



Civic Offices, Leigh Road,  
Eastleigh SO50 9YN



2000/01  
Community Safety Preventing Crime and Disorder  
2002/03  
Fostering Business Growth  
2008/09  
Tackling Climate Change

25 March 2011

## NOTICE OF MEETING

### **CABINET**

*will meet on*

**Monday, 4 April 2011**

*beginning at*

**6:00 pm**

*in the*

**Committee Room, Civic Offices, Leigh Road, Eastleigh**

#### **TO: Members of Cabinet**

Councillor Keith House (Chair)	Cabinet Member for Regeneration & Resources
Councillor Anne Winstanley (Vice-Chair)	Cabinet Member for Housing & Customer Service
Councillor David Airey	Cabinet Member for Transport & Streetscene
Councillor Louise Bloom	Cabinet Member for Environment
Councillor Alan Broadhurst	Cabinet Member for Leisure
Councillor Cathie Fraser	Cabinet Member for Health
Councillor Roger Smith	Cabinet Member for Communities
Councillor Peter Wall	Cabinet Member for Business & Skills

Staff Contact: Alison Wright, Democratic Services Officer  
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RICHARD WARD  
Head of Legal and Democratic Services

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other languages, upon request.

Members of the public are invited to speak on general items at the  
start of the meeting, and on individual agenda items at the time the  
item is discussed. To register please contact the Democratic  
Services Officer above.

Please be aware that Eastleigh Borough Council permits filming,  
sound recording and photography at meetings open to the public.

## **AGENDA**

1. Minutes (Pages 1 - 8)

To consider the Minutes of the meeting held on 10 March 2011.

2. Apologies

3. Declarations of Interest

Members are invited to declare interests in relation to items of business on the agenda. Any interests declared will be recorded in the Minutes.

### **RECOMMENDATIONS**

4. Recommendation from Community Wellbeing Scrutiny Panel, 2 March 2011: Older People's Mental Health - Pre-Consultation Engagement (Excluding Planning Issues) (Pages 9 - 10)
5. Recommendation from Resources Scrutiny Panel, 17 March 2011: (Pages 11 - 12)

### **WASTE AND RECYCLING**

6. Project Integra Review (Pages 13 - 20)
7. Project Integra: Action Plan 2011-2016 (Pages 21 - 60)

### **PLANNING POLICY AND PROPERTY**

8. Bishopstoke Conservation Area Article 4 Direction Confirmation and Supplementary Planning Document Adoption (Pages 61 - 68)

The appendices to this report which contain the Habitats Regulations Assessment Screening Statement for Bishopstoke Conservation Area Appraisal and the Bishopstoke Conservation Area Appraisal and Management Proposals Supplementary Planning Document can be found on the Council's website: [www.eastleigh.gov.uk/meetings](http://www.eastleigh.gov.uk/meetings) or a paper copy can be obtained by contacting Democratic Services.

9. Disposal of Land in Hedge End (To Follow)

### **FINANCE**

10. Sundry Debtors -Write-offs (Pages 69 - 74)
11. Budget Management Report 2010/11 (Pages 75 - 78)
12. CIP Schemes Approval (Pages 79 - 88)

<p style="text-align: center;"><b>DATE OF NEXT MEETING</b> <b>Thursday, 19 May 2011 at 6:00 pm</b> <b>in the Committee Room, Civic Offices, Leigh Road, Eastleigh</b></p>
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## CABINET

Thursday, 10 March 2011 (6:00 pm – 6:43 pm)

### PRESENT:

Councillor House (Chair); Councillors Airey, A Broadhurst, Mrs Fraser, R Smith, Wall and Winstanley

Also in attendance: Councillors Broughton (for Paper 4), Davies-Dear, Grajewski, Moore (for Paper 4) and Norgate

Apologies for absence were received from Councillor Bloom

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### RECOMMENDED ITEM (REQUIRING A DECISION)

#### 1. CIP SCHEMES APPROVALS

##### Issue

To approve schemes as part of the four-year Community Investment Programme (CIP) (Paper 11).

##### Considerations

The Council approved a 4-Year Strategy in April 2002 and since then reports have been submitted, on a regular basis, to the Executive/Cabinet seeking approval for schemes to progress. Each year the programme has been updated and has established a four year rolling programme of schemes for the CIP.

The report seeks further approvals to be financed from funds earmarked for the CIP.

Cabinet reviewed and approved the Community Investment Strategy on 9 September 2010 which updated the programme for 2010/11 to 2013/14.

### **RECOMMENDED -**

**That the changes to the Prudential Indicators (Appendix B) be approved.**

### **RESOLVED -**

- (1) That additional funding of £30,000 be approved for the Itchen Valley Country Park car parks project; and**
- (2) That the approvals given since the last revised CIP (Appendix A) be noted.**

RESOLVED ITEMS (SUBJECT TO QUESTIONS ONLY)

2. MINUTES

**RESOLVED -**

**That the Minutes of the meeting held on 10 February 2011 be agreed as a correct record.**

3. DECLARATIONS OF INTEREST

Councillor Anne Winstanley, declared a personal interest in agenda item 5, Empty Homes Strategy 2011-14 as from the summer she is likely to become responsible for a house that has been empty for a period of 6 months or more.

4. REFRESHERS CAFÉ, UPPER MARKET STREET EASTLEIGH: PETITION AND FUTURE OPTIONS

Issue

To consider a petition presented to Full Council regarding Refreshers Café, Eastleigh (Paper 4).

Considerations

A petition was presented to Full Council at their meeting on 24 February 2011 regarding the closure of Refreshers Café on Upper Market Street in Eastleigh Town Centre. The petition stated that those who had signed it were against the closure of the café and demanded that the Council relicence on a monthly rolling contract.

The report sets out the arrangements between the Council and the current tenant and explores the options available for the future of the café.

**RESOLVED -**

- (1) That the petition presented to Council on Thursday 24 February be noted;**
- (2) That the business be run as a concession operating from within a Council facility as set out in paragraph 10 of the report; and**
- (3) That the Head of Regeneration and Planning Policy be instructed to work to resolve this matter, using the relevant delegated authority.**

(NOTE: One member of the public spoke on this item.)

5. EMPTY HOMES STRATEGY 2011-14

Issue

To approve the Empty Homes Strategy 2011-14 (Paper 5).

Considerations

The Empty Homes Strategy, attached to the report as Appendix 1, sets out the reasons why empty homes should be brought back into use and outlines the options available to achieve this aim. It also sets out the processes to be used in contacting owners, offering advice and assistance and deciding on appropriate enforcement action in the small number of cases where this proves necessary.

Also attached to the report is the associated Action Plan which lists some of the initiatives to be undertaken to increase the number of empty properties brought back into use.

**RESOLVED -**

**That the Empty Homes Strategy 2011-14 be approved.**

(NOTE: Councillor Winstanley declared an interest in this item and remained in the room during its consideration, spoke and voted.)

6. OLD BURSLEDON CONSERVATION AREA AND BURSLEDON WINDMILL CONSERVATION AREA APPRAISAL AND MANAGEMENT PROPOSALS SPD FOR CONSULTATION

Issue

To approve two supplementary planning documents for public consultation (Paper 6).

Considerations

The Old Bursledon Conservation Appraisal and Management Proposals Supplementary Planning Document and the Bursledon Windmill Conservation Area Appraisal and Management Proposals Supplementary Planning Document have been drafted to provide clear guidance for controlling development and improving environmental quality in these areas.

The report requests that these documents be approved for publication in order that views can be sought from members of the public and other interested parties. Following the consultation period any comments received will be considered prior to a request being made for the final documents to be approved.

At the meeting the Chair thanked the members of the Planning Policy Team who had worked on the documents for their efforts.

**RESOLVED -**

**That the Old Bursledon Conservation Appraisal and Management Proposals Supplementary Planning Document and the Bursledon Windmill Conservation Area Appraisal and Management Proposals Supplementary Planning Document be approved for public consultation.**

7. HAMPSHIRE COUNTY COUNCIL CONSULTATION: HAVE YOUR SAY - PLANNING FOR HAMPSHIRE'S MINERALS AND WASTE

Issue

To approve a response to the consultation on the new Hampshire Minerals and Waste Plan (Paper 7).

Considerations

The minerals and waste planning authorities in Hampshire (Hampshire County Council, Southampton and Portsmouth city councils and the New Forest and South Downs national park authorities) are proposing to prepare a new Hampshire Minerals and Waste Plan. This plan will set out the proposed approach to the future supply of minerals and for the provision of waste facilities over the next 20 years.

Views are currently being sought on what the plan should contain and the suggested approach. The report sets out a response to this consultation and requests approval for this to be submitted.

**RESOLVED -**

**That Hampshire County Council and its partner minerals and waste planning authorities:**

- (1) **Be thanked for their consultation on the suggested approach to meeting Hampshire's needs for minerals and waste facilities; and**
- (2) **Be advised of Eastleigh Borough Council's response to their questions and related concerns as set out in paragraph 30 and Appendix 1 to the report subject to the amendment of the responses to questions 24 and 32 in Appendix 1 to include; "The Borough Council supports reducing the primary aggregates requirement but notes that the 1.7mpta figure for gravel extraction is higher than the figure argued for by Hampshire County Council during the South East Plan minerals planning process, and recommends the County looks again at its methodology of a ten-year truncated average of**

mineral production given this includes a period before the increased use of recycled materials in the construction sector and thus gives the potential to plan for a lower level of extraction than 1.7mpta”;

- (3) Be advised that the consultation from Hampshire County Council has given no choice of sites and requests that the County puts forward alternatives for consultation purposes, including land owned by the County Council and that the Council is concerned about the adequacy of the consultation process which was not widely publicised;
- (4) Be advised of this Council’s continuing objection to the allocation of the Hamble Airfield site, and notes the transport implications of the site, given this could see an additional heavy lorry movement every four minutes on Hamble Lane and impact further on an area where air quality is already of concern along with noise and dust disturbance to residents.

8. WOODSIDE AVENUE HOUSEHOLD WASTE RECYCLING CENTRE (HWRC) RELOCATION

Issue

To consider the proposals for relocating the Household Waste Recycling Centre on Woodside Avenue, Eastleigh (Paper 8).

Considerations

The report summarises the project programme for the relocation of the Hampshire County Council Household Waste Recycling Centre (HWRC) from its current site on Woodside Avenue to a new site off Chestnut Avenue. The report explains why the relocation of this facility is an essential part of the disposal of the Woodside Avenue Allotment site and sets out the resources needed to deliver this project.

**RESOLVED -**

- (1) That the progress of the wider Woodside Avenue Allotments development project be noted;
- (2) That the progress of the Household Waste Recycling Centre relocation project be noted; and
- (3) That the allocation of funds, as detailed in the table shown in Appendix C to the report, within the CIP be approved to enable delivery of this project up to the tender stage and that these funds be recouped from the capital receipt from the sale of the Woodside Avenue Allotments site.

(NOTE: Councillor Grajewski spoke on this item.)

9. LONDON AND SOUTH EAST ROUTE UTILISATION STRATEGY -  
RESPONSE TO CONSULTATION BY NETWORK RAIL

Issue

To approve a response to the consultation on the Route Utilisation Strategy (Paper 9).

Considerations

Network Rail is currently consulting on a Route Utilisation Strategy (RUS) for the London and South East area which sets out their aspirations for maintaining and improving the railway network between now and 2021.

Under consideration in the Eastleigh area are better services between Portsmouth and Southampton, including greater access to Southampton Airport Parkway from the east. This may result in a new platform being constructed on the east side of Eastleigh station, which would align with the Council's aspirations for the wider Town Centre area.

The report requests approval for the proposed response to the consultation as set out in Appendix A to the report.

**RESOLVED -**

**That the proposed response to Network Rail's consultation on the London and South East Route Utilisation Strategy as set out in Appendix A to the report be approved subject to the inclusion of reference to the need to address the increased demand for services to and from the station in Chandler's Ford and the need for additional parking at the station in Botley.**

(NOTE: Councillor Grajewski spoke on this item.)

10. CORPORATE FINANCIAL MONITORING 1 APRIL TO 31 DECEMBER  
2010

Issue

To consider the Corporate Financial Monitoring report for the period 1 April to 31 December 2010 (Paper 10).

Considerations

The report presents the Council's overall financial position for the period from 1 April 2010 to 31 December 2010; it shows an unfavourable revenue variance of £58,990. The monitoring has been compiled based on forecasts from spending officers and using the revised budget as approved by Full Council on 24 February 2011.

The Community Investment Programme budget for 2010/11 is £16.3Million, of which £7.8Million has been spent as at 31 December 2010. It is anticipated that this will be fully spent by the end of the year.

**RESOLVED -**

- (1) That General Fund Revenue position as at 31 December 2010 be noted; and**
- (2) That the Community Investment Programme as at 31 December 2010 be noted.**

(NOTE: Councillor Grajewski spoke on this item.)

11. EXEMPT BUSINESS

**RESOLVED -**

- (1) That, in pursuance of Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it is likely to involve the disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act; and**
- (2) That, in pursuance of the public interest test, the public interest in disclosing the information contained in the following item of business was outweighed by the public interest in maintaining the exemption.**

12. WRITE OFF OF IRRECOVERABLE DEBTS: COUNCIL TAX, NNDR, COMMUNITY CHARGE AND HOUSING BENEFIT OVERPAYMENTS

Issue

To note debts which have been written off and consider writing off a further 14 debts (Paper 13).

Considerations

The Corporate Director (CFO) has exercised his delegated powers to write-off certain debts and approval is sought for 14 debts over £2,000 to be written-off.

During the meeting there was a discussion regarding the confidentiality of the report post decision.

**RESOLVED -**

- (1) That the 514 written-off debts under £2,000, totalling £43,985.61 be noted;**
- (2) That the 44 written-off debts due to bankruptcy / liquidation totalling £90,635.74 be noted;**
- (3) That the 73 reversed or recovered debts totalling £49,481.59 be noted;**
- (4) That approval be given to write-off 14 debts over £2,000 totalling £106,655.60; and**
- (5) That the personal information be redacted from the report and then the report be put in the public domain.**

(NOTE: Councillor Grajewski spoke on this item.)

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## **EXTRACT FROM THE COMMUNITY WELLBEING SCRUTINY PANEL MINUTES, 2 MARCH 2011**

### Older People's Mental Health - Pre-Consultation Engagement (Excluding Planning Issues)

The Chair welcomed to the meeting David Higenbottam, Pamela Sorensen, Paul Hopper and Amanda Horsman, of the Hampshire Partnership NHS Foundation Trust; Diane Wilson, NHS Hampshire; and Dr John Gavin, GP Eastleigh District Lead.

David Higenbottam thanked the Chair for the opportunity to speak to Members about the concerns of older people's mental health. He advised that a further two seminars were to be held at West End Parish Hall on 4 March 2011.

Paul Hopper and Amanda Horsman gave a presentation to Members, explaining the history and details of their proposal, their current service model, engagement to date and the next steps.

The majority of mental health disorders, such as depression and anxiety disorders, developed in hospital. Dementia was a common problem with 1 in 4 people over the age of 80 diagnosed with the condition. Effective diagnosis and early intervention of improved support for people in crisis ensured a shorter stay in hospital. Improving care pathways and listening to patients who wanted treatment at home or were better supported where they lived, had led to an average of 70 in-patient beds remaining empty in the last six months which was not a good use of resources.

An example of Andover's 'community model of care' was presented to Members. It explained that a mental health ward had been closed. Their Community Mental Health Team (CMHT) had increased in size and capacity, and worked with other agencies and partners to provide care jointly within the community.

The Hampshire Partnership NHS Foundation Trust and NHS Hampshire planned to work together to build upon what had been learnt from the Andover model and proposed to take this forward for south Hampshire and Southampton with a formal consultation.

The Chair thanked Paul Hopper and Amanda Horsman for their presentation and opened the meeting for discussion.

A number of questions and comments were raised during the course of discussion including:

**Help for low income people that had to travel further afield to hospitals –**  
The CMHT would initially go to a patients home. Further visits may be required after diagnosis but memory clinics and other excellent services may be local. There had been a reduction in beds over the last 30 years and it made economic sense to close wards. Unfortunately there would always be a travel burden for some.

**Lone people being identified for help** – Recognition of the problem was difficult but part of the solution was to make people aware. The CMHT stated that they had a duty to make assessments where concern was brought to their attention.

**Data protection where concern had been raised** – Patient confidentiality was mandatory, however if concern was raised there were mechanisms in place that would trigger a doctor/patient consultation.

**Newtown House in Eastleigh** – The re-vamped building had been brought to people's attention and latest figures had shown that there had been increases in footfall through the doors seeking mental health support. Dr Gavin agreed that this was a good service however the southern parishes were still vulnerable. He went on to say that he felt that the Hampshire Partnership Trust could be better at liaising with local GP's as he and other colleagues were not aware of their proposals. He was very concerned that the 'savings' from beds would be vied into a central budget and urged the Council to put mechanisms in place to secure these savings and ensure they were invested back into the local community.

