

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member - Environment
Date:	1 March 2011
Title:	Project Integra Review (Hampshire County Council Response)
Reference:	2545
Report From:	Director of Environment

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1. Executive Summary

1.1. The purpose of this paper is to formally respond to the review of the Project Integra (PI) waste partnership on behalf of Hampshire County Council.

1.2. This paper seeks to

- provide background information to the PI partnership and why the review was instigated;
- summarise the findings of the review;
- confirm Hampshire County Council's position on the review findings and the partnership as a whole; and
- make recommendations for the short-term and medium-term to take the partnership forward to manage waste in Hampshire efficiently and maximise value-for-money for council tax payers.

2. Contextual information

2.1. Project Integra (PI) is the partnership of all the local authorities in Hampshire with responsibility for managing household waste (collection and disposal). It was formed in the mid 1990s with the County Council as a key partner. The County Council provides both a financial contribution and a significant officer contribution to the workings of the partnership.

- 2.2. The partnership was initially very successful in facilitating the development of some of the best waste collection, processing and disposal infrastructure in the UK and Hampshire is currently recognised as the leading county for landfill diversion.
- 2.3. There is a collective view however that successes achieved through the partnership have been significantly less in recent years. As a result, a formal review was commissioned by the Hampshire and Isle of Wight Local Government Association (HLOWLA) 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.
- 2.4. The main recommendations from the review are that Project Integra Partners should:
- agree, as a matter of urgency, a replacement Joint Municipal Waste Management Strategy (JMWMS) which sets new ambitions for waste management in Hampshire to which all of the partner authorities are committed at political level;
 - undertake to work energetically together to reduce the annual whole system costs to the council tax payer of reaching the targets set in the new JMWMS; and
 - agree the proposed changes to the structure and culture of Project Integra to enable its objectives to be achieved.
- 2.5. Specifically the review recommends that the new challenge for Project Integra should be to: Reduce the annual whole system costs of reaching the targets set in the Joint Municipal Waste Management Strategy by 15%.
- 2.6. Project Integra Partners have been asked to consider the report of the PI Review Team and produce a formal response. To assist this process the Partners have been invited to respond to the following questions.
- (i) Do you agree with the Review Team's view that the JMWMS should be revised to set new ambitions for waste management in Hampshire and provide the environmental and infrastructure delivery 'baseline' through to 2020?
 - (ii) Will your authority undertake to work energetically together with other Partners to reduce the annual whole system costs to the council tax payer of reaching the targets set in the new JMWMS? Are there any 'red line' areas for your authority in this – and if so what are they.
 - (iii) Do you agree with the structural and cultural changes proposed to enable Project Integra to achieve its objectives:
 - (a) That transparency and openness in sharing information and responsibility for problem solving at the strategic level are essentials

to achieve Project Integra's objectives – that these should be the norm in the partnership and that Members should expect officers to work together on this basis?

- (b) That Veolia should remain a key partner but no longer sit on the Project Integra Strategic Board?
 - (c) That the role of the Policy Review and Scrutiny Committee be limited to the statutory minimum function?
 - (d) That the Strategic Board should be supported by corporate directors or equivalent officers with strategy officers continuing with their current role but also taking on project implementation and cost reduction monitoring work?
- (iv) If you do not agree with these – what modified variant or alternative future do you propose for the Partnership?
- 2.7. An Extraordinary General Meeting of the Project Integra Strategic Board will be organised for May/June 2011 to consider the formal responses from each partner authority and determine the resulting actions.
- 2.8. HIOWLA recommends that Members consider the Project Integra Review Team's report and advises member authorities to consider it at Cabinet level in the light of comments from the PI Strategic Board meeting on 13 January 2011 and the HIOW meeting on 14 January 2011.

