

CABINET – 3 APRIL 2013

PROJECT INTEGRA, ANNUAL ACTION PLAN 2013 – 2016, REVISED CONSTITUTION AND JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY

1. INTRODUCTION

- 1.1 Project Integra is the adopted brand name for the waste management partnership for Hampshire, delivering waste management infrastructure and allied collection services to 670,000 households across the county. The Project Integra partners are Hampshire County Council, the District Councils, Portsmouth City Council, Southampton City Council and Veolia. This report seeks the Council's approval for the adoption of the Annual Action Plan 2013-2016 for the Project Integra partnership.
- 1.2 The partnership continues to be one of the best examples of joint working in relation to waste management in the UK, not least by virtue of the high level of diversion from landfill now being achieved, by far the highest of any county grouping.
- 1.3 A fundamental review of Project Integra was carried out in 2010 by a team of Senior Officers and Members from various partners. The outcome of this review, which was reported to the Project Integra Strategic Board, was to disband the Policy and Review Scrutiny Committee, reduce the number of meetings from 54 to 27 for both Officer and Member meetings per annum and focus on reducing the overall costs of managing waste in Hampshire (Appendix A).
- #
- 1.4 In 2012, following the outcome of the Project Integra review, a further review of the project Integra Executive function was undertaken. This review identified significant savings in the salary costs of the Project Integra Executive Officer and reduced the administration support due to the reduction in meetings by a further 7 hours a week. The review also identified Hampshire County Council as the employer for the new posts with the Project Integra office being moved from Petersfield to Winchester.

2. PROJECT INTEGRA DRAFT ANNUAL ACTION PLAN 2013-2016 (ANNUAL BUSINESS PLAN)

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- 2.1 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.
- 2.2 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.

- 2.3 This action plan is in a new and revised format and has specific targets allocated to individual officers and agreed timescales. The format of the action plan is also much more concise.
- 2.4 This revised plan sets out the operational focus based on 2 key objectives.
- Working together to reduce whole system costs
 - Looking ahead together (Long term solution and strategy, joint working)
- 2.5 The tables in pages 3 to 7 of the action plan provide the agreed key actions for Project Integra for the years 2013 to 2016.
- 2.6 The appendices of the action plan also identify the contributions the New Forest pay towards the Project Integra Executive, Recycle for Hampshire and the MAF. The overall figure for these 3 elements is £33,562 for 2013/14 compared to 2012/13 figure of £37,470. The income for the sale of recyclable materials in 2013/14 is budgeted at £427,000.

3. PROJECT INTEGRA CONSTITUTION

- 3.1 Following the review of Project Integra it became necessary to revise the constitution mainly due to the Policy Review and Scrutiny Committee being disbanded and the reduction in the number of meetings, especially the Project Integra Strategic Board whose meetings have reduced from 4 to 3 per annum.
- # Attached as Appendix C is the revised constitution which was revised by HCC and subsequently reviewed by the Legal team at Basingstoke and Deane prior to it being agreed by the Project Integra Strategic Board in November 2012.
- 3.2 Once this constitution has been approved by all partners then this revised constitution will be formally adopted.

4. REFRESH OF THE JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY

- 4.1 Following the review of Project Integra it was agreed by the review team and subsequently the board on 12th January 2012 that the current Joint Municipal Waste Strategy should be reviewed and refreshed as the previous strategy had been written in 2006 and needed to be revisited.
- 4.2 The Project Integra Board meeting on the 1st March 2012 identified the need to refresh the JMWMS and provide a strategic direction of travel for waste management in Hampshire.
- # 4.3 In refreshing the Strategy in Appendix D it was agreed that, for consistency, the strategy would focus on municipal waste and for clarification would cover waste collected by the local authority.
- 4.4 This final draft of the JMWMS reflects the current Project Integra Focus of;
- Value for Money
 - Customer Focus
 - Environmental Sustainability

Which was agreed by the Project Integra Strategic Board in November 2012.

4.5 Once this JMWMS has been approved by all partners then this revision will be formally adopted.

5. FINANCIAL IMPLICATIONS

5.1 The Council pay towards the Project Integra Executive, Recycle for Hampshire and the MAF. The overall figure for these 3 elements is £33,562 for 2013/14 compared to the 2012/13 figure of £37,470. This reduction is following the review of the Project Integra Executive function. The income for the sale of recyclable materials in 2013/14 is budgeted at £427,000.

6. ENVIRONMENTAL IMPLICATIONS

6.1 Project Integra and its actions via the Joint Municipal Waste Management Strategy and the Project Integra Action Plan have significant benefits for the environment. This action plan seeks to achieve high levels of recycling and a more sustainable and cost effective approach to waste management in Hampshire.

7. CRIME AND DISORDER IMPLICATIONS

7.1 None

8. EQUALITY AND DIVERSITY IMPLICATIONS

8.1 None

9. CONCLUSION

9.1 The Project Integra Action Plan, setting out service priorities for the next 3 years and the financial arrangements for 2013/14 will be debated by the Environment Review Panel along with the Joint Municipal Waste Management Strategy and the revised constitution.

10. COMMENTS OF THE ENVIRONMENT OVERVIEW AND SCRUTINY PANEL

10.1 The Panel considered that the Cabinet should be advised that the Council should approve the:

- a) Project Integra Annual Business Plan 2013-2016.
- b) Revised Constitution; and
- c) Refreshed joint municipal Waste Management Strategy

11.0 PORTFOLIO HOLDER'S COMMENTS

11.1 The Portfolio Holder supports the recommendations below.

12. RECOMMENDATION TO CABINET

12.1 That it be a recommendation to the Council that the following should be approved:

- a) Project Integra Annual Business Plan 2013-2016.
- b) Revised Constitution, and
- c) Refreshed joint municipal Waste Management Strategy

FURTHER INFORMATION

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BACKGROUND PAPERS

Attached.

