

HAMPSHIRE COUNTY COUNCIL**Report**

Committee:	Environment and Transportation Select Committee
Date:	3rd April 2012.
Title:	Project Integra
Reference:	3817
Report From:	Director of Economy, Transport and Environment

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1. Purpose of Report

1.1. This report sets out progress on the review of Project Integra (PI) and highlights some of the key issues and challenges that the County Council is currently addressing to drive continued efficiencies in waste management, whilst maintaining a sustainable approach and a high level of customer satisfaction.

2. Contextual Information

2.1. PI is the partnership of all the local authorities in Hampshire, Southampton and Portsmouth with responsibility for managing household waste (collection, recycling and disposal). This link is more important than ever in developing a flexible and responsive approach to delivering an integrated waste management system which is necessary to maintain a high quality service and control costs. PI partners need to adapt continually to new technologies and methods and take advantage of the significant potential income from making available high quality recycle for reuse and reprocessing.

2.2. In addition to the normal interaction between the Waste Disposal Authorities (WDAs) and Waste Collection Authorities (WCAs), the County Council contributes both funding and significant amounts of officer time to the working of the partnership. Summary charts of relevant statistics for waste management in Hampshire, including overall performance figures, are shown in appendix 1 to this report.

2.3. The County Council also provides services to PI through two service level agreements:

- The first, with a value in 2011/12 of £53,000, is for the management of data and provision of general communications services; and

- The second is for the management of the delivery of the Recycle for Hampshire (R4H) campaign, with an annual value of £200,000 (to which the County Council contributes £50,000).
- 2.4. A formal review of PI, the first since 2005, was commissioned in June 2010 to consider PI's current position, assess what its future objectives should be and determine what would be required to make the partnership fit for purpose. The review was carried out by an "internal" review team comprising senior officers from the partnership authorities, and overseen by a review board comprising representative members and chief executives from the partner authorities.
- 2.5. The outcome of the review was considered by the PI Strategic Board (PI SB) in July 2011, with the following recommendations:
- Redefine the role of the Executive Officer;
 - Consider bringing Recycle for Hampshire into PI management;
 - Reduce the number of PI meetings;
 - Reduce the budgets for R4H and the analysis of samples of material presented for recycling; and
 - Make the PI training programme self-funding.
- 2.6. The County Council's response to that review was considered at the Executive Member for Environment and Transport's decision day on 8th November 2011. The report recommended a response to the proposal of the PI SB in the form of an alternative approach which sought to reduce the total cost of waste management in Hampshire and:
- Simplify, streamline and provide greater transparency in the financial management of PI;
 - Improve the efficiency and effectiveness of the structure supporting the partnership and reduce the current high resource inputs; and
 - Improve the functionality and delivery of performance improvements.
- 2.7. The report particularly proposed that PI should remain, but with a focus on working together to reduce the £104 million per year bill for municipal waste management services in Hampshire. It suggested that some organisational change within PI would be vital to achieve these goals.
- 2.8. At its meeting in January, the PI SB considered the County Council's proposals and agreed the following key recommendations:
- Scrutiny of PI's activities will be undertaken by the authorities individually and the PI Policy Review and Scrutiny committee should be disbanded.
 - Reaffirm PI's overall objective:
"To provide a long term solution for dealing with Hampshire's 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."
 - The operational focus for PI activities is:
 - Working to reduce costs across the whole system through:

- waste prevention (environmentally sound, cost efficiency);
 - recycling and performance improvements;
 - reducing landfill;
 - development and training to be provided through a self funded programme;
 - joint working between authorities;
- Looking ahead together (developing a long term strategy and joint working);
- Develop the long term PI strategy by amending the existing Joint Municipal Waste Management Strategy (JMWMS) and incorporating the principles for waste treatment set out in the Hampshire Minerals & Waste Plan (HMWP);
- Complete the review of the PI executive function;
- Renegotiate the SLA arrangements with HCC to reflect the outcome of the PI Review and amend the basis of a number of the PI financial arrangements; and
- Maintain the “Recycle for Hampshire” and Material Analysis Facility (MAF) programmes at the current level.

