



PROJECT INTEGRA BUSINESS PLAN 2003/04

1. INTRODUCTION

1.1 The purpose of the report is to obtain the Council's endorsement of the Project Integra Annual Business Plan (ABP) for 2003/04 including the proposed method of funding the Project Integra Executive and Waste Management Projects. New Forest District Council, along with all other local authorities in Hampshire, are members of Project Integra. Project Integra is a partnership which seeks to achieve an integrated approach to waste management in Hampshire. Project Integra was reorganised in 2001 as a formal Joint Committee with Member representatives from each authority (see Section 2.2).

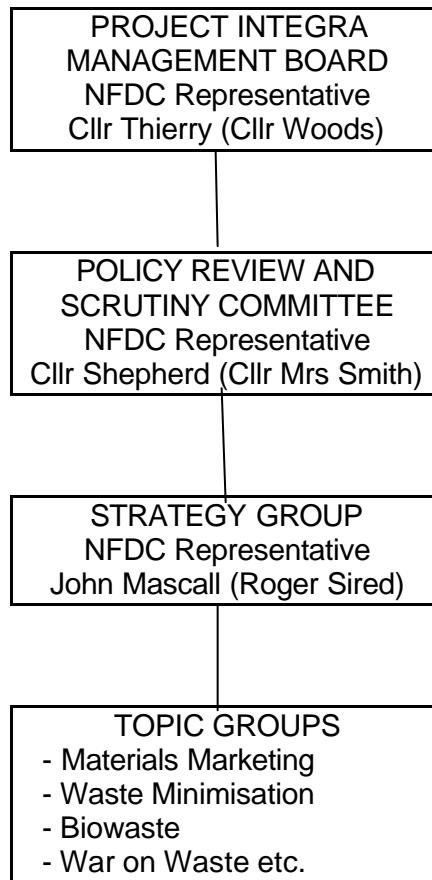
1.2 The purpose of the Joint Committee was to allow more rapid and effective decision making for Project Integra. In order that Councils retain control over Project Integra's activities, the nominated Members were only given authority to act on behalf of the Council within the terms of the Project Integra Annual Business Plan (ABP). This plan must be agreed annually by each Council. A copy of the main text of the ABP is Appendix 1 to this report. The complete ABP, including all 13 Appendices, has been placed in the Members' Room for reference.

1.3 The ABP is a key document as it details the core activities and initiatives agreed by the partnership for the financial year 2003/04 and sets out issues and a process for developing a long term vision for Project Integra.

2. PROJECT INTEGRA

2.1 Project Integra was established in 1995 as a partnership between Hampshire County Council, Southampton City Council, Portsmouth City Council, District Councils in Hampshire and contractor Hampshire Waste Services. Project Integra seeks to achieve a fully integrated waste management scheme for Hampshire. Since the start of Project Integra in 1995 much has been achieved. Project Integra is recognised as being one of the leading waste management partnerships in the UK.

- 2.2 In April 2001 a formal management structure was set up for Project Integra. This comprises a Management Board, a Policy Review and Scrutiny Committee and Strategy Group:



- 2.3 Although Project Integra's mission is to manage household waste in Hampshire, Project Integra does not control the contractual arrangements for refuse collection, recycling and waste disposal. The District Councils are responsible for refuse collection and recycling and they make their own arrangements for these services that are outside of the remit of Project Integra. Similarly, the waste disposal contract for Hampshire is a contractual relationship between Hampshire County Council, the Unitary Authorities and Hampshire Waste Services. Project Integra is not responsible for managing this long term contract.

- 2.4 The main areas of influence to Project Integra are as follows:

- 2.4.1 Communication between the Project Integra partners.
- 2.4.2 Projects and research to promote Waste Minimisation and improved waste management.
- 2.4.3 Promotion of recycling and waste minimisation.
- 2.4.4 Marketing of recycled materials.
- 2.4.5 Waste Policy issues.

3. PROJECT INTEGRA ANNUAL BUSINESS PLAN – 2003/04

3.1 The ABP sets out the way forward for Project Integra for 2003/04. The ABP was prepared by the Executive Officer of Project Integra. The ABP is broadly compatible with this Council's aims and objectives, but there are two areas where the Council may wish Officers to feed back comments to the Executive Officer.