OUTCOME OF THE PROJECT INTEGRA REVIEW

Project Integra Strategic Board (PISB) Recommendation January 2012

- 1) That the PISB should meet three times per year
- 2) That Veolia should remain on the PISB
- 3) That the Policy Review and Scrutiny Committee should be disbanded and scrutiny of PI activities undertaken by authorities individually
- 4) Reaffirm PI's overall objective:

'To provide a long-term solution for dealing with Hampshire's municipal 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 interest of the community at large.'

- 5) Agree the following operational focus for its activities:
 - **Work to reduce costs across the whole system** through:
 - Waste prevention (environmentally sound, cost efficiency)
 - Recycling and performance improvements – for instance through reducing contamination, increasing capture of materials, improving income for materials, changing management arrangements (environmentally sound, cost efficiency)
 - Reducing landfill (environmentally sound, cost efficiency)
 - Training (cost efficiency)
 - Joint working between authorities (cost efficiency)
 - **Looking ahead together** (long term solution & strategy, joint working)
- 6) That Officers evaluate in more detail the potential of using elements relevant to the action and activity of PI from the Hampshire Minerals and Waste Plan as a basis for the PI future strategy and to report back to the AGM
- 7) That the PI Lead Officer role will be reviewed to ensure that there is appropriate support for Members and Officers and that the hours of work and the grade of the post reflect any changes in responsibility arising out of the PI review.
- 8) That the scope of PI meetings, together with the number of groups, will be reviewed and rationalised with the objective of saving current meeting time and cost and providing revised Terms of reference for each group
- 9) That, due to the proposed reduction in both Officer and Member meetings, both of the part time meeting support roles will be reviewed

- 10) That the PI Training Programme is moved to a self-funding basis
- 11) That the current arrangements in relation to MRF residue disposal costs are maintained
- 12) That no further Projects Fund contributions will be made and that, following the conclusion of the PI Review, the fund will be used to fund Partnership projects on a spend to save basis
- 13) That the SLA arrangements with Hampshire County Council (HCC) will be renegotiated to reflect the outcomes of the PI review and agreed objectives
- 14) That the agreed level of PI subscriptions for the Executive, Recycle for Hampshire and the MAF will be funded from material income rather than the current subscription invoicing arrangements
- 15) The future apportionment of financial contributions to the costs of the PI Executive and Recycling for Hampshire will be on the basis of numbers of households
- 16) That Recycle for Hampshire will be continued with the current level of expenditure maintained and its activities refocused
- 17) That the MAF will be continued with the current level of expenditure and amendments to secure improvements



Project Integra Draft Action Plan 2013 - 2016

1 Introduction

1.1 Following the conclusion of all elements of the Project Integra Review and the refresh of the Joint Municipal Waste Management Strategy this Action Plan sets out the:

- proposed key actions for the Project Integra Partnership in 2013/14 with longer term actions through to 2015/16;
- budget for the proposed activities and the contributions of each partner.

2 Purpose

2.1 To set out a Draft Action Plan for the Project Integra Partnership for 2013 - 2016 for consideration and approval by the Partner Authorities.

3 Approach

3.1 This Action Plan covers the collective actions of Project Integra partners to deliver the Joint Municipal Waste Management Strategy (JMWMS). Actions involving two or more partner authorities are included – actions by individual authorities are not.

The Action Plan is a 3 year rolling plan in recognition of the fact that some actions will take longer than a year to complete. However, most detail is for 2013/14.

The Action Plan is prepared annually by Strategy Officers and presented for agreement by the Project Integra Strategic Board (PISB) and then for approval by each authority,

3.2 A workshop was held in September 2012. As well as considering progress on the refresh of the JMWMS the objectives and operational focus for the partnership were reviewed and actions for 2013/14 considered. These have been used to develop this Draft Action Plan.

4 Partnership Objectives

4.1 The Project Integra Strategic Board is constituted as a Joint Committee of the 14 local authorities with responsibility for waste management in Hampshire, Portsmouth and Southampton. The long term waste disposal contractor Veolia Environmental Services (VES) is a non-voting member of the partnership.



- 4.2 As part of the review the PISB reaffirmed Project Integra's overall objective as follows:
To provide a sustainable solution for dealing with Hampshire's municipal waste¹ 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 our communities.

- 4.3 The PISB also agreed the operational focus for its activities through a number of work streams as follows (text in brackets references the overall objective):

Working to reduce costs across the whole system through:

1. communication and behaviour change (environmentally sound, joint working)
2. waste prevention including reuse (*environmentally sound, cost efficiency*)
3. recycling and performance improvements - for instance through reducing contamination, increasing capture of materials, improving income for materials, changing management arrangements (*environmentally sound, cost efficiency*)
4. reducing landfill (*environmentally sound, cost efficiency*)
5. joint working arrangements and activities (*cost efficiency, joint working*)
6. improve efficiency and effectiveness of services through collaboration with neighbouring authorities including SE7

Looking ahead together (*long term solution & strategy, joint working*).

- 4.4 Identified below is a table of key actions for the partnership together with timescales and those responsible for delivery.

¹ This refers to the waste streams local authorities have responsibility for (mainly waste from households with small amounts of waste from businesses). Government now refers this as 'Local Authority Collected Municipal Waste'.



