

Chief Executive's Office

Chief Executive: N.M. Pringle

**To: All Members of Cabinet:
R.J. Phillips (Leader)
G.V. Hyde (Deputy Leader)
Mrs. L.O. Barnett
P.J. Edwards
Mrs. J.P. French
J.C. Mayson
D.W. Rule MBE
R.V. Stockton
D.B. Wilcox
R.M. Wilson**

Your Ref:

Our Ref: NMP/CD

Please ask for: Mr. N.M. Pringle

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7th July, 2004

Dear Councillor,

**MEETING OF CABINET
THURSDAY, 15TH JULY, 2004 AT 2.15 P.M.
COUNCIL CHAMBER, BROCKINGTON, 35 HAFOD ROAD, HEREFORD**

AGENDA (04/04)

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

To receive any declarations of interest by members in respect of items on this agenda.

3. CAPITAL PROGRAMME - FINAL OUTTURN 2003/04

To note the Capital Programme outturn for 2003/04. *(Pages 1 - 6)*

4. 2004/05 OTHER AREAS CAPITAL PROGRAMME

To determine the allocation of unsupported borrowing for capital expenditure for 2004/05.
(Pages 7 - 18)

5. REVENUE SUPPORT GRANT

To respond to the emerging issues in regard to fast growing authorities and their impact on the Revenue Support Grant (RSG) allocation, and to note the Council's response to recent consultation on the Local Government Finance Settlement. *(Pages 19 - 20)*

6. BUDGET TIMETABLE 2005/06

To approve a timetable for setting both the 2005/06 revenue budget and capital programme and to receive an update on the medium term financial plan. *(Pages 21 - 30)*

7. BUDGET CONSULTATION

A budget consultation paper is in the course of preparation but investigations are being undertaken in relation to one of the exercises carried out by a number of authorities last year. Those enquiries are close to completion but in order to incorporate the outcome into the Budget Consultation report, the document will not be despatched until Friday, 9th July, 2004.

8. DEVELOPING A HEREFORDSHIRE APPROACH TO CHILDREN'S SERVICES

To consider a report on the range of changes and improvements needed to respond to "Every Child Matters" and the Children's Bill. *(Pages 31 - 36)*

9. RACE EQUALITY ACTION PLAN - ANNUAL REPORT

To note progress against the Action Plan which accompanies the Council's Race Equality Scheme and approve its publication. *(Pages 37 - 48)*

10. ACCESS TO SERVICES IN KINGTON AND SURROUNDING AREAS

To agree a way forward for the provision of local services in Kington and the surrounding area. *(Pages 49 - 60)*

11. EDGAR STREET GRID DELIVERY VEHICLE

To agree the establishment of a delivery vehicle for the Edgar Street Grid Materplan. *(Pages 61 - 68)*

12. REVIEW OF DISCRETIONARY POLICIES APPLICABLE TO HOME TO SCHOOL TRANSPORT

To consider the discretionary policy on transport for pupils seeking denominational education *(Pages 69 - 72)*

13. HUMAN RESOURCES STRATEGY - PROGRESS REPORT

To receive an update on progress against the Council's Human Resources (HR) Strategy for the year end 31st March, 2004 and to consider the issues raised by the Strategic Monitoring Committee. *(Pages 73 - 76)*

14. STRATEGIC MONITORING COMMITTEE

To note the report of the Strategic Monitoring Committee to Council. (Report to follow)

15. MUNICIPAL WASTE MANAGEMENT STRATEGY AND INTEGRATED WASTE MANAGEMENT CONTRACT

To approve a Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire, and to note progress with negotiations on the Integrated Waste Management Contract. *(Pages 77 - 172)*

EXCLUSION OF THE PUBLIC AND PRESS

In the opinion of the Proper Officer, the next items will not be, or are likely not to be, open to the public and press at the time they are considered.

RECOMMENDATION:

That the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Schedule 12(A) of the Act as indicated below.

15. (a) MUNICIPAL WASTE MANAGEMENT STRATEGY AND INTEGRATED WASTE MANAGEMENT CONTRACT

To receive an outline of the financial implications of the proposals for the renegotiation of the Integrated Waste Management Contract. *(Pages 173 - 176)*


This item discloses the amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services.

16. HEREFORDSHIRE HOUSING LIMITED - PROPOSED CONVERSION TO CHARITABLE STATUS

To decide on a proposal for Herefordshire Housing Limited to become a charitable company. *(Pages 177 - 180)*

This item discloses information relating to the financial or business affairs of any particular person (other than the authority).

Yours sincerely,



**N.M. PRINGLE
CHIEF EXECUTIVE**

Copies to: Chairman of the Council
Chairman of Strategic Monitoring Committee
Vice-Chairman of Strategic Monitoring Committee
Chairmen of Scrutiny Committees
Group Leaders
Directors
County Secretary and Solicitor
County Treasurer

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- Inspect agenda and public reports at least five clear days before the date of the meeting.
- Inspect minutes of the Council and all Committees and Sub-Committees and written statements of decisions taken by the Cabinet or individual Cabinet Members for up to six years following a meeting.
- Inspect background papers used in the preparation of public reports for a period of up to four years from the date of the meeting. (A list of the background papers to a report is given at the end of each report). A background paper is a document on which the officer has relied in writing the report and which otherwise is not available to the public.
- Access to a public Register stating the names, addresses and wards of all Councillors with details of the membership of the Cabinet, of all Committees and Sub-Committees.
- Have a reasonable number of copies of agenda and reports (relating to items to be considered in public) made available to the public attending meetings of the Council, Cabinet, Committees and Sub-Committees.
- Have access to a list specifying those powers on which the Council have delegated decision making to their officers identifying the officers concerned by title.
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- The nearest bus stop to Brockington is located in Old Eign Hill near to its junction with Hafod Road. The return journey can be made from the same bus stop.

If you have any questions about this Agenda, how the Council works or would like more information or wish to exercise your rights to access the information described above, you may do so either by telephoning Mrs Christine Dyer on 01432 260222 or by visiting in person during office hours (8.45 a.m. - 5.00 p.m. Monday - Thursday and 8.45 a.m. - 4.45 p.m. Friday) at the Council Offices, Brockington, 35 Hafod Road, Hereford.

COUNTY OF HEREFORDSHIRE DISTRICT COUNCIL

BROCKINGTON, 35 HAFOD ROAD, HEREFORD.

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CAPITAL PROGRAMME - FINAL OUTTURN 2003/04

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

15TH JULY 2004

Wards Affected

County-wide

Purpose

To note the Capital Programme outturn for 2003/04.

Key Decision

This is not a Key Decision

Recommendation

That the position be noted.

Reasons

Report for noting only.