3.1.1 Core Activities: Planning and co-ordinating new infrastructure and delivery systems

Whilst Project Integra clearly has an influence in this area, it is the responsibility of the individual Project Integra partners to plan new delivery systems. These will be subject to financial approval by the individual partners and to the planning and waste licensing regime.

3.1.2 Principal Activities: Collection, Processing, Disposal

Although we are pleased that Hampshire Waste Services are increasing composting capacity and are constructing a new MRF at Alton, we consider that Project Integra needs to take more of a long term view. We would like to see recognition of the need to develop local sites for composting, for planning of a third MRF in South West Hampshire and the development of new technologies for dealing with residual waste.

4. FINANCIAL IMPLICATIONS

4.1 Membership of Project Integra has direct financial implications for this Council. The mechanism used to fund the Project Integra Executive and joint projects is being changed as a result of representations by New Forest District Council. Up until the 2002/03 financial year, Project Integra was funded by a relatively modest membership fee plus income from the sale of recyclables. Project Integra was allowed to retain the income gained from selling the paper, cardboard, etc recovered at the MRF. The membership fee for 2002/03 was £3,401.79 but the total income retained by Project Integra from the sale of recyclables as at 31 March 2003 amounted to more than £750,000.

4.2 The method of funding is now being changed to a one off annual membership fee. From the 2004/05 financial year each of the partners will pay a membership fee at a rate of 9.12 pence per head of population but will be allowed to retain their share of income from the sale of recyclables from the MRF. This method of funding is fairer because it does not penalise those authorities that recycle the most and also because it makes the funding of Project Integra much more direct and transparent.

- 4.3 It should be noted that the membership fee represents the minimum contribution to Project Integra and covers only the administrative costs. Additional funding will be required for any projects agreed by the Project Integra Management Board and contained within future business plans.
- 4.4 For 2003/04 the New Forest District Council membership fee for Project Integra is £15,458. This compares to £3,401.79 in 2002/03. To compensate for this large increase in membership fees, some of the recyclables income of over £750,000 kept back by Project Integra will be distributed to the partners. It is anticipated that New Forest District Council will receive approximately £30,000 in this financial year from the distribution of recyclables income.

5. ENVIRONMENTAL IMPLICATIONS

- 5.1 There are no direct environmental implications.

6. CRIME AND DISORDER IMPLICATIONS

- 6.1 There are no crime and disorder implications.

7. CONCLUSION

- 7.1 The ABP sets out the core activity and initiatives agreed for Project Integra for 2003/04. Although Project Integra does not manage refuse collection, recycling or waste disposal in Hampshire, the partnership has an important role in communication, research, marketing and waste minimisation. Project Integra is also starting to influence the policies of the individual partners with regard to waste management.
- 7.2 This Council has no reservations about endorsing the ABP but may wish to make a number of constructive comments and observations.

8. RECOMMENDATION

- 8.1 It is recommended that the Council endorse the Project Integra Annual Business Plan 2003/04.

Further information

Roger Sired
Services Development Manager
Telephone: (023) 8028 5948
E-mail: Roger Sired at NFDC

Background Papers

Environment Review Panel, 14 November 2002
Report D – Project Integra Update.

APPENDIX 1

Project Integra Annual Business Plan

2003/04

Consultation Draft Approved by
Project Integra Management Board
April 2003

Contents

	Page No.
Foreword	3
1. Introduction	5
2. Current Mission	6
3. Vision	6
4. Objectives	7
5. Natural Resources Management	7
6. Principles	8
7. Role of Executive	9
8. Core Activities	10
9. Budget	10
10. Summary of Principal Activities	11
Strategic Direction and Policy – Issues and Process	Appendix 1
Waste Minimisation	Appendix 2
Materials Marketing	Appendix 3
Collection – Processing – Disposal	Appendix 4
Biowaste	Appendix 5
Research	Appendix 6
Communications	Appendix 7
Member Support and Training	Appendix 8
Best Value	Appendix 9
Executive and Secretariat	Appendix 10
Supporting Financial Information	Appendix 11
Project Planning Proformer	Appendix 12
The 6 th Environmental Action Programme of the European Community 2001-2010	Appendix 13

Foreword

This is the second annual business plan for Project Integra, reflecting the fact that it is already more than two years since the Integra partners agreed to set up a Management Board and Policy Review and Scrutiny Committee.

In that time the pace of change and demands on municipal waste management authorities have continued unabated. The Board and Committee have found their feet and are starting to address some crucial issues. This has not always been easy but the desire among members to keep the principles of the partnership is a core and stabilising influence.