Table 1: Key Actions for Project Integra 2013 - 2016

- communication and behaviour change
- waste prevention including reuse
- recycling and performance improvements - for instance through reducing contamination, increasing capture of materials, improving income for materials, changing management arrangements
- reducing landfill
- joint working arrangements and activities

Action 1	Recycle for Hampshire (R4H) Programme	Workstream Contribution
Detail	<p>Deliver the approved R4H programme in accordance with the agreed timescale. Programme delivered on budget to time with all actions complete.</p> <p>Have Provided:</p> <ul style="list-style-type: none"> • Campaigns to Increase capture of specific materials for recycling • Recycle week events • Promote reduced price compost bins and accessories 	<ul style="list-style-type: none"> • Communication and behaviour change • Waste prevention including reuse • Recycling and performance improvements • Reducing landfill • Joint working arrangements and activities • Whole system costs
Expected Outcome	<p>Demonstrable increase in material capture in areas engaged</p> <p>Successful recycle week events delivered</p> <p>Continued sales of compost bins and accessories across Hampshire</p>	
Responsibility	<p>Capture rate working group (data, direction)</p> <p>Recycle for Hampshire team (delivery)</p> <p>Head of PI Lead</p> <p>HCC lead officer Martyn Cole</p>	
Resources	RfH budget	
Timescale	Annual Programme With specific objectives – Link to R4H Action Plan 2013/14 (TO BE ADDED) r	



Action 2	Schools Recycling programme	Workstream Contribution
Detail	To deliver the Schools recycling programme to 60 schools per annum across Hampshire To maximise the benefit of the Schools recycling programme and with R4H ensure that resources (including Web Based) are used as widely and effectively as possible (universities/secondary schools/ brownies charities etc)	<ul style="list-style-type: none"> • Communication and behaviour change • Waste prevention including reuse • Recycling and performance improvements • Reducing landfill • Joint working arrangements and activities • Whole system costs
Expected Outcome	Improved awareness of waste & resource management and recycling in Hampshire for school age young people	
Responsibility	Recycle for Hampshire team Head of Project Integra / Martyn Cole	
Resources	RfH budget	
Timescale	Annual targets as agreed with the Communications sub group to be achieved by end of the year.	

Action 3	Contamination Compact	Workstream Contribution
Detail	Develop, agree and implement a 'PI Contamination Compact' with all partners committing action to achieve a reduction in the current rate of DMR contamination	<ul style="list-style-type: none"> • Recycling and performance improvements • Reducing landfill • Joint working arrangements and activities • Whole system costs
Expected Outcome	Demonstrable decrease in contamination in all areas with associated reduction in cost and increase in recyclable material captured	
Responsibility	Collection Authorities (target areas) All partners via Strategy Officers group Delivery to be agreed Head of Project Integra	
Resources	PI Budgets Lead Head of PI	
Timescale	Rolling programme of work with initial targets to be achieved by end of the year to be developed	



Action 4	Waste Prevention Plan Development	Workstream Contribution
Detail	Produce a Waste Prevention Plan in line with new WDA statutory responsibility. To be developed in consultation with PI WCA's by December 2013.	<ul style="list-style-type: none"> • Waste prevention including reuse • Recycling and performance improvements • Reducing landfill • Joint working arrangements and activities • Whole system costs
Expected Outcome	Compliant Waste Prevention Plan Produced by 2013	
Responsibility	HCC – Lead (officer name to be provided) in consultation with PI	
Resources	HCC	
Timescale	By December 2013	

Action 5	Waste Prevention delivery	Workstream Contribution
Detail	Implementation of Waste Prevention Plan action plan	<ul style="list-style-type: none"> • Communication and behaviour change • Waste prevention including reuse • Recycling and performance improvements • Reducing landfill • Joint working arrangements and activities • Whole system costs
Expected Outcome	Measurable reduction in waste arisings Target to be determined	
Responsibility	All Project Integra Authorities	
Resources	To be determined	
Timescale	Implementation programme to be developed approved and implemented December 2013 – March 2016	

Action 6	Clothing & Textile Banks	Workstream Contribution
Detail	Deliver a partnership frame work for the management of clothing and textile banks	<ul style="list-style-type: none"> • Joint working arrangements and activities • Whole system costs (joint procurement_
Expected Outcome	Joint textiles bank contract in place for authorities wishing to use it	
Responsibility	Lead authority (tendering) Fareham BC Paul Doran	
Resources	Paul Doran on behalf of Fareham as lead authority	
Timescale	Contract operational by June 2013	



Action 7	Small WEEE	Workstream Contribution
Detail	Deliver programme of activity via task and finish group. For small WEEE)	<ul style="list-style-type: none"> • Communication and behaviour change • Waste prevention including reuse • Recycling and performance improvements • Reducing landfill • joint working arrangements and activities
Expected Outcome	Increase capture of small WEEE items	
Responsibility	Head of PI working with Martyn Cole of HCC	
Resources	To be determined as a part of initial scoping	
Timescale	Report proposing implementation in 2014/15 to comply with the WEEE regulation recast and new guidance anticipated. Initial activity to directly increase capture as a part of any trials during 13/14	

Action 8	Whole System Costs	Workstream Contribution
Detail	Establish 'whole system costs' for waste & resource management in Hampshire	<ul style="list-style-type: none"> • joint working arrangements and activities • Whole system costs
Expected Outcome	Report identifying opportunities (to reduce whole system costs) for authorities, options and recommendations to PISB	
Responsibility	Head of Project Integra	
Resources	Projects Fund	
Timescale	Report by March 2014	

Action 9	Commercial Waste	Workstream Contribution
Detail	Undertake a feasibility study on commercial waste & working with businesses to determine PIs position on commercial waste	<ul style="list-style-type: none"> • waste prevention including reuse • recycling and performance improvements • reducing landfill • joint working arrangements and activities
Expected Outcome	Report identifying opportunities for authorities, options and recommendations to PISB	
Responsibility	Head of Project Integra	
Resources		
Timescale	Report by March 2014	