**Facilities in Eastleigh taken away** – There were two in-patient units, one in Millbrook, Southampton and another in Winchester, both in close proximity to acute hospitals. These units were better equipped, more secure and a better environment for patients.

**Newtown House visit** - Amanda Horsman advised that she would be more than happy to show Members around Newtown House and the services offered.

**Health care provision** – Dr Gavin advised that 99% of people did not get treatment in hospital. He did sympathise with those that had to make journeys but thought the Council should concentrate on care in the community. As the Borough did not have an acute hospital in the area the Council should take the opportunity to develop a community effective service.

Councillor Cathie Fraser, Cabinet Member for Health, advised that she was totally committed to seeing services built in the community; she had particular concerns for the southern parishes and would be reporting back to Hampshire County Council, with the comments from the meeting.

The Chair thanked everyone for their contribution; it had been a very useful and thought provoking meeting.

**It was AGREED -**

**That it be RECOMMENDED to Cabinet that Cabinet submit a request to the NHS/PCT that savings made from the closure of mental health beds be put back into local communities to support patients and carers.**

## **EXTRACT FROM THE RESOURCES SCRUTINY PANEL MINUTES, 17 MARCH 2011**

### Corporate Communications Review

Consideration was given to a report of the Corporate Director and Corporate Communications Manager that gave details of the recent Communications Review and the new strategic approach to communication at Eastleigh Borough Council (EBC).

In 2009 EBC identified the need for a review of the Communications and Civic Team following the retirement of a long serving member of staff. The review, which was supported by Westminster City Council, concluded in May 2010 and found that the Council was not as effective as it could be in communicating with residents and other stakeholders and getting its message across about its services and what it achieved. There were a number of key recommendations, including the recruitment of a Corporate Communications Manager, to ensure a planned and coordinated approach to effectively market and promote the positive work of the Council and raise awareness of EBC, its brand, service and achievements. Recommendations also highlighted how efficiencies could be realised in changing the way the Council communicates. Work was now underway to implement the recommendations and establish a blueprint for EBC's communications to ensure residents were better informed and communication was undertaken more efficiently.

A member of the public spoke with regard to the filming of public meetings and suggested that the Council investigate the possibility of filming its own meetings. Members agreed that this should be investigated to establish whether it was a viable option for the Council.

Members noted that there were distribution issues concerning the Borough News as several of them did not receive it. Members were assured that this was currently being resolved. Members were advised that the new strategic approach to communication that had recently been undertaken should show some good results in the future and this would be reported back to the Panel.

### **It was AGREED -**

- (1) That the review findings be noted;**
- (2) That the new strategic approach to communications and the tactics outlined in the report be endorsed;**
- (3) That a review of the strategic approach to communications be brought back to the Panel in 6 months; and**
- (4) That it be recommended to Cabinet that the Council investigates the possibility of filming/recording public meetings.**

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## CABINET

Monday 4<sup>th</sup> April 2011

### PROJECT INTEGRA REVIEW

#### Report of the Head of Direct Services

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## RECOMMENDATIONS

It is recommended that:

- (1) That the responses to questions at Appendix 2 be agreed.
- (2) That the Council's position in the Partnership be re-visited should there be any significant changes to Project Integra once all the partner responses have been assessed.
- (3) That support for Project Integra be re-visited once a new Action Plan and Joint Municipal Waste Strategy are developed.

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### Summary

To seek Cabinet's consideration and approval to the formal response to the Project Integra Review

#### Statutory Powers

Environmental Protection Act 1990

Waste Emissions Trading Act 2003

Clean Neighbourhood & Environment Act 2005

Local Government Act 1972

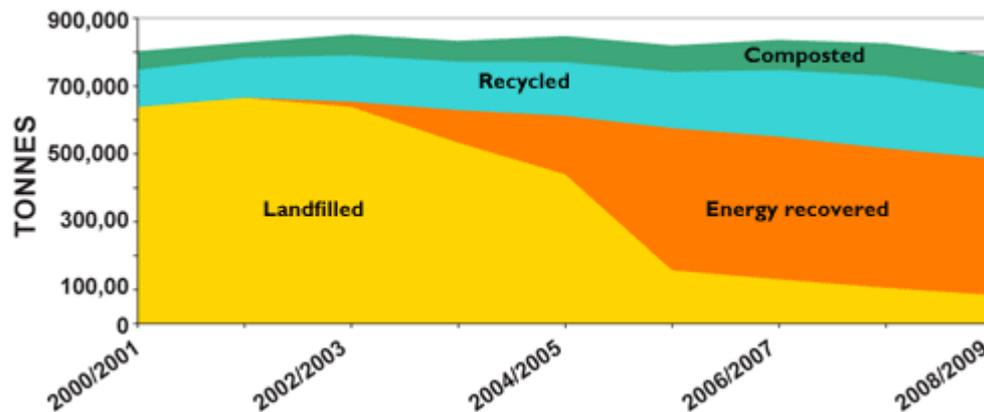
### Background

1. In the early 1990s the need to move away from land filling waste was becoming urgent. Hampshire's response was to establish Project Integra as a waste management partnership between the County Council as waste disposal authority and the 11 district councils which are solely waste collection authorities and the two unitary authorities which have both responsibilities. The waste disposal contractor, Veolia, is a non-voting member of the partnership in recognition of its long term contractual relationship. In 2001 Project Integra (PI) was constituted as a formal Joint Committee and in 2005 it

endorsed a Joint Municipal Waste Management Strategy (JMWMS) for Hampshire which forms the basis of its current decision making framework.

2. The establishment of PI was an innovative and forward thinking response to the challenges faced. Hampshire now benefits from some of the best waste infrastructure in the UK which, combined with local authority services on the ground and the enthusiastic participation of residents, has transformed the way waste is managed in Hampshire.

### **Project Integra Household Waste Treatment: 2000/01 to 2008/09**



### **The Review**

3. Recently there has been concern within the membership of PI that its performance as a partnership has reached a plateau and that it is no longer 'cutting edge'. PI's Strategic Board recognising the importance of reappraising the function and structure of the partnership in the light of recent changes in local government finance and objectives established a Review Team in June 2010 to make recommendations to HIOW regarding the future of PI. The Review Team, comprising senior officers from several partners and an external advisor, were asked to address two questions regarding the 2010 – 2015 period:
  - (a) What is the role and purpose of PI for this period?
  - (b) Are the structures, procedures and resources of PI fit for this purpose?
4. The subsequent report provides high level suggestions for the role of PI and changes to the structure of the partnership and has the support of HIOW and PI Strategic Board. A summary of the recommendations from the report is attached at Appendix 1.
5. Key points are:
  - It increases prominence of the need to revise the JMWMS after the publication of the Government's revised waste policies.

- Allows for sovereignty issues to be addressed and acknowledges that it is up to each individual authority to make policy decisions that affect their residents
- It sets environmental and climate change objectives alongside financial targets.
- Joint working to achieve efficiencies.
- Scrutiny likely to be reduced

### **Partner response to the review**

6. The key elements are picked up in the set of questions around which partners are being asked to frame their responses to the report. These questions and recommended responses for Member's consideration are attached at Appendix 2.
7. Project Integra Strategic Board (PISB) met on the 13<sup>th</sup> January 2011 to discuss the report.
8. Hampshire & Isle of Wight Local Government Association (HIOW) met on the 14<sup>th</sup> January 2011 to discuss the report. They requested that all partners be asked to consider the Report at Cabinet level and develop a formal response.
9. The nature of PI as a partnership does make it difficult to get commitment on changes from all involved in a co-ordinated way however, as a starting point partners are asked to consider and develop a formal response to questions agreed by PI Strategic Board (see Appendix 2). The collection of responses will provide a steer for the partnership but ultimately Members need specific proposals on which to vote.

### **Action Plan**

10. The PI Action Plan for 2011/12 mirrors the previous plan for 2010/11 in order to provide the opportunity to revise the Action Plan once the actions from the review have been agreed by partners.

### **Financial Implications**

11. There are no financial implications to this report. A full financial appraisal will need to be carried out when the Cabinet considers the future of Project Integra.

### **Risk Assessment**

12. There are no significant risks to the Council from approving the response to questions.

## **Equality and Diversity Implications**

13. An equal opportunities assessment has not been carried out as the report contains no proposed changes to existing services, policies and strategies.

## **Conclusion**

14. Overall there are no immediate issues with the Review for this Council and the recommendations can be accepted in principle as long as we reserve the right to make decisions for the good of Eastleigh residents. There is little further that can be done to move the review forward until the responses from all partners are known and their impact on the future of PI assessed. Once this is complete a further report will be available for decision.

GAIL GRANT

Head of Direct Services

Date: 2<sup>nd</sup> March 2011  
Contact Officer: Gail Grant  
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e-mail: gail.grant@eastleigh.gov.uk  
Appendices Attached: 2  
Report No: ds147

## **LOCAL GOVERNMENT ACT 1972 - SECTION 100D**

The following documents disclose 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:

None.

Summary of the recommendations of the Review Team

***Q. What is the role and purpose for Project Integra for the period 2010 - 2015?***

***A. To reduce the annual whole system costs of reaching the targets set in a new Joint Municipal Waste Management Strategy by 15%***

***Q. Are the structures, procedures and resources of Project Integra fit for this purpose?***

***A. No, they should be redefined as described in the report.***

**And more specifically:**

- Local authorities in Hampshire should continue to support Project Integra as the mechanism to manage their responsibilities for waste collection and disposal;
- The existing Joint Municipal Waste Management Strategy should be reviewed as a matter of urgency and new targets and objectives for waste management agreed. These provide the environmental and infrastructure delivery 'baseline'.
- Project Integra should focus on achieving cost reductions in the whole waste system - the baseline cost being achieving the targets in the Joint Municipal Waste Management Strategy whatever they are agreed to be;
- Project Integra should develop and monitor further initiatives to tackle the impact of waste management operations on climate change;
- clear efficiency targets should be set and monitored at Board level, with all members taking a management responsibility for achieving whole system cost reductions;
- the role of the Executive Director should incorporate programme management and leading projects to deliver Project Integra objectives;
- transparency and openness in sharing information and responsibility for problem solving should be the norm and Members should expect officers to work on this basis;
- reducing waste management costs borne by other public sector organisations should be seen as a public good which Project Integra should address directly;
- Veolia are a key partner but they should not sit on the Project Integra Strategic Board;
- the Board should be supported by corporate directors or equivalent officers;
- the role of the Policy Review and Scrutiny Board should be limited to the statutory minimum function;
- Strategy Officers should continue with their current role but also take on project implementation and cost reduction monitoring work.

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## Proposed Questions for Project Integra Partners

1	<p>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?</p> <p><b>EBC Response</b></p> <ul style="list-style-type: none"> <li>• <b>Agreed. This is a key piece of work that should be taken forward as a matter of urgency after the publication of the Government's revised waste policies. Environmental issues, infrastructure, finance and customer focus should have equal importance. In addition there should be increased priority given to waste minimisation as a means of reducing costs and environmental impact.</b></li> </ul>
2	<p>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?</p> <p><b>EBC Response</b></p> <ul style="list-style-type: none"> <li>• <b>Agreed in principle, although elected members reserve the right to decide on the range of services they provide and how they are delivered to Eastleigh Residents</b></li> <li>• Are there any 'red line' areas for your authority in this – and if so what are they.</li> </ul> <p><b>EBC Response</b></p> <ul style="list-style-type: none"> <li>• <b>Suggestions/changes to service delivery that we believe impact on customer service and satisfaction.</b></li> </ul>
3	<p>Do you agree with the structural and cultural changes proposed to enable Project Integra to achieve its objectives:</p> <p>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?</p> <p><b>EBC Response</b></p> <ul style="list-style-type: none"> <li>• <b>Agreed</b></li> </ul> <p>b) That Veolia should remain a key partner but no longer sit on the Project Integra Strategic Board?</p> <p><b>EBC Response</b></p> <ul style="list-style-type: none"> <li>• <b>Agreed</b></li> </ul>

	<p>c) That the role of the Policy Review and Scrutiny Committee be limited to the statutory minimum function?</p> <p><b>EBC Response</b></p> <ul style="list-style-type: none"> <li>• <b>Agreed</b></li> </ul> <p>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?</p> <p><b>EBC Response</b></p> <ul style="list-style-type: none"> <li>• <b>The Strategic Board should be supported by officers who are able to support the Portfolio Holder in decision making. However, it should be up to each authority to decide who the appropriate officer is</b></li> </ul>
4	<p>If you do not agree with these – what modified variant or alternative future do you propose for the Partnership?</p> <p><b>Eastleigh is keen to see timely progress made with the recommendations from this review, particularly around partnership working, the revision of the JMWMS and a revised Action Plan. Once there is more ‘meat on the bones’ and firm objectives to debate Eastleigh will be in a more informed position to consider its future position within the partnership.</b></p>

## ENVIRONMENT SCRUTINY PANEL

Thursday 24 March 2011

## CABINET

Monday 4 April 2011

## PROJECT INTEGRA: ACTION PLAN 2011-2016

### Report of the Head of Direct Services

---

#### RECOMMENDATION TO ENVIRONMENT SCRUTINY PANEL

It is recommended that the Project Integra Action Plan 2011 – 2016 and the Partner Implementation Plan are approved.

#### RECOMMENDATION TO CABINET

It is recommended that, subject to any comments from the Environment Scrutiny Panel, the Project Integra Action Plan 2011 – 2016 and the Partner Implementation Plan are approved.

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#### Summary

This report seeks Member consideration and approval of the Project Integra Action Plan 2011 - 2016.

#### Statutory Powers

Environmental Protection Act 1990

Waste Emissions Trading Act 2003

Local Government Act 1972

#### Introduction

1. Project Integra is the adopted brand name for the waste management partnership for Hampshire. Its membership comprises all eleven District Councils, the two Unitary Authorities, Hampshire County Council and Hampshire Waste Services (a subsidiary of Veolia), the waste disposal contractor; it is controlled by a Management Board constituted under S.101(5) and S.102(1) of the Local Government Act 1972.

2. Project Integra's Strategic Board, at its meeting of 13<sup>th</sup> January 2011, resolved to approve the Action Plan subject to consideration by the individual partners.

## **Background to Annual Plan**

3. The Action Plan (Appendix 1) is the mechanism by which the Project Integra Board receives its mandate to work on behalf of the partnership. It also sets out the costs of running the Board and the associated joint activities of the partnership.
4. The Council may approve the Annual Action Plan without reservation, or it may approve it subject to a reservation in respect of any particular matter with which it has concerns. Where approval is given subject to a reservation, the Board will consider the matter formally as laid down in paragraph 13.4 of the Constitution.
5. The Plan includes a **Strategic Overview** (section 2) which sets out the political, economic, social and environmental context within which the partnership will be working over the next 5 years. Emerging from this overview are 5 strategic outcomes (section 4) as follows:
  - Sustainable and ethical recycling
  - Eliminating landfill
  - Commercial materials management
  - Efficiencies/value for money
  - Leadership and influence
6. In turn, the strategic outcomes have been used to develop the key work streams (Table 1, page 10) for the coming year. Each of these work streams will be led by an individual officer drawn from the partnership who will report back on progress and performance initially through the strategy officers group and then to the Strategic Board.
7. It should be noted that the key work streams within the Action Plan 2011 – 2016 are largely initiatives carried on from 2010/11. This is in anticipation of revisions to the Action Plan as a result of the current (2010) 'fit for purpose' review of Project Integra's future role, structure and resourcing.
8. The report from the 'fit for purpose' review of Project Integra contains a number of recommendations that will have implications for the Project Integra Action Plan. This could result in the commissioning of additional actions for the partnership or a comprehensive review of the Action Plan during the year.
9. In addition to approving the Project Integra Action Plan each partner is required to produce a partner implementation plan detailing highlights from the preceding year and planned actions that support the partnership key objectives. Appendix 2 details Eastleigh's partner implementation plan.

10. Overall, the Action Plan gives a short term focus for the partnership until the way forward is determined following the 2010 fit for purpose review.

### **Financial Implications**

11. The resources required to administer the partnership in 2011/12 are outlined in Table 2 (page 17). The budget increase is normally based on the Retail Price Index (RPI) for October; this was 4.5%. Due to budget pressures being faced by all partners it has been agreed that budget contributions should be kept at the same level as the previous year.
12. Partnership income levels for 2009/10 are detailed in Table 4 (page 18); total income levels for 2010/11 will not be known until the end of the financial year. It is important to note that the market for materials can fluctuate during the year. Veolia, Hampshire County Council and the Project Integra Materials Marketing Group are working closely to monitor the situation and each authority will be provided with a detailed income forecast on a quarterly basis. A reduction in anticipated income levels has been built into the budget calculation for the future.
13. The income covers any fluctuation in price for recycling materials and contributes towards recycling schemes such as kerbside glass, recycling for small companies and research and development.

