

## **CABINET – 7 FEBRUARY 2007**

# **PROJECT INTEGRA REVISION TO CONSTITUTION AND ANNUAL ACTION PLAN 2007 - 2012**

## **1. INTRODUCTION**

- 1.1 Project Integra is the adopted brand name for the Waste Management Partnership for Hampshire. The Project Integra Partners are Hampshire County Council, the District Councils, Portsmouth City Council, Southampton City Council and Veolia. Project Integra is controlled by a Management Board which was constituted under Section 101 (5) and Section 102 (1) of the Local Government Act 1972. This report seeks the Council's endorsement for the revision of the constitution for the Project Integra Strategic Board and the approval for the adoption of the Annual Action Plan 2007-2012 for the Project Integra partnership.
- 1.2 The partnership continues to stand out in the UK, not least by virtue of the high (81%) level of diversion from landfill now achieved, by far the highest of any County Grouping. With a recycling/composting rate of around 35% and an energy recovery rate of around 46%, less than a fifth of Municipal Household Waste is still going to landfill, most of this being derived from the Household Waste Recycling Centres.
- 1.3 Working together also allows ambitious projects such as the continuing development and targeting of the Recycle for Hampshire behavioural change campaign. The partnership now has a permanent Material Analysis Facility looking at variations in the quality and composition of material in various waste streams and feeding back detailed information to the partners.
- 1.4 Income per tonne from the sale of recyclate of all types has shown strong growth due to buoyant markets for this material and, while these are dependent on global trading conditions, it is anticipated these will be sustained at this level for the period of the plan.
- 1.5 As the Action Plan indicates, there is however still much to do. The cost of waste management is likely to significantly outstrip current levels of funding throughout the three year period of the Comprehensive Spending Review (CSR 07), so the impetus to seek more efficient ways of working is stronger than ever. Just as importantly, the Project Integra partnership gives everyone access to the process of identifying the future infrastructure and the individual District's collection system needs.

## **2. CONSTITUTIONAL REVIEW**

- 2.1 The Constitution has not been updated since the Board's inception in 2001. In September 2006, The Project Integra Board committed to the HloWLGa that it would submit a revised and updated constitution to partners for approval in early 2007.

2.2 The Constitution sits as one of three core documents which must be approved by the partner authorities individually. These are:

- The Constitution (see Appendix A)
- The Joint Municipal Waste Management Strategy (JMWMS) – approved by all partners in 2006.
- The Approved Action Plan (updated annually – see Appendix B).

The Constitution has been revised to reflect developments over the last 5 years, especially the emergence of the Material Resources Strategy (MRS) and the Joint Municipal Waste Management Strategy. The revision also looks forward to the potential role of cluster working in the future.

2.3 The revision of the constitution clarifies the role of Project Integra and that of its partners. The role of Project Integra can be developed by this revision to the constitution but at the same time the revision safeguards the independence of individual partners. The revision generally provides opportunities for more joined up working and collaboration within the scope of the Project Integra partnership.

2.4 The amendments are evolutionary in nature and the fundamental nature of the Board as a Joint Committee is unaltered, as is its modus operandi. It will continue to draw its mandate from an approved action plan, updated annually, and will require the full support of relevant partners where decisions are taken that have a financial impact on those partners.

2.5 A significant addition is the development of Supplementary Documents to the Constitution, some of which will “repeal” and incorporate the relevant sections of the existing, but very dated, Memorandum of Understanding. It is intended that these will be added to or amended in due course.

### **3. PROJECT INTEGRA DRAFT ANNUAL ACTION PLAN 2007-2012 (ABP)**

3.1 The Annual Action plan (Appendix B) is the mechanism by which the Board receives its mandate to work on behalf of the partnership. It also sets out the costs of running the Board and associated joint activities of the partnership.

3.2 Authorities may approve the Draft Action Plan unreservedly or may approve it subject to a reservation in respect of any particular matter that it has concerns with. Where approval is given subject to such reservation, the Partner Authority’s voting Member is not entitled to vote on the matter in question when it is subsequently considered by the Board, and any resolution of the Board on the matter in question does not bind that Partner Authority.

### **4. FINANCIAL IMPLICATIONS**

4.1 The constitutional review has no direct short term financial implications for this Council.

4.2 The financial implications of the ABP for 2007/08 are as follows:

4.21 Expenditure

New Forest District Council Subscription to Project Integra	£14,082
New Forest District Council Project Fund contribution	£15,840
MAF Contribution	£3,663
Total Cost for 2007/08	£33,585
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4.22 Income

Glass recycling processed through Midland Glass	£ 18,220
Dry Mixed Cans, Plastics, paper processed through MRF.	£130,500
Total Project Integra Income for 2007/08	£148,720
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4.3 In addition to the payments to Project Integra listed in Section 4.2, the Council has agreed in principle to pay a further £24,000 from the £154,000 received from the Waste Performance Efficiency Grant 2007/08 to fund the Project Integra Behavioural Change Strategy.

## 5. ENVIRONMENTAL IMPLICATIONS

5.1 The key objectives of the action plan also have significant benefits for the environment. This action plan seeks to achieve high levels of recycling and a more sustainable approach to waste management in Hampshire.

## 6. CRIME AND DISORDER IMPLICATIONS

6.1 None

## 7. CONCLUSION

7.1 In September 2006, The Project Integra Board committed to the HloWLGAs that it would submit a revised and updated constitution to partners for approval in early 2007. The Constitution has been revised to reflect developments over the last 5 years, especially the emergence of the Material Resources Strategy (MRS) and the Joint Municipal Waste Management Strategy. The revisions also look forward to the potential role of cluster working in the future.

7.2 The Project Integra Action Plan clearly sets out service priorities for the next 5 years and the financial arrangements for 2007/08. The action plan describes the service priorities for Project Integra for 2007/08 and beyond. The document describes key priorities for 2007/08 and associated financial arrangements.

## **8. RECOMMENDATION**

8.1 That the Cabinet recommend the Council to:

- a) endorse the revised and updated constitution for the Project Integra Strategic Board;
- b) approve the Project Integra Annual Business Plan 2007-2012.

### **For Further Information:**

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### **Background Papers:**

**PROJECT INTEGRA STRATEGIC BOARD****CONSTITUTION**

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**1. BACKGROUND**

- 1.1. The partner authorities have been widely acknowledged for their cooperation since 1995 on an integrated waste management partnership programme, known as Project Integra. This has resulted in impressive facilities, generally high recycling performance, high diversion from landfill and a contribution to the fundamental shift in thinking from waste to resource management.
- 1.2. In order to further this agenda, in 2001 the partner authorities set up a Joint Committee (the Project Integra Management Board) in order to increase clarity, accountability and respond in a more effective and coordinated way to new challenges.
- 1.3. The effectiveness of the Board was reviewed during 2005/6 in parallel with the development of a Joint Municipal Waste Management Strategy (JMWMS). A number of important evolutions were agreed by the partner authorities. It was concluded that to underline its strategic, rather than operational role, the Board should become known as the Project Integra Strategic Board.
- 1.4. This revised Constitution for the Project Integra Strategic Board complements the JMWMS as one of three core documents underpinning the partnership. The third document is the rolling 5 year Action Plan, updated annually in accordance with this Constitution.
- 1.5. The JMWMS sets out the long term strategic aims of the partners. The Action Plan sets out priorities and how strategic aims will be delivered in the short to medium term. The Constitution sets out how decisions are made, scrutinised and supported.
- 1.6. For the purposes of the constitution the parties comprise:
  - 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 Veolia Environmental Services Ltd)
  - 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

## **2. PURPOSE**

- 2.1. The purpose of this Constitution is to set out in clear terms how the Project Integra Strategic Board operates and how decisions are made. It also sets out the role of the Policy Review and Scrutiny Committee and the Project Integra Executive.
- 2.2. The Constitution may be amended from time to time, where all Partner Authorities and HWS agree such amendments. The Board may propose amendments for consideration and approval in its Draft Action Plan.

## **3. DEFINITIONS**

“Annual General Meeting” means the annual meeting referred to in Paragraph 10.1.

“Approved Action Plan” has the meaning given in Paragraph 13.3.

“Board” means the Project Integra Strategic Board.

“Board Member” means a person appointed to the Board under Paragraph 8.1.

“Executive Officer” means the officer designated for the purposes of Paragraph 16.1.

“Chairman” means the Board Member appointed as Chairman further to Paragraph 10.2.

“Cluster” means two or more partner authorities working on a collaborative basis.

“Committee” means the Policy Review and Scrutiny Committee.

“Committee Member” means a member of the Policy Review and Scrutiny Committee.

“Deputy” means a person appointed as a deputy member of the Board further to Paragraph 8.4.

“Draft Action Plan” has the meaning given in Paragraph 13.2.

“Functions” means the functions of the Board set out in Paragraph 6.

“HWS” means Hampshire Waste Services Limited.

Implementation Plan – A document approved by a partner authority setting out how the authority intends to implement Project Integra policy and achieve agreed targets.

“Joint Municipal Waste Management Strategy” means the current Strategy of that name as formally agreed and adopted by the Partner Authorities and submitted to DEFRA.

“More from Less” is the title of a stakeholder document produced in 2005. It can be downloaded from [mrs-hampshire.org.uk](http://mrs-hampshire.org.uk).

“Objectives” means the objectives of the Board set out in Paragraph 5.

“Partner Authorities” means the local authorities set out in paragraph 1.6.

“Partner Authority’s Executive” means the Cabinet or other main executive body within the authority.

“Policy Review and Scrutiny Committee” has the meaning given in Paragraph 15.

“Project Integra” means Hampshire’s integrated waste management partnership.

“Project Integra Executive” means the executive structure set up to support the Board, the Committee and the partnership.

“Recovery Economy” means an economy that uses and recovers material and energy resources in the most sustainable and efficient manner, with particular regard to minimising carbon emissions.