Considerations

1. The final capital programme outturn for 2003/04 totalled £32,075,000 (excluding LSVT costs) compared to an original budget of £31,793,000, which represents an increase of £282,000 or 1%. Changes in original capital budgets represent a combination of total increases of £6,148,000 and total decreases of £5,866,000. This is due to new schemes and new sources of funding being identified, slippages and deferment of schemes into future years, and budget virements where necessary. Appendix 1 gives a further breakdown.
2. The outturn position is financed by making use of credit approvals of £17,925,000, grants totalling £10,863,000 and capital receipts and reserves totalling £4,246,000.
3. The outturn on the use of Credit Approvals was £1,617,000 less than the original budget. The potential loss of conditional resources caused by this underspend has been avoided by using those resources to fund projects originally to be funded from capital receipts reserve funding. Therefore, no conditional resources have been lost but are instead carried forward. This underspend was significantly less than it might have been as capital monitoring procedures identified the position and ensured that certain significant invoices were obtained and paid before the year end rather than in the subsequent year.
4. Basic Credit Approval funding of £900,000 has been returned from Warwickshire. This was originally transferred to Warwickshire in 2002/03.

5. Total revenue contributions to capital spend were £1,365,000. These have been swapped with corporate capital receipts reserve funding in order to retain revenue reserves, as reported previously as part of the final revenue outturn report. This sum does not represent additional funds; merely a transfer between the revenue and capital element of general reserves.
6. New schemes and new sources of finance have been identified and reported throughout the year as part of the established Capital Monitoring process. Reports have been submitted to Cabinet highlighting movements in the capital programme identified during these monitoring exercises. This process ensures that no conditional capital resources are lost.
7. Details of significant variances are set out below (Appendix 2 gives a detailed breakdown):

Property: The spend has increased mainly owing to the inclusion of the Hillside Intermediate Care Unit capital project which was funded by the Primary Care Trust capital grant.

Social Development: The decreased spend is mainly owing to the Friar Street Phase 1 capital project actual spend incurred during the year being less than anticipated. This phase forms part of a larger project and is expected to complete in September 2004.

Strategic Housing: The decrease is mainly owing to reduced spend on Social Housing Grants because of a cautious approach to placement following the abolishment of the Local Authority Social Housing Grant for 2003/04.

Housing Revenue Account: The decrease is mainly owing to the LSVT levy cost of £2,534,000 being carried back and accounted for in 2002/03 when the stock was transferred. Spend this year represents commitments entered into before the date of transfer.

Conclusion

Capital monitoring systems and procedures continue to improve.

The work of the Capital Programme Monitoring Working Group has helped to ensure that no conditional resources have been lost.

Consultees

Not applicable.

Background Papers

None identified.

APPENDIX 1

CAPITAL OUTTURN 2003/04

Capital Programme Area	Original Budget	Outturn	Variance	
	£'000	£'000	£'000	%
Education	7,747	8,248	501	6%
Social Care	300	413	113	38%
P&F – Property	837	2,141	1,304	156%
P&F – General	1,047	924	(123)	(12%)
P&F – eModernisation	1,216	882	(334)	(27%)
Environment General	10,501	10,879	378	4%
Social Development	995	460	(535)	(54%)
Economic Development	3,656	4,157	501	14%
Strategic Housing	5,494	3,971	(1,523)	(28%)
Outturn	31,793	32,075	282	1%
Housing Revenue Account (LSVT Costs)	3,379	959	(2,420)	(72%)
Total Outturn	35,172	33,034	(2,138)	(6%)

APPENDIX 2

CAPITAL OUTTURN 2003/04 – BUDGET CHANGES

Capital Programme Area	£'000
<i>Education</i>	
- E Learning Credits budget increase	348
- John Masefield New Building budget increase	149
- other (net)	4
<i>Social Care</i>	
- Improving Management Information budget increase	98
- other (net)	15
<i>P&F - Property</i>	
- Capitalised Revenue Costs budget increase	208
- Hillside Capital Project budget increase	744
- Leominster Bus Station budget increase	110
- Plough Lane Accommodation – new budget	170
- other (net)	72
<i>P&F – General</i>	
- Info in Bromyard budget decrease	(77)
- other (net)	(46)
<i>P&F – eModernisation</i>	
- Implementing Electronic Government Partnership budget decrease	(145)
- Flexible Working budget decrease	(116)
- other (net)	(73)
<i>Environment General</i>	
- Urban Bus Challenge WyeS Moves budget increase	240
- Roman Road budget decrease	(455)

- Capitalised Maintenance Principal Roads budget increase	233
- Capitalised Maintenance Non Principal Roads budget increase	354
- Capitalised Assessment & Strength of Bridges budget increase	361
- other (net)	(355)
<i>Social Development</i>	
- Aylestone Hill budget decrease	(137)
- Friar Street Phase 1 budget decrease	(426)
- Joint Finance	71
- other (net)	(43)
<i>Economic Development</i>	
- Leominster Industrial Estate Access Road budget decrease	(152)
- Match Funding South Wye budget decrease	(218)
- Coldnose Road budget decrease	(233)
- Herefordshire Regeneration Edgar Street Grid budget increase	252
- Match Funding Rotherwas budget increase	820
- other (net)	32
<i>Strategic Housing</i>	
- Social Housing Grant budget decrease	(1,461)
- other (net)	(62)
Outturn Variance	282
<i>Housing Revenue Account</i>	
- LSVT Levy costs budget decrease	(2,534)
- other (net)	114
Total Outturn Variance	(2,138)

2004/05 OTHER AREAS CAPITAL PROGRAMME

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

15TH JULY 2004

Wards Affected

County-wide.

Purpose

To determine the allocation of unsupported borrowing for capital expenditure for 2004/05.

Key Decision

This is not a Key Decision.

Recommendations

- THAT (a) priority bids reflected in Appendix 1 be approved.**
- (b) any further schemes which are to be financed from Prudential Borrowing be determined; and**
- (c) the capital commitment implications for future years resulting from the schemes approved be noted.**

Reasons

Cabinet is responsible for determining the schemes to be funded from unsupported borrowing in line with the Council's Capital Strategy. However Council is responsible for approving the level of unsupported borrowing each year.

Considerations

1. Council has agreed a level of unsupported Prudential Borrowing for 2004/05 of up to £5,000,000 be used to fund the 'Other Areas Capital Programme'. A further sum of £127,000 is available from the supported borrowing allocations from central government giving a total funding available of £5,127,000.
2. Bids were sought, through Directors in consultation with Cabinet Members, from all areas of the Council, for capital projects, which would require Prudential Borrowing as a primary source of funding. The Capital Strategy and Asset Management Working Group (CSAMWG) has assessed these bids in a consistent manner against strategic corporate objectives and other key criteria such as legal need and the level of external funding leverage. The judgement of the group has been used to select and prioritise the bids as a basis for consideration by the Chief Executive's Management Team prior to Cabinet determining the final programme.

