

# **Project Integra**

# **Annual Business Plan**

***2003/04***

Consultation Draft Approved by  
Project Integra Management Board  
April 2003

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## ***Foreword***

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

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

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

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

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



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

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

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

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

April 2003

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## **1. Introduction.**

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

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

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

## **2. CURRENT MISSION.**

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

## **3. VISION**

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

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## **4. OBJECTIVES.**

Project Integra's Objectives are:

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

## **5. Natural Resource Management**

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

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

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

5.3 Details of the goals and activities of HNRI are available at [www.hnri.co.uk](http://www.hnri.co.uk).

5.4 Project Integra is founder member of HNRI and the Executive officer is a member of the steering group. The activities and objectives of Integra should be coordinated with HNRI. Integra is positioned as a sub-set of the total HNRI concept:

## 6. Principles

The following principles underpin the Integra partnership:-

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

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

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

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

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

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

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

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



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## **7. Role of the Executive**

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

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

In addition the Executive Officer will:

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

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

## 8. Core Activities

The Core Activities of Integra are as follows

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

## 9. Budget

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

Table 1: Forecast Expenditure on the Executive / Secretariat

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

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

#### Notes

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

## 10. Summary of Principal Activities 2003/4

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

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

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

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

### **Waste Minimisation (Appendix 2)**

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

### **Materials Marketing (Appendix 3)**

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

### **Collection – Processing – Disposal (Appendix 4)**

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

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### **Biowaste - (Appendix 5)**

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

### **Research – (Appendix 6)**

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

### **Communications – (Appendix 7)**

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

- 
- Facilitate member training and the annual standing conference

### **Member Support and Training (Appendix 8)**

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

### **Best Value (Appendix 9)**

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

### **Executive and Secretariat (Appendix 10)**

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