We have had some major successes in the last year, most notably securing over £5.1m from the DEFRA Challenge Fund. It has been heartening to see the strengthening of our relationship with key partners who themselves are innovative and influential in their fields, among them Shotton Mill, Midland Glass and the Salvation Army Trading Company. We have also been reminded that there is no room for complacency – to promote the success of Integra we need to maintain, in all senses, its Integrity and credibility in the public and political arenas.

The Best Value agenda means that we have a duty to challenge the status quo. It also provides an opportunity to explore how our collective resources can be used to further our objectives, without compromising local accountability. Hampshire County Council and the Unitaries went through the Comprehensive Performance Assessment Process in 2002/3. The Districts and Boroughs will face a similar process later in 2003. Judging by the West Sussex trial, searching questions will be asked in relation how councils deal with waste management, reducing waste growth, improving recycling performance and the efficiency and effectiveness of waste services. Commitment to and achievement through Project Integra will provide good evidence in relation to some of these themes and key questions but Councils will need to be clear about what they are trying to do. We have an opportunity in the first half of the financial year to focus on these issues.

The greatest challenges for Integra are still before us. The Cabinet Office Strategy Unit Report published in November 2002 proposes a Waste Minimisation target of reducing waste growth by 1% through “decoupling” the link with economic growth. To achieve this will mean not only will be need to find increasingly eco-efficient solutions but increasingly address the social changes which would be necessary to achieve these objectives. This means engaging the public not only on waste separation but also lifestyle choices.



Project Integra
Annual Business Plan
2003/04



This 2nd annual business plan is a bridging document. It sets out issues and a process for developing a long term vision for Integra and a “2020 vision” and action plan that faces up to the challenges before us. The next 12 months will be crucial in crystallising our approach.

.....
Cllr Richard Williams
Chair, Management Board

.....
Cllr Patrick Burridge
Vice Chair, Management Board

.....
Cllr Alan Marsh
Chair, Policy Review & Scrutiny
Committee

.....
Cllr Judy Onslow
Vice Chair, Policy Review & Scrutiny
Committee

April 2003

1. Introduction.

- 1.1. Integra was set up to establish a joint approach to waste collection and disposal across the County of Hampshire. Over the last decade the partners have risen and met the initial challenges of co-ordinating waste management, engaging the community, building infrastructure and forging strategic partnerships with waste processors. The Cabinet Office's Strategy Unit Report (November 02) has highlighted Integra as an example of how added value can be achieved through collaborative working. Over that time there has been a paradigm shift. As markets have developed for recycled and composted material and levels of segregation by householders has increased, the emphasis is now on resource rather than waste management, reflecting the potential value of what was previously discarded as rubbish.
- 1.2. Integra has not by any means solved all the challenges faced in the mid 1990s. Waste has continued to grow in line with the economy despite engagement with the community. It has not always been possible to balance supply and demand of processing capacity perfectly and the cost of managing waste as a resource is increasing year on year.
- 1.3. New EU Directives in relation to biowaste, Waste electrical goods, packaging and end of life vehicles will all need to be addressed over the next decade. Coupled with continuing waste growth, these pose new challenges at least as demanding as those already faced.
- 1.4. This 2nd annual business plan sets out the process by which we will beginning to address these challenges.
- 1.5. The Project Integra partnership Comprises:
- ❑ Basingstoke & Deane Borough Council
 - ❑ East Hants District Council
 - ❑ Eastleigh Borough Council
 - ❑ Fareham Borough Council
 - ❑ Gosport Borough Council
 - ❑ Hampshire County Council
 - ❑ Hampshire Waste Services Ltd (a registered subsidiary of Onyx Environmental Group plc)
 - ❑ Hart District Council
 - ❑ Havant Borough Council
 - ❑ New Forest District Council
 - ❑ Portsmouth City Council

- Rushmoor Borough Council
- Southampton City Council
- Test Valley Borough Council
- Winchester City Council

1.3 The business plan sets out the Core activities and initiatives agreed by the partnership for the financial year 2003/04. **This plan is intended as a bridging document leading to a longer term business plan to be produced in the autumn of 2003.** This will bring the ABP into line with the budgetary cycle of each partner. In the meantime the overriding objective is to agree a “2020 Vision” to take Integra forward to face a new set of challenges posed by EU Directives and waste growth .