Further information on the subject of this report is available from Ian Hyson, County Treasurer,
on (01432) 260234

3. The nature of the bids for capital investment means that a number of the bids have a requirement for funding for more than one year. Funding will be required to match those commitments and the implications of this in revenue budget terms for future years needs to be considered.
4. Following consideration by the Chief Executive's Management Team, bids have been grouped into:
 - Priority schemes recommended for approval in 2004/05 (including future years commitments) (**APPENDIX 1**);
 - Additional schemes for consideration for approval in 2004/05 (including future years commitments) (**APPENDIX 2**);
 - Schemes provisionally recommended for approval in future years subject to Prudential Borrowing being available (**APPENDIX 3**);
 - Schemes not currently recommended for approval, for which future bids will be required for reconsideration (**APPENDIX 4**).
5. It must be emphasised that the recommendations, whilst soundly based, are put forward as a basis for consideration and final determination by Cabinet.
6. The table below summarises the groupings of the bids and the funding available.

	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000	Total £'000
Priority Prudential Borrowing Available	3,586				
Potential Prudential Borrowing Available	1,414				
SCE(R) available to be allocated	127				
Total to fund SSP bids	<u>5,127</u>				
Priority Recommended Bids	3,586	1,655	1,313	1,250	7,804
Potential Recommended Bids	1,541	834	300	150	2,825
Future Years Recommendations	Nil	1,172	3,847	1,818	6,837
Rejected / Deferred Bids	5,532	4,519	1,314	6,830	18,195
Total needed to meet all bids (net of Revenue contribution)	10,659	8,180	6,774	10,048	35,661
Cumulative bids	10,659	18,839	25,613	35,661	

7. The major capital commitments proposed reflect both previous policy decisions made by the Cabinet, such as the North Herefordshire Swimming Pool, and the need to improve the overall business infrastructure within the organisation. These include improving access to services through Info Shops and Libraries and strengthening the ICT infrastructure which was also a feature of the revenue budget. Sustainable investment is also required in the Council's income earning assets, most notably improving access to its industrial estates. Investment in the Council's Crematorium is also becoming an urgent priority.
8. Those bids which have not been proposed for this year have been provisionally unsuccessful for a number of reasons, not least affordability. The Council's medium to long term capital programme is likely to be heavily influenced by not only accommodation issues but also by the potential development of Edgar Street and the public sector investment which will be required. In this respect consideration in future will need to be given to the current policy of allocating a major proportion of the

Central Government Supported Capital Expenditure (SCE) to Education, Transport and Housing, allocations which are based on expenditure plans submitted to Government.

9. The position regarding office accommodation and associated ICT and telephony infrastructure, including customer service access, remains uncertain but will need to be addressed during the next two years. Capital requirements are dependent on office moves yet to be determined and this has influenced bids being put forward for approval for 2004/05. It is, therefore, recommended that the balance available after funding priority schemes, i.e. £1,541,000, subject to any further schemes Cabinet is minded to approve, is earmarked for schemes consistent with the Council's priorities of improving customer access and delivering improved customer services. Early consideration of the Capital Programme for 2005/06 is required and will incorporate more detailed consideration of the overall accommodation position.
10. The bid for the development of the Info Shop and Library in Kington is included in this report in the list of schemes not recommended for approval in 2004/05 due to uncertainty over its external funding arrangements. However since drafting this report the position has become clearer and is the subject of a report elsewhere on the agenda. The recommendation in the subsequent report is that funding of £500,000 be provided. If approved the balance available after funding priority schemes will reduce to £1,041,000.
11. The Revenue Budget for 2004/05 reflects the capital financing costs of Prudential borrowing at £250,000 which rises to £450,000 for subsequent years. Additional costs in 2005/06 of £185,000 will be incurred, rising to £422,000 in subsequent years as a consequence of the capital commitments arising from 2004/05 schemes.
12. In addition to schemes supported by Prudential borrowing, Cabinet, has previously approved that £16.355 million of borrowing supported by Central Government be utilised within the Education, Transport and Housing areas of service. These are as follows:

	£000
Education	3,211
Transport	11,072
Housing	2,072

Risk Management

Proposals put forward for consideration have undertaken a rigorous review process, ensuring consistency with the Council's strategic objectives, together with legal and other relevant considerations.

Funding needs to be made available to meet the future year commitments from recommended schemes.

Consultees

None.

Background Papers

Reports to Capital Strategy and Asset Management Working Group.

PRIORITY SCHEMES RECOMMENDED FOR FUNDING

Ref	Scheme	2004/05		2005/06		2006/07		2007/08		Total	Detail
		£'000		£'000		£'000		£'000			
43	North Herefordshire Swimming Pool	1,800		395		63				2,258	This project has already received Cabinet approval
P/Y	Hereford City of Living Crafts	60		60						120	This was approved during the 2003/04 round of SSP. The main aim of the project is to help physically and economically regenerate Hereford City
4	Ledbury INFO, St Katherines Houses	4								4	This represents the feasibility costs with the remainder being shown below as possible future years expenditure. If this does not lead to a capital project this spend will have to be funded from revenue.
16	Friar St Museum Resource & Learning Centre phase 2	140								140	This project has already been approved, To achieve a stable environment for all Heritage Services collections in the new centre by minimising risks from all 10 agents of deterioration, thereby achieving national standards for the care of collections. This allocation is essential to attract £545,000 of Lottery funding.
44	Aylestone Park	100								100	Aylestone Park relates to land purchased under CPO legislation and the sum required is the minimum needed to develop the land to prevent legal action by the previous owners for non-progress. The existing allocation was based upon proposals to complete phases 1a and 1b of a 5 phase project. Site investigations have revealed high levels of contamination which will need to be treated and removed. Bids for future funding will need to be considered in light of this.
46	Ross Creative Learning Centre	117								117	Ross Creative Learning Centre will provide facilities for young people and the community of Ross. Although there is no legal need for this project, it will attract significant external funding. It is forecast to generate revenue income that could be used to meet capital financing charges of the project.
19	Disabled Access	200		200		200		200		800	The Disabled Access for public areas programme is required to conform to the Disabled Discrimination Act that comes into force in October 2004. Although significant progress has been made it is accepted that it will not be possible to fully conform to the legislation before October, so the areas of highest priority have been addressed first.
5	Crematorium Hereford	100								100	This bid totalled £2,455k and was to be supported by a contribution from the Crematorium revenue budget. The contribution was expected to be in the region of £60,000 per year therefore supporting around £667,000 capital expenditure. £100k has been provided in 2004/05 to meet planning and development costs while the rest of the bid has been deferred for a year. This bid has also been re-profiled primarily for VAT partial exemption reasons.
9	Leominster Closed Landfill Site Monitoring Infrastructure	45								45	This is a necessity under the requirements of the Waste Management Licence and original planning permission. This is the minimum required and should result in reduced monitoring costs. The original planning permission for the site requires its complete restoration which is expected to cost around £760,000. This is unavoidable and a bid for this will be submitted for 2005/06.
45	ICT - Golden Thread – Network Enhancement	770		500		950		950		3,170	This project has a strong business case and is needed in order to meet eGovernment targets and other business critical concerns. It has been acknowledged that previous investment in this area has been inadequate. The sum recommended is the minimum considered necessary to make progress in this area. Revenue implications for enhancing the network will be met from within existing IT budgets.