Action 10	Joint working between authorities	Workstream Contribution
Detail	Review potential for joint procurement opportunities and frameworks available to authorities in Hampshire	<ul style="list-style-type: none"> • Joint working arrangements and activities • Whole system costs
Expected Outcome	Better VFM and significant savings for PI partners. Annual report on progress	
Responsibility	Head of Project Integra	
Resources	PI budget	
Timescale	2013/14	

Action 11	Joint working SE7	Workstream Contribution
Detail	Ensure engagement with and alignment of appropriate work programmes for the benefit of PI authorities	<ul style="list-style-type: none"> • All
Expected Outcome	Increased opportunities for performance improvement and reduced costs	
Responsibility	HCC Head of W&RM HCC / Head of PI and All partner authorities	
Resources	HCC W&RM and PI to be determined	
Timescale	Key engagement milestones March – June 2013 with agreement approval and implementation post June 2013	



5 Resources

5.1 Budget

Following the PI Review the budgets for each main element of the partnership are set out in Appendix 2:

- Executive £145,700 (-20% change from 2012/13 budget);
- Recycle for Hampshire £200,000 (0% change from 2012/13);
- Materials Analysis Facility £221,982 (+3.0% change from 2012/13²).

This represents an overall cost decrease of -5.1% from 2012/13.

5.2 Authority contributions

Authority contributions are based on:

- Executive - total number of households with elements for collection (80%) and disposal (20%);
- Recycle for Hampshire – total number of households (WCAs) plus HCC £50,000;
- Materials Analysis Facility – one third WCAs (evenly split), one third WDAs (split by tonnage), one third VES.

The contributions for each authority are set out in Appendix 3 and will be deducted from MRF materials sales income.

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Document	

² The MAF is managed under the terms of the waste disposal contract and is subject to RPI based increases.

APPENDIX 1
Budgets
Executive

Activities	Costs
Staff Costs	92,100
Events & Activities	5,500
Communications & Research SLA	40,000
Other	8,100
Gross Expenditure	145,700
Total Income	£145,700

Recycle for Hampshire

Activities	Costs
Staffing costs	60,000
Contamination projects	35,000
Capture projects	43,000
Behaviour change activities	10,500
Schools Recycling Programme Education Officers x 3	45,000
Schools Recycling Programme resources	5,000
Home Composting (leaflets to promote bins)	1,500
Total Expenditure	£200,000

Materials Analysis Facility

Activities	Costs
Staff costs	123,503
Vehicle costs	45,130
Plant costs	29,184
Other	24,165
Total Expenditure	221,982

APPENDIX 1
Authority Contributions

		Project Integra						MAF	Combined
		Project Integra Executive			Project Fund	Recycle For Hampshire	PI Funding	Material Analysis Facility	Project Integra & MAF
Dwellings		Collection 80%	Disposal 20%	Total			Total	Total	
Basingstoke	71,600	10,703	0	10,703	0	14,238	24,941	30,633	
East Hampshire	49,270	7,365	0	7,365	0	9,797	17,162	22,854	
Eastleigh	52,860	7,901	0	7,901	0	10,511	18,412	24,104	
Fareham	47,870	7,155	0	7,155	0	9,519	16,674	22,366	
Gosport	36,440	5,447	0	5,447	0	7,246	12,693	18,385	
Hart	36,780	5,498	0	5,498	0	7,314	12,812	18,504	
Havant	52,710	7,879	0	7,879	0	10,481	18,360	24,052	
New Forest	80,010	11,960	0	11,960	0	15,910	27,870	33,562	
Portsmouth	88,490	13,227	3,307	16,534	0	17,596	34,130	48,229	
Rushmoor	38,130	5,700	0	5,700	0	7,582	13,282	18,974	
Southampton	101,350	15,150	3,787	18,937	0	20,153	39,090	54,633	
Test Valley	49,280	7,366	0	7,366	0	9,799	17,165	22,857	
Winchester	49,550	7,407	0	7,407	0	9,853	17,260	22,952	
Hampshire	564,500	0	21,095	21,095	0	50,000	71,095	126,830	
Veolia				4,254	0	0	4,254	78,247	
		112,758	28,189	145,201	0	199,999	345,200	567,182	
							221,982		

Notes

*Dwelling Figures are taken from Waste Dataflow, to which figures are provided by each authority
Differences from budget figures are due to rounding and interest on balances held during the year.*

PROJECT INTEGRA STRATEGIC BOARD

CONSTITUTION

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). To underline its strategic, rather than operational role, the Board became known as the Project Integra Strategic Board.
- 1.4. Further changes, including scrutiny being undertaken by authorities individually rather than through a joint scrutiny committee, were agreed following a review of the partnership and a refresh of the JMWMS, concluded in 2012.
- 1.5. 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 three year Action Plan, updated annually in accordance with this Constitution.
- 1.6. 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.
- 1.7. For the purposes of the Constitution the parties comprise:
 - Basingstoke & Deane Borough Council
 - East Hampshire 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 (UK) Plc)
 - Hart District Council
 - Havant Borough Council
 - New Forest District Council
 - Portsmouth City Council

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

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 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.

“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.

“Executive Officer” means the person designated under Paragraph 15.1.

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

“HWS” means Hampshire Waste Services Limited (a registered subsidiary of Veolia Environmental Services (UK) Plc.

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

“Legal Adviser” means the legal adviser of Hampshire County Council or of another Partner Authority as the Board may from time to time agree shall advise it.

“Memorandum of Understanding” means the Memorandum of Understanding between WCAs and WDA agreed in 1997 and clarifying the responsibilities and obligations of the WCAs and WDA in Project Integra, including all matters relevant to the WCA/WDA interface.

“More from Less” is the title of a stakeholder document produced in 2005. It can be downloaded from: hants.gov.uk/morefromless.pdf

“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 or the Chairman of the Committee or Board with responsibility for waste management.