2. CURRENT MISSION.

- 2.1. Project Integra’s mission is to manage waste generated by households in Hampshire, gaining benefits from integration, scale, synergy and influence.
- 2.2. To achieve its purpose Project Integra will operate within the principles and definitions set by the United Nations (United Nations Action Programme – United Nations Division for Sustainable Development 10/08/1999 (Local Agenda 21)), the European Union’s 6th Environment Action Programme (2001 – 2010) for Sustainable Development (see Appendix 13) and UK policy objectives as set by Government within its sustainable development programme.

3. VISION

- 3.1 The management Board at its inaugural meeting adopted the following vision statement: *“To protect Hampshire’s unique and diverse environment and to promote a sustainable future through the effective management of waste as a major contributor to natural resource management”.*
- 3.2 The vision for Integra was examined late in 2002. Members realised that there were major challenges for the partnership in the next 20 years, the timeframe of the EU Landfill Directive. In that same period waste volumes could potentially double in relation to 2000 levels. The experience of Integra is that decisions need to be taken now to make effective headway.
- 3.3 This ABP sets out the issues in detail and processes for rising to meet the challenges of 2020. A new “2020” vision is needed. The Issues and the Process are set out in Appendix 1

4. OBJECTIVES.

Project Integra's Objectives are:

- 4.1. To develop a long-term vision for waste as a resource in Hampshire.
- 4.2. To prepare the Joint Municipal Waste Strategy for Partner Authorities and to co-ordinate the production and publication of the joint Recycling Plan for Project Integra
- 4.3. To increase awareness of waste as a resource and to interact with other stakeholders to promote waste minimisation and achieve an economically, environmentally and socially sustainable waste valorisation programme
- 4.4. To work with and support as required statutory agencies, non governmental organisations (NGO's), small and medium sized enterprises (SME's), business, scientific and commercial organisations and other bodies who are in pursuit of developing, supporting and influencing the future direction of sustainable waste/resource management.
- 4.5. To manage waste from outside Hampshire or from commercial and industrial sources if commensurate benefits accrue to Project Integra and it contributes to the overall environmental, social or economic well being of Hampshire's residents.
- 4.6. To be bound by the principles of Best Value and to maximise the opportunities under the power to promote the environmental, social or economic well being in all matters related to waste/resource management and to support the development of future proposals for Community Planning on behalf of its constituent members.
- 4.7. To influence long term planning needs for waste as a resource in Hampshire.
- 4.8. To conduct any other activities in accordance within the general scope of responsibility and provided it continues to promote, develop or secure the role of Project Integra in integrated waste and resource management to the benefit of stakeholders within Hampshire.

5. Natural Resource Management

- 5.1. Waste Management is one element of a complex and interlinked series of environmental and economic activities which impact on each other and society as a whole. Over recent years it has been clearer that managing each issue in isolation is not effective in economic, social and environmental terms.
- 5.2. The Hampshire Natural Resources Initiative (HNRI) is aimed at achieving a step change in the way we perceive and use natural resources in Hampshire, the region and the country. It is about making a concerted effort to grasp

opportunities and overcome barriers to using natural resources more efficiently and effectively. The vision for the HNRI is that

“By 2012 the Hampshire community is acclaimed for its achievement through local action in conserving and using natural resources more efficiently”

- 5.3 Details of the goals and activities of HNRI are available at hnri.co.uk.
- 5.4 Project Integra is founder member of HNRI and the Executive officer is a member of the steering group. The activities and objectives of Integra should be coordinated with HNRI. Integra is positioned as a sub-set of the total HNRI concept:

6. Principles

The following principles underpin the Integra partnership:-

Waste Hierarchy Where economically and socially possible, the waste management solutions should follow the waste hierarchy:

- Waste reduction
- Reuse
- Recycle/compost
- Energy recovery
- Landfill with energy production
- landfill

Proximity Principle. Waste generated in Hampshire should be disposed of within Hampshire or as close as to Hampshire as possible. Where transport is necessary, consideration should be given to sustainable options.

Product not waste orientated - The majority of material discarded by householders has a potential use as a raw material which can be valorised or value otherwise extracted

Linked to HNRI - Project Integra owns the collective vision of the Hampshire Natural Resources Initiative and its own role within it.

Partnership - Integra embodies the principle of achieving more through a collective corporate approach to waste management than by stakeholders acting independently.

Accountability - The project serves the community of Hampshire and seeks to meet its aspirations but also to challenge and explore what can be achieved through increased community participation.