45	ICT - Golden Thread – Continuity/Disaster recovery	250	500	100	100	950	As above
45	ICT - Golden Thread - Telephony	TBA	TBA	TBA	TBA	TBA	Position currently uncertain, need to avoid abortive expenditure
25	Rationalisation of Office Accommodation	TBA	TBA	TBA	TBA	TBA	A number of options are being considered by the Accommodation Board. It is projected there will be a shortfall of capital receipts generated from disposals of current accommodation to fund any new option. However it is anticipated there will be revenue savings generated by rationalisation and these could be used to fund a significant level of the capital financing costs incurred.
Total		3,586	1,655	1,313	1,250	7,804	

ADDITIONAL SCHEMES FOR CONSIDERATION

Ref	Scheme	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000	Total £'000	Detail
53	Hfd City Enhancements - Shop Front Scheme	50	50	50		150	The main aim of this project is the physical & economic regeneration of Hereford City Centre. This is the only opportunity for major funding. Hereford is not in an Objective 2 area & the AWM bid for funding was turned down last year. This bid will tackle the most problematic city centre areas first. This regeneration scheme can be phased as it is one of six separate projects that make up the total bid. Refurbishment of Eign Gate is the most important. The detailed designs have been commissioned and public consultation will take place in Sep 2004. Funding is now required to implement the scheme.
53	Hfd City Enhancements – Eign Gate	100	400			500	The main aim of this project is the physical & economic regeneration of Hereford City Centre. This is the only opportunity for major funding. Hereford is not in an Objective 2 area & the AWM bid for funding was turned down last year. This bid will tackle the most problematic city centre areas first. This regeneration scheme can be phased as it is one of six separate projects that make up the total bid. Refurbishment of Eign Gate is the most important. The detailed designs have been commissioned and public consultation will take place in Sep 2004. Funding is now required to implement the scheme.
22	Upcott Pool – Newport Estate - Kington	45				45	Upcott Pool opening will provide a natural wildlife site and facility for informal recreation by the public.
17	Energy conservation	100				100	This relates to meeting national energy reduction targets and falls in line with the GEM Initiative. This will result in savings in energy costs, but servicing costs for the new energy management services will be incurred.
20	Clearbrook Farmhouse - Pembridge	25				25	Clearbrook Farmhouse requires major structural works to ensure that the Grade 1 listed property is structurally sound, wind and watertight.
10	Public toilets improvements	150	150	150	150	600	This represents an ongoing programme and is the minimum necessary to make progress. The future years sums are indicative figures, representing the minimum need for a continual rolling programme of improvement.
41	Ross Library	10				10	This represents the initial feasibility costs with the remainder being shown below as possible future years expenditure. NB if this does not lead to a capital project then the spend will have to be funded from revenue.
48	Soc Care & Hsg – Community Equipment	200				200	The aim of the community equipment service is to provide an integrated service to help Herefordshire residents to live as independently as possible in their own homes, through the supply of equipment and related provision.
49	Soc Care & Hsg - Disabled Facilities Grants	200				200	We estimate there is a substantial backlog of adaptation requests currently sitting with Herefordshire Housing and other Registered Social Landlords. They appear to be making little headway with the limited budgets available to them to deal with this. An additional allocation is being sought to enable the Council to assist with this and meet what ultimately are the local authority statutory obligations.

Ref	Scheme	2004/05					2007/08					Detail				
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	Total
53	Hfd City Enhancements - High Town & High Street	145													145	The main aim of this project is the physical & economic regeneration of Hereford City Centre. This is the only opportunity for major funding. Hereford is not in an Objective 2 area & the AWM bid for funding was turned down last year. This bid will tackle the most problematic city centre areas first. This regeneration scheme can be phased as it is one of six separate projects that make up the total bid. Refurbishment of Eign Gate is the most important. The detailed designs have been commissioned and public consultation will take place in Sep 2004. Funding is now required to implement the scheme.
53	Hfd City Enhancements – Victoria Foot Bridge	100													300	The main aim of this project is the physical & economic regeneration of Hereford City Centre. This is the only opportunity for major funding. Hereford is not in an Objective 2 area & the AWM bid for funding was turned down last year. This bid will tackle the most problematic city centre areas first. This regeneration scheme can be phased as it is one of six separate projects that make up the total bid. Refurbishment of Eign Gate is the most important. The detailed designs have been commissioned and public consultation will take place in Sep 2004. Funding is now required to implement the scheme.
50	Soc Care & Hsg - ICT Development	316													450	This bid relates to essential improvements to ICT used by Social Services to meet Department of Health requirements.
1	Extension to Hereford Cemetery	100													100	This project is needed to ensure the continued use of the cemetery for the next ten years otherwise the space will be exhausted within two years. This will become an urgent priority in 2005/06.
Total		1,541													2,825	

PROVISIONALLY RECOMMENDED FOR FUTURE YEARS

Ref	Scheme	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000	Total £'000	Detail
5	Crematorium Hereford Sum Provided in 2004/05		650 (100)	850	955	2,355	This bid was to be supported by additional income generated from cremations. This is expected to generate in the region of £60,000 per year thus supporting around £667,000 borrowing as below. £100k has been provided in 2004/05 to meet planning and development costs while the rest of the bid has been deferred for a year.
5	Crematorium supported by revenue contribution		(278)	(111)	(278)	(667)	Effect of revenue contribution of £25k pa 2004/05, £35k pa in 2005/06 and £60k pa thereafter
23	Rotherwas Access Road		500	500		1,000	A bid is being prepared for external funding. It is necessary for the Council has to demonstrate that it can commit funding towards the development in order to secure this external funding.
53	Hfd City Enhancements - High Town & High Street		200	575	775	1,550	The main aim of this project is the physical & economic regeneration of Hereford City Centre. This is the only opportunity for major funding. Hereford is not in an Objective 2 area & the AWM bid for funding was turned down last year. This bid will tackle the most problematic city centre areas first. This regeneration scheme can be phased as it is one of six separate projects that make up the total bid. Refurbishment of Eign Gate is the most important. The detailed designs have been commissioned and public consultation will take place in Sep 2004. Funding is now required to implement the scheme.
16	Friar St Museum Resource & Learning Ctr - Phase 3			433	216	649	This is the final phase of the development and progressing this scheme may give rise to significant external funding.
4	Ledbury INFO, St Katherines Houses		200	850		1,050	This is part of the INFO/Library roll out for which the initial feasibility study will need to be undertaken.
41	Ross Library			750	150	900	This is part of the INFO/Library roll out for which the initial feasibility study will need to be undertaken.
Total			1,172	3,847	1,818	6,837	