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

“Project Integra Executive” means the executive structure set up to support the Board 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 10.4.

“Supplementary Document to the Constitution” means a document as described and approved in accordance with Paragraph 167.

“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.

4. VISION

In the period to 2023 Hampshire will manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy.

5. AIMS & OBJECTIVES

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

- 5.1. To deliver this overarching vision, the fundamental aim of Project Integra is to provide a long-term solution for dealing with Hampshire's household waste¹ 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. Sustain recent reductions in the growth of household waste;
- 5.6. Improve the understanding of, and promote waste avoidance and minimisation;
- 5.7. Maximise value for money by considering the system as a whole through delivery of an integrated waste management process;
- 5.8. To provide suitable and sufficient processing facilities for existing and new material streams;
- 5.9. Secure flexible, sustainable and ethical markets for recovered materials and products;
- 5.10. Ensure each partner clearly understands its roles and responsibility for delivery in accordance with the Memorandum of Understanding;
- 5.11. Meet the statutory obligations but at the same time maintain Hampshire at the forefront of the waste to resources agenda;
- 5.12. Incorporate commercial and trade waste where possible to improve efficiency of waste management systems, including those for municipal waste; and
- 5.13. Improve the efficiency and effectiveness of services through collaboration with neighbouring authorities.

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

¹ As defined in the Controlled Waste (England and Wales) Regulations 2012

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 between the Partner Authorities 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) has adopted the Committee model. In this case, the Partner Authority shall ensure that the appointed Board Member has the skills and qualities required to fulfil the strategic nature of the role and has the authority to speak on behalf of the Partner Authority.
- 8.3. The representative of HWS shall be the Managing Director of Hampshire Waste Services Limited, with the skills and qualities required to fulfil the role of the Board Member.
- 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, a suitable Deputy may attend and carry out their responsibilities, including, in the case of a Voting Member, voting in their absence.
- 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 Paragraphs 8.2 and 8.4 or, where appropriate, Paragraph 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 three times a year. The venue for meetings shall be determined by the Board. The Board shall hold an Annual General Meeting annually on one of the meeting 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 two 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; and
 - (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. 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 and Deputies within five working days of the Board meeting.

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 shall delegate authority to complete the contractual documentation on their behalf (subject to Paragraph 12.6 below) to the lead Partner 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 three year period. It will specify the activities to be undertaken in support of that strategy, together with the resources required and responsibilities for each activity.
- 13.3. 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.
- 13.4. 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 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 16 below, which shall remain the sole responsibility of the Board.
- 14.2. The Board may appoint working groups of Members and officers to consider specific matters referred and report back to the Board.

15. EXECUTIVE OFFICER AND PROFESSIONAL SUPPORT

- 15.1. 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 and working groups 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.

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

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

16. SUPPLEMENTARY DOCUMENTS TO THE CONSTITUTION

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

16.2. The Board may from time to time consider amending, deleting or adding to the Supplementary Documents and may, subject to Paragraphs 12.4 above and 16.3 below, approve such changes without the need to refer to each authority for individual approval.

16.3. 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.

17. URGENT MATTERS

17.1. Subject to Paragraph 15.2, 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.

17.2. Paragraph 17.1 does not apply to decisions falling within the scope of Paragraph 12.4 or 16.2.

18. CONDUCT AND EXPENSES OF MEMBERS

18.1. All Board Members shall observe at all times the provisions of the code of conduct, 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.

18.2. Except as outlined in Paragraph 18.3 below, each Partner Authority shall be responsible for meeting any expenses to which any Board 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.

18.3. The Board shall meet appropriate expenses, properly incurred by the Board 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 meetings of the Board.

19. LIABILITIES OF BOARD MEMBERS

19.1. 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.

20. PRESS AND PUBLIC RELATIONS

20.1. 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.

Dated November 2012

Project Integra

Hampshire Joint Municipal
Waste Management Strategy

Refresh of Core Strategy

November 2012



1. Introduction

1.1 Context

Hampshire has been widely acknowledged for its partnership working on waste, its impressive integrated waste management facilities, relatively high performance and contribution to shifting fundamental thinking from waste to *resource management*.

While Hampshire remains in a good position in relation to most other areas of the UK, it still has a more to do to improve performance to consistently high levels across the whole area, to optimise costs and to achieve this while working to high and consistent level of public satisfaction.

Hampshire also continues to aspire to put into practice the concept of Material Resource Management as embodied in the Hampshire stakeholder document '*More from Less*'¹ and this still continues to have fundamental implications for the way we organise services in the future.

As a way for the 14 waste authorities in Hampshire to deliver this agenda, Project Integra² has refreshed its *2006 Joint Municipal Waste Management Strategy (JMWMS)* in order to provide strategic direction for its operational work, the basis for its annual action plans and indeed for each partner authority to be able to deliver its services against a common strategy framework.

The refreshed strategy covers the period 2013-2023, with a focus on the next five years and potential for further review after that, depending on circumstances at that time.

The revised Waste Framework Directive (2008/98/EC) sets targets for Member States to achieve 50% recycling of municipal waste by 2020. In England government recycling targets for local authorities have ended and the Review of Waste Policies (2011) indicates that England is expected to achieve this target as a result of existing policies. There are therefore, no recycling targets set out in the refreshed strategy.

1.2 Project Integra Strategic Board (PISB) Decisions

At the PISB meeting on 12 Jan 2012 the following Decision was made:

That the operational focus for PI activities was one of working to reduce costs across the whole system through:

- waste prevention (environmentally sound, cost efficiency)
- recycling and performance improvements - for instance through reducing contamination, increasing capture of materials, improving income for materials,

¹ hants.gov.uk/morefromless.pdf

² The Project Integra partnership comprises the 11 Districts/Boroughs as Waste Collection Authorities (WCAs); Hampshire County Council as a Waste Disposal Authority (WDA); the 2 Unitary Authorities of Portsmouth & Southampton as both WCAs & WDAs; and Veolia Environmental Services (VES), the integrated waste management contractor.