Sustainability - The project is driven by the economic, social and economic wellbeing of Hampshire rather than a narrow view based on statutory duties or historical divisions of responsibilities.

7. Role of the Executive

The Constitution requires that a named person be designated to fulfil the function of Executive Officer. The Constitution calls for the Executive Officer to:

- Make all necessary arrangements for the convening of meetings;
- Provide, or, where necessary, procure the provision of, all necessary advice on the technical, legal and financial implications of matters under consideration;
- Bring attention to relevant matters which merit consideration;
- Take and maintain minutes of meetings, and ensure that business at meetings is conducted in accordance with legal requirements;
- Be responsible for communications with other agencies, including the media.
- Manage and co-ordinate the day-to-day affairs of the Board and the Policy Review and Scrutiny Committee and their administrative support.

In addition the Executive Officer will:

- Prepare reports on behalf of the Management Board and the Policy Review and Scrutiny Committee;
- Prepare reports on the performance of the Annual Business Plan to the Board and managing budgets;
- Be a continued link with the Officer Strategy Group and attend individual authority meetings (on request) and support (if required) Member Portfolio holders and senior officers on matters of policy and performance;
- Represent the Management Board and the Policy Review and Scrutiny Committee at meetings or requests for advice from other local authorities on how the programme is developing;
- Support the Management Board and the Policy Review and Scrutiny Committee in the implementation of its vision of best practice in the field of waste/resource management.
- Act as policy adviser and to participate actively with the Management Board and the Policy Review and Scrutiny Committee in the formulation and achievement of effective policy, plans, future developments and objectives.
- Develop proposals for the progression of policy initiatives and implementing the Annual Business Plan for Project Integra.

it is essential the Executive Officer develops and fosters at all times a collaborative partnership with all participating member authorities/companies and ensures that all decisions have been properly and effectively considered and communicated.

8. Core Activities

The Core Activities of Integra are as follows

- Long term strategy development – evaluating the overall political (legislative), economic, social and technological environment and drivers for change over the period to 2020.
- Co-ordination of WCD/WDA objectives, policies, standards, aspirations, schemes, funding bids, capacity.
- Communication with public, the media, other local authorities and stakeholders through press, campaigns, toolkits, website, newsletters.
- Lobbying and influencing the UK Government and the European Union through ASSURRE, HNRI, UK networks and Professional Associations.
- Market Development, establishing long term stable contracts which reduce risk and iron out market volatility, develop facilities within Hampshire and facilitate closed loop recycling, ie purchasing products made from materials recycled in Hampshire.
- Research into best practice, community attitudes, and
- Planning and co-ordinating new infrastructure and delivery systems

9. Budget

Forecast end of year Accounts for 2002/3 and revised mechanism for funding the partnership are included at Appendix 11.

Table 1: Forecast Expenditure on the Executive / Secretariat

Expenditure	2003/4	2004/5	2005/6	2006/7
Executive Officer				
Salary	58,000	72,600	72,600	72,600
Expenses	4,000	4,000	4,000	4,000
Recruitment & selection ¹	16,000			
Best Value Funding				
Staff Time Senior Officer	13,700	0	0	0.00
Expenses	0	0	0	0.00

Other Support Staff				
Legal Support	3,000	3,000	3,000	3,000
Financial Support ²				
Secretariat				
Communications & Research SLA ³	30,000	30,000	30,000	30,000
Project Integra Liaison Officer	12,000	12,000	12,000	12,000
Clerical & Committee Support	22,000	22,000	22,000	22,000
Room Hire	4,000	4,000	4,000	4,000
Stationery, IT etc	2,000	2,000	2,000	2,000
Project Support				
Initiatives – see Appendix 11				
Other				
Training Visits	2,500	2,500	2,500	2,500
Assure membership Fee	700	700	700	700
Total Expenditure	167,900	152,800	152,800	152,800

Notes

1. The potential one off costs for recruitment of a permanent Executive Officer have been covered by income share (*subject to Board approval*).
2. The contribution to the finance officer has been included in the Service Level agreement with HCC for the provision of Communications and Research Support.
3. The Communications and research SLA covers core functions as set out in appendices 6 and 7. This does not cover expenditure for additional projects .