3. Current Actions

- 3.1. The operational direction of PI is effectively provided through an annual action plan. The Plan for 2012/13, based on the decisions made in January (especially the points set out in paragraph 2.7 above in relation to its operational focus) was presented to the PI AGM in March and approved for partner consideration. It is intended that a new action plan will be prepared in the autumn for approval by the PI AGM. Starting this year, the AGM will be transferred from March to November, to provide better alignment with partner authority budget setting processes and to enable the plan to be endorsed by partner authorities well in advance of a new financial year.
- 3.2. Based on the PI annual action plan, the County Council is now working with the PI partners to address the issues set out in paragraphs 3.3 – 3.8 below.
- 3.3. Strategy – support preparation of a revised PI waste strategy by updating and amending the JMWMS and incorporating relevant waste management principles of the HMWP. The County Council’s waste management costs have reduced compared with other authorities over the last five years such that Hampshire now has some of the lowest costs per head amongst County Councils, having moved from the third quartile in 2008/9 to the first (i.e. lowest) quartile in 2010/11(see appendix 1). There are opportunities to reduce this cost still further. The County Council continues to examine the business case for containing future waste disposal costs and responding to possible opportunities to exploit new technology, and for further joint working with other authorities and commercial enterprises as appropriate.
- 3.4. Waste prevention - develop a strategy for waste prevention, focussed on reducing food waste, and working to increase the reuse of furniture, textiles and small items of waste electronic equipment, including collaboration with voluntary / third sector groups.

- 3.5. Recycling / Capture – In the year ended March 2010, the recycling rate in Hampshire was some 40%, but there are opportunities to increase that figure to meet the revised waste framework target of 50% by 2020. This could be achieved by increased capture of recyclables at the kerbside, such as paper and card, metal cans and plastic bottles; and could be increased still further through food waste collections. The R4H campaign will support this work in 2012/13. The County Council is also working with WCAs to ensure that materials presented to the MRF for recycling meet the highest possible specification and thereby maintain a high value when sent for reprocessing.
- 3.6. Reducing landfill – In the year ending March 2011, some 90% of municipal (predominantly household waste) waste in Hampshire was diverted from landfill and the County Council remains the leading upper tier authority in this measure. Despite this, some 80,000 tonnes of waste per year is still being landfilled, and ongoing opportunities are being developed to address this. A number of initiatives are proceeding this year to divert non-recyclable WCA bulky waste collections and HWRC waste from landfill. This includes the diversion of small sized materials to the ERFs (known as Amenity-C [combustion]) and the processing of oversized residual Amenity waste as a solid recovered fuel (SRF).
- 3.7. HWRC service – the County Council’s network of 24 recycling centres across the County have an excellent record of customer service and divert from landfill over 80% of the 230,000 tonnes of material they handle each year. There are, however, opportunities to improve on this performance level and control the costs of the service. The County Council’s programme of network improvements continues this year with site redevelopments planned at Waterlooville, Eastleigh, and Havant. In addition, a strategy setting out proposals for the future structure and management of the service in order to control costs and increase recycling will be presented to the Executive Member for Environment and Transport in the summer. As well as presenting the opportunity for increased recycling and cost savings, this will form the basis of the specification for the re-tendering of the HWRC management contract, for implementation in early 2015.
- 3.8. PI executive and administration efficiencies – The County Council has already reduced the cost of the service level agreement for management of data and general communications by some £14,000 per annum. It is now working as part of a joint officer / member working group to review the PI executive function.
- 3.9. In addition to the above, the County Council is working with the SE7 partnership of local authorities, (Brighton & Hove City Council, East Sussex County Council, Hampshire County Council, Kent County Council, Medway Council, Surrey County Council and West Sussex County Council), to identify opportunities for collaborative working with other WDAs. Again the objective is to improve performance and the quality of services, whilst controlling costs. Potential options being examined include: combining waste management contracts; sharing waste management facilities; joint working on waste prevention and improving reuse; and recycling and recovery of targeted materials, such as WEEE, wood, carpets, mattresses, textiles and furniture.