BIDS PROVISIONALLY UNSUCCESSFUL FOR 2004/05

Ref	Scheme	2004/05		2005/06		2006/07		2007/08		Total	Detail
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
45	ICT - Golden Thread - Network Enhancement, Flexible working, Continuity/disaster, Smartcard Technology & Corporate Doc Mgmt	1,475	1,035	385	385					3,280	Remainder of the ICT bid after allocations above.
3	Kington Wesleyan Chapel – INFO shop and Library	161	962	40						1,163	This bid has previously received preliminary Cabinet approval on the basis of significant external funding. The external funding was reduced so the element of Council funding required has increased. Of the bid, £150,000 is the minimum required to meet the legal requirement for disabled access but this level of spend would not generate external funding. If this scheme goes ahead, it will release the existing Kington Library and area office, which should generate a capital receipt of £187,000 in 2005/06. This bid has now been superseded as an alternative plan is being considered.
7	Travellers Site at Bromyard	100								100	A report on this item is included as the next item on the Cabinet Agenda. This project is subject to an external funding bid of £300,000. This external funding was originally unsuccessful but is now being reconsidered in August 2004. If successful (and if accepted by the Council) then the allocation of £100,000 will be a priority for 2005/06.
6	Travellers Site at Romany Close Hereford	100								100	As above. This project is subject to an external funding bid of £300,000. This external funding was originally unsuccessful but is now being reconsidered in August 2004. If successful (and if accepted by the Council) then the allocation of £100,000 will be a priority for 2005/06.
36	Rotherwas Business Centre	1,028	150	100	75					1,353	This project is intended to result in incubation units for lease by small and start up businesses - including high spec units, conference room and training suite to encourage growth of hi-tech small and start up businesses. A major factor in rejecting this bid is the effect it would have on the Councils VAT Partial Exemption position.
52	Customer Services - Leominster Info			200						200	The INFO shops and one stop shops are subject to a revised 'phased' programme for implementation. It is not possible to progress these schemes in 2004/05 so these are recommended for future consideration.
53	Hfd City Enhancements - Widemarsh Street		80	145	70					295	This bid has no external funding or specific legal issues and is not considered a current priority.
53	Hfd City Enhancements - City Signage Audit		15	30	30					75	This bid has no external funding or specific legal issues and is not considered a current priority.
2	Hereford City One Stop Shop	750								750	The INFO shops and one stop shops are subject to a revised 'phased' programme for implementation. It is not possible to progress these schemes in 2004/05 so these are recommended for future consideration.
15	INFO Service Centre (Contact Centre)	130	50	50						230	The INFO shops and one stop shops are subject to a revised 'phased' programme for implementation. It is not possible to progress these schemes in 2004/05 so these are recommended for future consideration.
26	Hereford City Christmas Lighting	50	10	10	10					80	This bid has no external funding or specific legal issues and is not considered a current priority.
27	Street Light Column Replacement	250	250	250	250					1,000	This bid has no external funding or specific legal issues and is not considered a current priority.

28	Additional Street Lighting	30	15	10	10	65	This bid has no external funding or specific legal issues and is not considered a current priority.
33	Sutton Primary School	600	1,370	59		2,029	This bid has been deferred for reconsideration in 2005/06.
34	Weobley High School - Sports Hall	592	582	35		1,209	This bid has been deferred for reconsideration in 2005/06.
51	Hereford Library				6,000	6,000	Long term ambition. Site to be identified and potential cost to be clarified.
	Modifications and Enhancements to the Courtyard Theatre	266				266	This was a late bid relating to a number of modifications needed for the Theatre. Negotiations are ongoing with the original contractors over the responsibility for meeting the cost of the works. Some of the work required is of a revenue nature.
	Edgar Street Grid				TBA	TBA	Long term ambition. Costs to be identified.
Total		5,532	4,519	1,314	6,830	18,195	

REVENUE SUPPORT GRANT

CABINET AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

15TH JULY 2004

Wards Affected

Countywide.

Purpose

To respond to the emerging issues in regard to fast growing authorities and their impact on the Revenue Support Grant (RSG) allocation, and to note the Council's response to recent consultation on the Local Government Finance Settlement.

Key Decision

This is not a key decision.

Recommendations

- THAT (a) local MPs be urged to support the Council in formally lobbying the Government to use up to date population data in the formula grant settlement; and**
- (b) the County Treasurer prepares a response to the Amending Reports objecting to the continued use of outdated Census information and seeks expert advice in analysing the Council's position relative to the National RSG framework.**

Reasons

To engage in the central government lobbying process for maximising the Council's RSG grant allocation.

Considerations

1. The Settlement Working Group, which is a body of finance experts from both local government and the Office of the Deputy Prime Minister (ODPM), has recently discussed the issue of fast growing authorities and how these are affected under the RSG formula system. The key issue is the use of out of date population figures which are fed into the formula, which at the moment are two years old. Herefordshire is one of 28 councils within the fast growing upper tier authorities group and is therefore affected by this "data lag".
2. It is important that councils within this group lobby the government, who will be reviewing the formula grant system in 2006/07, to include the most recent population data possible in any revised formula. To this extent it would be appropriate not only for the Leader of the Council to respond directly to Government on this issue but also

Further information on the subject of this report is available from Ian Hyson, County Treasurer on (01432) 260235

to ask the County's MPs to do likewise. Although the review is not until next year, local authorities only have a small window of opportunity if they are to lobby effectively.

3. A separate but connected issue is the amending reports to the Local Government Finance Settlement recently released by the ODPM. These amending reports are subject to consultation and contain proposals for retrospective changes to the 2003/04 and 2004/05 Local Government Finance reports. Any changes will not result in any authority having to repay grant back to Government in 2004/05, but instead any adjustments will be a direct addition or deduction from the 2005/06 RSG settlement. This may have a significant impact not only on the level of grant receivable in 2005/06 but also, in this capping environment, an impact on the level of Council Tax the Council can raise.
4. Members will be aware that the formula for distributing Revenue Support Grant (RSG) is highly complex. A significant amount of data is fed into the formula from the Census as well as population data from the Office of National Statistics (ONS). A key concern the Council has is that the Census data used for distribution is now thirteen years old and the ODPM do not propose to use the 2001 Census data in the amending reports. According to exemplifications of the formula received by the ODPM, the Council would have potentially received significantly more RSG for 2004/05 if 2001 Census data had been used. This is a vitally important issue for the Council and we are already supporting a response through the County Council's Network.
5. An associated issue is the report, recently published and currently being evaluated, commissioned by UNISIG (Unitary Authorities Special Interest Group) into a number of RSG matters from the Unitary Authorities' perspective. Whilst a number of issues will be directly related to Herefordshire, it is recognised that the majority of unitaries are more urban in characteristics than Herefordshire. In order to inform the Council's approach to such issues in the future, it will be necessary to evaluate changes that might benefit Herefordshire in a national RSG context. Having regard to the complexities of the RSG methodology, it is recommended that expert advice is obtained to assist in the process at a cost of between £5,000 and £10,000.

Risk Management

By not lobbying effectively and responding to consultation on such matters the Council risks not maximising its grant settlement which is so important in maintaining effective local service delivery.

Consultees

None.

Background Papers

None.

BUDGET TIMETABLE 2005/06

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

15TH JULY 2004

Wards Affected

County-wide

Purpose

To recommend to Cabinet a timetable for setting both the 2005/06 revenue budget and capital programme and also the update of the medium term financial plan. A separate paper in this Cabinet agenda proposes a complimentary process and timetable for public consultation and the Corporate Plan.

Key Decision

This is not a Key Decision.