- changing management arrangements (environmentally sound, cost efficiency)
- reducing landfill (environmentally sound, cost efficiency)
- training (cost efficiency)
- joint working between authorities (cost efficiency)

And, looking ahead together (long term solution & strategy, joint working).

At the PISB meeting on 1 March 2012 it was agreed to:

Refresh the JMWMS to provide a strategic direction of travel for waste management in Hampshire.

1.3 Definition of Waste

As its name implies the Joint Municipal Waste Management Strategy (2006) focused on ‘Municipal Waste’, a definition which covered all waste collected by the local authority, including some non municipal fractions such as construction and demolition waste.

Since then government has broadened the definition of municipal waste in order to harmonise with European definitions. A new term - Local Authority Collected Waste (LACW) - has been brought into use to describe all waste collected by the local authority, including non municipal fractions such as construction and demolition waste. From 2011 it is this term that is used in statistical publications which previously referred to municipal waste.

In refreshing this Strategy it was agreed that, for consistency with the 2006 Strategy the term municipal waste should be retained, but that in this context it would refer to Local Authority Collected Waste. However, it is worth noting that most Project Integra actions focus on household waste, namely waste produced on domestic property.

1.4 How this Strategy was Developed

This strategy has been developed in the context of Hampshire’s Material Resources Strategy, Best Value requirements and in conjunction with the land-use policy framework for waste (i.e. the Draft Hampshire Minerals and Waste Development Plan (September 2012).

Adoption of the original strategy in 2006 followed a significant process of consultation and environmental assessment. The core strategy remains valid, as does much of its content, but needs “refreshing” to take account of policy, legislative and financial changes that have occurred since 2006, as well as updating the drivers for change and the challenge ahead for the period of the new plan.

It is not considered necessary to repeat the extensive processes of the 2006 strategy given the relatively minor changes to the content of this document.

1.5 Format of this Strategy

The Hampshire JMWMS still comprises three key documents:

- Part 1: Core Strategy (i.e. this ‘refreshed’ document). This sets out the strategic direction of municipal waste management in Hampshire over the period up to 2023. It includes a policy framework and supporting actions, which have been crafted to ensure delivery of the overall waste management vision.
- Part 2: Supporting Technical Document. This sets out a range of (unchanged) detailed information that supports the content of Part 1; and
- Part 3: Strategic Environmental Assessment ‘*Environmental Report*’. The JMWMS is required by statute to be assessed against (and shaped by) a range of sustainability criteria. This (unchanged) document explains how this process was carried out and reports on the results of the appraisal process.

As part of the refresh of the JMWMS, the structure of the core strategy has been reordered to reflect PI’s focus on the three key issues of:

- Customer Focus
- Value for Money
- Environmental Sustainability

2. Drivers for Change and the Challenge Ahead

2.1 The Current Municipal Waste Picture In Hampshire

2.1.1 How much Municipal Waste is Generated in Hampshire?

The amount (arisings) of municipal waste have reduced over the 5 years since the 2006 strategy was adopted – both in terms of total arisings and arising per household or person – as illustrated in Table 1 below.

This is a trend that has been seen at a national as well as local level and results from a combination of the effects of waste prevention initiatives and reduced consumption as a result of the recession.

Table 1: Total municipal waste arisings in Hampshire, Portsmouth and Southampton: 2005/06 compared to 2010/11

		2005/06	2010/11	Change
Municipal waste collected	tonnes	878,667	839,230	-4%
Per household	Kg/hh/a	1300 (approx.)	1,120	
Per person	Kg/person/a	530 (approx)	485	

2.1.2 How is Municipal Waste Currently Managed?

The waste collection systems in Hampshire vary between the collection authorities. However all households receive a kerbside collection for dry mixed recyclables (paper & card, plastic bottles, cans, tins and aerosols). Most receive garden waste collections

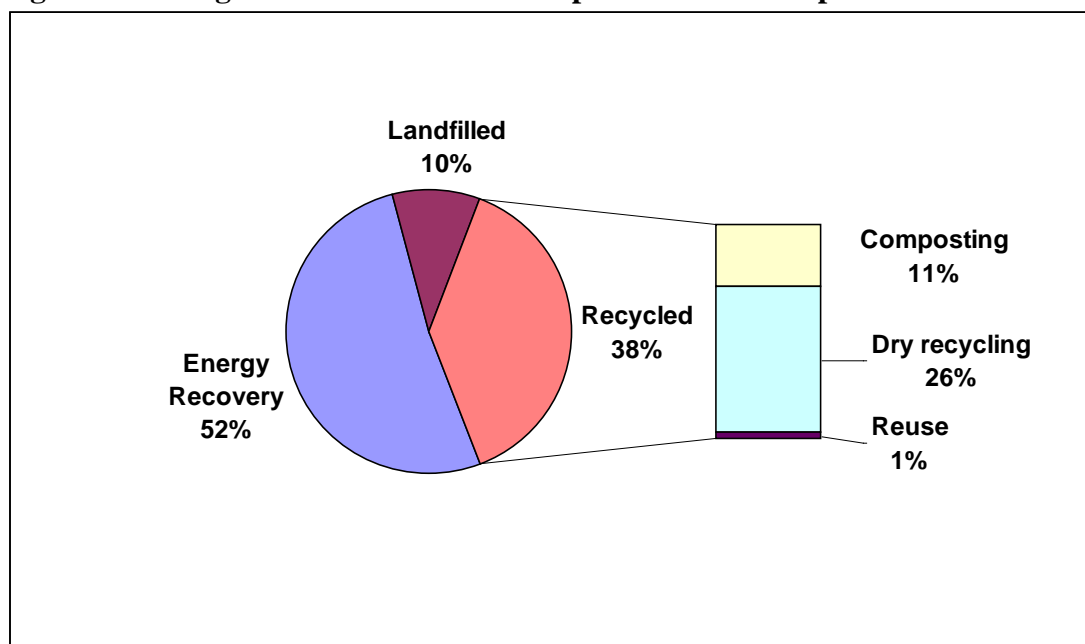
and many receive glass collections.