“Role of the Board Member” is as specified in Paragraph 9.

“Special Meeting” means a meeting convened under Paragraph 11.

“Standing Deputy Chairman” means the Hampshire County Council Board Member designated in accordance with paragraph 10.3.

“Supplementary Document to the Constitution” means a document as described and approved in accordance with paragraph 17.

“Vice-Chairman” means the Board Member appointed as Vice-Chairman further to Paragraph 10.2.

“Voting Member” means any Board Member other than that appointed by HWS.

“Valorisation” refers to the concept of optimising or increasing the value of waste by treating it or regarding it in some other fashion to give it added value. This could include treating it as an economic development resource and/or secondary raw material for industry.

#### **4. VISION**

By 2020, Hampshire will have a world class and sustainable material resources system that maximises efficient re-use and recycling and minimises the need for disposal.

## **5. AIMS & OBJECTIVES**

The Objectives of the Board mirror those in the JMWMS as follows:

- 5.1 To deliver this overarching vision, the fundamental objective of the Project Integra Strategic Board is to provide a long-term solution for dealing with Hampshire's household waste in an environmentally sound, cost effective and reliable way. Success in achieving this depends on joint working between all the parties in the best interests of the community at large. Specifically, the aims of the Strategic Board are:
- 5.2 To deliver the relevant municipal waste and recycling elements of the Material Resources Strategy as set out in the stakeholder document 'More from Less';
- 5.3 Win the support and understanding of the wider public, leading to a change in behaviour towards material resources;
- 5.4 Make access to recycling and related facilities a positive experience for residents and businesses by improving the coverage of kerbside collection systems, implementing further material recovery streams and continuous improvement of services;
- 5.5 Improve the understanding of, and promote waste avoidance and minimisation.
- 5.6 Maximise value for money by considering the system as a whole;
- 5.7 To provide suitable and sufficient processing facilities for existing and new material streams;
- 5.8 Secure stable, sustainable and ethical markets for recovered materials and products;
- 5.9 Ensure each partner clearly understands its roles and responsibility for delivery; and
- 5.10 Meet the statutory obligations but at the same time maintain Hampshire at the forefront of the waste to resources agenda.

## **6. FUNCTIONS**

The functions of the Board are as follows:

- 6.1. To develop a strategic policy framework within which the Partner Authorities can each discharge their functions as waste disposal authority or waste collection authority (as the case may be) and as set out in the Joint Municipal Waste Management Strategy and in other ways so as to achieve the Objectives.



- 6.2. To produce, for consideration and approval of the Partner Authorities, the Draft Action Plan and associated budget, and to implement the Approved Action Plan.
- 6.3. To discharge, on behalf of the Partner Authorities, their functions in respect of the making of arrangements for the recycling of waste, where such arrangements:
  - (a) Affect two or more of the Partner Authorities; and
  - (b) Have been authorised by all of the Partner Authorities by being specifically referred to in the Approved Action Plan.
- 6.4. To influence, advise and lobby government and other agencies, both nationally and internationally, where to do so is consistent with the Objectives.
- 6.5. To commission and promote research into matters relevant to the Objectives.
- 6.6. To develop proposals for the future development of Project Integra (to be included for consideration in the Draft Action Plan). Such proposals may include the creation of separate entities to undertake particular lines of activity, such as the commissioning of research, public awareness or behavioural change campaigns and the provision of training and consultancy services.
- 6.7. To develop proposals on how the Partner Authorities can discharge their functions in the field of resource management, promote a recovery economy, improve economic, social and environmental wellbeing in Hampshire and contribute to the achievement of sustainable development.
- 6.8. To promote opportunities for joint working, collaboration, efficiencies and economies of scale at an operational or management level within clusters and with other authorities inside and outside Hampshire.
- 6.9. To carry out such other activities calculated to facilitate, or which are conducive or incidental to the discharge of the Board's Functions in implementing the Approved Action Plan.

## **7. NAME AND LEGAL STATUS**

- 7.1. The Board is a joint committee constituted by the Partner Authorities under Section 101(5) and 102(1) of the Local Government Act 1972. Its name is the "Project Integra Strategic Board". Meetings of the Board are subject to the provisions of the Local Government Act 1972, including provisions on access to information and meetings being held in public.
- 7.2. The area within which the Board is to exercise its authority is the administrative county of Hampshire together with the unitary authority areas of Portsmouth and Southampton.

## **8. COMPOSITION OF THE BOARD**

- 8.1. The Board shall comprise 15 Members, being one Member appointed by each Partner Authority, and one co-opted Member representing HWS.

- 8.2. Each Partner Authority shall ensure that its appointed Board Member is a member of their executive, except where the Authority concerned:
- (a) has adopted a Mayor and council manager executive, in which case the Board Member may be the council manager or other officer, or
  - (b) is below the population threshold set by Government for the adoption of the Cabinet model. In this case, the Partner Authority shall ensure that the appointed Board Member is the Chairman of the authority's own Committee or Board with responsibility for waste management.
- 8.3. The representative of HWS shall be the Managing Director of Hampshire Waste Services Ltd, with the skills and qualities required to fulfil the role of the Board Member. The co-option of the representative in question shall be a matter for the approval of the Board.
- 8.4. Partner Authorities, and HWS, may each appoint another named person to act as a Deputy for their appointed Board Member. Where the appointed Board Member is unable to attend a meeting, their Deputy may attend and carry out their responsibilities, including, in the case of a Voting Member, voting in their absence. Those appointing a Deputy shall ensure that they meet the requirements of Paragraph 8.2 or, where appropriate, Paragraph 8.3 above.
- 8.5. The term of office of a Board Member and any Deputy shall be determined by the appointing partner authority, provided that for the duration of that period they remain a person who is capable of being appointed to the Board in accordance with Paragraph 8.2 or, where appropriate, 8.3 above. Partner Authorities and HWS may change their appointed Board Member or Deputy at any time provided that written notice of any such change is provided to the Executive Officer, taking effect upon receipt.

## **9. ROLE OF THE BOARD MEMBER**

The responsibilities of a Board Member are as follows:

- 9.1. To be committed to, and act as a champion for, the achievement of the objectives both within their own authority and in other arenas.
- 9.2. To be a good ambassador for the Board and for Project Integra.
- 9.3. To attend Board meetings, vote on items of business and make a positive contribution to the achievement of the Objectives.
- 9.4. To remain acquainted with emerging technologies and processes in the area of waste/resource management.
- 9.5. To act as an advocate for the Board in seeking the approval of their Partner Authority to the Draft Action Plan.

## **10. MEETINGS**

- 10.1. The Board shall meet on a quarterly basis. The venue for meetings shall be determined by the Board. The Board shall hold an Annual General Meeting annually on one of the quarterly dates.
- 10.2. The Chairman and Vice-Chairman of the Board shall be appointed at the Annual General Meeting. Appointments take effect until the next Annual General Meeting. In the absence of the Chairman for any reason the responsibilities of the Chairman shall be discharged by the Vice-Chairman. A Chairman or Vice-Chairman may be re-elected to serve for another period of one year if that is the wish of the majority of the Board but should not normally serve in the same role for more than three consecutive years.
- 10.3. If the Chairman is for any reason unable to continue in the role, the Vice-Chairman shall automatically assume the role of Chairman until the next routine or special meeting of the Board, where a new Chairman shall be appointed.
- 10.4. Unless the Hampshire County Council Member is elected Chairman or Vice-Chairman in accordance with paragraph 10.2 above, the Hampshire County Council Board Member shall assume or resume the role of ex-officio Standing Deputy Chairman. The purpose of the position is to:
  - (i) provide assistance and advice to the Chairman and Vice-Chairman in the preparation of meeting agendas and other member events or communications
  - (ii) ensure the Hampshire County Council Member is fully informed of strategies and policies being formulated for consideration by the Strategic Board.

The role reflects the unique responsibility of Hampshire County Council within the partnership. In all other respects the role is the same as other Voting Members.

- 10.5. A printed copy of the summons and agenda for each meeting and the minutes of the previous meeting, shall be despatched by the Executive Officer at least fourteen days before such meeting to each Board Member and, for information, to each Member of the Policy Review and Scrutiny Committee. The summons shall contain notice of all business, except urgent business, which is in the ordinary course or by direction of the Chairman or Executive Officer required to be brought before the Board.
- 10.6. If within ten minutes of the appointed time for the commencement of the meeting a quorum (that is four Voting Members) is not present, the meeting shall be dissolved. Any business not disposed of shall be considered at the next meeting.
- 10.7. The Chairman may invite any person to attend a meeting of the Board for the purpose of making a presentation, or participating in discussion, on any item relevant to the Board's Functions, where that person is able to provide a professional or commercial viewpoint, which the Chairman considers would be of assistance to the Board.
- 10.8. All decisions of the Board will be notified in writing to Board members, deputies and members and deputies of the Policy Review and Scrutiny Committee within five

working days of the Board meeting. Subject to paragraphs 15.8 and 15.9 below, any decision will take effect seven days after such notification has been given.

## **11. SPECIAL MEETINGS**

- 11.1. The Chairman may summon a Special Meeting of the Board at any time.
- 11.2. A Special Meeting shall also be summoned on the requisition in writing of not less than four Voting Members, which requisition shall be delivered to the Executive Officer and shall specify the business to be considered at the Special Meeting.
- 11.3. The Executive Officer shall arrange for any Special Meeting to be held in accordance with the timetable in Paragraph 10.5 above.