### **Risk Assessment**

14. There are no significant risks to the Council from approving the Action Plan.

### **Equality and Diversity Implication**

15. An equal opportunities assessment has not been carried out as the report contains no proposed changes to existing services, policies and strategies.

### **Conclusions**

16. The 2011 – 2016 Action Plan sets out the political, economic, social and environmental context for the partnership, which are largely initiatives carried on from the 2010/11 Action Plan. It is anticipated that the Action Plan will be reviewed during 2011 as a result of the ‘fit for purpose’ review of Project Integra’s future role, structure and resourcing. Any changes to the Action Plan will be subject to consideration by the individual partners.

ANGELA TAYLOR  
Recycling & Development Manager

Date:	2 <sup>nd</sup> March 2011
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Appendices Attached:	Two
Report No	ds146

**LOCAL GOVERNMENT ACT 1972 - SECTION 100D**

The following documents disclose 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:

None

# Project Integra

## Action Plan

### 2011 - 2016

***DRAFT VERSION***

***Endorsed for approval by PI partners by  
Project Integra Strategic Board 13 January 2011***



Abbreviation	Definition or Explanation
BVPIs	Best Value Performance Indicators
CAA	Comprehensive Area Assessment
CASH	Common Approach to Safety & Health (PI meeting)
CPA	Comprehensive Performance Assessment
CSR10	The Government's Comprehensive Spending Review 2010
EfW	Energy from Waste
HIOW	Hampshire and Isle of Wight Local Government Association
HWRC	Household Waste Recycling Centre
JMWMS	Hampshire Joint Municipal Waste Management Strategy <a href="http://www.integra.org.uk/board/index.html">http://www.integra.org.uk/board/index.html</a>
LAA	Local Area Agreement
MAF	Materials Analysis Facility
MWDF	Hampshire Minerals & Waste Development Framework
MFP	Material Flow Planning
MRF	Materials Recycling Facility
NIs	National Indicators
PUSH	Partnership for Urban South Hampshire
RPI	Retail Price Index
VfM	Value for Money
WCAs	Waste Collection Authorities
WDAs	Waste Disposal Authorities
WEEE	Waste Electrical and Electronic Equipment
WRAP	Waste and Resources Action Programme

**Project Integra Partner Authorities:-**

BDBC	Basingstoke & Deane Borough Council
EHDC	East Hampshire District Council
EBC	Eastleigh Borough Council
FBC	Fareham Borough Council
GBC	Gosport Borough Council
HCC	Hampshire County Council
HWS (VES)	Hampshire Waste Services (Veolia Environmental Services)
HDC	Hart District Council
HBC	Havant Borough Council
NFDC	New Forest District Council
PCC	Portsmouth City Council
RBC	Rushmoor Borough Council
SCC	Southampton City Council
TVBC	Test Valley Borough Council
WCC	Winchester City Council

## Executive Summary

Project Integra has delivered a world-class waste management infrastructure allied to effective collection services to 730,000 households – resulting in the highest landfill diversion rate for any county in the UK.

The partnership has to continue to adapt and move forward in order to deliver services to the public more sustainably as well as improving performance, efficiency and effectiveness under increasing financial pressures.

There are a large number of external factors and strategic drivers that impact on and affect the work of the partnership. A comprehensive list of these and the implications they may have for Project Integra are appended to the Action Plan.

The Project Integra Action Plan sets out the strategic outcomes which the partnership aims to deliver over the next 5 years in order to meet its long term objectives within this wider context. Each strategic outcome contains a number of specific actions which the partnership will deliver over the next 12 months.

It should be noted that these are largely initiatives carried on from 2010/11. This is in anticipation of revisions to the Action Plan as a result of the current (2010) ‘fit for purpose’ review of Project Integra’s future role, structure and resourcing.. Necessary revisions will be incorporated into the Action Plan once partners have agreed their collective response to the report of the Review Team.

Although RPI (the normal basis for increases in contributions to the partnership’s budget) has increased by 4.5% the proposal is for contributions to be maintained at the same level as for 2010/11.

Strategic Outcome	Key Actions
<p><b>Sustainable &amp; Ethical Recycling</b> Project Integra aims to deliver high level performance at an acceptable level of cost and environmental impact whilst maintaining public support and participation</p>	<ul style="list-style-type: none"> <li>• Measuring and addressing Performance</li> <li>• Review market opportunities</li> <li>• Recycling in Flats, HMOs &amp; student properties</li> <li>• Assessment of Incentives</li> </ul>
<p><b>Eliminating Landfill</b> Project Integra is committed to the eventual elimination of landfill in the context of the sustainable resource management agenda, scarce local capacity and steeply rising costs</p>	<ul style="list-style-type: none"> <li>• Reuse &amp; recycling from Bulky Waste collections</li> <li>• Waste prevention strategy</li> <li>• Healthcare waste</li> </ul>

Strategic Outcome	Key Actions
<p><b>Commercial Materials Management</b></p> <p>Project Integra is seeking to provide or facilitate capacity to capture commercial recyclables in line with the national waste strategy and resource management agenda.</p>	<ul style="list-style-type: none"> <li>• Addressing proposed changes to the Controlled Waste Regulations (CWR) (e.g. 'Schedule 2')</li> <li>• Working group of authorities with trade waste collections</li> </ul>
<p><b>Efficiencies/Value for Money</b></p> <p>There is scope for joint working particularly in waste collection to achieve economies of scale such as optimising rounds and pooling resources</p>	<ul style="list-style-type: none"> <li>• PI officer training scheme</li> <li>• Opportunities for joint working</li> </ul>
<p><b>Leadership and Influence</b></p> <p>Project Integra has been successful in influencing the national agenda, securing external funding and delivering behavioural change locally. The partnership must continue to invest time and resources in this key strategic outcome in support of the other elements of the Action Plan</p>	<ul style="list-style-type: none"> <li>• Targeted communications on themes chosen by groups of authorities</li> <li>• Recycle week</li> <li>• Joint lobbying &amp; responses to consultations</li> <li>• Maintaining Project Integra's profile</li> </ul>

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## 1 Introduction

Over the last 15 years, the Project Integra partnership has delivered an internationally recognised waste collection and processing infrastructure to ensure a more sustainable approach to the management of waste in Hampshire could be achieved. The 2009/10 Annual Report for the partnership demonstrates the success of this – diverting 89% of waste from landfill (38% to reuse recycling and composting and 51% to energy recovery facilities).

A 'fit for purpose' review of Project Integra's future role, structure and resourcing was carried out in 2010. The review report reaffirms the value of the partnership and suggests that it should make some significant amendments to its priorities and ways of working in order to reflect key priorities for the partners over the next five to ten years. The report of the Review Team will be considered by partners over the same period as this Action Plan before partners come together to agree any resulting changes (anticipated to take place through an EGM in early June 2011). It is expected that this will result in additional actions or more comprehensive changes for the partnership and that these will be incorporated into the Action Plan. This Draft Action Plan anticipates this and focuses mainly on continuation of existing activities – anticipating a revision by PISB during the year.

This Action Plan sits alongside the Project Integra Constitution and the Hampshire Joint Municipal Waste Management Strategy (JMWMS), which are the three core documents that underpin the Project Integra partnership.

The purpose of this Action Plan is to:

- Set out the strategic context in which Project Integra is working, at local, regional, national and international levels – and identify the links to the partnership's own strategic objectives;
- Provide a framework to assist in the delivery of Project Integra's key strategic objectives over the next 5 years, to March 2016; and
- Set out the key work streams to be delivered by the partnership over the 12 months to March 2012.

## 2 Strategic Overview

The Project Integra partnership operates within a complex political, economic, social and environmental context. The objectives of the partnership are governed both by a multitude of external factors and local priorities. These strategic drivers are summarised below and described in more detail in Appendix 2, together with a summary of their implications for Project Integra.

The **Comprehensive Spending Review 2010** sets out significant reductions in public expenditure in order to address the UK's fiscal deficit, including expectations of reductions in the order of 25% in the Government's support for local authorities over the period. CSR 10 puts a strong focus on achieving cost reductions through efficiencies, economies of scale and joint working in the local government sector. A key recommendation of the Project In Integra Review is to focus activities on the achievement of efficiencies within waste management in the Project Integra Partnership.

The Government is currently reviewing waste policies for England; the results are expected in June 2011. The European **Waste Framework Directive** provides the overall strategic context with increased emphasis on waste prevention and reuse and targets for member states to recycle 50% of municipal waste by 2020. The Directive's wider definition of municipal waste is being adopted in the UK and strengthens the expectation that management of waste in accordance with the waste hierarchy should extend across businesses as well as households.

Project Integra's **Joint Municipal Waste Management Strategy** is underpinned by a Materials Resource approach for Hampshire. The strategy set ambitious targets and are helping to inform the revised Hampshire **Minerals and Waste Plan** which will set the planning context for the delivery of new infrastructure across waste sectors in the county.

The need for urgent action to mitigate the effects of **climate change** and to increase resource efficiency is an increasingly important context for our work - requiring reductions in the carbon footprint of waste management.

**These drivers establish the following strategic issues for Project Integra:**

- To reduce the overall costs of waste management in Hampshire;
- To meet recycling & waste prevention goals, public expectations and future demand through optimising performance of existing services and infrastructure as well as further development;
- To establish the extent to which commercial waste management can be supported by the partnership; and
- To take into account impacts on climate change and resource efficiency when making decisions.

### 3 The Role of Project Integra

The role of Project Integra is to provide a formal partnership approach and framework to deliver sustainable waste management in the context of a Material Resources approach in Hampshire.

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 co-ordinated way to new challenges. In 2005/6, in parallel with the development of the Joint Municipal Waste Management Strategy (JMWMS), the Board became the Project Integra Strategic Board (PISB) to underline its strategic, rather than operational, role.

The objective of the Board mirrors that in the JMWMS:

*“to provide a long-term solution for dealing with Hampshire's household waste in an environmentally sound, cost effective and reliable way. Success in achieving this depends on joint working between all the parties in the best interests of the community at large”.*

The key to Project Integra and its successes to date is the mutual support and co-operation that exists between all the partners - the delivery of sustainable management of municipal waste in Hampshire is dependent on the continuation of this close working.

The Review of Project Integra acknowledges the achievements of the partnership in the first part of the objective but highlights the relative lack of success with the ‘cost effective’ and ‘joint working’ aspects. It is expected that these will form a more significant focus of actions when this Action Plan is reviewed in light of Partners’ responses to the Review Report.

#### 3.1 Core Values

Project Integra has agreed the following core values:

- We are a partnership founded on the principle of collaboration. This approach has served Hampshire residents well for over 10 years and continues to be essential in a complex and fast-changing environment.
- We are a partnership that encourages two-way communication and where everyone has a say in what we do and how we do it.
- We explain to people why we do things, particularly when difficult or counter-intuitive decisions are made.
- We strive to be consistent in the messages we give to each other and to the wider community.
- We want to be seen as a leading example and therefore actively seek out and promote best practice.
- We aim to make objective decisions based on high quality, up to date data and we support our own research programme to assist with this.
- We see, and encourage everyone else to see, the matter we deal with as material and energy resources, not rubbish, refuse or waste.
- We encourage the view that dealing with these resources effectively is an issue for the whole community not just for particular organisations or individuals.

- We recognise the waste hierarchy and the proximity principle. Above all, however, we seek to achieve the *optimal* use of material and energy resources through a balance of the appropriate environmental, social and economic factors.
- To this end, we strive to produce and supply high quality materials for ethical and sustainable markets, where possible, in the UK.
- As a partnership, we accept that these core values can be challenged and changed, but only after significant and inclusive debate. They should be seen as a framework for moving forward in a consensual manner, not a barrier to progress.

## 4 Strategic Outcomes

Project Integra has identified five strategic outcomes which guide and focus the partnership's activities. These are:

- Sustainable and Ethical Recycling
- Eliminating Landfill
- Commercial Materials Management
- Efficiencies/Value for Money
- Leadership and Influence.

These strategic outcomes have been developed to take into account the strategic context in which Project Integra is working and specifically to:

- Ensure progress towards increased recycling in a sustainable and ethical way;
- Eliminate the landfilling of waste. This reflects the scarcity of municipal landfill sites in Hampshire and the need to control steeply rising costs resulting from the Landfill Tax escalator;
- Focus more on dealing with commercial material alongside existing household waste;
- Deliver better value for money through greater efficiencies and partnership working in the context of the challenging 2010 Comprehensive Spending Review;
- Focus effort on influencing behaviour in Hampshire through communication and education and at a national level through engagement with Government and industry.

Achievement of these outcomes will also contribute to the broader strategic goals of waste prevention and the mitigation of greenhouse gas emissions from waste management activities in Hampshire.

### Key Actions

Table 1 summarises the main actions proposed for 2011/12, the resources required for implementing them and the anticipated timetable. Actions are grouped under the appropriate strategic outcome. Significant actions for future years are also identified.

As highlighted in the introduction, once agreed by all partners, additional actions to implement the outcome of the Review of Project Integra will be added.

Table 1: Main Actions for Project Integra 2011/12 – 2015/16

Theme	Action	Resources		Timetable								
		PI Resources	Additional Resources	2010/11	2011/12				2012/13	2013/14	2014/15	2015/16
				Q4	Q1	Q2	Q3	Q4				
<b>Fit for Purpose Review</b>												
	Review	Chief Executive Link, Executive Director	External rep	Report to PISB & HIOW Consideration by partners	EGM - agree actions							
	Actions following Review	TBC	TBC		TBC	TBC	TBC	TBC				
<b>Sustainable &amp; Ethical Recycling</b>												
	PI Glass Processing Contract (extg)	PI Glass Contract Monitoring Officer, MMG		Monitor & contract end	Final payments							
	PI Glass Processing Contract (New)	PI Glass Contract Managing Authority, MMG	TBC	Mobilisation & Contract start	Monitoring & payments	Monitoring & payments	Monitoring & payments	Monitoring & payments	Monitoring & payments	Monitoring & payments	Monitoring & payments	Monitoring & payments
	Contamination monitoring	MAF, MMG		Agree programme for 2011/12	Final figures 2010/11	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Materials markets	MMG			DMR income payments 2010/11	DMR update	DMR update	DMR update		End of news & pams contract		
	Flats & HMOs	Flats Working Group, Recycling Officers		Landlords' event								
	Performance	Strategy Officers			Consider new measures							
	Incentives	Incentives Task & Finish group				Feedback						
<b>Eliminating Landfill</b>												
	Waste prevention	Waste prevention project board & Advisory Group		Waste prevention workshop			Add into Action Plan		Implement ation			
	Bulky Collections		Task & Finish group	Results from Task & Finish group	TBC	TBC	TBC	TBC				
	Healthcare waste	ED, task & finish group		Review impact of protocol								

		Resources		Timetable								
		PI Resources	Additional Resources	2010/11	2011/12				2012/13	2013/14	2014/15	2015/16
Theme	Action			Q4	Q1	Q2	Q3	Q4				
<b>Commercial Materials Management</b>												
	Trade waste authorities work together	Working group		Response to CWR consultation								
<b>Efficiencies &amp; Value for Money</b>												
	PI Projects Fund	ED, SO Core Group			PISB considers applicat'ns							
	Officer Training Scheme	Training Working Group		Ongoing	Ongoing	Ongoing	Ongoing & evaluation	Ongoing	Ongoing			
	Health & Safety	CASH										
	Abandoned Vehicles County Contract	AVCC steering group		Ongoing	Ongoing	Ongoing	Ongoing	Contract extn / tender				
	Joint working					Feedback from joint contract authorities						
<b>Leadership &amp; Influence</b>												
	Themed projects	RfH, Communications Group, Authorities		Development of detailed plans	TBC	TBC	TBC	TBC				
	Mosaic communications	RfH, Customer Insight group	DCLG funds (secured)	Target initiatives	Review results	TBC	TBC	TBC				
	Recycle Week Event	RfH, Communications Group, Authorities		Agree outline	Event (June)							
	Schools Recycling Programme	RfH Education Outreach Workers		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing				
	Consultation responses & Lobbying	ED, Strategy Officers		DEFRA - Sch2	As required	As required	As required	As required				
	PI profile raising	ED, Communications Group		Ongoing	Ongoing	Ongoing	Ongoing	Ongoing				

## 5 Resources

Figure 1 shows the membership of Project Integra and the resources available to the partnership. Figure 2 indicates the different groups that meet as part of Project Integra and Figure 3 demonstrates the way that these combine in the delivery of this Action Plan.

Project Integra is funded by contributions from the partner authorities. Contributions are based on population and are divided into amounts for:

- the costs of the Executive function;
- Recycle for Hampshire; and
- the PI Projects Fund.