In addition an extensive network of 26 Household Waste Recycling Centres (HWRCs) and around 750 bring sites provide facilities for households to deposit recyclables and/or waste.

Recyclable materials collected at the kerbside are sorted in two Materials Recovery Facilities (MRFs) and all residual waste collected at the kerbside is sent for energy recovery at three Energy Recovery Facilities (ERFs). Two windrow composting facilities handle the majority of the garden waste received at the HWRCs and collected by WCA's, turning it into ProGrow soil improver.

Figure 1 illustrates the management routes for all municipal waste in Hampshire in 2010/11.

Figure 1: Management Routes for Municipal Waste in Hampshire 2010/11.



2.2 New Drivers for Change

The slowdown in growth of waste arisings compared to the projections made in the 2006 Strategy is particularly significant and has obviated the need for significant new municipal waste disposal infrastructure within Hampshire, although some new facilities may be required to enable continued diversion of waste from landfill and to reflect development of new waste treatment technologies.

The trend in waste and resource management towards treating waste as a commodity, enabling it to be considered as a resource rather than a liability will drive the trend towards greater control of material resources by local authorities.

Some critical material resources are becoming increasingly scarce, such as the ‘speciality’ metals vital for a range of high-tech applications and green technologies, giving a greater importance and value to recycling end-of-life products.

Energy is also an increasingly valuable commodity and energy from waste helps meet national targets for energy from renewable sources and resilience in energy supply.

The revised Waste Framework Directive and national policy has increased the importance of treating waste more as a resource in accordance with the waste hierarchy and as far up the hierarchy as possible.

Legislative, fiscal and regulatory changes that influence both producer and consumer responsibilities nationally and locally.

Locally the Hampshire Minerals and Waste Plan sets out a spatial framework for the capacity and location of waste facilities required to deal with all waste streams in Hampshire in the period to 2030, and an emphasis on minimising landfill.

This is a time of significant change for local authorities, brought about by pressures to make efficiencies and savings through greater collaboration and sharing services across authorities and with other public sector organisations.

The review of Project Integra completed in 2012 has focused attention on a range of activities aimed at reducing costs across the whole waste and resource management process.

Landfilling of waste continues to be the least preferable option in environmental terms and is further discouraged by Landfill Tax which will escalate annually to a ‘floor’ of £80 per tonne in 2014-15. This tax, on top of the normal gate fee, means that recycling and energy recovery technologies have now become more economic to install and operate than landfill.

3. Strategic Options for the Future Management of Municipal Waste in Hampshire

- 3.1** The evaluation of options undertaken in the 2006 JMWMS identified ‘Option 5’ as the preferred approach (see Appendix 1).

Authorities within the Partnership have made significant progress in implementing this approach, consider it remains fit for purpose, and as a result there are no proposals for radical change to it in the short term.

4. Vision and Aims

- 4.1** **Overarching Vision**

In the context of managing municipal waste in Hampshire, the overarching vision for this Joint Municipal Waste Management Strategy is as follows:

In period to 2023 Hampshire will manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy.

4.2 Aims

To deliver this overarching vision, the fundamental aim of Project Integra is to provide a sustainable solution for dealing with Hampshire's household waste materials³ 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 our communities.

Specifically, the aims of this JMWMS are:

- To deliver the relevant municipal elements of the Material Resources Strategy as set out in the stakeholder document 'More from Less';
- Earn the support and understanding of the wider public, including businesses, leading to a change in behaviour towards material resources;
- Make access to recycling and related facilities and services a positive experience for resident and small businesses by improving the coverage of kerbside collection systems, implementing further material recovery streams and continuous improvement of services;
- Sustain recent reductions in the growth of household waste;
- Maximise value for money by considering the system as a whole through delivery of an integrated waste and resource management process;
- To provide suitable and sufficient processing facilities for existing and new material streams; including the consideration of funding structures other than traditional project finance in order to deliver better value for money.
- Secure flexible, sustainable and ethical markets for recovered materials and products;
- Ensure each partner clearly understands its roles and responsibility for delivery in accordance with the Memorandum of Understanding;
- Meet the statutory obligations but at the same time maintain Hampshire at the forefront of the waste to resources agenda;
- Incorporate commercial and trade waste, including recyclate, where possible to improve efficiency of waste and resource management systems, including those for municipal waste; and

³ As defined in the Controlled Waste (England and Wales) Regulations 2012

- Improve the efficiency and effectiveness of services through collaboration with neighbouring authorities, including those of the SE7 authorities⁴.

5. Framework of Key Objectives and Supporting Actions

5.1 Introduction

This section sets out the key objectives against which Project Integra can formulate its supporting actions and Annual Action Plan.

5.2 Key Objectives

Project Integra will be guided by three overriding objectives:

- **Customer Focus;**
- **Value for Money; and**
- **Sustainability**

5.2.1 Customer Focus

Objective 1

Project Integra partners are committed to placing a high priority on maintaining and enhancing high customer satisfaction in providing a waste and resource management service to the residents of Hampshire.