## **12. DECISION MAKING**

- 12.1. Voting Members shall be entitled to a vote on items of business considered by the Board (the Board Member appointed by HWS, as a co-opted member, is not permitted to vote by virtue of Section 13(1) of the Local Government and Housing Act 1989).
- 12.2. Subject to Paragraphs 12.4 and 13.3 below, every question shall be determined by the voices of those Voting Members present, provided that if there is a Voting Member who indicates dissent to this procedure then a vote by a show of hands shall take place. A simple majority shall be required.
- 12.3. In the event of there being an equal number of votes for and against a particular proposition, the Chairman shall have a casting vote.
- 12.4. Where the effect of a particular proposition, if adopted by the Board, would be to give rise to contractual or financial implications for any Partner Authority, then in addition to the normal requirement for a simple majority of votes, the vote of the Member appointed by that Partner Authority, in favour of the proposition, shall be required. Where a particular proposition does not have the support of the Members appointed by all Partner Authorities so affected, the proposition cannot be adopted by the Board.
- 12.5. Where the effect of a decision of the Board is that the Partner Authorities, or any of them, shall enter into contractual arrangements, the Partner Authorities so affected hereby delegate authority to complete the contractual documentation on their behalf (subject to Paragraph 12.6 below) to [insert name of designated lead authority], further to Section 101 Local Government Act 1972.
- 12.6. Where, further to a resolution of the Board, contractual arrangements are entered into by one of the Partner Authorities, as lead authority on behalf of itself and other authorities, the Partner Authorities so affected shall complete a legal agreement setting out the basis on which risks and liabilities are apportioned between them.

## **13. ACTION PLAN**

- 13.1. At its Annual General Meeting, the Board shall consider and approve the Draft Action Plan.
- 13.2. The Draft Action Plan shall set out the strategy for the achievement of the Objectives over a rolling five year period. It will specify the activities to be undertaken, and arrangements to be entered into, in support of that strategy, together with a full assessment of the financial, resource, service, legal and contractual implications.
- 13.3. The Draft Action Plan shall contain a summary of each Partner Authority's own implementation plan which sets out how the authority will support Project Integra policy and contribute to collective targets and objectives.
- 13.4. The Draft Action Plan shall be considered by each of the Partner Authorities with a view to giving it their approval. On being approved by all of the Partner Authorities, the Draft Action Plan shall become the Approved Action Plan. A Partner Authority may approve the Draft Action Plan subject to a reservation in respect of any particular matter that it has concerns with. Where approval is given subject to such reservation, the Partner Authority's Voting Member is not entitled to vote on the matter in question when it is subsequently considered by the Board, and any resolution of the Board on the matter in question does not bind that Partner Authority.
- 13.5. The Board may consider and propose a draft amendment to the Approved Action Plan, where necessary to accommodate unforeseen circumstances, which have arisen which would assist the Board in achieving the Objectives. Any proposed amendment, which is agreed by the Board, shall then be submitted to the Partner Authorities for approval. On being approved by all the Partner Authorities, the amendment is then incorporated in the Approved Action Plan.

#### **14. DELEGATION TO SUB-COMMITTEES AND OFFICERS**

- 14.1. The Board and the Committee may arrange for any of its functions to be discharged by a sub-committee or by an officer of one of the Partner Authorities, provided that any such arrangements do not include delegation of matters falling within the scope of Paragraph 12.4 above or Paragraph 17 below, which shall remain the sole responsibility of the Board.
- 14.2. The Board and the Committee may appoint working groups of Members and officers to consider specific matters referred and report back to the Board.

#### **15. POLICY REVIEW AND SCRUTINY COMMITTEE**

- 15.1. The role of the Policy Review and Scrutiny Committee is to discharge the functions conferred by Section 21 of the Local Government Act 2000 in relation to the activities of the Board. In the exercise of these functions, the Policy Review and Scrutiny Committee shall:
  - (a) Review and/or scrutinise any decisions made or actions taken in connection with the discharge of any of the Board's Functions;

- (b) Make reports or recommendations to the Board in connection with the discharge of any of the Board's Functions;
- (c) Consider any relevant matter affecting the area or its inhabitants; and
- (d) Exercise the right to call in, for consideration, decisions made by the Board but not yet implemented.

15.2. In particular the Policy Review and Scrutiny Committee may:

- (a) Undertake policy reviews, in particular the review and suggested amendments to the Board's Draft Action Plan, Supplementary Documents to the Constitution and input into appropriate Community Plans or such other similar documents as the Board may wish to adopt or endorse.
- (b) Consider and advise on revisions to the Joint Municipal Waste Management Strategy.
- (c) Review decisions taken by the Board and/or Executive Officer and the performance of services provided directly or indirectly by the Board, including power to require members of the Board and relevant officers to attend before it to answer questions.
- (d) Formulate new policy proposals for consideration by the Board.
- (e) Review the level of financial resources to be included in annual service budgets and the overall level of the Board's aggregate budgets.
- (f) Review performance against target income and expenditure levels.
- (g) Prepare and submit to the Board annual programmes of work to be undertaken each year.

15.3. Notwithstanding the annual programme of work referred above, the Board could request the Committee to undertake a review of policy at any time. The Board may also work with the Committee to undertake reviews of existing policies or proposed development of new policies at any time.

15.4. The Policy Review and Scrutiny Committee shall comprise up to 17 Committee Members, being one Member appointed by each Partner Authority, one co-opted Member appointed by HWS, and up to two co-opted Members appointed by the Committee to represent relevant community interests or groups. Members may not include members of Partner Authority executives. Members shall have relevant knowledge of issues relating to waste or other resource management, and the skills and qualities required to assist the Committee in discharging its review and scrutiny functions.

15.5. Partner Authorities, and HWS, may each appoint another named person to act as a Deputy for their appointed Committee Member. Where the appointed Committee Member is unable to attend a meeting, their Deputy may attend and carry out their responsibilities, including, in the case of a Voting Committee Member, voting in

their absence. The Executive Officer shall be notified of any appointment of a Deputy, such notification taking effect upon receipt. Those appointing a Deputy shall ensure that they meet the requirements of Paragraph 15.4 above.

- 15.6. The term of office of a Committee Member and any Deputy shall be determined by the appointing partner authority, provided that for the duration of that period they remain a person who is capable of being appointed to the Committee in accordance with Paragraph 15.4 above). Partner Authorities and HWS may change their appointed Committee Member or Deputy at any time provided that written notice of any such change is provided to the Executive Officer, taking effect upon receipt.
- 15.7. The provisions in Paragraphs 10 (except para 10.4), 11 and 12.1 – 12.3 above shall apply to meetings of the Policy Review and Scrutiny Committee in the same way that they apply to meetings of the Board, with references to the Chairman, Vice-Chairman and Members of the Committee substituted for the references to the Chairman, Vice-Chairman and Members of the Board. In this context the term “Voting Members” shall be read as meaning the Committee Members appointed by the Partner Authorities.
- 15.8. Subject to Paragraph 15.9 below, a decision of the Board will be notified to Committee Members within five working days, and will take effect seven days after such notification has been given, unless in that period any four or more members of the Policy Review and Scrutiny Committee request a meeting of the Committee to review the decision. All action to implement the decision shall then be suspended, and a meeting of the Committee shall take place within 21 days from the date of receipt by the Executive Officer of the request for review of the decision. At the meeting the Committee shall decide whether to exercise the powers in Section 21(3) of the Local Government Act 2000 to recommend that the decision is reconsidered, or (in exceptional cases) to arrange for the review function to be exercised by any Partner Authority. Where the Committee so decides, the Board shall reconsider the decision and decide whether or not it should be changed. Subject to such reconsideration by the Board, the decision will then take effect.
- 15.9. The arrangements in Paragraph 15.8 shall not apply where the Chairman of the Committee agrees that it is the best interests of Project Integra for a decision of the Board to be implemented as a matter of urgency. In such cases the Board’s decision takes immediate effect.
- 15.10. Where any Member of the Committee or of any sub-committee so requests, arrangements shall be made for any matter relevant to the functions of the Committee or as the case may be, the sub-committee, to be included in the agenda for, and discussed at, a meeting of the Committee or sub-committee.

## **16. EXECUTIVE OFFICER AND PROFESSIONAL SUPPORT**

- 16.1. The Board shall designate a named person to fulfil the function of Executive Officer. The responsibilities of the Executive Officer shall be set out in a job description approved by the Board as a Supplementary Document to the

Constitution. In respect of the business of the Board, its sub-committees, working groups, and the Policy Review and Scrutiny Committee, the role shall include :

- (a) To make all necessary arrangements for the convening of meetings.
- (b) To provide, or, where necessary, procure the provision of, all necessary advice on the technical, legal and financial implications of matters under consideration.
- (c) To bring attention to relevant matters which merit consideration.
- (d) To take and maintain minutes of meetings, and ensure that business at meetings is conducted in accordance with legal and constitutional requirements.
- (e) To be responsible for communications with other agencies, including the media.
- (f) To manage and co-ordinate the day-to-day affairs of the Board and its administrative support.

16.2. The Board shall obtain legal, financial and other professional advice as required.

16.3. The business address for all communications relating to the administration of the Board's affairs shall be determined by the Board.

## **17. SUPPLEMENTARY DOCUMENTS TO THE CONSTITUTION**

17.1. Supplementary Documents to the Constitution (SDCs) set out agreements such as operational protocols, financial arrangements or specifications that the partner authorities have agreed to apply either generally or under specified circumstances.

17.2. The Board may from time to time consider amending, deleting or adding to the Supplementary Documents and may, subject to paragraphs 12.4 and 15.8 above and 17.3 below, approve such changes without the need to refer to each authority for individual approval.

17.3 Nothing in this Constitution shall empower or permit the Board to override contractual or legal arrangements agreed between partner authorities or between one or more partner authorities and third parties.

## **18. URGENT MATTERS**

18.1. Subject to Paragraph 16.2, this Paragraph applies where the best interests of the Board require that action should be taken, or a decision made, on a matter which would normally fall to be considered by the Board in the exercise of its functions, but where such best interests would be compromised by the action, or decision, being deferred until the next meeting of the Board. In such cases the Executive Officer is authorised to take such action or decision, following consultation with the Legal Adviser, Chairman and Vice-Chairman. Any such action taken shall be reported to the next meeting of the Board.