The 2011/12 budget for these is shown in Table 2. The budget increase from 2010/11 is normally based on the Retail Prices Index (RPI) for October; this was 4.5%. In view of the budget reductions being faced by all partners it has been agreed that budget contributions should be kept at the same level as the previous year (which in turn was a small reduction from 2009/10).

The budget for the year shows an anticipated deficit which will be met from balances carried forward from previous years.

The contributions for 2010/11 are shown in Table 3. For convenience the table also identifies partners' contributions to the operational costs of the Materials Analysis Facility (MAF). Operation of the MAF is carried out by VES under contract to the WDAs, this element is also tied to RPI but have been kept at the same level as last year in the same way as the PI contributions.

The income received by partners from the sale of dry mixed recyclables in 2009/10 is shown in Table 4. Figures for 2010/11 are expected in May 2011.

Figure 1: Project Integra - Partners & Partnership Resources

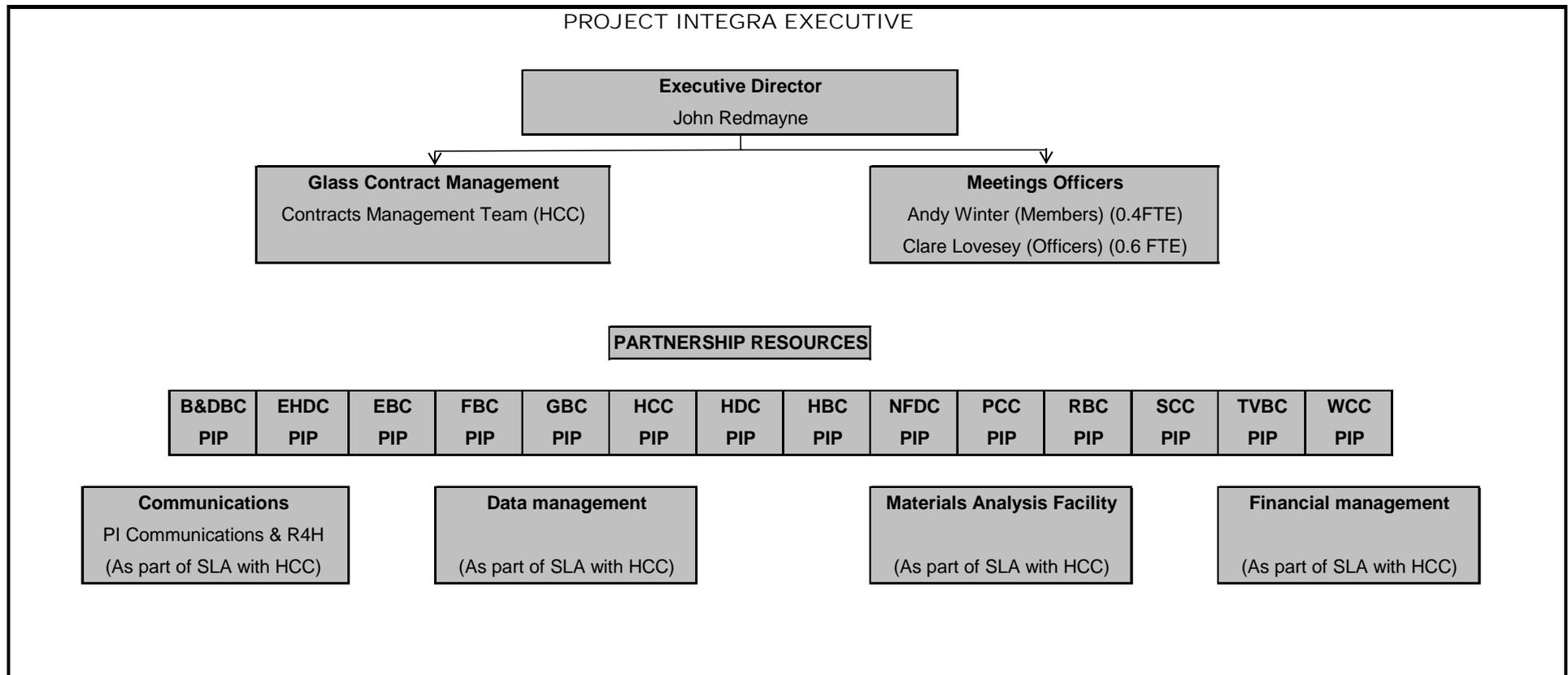
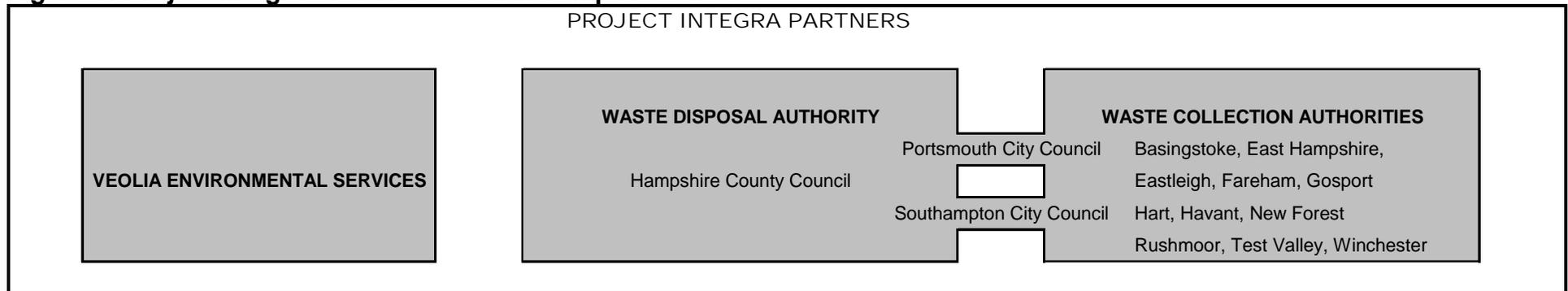


Figure 2: Project Integra - Meetings

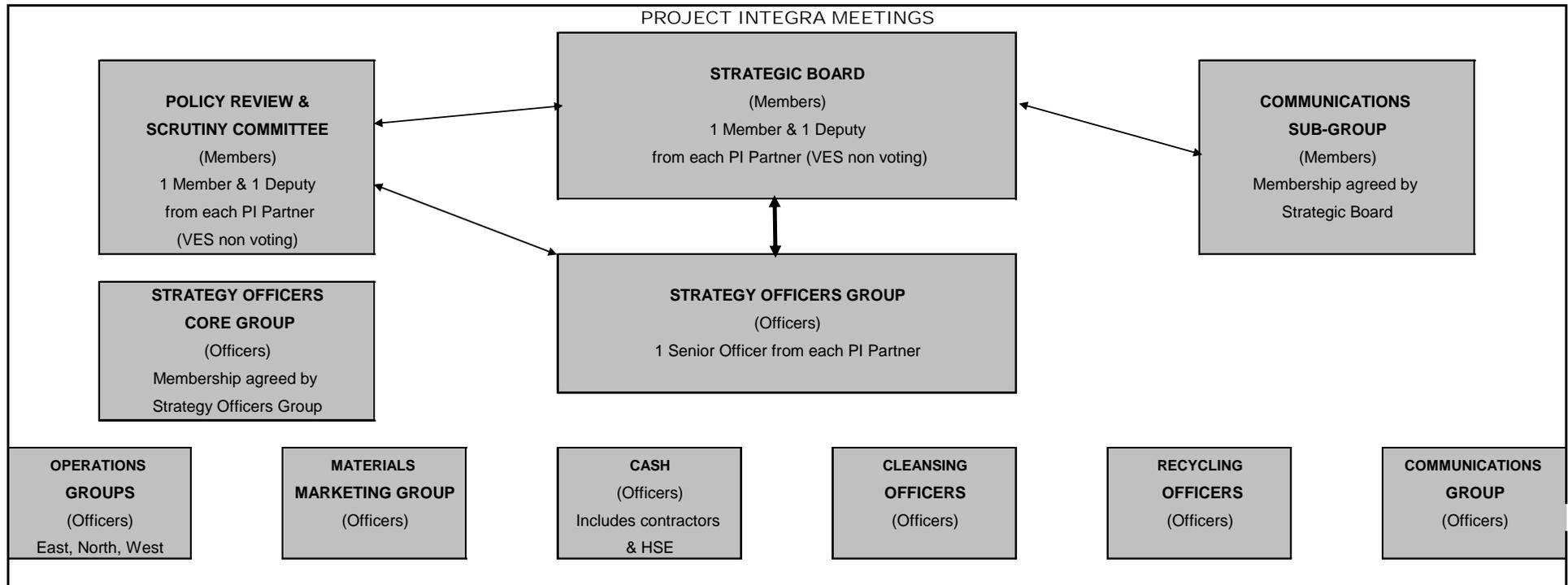


Figure 3: Project Integra – Delivery of Action Plan

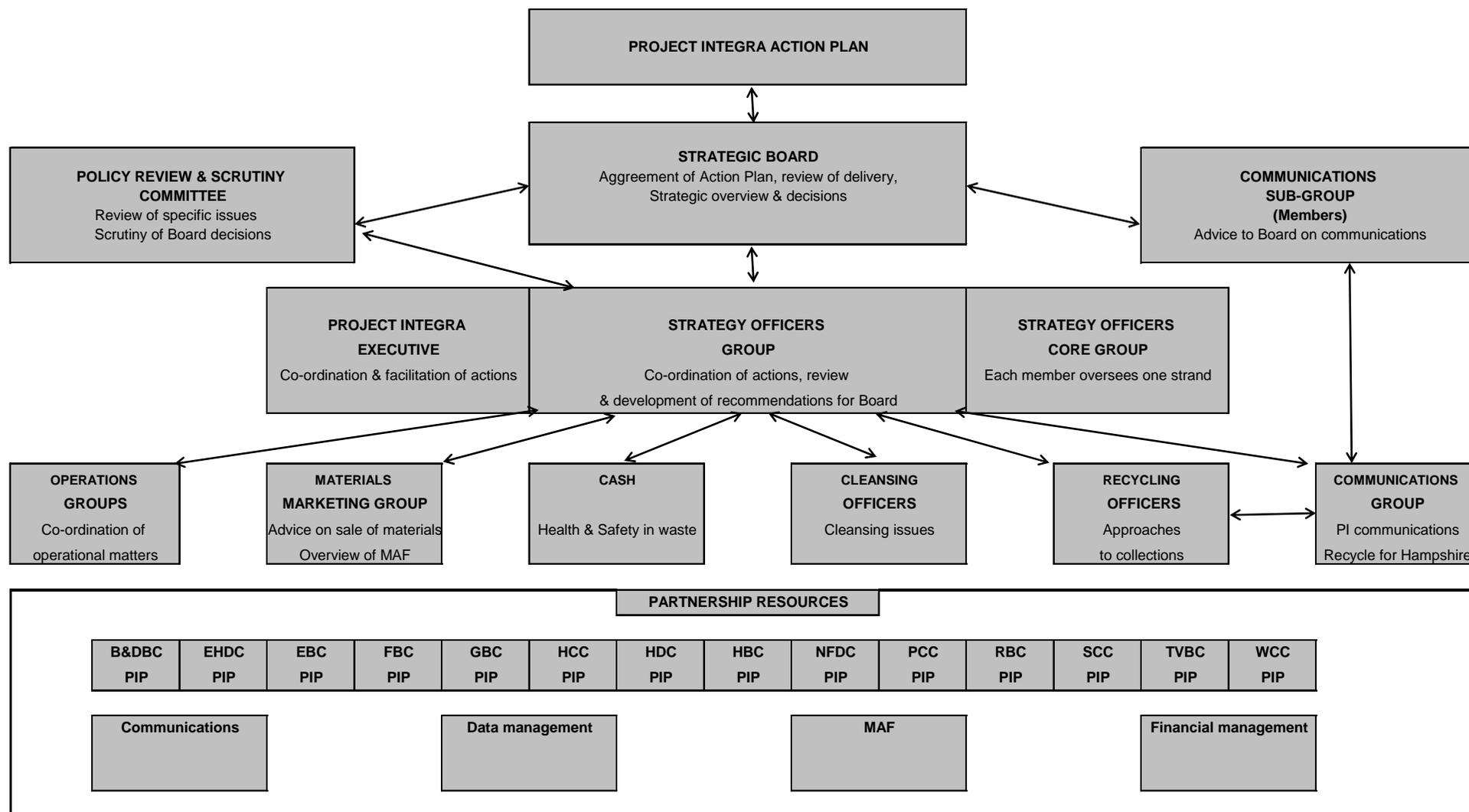


Table 2: PI Budgets 2010/11 and 2011/12

	Original Budget 2010/11	Estimated Outturn 2010/11	Budget 2011/12
<b>PI Executive</b>			
Staff Costs	125,600	127,200	130,100
Events & Activities	6,000	5,800	5,900
Communications & Research SLA	60,000	54,400	55,500
Other	11,800	8,800	9,000
Gross Expenditure	203,400	196,200	200,500
Total Income	185,100	186,100	185,600
<b>Net Expenditure</b>	<b>-18,300</b>	<b>-10,100</b>	<b>- 14,900</b>
<b>Recycle for Hampshire</b>			
Staff costs	105,500	97,298	110,000
Communications resources	84,000	90,000	88,600
Website	7,500	12,650	0
Other	3,000	8,750	1,400
Gross Expenditure	200,000	208,698	200,000
Total Income	200,000	200,000	200,000
<b>Net Expenditure</b>	<b>0</b>	<b>-8,698</b>	<b>0</b>
<b>PI Projects Fund</b>			
PI Projects 2009/10	15,600	15,600	15,600
Gross Expenditure	15,600	10,600	15,600
Total Income	15,600	15,600	15,600
<b>Net Expenditure</b>	<b>0</b>	<b>5,000</b>	<b>0</b>

Table 3: Contributions from Project Integra Partners 2011/12

		Project Integra						MAF	Combined
		Project Integra Executive			Project Fund	Recycle For Hampshire	PI Funding	Material Analysis Facility	Project Integra & MAF
Population		Collection	Disposal	Total			Total	Total	
Contribution per 1,000 population		£ 89.49	£ 20.54						
Basingstoke	152,600	13,656.00	0.00	13,656.00	1,447.00	13,912.00	29,015.00	5,242.90	34,257.90
East Hampshire	109,400	9,790.00	0.00	9,790.00	1,037.00	9,973.00	20,800.00	5,242.90	26,042.90
Eastleigh	116,300	10,408.00	0.00	10,408.00	1,103.00	10,602.00	22,113.00	5,242.90	27,355.90
Fareham	108,100	9,674.00	0.00	9,674.00	1,025.00	9,855.00	20,554.00	5,242.90	25,796.90
Gosport	76,400	6,837.00	0.00	6,837.00	724.00	6,965.00	14,526.00	5,242.90	19,768.90
Hart	83,600	7,481.00	0.00	7,481.00	793.00	7,621.00	15,895.00	5,242.90	21,137.90
Havant	116,900	10,461.00	0.00	10,461.00	1,108.00	10,657.00	22,226.00	5,242.90	27,468.90
New Forest	169,500	15,169.00	0.00	15,169.00	1,607.00	15,452.00	32,228.00	5,242.90	37,470.90
Portsmouth	186,900	16,726.00	3,839.00	20,565.00	1,772.00	17,038.00	39,375.00	12,986.97	52,361.97
Rushmoor	90,900	8,135.00	0.00	8,135.00	862.00	8,287.00	17,284.00	5,242.90	22,526.90
Southampton	217,600	19,473.00	4,470.00	23,943.00	2,063.00	19,837.00	45,843.00	14,316.64	60,159.64
Test Valley	109,900	9,835.00	0.00	9,835.00	1,042.00	10,019.00	20,896.00	5,242.90	26,138.90
Winchester	107,300	9,602.00	0.00	9,602.00	1,017.00	9,782.00	20,401.00	5,242.90	25,643.90
Hampshire	1,240,800	0.00	25,486.00	25,486.00	-	50,000.00	75,486.00	51,339.88	126,825.88
Veolia				4,036.00	-	-	4,036.00	68,157.69	72,193.69
		<b>147,247.00</b>	<b>33,795.00</b>	<b>185,078.00</b>	<b>15,600.00</b>	<b>200,000.00</b>	<b>400,678.00</b>	<b>204,473.08</b>	<b>605,151.08</b>

Table 4: Income from Sale of Dry Mixed Recyclables 2009/10<sup>1</sup>

	<u>Total Tonnes</u>	<u>Residue Rate</u>	<u>Residue Tonnes</u>	<u>Recycled Tonnes</u>	<u>Final Income</u>
Basingstoke	10,017	12.31%	1,233	8,784	£254,380
East Hants	8,595	9.04%	777	7,818	£226,423
Eastleigh	8,649	14.87%	1,286	7,363	£213,232
Fareham	8,267	11.64%	962	7,305	£211,539
Gosport	5,178	17.33%	897	4,281	£123,977
Hart	6,645	14.93%	992	5,653	£163,705
Havant	9,079	17.53%	1,592	7,488	£216,843
New Forest	11,929	14.28%	1,703	10,225	£296,125
Rushmoor	5,410	13.35%	722	4,688	£135,756
Test Valley	8,660	13.12%	1,136	7,524	£217,898
Winchester	8,472	10.91%	924	7,548	£218,582
Portsmouth	10,424	8.28%	863	9,561	£276,880
Southampton	12,939	19.54%	2,528	10,411	£301,490
<b>Total Tonnes</b>	<b>114,264</b>		<b>15,617</b>	<b>98,648</b>	<b>£ 2,856,830</b>

<sup>1</sup> Total income for 2010/11 will not be known until after the end of the financial year.

