, less efficient Waste Vehicles already in the fleet. In addition, a number of the new Fleet will be ULEV models, supported by suitable EV Charge Points in the new Depot.

The new waste collection model will reduce the number of collection visits per household in any 4-week period, from 8 to 5 (includes residual waste, dry recycling and food waste collections). Furthermore, the recycling collections will be undertaken by smaller (and therefore more fuel efficient) vehicles than are currently used for recycling collection.

The new Depot will meet latest Build Regulations regards energy / efficiency and includes for PV to roof area to generate electricity and rainwater harvesting for re-use to feed to vehicle wash, WC's, any Highways equipment / plant based at / from the site. Allowance for limited number of electric charging points. The site will also be heated via Air Source Heat Pumps.

A sustainability assessment has been carried out on behalf of the Welsh Government by Eunomia into the sustainability and carbon benefits of the WG Blueprint based on Kerbside sort which demonstrates positive impact of this service model when compared to comingled based services.

BIODIVERSITY IMPACT

Please consult with Denbighshire's Biodiversity Officer before completing this section:

joel.walley@denbighshire.gov.uk

The Council has a statutory duty to ensure compliance and enforcement of the habitats regulations (as amended in 2007) and the NERC Biodiversity Duty (2006). At this pre-feasibility stage, what is the anticipated impact on biodiversity of the project. Please mark a cross in the appropriate box.

Will this project impact on a habitat that supports living organisms (plant or animal)?	Yes	X	No	
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If you have answered yes to the above question, please complete all the following biodiversity sections. If answered no please leave blank

THREATENED/PROTECTED SPECIES Will this project impact on any protected or threatened species as defined in Denbighshire's Local Biodiversity Action Plan (LBAP)?	Yes		No	X
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ALL SPECIES (including threatened/protected) Forecasts:	Current number	Post-project number	Variance (+/-)
Number of plant species present:			
Number of animal species present:			
TOTAL NUMBER OF SPECIES PRESENT			

Please provide brief details of the action you will be taking in association with this project to protect or enhance biodiversity. Specific reference should be made to the mitigation strategy if the project impacts on any protected or threatened species as defined in Denbighshire's Local Biodiversity Action Plan (LBAP).

Great Crested Newts are present within 500m of the Depot site and actions are being taken, with support from suitably qualified Ecologists to obtain & comply with relevant NRW EPS Licences and to ensure the GCN are protected from activities on the site and any design features accommodate / address any required mitigation – this includes creation of new pond habitats within a landscape strip on the site that Countryside Services will manage moving forwards.

MAJOR RISKS TO THE PROJECT

A summary of the key risks associated with the project together with the likely impact and plans should they occur (*Please also add to your project risk register*)

Key Risk	Likely Impact	Mitigating Action
Tight Programme	High ONGOING	Option to split into packages to reduce Programme timescales / slippage; produce Procurement Programme with timescales to ensure relevant internal / external expertise available to suit
Ecological issues	High ONGOING	Early ecological surveys to determine presence of any protected species on Depot site, if so, development of suitable mitigation measures
NRW	High ONGOING	Early engagement with NRW on proposed site during Design Stage and pre-planning consultation process and to ensure relevant Licences / Permits are obtained in time for operation
Utilities / Drainage connections	High ONGOING	Early engagement with Utilities and also with Consortium of other land purchasers to discuss connection / extension options
Cost Inflation	High ONGOING	Costs revisited in Feb 2022 to capture latest cost pressures – WG approached for additional funding to support areas of identified cost pressures
Unions	Medium ONGOING	We have consulted with staff and the unions about the proposed service change, and periodic updates have been provided about progress with the project and the construction of the new central depot. Further discussions are planned regarding the detail of staff moving to the new depot in Denbigh. Whilst this is not expected to be a showstopper, it could create resistance due to the impact on individuals who may have to travel further to work.

SUPPORTING INFORMATION

Please list any supporting documents that accompany this Business Case

See 'Business Case - APPENDIX A – Benefits Plan'

ANNUAL CAPITAL BIDS – BLOCK ALLOCATIONS

Please provide details of expenditure and commitments for allocations received in the current financial year.

N/A

COUNTY LANDLORD STATEMENT

Please provide a statement from the County Landlord and where applicable the recommendation of the Asset Management Group

The project continues to be supported. The impact of the service use of the existing portfolio still needs to be considered, but this is supplementary to the required changes in service delivery that this facility supports. It is noted that construction costs have increased, but this consistent with the unprecedented cost increases experienced throughout the industry.

Supplied by: David Lorey

Date: 18 Mar 2022


CHIEF FINANCE OFFICER STATEMENT

As the initial Business Case was approved over 4 years ago now it is welcome that the project has come forward with a revised Business Case for the capital and revenue elements of the project. The additional resources required for the capital element are understandable and are set out within this report. It is welcome that the project has worked closely with Welsh Government, who remain confident of the success of the project and have approved the grant to cover the current overspend. However the revised Business Case does not include a specific contingency which would be normal for a new Business Case. As with all capital projects at this time this project is subject to ongoing risks around costs due to ongoing inflationary pressures in the market and continuing volatility in the supply chain. In recognition of this general pressure an unhypothecated Welsh Government grant (£1.6m) has been added to the general Capital Plan Contingency for 22/23. It is important that delegation is in place to enable the project to request an element of this funding if required during the next few weeks in order to avoid further delay and costs. Any further change to the overall Business Case should be reported to Cabinet. The project will continue to be monitored closely and progress reported to Cabinet in the Capital updates contained within the monthly Finance Report.

Supplied by: Steve Gadd

Date: 29/03/2022

VERIFICATION:

Project Manager:	Peter Clayton		
Project Sponsor:	Tony Ward		
Name:	Tony Ward	Position:	Head of Service – H&E
Signature:		Date:	29/03/2022

For use by Finance:

Result of S.I.G. Review	
Date of Meeting	
Approval	
Code	