- 18.2. Paragraph 18.1 does not apply to decisions falling within the scope of Paragraph 12.4 or 17.2.

## **19. CONDUCT AND EXPENSES OF MEMBERS**

- 19.1. All Board and Committee Members shall observe at all times the provisions of the code of conduct, which, in due course, is adopted by their Partner Authority under Section 51 of the Local Government Act 2000. In the meantime, Members are required to observe the provisions of any existing code of conduct adopted by their Partner Authority or, where none exists, the National Code of Local Government Conduct.
- 19.2. Except as outlined in paragraphs 19.3 and 19.4 below, each Partner Authority shall be responsible for meeting any expenses to which any Board or Committee Member appointed by them, as their representative is entitled as a result of their attendance at duly authorised meetings. HWS are responsible for meeting any expenses incurred by their appointed representatives.
- 19.3. The Board shall meet appropriate expenses, properly incurred by the Board and Committee Chairman or Vice Chairman in relation to circumstances where they have represented the partnership rather than their individual authority. A summary of such expenditure shall be reported to the Board at the Quarterly meetings.
- 19.4. The Board shall meet appropriate expenses, properly incurred by the two (non-HWS) appointed co-opted members of the Policy Review and Scrutiny Committee.

## **20. LIABILITIES OF BOARD MEMBERS**

- 20.1. Board Members have the same responsibilities and liabilities as those which apply when sitting on other committees and bodies as appointed representative on behalf of their authority. Where contractual arrangements are authorised by the Board, any liabilities arising under those arrangements will rest with the constituent Partner Authorities who are parties to those contractual arrangements. Indemnification for any liabilities, which do arise, is a matter between the Board Member and their Partner Authority. It is noted that under Section 101 of the Local Government Act 2000, the Secretary of State may by order make provision conferring power to local authorities to provide indemnities to some or all of their members and officers.

## **21. PRESS AND PUBLIC RELATIONS**

- 21.1. The Board shall have power to issue such press releases and carry out such further publicity as it deems necessary for the furtherance of the Objectives, including the dissemination of information relating to the functions and workings of the Board, and any action taken or proposed to be taken for the benefit of the residents of Hampshire and other stakeholders.

## **22. ANNUAL CONFERENCE**

- 22.1. The Board shall arrange for an annual meeting of persons interested in the development of Project Integra, to be known as the Annual Conference. A purpose

of the Annual Conference is to seek a broad range of views on the future development of policy. Each Partner Authority shall be invited to be represented by members and officers, as it considers appropriate, to speak and discuss issues under review. The Annual Conference will be held before the Annual General Meeting of the Board to enable views to be expressed on the Draft Action Plan.

Dated

2007

# Project Integra

## Draft Action Plan

### 2007-2012



Consultation Draft approved by the  
Project Integra Management Board  
11 January 2007



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## SECTION 2 – EXECUTIVE SUMMARY

### Objectives and Overview

The partnership continues to face a wide variety of challenges through social, economic and environmental pressures. These include the increasing costs of municipal resource management, the drive for efficiency and accountability outlined in the 2006 Local Government white paper, the emerging carbon economy and, not least, keeping the public engaged and motivated against a higher level of expectation and scrutiny.

Priority actions for the period 2007-12 are summarised under three key themes:

#### 1. Doing the basics better

The partnership places high emphasis on improving services, providing value for money, sharing of resources and best practice, consistent and effective communication, better understanding of variations in performance and methods for improvement.

Major programmes include continued development of the Materials Analysis Facility, Identifying and encouraging opportunities for joint working and reviewing inter-authority payments mechanisms for rewarding good practice.

#### 2. Promoting Sustainable Consumption and Production

The partnership will continue to promote and facilitate the efficient use of material resources and energy, through its own activities and to encourage responsibility in the wider domestic and business community.

Major Programmes include the continuing Behavioural Change Strategy, the *Recycle for Hampshire* campaign, the *Small Changes Big Difference* waste minimisation programme, support to SMEs on recycling, and promotion of home composting and home food “digesters”.

#### 3. Specifying further Infrastructure and collection systems

The partnership seeks better understanding of how materials flow through the local economy and thereby identify appropriate new processing and collection systems for the whole economy of Hampshire and to help deliver facilities on appropriate sites.

The major programme, as part of the wider MRS partnership, will procure, deliver and interpret detailed specialist advice and recommendations on the options and implications.

### Performance

A new, wider range of performance indicators are proposed to measure waste avoidance, waste diversion, value for money and carbon impacts as well as just headline recycling rates.

Improvements are also made in presentation of comparative data between partners.

### **Resources**

It is not clear yet what further external resources will be available beyond 2007/8, however the Project Integra will maintain its ability and readiness to make partnership bids for grants and targeted funds.

The base subscription for the Project Integra Executive and joint projects will be increased by inflation only, against a backdrop of increasing income from sale of recovered materials (in 2006/7, estimated at 42% up on previous year).

### **Risks**

Risks, and how they change with time, continue to be assessed and mitigated through the independent executive function and the action programme.

## SECTION 3 – OBJECTIVES, PRIORITY THEMES AND HEADLINE TARGETS

Key Objectives	Drivers
<b>Economic and Organisational Objectives</b>	
Reducing costs through efficiencies, economies of scale and joint working	Gershon, Lyons, LGWP, CSR07, HloWLGA
Promote sustainable procurement	MRS, LAA, EWS
Promoting economic development in Hampshire	MRS, LAA
<b>Environment Objectives</b>	
Climate change and carbon emissions	EU6thEAP, Stern Report, LGWP, EWS
Environmental Protection	EU6 <sup>th</sup> EAP, MRS, JMWMS
<b>Material Flow Objectives</b>	
Reducing overall waste arisings	EWS, MRS, LATS, LAA
Eliminating landfill of non-inert material	MRS, LATS, JMWMS
Reducing contamination of material for recycling	Markets, JMWMS, BCS
Increasing capture of material for recycling	MRS, JMWMS, BCS, LATS, LAA, SME, EWS
Increasing the range of materials that can be sustainably and economically recovered	MRS, Community, SME, EWS
<b>Wider Social Objectives</b>	
Promote personal and corporate responsibility for sustainable production & consumption	MRS, JMWMS, LAA, EWS

Key – see over

**Key**

Abbreviation	Definition or Explanation
BCS	Project Integra's Behavioural Change Strategy <a href="http://recycleforhampshire.org.uk/">recycleforhampshire.org.uk/</a>
Community	Pressure from the wider community for development of recycling and other services
CSR07	The Government's Comprehensive Spending Review 2007. This will set spending plans for 2008-09, 2009-10 and 2010-11. <a href="http://hm-treasury.gov.uk/spending_review/spend_index.cfm">hm-treasury.gov.uk/spending_review/spend_index.cfm</a>
EU 6 <sup>th</sup> EAP	The European Union's 6 <sup>th</sup> Environmental Action Programme 2002-12 <a href="http://ec.europa.eu/environment/newprg/index.htm">ec.europa.eu/environment/newprg/index.htm</a>
EWS	Review of England's Waste Strategy (expected early 2007). A draft strategy was published for consultation in 2006. <a href="http://defra.gov.uk/corporate/consult/wastestratereview/review-consult.pdf">defra.gov.uk/corporate/consult/wastestratereview/review-consult.pdf</a>
Gershon	Efficiency Savings of 2.5% per year required by Government set out in the Spending Review 2004. <a href="http://hm-treasury.gov.uk/spending_review/spend_index.cfm">hm-treasury.gov.uk/spending_review/spend_index.cfm</a>
HloWLGA	Commitment to explore joint working agreed by the Hants & Isle of Wight Local Govt Association on 29 September 2006. <a href="#">Link to HloWLGA Report</a>
JMWMS	Hampshire's Joint Municipal Waste Management Strategy <a href="http://integra.org.uk/board/index.html">integra.org.uk/board/index.html</a>
LGWP	Local Govt White Paper October 2007 - Strong and Prosperous Communities <a href="http://communities.gov.uk/index.asp?id=1503999">communities.gov.uk/index.asp?id=1503999</a>
LAA	Hampshire Local Area Agreement <a href="http://hants.gov.uk/localareaagreement.htm">hants.gov.uk/localareaagreement.htm</a>
LATS	The Landfill Allowance Trading Scheme which translates the requirements of the Landfill Directive into UK law.
Lyons	The Lyons Inquiry into Local Government Structure and Finance <a href="http://lyonsinquiry.org.uk/">lyonsinquiry.org.uk/</a>
Markets	Increased quality of material demanded by reprocessors and national regulators such as the Environment Agency
MRS	Hampshire's Material Resources Strategy <a href="http://mrs-hampshire.org.uk">mrs-hampshire.org.uk</a>
SME	Pressure from Small/Medium Sized enterprises for development of recycling and other services
Stern Report	The Stern Review on the economics of climate change <a href="#">link to HM Treasury / Stern Review</a>



## Priority Themes

The objectives in the previous section are determined by external forces such as EU and UK Govt policy, or by existing commitments to local initiatives such as the Material Resources Strategy or the Behavioural Change Strategy.

These objectives are wide ranging and some are potentially in conflict with others. Examples include:

- historically the demand for higher standards of environmental protection and more differentiated material flows has increased, rather than decreased, costs.
- In parts of the UK, the drive for high recycling rates has led to increased overall waste arisings.

The Board has therefore identified three priority themes to help keep the partnership focused on effective delivery in a complex environment. These are:

- Doing the basics better
- Promoting Sustainable Consumption and Production
- Specifying future infrastructure and collection systems.

Each part of the Board's work programme should therefore be identified with, and help to deliver, one or more of these priority themes.