## 6 Reporting

The Board is kept updated on progress with the activities outlined in the Action Plan through updates on ongoing projects and final reports presented for information or decision as appropriate.

Financial reports are presented to the Board on a quarterly basis and at the end of the year. An Annual Return is made to the Audit Commission.

Waste management performance data and performance measures are reported to the Board on a quarterly basis and at the end of the year. Performance is measured mainly in terms of National Indicators – these are also reported to Government through Waste DataFlow.

An Annual Report for the Partnership for 2009/10 was presented to the Board in October 2010 and summarised in a presentation at the Annual Conference. A similar report will be produced for 2010/11.

## 7 Conclusions

Project Integra has been recognised as a model for partnership working to deliver more sustainable waste management. However, the partnership is working in an increasingly complex strategic context and must continue to adapt and move forward in order to deliver sustainable resource management and improve its performance, efficiency and effectiveness at a time when financial pressures are significant.

The key drivers include financial pressures from CSR 2010, the revised Waste Framework Directive, Waste Strategy 2007 and the Hampshire Materials Resources Strategy, the last three of which all set out ambitions for enhanced waste reduction, recycling and landfill avoidance and a broadening of action beyond Project Integra's initial focus on household waste.

By setting out the strategic context in which Project Integra is working and outlining five resultant strategic outcomes:

- Sustainable and ethical recycling;
- Eliminating landfill;
- Commercial materials management;
- Efficiencies/value for money; and
- Leadership and influence,

this Action Plan helps focus and direct the work of the Partnership over the next five years.

Each strategic outcome forms a work stream comprising a series of activities which the partnership will deliver during 2011-2012.

Delivery of these work streams will enable the partnership to further improve performance and efficiency; plan and develop services and infrastructure to meet the long-term objective of eliminating landfill and delivering sustainable resource management; and providing an effective approach to communications to deliver further behavioural change in Hampshire and influence wider policy making.

The report from the 'fit for purpose' review of Project Integra contains a number of recommendations that will have implications for the Project Integra Action Plan. This could result in the commissioning of additional actions for the partnership or a comprehensive review of the Action Plan during the year.

Further information is available from:

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Project Integra  
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E-mail: [john.redmayne@hants.gov.uk](mailto:john.redmayne@hants.gov.uk)

Summary of Waste Collection Arrangements 2009/10

	Residual waste	Dry mixed recyclables	Glass	Garden waste	Food waste	Trade waste	Trade recycling	Contractual arrangements	Demographics
Basingstoke & Deane	W	F		F		D		Veolia 2011	
East Hampshire	F	F	M	F				Veolia 2011	
Eastleigh	F	F	M	W	W			In-house	
Fareham	F	F		F*				In-house	
Gosport	F	F		F				Verdant 2011	
Hart	F	F	M	F				In-house	
Havant	F	F		F				In-house	
New Forest	W	W		F		D	D	In-house	
Portsmouth	W	F		W**				Veolia 2011	
Rushmoor	W	F	F	F				Veolia 2016	
Southampton	W	F		F				In-house	
Test Valley	F	F		F				In-house	
Winchester	F	F		F*				Serco 2011	

	Included in council tax – bins or boxes	W – weekly
	Included in council tax – sacks	F - fortnightly
	Chargeable service - sacks	M - monthly
	Chargeable commercial service	T – on trial
	Bring banks only	D – with domestic

	Mixed	
	Majority rural	
	Majority urban	

\* One sack is free – additional sacks charged

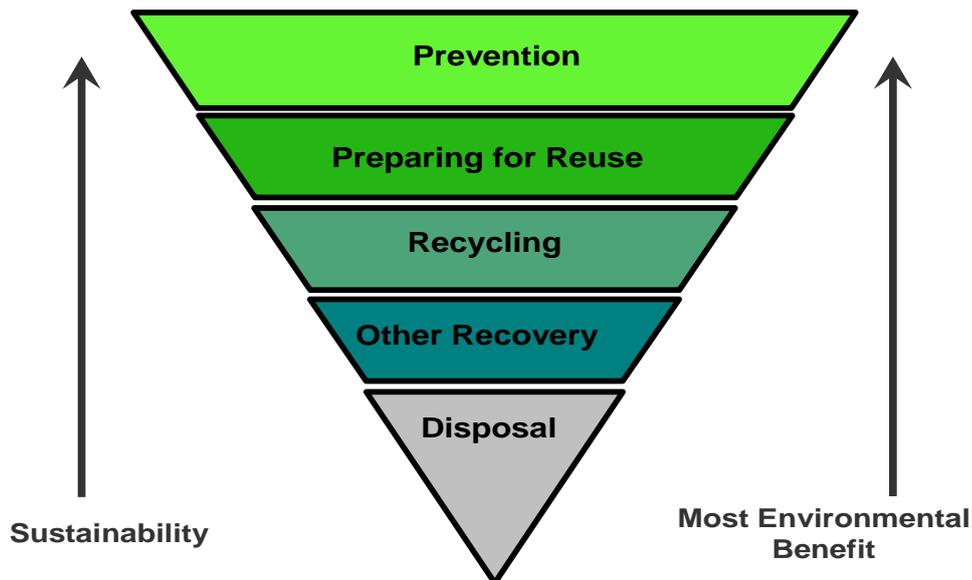
\*\* Collected with residual waste

## Strategic Context

### The Waste Hierarchy

The waste hierarchy is a well established approach which sets out a hierarchy of preference for approaches to the management of waste. The hierarchy is illustrated in Figure 4.

**Figure 4: The Waste Hierarchy**



### The Waste Framework Directive

The European Council of Ministers adopted a revised version of the 1975 Waste Framework Directive in October 2008. The aim is to encourage the prevention, reuse and recycling of waste as well as simplifying existing legislation.

Key points include:

- A slightly revised five-step hierarchy of waste management options, (see Figure 4). Energy recovery facilities may be either 'other recovery' or 'disposal' depending on the efficiency of the plants;
- 50% target for recycling waste from households by 2020;
- A requirement for the separate collection of at least paper, metal, plastic and glass;
- A 70% target for recycling and reuse of non-hazardous construction and demolition (C&D) waste by 2020;
- Member States must design and implement waste prevention programmes, and the Commission is set to report periodically on progress concerning waste prevention.

The new Directive must be implemented through UK law; following consultations in 2009 and 2010, the Department for Environment, Food and Rural Affairs (DEFRA) will introduce legislation to implement the Directive 2011.

### **Implications for Project Integra**

- *The transposition of the Waste Framework Directive into UK law sets a 50% recycling rate for the country as a whole. Apart from the overall 50% target the Government's philosophy is to move away from setting specific targets for waste and recycling. The detailed implications of this for local authorities and the wider waste sector are yet to be determined;*
- *The separate collection requirement is already met through the recycling services provided in Hampshire;*
- *The waste hierarchy is the same as that used in England's Waste Strategy; however, the Directive includes a definition of recovery such that only energy recovery facilities operating above a defined threshold can be classed as recovery facilities. Analysis by Veolia indicates that all three ERF plants in Hampshire normally operate above the threshold;*
- *There is likely to be an increased focus on waste prevention nationally. This is an identified priority in the JMWMS and a waste prevention plan for the partnership is under development.*

### **Waste Strategy for England 2007**

The Government's strategic approach to waste management continues to be driven by European policy and directives. The new Government is undertaking a review of waste policies; an evidence gathering process took place in 2010 and announcements are expected in June 2011.

### **Household Waste Recycling Act**

This Act requires English waste collection authorities to provide a collection service for at least two types of recyclable waste to all households by 31 December 2010 unless the cost of doing this would be unreasonably high or comparable alternative arrangements are available.

### **Implications for Project Integra**

- *The BVPI results for 2007/08 include performance against BV 91b (% of households with doorstep collections of two or more materials). All but one of the Project Integra authorities report performance of 95% or more and four report 100%;*
- *Although the gap from these to 100% may be small, achieving this requires concentrated work to provide services – or alternatives to 'difficult' properties such as flats and households in multiple occupation.*

### **Landfill**

#### **Landfill Tax**

The landfill tax is charged on each tonne of material sent to landfill, a lower rate applies to inert material (e.g. rubble). The current (2010/11) rate of tax is £48 per tonne and is set to rise to £56 per tonne in April 2011. These increases will continue until the tax reaches a rate of £80 per tonne (2014 if the current escalator continues) and will continue at this level until at least 2020.

### **Landfill Allowances Trading Scheme**

The Landfill Allowance Trading Scheme (LATS) is intended as a tool to enable the UK to meet targets set by the **EU Landfill Directive** for the amounts of biodegradable waste sent to landfill. Each local Waste Disposal Authority (WDA) in England has been given an allowance which allows an authority to landfill one tonne of biodegradable waste. Under the **Waste and Emissions Trading (WET) Act**, each WDA can trade allowances (by buying, selling or, in certain years, banking them or borrowing from future years) in order to stay within their allocation. Those failing to stay within their allocation face the possibility of incurring large fines.

### **Implications for Project Integra**

- *The WDAs in Project Integra have one of the lowest rates of landfill for municipal waste in the UK as a result of the investments made in recycling and energy recovery facilities and services*
- *HCC, PCC and SCC, as WDAs, have a surplus of landfill allowances and expect this position to continue;*
- *The continued tax increases reinforce Project Integra's strategic priority of further reducing landfill;*
- *The landfill tax increases make waste disposal increasingly expensive for businesses – making implementation of waste reductions and recycling schemes more financially attractive.*

### **Climate Change**

A requirement to deliver significant reductions in carbon emissions is at the heart of the Government's Waste Strategy for England 2007. Reductions in the use of resource use through better management of waste can also have significant cost benefits.

The Intergovernmental Panel on Climate Change identified a number of key mitigation practices and technologies currently commercially available, including:

- Landfill methane recovery;
- Incineration with energy recovery;
- Composting/digestion of organic waste; and
- Recycling and waste minimisation.

The Climate Change Act 2008, sets UK targets to reduce greenhouse gas emissions through domestic and international action by at least 80 percent by 2050 and reduce carbon dioxide emissions 26 percent by 2020 (both against a 1990 baseline).

The public sector organisations in Hampshire have developed a partnership to tackle climate change in Hampshire with overarching collaborative actions which would enable Hampshire to achieve a step change in its efforts to reduce its Carbon footprint and to become more resilient to climate change.

### ***Implications for Project Integra***

- *We increasingly need to consider our activities and future options in waste management with reference to their impact on climate change and resource efficiency.*
- *There is a clear relationship between reducing the Hampshire's Carbon footprint and seeking further efficiencies in the delivery of waste and resource management in Hampshire.*
- *Reducing carbon emissions will result on significant financial savings to counteract rises in fuel and other commodity prices and the impacts of energy security.*

### ***Economic Development***

There is a recognition that strategies for economic growth need to be environmentally sustainable and ensure that the principles of sustainability inform and determine the nature of key development proposals. These principles include, amongst others:

- stabilisation and reduction in the use of resources
- net self-sufficiency in resource recycling and waste handling
- joint decision making on targets for resource usage and planning for resource management infrastructure
- planning that takes into account necessary mitigation and adaptation measures with regard to climate change and the continues security of resources.

### ***Implications for Project Integra***

- *The work of the Project Integra partnership supports the objectives of sustainable economic growth by ensuring the effective management of waste.*

### **A Materials Resources Approach**

At the beginning of 2005 Hampshire County Council, Portsmouth City Council, Southampton City Council and Project Integra jointly facilitated the development of a Hampshire Materials Resources approach, which through seventeen months of stakeholder dialogue resulted in the publication of 'More from Less', which articulates aspirations on issues related to natural resources, minerals and wastes. This material resources approach has influenced a number of strategic outcomes which stakeholders wished to see delivered and has an agreed set of strategic principles to guide and integrate key work areas:

- Production of the statutory Joint Minerals and Waste Development Framework (revised Minerals and Waste Plan);
- Development of plans for managing municipal waste under Project Integra.

The principles of More from Less represent an additional element to the Community Strategies in Hampshire with a focus on natural resources which complement other relevant key themes

Dealing with construction waste more effectively and ensuring much higher levels of recycling and minimisation of waste in the commercial sector is also a key priority.

### **Implications for Project Integra**

- *More from Less identifies that a key issue for Project Integra is to optimise recycling performance across the Project Integra partnership, and maximising cost efficiencies through economies of scale and joint working across waste sectors.*

## **Hampshire Joint Municipal Waste Management Strategy (JMWMS)**

The JMWMS has been produced by Project Integra with the vision that, by 2020, Hampshire will have a world class and sustainable material resources system that maximises efficient re-use and recycling and minimises the need for disposal. It has been developed in the context of the 'More from Less'. It is also closely linked to the Minerals and Waste Plan (see below), as both have been developed in parallel, using 'More from Less' as a reference point and using similar sustainability objectives and appraisal techniques.

The aims of the JMWMS include:

- To deliver municipal waste management using a Material Resources approach;
- Win the support and understanding of the wider public;
- Make access to recycling and related facilities a positive experience for residents and businesses;
- Improve the understanding of, and contain the year on year growth in material resources generated by household consumption;
- Maximise value for money by considering the system as a whole;
- To provide suitable and sufficient processing facilities for existing and new material streams;
- Secure stable, sustainable and ethical markets for recovered materials and products;
- Ensure each partner clearly understands its roles and responsibility for delivery; and
- Meet statutory obligations and maintain Hampshire at the forefront of the waste to resources agenda.

JMWMS will deliver these aims using the following preferred approach:

**Collection** – Kerbside collection of dry mixed recyclables, glass and textiles; promote home composting and the use of food digesters; introduce chargeable kerbside green waste collections and facilitate the provision of enhanced waste electrical and electronic equipment (WEEE) 'bring' facilities at household waste recycling centres (HWRCs).

**Commercial Recycling** – 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).

**Waste Growth** – MRS and Regional Waste Strategy targets – reduce growth to 1% per annum by 2010 and 0.5% pa by 2020.

**Treatment of Residual** – 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.

**Landfill** – Pre-process all household waste with residues only to landfill (and minimum organics to landfill).

### ***Implications for Project Integra***

- *The JMWMS states that the Project Integra partners will seek to positively contribute to the achievement of the following recycling and composting targets for all waste as set out in 'More from Less':*
  - *50% by 2010*
  - *55% by 2015*
  - *60% by 2020.*
- *The JMWMS was adopted in April 2006 with an original commitment for a review after five years;*
- *The Project Integra review of Collection and Processing has provided a clear steer for partner authorities on potential levels of recycling achievable over the next 5 years and the actions required to achieve further increases over that time.*

### **Minerals and Waste Plan**

The revised Hampshire Minerals and Waste Plan sets out a long-term spatial vision for minerals and waste planning in Hampshire and will contain the primary policies and proposals to deliver that vision:

*“By 2020, Hampshire will have a world class and sustainable material resources system that maximizes both the efficient use of primary materials and the reuse and recycling of wastes, and minimises the need for disposal.”*

The overall approach is based on the 'More from Less' principles of improving resource efficiency by improving the sustainable design of new building, progressively slowing the pace of waste growth and maximising the recovery of value from wastes prior to landfill.

As far as possible, waste will be managed near to where it is produced and in accordance with the waste hierarchy. Value will be recovered through technically advanced re-use, recycling and composting processes, or failing that, through the recovery of energy and / or materials from the waste. The amount of waste going to landfill will be very limited in quantity and biodegradable content.

### ***Implications for Project Integra***

- *Both the MWDF (see above) and the JMWMS are significantly based on data and principles established in More from Less (see above), this ensures consistency between these two strategic approaches.*

### Recycling Markets

There remains continued pressure from the public in Hampshire to increase the range of materials that can be recovered for recycling. Tetrapak recycling is a good example of the difficulties that this presents in terms of ensuring that both the financial and sustainability issues are well understood by the public.

Project Integra partners benefit financially from the sale of recyclables, the value of which is dependent on changing market conditions both nationally and internationally. Although markets have recovered since the 'crash' in prices seen in 2008 it is prudent to expect further future fluctuations in materials prices..