4. Conclusions

- 4.1. This is a critical time for the development of integrated waste management in Hampshire, and for determining how PI partner authorities can work together to respond to the need to deliver high quality services and control their costs.
- 4.2. The County Council needs to continue to play its part in this process, working with PI local authority partners, its contractors, other local authorities (principally through the SE7 grouping), and with other groups including third sector organisations. Proposals to develop further current County Council initiatives for waste disposal and to improve the HWRC service will be presented to the Executive Member for Environment and Transport in the summer.
- 4.3. The County Council welcomes the acknowledgment by PI that its operational focus needs to be based around working to reduce cost through the whole waste management system. It is concerning, however, that the review of the executive function is not yet complete. It is vital that the review is completed as soon as possible to enable officer time to be focused on achieving the cost reduction work.
- 4.4. The PI annual action plan sets out a number of actions that PI will undertake in 2012, including preparation of an amended JMWMS, a waste prevention plan, increased capture of materials for recycling, and improving the quality of recyclables presented at the MRF. The R4H programme will continue to support these efforts.
- 4.5. The County Council is working with PI partners to help deliver the annual action plan including the drives to prevent waste, to improve the quality and quantity of materials presented for recycling, and to divert more waste from landfill. The primary objectives of this work will be to align with the current PI focus of working to reduce costs across the whole system, and looking ahead together to develop longer term strategies for waste management.

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	no
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	no
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	yes
Corporate Improvement plan link number (if appropriate):	

Other Significant Links

Links to previous Member decisions:		
<u>Title</u> Project Integra Review	<u>Reference</u> 3378	<u>Date</u> 8 November 2011
Direct links to specific legislation or Government Directives		
<u>Title</u>	<u>Date</u>	

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

DocumentLocation

None

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

- 1.1. Proposals of this report, in terms of County Council's responsibilities for waste disposal, cover all areas and households in the County and take into account all characteristics protected under the Equality Act 2010. A full assessment of this service, including the HWRC service is available online, from 1st April 2012, at: <http://www3.hants.gov.uk/equality.htm>

2. Impact on Crime and Disorder:

- 2.1. None

3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption?

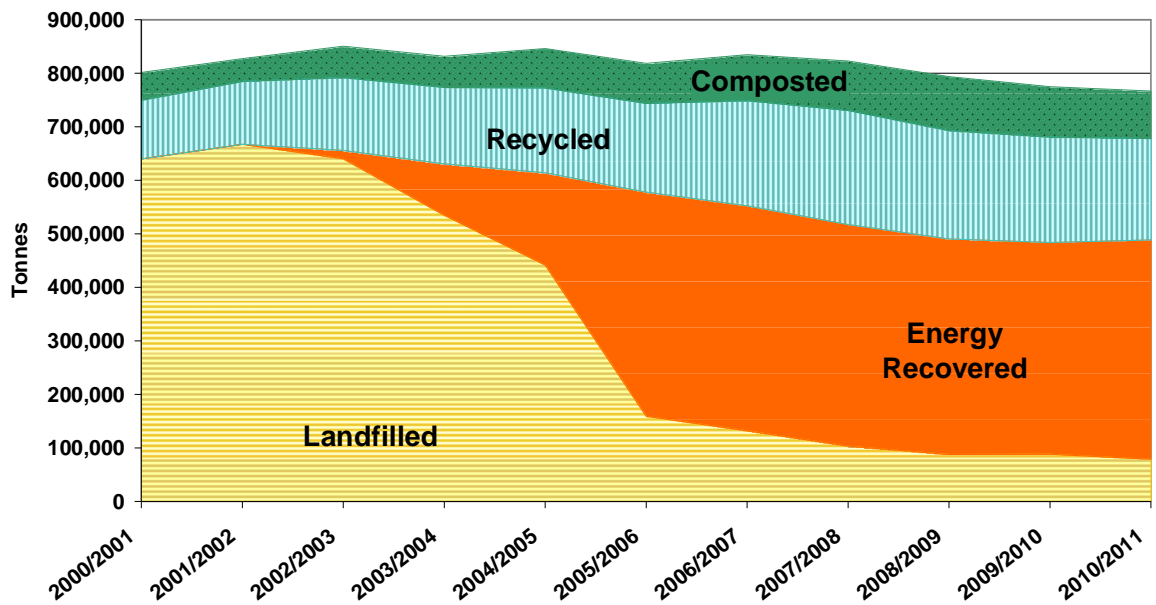
The overall objective for PI, and the work programme proposed in the report, are designed to manage waste in an environmentally sound way. The operational focus on maximising reuse, recycling and energy recovery and thereby reducing landfill, will lead to reduced carbon impact, provide additional sources of renewable energy and reduce the consumption of scarce raw materials.

- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

The proposals generally seek to further improve the management and operation of waste facilities, including the need to adapt to climate change. Specific measures will be included in detailed development proposals.

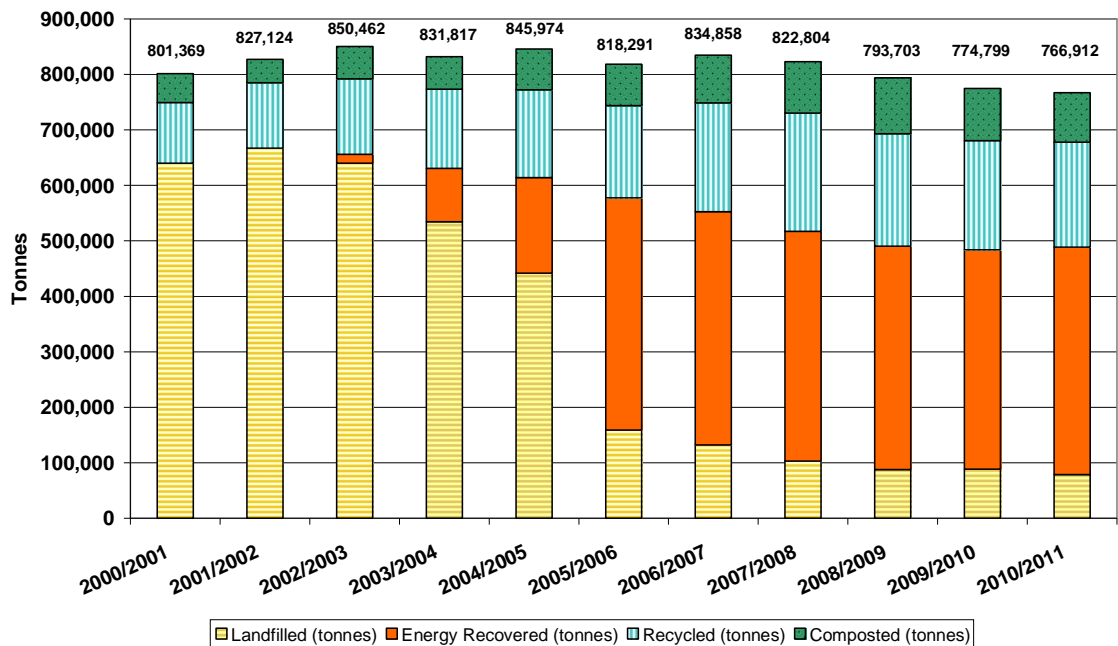
Waste Management Performance In Hampshire

Project Integra Household Waste Treatment: 2000/01 to 2010/11



N.B. Data taken from Waste Volumes and Performance Sheets, not WasteDataFlow

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