### Doing the Basics Better

This theme is concerned with:

- consistent and improving services to residents and other customers
- providing value for money
- effective sharing of resources and best practice across partners
- consistent and effective communication within authorities and between partners
- better understanding of performance, the reasons for variations and the methods for improvement
- maximising capture and quality of materials.

### Promoting Sustainable Consumption and Production

This theme is concerned with:

- better design of products, homes and systems to optimise use of natural resources
- the need for improved sustainability throughout product life cycles (design, production, use, end of life etc)
- the need for actors throughout the process chain to take appropriate responsibility
- the minimisation or avoidance of waste at source
- the design of recycling or composting systems to capture the optimum amount of material regardless of source
- the minimisation of transport
- maximising access to recycling or composting systems where this is sustainable.

### Specifying further Infrastructure and collection systems

This theme is concerned with:

- understanding how materials flow through the local economy
- identifying the types of technology available to recover materials and/or energy and their relative environmental and carbon impacts
- identifying the options for collection systems and their relative environmental and carbon impacts
- matching the required facilities to appropriate sites in accordance with the Minerals and Waste Development Framework
- consultation with stakeholders and the wider community
- having regard to all the above when specifying systems or facilities.

### Headline Targets (Provisional)

The following provisional headline targets are suggested as a starting point for debate in early 2007 with a view to adopting firm targets when consensus has been reached. Some are blank due to lack of data at present.

Target description	Provisional target level	Achieve by:
1. kg residual waste / head / year	300 kg / head / year	2010
2. Kg head arisings (BVPI 84)	500 kg / head / year	2010
3. Landfill diversion	85% / 90 %	2010 / 2012
4. Average contamination input MRF	8%	2010
5. Capture of available recyclates	70%	2010
6. CO <sub>2</sub> emissions per head	TBA	2010
7. % of SMEs known to recycle	TBA	2010
8. Kg recyclate per head	TBA	2010
9. Overall recycling/composting rate	40% (35% in urban areas)	2010

### Key issues to Lobby Government

Use of a wider suite of performance indicators for resource management nationally to provide a more balanced view of overall sustainability and efficiency, including carbon impacts, and to discourage unsustainable practices.

Inclusion of the following in recycling performance indicators:

- an allowance for home composting,
- ferrous metal and other recovered material from incinerator bottom ash.

A requirement for developers to provide sustainable disposal facilities (such as home composters/digesters) in appropriate new-build housing developments.

## SECTION 4 - RESOURCES

### *Resources*

#### 1. Revenue and Capital Costs of Services and Facilities

Waste Management costs to local authorities are met by a combination of Council Tax revenue and Government Grant to each individual partner. Waste Management (both waste collection and disposal) is currently included in the EPCS FSS block along with services such as libraries and sport. The EPCS FSS is currently calculated for authorities on the basis of resident population modified by top ups for Density, Deprivation and Additional Population. The WCA calculation is also modified in accordance with sparsity (degree of population density in rural areas).

The proportion funded by Government has not increased in proportion to rising costs over recent years, which has meant most of the burden has fallen on the Council Tax payer.

The Capital costs of developing the infrastructure are funded by the WDAs through the long term contract with HWS. HWS receive a fixed sum for operating each site, regardless of throughput and also a gate fee for each tonne of material processed. The gate fee varies according to a number of factors and the contract sets these out in detail.

Southampton and Portsmouth contribute to the overall disposal costs pro-rata according to the volume of waste derived from the cities.

#### 2. Sale of Recyclable Materials

Income from the sale of materials is split 50:50 between HWS and the WCAs according to the tonnage of material delivered for processing. Table 2 shows the predicted income from sale of recyclate in 2006/7. The level of income has been rising considerably each year:-

2004/5 = £ 553,000

2005/6 = £ 921,000

2006/7 =£1,340,000

This is partly a reflection of the increase in recycling tonnages collected by partners but also the state of the market for recyclable materials has boosted prices per tonne.

#### 3. Waste Performance and Efficiency Grant

From 2005/6, DEFRA introduced a **Waste Performance and Efficiency Grant** which was calculated based on the EPCS FSS formula (see above) and not linked to recycling performance. The WPEG in 2005/6 and 2006/7 was paid directly to

local authorities on a “targeted but not ring fenced” basis.

Fig 1	<i>WPEG - Allocation (to nearest £'000)</i>		
	2005/6	2006/7	2007/8
Authority			
Basingstoke	50	131	138
East Hants	36	93	98
Eastleigh	38	98	103
Fareham	35	92	96
Gosport	25	65	68
Hampshire	556	1456	1525
Hart	28	73	77
Havant	38	98	102
New Forest	56	145	152
Portsmouth	157	404	423
Rushmoor	30	76	80
Southampton	178	460	482
Test Valley	36	95	99
Winchester	37	99	103
<b>Total</b>	<b>1300</b>	<b>3385</b>	<b>3546</b>

In 2006 the Department for Communities and Local Government (DCLG) announced that the 2007/8 WPEG in two-tier areas would be “pooled centrally via the Local Area Agreement”. In effect this means that the sum total of the grant in the two tier areas would be paid to Hampshire County Council. HCC have indicated that it will distribute the grant to the WCAs according to the allocation above, but this has yet to be formally confirmed. The Guidance issued states that “the following new targets areas are mandatory in any LAA area where the Waste Performance and Efficiency Grant is received:

- Reduction in the percentage of municipal waste landfilled
- Increase in the percentage of municipal waste recycled”.

Details of the new targets are likely to be included in the new *England Waste Strategy*, expected early in 2007.

#### 4. Recycling Credits

The Recycling Credit scheme was introduced in 1990 as an early (and then unique) policy lever to encourage recycling in two tier areas. Today the scheme has to operate with a number of other economic and regulatory measures designed to promote more sustainable waste management. The Government has signalled its intention to encourage LAs to move away from recycling credits as the primary system of inter-authority payments. It is likely that the scheme will be overhauled substantially or even replaced by the Government during the period of this plan.

In the meantime Recycling Credits are payments made by the WDA to help offset the costs of collecting recyclables. The sum involved reflects the cost avoided by the WDA by not having to landfill or otherwise dispose of the material. As part of the original PI Memorandum of Understanding, the WCAs agreed not to claim recycling credits for material processed through the MRF and composting sites. In

effect this is an “off balance sheet” contribution to the overall project costs. At current values this would represent around £2.9m.

Recycling Credits are paid by HCC in relation to material, such as glass and textiles, which is not processed through the contract with HWS. Recycling Credits are also paid voluntarily to third parties, such as charitable organisations for material diverted from the waste stream. HCC currently pay recycling credits of around £900,000 per year to WCAs and third parties.

## 5. Landfill Allowance Trading Scheme

From April 2005, the Government introduced a Landfill Trading Allowance Scheme which limits waste disposal authorities to a specific volume of biodegradable municipal waste which declines progressively year on year to 2020. Authorities which exceed their allocation must purchase the unused allocation from another authority or pay a fine of £150 per tonne. Hampshire WDAs are predicted to have a net surplus of allowances over their actual requirement until at least 2013/14. The following extract is from an Environment Agency Report on the landfill Allowances and Trading Schemes (LATS) – 2005/6.

*HCC had the greatest individual surplus of allowances in 2005/6. It used only 94,361 tonnes of its allocation of 361,997 tonnes, leaving a surplus of 267,636 tonnes. This surplus was sold to other authorities. Hampshire used only 26 per cent of its allowance allocation for 2005/6 and, based on this performance, is likely to have surplus of allowances in the first Landfill Directive target year (2009/10).*

HCC have indicated that LATS income is considered as a corporate resource and is therefore unavailable for redistributive inter-authority payments.

## 6. Cost of Contamination

Analysis of over 400 samples carried out during 2006 in Materials Analysis Facility at Alton showed that material collected at kerbside for recycling contains an average of around 10% of material outside the input specification for delivery to the MRFs.

Contamination is a cost to the WDA and to Veolia due to the physical effort of handling and sorting material only for it to be disposed of, and the overall capacity of the MRF to sort good quality materials is also affected.

On average, around half of the contamination consists of non-compliant, but potentially recyclable, materials such as textiles, glass and hard plastics. The remainder was black bag type waste. The degree of contamination varies from round to round and authority to authority (see the chapter on performance for more details).

From 2005/6 the income from sale of material from the MRFs payable to each authority has been adjusted to reflect the actual average contamination rate of their material. This means that authorities are rewarded for good performance rather than accepting an overall average level.

## 7. Project Integra Accounts and Reserves

The accounting year for Project Integra runs from 1 April – 31 March. The full year accounts for 2005/6 were reported to the Board meeting on 12 October 2006 [integra.org.uk/board/index.html](http://integra.org.uk/board/index.html) .

Project Integra currently holds £181,000 in reserves. £140,000 has been held as a buffer against contractual risk in the materials market. £25,000 was held in an account to loan to partners at the point when the system of funding switched to subscriptions. The reasons for holding these reserves no longer apply and on 12 October 2006 the Board agreed to release these to support the continuing Behavioural Change Strategy work in the period 2006-08.

£16,000 remains in reserve to support any future staff recruitment and appointment.

## 8. Subscriptions for 2007/08

Subscriptions will be held at the same level as the previous year plus an RPI figure. This is despite an additional expense of £5,000 per annum office accommodation for the Executive. Prior to this, the office accommodation has been provided as support in kind by HCC.

The details of subscriptions are shown in table 1.

## 9. Project Fund

Project Funding in 2007/8 will be allocated as follows:

£100K Behavioural change strategy  
£ 25K Work on Material flow planning  
£ 28K To be allocated to support other projects (to include carry forward from 2006/7).

## 10. BREW Funding for Efficiencies

£50K has been secured by the Hampshire Chief Executives to support Joint Working.