#### ***Implications for Project Integra***

- *The partnership is committed to supplying high quality secondary materials to sustainable markets. This strategy has ensured both environmental outcomes and reasonably reliable income – but partners should ensure that they are not overly reliant on income from material sales to deliver services;*
- *The partnership will continue to monitor market activity and seek opportunities for recycling additional materials that meet its commitment to high quality recycling .*

## Project Integra Household Waste Recycling, Recovery and Disposal Infrastructure

### Household Waste Recycling Centres (HWRCs)

1. Aldershot
2. Alresford
3. Alton
4. Andover
5. Basingstoke
6. Bishops Waltham
7. Bordon
8. Casbrook
9. Eastleigh
10. Efford
11. Fair Oak
12. Farnborough
13. Gosport
14. Hartley Wintney
15. Havant
16. Hayling Island
17. Hedge End
18. Marchwood
19. Netley
20. Paulsgrove
21. Petersfield
22. Segensworth
23. Somerley
24. Southampton
25. Waterlooville
26. Winchester

### Composting Sites

27. Chilbolton
28. Down End
29. Little Bushy Warren

### Materials Recovery Facilities (MRFs)

30. Portsmouth
31. Alton

### Energy Recovery Facilities (ERFs)

32. Chineham
33. Marchwood
34. Portsmouth

### Transfer Stations

35. Andover
36. Basingstoke
37. Farnborough
38. Lymington
39. Marchwood
40. Netley
41. Otterbourne
42. Portsmouth

### Landfill Site

43. Blue Haze

### Incinerator Bottom Ash (IBA) Processing\*

44. Blue Haze

### Abandoned Vehicle Recycling Facility\*

45. Silverlake Garages Ltd

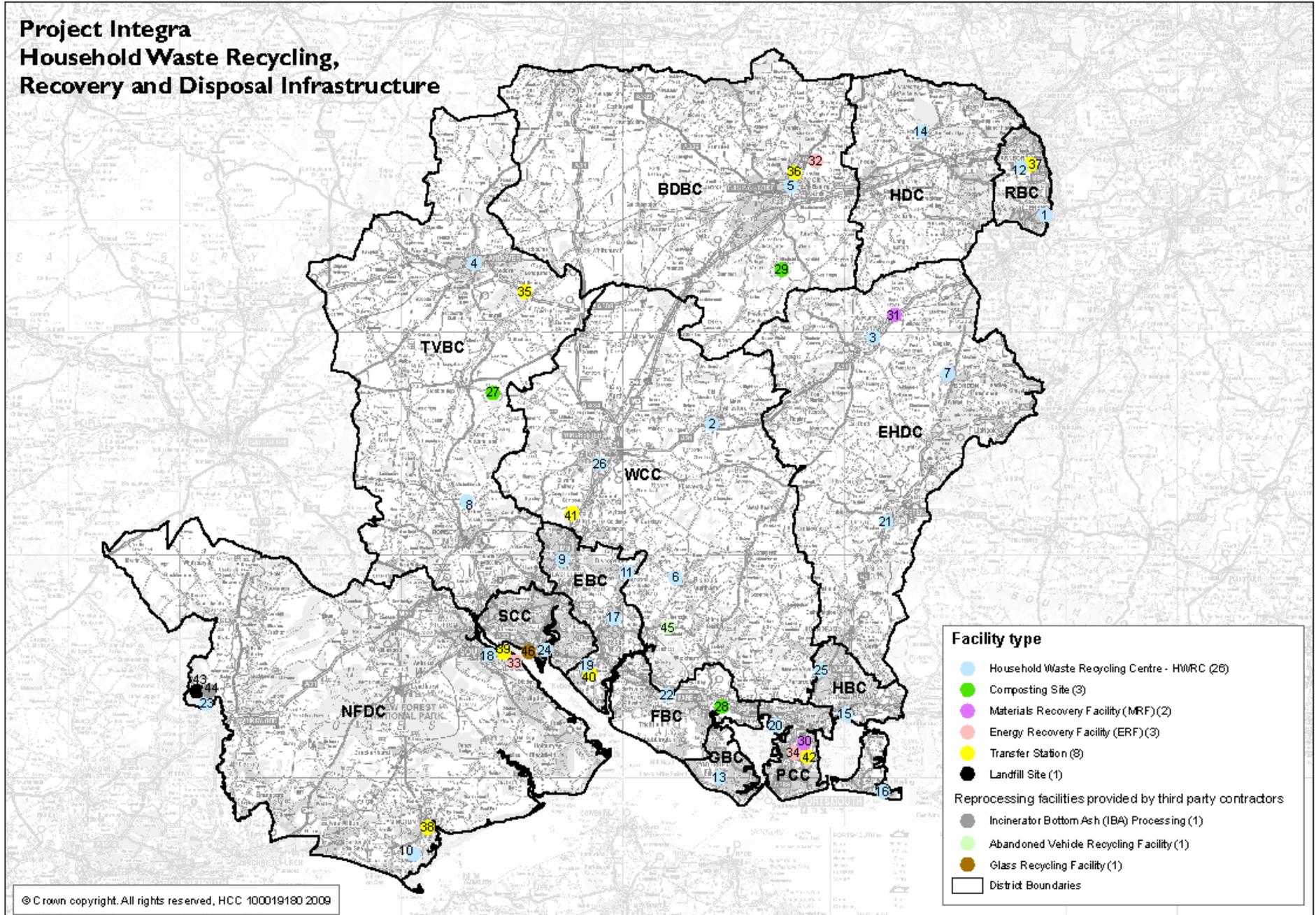
### Glass Recycling Facility\*

46. Recresco Ltd

Numbers refer to map of facilities

\* Reprocessing facilities provided by third party contractors

December 2009



# EASTLEIGH BOROUGH COUNCIL

## Partner Implementation Plan

### *Supporting*

## Project Integra Action Plan

**2011-2016**

Member Name: Councillor Louise Bloom  
Member Title: Environment Portfolio Lead

Officer Name: Angela Taylor  
Officer Title: Recycling Manager



# 1 Highlights 2010/11

## 1.1 Key Actions Taken

- ◆ A fundamental review of waste and recycling services is being undertaken during 2010/11 to identify improvements to service delivery in order to achieve efficiencies, increase recycling, improve participation and ensure the council is providing its residents with value for money.
- ◆ A citizen's panel survey and five resident focus groups into Waste and Recycling Services were conducted with the results being used to inform the waste service review and provide a benchmark for future surveys.
- ◆ Participation monitoring of recycling bin and food waste services was carried out in 20% of Borough(10,400 homes) utilising additional staff from the Future Jobs Fund
- ◆ Promotion of garden waste service was conducted in the areas of the borough with low subscription rates.
- ◆ A door knocking exercise was undertaken in low food waste participation areas with over 3500 homes being visited.
- ◆ Future Jobs fund staff were deployed delivering contamination leaflets to 12% of the borough, focussing on areas of high contamination as identified by the Materials analysis facility.
- ◆ A Glass recycling service was introduced to all flats within the borough.
- ◆ A communications campaign 'Maximising recycling' was carried out from April – December linking waste generation/recycling to national events/seasonal activities (World Cup - glass, Halloween – pumpkin food waste)
- ◆ Christmas trees were once again recycled with 7 collection sites being arranged for residents in the two weeks after Christmas. Approximately 1700 trees were collected and recycled.
- ◆ Christmas clear bag promotion saw 7000 additional clear sacks and general recycling information distributed at 28 schools within the borough.
- ◆ 376 tonnes of Leaf fall was collected and recycled.
- ◆ An A – Z recycling web based guide was launched in January 2011.
- ◆ Union agreement to a waste services collective agreement including new ways of working to include group task and finish.
- ◆ Improving staff performance by promoting NVQ's to Waste and Streetscene staff. Currently 31 staff have completed their NVQ and an additional 14 staff are in the

process of completing their course. In addition all HGV drivers are in the process of completing their NVQ level 2

- ◆ During 2010/11 the Recycling Team made face to face contact with 900 members of the public during 13 events. In addition 28 schools were visited during the Christmas clear bag promotion. This is a reduction on the number of contacts made from 2009/10 as staff resources were predominately deployed in the participation monitoring exercise.
- ◆ A Food waste collection from flats service was piloted.
- ◆ Recycling on the go litter/recycling bins were installed and promoted in three borough locations.
- ◆ New vehicle livery was introduced promoting recycling and waste services (Agripa system) on four vehicles.

## **1.2 Projected Performance for 2010/11**

As with most local authorities the economic downturn has resulted in a reduction waste tonnages collected and recycled from the alternate weekly collections as a result the Council has not achieved its maximising recycling target.

Whilst many authorities in Hampshire have experienced a decrease in their overall recycling rates Eastleigh has seen an increase in the overall recycling rate from 44.75% in 2009/10 to a projected 45% in 2010/11 due primarily to the intensive education and service participation campaigns that were undertaken during 2010.

Customer satisfaction rates for the waste and recycling services are 96.2% (Viewpoint October 2010)

## **2 Planned Actions for 2011/12**

### **2.1 Strategic Review**

In line with the Councils efficiency programme a fundamental review of waste and recycling services is being undertaken in 2010/11 to identify improvements to service delivery in order to achieve efficiencies, increase recycling, improve participation and ensure the council is providing its residents with value for money. It is anticipated that full implementation of the review will commence in September 2011.

The waste and recycling services review includes a route optimisation exercise. Changes to waste collection rounds will be implemented from September 2011.

Glass collection service – over 3600 tonnes of glass are collected from the kerbside and bring banks across the borough. A review of this service is underway to identify service improvements, maximise income and increase recycling.

## **2.2 Sustainable & Ethical Recycling**

A route optimisation exercise is being undertaken as part of the waste services review. Changes to waste collection rounds will be implemented from September 2011. This optimisation includes existing AWC/ Food collection rounds and kerbside glass collection rounds.

Additional services (garden waste/trade recycling) provided by the council will be actively promoted to maximise recycle and minimise waste.

A review of waste policies is underway and changes are expected to be implemented in June 2011; a single waste and recycling policy will be produced providing clarity for residents on the waste and recycling service.

The Council is actively working with Palm recycling (paper) and Traid recycling (textiles) to increase the number of bring banks within the borough to maximise recycling.

Following the success of the Christmas clear bag promotion at schools it is intended to run Summer Roadshows events promoting recycling services at all schools within the borough.

## **2.3 Eliminating Landfill**

The following initiatives are planned for wastes currently sent to incineration/landfill.

### **Give & take Day**

Two Give and Take furniture days are planned during 2011/12 to reduce the amount of furniture sent for incineration and promote the re-use message.

### **Dual litter/recycling bins**

Subject to funding dual litter/recycling bins will be installed in areas of high footfall to increase recycling tonnages from on street litter. This project will reinforce the recycling on the go message.

### **Textile 'Good as new' workshops**

Good as new workshops are being planned in partnership with Traid recycling to promote textile reuse.

## **2.4 Commercial Materials Management**

A recycling service was introduced for Small Medium Enterprises (SME) in June 2008. During 2010/11 the recycling service customer base increased by 47%. Currently 81 customers are actively using the recycling service. This service is currently under review as part of the Trade waste service review and options for change have not yet been determined however it is anticipated that the service will be re-promoted during 2011/12 and that the customer base will grow as more collection options become available. Whilst this will not contribute to the domestic recycling rate it is a positive waste minimisation, diversion from landfill and public relations exercise.

## **2.5 Efficiency & Value for Money**

### **Glass 'Bring bank' review**

An internal review is underway to ensure that the bring bank contract, currently working in partnership with Southampton City Council, is fit for purpose and is providing value for money.

### **Shared services**

Eastleigh is investigating opportunities with its near neighbours on options to make efficiencies through shared services.

## **2.6 Leadership & Influence**

An extensive programme of customer engagement will commence during 2011/12 utilising new in cab technology which will provide real time information from crews on participation and recycling contamination issues. In addition data gathered from the participation monitoring exercise in 2010 will be used as a benchmark to target low participation/high contamination areas of the borough. This work will be supported by two key Project Integra work streams; Integra Contamination project and the Project Integra Flats project.

During 2011/12 we will build on relationships with housing associations and managing agents to improve communications to residents in flats on how to use the communal recycling systems.

Twelve community events during the summer have been identified as opportunities to promote recycling and waste minimisation messages. Subject to staff resource these will be supported. In addition summer roadshows will be provided at all schools within the borough.

This work will be underpinned by a Maximising recycling communications campaign supported by the corporate Communications Team.

## **2.7 Other Actions**

Materials Analysis Facility Data will be used to identify poor recycling performance and high contamination areas and enable targeted promotion in those areas through educational activities, service promotion and crew refresher training.

Crew feedback information on poor recycling or high contamination will be used to direct mail residents to educate and inform on how to effectively use the waste/recycling services provided.

## BISHOPSTOKE, FAIR OAK AND HORTON HEATH LOCAL AREA COMMITTEE

Wednesday 30 March 2011

### CABINET

Monday 4 April 2011

## BISHOPSTOKE CONSERVATION AREA ARTICLE 4 DIRECTION CONFIRMATION AND SUPPLEMENTARY PLANNING DOCUMENT ADOPTION

Report of the Head of Regeneration and Planning Policy

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### RECOMMENDATIONS

It is recommended that:

**(1) Bishopstoke, Fair Oak and Horton Heath Local Area Committee recommend to Cabinet:**

- i. that the Bishopstoke Conservation Area Article 4(1) Direction 2010 be confirmed without modification; and
- ii. that the Bishopstoke Conservation Area Appraisal Supplementary Planning Document be adopted as set out in Appendix B to the report.

**(2) Cabinet:**

- i. confirm the Bishopstoke Conservation Area Article 4(1) Direction without modification; and
- ii. agrees that the Bishopstoke Conservation Area Appraisal SPD be adopted in the form set out at in Appendix B to the report.

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### Summary

Following the generally positive response to the consultation on the Bishopstoke Conservation Area Appraisal, the subsequent adoption of the variation to the conservation area boundary and the service of the Article 4(1) Direction to which 2 representations were received, it is recommended the Article 4(1) Direction is confirmed without amendment and the Bishopstoke Conservation Area Appraisal SPD is formally adopted.

## **Statutory Powers**

Planning (Listed Buildings and Conservation Areas) Act 1990 Section 69, 70 and 71;

Town and Country Planning (General Permitted Development) Order 1995 (As amended).

## **Introduction**

1. A draft of the Bishopstoke Conservation Area Appraisal Supplementary Planning Document (SPD) was approved for consultation at the meeting of Bishopstoke, Fair Oak and Horton Heath Local Area Committee on 14 October 2009 and at Cabinet on 5 November 2009.
2. Consultation was undertaken 26 November 2009 - 7 January 2010. The results of the consultation were reported back to the Bishopstoke, Fair Oak and Horton Heath Area Committee on 17 February 2010 and to Cabinet on 31 March 2010.
3. Variations to the existing conservation area boundary were adopted on 31 March 2010, as a result of the consultation process. The Article 4(1) direction was subsequently prepared and served on 1 December 2010.
4. As part of the Article 4 process representations may be made to the Council for a period of time after the service of the direction. This period ran from 1 December 2010 -12 January 2011, during which time 2 letters were received from affected parties. This report sets out the representations received and how they have been taken into account.
5. In addition, the report also discusses the adoption of the Bishopstoke Conservation Area Appraisal.

## **Article 4(1) Direction**

6. A number of properties were identified in the draft SPD as having architectural features worthy of conservation which could be best protected by using an Article 4(1) direction under the Town and Country Planning (General Permitted Development) Order 1995 (As amended). This removes permitted development rights thereby requiring householders to seek planning permission for certain changes as set out in the draft Conservation Area Appraisal (see appendix B of the draft SPD document).
7. As part of the conservation area appraisal process, a number of properties of architectural merit were identified outside the existing boundary of the conservation area. As Article 4(1) directions (to which Article 6(1)(b) applies) can only be served on the owners and occupiers of dwelling-houses within a conservation area boundary, variations to the boundary were required. These were adopted, following the process set out in the Planning (Listed Buildings & Conservation Areas) Act 1990, on 31 March 2010.

8. Once the changes to the conservation area boundary were adopted, the Article 4(1) direction was progressed and served on 1 December 2010. At the same time as serving the Article 4(1) direction, photographs of the affected properties were taken to provide evidence of the condition of these properties at the time the direction became valid.
9. In accordance with statutory requirements, the Council wrote to all owners/occupiers affected by the direction, clearly setting out the implications. The affected parties were given until 12 January 2011 to make representations to the Council.
10. During this time, 2 letters of representation were received. These have been summarised, together with the Council's response, in appendix A.
11. Contrary to the representations from Oakbank Cottage, 1 Oakbank Road, the Council has followed the statutory procedure for the service of Article 4(1) directions and therefore is able to confirm the direction served on 1 December 2010. Similarly, the reasons for including 23 Portal Road in the Article 4(1) direction are explained in the draft SPD and are considered reasonable and appropriate.
12. It is therefore proposed not to amend the served Article 4(1) direction. If the Article 4(1) Direction is confirmed notification of confirmation of the Article 4(1) direction will be made, following the same procedure as the service of the direction. The confirmation of the Article 4(1) Direction must occur not less than 28 days and not more than six months after the direction is first served.