3. Hampshire County Council response

- 3.1. It is proposed that the Director of Environment in consultation with the Executive member for Environment makes a formal response to the PI Review report, on behalf of the County Council. Such a response will address the questions put forward by the PI Review Team, and the further comments from the (PI) Strategic Board on 13 January 2011 and the HIOWLA meeting on 14 January 2011).
- 3.2. The County Council is committed to reviewing all its partnership commitments in determining further efficiencies and value for money.
- 3.3. A previous review of Project Integra was undertaken in 2005 by a Hampshire County council Select Committee, however the issues raised and recommendations made were not addressed by the partnership. In the current economic climate the County Council believes that all PI authorities must act decisively to conclude this current review and support this with meaningful changes within an agreed implementation programme that identifies resource inputs and tangible outputs.
- 3.4. It is agreed that the Hampshire Joint Municipal Waste Management Strategy (JMWMS) should be reviewed. However, it is recommended that the completion of the PI review of function, structures and processes should be

undertaken separately and ahead of the JMWMS review. The review of the JMWMS should follow on from the publication of the National Waste Strategy, which is currently predicted to be in June 2011. The JMWMS review should also be considered within the context of the new Hampshire Minerals and Waste Plan (2011), the Household Waste Recycling Centre Service Provision Review (2011), and the review of Recycling - Collection and Processing options completed in 2010.

- 3.5. The County Council supports the strong focus on reducing the total cost of waste management in Hampshire and therefore supports the recommendation to refocus PI activities to address value for money for Hampshire council tax payers.
- 3.6. The Comprehensive Spending Review is already requiring all partner authorities to make difficult decisions regarding budget reductions. PI needs to identify where it can add value to further reductions, through joint working and business focussed activity, providing a platform for all partners to make a significant impact on their efficiency agendas. It should be noted that the 15% target currently identified is not supported by a strong evidence base.
- 3.7. It is also agreed that the review needs to take account of the efficiency and effectiveness of the current structures supporting the partnership. It is important that the review takes full account of the resource inputs of partner authorities in addition to financial contributions. This includes officer and member meetings, and the role of the officer Executive function (including objectives, level of resource requirement and management).
- 3.8. It is recommended that the specific questions from the Review Team set out in question iii (see 2.6), which relate to structural and cultural changes, be addressed as part of an agreed review implementation programme.
- 3.9. As a specific response to the review at this stage, the County Council fully supports the continuation of the Recycle for Hampshire campaign and agrees with the recommendation that a 'central recycling education and promotion team' should be maintained as an important means of providing co-ordinated, consistent and cost-effective communications to Hampshire residents.

4. Recommendations

- 4.1. That a formal response to the Project Integra Review be prepared by the Director of Environment in consultation with the Executive Member for Environment that highlights the following issues:
 - (i) The Hampshire Joint Municipal Waste Management Strategy is reviewed after the publication of the National Waste Strategy (expected June 2011), and that Project Integra review it's own function, structures and processes ahead of this date.

- (ii) As a part of the Project Integra Review, a set of evaluated alternative options for partnership working are clearly set out, which include tangible outputs, intended systems for delivery, and provide reference to other resource inputs in addition to financial contributions.
- (iii) That recommendations regarding Project Integra's structure, processes and required resource inputs are proportional to the agreed future intent and objectives of the partnership.
- (iv) That clear leadership is provided to the Project Integra partnership in delivering the required efficiencies and value for money, and that this is addressed as part of the Review and alongside these outputs.
- (v) That options for the officer Executive function (including objectives, level of resource requirement and management), be evaluated as a part of the delivery options in 4.2 and 4.3 above.

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):	

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. The Project Integra Review 2010/11 will not compromise the County Council's policy on race and equalities.

2. Impact on Crime and Disorder:

- 2.1. The Project Integra Review 2010/11 will not compromise the County Council's policy on the prevention of crime.

3. Climate Change:

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

The County Council is committed to ensure that all its current and proposed future activities within the Project Integra partnership are managed to ensure that their energy consumption/carbon impact is minimised.

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

Policies and plans are in place to ensure that all current activities are resilient to the impacts of climate change, both in the short and long term.