**RESOURCES – TABLE 1****Project Integra - Funding the Executive - 2006/07****Contributions from LA's - based on rate per 1000 population**

	<u>Collection</u> <u>07/08</u> <u>£ 83.08</u>	<u>Disposal</u> <u>07/08</u> <u>£ 19.08</u>	<u>07/08</u> <u>Total</u>	<u>Population</u>	<u>Project</u> <u>Funding</u> <u>£93.44</u>	<u>Total</u> <u>Funding</u>
Basingstoke	12,678.56	0.00	12,679.00	152,600	14,259.00	26,938.00
East Hampshire	9,089.35	0.00	9,089.00	109,400	10,222.00	19,311.00
Eastleigh	9,662.63	0.00	9,663.00	116,300	10,867.00	20,530.00
Fareham	8,981.34	0.00	8,981.00	108,100	10,101.00	19,082.00
Gosport	6,347.59	0.00	6,348.00	76,400	7,139.00	13,487.00
Hart	6,945.79	0.00	6,946.00	83,600	7,812.00	14,758.00
Havant	9,712.48	0.00	9,712.00	116,900	10,923.00	20,635.00
New Forest	14,082.68	0.00	14,083.00	169,500	15,838.00	29,921.00
Portsmouth (WCA/WDA)	15,528.33	3,566.18	19,095.00	186,900	17,464.00	36,559.00
Rushmoor	7,552.30	0.00	7,552.00	90,900	8,494.00	16,046.00
Southampton (WCA/WDA)	18,079.00	4,151.95	22,231.00	217,600	20,332.00	42,563.00
Test Valley	9,130.89	0.00	9,131.00	109,900	10,269.00	19,400.00
Winchester	8,914.88	0.00	8,915.00	107,300	10,026.00	18,941.00
HCC	0.00	23,675.30	23,675.00	1,240,800		23,675.00
HWS			3,905.00			3,905.00
	<b>136,705.84</b>	<b>31,393.43</b>	<b>172,005.00</b>		<b>153,746.00</b>	<b>325,751.00</b>

**RESOURCES – TABLE 2****MRF Income Forecast for 2006/07**

	<u>Total Tonnes 2006/07</u>	<u>Total MRF Income 2006/07</u>
Basingstoke	9,737	114,654.02
East Hants	9,274	109,196.45
Eastleigh	9,590	112,924.79
Fareham	9,341	109,984.91
Gosport	5,551	65,357.36
Hart	5,313	62,557.36
Havant	9,408	110,778.45
New Forest	12,625	148,664.87
Rushmoor	5,625	66,236.24
Test Valley	6,402	75,385.97
Winchester	6,831	80,432.06
Portsmouth	10,765	126,756.06
Southampton	13,370	157,436.76
<b>Total</b>	<b>113,832</b>	<b>1,340,365</b>
<b>Unit Rate</b>		<b>11.77</b>



## SECTION 5 – KEY PROGRAMMES

### *Key Programmes 1 - Doing the Basics Better*

#### **1. Material Analysis Facility**

##### **Background**

The Materials Analysis Facility (MAF) at Alton MRF came on line in the spring of 2006 fulfilling a long term aim of the partnership to have its own dedicated facility for detailed and sustained analysis of the composition of collected material streams. The first project lasted four months and looked at levels of contamination and contrary materials in collected recyclate in over 400 rounds. This represents just under half the total daily rounds in the county. The second project in the late autumn looked at how much recyclable material was still left in the residual stream.

##### **Objective**

The objective is to continue to use the MAF to analyse both recycling and residual streams, particularly in support of the continuing work to reduce contamination through the Behavioural Change Strategy and partners own implementation plans. It will also be used to assess changes as a result of individual authority changes such as the introduction of kerbside glass collection.

##### **Method**

The MAF operates like a mini-MRF, with manual sorting of samples weighing on average around 250kg. The material is sorted into predetermined categories.

##### **Expected Outcomes**

Data showing variations in contamination and residual waste composition in relation to different authorities, seasonal and system changes. The composition of MRF output material will also be periodically monitored.

##### **Responsibility**

The MAF is operated by Veolia Hampshire on behalf of the whole partnership. The programme of work is specified and overseen by a Steering Group (a sub-group of the Research Group) with multi-partner representation.

## **Budgetary Implications**

The capital costs of the plant were met in full via a Defra grant in 2005/6. The annual running costs of £150K are divided three ways between HCC, Veolia and the remaining partners (£3.7K each). Depending on the internal work programme, a future option will be to market some of the capacity of the facility and use income to offset the operating costs.

## **Time scale**

It is envisaged that the MAF will be a continuing project throughout the life of this action plan.

## **2. Cluster and Other joint Working Opportunities**

### **Background**

In September 2006, the HloWLGGA approved a report from the Hampshire Chief Executives' Working Group on Project Integra. This supported the objective of seeking opportunities for groups of authorities to work more closely together.

### **Objective**

The objective of this programme is to assist partners:-

- (a) to identify opportunities for cost savings through joint working, and
- (b) in practical implementation.

### **Method**

The proposal is to develop a small project team including the Project Integra Executive Officer and the Head of Waste Management at HCC to undertake this work with dedicated support from a full time assistant. The post-holder will be responsible to the Executive Officer but would work closely with individual authorities.

### **Expected Outcomes**

The project team will act as a catalyst for joint working opportunities. A Project Brief will be agreed in January 2007 with a view to bringing a comprehensive report to the Board and HloWLGGA by January 2008.

### **Responsibility**

The Project Team will work with the lead Chief Executive on waste and recycling (Gordon Holdcroft, B&DBC) and Joint working (Will Godfrey, EHDC).

### **Budgetary Implications**

It is proposed to fund the project team initially from £50K of BREW funding secured by the Hants Chief Executives. If the project continues to an implementation

phase, proposals for further funding will be brought to the Board.

**Time scale**

Initially one year (2007).

**3. Inter-Authority Payments****Background**

The Board has for some time wanted to review the financial arrangements underpinning the Memorandum of Understanding to establish whether they are still appropriate. A small number of partner authorities have also expressed concern that not all partners contribute in an equitable manner and have argued that those who perform best contribute more in real terms. This is based on the principle that increased recycling drives down WDA costs at the margin, therefore there is an opportunity cost of poor recycling performance.

**Objective**

The objective of this programme is to establish if introducing further financial incentives to the WCAs would assist in improving capture and quality rates.

**Method**

In October 2006 the Policy Review and Scrutiny Committee brought a proposal to the Board to consider three options for reviewing payments from HCC. The three options and their implications will be subject to further analysis.

**Expected Outcomes**

The Board should rule whether any change in the current arrangements would be beneficial in terms of driving and rewarding higher performance.

**Responsibility**

Executive Officer supported by Strategic Officers.

**Budgetary Implications**

Executive Officer core time.

**Time scale**

Early 2007, reporting to the Board in April 2007.

## **Key Programmes 2 - Promoting Sustainable Consumption and Production**

### **1. Behavioural Change Strategy**

#### **Background**

The *Recycle for Hampshire* Campaign was launched in March 2005 and formally evaluated one year on. The results showed that the campaign had been effective in changing attitudes to recycling and that the “doorstepping” aspects of the campaign had been particularly effective in reducing contamination of recyclates in the households visited. In October 2006, the Board agreed to continue to fund the campaign with particular emphasis on dealing with contamination.

#### **Objective**

The Behavioural Change Strategy aims to improve both capture and quality of recyclable materials through positive engagement in the community and with staff and crews involved in the service.

#### **Methodology**

The campaign has two main elements; a core programme covering the education outreach, support to partner authorities and general dissemination of information to the public, and a targeted programme of doorstepping and community engagement aimed at reducing contamination.

Three outreach officers have been recruited to deliver the education outreach programme in around 90 schools from January 2007 onwards. The programme aims to build a sustained relationship with the participating schools, including visits, a regular e-newsletter, an education website, an inter-school leader board and the promotion and expansion of the education resource toolkit.

Support and general communications will proceed via the RfH website, artwork, support of events, campaigns and system changes within each authority, advertising through Council’s own magazines and crew training.

The Board have agreed to specifically target those areas or rounds with high levels of contamination, identified by the Materials Analysis Facility. Research is being undertaken to identify the key factors contributing to the high levels of contamination, such as external or internal communication issues and operational policies and practices. This information will be used, in consultation with the authorities concerned, to determine how contamination should be addressed in each target area and to design the programme accordingly. It is expected that the programme will pilot techniques to address specific issues such as flats and high density dwellings, houses with multiple occupation, transient populations, such as students, as well as developing methods for information management, customer feedback and improving crew performance. This will lead to the production of a best practice toolkit, which will be made available to all partners

## Expected Outcome

The core programme is designed to continue to promote recycling as normal behaviour. MORI carried out a survey of 1,400 Hampshire residents randomly selected from all districts six months before and six months into the programme. The number of residents who said they recycled everything that can be recycled increased from 37% to 43%. The number who either said they did not recycle much or at all, declined from 18% to 13%.

Contamination in doorstepped areas in the first phase decreased by 16%, and participation rose by up to 13% (mainly in non AWC areas).

It is hoped that with the focus on poor performing areas and issues, these results can be exceeded. We should aim to capture at least 70% of available recyclate with an average of less than 8% contamination across the county by 2010.

## Responsibility

The BCS is managed by the Communications Team at HCC as part of the service level agreement with the Project Integra partnership. However, to succeed, it is an important principle that all partners actively embrace and support the programme.

## Budgetary implications

The core programme is costed at £425K over two years (2006/7 and 2007/8) and is being funded through contributions from the PI Projects Fund (£100K in both 2006/7 and 2007/8). HCC are contributing £100K in the period and £125K has been carried forward from the previous programme.