### **Bishopstoke Conservation Area Appraisal SPD**

13. The adoption of the Bishopstoke Conservation Area Appraisal SPD will provide the Council with greater control over changes to particular built features of architectural historic interest in the conservation area and provide additional guidance supplementary to the saved local plan policies and the future Local Development Framework. The SPD will be used by residents and developers when considering development within the conservation area. The Council, as the local planning authority, will use it, together with the Article 4(2) direction, to inform planning decisions and future development.
14. As discussed in the report presented to Bishopstoke, Fair Oak and Horton Heath on 17 February 2010 and to Cabinet on 31 March 2010, the response to the consultation on the draft SPD was generally positive. As a result of this consultation, aside from a number of minor editorial amendments, the content of the SPD is unchanged.
15. A Habitats Regulations Assessment screening study has been undertaken in relation to the management proposals in the SPD and their impact on the European designated special area of conservation, the River Itchen SAC. It has been recognised that two management proposals may have an effect on the protected site – the replacement of railings bounding the River Itchen and the replacement of a community building.

16. However, these impacts have been screened out through proactive mitigation measures that should be used during the implementation of these proposals. No proposals of the draft plan were therefore considered likely to lead to significant adverse effects on site integrity.
17. As such, it is recommended the Bishopstoke Conservation Area Appraisal SPD is adopted in its present form.

### **Financial Implications**

18. There is a statutory requirement to give notice of the confirmation of the Article 4(1) direction by local advertisement and by serving notice on the owners/occupiers of every dwelling/house to which the Article 4(1) direction relates. If the Article 4(1) direction is confirmed a press notice of confirmation will be advertised in the Daily Echo. It is considered that the newspaper advertisement would cost no more than £1000 and that this will be covered by budgets held by the Head of Regeneration and Planning Policy.
19. There is no planning application fee payable for applications made necessary because of the Article 4(1) direction.
20. Following an Article 4(1) Direction being made compensation may be payable in certain circumstances for instance if planning permission is refused for development which would have been permitted development if it were not for the Article 4(1) Direction. However the potential liability is limited in many cases by time limits that apply.
21. There are no significant costs associated with the adoption of the SPD. Any administrative and printing costs associated with the process will be covered by budgets held by the Head of Regeneration and Planning Policy.
22. Part Two of the appraisal consists of a management strategy which sets out proposals to enhance and improve, where appropriate, the area designated as a conservation area. There may be cost implications with a number of the proposals, however the Council is not committed to providing funding for these and funding would need to be sought prior to the proposals being implemented which would be the subject of separate reports.

### **Legal Implications**

23. The Article 4(1) direction came into force on the date the notice was served on the relevant owners/occupiers (1 December 2010). From 1 December 2010 the owners/occupiers of the dwelling/houses affected by the Article 4(1) direction must submit a planning application in respect of works in the second schedule of the Article 4(1) direction which relate to their property. If the Article 4(1) direction is confirmed then this will continue to be the case.

### **Risk Assessment**

24. An Article 4 direction removes some permitted development rights in order to preserve historical architectural details. Without these controls it is highly likely

that the details will be lost, degrading the historical and architectural assets in the area. There is a slight possibility of someone trying to claim against this loss of freedom, although it only applies to a limited range of built features which are unlikely to result in any justified claim.

## **Equality and Diversity Implications**

25. The consultation carried out has included all those who are likely to be affected by the proposals in the document together with all relevant community groups likely to have an interest in the Bishopstoke Conservation Area.

## **Conclusion**

26. The Bishopstoke Conservation Area Appraisal seeks to offer an assessment and understanding of the special interest, character and appearance of the existing conservation area. A number of proposals have been put forward to assist in the implementation of local plan policies and in development control decision-making, to preserve and enhance the designated area for existing and future generations.
27. These proposals include the confirmation of the Article 4(1) direction that will provide the Council with greater control over architectural details on certain properties. In general, support for these proposals has been received from local residents and interested parties following comprehensive consultation.

PAUL RAMSHAW  
Head of Regeneration and Planning Policy

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Appendices Attached: 3 (two of which can be viewed at [www.eastleigh.gov.uk/meetings](http://www.eastleigh.gov.uk/meetings) )  
Report No PP00113

## **LOCAL GOVERNMENT ACT 1972 - SECTION 100D**

The following documents disclose 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:

Background papers:

Report to BiFOHH on 14 October 2009 and Cabinet on 5 November 2009 and the accompanying draft Bishopstoke Conservation Area Appraisal.  
Report to BiFOHH on 17 February 2010 and to Cabinet on 31 March 2010 and the accompanying draft Bishopstoke Conservation Area Appraisal.  
Planning (Listed Buildings and Conservation Areas) Act 1990.

Town and Country Planning Act 1990.  
Planning Policy Statement 5: Planning for the Historic Environment (PPS5) and the associated practice guide, PPS5 Planning for the Historic Environment: Historic Environment Planning Practice Guide.  
Town and Country Planning (General Permitted Development) Order 1995 (As amended).  
Eastleigh Borough Local Plan Review 2001-2011.  
English Heritage, Guidance on Conservation Area Appraisals.  
English Heritage, Guidance on the Management of Conservation Areas.  
English Heritage, Conservation Principles: Policies and Guidance.

Appendix A: Bishopstoke Article 4(2) Direction Representations

Date received	Respondent	Comments made	Actions
16 December 2010	Mr Tilbury, Oakbank Cottage, 1 Oakbank Road	<p>Incorrect address therefore Council is unable to confirm article 4 direction</p> <p>Believes there are matters behind article 4 that Council has misdirected itself on: clear assessment of special architectural relevance of property; clear assessment of special historic relevance of property; evidence of local support for direction; minimising impact of withdrawing PD rights.</p>	<p>Legal unit considers address used acceptable and property is indicated visually on map in direction. Therefore correct procedure followed and direction is valid.</p> <p>Assessment of properties carried out by the Council's Architectural Design and Conservation Officer. The reason for the inclusion of properties in the direction is discussed in the SPD and the direction itself. No application fee is charged for applications required as a result of the article 4 direction.</p>
10 January 2011	Ms Jarman, Mr Wagner, Ms Wagner 156 Blinco Grove, Cambridge	Consider proposals too stringent on 23 Portal Road. No other properties in Portal Road included in direction. Feel treated unfairly.	23 Portal Road is only remaining property in road that retains original historic features, hence its inclusion. Inclusion in direction is to preserve these remaining features for future generations.

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## CABINET

Monday 4 April 2011

### SUNDRY DEBTORS WRITE-OFFS

#### Report of the Corporate Director (CFO) and the Head of Financial Services

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#### RECOMMENDATIONS

It is recommended that Cabinet:

- (1) note debts of £2,000 or under, approved for write-off by the Corporate Director (CFO) and totalling £34,375 (including a VAT element of £1,593 to be recovered from HM Revenue and Customs);
- (2) approve the write off of 8 debts in respect of one debtor with a cumulative total in excess of £2,000 and two individual debts of £2,172 and £2,440 and
- (3) note that the total sum of the debts requiring Member approval for write-off is £45,601 (including a VAT element of £4,258 to be recovered from HM Revenue and Customs).

#### SUMMARY

The Corporate Director (CFO) has exercised his delegated powers to write-off certain debts each of £2,000 or less. Amounts in excess of £2,000 are detailed within this report and are recommended for write-off.

**Statutory Powers: - Section 151 of the Local Government Act 1972**

#### Introduction

1. Under Financial Regulations the Corporate Director (CFO) is authorised to write-off individual debts of £2,000 or less, and additionally debts over this amount where bankruptcy or liquidation proceedings have been instituted. Other debts in excess of £2,000 require the approval of the Cabinet for write-off.

#### Debts of £2,000 or Less

2. Prior to using delegated powers to write-off debts of £2,000 or less every effort has been made to recover such debts and it has been established that further effort would be counter-productive and uneconomical.
3. Members are reminded that the fact a debt has been written-off does not prevent recovery action subsequently being taken if a debtor is traced, provided action is not statute barred through lapse of time.

4. These debts total £34,375 (including VAT) and are summarised in Appendix A. (Totals for 2008/09 and 2009/10 are also shown for comparative purposes).

### **Debts Each Individually More Than £2,000**

5. Appendix B gives details of ten sundry debtor accounts in respect of three debtors, two of which are companies; one with an Individual Voluntary Arrangement and one which is insolvent, and one debtor who is deceased leaving no estate. We are advised that there is no prospect of securing any payment towards these debts and therefore Cabinet is asked for approval to write-off these debts totalling £45,601 inc VAT.

### **Provision for Bad Debts**

6. It is current financial practice to make provision for all debts that are over two years old. As a result the financial impact of debts written off in this report has already been taken into account.

### **Risk Assessment**

7. Financial Services are very aware of the potential of the downturn in the economy and the impact this may have on the Council's ability to collect outstanding debts. At the current time there is no evidence of any general problems in respect of sundry debts, particularly with regard to small and medium enterprises (SMEs), but the situation will be closely monitored and Members and Management Team will be kept fully informed of any issues as they arise.

### **Equality and Diversity Implications**

8. An equal opportunities assessment has not been carried out as the report contains no proposed changes to new or existing services, policies or strategies.

### **Conclusion**

9. This report contains details of debts where the Corporate Director (CFO) has exercised his delegated powers to write-off such amounts. In addition debts in excess of £2,000 are recommended for write-off.

NICK TUSTIAN  
Corporate Director (CFO)

MARTIN MURPHY  
Head of Financial Services

Date: 8 March 2011  
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Appendices Attached: 2 Report no:fs400

#### LOCAL GOVERNMENT ACT 1972 – SECTION 100D

The following documents disclose 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:  
None

**SUMMARY OF DEBTS (EACH INDIVIDUALLY OF £2,000 OR LESS)  
WHERE DELEGATED POWERS FOR WRITE-OFF HAS BEEN EXERCISED  
BY THE HEAD OF FINANCE**

	<b>Debt amount (excluding VAT) £</b>	<b>VAT £</b>	<b>Total Debt (including VAT) £</b>
Value of debts	32,782.53	1,593.42	34,375.95
Number of cases	155		
Average value written off	211.50		

The VAT sum of £1,593.42 will be written back to VAT control account – it does not therefore constitute a loss to the Council.

**NOTE – Comparison to previous 2 years**

	<b>2008/09 Debt Amount (Excluding VAT) £</b>	<b>2009/10 Debt Amount (Excluding VAT) £</b>
Value of Debts	24,464.00	63,878.79
Number of Cases	155	255
Average Value written Off	157.83	250.50

**Appendix B**

<b>SUNDRY DEBTORS WRITE OFFS</b>							
<b><u>Invoice No.</u></b>	<b><u>Amount £</u></b>	<b><u>VAT £</u></b>	<b><u>Legal</u></b>	<b><u>Total</u></b>	<b><u>Name</u></b>	<b><u>Department</u></b>	<b><u>Reasons</u></b>
01081730	0.00	0.00	230.00	230.00	Company 1	Regeneration	Company insolvent. Charge on premises removed as was sold for less than market value. Nothing to recover debts from.
01111817	1900.00	0.00	0.00	1900.00			
01165917	3376.00	0.00	0.00	3376.00			
01221507	3123.34	0.00	0.00	3123.34			
01252593	3380.00	0.00	0.00	3380.00			
01276069	199.93	0.00	0.00	199.93			
01281380	187.26	0.00	0.00	187.26			
01314556	23933.53	4258.36	400.00	28591.89			
01497952	1745.75	7.50	419.61	2172.86	Individual 1	Env Health	Defaulter deceased. Did not own property and therefore no monies in estate.
01478931	2440.00	0.00	0.00	2440.00	Company 2	Direct Services	Company has Individual Voluntary Arrangement. Proof of debt has been sent.

Document is Restricted

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## CABINET

Monday 4 April 2011

### BUDGET MANAGEMENT REPORT 2010/11

#### Report of the Corporate Director (CFO) and The Head of Financial Services

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#### RECOMMENDATION

It is recommended that Cabinet approve Budget Management items totalling £94,410 as detailed in Appendix A of this report subject to the availability of resources.

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#### SUMMARY

Management Team have reviewed Budget Management proposals and agreed to support requests totalling £94,410 subject to the final outturn position for 2010/11.

The net overspend for 2010/11 was predicted to be approximately £58,990 in the December Corporate Financial Monitoring report prior to consideration of Budget Management proposals. Approval is sought to carry forward certain unspent budgets into the next financial year. A summary analysis of the Budget Management items is shown in Appendix A to this report.

#### Statutory Powers

**Section 151 of the Local Government Act 1972.**

#### Introduction

1. The purpose of the Budget Management process is to ensure the delivery of schemes and projects for which resources have been secured. As revenue budgets are effectively lost if not spent in the year in which the budget provision has been made, this process was introduced to ensure that resources were more effectively utilised. Therefore if a scheme/project was delayed, funding for that activity would not be lost simply due to Local Government accounting periods.
2. This report details the budgets that are requested to be carried forward into the 2011/12 financial year from potential underspends within

individual services. The Corporate Financial Monitoring process as at 31 December 2010 forecast an unfavourable outturn position for the year of £58,990. If the outturn is as forecast and the Budget Management items are approved then there will be a negative impact on reserves of £153,400 at the end of the year.

## Financial Implications/Risk Implications

3. Management Team have reviewed this year's Budget Management items in detail. The total of the proposed items which have been supported is £94,410 (Appendix A), which, when added to the forecast unfavourable variance would result in a negative impact on reserves of £153,400. Budget Management requests have been prioritised into those for which expenditure can be incurred immediately and those which, although approved in principle, must wait until after June, as follows:

<u>Proposals</u>	<u>£</u>
<b><u>Pre-June</u></b>	
IFRS	17,000
Corporate Communications	6,000
Town Centre Partnership Development	2,500
Town Centre Footfall Counters	4,950
Maintenance of Land	12,000
<b>Sub-total</b>	<b>42,450</b>
<b><u>Post-June</u></b>	
Costs Associated with Waste Review	32,350
Corporate Communications	12,000
Costs associated with efficiency savings	7,610
<b>Sub-total</b>	<b>51,960</b>
<b>Overall Total</b>	<b>94,410</b>

4. In all cases the Corporate Director (CFO) will advise when, or if, the expenditure can be incurred.
5. It is also important to note that if a service does not achieve the anticipated saving in 2010/11 and proceeds with expenditure on an approved Budget Management issue in 2011/12, alternative budget provision will have to be identified from within the 2011/12 Budget.
6. If there is any unspent element of the Corporate Pay and Reward budget at the year, end once the staff turnover saving has been

achieved, this will be subject to automatic Budget Management.

7. This report does not include the impact of real savings in devolved budgets to Local Area Committees, which are carried forward automatically in accordance with the Budget Strategy.

### **Equality and Diversity Implications**

8. An equal opportunities assessment has not been carried out as the report contains no proposed significant changes to new or existing services, policies or strategies.

### **Conclusion**

9. Budget Management bids totalling £94,410 are supported by Management Team.
10. An unfavourable outturn variance of approximately £58,990 was forecast for 2010/11 as part of the December monitoring process before consideration of Budget Management items.

NICK TUSTIAN

MARTIN MURPHY

Corporate Director (CFO)

Head of Financial Services

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Appendices Attached:	One
Report No:	fs401

### LOCAL GOVERNMENT ACT 1972 – SECTION 100D

The following documents disclose 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:-  
None

## Appendix A

### BUDGET MANAGEMENT ITEMS 2010/11

Requests received to carry forward unspent budgets from 2010/11 to 2011/12 are:

£

**International Financial Reporting Standards** (Martin Murphy) 17,000

Additional resources and advice required for the implementation of the new accounting standards as part of the closing of accounts process.

**Corporate Communications** (Gaetana Wiseman) 18,000

With the restructure and completion of the Corporate Communications Team in December 2010 some projects have not been completed by the end of the year. These include: redesign of the Borough News (£6,000 pre June); External reputation campaign "What we do for you"; investment in social/market research; implementation of new communications channels; delivery of e-briefing; purchase of digital media and social monitoring and evaluation search engine.

**Economic Development** (Kathryn Rankin) 7,450

Funding for Town Centre Partnership company (£2,500) and town centre footfall counters

**Waste Service Review** (Gail Grant) 32,350

The Waste Review is ongoing and this request represents the balance of the budget of £35,000 to deal with implementation costs associated with the review.