Supporting Action 1: Project Integra partners will maintain consistent and high standards of waste services across Hampshire, based on customer feedback and satisfaction surveys.

5.2.2 Value For Money

Objective 2

Project Integra partners will seek to ensure that the public, and where appropriate, businesses – particularly small and medium enterprises – are provided with an efficient waste management and recycling & reuse service that represents best practice and best value through bring banks, kerbside collections and across the HWRC network.

All waste services will be subject to continuous review and improvement of existing services and systems.

Supporting Action 2: Project Integra partners will continue to evaluate options to progressively extend and improve the efficiency of recycling & reuse collections to maximise the value of recycled & reused materials.

⁴ The 'South East 7' (SE7) are top-tier councils comprising East and West Sussex, Hampshire, Kent and Surrey, and the unitary councils of Brighton & Hove and Medway.

5.2.3 Sustainability

Objective 3

Project Integra partners will encourage the treatment of waste as close as reasonably possible to its source and at the highest level of the waste hierarchy as is economically practicable, minimising the cost of waste transport, and consistent with the principles of environmental sustainability and whole life cycle costs.

Supporting Action 3: Project Integra partners will give consideration to all appropriate alternative technologies to those currently employed as a means of maximising diversion from landfill, reducing CO₂ emissions and balancing cost efficiency and waste management services.

In order to achieve these overriding objectives, Project Integra partners will work to the following supporting objectives, based on the waste hierarchy:

5.2.4 Behavioural Change

Objective 4

Project Integra partners will challenge themselves, the wider community, including the private sector, and government by raising awareness and ownership of resource management issues to change society's attitude and behaviour towards maximising waste prevention, re-use and recycling in order to embed the waste hierarchy in our approach to waste management.

Supporting Action 4 : Project Integra partners will continue to encourage and strengthen partnerships with the community, voluntary (including Third Sector Organisations) and private sectors and investigate opportunities for external funding to generate practical, community based waste minimisation and reuse initiatives including the development and delivery of the Recycle for Hampshire communications and behavioural change programme and the schools education programme.

5.2.5 Waste Prevention and Reuse

Objective 5

Project Integra partners will continue to encourage waste prevention and re-use and work with others, including manufacturers and retailers, to sustain an average annual rate of waste growth below 0.5%.

Supporting Action 5: Project Integra partners will work with WRAP and other similar stakeholder agencies as well as private sector organisations and businesses involved in the supply chain operations that impact on local authorities in order to maximise waste prevention opportunities.

5.2.6 Waste Recycling and Composting

Objective 6

Project Integra partners will continue to encourage participation in recycling and composting, and consider the value of materials and whole system costs and implement appropriate measures to achieve these aims.

The HWRC network across Hampshire will continue to be developed in order to fulfil its role of providing convenient, innovative, and accessible reuse, recycling and composting services for the whole community.

Supporting Action 6: Project Integra partners will undertake regular waste analyses of reuse and recycling facilities (including the MRF performance process, bring banks, household collections and other collections e.g. bulky, commercial etc in order to provide baseline data on a sufficiently regular basis to measure the effectiveness and enable consistent comparison of waste recycling and minimisation initiatives.

Hampshire County Council, Portsmouth City Council and Southampton City Council will engage with the community to consider options aimed at improving the HWRC service provision across Hampshire, maximising value for money and helping service provision for SMEs. The management service contract will be retendered in 2015.

5.2.7 Waste Treatment and Disposal

Objective 7

Project Integra partners will seek treatment of remaining, non-recyclable waste to achieve their aim for zero waste to landfill and continuously monitor and measure their progress towards it.

Supporting Action 7: Consideration will be given to all appropriate alternative technologies to those currently employed such as anaerobic digestion, gasification, mechanical & biological treatment, pyrolysis and solid recovered fuel as a means of maximising diversion from landfill, reducing CO₂ emissions and balancing cost efficiency and waste management services.

5.1.8 Leading the Way

Objective 8

Project Integra will continue to develop its waste and resource management services through local and broader collaboration to ensure that:

- the value of material resources is maximised;
- markets are supplied with high quality materials
- material is recycled through flexible, sustainable and ethical markets.

Supporting Action 8: Project Integra partners will continue to explore innovative opportunities for both accessing and maximising value from waste and also for improving recycling and recovery performance.

5.2 Monitoring and Review

Project Integra will undertake monitoring of performance. Results will be reported to the Project Integra Strategic board as part of the Project Integra Action Plan.

The JMWMS will be reviewed after 5 years, or sooner if required.

Appendix 1

Option 5 as set out in JMWMS 2006

<p style="text-align: center;">5</p> <p style="text-align: center;">Enhanced MRS pattern activity i.e. enhanced collection / treatment methods with enhanced waste minimisation and commercial waste elements)</p>	<p><i>Collection</i> – Kerb-side collection of dry mixed recyclables, glass and textiles; promote home composting and the use of food digesters; introduce an incentivised scheme for kerb-side collection of green waste (i.e. charge for green waste collections) and facilitate the provision of enhanced waste electrical and electronic equipment (WEEE) 'bring' facilities at household waste recycling centres (HWRCs).</p> <p><i>Commercial Recycling</i> – Provide / facilitate collection and processing capacity to optimise the capture of recyclables from the commercial sector (recyclables that are similar in nature to those arising from the municipal waste stream).</p> <p><i>Waste Growth</i> – MRS and Regional Waste Strategy targets – reduce growth to 1%pa by 2010 and 0.5%pa by 2020.</p> <p><i>Treatment of Residual</i> – Thermal treatment (EfW) of at least 420 000 tonnes per annum with excess residual waste being sent to landfill in the short term and further treatment in the long term.</p> <p><i>Landfill</i> – Pre-process all household waste with residues only to landfill (and minimum organics to landfill).</p>
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