The agreed allocation of funds for the core programme is as follows:

<b>Core Activity</b>	<b>Budget</b>
Education Project (including outreach officers x3)	£110,000
PR, Media and website	£25,000
Printed Materials	£100,000
Advertising / events	£40,000
Project Management / Salaries	£150,000
<b>Total</b>	<b>£425,000</b>

In addition the Board has agreed to release £165K of its reserves to support the direct engagement in higher contamination areas. A targeted programme of work is being worked up in consultation with the WCAs partners.

## Time scale

The current phase of the programme is over two years from April 2006 – March 2008. Recommendations regarding the future of the programme will be brought to the Board in the autumn of 2007.

## 2. 'Small Changes...Big Difference' Project

### Background

In 2004, Brook Lyndhurst consultants carried out research for Project Integra, looking into waste forecasting and best practice in waste minimisation. This led to an action plan for achieving practical waste minimisation in Hampshire. The "Small Changes...Big Difference" project has been developed following a successful funding bid to Defra's Waste and Resources Research and Development programme.

### Objective

The main aim of the 'Small Changes...Big Difference' project is to test the application of theoretical behaviour change models at the ground level by encouraging householders in Hampshire to reduce the production of household waste. By engaging householders in a range of waste minimisation initiatives, the aim is to reduce household waste growth (within the project areas) to 1% to support cost-savings in waste collection and disposal. The project also takes the behavioural change strategy "beyond recycling".

### Method

The behaviour change model chosen for application is more commonly known as the '4 E's' model: Engage, Encourage, Enable, and Exemplify. The project is targeting groups of householders undergoing significant 'moments of change' in their life (ie having a baby, reaching retirement), whereby they are actively seeking information and are likely to create more waste. Targeted householders are reached through working in partnership with Delivery Organisations; organisations whose members are undergoing these 'moments of change'. An initial pilot project was carried out to test the methodology before rolling out to the remaining 'moments of change' groups. A comprehensive monitoring programme of qualitative and quantitative techniques has been implemented.

### Expected Outcomes

The project will use the evidence collected to help formulate realistic waste minimisation targets, develop a cost-effective business plan for delivering waste minimisation initiatives in Hampshire, and provide knowledge at a local/national/international level to support future waste prevention policy development and other sustainable development initiatives.

### Responsibility

The project is being led by Hampshire County Council in partnership with Project Integra and Brook Lyndhurst consultants. The management of the project is overseen by the Steering Group consisting of Project Integra partner representatives, Defra's project manager, the chair of Project Integra's Research Group, and Dr Christine Thomas from the Open University. The project also seeks input from the virtual Advisory Group of leading experts in waste minimisation,

behaviour change, and communications.

### **Budgetary Implications**

A total of £200,000 was received by Defra's Waste and Resources Research and Development programme to fund this project. The project has also received in-kind contributions (mainly staff time) from Hampshire County Council, Project Integra and Brook Lyndhurst consultants. The project has also attracted interest from ChangeLAB, an international think-tank on best practice of achieving behaviour change in the environmental field. An additional £17,000 was received from ChangeLAB to support the initial pilot project with the retired people.

### **Time scale**

The funding timescale for the project is for two years (October 2005 until October 2007), however it is envisaged that by working in partnership with Delivery Organisations, part of the project will be able to sustain itself beyond the funding timescale.

## **3. WRAP Home Composting Campaign**

### **Background**

WRAP (the Waste and Resources Action Programme) launched a Home Composting Campaign in 2004 to establish Home Composting as a sustainable and low cost method to divert organic municipal waste from landfill. Fareham BC supported the campaign in 2004 and Portsmouth in 2006. The partnership has now agreed to work with WRAP on a county-wide scheme in 2007.

### **Objective**

The programme has two aims:

- (a) to divert organic municipal waste from landfill
- (b) to establish a model for estimating the diversion per household from home composting which is robust enough to be recognised in recycling targets.

In Hampshire it is probable that organic material diverted from the household black bag stream will be diverted from the Energy Recovery Facilities. This will, in turn, free up capacity for other waste to be diverted from landfill to the ERFs, so the net effect is similar.

### **Methodology**

Distribution of highly subsidised composting bins to the public. This will be promoted through a comprehensive PR and marketing campaign that communicates the end benefits to consumers as well as details for ordering and setting up the compost bin and on-going support and advice on composting to participating households.

## Expected Outcome

WRAP estimate that for every household that takes up home composting for the first time, some 220kg of organic waste per year will be diverted from landfill. Existing users who add another bin can be expected to divert a further 60kg per year. Based on Fareham's experience, take up across the county could be expected to reach at least 20,000 units but may be up to 40,000. The higher figure equates to around 5,600 tonnes of material diverted, based on WRAP calculations.

## Responsibility

WRAP are responsible for most aspects of the programme, including provision, storage, delivery and promotional materials. Liaison with WRAP is being undertaken on behalf of Project Integra partners by the Communications Team at HCC as part of the Service Level Agreement. Partners are expected to make an active commitment to the success of the scheme, specifically to support the WRAP marketing campaign, including adverts in council magazines, attendance at events and to support the data analysis.

## Budgetary implications

WRAP are funding this scheme and there are no separate revenue or capital budgetary implications beyond the support outlined above. It is estimated that diversion of 5,600 tonnes of material from the residual waste stream would save approximately £168,000 per year on disposal charges.

## Time scale

Jan-Dec 2007.

## 4. Assisting SMEs to reduce waste and recycle more

### Background

The Hampshire MRS identified that household waste is a small part of the overall waste stream and that an effective strategy should aim to provide efficient and sustainable systems to capture material regardless of its source.

Many large companies are already addressing material flows and making arrangements to avoid material or have packaging collected for recycling. A number of SMEs are already doing the same and others have expressed interest in doing so. The main barriers to participation appear to be:

- (a) being unaware that services are available
- (b) the lack of a cost incentive to train staff etc to segregate material
- (c) the continuing low cost of conventional "lift and shift" disposal contracts means that there is no financial differential and in some cases recycling is still more expensive.

There is therefore a patchy approach to servicing SMEs across the county. Some



authorities such as NFDC and Eastleigh offer a direct service on request to businesses, others are directing enquiries to known external service providers in the county.

Other partners have indicated in their PIP an intention to review their service during 2007. It is expected that the England Waste Strategy 2007 will send strong signals to both businesses and local authorities

**Objective**

The objective is to improve understanding of material flows, market needs and help partners to help SMEs find a service that suits their situation. Although this is only one aspect of sustainable waste management, the aim will be to measure the number of SMEs that have taken up recycling / composting services.

**Methodology**

This projects links with the work on material flow planning (see section 3) but will go beyond this to build up a toolkit of help to businesses in finding the right solution for their needs. There will also be active input and evaluation of a number of initiatives, including trials in Portsmouth, Rushmoor and East Hampshire and a trial food waste collection service for the hospitality industry led by the Environment Agency.

**Expected Outcome**

An increase in the number of SMEs taking up recycling and a improved understanding of the collection and infrastructure needs to service this sector.

**Responsibility**

A number of partners are overseeing projects. A Commercial Waste Group will maintain an oversight of all projects and services in the county /region.

**Budgetary implications**

The EA project is being co-supported by WRAP and SEEDA. Project Integra support is limited to officer time at this stage, however it is likely that more dedicated support for this programme will be recommended to Members later in the year.

**Time scale**

Throughout the life of the Plan, reporting to the Board mid 2007/8 on the nature and scale of central support required in the future.

## ***Key Programmes 3 - Specifying further infrastructure and collection systems***

### **1. Material Flow Analysis**

#### **Background**

The work undertaken to develop Hampshire's Material Resources Strategy (MRS) was comprehensive, involving a number of data gathering and evaluation exercises. These included a review of established and emerging technologies, an appraisal of the data relating to commercial waste flows and an analysis of the recycling opportunities for 12 different material streams (eg glass, paper, biowaste etc). The aim was to identify what would be required to achieve "stretching best practice".

This was both groundbreaking and helpful, however, the focus must move on to delivery and implementation. A more comprehensive materials flows analysis is now required to identify the preferred options and broad locations for 'new' and 'enhanced' waste infrastructure to deliver the MWDF and JMWMS.

#### **Objective**

The objective is to obtain a more detailed understanding of material flows to support decisions on future infrastructure provision. The work will not just concentrate on municipal waste but will identify flows of key materials across Hampshire and its borders regardless of source. The work will also identify the relative carbon and environmental impacts of various options to handle and process the material.

The work will also consider the inter-relationship between collection and processing options in a systemic way. It will also take into consideration the relative costs of potential future options.

Sustainability appraisal will be embedded into and inform the process throughout. Options will need to be developed and tested against sustainability objectives and will need to complement those in both the MWDF and JIMWAMS.

#### **Methodology**

The task is complex and is currently being specified in detail. It is proposed to use an expert specialist consultancy with a good track record in this field to gather the data, undertake the analysis and produce both options and recommendations. This will be done under supervision and guidance of the Development Team at HCC.

#### **Expected Outcome**

By the end of 2007/08, we will have a comprehensive understanding of material flows and an analysis of the economic and environmental implications of collection and processing options. This will help support the specification of future facilities

and systems and any future planning applications.

**Responsibility**

This work will be procured from an external consultant. The project will be overseen by the MRS Steering Group and supervised on a day to day basis by the Development Manager at HCC.

**Budgetary Implications**

The estimated cost of this work is £150K–£200K. The Project Integra contribution will be £50K over two years (2006/7 and 2007/8) from Project funding. The remainder of the funding, and the project supervision, will be provided by HCC and the other MRS partners.

**Time scale:**

Substantial completion by December 2007.