**Land Maintenance** (Kevin Dearing) 12,000

Allocation of funds for essential maintenance of land as yet unspent. It is planned to engage a contractor to commence work on site early in the new financial year.

**Costs Associated with Efficiency Savings** (Gail Grant) 7,610

The delay of a voluntary redundancy as part of the proposed budget efficiencies for Direct Services means that the costs will now be incurred in 2011/12 rather than 2010/11 as originally planned.

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**94,410**

## CABINET

Monday 4 April 2011

### COMMUNITY INVESTMENT PROGRAMME – 4 YEAR STRATEGY – APPROVAL OF SCHEMES

Report of the Corporate Director (CFO)

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#### RECOMMENDATIONS

It is recommended that Cabinet:

- (1) note the approval under delegated powers of funding of £159,000 (2011/12) to upgrade the Storage Area Network (SAN) to be financed from resources identified for the CIP and revenue growth of £8,000 per annum starting from 2012/13 for future maintenance costs.
- (2) approve funding of £21,000 (2011/12) for a six month contract extension for the post of Business Analyst to be financed from resources identified for the CIP;
- (3) approve funding of £42,000 (2011/12) for the second phase of the website development project which will be financed by borrowing;
- (4) approve funding of £64,000 (2011/12) towards public art work that enhances the Velmore Church/Community facility, to be financed by developers' contributions;
- (5) note the approvals given since the last revised CIP (Appendix A) and
- (6) recommend to Full Council the changes to the Prudential Indicators (Appendix B).

#### Summary

The Council's 4 Year Community Investment Programme (CIP) Strategy was first approved in April 2002. Since then reports have been submitted to Cabinet on a regular basis seeking approval for schemes to progress. Each year the programme has been updated and in doing so has established a 4 year rolling programme of schemes for the CIP.

Cabinet reviewed and approved the Community Investment Strategy on 9 September 2010 which updated the programme for 2010/11 to 2013/14.

#### Statutory Powers

Local Government Act 1972, Sections 111 and 151

Section 15 of the Local Government Act 2003

Section 60 of the Local Government and Housing Act 1989.

## Background

1. On 18 April 2002, Full Council approved a 4 Year Strategy for the Community Investment Programme (CIP). Details of schemes comprising the Strategy were approved by the Executive on 10 December 2002, since when reports have been submitted to Cabinet on a regular basis approving individual schemes. At its meeting on 9 September 2010 Cabinet reviewed and approved the Strategy for 2010/11 to 2013/14.
2. A further purpose of the update reports to Cabinet is to provide regular information on the progress of the CIP and of the approvals given since the approval of the last revised CIP (Appendix A). The reports also indicate any amendments to the Prudential Indicators as required under the capital financing legislation (Appendix B).

## Approval of Schemes

### **Backup Upgrade (SAN) and Move to Virtual Server Environment - £159,000 and Ongoing Revenue Growth of £8,000 per annum**

3. The SAN provides a centralised backup infrastructure where data is stored centrally for the authority. The current Council's SAN is a Dell/EMC CX300, purchased in 2006 with a 5 year life span. The SAN is now end of life so software updates will no longer be available and hardware support is likely to be on a 'best efforts' basis only as parts become scarce. The device is also nearing capacity and there is insufficient space to support the Council's requirements going forward. In order to retain data security and accommodate extra capacity requirements it has become necessary to procure a new, supported and larger capacity storage solution before support expires.
4. Due to the nature of the infrastructure upgrade it has been decided to run the project in parallel with the introduction of a virtual server environment. This will allow the Council to reduce its 38 servers to approx 8, thereby producing cost savings as well as reducing energy consumption.
5. The business benefits will:
  - reduce physical hardware and save real space
  - reduce power consumption by up to two thirds
  - bring escalating server/maintenance costs under control
  - provide High Availability to all applications
  - facilitate easy delivery of Disaster Recovery
  - provide an environment that will support home workers that is GCSX compliant
  - ease of transfer to the new civic offices at the time of staff and systems' migration
6. Financial implications

	<b>£</b>
Hardware	64,000
Software	25,000

	<b>£</b>
Project management/training	25,000
Support/maintenance	8,000
Staff costs	20,000
Contingency	17,000
<b>Total Project Cost</b>	<b>159,000</b>

On going revenue growth for support/maintenance per annum **8,000**

7. At this stage a supplier has not been selected therefore a contingency of 10% has been allowed. Suppliers are reluctant to provide support costs separately to implementation costs; therefore an estimate of £8,000 per annum has been identified. The first year's costs can be capitalised and approval is sought for ongoing revenue growth of £8,000 in relation to future years' maintenance costs related to this acquisition.

### Capital Outlay

8. The capital expenditure proposed for this project can be offset against future inevitable capital expenditure on servers and computers.

Financial year	Capital expenditure saved by NOT replacing existing servers	Capital expenditure saved by NOT replacing desktop PCs (in favour of thin client technology)	Total saved each financial year
	£	£	£
2011-12	36,000	17,000	53,000
2012-13	31,500	17,000	48,500
2013-14	22,500	17,000	39,500
2014-15	-	17,000	17,000
2015-16	-	17,000	17,000
2016-17	36,000	17,000	53,000
2017-18	31,500	17,000	48,500
<b>Total</b>	<b>157,500</b>	<b>119,000</b>	<b>276,500</b>

9. Capital expenditure that is financed by borrowing is eventually amortised into the General Fund Revenue Account by the continued charging of minimum revenue provision over the life span of the project. In the circumstances of this project, the initial capital outlay of £159,000 plus the ongoing revenue costs of £8,000 each successive year amount to £207,000 ( $£159,000 + (6 \times £8,000) = £207,000$ ). This sum is less than the capital expenditure that would NOT be required to be incurred over the same seven year life span of the project (£276,500)

10. The effect of Minimum Revenue Provision (MRP) spread over the life of the project is detailed in the table that follows:

Financial Year	Minimum Revenue Provision (MRP) £
2011-12	22,720
2012-13	22,720
2013-14	22,720
2014-15	22,720
2015-16	22,720
2016-17	22,720
2017-18	22,680
<b>Total</b>	<b>159,000</b>

11. Hence there is a marginal reduction on required capital outlay and related revenue costs for servers and related items over the seven year life of the project of £69,500 (£276,500 - £207,000).

**Business Analyst Post - £21,000**

12. The Business Process Re-engineering project is progressing well and producing savings in line with the business case. To complete the work it is envisaged that we will need to extend the contract for a further six months from May 2011 at a cost of £21,000 to be financed from borrowing.

**Phase 2 of the Website Development Project - £42,000**

13. The project will build on the successful implementation of the website and integrate the disparate parts of the site into a consistent and uniform appearance. It will also provide tools and facilities for public participation as well as the tools to integrate internal database systems with the website. The project will also increase the provision of local information and provide links to local, externally delivered services, provide quality assurance to ensure the website continues to deliver a high level of customer service and promote the successes of the website to all managers and Members.
14. The project will deliver:
- Restyled third party applications so they conform to existing style and layout
  - Integration of the business database in such a way that it is fully searchable
  - Implement citizen engagement facilities by means of opinion polls and country park reviews
  - A platform for home page sponsorship adverts which will generate revenue income
  - Provision of alternate styles to allow for users with different accessibility requirements
  - Provision of a list of local community groups

- Development of the 'What's at my Property' section to provide detailed information about services provided by the Council and partner agencies
  - Integration to Lagan CRM to enhance customer self-service
15. Total capital outlay required is £42,000, which will be funded from borrowing. There are no revenue implications as the ongoing maintenance of the site has been borne in phase 1 of the project.
16. An equality and diversity assessment will be carried out to ensure that the website meets the requirements of all diverse groups.

### **Public Art for Velmore Church/Community facility - £64,000**

17. It has been agreed and noted in the minutes of the Velmore Board (3rd March 2011) that £64,656 (DC F/08/63182 Velmore, Eastleigh) be allocated for use in financial years 2011/2012, towards public artwork that enhances the Velmore Church/Community facility. Detailed project scopes (potential outcomes, timescales and budget breakdowns) will be determined in each case by the appointed steering group and will be reported to the Velmore Board at the appropriate time. This project will be financed by developers' contributions.

### **Equality and Diversity Implications**

18. Projects throughout the Community Investment Programme aim to promote equality and diversity. Unless otherwise stated an equal opportunities assessment has not been carried out as there are no proposed significant changes to new or existing services, policies or strategies.

### **Financial Implications/Risk Assessment**

19. Financing of CIP schemes is dependent on available resources arising from Capital Receipts, Developers' Contributions and borrowing. In the case of the IT projects in this report the principle source of funding will be borrowing. As the capital expenditure is already included in the CIP the revenue implications of borrowing have been incorporated in the revenue budget considered by Full Council on 24 February.

### **Conclusion**

20. The implication of the Capital Strategy is progressing and this report seeks approval for the following funding:
- £165,000 (2011/12) to upgrade the Storage Area Network (SAN) to be financed from borrowing and revenue growth of £8,000 per annum starting from 2012/13 for future maintenance costs
  - £21,000 (2011/12) for a six month contract extension for the post of Business Analyst to be financed from resources identified for the CIP
  - £42,000 (2011/12) for the second phase of the website development project which will be financed by borrowing

- £64,000 (2011/12) towards public artwork that enhances the Velmore Church/Community facility, to be financed by developers' contributions

NICK TUSTIAN  
Corporate Director (CFO)

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 Appendices Attached: 2  
 Report No: fs402

LOCAL GOVERNMENT ACT 1972 – SECTION 100D

The following documents disclose 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:-

Section 16, 25 and 26 of the Local Government Act 2003  
 Section 151 and 153 of the Local Government Act 1972  
 Community Investment Programme 2001/02 to 2003/04 – Council 18 April 2002  
 Community Investment Programme – 4 Year Strategy – Executive 10 December 2002  
 Community Investment Programme – 4 Year Strategy – Executive 13 February 2003  
 Community Investment Programme Strategy Review and Approval of Schemes – Executive 12 February 2004  
 Community Investment Programme – Strategy Review and Approval of Schemes – Executive 10 February 2005  
 Community Investment Strategy Programme – 4 Year Strategy – Approval of Schemes – 23 March 2005  
 Bursledon Windmill Motion Submitted by Councillor Airey – Executive 18 April 2005  
 Community Investment Programme – Strategy Review and Approval of Schemes – Cabinet 3 April 2006  
 Community Investment Programme – Strategy Review and Approval of Schemes – Cabinet 10 December 2007  
 Community Investment Programme – Strategy Review and Approval of Schemes – Cabinet 10 July 2008  
 Community Investment Programme – Strategy Review and Approval of Schemes – Cabinet 10 September 2009  
 Community Investment Programme – Strategy Review and Approval of Schemes – Cabinet 9 September 2010  
 Community Investment Programme – 4 Year Strategy and Approval of Schemes – Cabinet 11 November 2010  
 Community Investment Programme – 4 Year Strategy and Approval of Schemes – Cabinet 9 December 2010  
 Community Investment Programme – 4 Year Strategy and Approval of Schemes – Cabinet 10 February 2011  
 Community Investment Programme – 4 Year Strategy and Approval of Schemes – Cabinet 10 March 2011

**CIP – 4 YEAR STRATEGY  
APPROVALS OF SCHEMES GRANTED SINCE 9 SEPTEMBER 2010**

	<b>Scheme</b>	<b>£</b>
<b>1.</b>	<b>Cabinet 9 September 2010</b>	
	Funding for the implementation of additional Geographical Information System (GIS) layers	1,500
	Funding for the ICT Reporting Development Resource	17,000
	Funding for the ICT Development Resource	26,500
	Funding as an invest to save scheme from within Direct Services for the Waste Operations In-Cab Technology system	81,700
	Funding to replace the boiler at The Point and undertake remedial work to the Hedge End Depot roof	123,000
<b>2.</b>	<b>Cabinet 11 November 2010</b>	
	Additional funding for Disabled Facilities Grants	175,000
	Funding for additional workshop MOT bay and an upgrade of the existing bay	47,600
	Funding for the PC Renewal and Replacement Programme	40,000
	Funding for the Electronic Document Records Management (EDRM) System development resource	84,400
	Funding to upgrade Hampshire Public Service Network (HPSN) to HPSN 2	35,000
	Funding for replacement lighting at Wessex House	150,000
<b>3.</b>	<b>Cabinet 9 December 2010</b>	
	Funding for Network Rail Land Consolidation Study in 2010/11 to be funded from PUSH	64,000
<b>4.</b>	<b>Cabinet 10 February 2011</b>	
	Funding towards the cost of providing 23 one and two bed flats at the former Station public house in Netley in 2011/12	493,000
	Funding for refurbishment of Wessex House 5 <sup>th</sup> floor toilets (£5,000 in 2010/11 and £17,000 in 2011/12)	22,000
	Annual contribution to the Property Repairs and Renewals provision	165,000
<b>5.</b>	<b>Cabinet 10 March 2011</b>	
	Funding for the cost of the Itchen Valley Car Parks Project	30,000

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## PRUDENTIAL INDICATORS

	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
	Actual	Actual	Estimate	Estimate	Estimate	Estimate
<b>Capital Expenditure</b>	£'000	£'000	£'000	£'000	£'000	£'000
Previously approved (10 March 2011)	10,911	32,216	16,517	52,097	12,134	4,720
Revised	10,911	32,216	16,514	49,368	15,116	4,720
<b>Ratio of financing costs to net revenue stream</b>	%	%	%	%	%	%
Ratio (previously approved 10 March 2011)	-6.4	1.7	8.1	12.3	12.5	12.5
Revised	-6.4	1.7	8.1	12.3	12.6	12.6
<b>Net borrowing requirement</b>	£'000	£'000	£'000	£'000	£'000	£'000
Previously approved						
brought forward 1 April	0	0	30,000	44,000	81,800	82,800
carried forward 31 March	0	30,000	44,000	81,800	82,800	83,000
in year borrowing requirement	0	20,528	14,000	37,800	1,000	200
<b>Net borrowing requirement</b>						
Revised						
brought forward 1 April	0	0	30,000	44,000	81,800	82,800
carried forward 31 March	0	30,000	44,000	81,800	82,800	83,000
in year borrowing requirement	0	20,528	14,000	37,800	1,000	200
<b>Capital financing requirement as at 31 March</b>						
Previously approved	9,889	35,574	48,654	91,910	93,106	93,934
Revised	9,889	35,574	48,654	91,910	93,106	93,934
<b>Annual change in capital financing requirement</b>						
Previously approved	0	25,685	13,080	43,256	1,196	828
Revised	0	0	13,080	43,256	1,196	828
<b>Incremental impact of capital investment decisions on the Council Tax</b>	£ p	£ p	£ p	£ p	£ p	£ p
Impact of decisions previously taken at Full Council	0.00	0.15	-1.01	-3.80	2.10	2.55
<b>PRUDENTIAL INDICATORS</b>						
(2) Treasury Management Prudential Indicators						
<b>Authorised limit for external debt</b>						
Previously approved						
borrowing	25,000	25,000	25,000	25,000	79,000	0
other long-term liabilities	1,000	1,000	1,000	1,000	1,000	0
Total	26,000	26,000	26,000	26,000	80,000	0
Revised						
borrowing	25,000	79,000	79,000	79,000	79,000	79,000
other long-term liabilities	1,000	1,000	1,000	1,000	1,000	1,000
Total	26,000	80,000	80,000	80,000	80,000	80,000
<b>Operational boundary for external debt</b>						
Previously approved						
borrowing	23,000	23,000	23,000	23,000	77,000	0
other long-term liabilities	1,000	1,000	1,000	1,000	1,000	0
Total	24,000	24,000	24,000	24,000	78,000	0
Revised						
borrowing	23,000	77,000	77,000	77,000	77,000	77,000
other long-term liabilities	1,000	1,000	1,000	1,000	1,000	1,000
Total	24,000	78,000	78,000	78,000	78,000	78,000
* In 11/12 approval to be sought to extend beyond £80m						
* In 11/12 approval to be sought to extend beyond £78m						
<b>Upper limit for fixed rate interest rate exposure</b>	%	%	%	%	%	%
Previously approved	100	100	100	100	100	100
Revised	100	100	100	100	100	100
<b>Upper limit for variable rate interest rate exposure</b>	%	%	%	%	%	%
Previously approved	100	100	100	100	100	100
Revised	100	100	100	100	100	100
<b>Upper limit for total principal sums invested &gt;364 days</b>	%	%	%	%	%	%
Previously approved	14,000	14,500	14,500	14,500	14,500	0
Revised	14,000	14,500	14,500	14,500	14,500	14,500
<b>Maturity structure of fixed rate borrowing during 2010/2011</b>	Limit	Upper Limit	Lower Limit			
	%	%	%			
under 12 months	100	100	0			
12 months and within 24 months	100	100	0			
24 months and within 5 years	100	100	0			
5 years and within 10 years	100	100	0			
10 years and above	100	100	0			

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