Recommendation

THAT the timetable, set out in Appendix 1, and principles for setting the 2005/06 capital and revenue budgets reflected in this report be approved by Cabinet.

Background

1. The recent decision by the Government to designate the Council's 2004/05 budget, subject to appeal, has in the clearest possible way signalled its intention to control Council Tax increases deemed excessive. The General Election, which is likely to be held in 2005, will undoubtedly mean that local councils will face the same resourcing constraints next year. The Prime Minister has publicly stated that he expects council tax increases no greater than inflation although for this to happen the central revenue support provided for in the 2002 Comprehensive Spending Review (CSR) will need to be increased considerably. The CSR 2004 due out this summer will update the Government's spending plans.
2. An important and related factor is whether the additional grant support provided this year specifically to limit council tax increases will be included in the base central provision for next year. If not then local authorities will find it extremely difficult to set a budget which can contain council tax increases at around inflation and maintain service provision. The additional grant provided to this Council in mid December amounted to £1,300,000 which was equivalent to a 2% reduction in Council Tax.

Considerations

3. The Council, in establishing the Medium Term Financial Plan for the period 2004/05 to 2007/08, recognised that investment in the order of £7,000,000 would be required over the four year period. The priorities reflected in the plan are set out at Appendix 2 attached. Council ultimately agreed additional resources of £1,860,000 for 2004/05, predominantly in Social Care and ICT.
4. Whilst the position regarding central government support will become clearer following the Comprehensive Spending Review (CSR) 2004, it does seem inevitable that there will be some conflict between the need for investment in services reflecting the Council's priorities and the need to contain increases in Council Tax.
5. A further influencing factor is the Comprehensive Performance Assessment (CPA). Although the Council maintained its position as a "Good " authority at the last review, the revised methodology reflected in CPA 2005 would see this downgraded to the "Fair" category. Primarily, this is as a consequence of "Good" status not being awarded to authorities who score below (2) in the service related scores (i.e. Environment). Although this will not necessarily entail significant additional resources, the rating is dependent on current service levels being at least maintained. However, the increasing pressures on Social Care for Older Peoples Services, for example, make that particular service score, along with others such as Library Services, sensitive to resource input. If the Council is to maintain its status as a "Good" authority, it needs to continue to apply resources to achieving its priorities through its Improvement Plan "Committed to Excellence".
6. Other performance considerations include the Local Public Service Agreement (LPSA). Such Performance Reward Grant as is received, in the two years starting in 2005/06, will be available to assist in securing wider performance gains in non LPSA services in addition to pump priming the second LPSA. The one-off nature of this grant means that it is inadvisable to use it to offset Council Tax increases or fund recurring spending commitments.
7. The clear pressures on the budget over the remainder of the Medium Term Financial Plan period to 2007/08 make the alignment of budget resources to the Council's objectives absolutely essential. With the limitations placed on the ability to raise additional resources through Council Tax, a realignment of existing patterns of spending will also be required. Although the Service Improvement Project will remain a key driver in re-engineering the way services are delivered, a more fundamental review of base budget provision will also be required.
8. The review will need to reflect a number of elements to ensure that it is robust and challenging, including:
 - The statutory requirement to provide current services or otherwise.
 - The extent to which current service provision contributes to the key priorities of the Council as reflected in the forthcoming Corporate Plan for 2005-08.
 - Opportunities to redirect spending on service areas which are not considered to be a high corporate priority to higher priority areas.

- Opportunity to increase income by reviewing charges, including charges for discretionary services where appropriate.
 - The identification of efficiency savings within services with no visible impact on service performance.
9. The capital programme must not be seen in isolation to the revenue budget and Cabinet has made an initial commitment to £5,000,000 of prudential borrowing in each of the next three years. In the context of budgetary constraints, the limitation of capital spending to those projects that deliver significant gains in terms of corporate priorities becomes even more important.

Budget Panel

10. Last year Cabinet approved the operation of the Budget Panel as the means of providing detailed analysis of the budget and budget pressures. A similar but more inquisitorial approach is required this year. Once the broad financial parameters within which the budget is to be set are established by Cabinet, then the Budget Panel would examine the base budget of each Directorate with both the Director and relevant Cabinet Member(s) being required to justify expenditure, to describe service pressures and to react to how the budget might be confined within the known financial parameters.
11. It is proposed:
- That a Budget Panel be appointed with a membership as indicated later in this report.
 - That a higher profile be given to the role of Cabinet Members in receiving representation from other Members of the Council on their own priorities for the revenue budget. That could either be in written form or by pre-arranged appointment.
 - That wider briefings of all Members of the Council, perhaps most appropriately through seminars, are undertaken. The most effective timing for such seminars could be after the CSR 2004 announcement on 12 July and after the announcement of the 2005/06 settlement in late November.
12. It has been previously accepted that the Budget Panel formed to undertake the examination of the individual budget presentations should be representative of the political groups, the Executive and Scrutiny. It is also important that the group should be contained to a size which would enable the “inquisitorial” approach to be effective. The previous principles established the appointment of the Leader of the Council, the Chairman and Vice-Chairman of the Strategic Monitoring Committee and the four political group leaders with no substitutes being permitted. Two of the group leaders, namely the Leader of the Council, Councillor R J Phillips, and the Leader of the Liberal Democrat Group, Councillor T M James, were appointed both by virtue of their group leadership and office. It is, therefore, proposed that additional membership be considered in accordance with paragraph 13 overleaf.

13. Whilst Budget Panel is not a body that needs to be politically proportionate, it is important to recognise the potential imbalance of political representation and it is recommended that consideration should be given to enabling the Leader of the Council to appoint up to two further Members, neither of whom should hold a major service portfolio. It is further recommended, in accordance with best practice, that Trade Union representatives be invited.
14. Budget Panel would then report on its findings and make initial recommendations to Cabinet for consideration. It is important to re-state the responsibility for the recommendations on the budget ultimately lie with the Executive, although the final budget will be determined by Council as a whole.
15. The opportunity would remain, as at present, for Strategic Monitoring Committee to offer views on the budget prior to Cabinet making its recommendations to Council.

2005/06 and beyond

16. It is important that the budget process does not concentrate solely on the 2005/06 revenue budget. It is also important that the Budget Panel take into account the medium-term financial planning needs of the authority both in terms of its capacity to finance the longer term programme and also in relation to the impact on services. The Budget Panel will, therefore, require spending needs to be addressed wherever practicable over a three-year period. There are a number of important reasons for this approach:
 - The need to align expenditure with a strategy for council tax and the priorities within the Corporate Plan.
 - The need to plan expenditure in a way that is consistent with both the current LPSA and any successor LPSA.
 - To ensure that the Council can plan both increases and decreases in service delivery levels in line with likely resources, incorporating the Council's limited reserves.
 - To ensure that future expenditure implications of current decisions are reflected at an early stage in the budget.
 - To ensure that if the Council should wish to take advantage of the flexibility afforded by the introduction of Prudential Guidelines for borrowing in support of capital spending that this can be financed as part of the longer term revenue budget.