### Base performance based on published DEFRA data (December 2006)

LOCAL AUTHORITY	2003/04 BV82a+b (recycling+ composting rate)	2004/05 BV82a+b (Recycling + composting rate)	2005-06 BV82a(i) (recycling rate)	2005-06 BV82b(i) (composting rate)	2005-06 BV82 a+b (Recycling+ composting rate)	2005/06 target (revised)	percentage point increase on year (0405 to 0506) on recycling rate	2005/06 BV 86 Cost of waste collection per household	2004-05 BV84: kg of household waste collected per head of population	2005-06 BV84a: kg of household waste collected per head of population	BV 84b: percentage change from previous year in kg collected per head of population
Basingstoke	16.17	16.52	17.22	0.07	17.3	30	0.8	£51.44	400.5	404.1	0.89
East Hampshire	36.2	32.4	27.92	5.72	33.6	24	1.2	£42.12	339	339	0
Eastleigh	30.97	32.6	29.33	5.37	34.7	30	2.1	£49.45	349	351	0.57
Fareham	21.15	21.31	24.82	3.53	28.4	30	7.0	£45.36	398.6	379	-4.92
Gosport	15.3	22.8	22.38	1.23	23.6	27	0.8	£37.45	330.9	341.3	3.02
Hampshire	27.02	30.23	21.46	10.36	31.8	30	1.6		565	502	-4.92
Hart	16.8	23.53	21.05	4.3	25.4	30	1.8	£33.40	385	386	0.06
Havant	19	21.33	24	0	24.0	30	2.7	£48.52	381	359	-6
New Forest	24.44	24.61	25.26	1.14	26.4	30	1.8	£45.39	375	369	-5
Portsmouth	15.39	17.54	17.11	3.4	20.5	30	3.0	£50.82	449	443.8	-1.16
Rushmoor	16.7	19.03	19.75	1.86	21.6	24	2.6	£51.78	365	341	-3.81
Southampton	13.01	17.67	18.28	7.37	25.7	24	8.0	£61.79	476	426	-3.84
Test Valley	13.5	19.24	22.22	4.93	27.2	30	7.9	£67.60	408	400	-1.96
Winchester	17.85	18.04	18.88	1.31	20.2	30	2.2	£52.42	400	386.9	-3.2

**WCA Performance Comparison Matrix**

	recycling / compost rate (April-Sept 2006)	Contamination rate (May-August 06)	Kg/head arisings (2005/6)	Collection cost per hh (2005/6)		
BDBC						
EHDC						
EBC						
FBC						
GBC						
HDC						
HBC						
NFDC						
PCC						
RBC						
SCC						
TVBC						
WCC						

<b>KEY:</b>
above 80th percentile (best)
60th-80th percentile
40th-60th percentile
20th-40th percentile
below 20th percentile (worst)

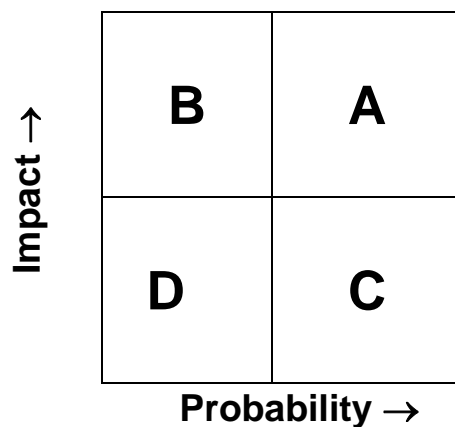
**Explanation.**

The range of WCA performance in Hants for each criteria was identified. The lowest was scored 0 and the highest 100. All other scores fall within one of the 5 bands. This gives an "at a glance" comparison across all criteria.

## SECTION 7 – RISK MANAGEMENT

This is a basic overview of risk to the partnership and its management. It is not intended to be a highly detailed or exhaustive risk assessment.

A basic four box model can be used for quantifying risk and determining how it should be managed, based on a combination of the probability of an event occurring and the impact should it do so. A crude rating from 1-5 for Probability (P) and Impact (I) is given in relation to any risk identified. (1 is low and 5 is high). How the risk should be managed and prioritised is determined in relation to the quadrant it falls within.



Box A – High probability, high impact. Mitigation and/or contingency measures should be considered as an urgent priority if not already in place

Box B – Low probability, high impact. Business continuity measures should be considered and contingencies planned.

Box C – High probability, low impact. Should be mitigated by effective day to day management controls.

Box D – low probability, low impact. Should not be dealt with as a priority but reassessed periodically in case probability or impact increases over time.

Risk	P	I	Effect	Mitigation / contingency plan	How is this risk changing over time?
Perceived widening of the gap between best and worst performers	4	4	<ul style="list-style-type: none"> <li>▪ Tensions within partnership about contribution to the whole.</li> <li>▪ Public perception</li> <li>▪ Perception among peers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Measure and publish progress on a broad range of indicators not just recycling rate.</li> <li>▪ Encourage and support constructive scrutiny and debate within all partners</li> <li>▪ Maintain debate at Leader / Chief Exec as well as Board level.</li> </ul>	<p>In the last two years more authorities have closed the gap to the better performers. This placing the focus on a smaller group of authorities at the wrong end of the table.</p> <p>The probability of this risk is arguably declining but the potential impact may be greater.</p>
Failure to address contamination across whole process stream (operational and strategic risk)	2	4	<ul style="list-style-type: none"> <li>▪ Reduced “marketability” of recycle.</li> <li>▪ Reduced income.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing material analysis and early warning scheme</li> <li>• Quality control at key stages</li> <li>• Process chain approach</li> <li>• Behavioural change strategy will communicate why quality is important to households and employees.</li> <li>• Contamination rate apportioned to each authority</li> </ul>	<p>Risk is reducing as authorities have all recognised this as a priority in Partner Implementation Plans. Implementation is, however, crucial.</p>
Market for particular product collapses (operational risk)	1	5	<ul style="list-style-type: none"> <li>▪ Material diverted to disposal.</li> <li>▪ Loss of income and increased cost per Tonne. Adverse impact on public perception of value of recycling.</li> </ul>	<ul style="list-style-type: none"> <li>• Early warning through monitoring trends, relationships with WRAP, industry groups etc.</li> <li>• Strong relationships with processors</li> <li>• Maintain emphasis on quality</li> <li>• Develop contingency plans</li> </ul>	<p>Risk continues to be low, based on global demand for all products but quality remains an important issue in the face of Environment Agency crackdowns and media interest in poor quality exports from other parts of the UK .</p>

Risk	P	I	Effect	Mitigation / contingency plan	How is this risk changing over time?
Loss of key infrastructure (operational risk)	1	5	<ul style="list-style-type: none"> <li>▪ Loss of processing or disposal capacity</li> <li>▪ Material diverted to other processing plant.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop contingency plans</li> <li>• Maintain relationships with other processors with surplus capacity in short to medium term.</li> <li>• Recognise need to quickly disseminate advice to householders</li> </ul>	Probability remains low as all infrastructure is working well and to design expectations.
Supermarkets offer incentives for packaging recovery (strategic risk)	3	3	<ul style="list-style-type: none"> <li>▪ Could lead to duplicate and inefficient systems. Reduced recovery via local authority systems</li> </ul>	<ul style="list-style-type: none"> <li>• Consider this an opportunity to reduce public costs in long term</li> <li>• Continue dialogue with retailers to facilitate and promote integrated systems and share data.</li> </ul>	The probability of this scenario is increasing as predicted in previous plans. The approach to work with supermarkets such as Tesco remains a key mitigation factor.
Loss of Executive Officer (operational risk)	2	3	<ul style="list-style-type: none"> <li>▪ Places additional pressure on Strategy Officers pending replacement / review.</li> <li>▪ Support to Board and to projects may be reduced.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Either</i> short term secondment of another officer from within the partnership,</li> <li>• <i>or</i> division of work to Strategy Officers to work with Meetings Officers/ Legal advisor to cover Members Meetings and other obligations until new appointment made or superseded by other arrangements.</li> </ul>	No change from previous risk assessments



Risk	P	I	Effect	Mitigation / contingency plan	How is this risk changing over time?
One or more partners dropping out (political / strategic risk)	1	3	<ul style="list-style-type: none"> <li>▪ Would be viewed as retrograde step by Audit Commission with implications for CPA.</li> <li>▪ Could increase case for Unitary waste authorities with reduced or more centralised democratic control.</li> <li>▪ Adverse publicity.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to build consensus through informal workshops and partner 1:1s.</li> <li>• Ensure transparency in all dealings.</li> <li>• Listen to concerns and respond to them.</li> <li>• Continue to demonstrate benefits and business case of the partnership .</li> <li>• Work to agreed Business Plan objectives and involve all partners in developing projects at early stage</li> </ul>	<p>Change in level of risk is difficult to assess as there is likely to be a strong political dimension to any such decision.</p> <p>Experience has shown that any <i>suggestion</i> of this nature is likely to be subject to considerable scrutiny before any final decision is made.</p> <p>Impact remains medium as it is probable that other partners would wish to continue.</p>
Failure of partnership to evolve and move forward	2	5	<ul style="list-style-type: none"> <li>▪ Loss of kudos as an exemplar.</li> <li>▪ Failure to impact on wider issues such as SME recycling waste</li> <li>▪ Project Integra is seen a flagship by Government, lack of progress will increase likelihood of intervention and case for unitary waste authority or utility approach.</li> </ul>	<ul style="list-style-type: none"> <li>• Work to agreed MRS/ JMWMS objectives</li> <li>• Involve all partners in developing strategy and key projects at early stage.</li> <li>• Maintain links with Leaders and Chief Executives</li> <li>• Monitor PIPs and progress toward key targets</li> <li>• Contribute to and influence LAA and LPSA type agreements</li> <li>• Participate in wider networks and take opportunities to lobby and influence Govt.</li> </ul>	<p>No major change in probability or likely impact.</p>

## SECTION 8 - CONTACTS AND OTHER INFORMATION

For further information about the activities of Project Integra visit [integra.org.uk](http://integra.org.uk) and [recycleforhampshire.org.uk](http://recycleforhampshire.org.uk)

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Chairman of Management Board:

[Details of the Chairman will be added following the AGM]