10. Summary of Principal Activities 2003/4

The following is a summary of proposed or continuing activities for Project Integra taken from the attached appendices:

Strategic Direction and Policy (Appendix 1 – Issues and Process Paper)

- To develop a renewed long term vision for Integra through consultation and consensus building
- To identify the key issues facing Integra in the period up to 2020 and plan for meeting future needs

- To clarify key policy areas concerning fate of garden waste in the residual waste stream and side waste
- To develop a longer term business plan with a three year + horizon from 2004/5

Waste Minimisation (Appendix 2)

- Eastleigh high diversion project
- To develop a Community Engagement Programme through external funding bids
- To develop a three year strategy for waste minimisation in parallel with the strategic direction and policy review

Materials Marketing (Appendix 3)

- To work with HWS to conclude contractual negotiations for a long term supply contract for mixed paper and card
- To explore the opportunities of a long term scheme to provide commonly liveried paper banks county-wide.
- To explore opportunities for joint marketing with adjoining county groups
- To explore opportunities to develop long term supply contracts for plastics linked to the potential purchase of products containing plastics by Hampshire authorities.

Collection – Processing – Disposal (Appendix 4)

- Develop a pilot kerbside glass project
- Build a 85KT MRF at Alton for completion by mid 2004
- Provide 30KT additional composting capacity at a central composting site and to develop capacity by mid 2004
- Explore and develop local composting opportunities, eg on farm sites.
- Explore and take up sustainable interim capacity options for processing dry mixed recyclables.
- Explore the possibilities of short sea shipping route for transportation of materials from Hampshire to processing facilities
- Develop a pilot kerbside collection for textiles in partnership with charity/community sector
- Co-ordinate the roll out of DMR and garden waste collection schemes funded by the DEFRA challenge bid.
- Explore opportunities for dismantling plants and collection systems for Waste Electrical and Electronic Equipment
- To project and plan for demand for MRF and Green waste composting capacity.
- To explore solutions to the “January effect” whereby delivery of dry mixed recycle to the MRF is significantly higher than other months

Biowaste - (Appendix 5)

- Evaluate costs of adopting/not adopting the strategy as set out in Appendix 5 to ensure best value for the general public and correct application for Project Integra.
- Agree the implementation of the revised input specifications for HWRC and kerbside collections of green waste for open windrow composting.
- Research into effectiveness of home composting, development of proposals to support sustainable garden practices and evaluation of community composting options.
- Evaluation of options for improving the effectiveness of the HWRC service and other facilities for receiving green waste.
- Carry out an evaluation of kerbside collection options, including joint collections and the impact on district councils.
- Co-ordinate and disseminate existing research on green waste collections and undertake further research.
- Develop a communications/public consultation package including a specific communications strategy related to a green waste ban, and its enforcement, identifying the economic case for the strategy .

Research – (Appendix 6)

- Develop a more strategic and co-ordinated role for research to ensure efforts are focused on and matched to Integra's overall objectives and activity programme.
- Explore biowaste processing systems in relation to finding the best practicable option to meet Hampshire's long term needs.
- Explore reasons for waste growth and opportunities to minimise waste.
- Evaluate effectiveness of promotions and targeted campaigns.
- Support and evaluate community engagement initiatives, including the Eastleigh Project and the Community Engagement Team.
- Analyse the quality of material delivered to the MRF to support decision making on effectiveness of collection schemes.

Communications – (Appendix 7)

- Support implementation of new and pilot schemes, including:-
 - expansions of kerbside collections funded from the DEFRA award
 - kerbside pilots for glass and textile collections
 - Shotton paper bank promotion
 - The Eastleigh maximum diversion project
- Review and Update the Website
- Carry out a brand review of Project Integra

-
- Facilitate member training and the annual standing conference

Member Support and Training (Appendix 8)

- Provide a introductory training programme for new members
- Arrange continuing training on key strategic issues through the year
- Arrange a series of visits to processors and other best practice examples of integrated municipal waste / resource management in the EU.

Best Value (Appendix 9)

- Complete the best value review in parallel with the review of strategic direction and policy.
- Evaluate accurate cost comparison data for Integra partners and comparative groupings.
- Develop an action plan arising from the strategic review , community and stakeholder consultation
- Evaluate potential benefits from collaborative collection systems
- Assist District Councils in the Comprehensive Performance Assessment Process.
- Review the role of the Policy Review and Scrutiny Committee and opportunities for external representation.

Executive and Secretariat (Appendix 10)

- To review the role of the Executive Officer in line with the future strategic direction of Integra.