Consultation

17. Public consultation will play an important part in the budget setting process and this is subject to a separate report within this Cabinet agenda.

Conclusion

18. The 2005/06 budget could prove to be the most challenging the Council has yet faced. It is critical that resources are aligned to the Council's priorities and that the opportunity is taken to consider whether or not existing patterns of spending should continue. Inevitably this will involve difficult decisions.

Alternative Options

There are no alternative options.

Consultees

Consultees to be engaged from the late summer onwards.

Risk Management

Failure to properly plan in advance for key corporate decision-making processes such as setting the budget can result in ill-informed, short-term decision making. The financial standing of the authority, which has already been adversely affected by the recent capping decision by Government, is measured through the Comprehensive Performance Assessment and one of the key indicators is setting a balanced budget. It is key to the maintenance of the Council's top CPA score for its use of resources that a properly planned and detailed budget process and timetable are in place.

Background Papers

None identified.

OUTLINE TIMETABLE

JUNE-JULY

- Update of financial forecasts to reflect changes to known commitments within a 'standstill budget'.
- Analysis of current base budget provision identifying options for redirection of resources to key priorities.

AUGUST-SEPTEMBER

- Review of Comprehensive Spending Review 2004 data.
- Review of Reserves position.
- Initial public consultation exercise through Herefordshire Matters.
- Review of Service Improvement Project.
- Update Medium Term Financial Plan.
- Draft Corporate Plan.

OCTOBER

- Further public consultation exercise utilising Herefordshire Voice and Local Area Forums.
- Initial budget seminar for backbenchers.

NOVEMBER

- Budget Panel meetings to consider revenue budget pressures, redirection of Base Budget Provision, review of charging policies, together with capital programme requirements.

DECEMBER

- Report to Cabinet on the RSG Provisional Settlement and outcomes of consultation events.

JANUARY

- Local Area Forum Presentations (continued).
- Further consideration by Budget Panel with recommendations to Cabinet.

FEBRUARY

- Final budget report to Cabinet incorporating the final Local Government Finance settlement.
- Capital Programme agreed.

MARCH

- Alignment of Service Plans to available resources.
- Council set Council Tax.

MEDIUM TERM FINANCIAL PLAN

- (a) The underlying principle of the medium-term financial strategy is that the Council would intend to maintain the real purchasing power of current revenue budgets throughout the life of the planned period 2004/2005 to 2007/2008.
- (b) An acceptance that the Education budget will largely be driven by a national agenda which has driven investment in Education above the level of inflation throughout the life of this Council. The emphasis within that investment is on passporting cash to schools. The Council wishes to support that approach whilst recognising that this can create difficulties for funding central support for schools, particularly in a Council with Herefordshire's characteristics. The Council does, however, believe that spending on Education must be contained within these allocations.
- (c) There will be a need to continue to strengthen the Social Care budget through the medium-term financial plan period if the Council is to maintain improvement in this key area of its performance. This is particularly true in the area of care for older people where the Council spends significantly below its FSS. The Council will need to quantify its approach to the Business Case presented for the improvement and development of Older People's Services.
- (d) The Council has been postponing investment in information and communications technology, partly because of its poor and inconsistent inheritance but also because of the difficulty of making judicious investment in those areas based on the occupation of existing accommodation. Investment cannot, however, be further postponed without the Council risking failure in the way it works and delivers services to the public.
- (e) The Council needs to address its performance in relation to highways, transport, planning and waste. This will require investment but also requires the Council to support significant changes in the pattern of provision.
- (f) There is a need to continue to resource activity, which is of direct benefit to the community. Recent inspections have led to criticism of levels of investment in adult learning and libraries. The Council needs to maintain resources for these services if it is to continue to offer them. If it is unable to maintain those minimum levels of resources, then it needs to consider in some cases whether to continue to maintain the services at all in some areas.

In addition, Cabinet also needs to consider the extent it wishes to resource any additional borrowing required as a consequence of the Prudential Guidelines. Broadly speaking, each £1,000,000 of capital investment incurs an ongoing revenue cost of £100,000 per annum. The Medium Term Financial Plan will need to incorporate sums consistent with the Council's aspirations for capital spend within Prudential Guidelines.

DEVELOPING A HEREFORDSHIRE APPROACH TO CHILDREN'S SERVICES

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

15TH JULY, 2004

NB

This report has been prepared by the Chief Executive within the remit of the Leader of the Council but it is recognised that this is a cross-cutting report which is relevant both to the Social Care and Strategic Housing, and Education Programme Areas. Subject to the passage of the Children's Bill, the Constitutional Review Working Group will have to consider whether there will be consequential changes to the Cabinet portfolios and/or the timing of changes.

Wards Affected

County-wide

Purpose

To consider a report on the range of changes and improvements needed to respond to "Every Child Matters" and the Children's Bill.

Key Decision

This is not a Key Decision.

Recommendations

- THAT (a) a Member/Officer group be set up to steer the changes;
- (b) a children's whole system inspection preparation group be set up to ensure a self-assessment is prepared against the new model;
- and
- (c) the preliminary steps taken by the Chief Executive to commission further work on service integration be noted.

Reasons

The Council needs to respond to the national children's policy changes and build on the local good practice to ensure the right arrangements are in place.

Further information on the subject of this report is available from
N.M. Pringle, Chief Executive, on 01432 260044

Background

1. There are a number of significant national drivers in the development of children's services that will require a strategic overview by organisations that provide services.
2. These include:

National Service Framework (NSF) for Children

The Green Paper "Every Child Matters" and the Children Bill (due for royal assent in November 2004)
3. The common themes and the Government expectations are that Council areas will develop policies and ways of working that will reflect these issues particularly which need to be in place by 2006-08:
 - Commissioning of services
 - Better integration of services (the debate regarding Children's Trusts; education and children social services)
 - Demonstrable partnerships between the statutory and voluntary sectors.
 - Development of statutory child protection boards (Local Safeguarding Children Board)
4. The Council clearly has a lead in the development of these services with the expectation of the development of the function of Director of Children's Services and the identification of a lead Member for children's services. In bringing forward the proposals it is important that the Council recognises and protects the significant areas of existing good practice.
5. It is important to be explicit about the continual attention that needs to be given to school improvement against the background of the existing good performance of our schools.

Considerations

6. The values and principles which support key outcomes for children are:-
 - Placing the child and the child's experience at the centre of provision and service design.
 - Sustaining the stability of service delivery - particularly to ensure the safe guarding of children.
 - Enabling effective joint working.
 - The focus of whole family and the school as a community and transition into adult arrangements should be enhanced and protected in any new arrangements.
 - The engagement of schools as key partners in the outcomes for children.
 - Services should be grouped together where the outcomes can be best achieved.

- The requirement to support the children's whole system by sharing information across agencies and disciplines.
 - The need for everyone involved in services to children to be part of the child protection system.
7. The importance of remembering that children can be most at risk when services are pre-occupied by structural change must be stressed.
 8. The further integration of services across education and social care must make sense to children and their families.
 9. The principle has to be that services "wrap" round the child rather than that the child moves through services - the child's journey needs to be understood, so duplication is identified, and ways to integrate services are found. This development process must involve staff and service users, and be followed by production of appropriate tools and procedures and protocols.
 10. The Herefordshire Child Concern Model gives the basis for the changes in practice and improvement in information sharing.
 11. The new inspection model for children's services - the Joint Area Review - will influence the next Comprehensive Performance Assessment. It seems possible Herefordshire may be a pilot in Summer 2005.

New Arrangements

12. (a) There will need to be a Local Safeguarding Children Board developed from the current Area Child Protection Committee.
- (b) The current Children's Strategy Group will need to grow into a Local Children's strategic partnership. This should have a performance framework which ensures monitoring of outcomes so that the lead officer/Children's Director can be held to account for their delivery: Key issues will be
 - to show leadership and demonstrate clarity of purpose.
 - to set the cultural tone - to help to create a culture of checks and balances, openness and mutual respect.
 - to establish systems and processes for creating, capturing and sharing relevant information; for checking these systems are working, for monitoring changes and for acting on what the information tells local professionals.
 - to ensure the strategic focus is firmly on improving children's outcomes.
- (c) There will need to be a Director of Children's Services and a lead Member for Children's Services.
- (d) The Director of Children's Services will be accountable for the leadership of the Safeguarding Board and the Strategic Children's Partnership.

Existing Progress in Herefordshire

13. Herefordshire has an acknowledged approach to partnership and there is a broad view that it should build on the current developments as opposed to going with unnecessary structural change. Children's services can show developments which show that agencies are working within the philosophy of the green paper and impending legislation. Some examples are illustrated below with proposals as to how this might be improved within a county-wide approach
- *Commissioning* – there is now a joint agency process between education/social care/Primary Care Trust (PCT) on developing/providing solutions for children with the most complex needs. Education and Social Care with health colleagues are currently discussing with counties in the region to see whether different approaches to working together can be identified in order to maximise resources. The work is embryonic.
 - *Better integration of services – multi agency* - there is the development between social care and the PCT of integrating of services for children with disabilities. This first year is attempting to look at the common issues of single assessment for example.
 - *Better integration of services – Herefordshire Council* - There is also a challenge as to whether there should be better integration of our Education and Children's Social Services. Services around looked after children should be better integrated, e.g. the current Education Service to this group is managed by Education; the early years' arrangements are managed by Education but there are many joint aspects. The increasing discussions about extended schools and how vulnerable children are supported; the work of the educational welfare officers and social services staff – they are currently managed separately. What about the services delivered by the youth service and their connection with other council services? The Child Concern Model aimed at vulnerable children exposes the need for a more detailed consideration of how services are delivered and whether they can be integrated in more effective ways. There is merit in reviewing the Council's arrangements at the particular points of interface (the above are only a couple of examples) and consider whether our current approach inhibits the improving of service to children and families.
 - *Local Safeguarding Children Board (LSCB)*. – the work undertaken in developing the Child Concern Model is a real demonstration of the approach and attitude that will be required in developing an effective LSCB. The Council is already demonstrating an approach that is prepared to look at the difficult challenges of multi agency working.
 - *Demonstrable partnerships across the sectors* – these can be seen in the development of the partnership boards in for example: early years' and the children's fund.

What are the Next Steps in Herefordshire?

14. Using the "from Vision to Reality" guide Herefordshire needs an agreed partnership strategic framework and body for children which:-
- improves outcomes for children on a sustainable basis;
 - creates a whole system approach;

- ensures local delivery of improved services for all children with an emphasis on strengthening preventative and universal services and on safeguarding children.
15. Genuine reform requires profound change by people and organisations. This document also provides some suggestions about how to:-
- design a change process;
 - achieve cultural and organisational change;
 - plan services that make sense, and use resources effectively;
 - improve outcomes for all children and for those that are vulnerable or need extra support, active protection, or alternative care.
16. Developing a strong central strategic body that reflects in its membership all the significant partners that will make a difference in the development of effective services in Herefordshire. Currently there are a range of groups but not a central point with appropriate leadership level which will create the direction and approach for the development of effective strategies for children locally.
17. There is currently a Children and Young Persons' Strategy Executive which consists of representatives at various levels from the organisations and therefore a varying capacity to influence policy and shape the use of resources. There is no political involvement or representation. The creation of a properly constituted Children and Young Persons' Board and Executive is essential if there is to be coherence in developing children's services.

The Way Forward

18. In order to shape the next steps, it is necessary to focus on the new accountability arrangements and plan for a self-assessment of children's services by having a further service model of integration in development stage by the end of 2004.

Alternative Options

There are no options for further development on action on accountability arrangements at this stage.

Risk Management

The Council needs to be in a position to describe the plans for Children's Services in Autumn 2004.

Consultees

All Services for children across the Council.

Background Papers

None

RACE EQUALITY ACTION PLAN – ANNUAL REPORT

PROGRAMME AREA RESPONSIBILITY: CORPORATE STRATEGY AND FINANCE

CABINET

15TH JULY, 2004

Wards Affected

County-wide

Purpose

To receive an annual report that sets out progress against the Action Plan which accompanies the Council's Race Equality Scheme and to approve its publication

Key Decision

This is not a Key Decision

Recommendation

THAT progress to date be noted and publication of the report on the Council's website be authorised.

Reasons

This annual report is required in line with legislation and the Action Plan.

Considerations

1. The Government felt that insufficient action was being taken by Local Authorities in response to the findings of the Stephen Lawrence enquiry. It therefore decided to place a number of statutory requirements on Local Authorities through the Race Relations Amendment Act 2000 including a requirement to publish an annual report.
2. In line with the Race Relations Amendment Act (2000) Herefordshire Council published a Race Equality Scheme in May 2002 providing a framework for how the Council intends to promote race equality through:
 - Eliminating unlawful racial discrimination
 - Promotion of equal opportunity
 - Promotion of good relations between people of different racial groups.
3. In line with guidance from the Commission for Racial Equality, a cross-Directorate steering group was established to oversee implementation of the actions detailed within the scheme. The group reports to the Corporate Diversity Group
4. It is an integral part of the Race Equality Scheme that the Authority's progress is monitored. This report has been considered by Chief Executive's Management Team

Further information on the subject of this report is available from
A. Blundell, Head of Policy and Communication on (01432) 260226

and will also be presented to Strategic Monitoring Committee. The report will be made available within the public domain via the Council's website.

5. A revised action plan for the Race Equality Scheme was accepted by Cabinet in October 2003
6. A report on the progress to date against the Equality scheme action plan is attached at Appendix 1.
7. It should be noted that in recognition of Herefordshire's relatively low Black and Minority Ethnic Population, a partnership approach has been adopted with many of the larger projects being undertaken in conjunction with other agencies. The interface for this approach has been the Herefordshire Race Equality Group (HREG), a multi-agency working group whose focus rests solely on Race Relations within Herefordshire and the Herefordshire Race Equality Partnership which has its own complementary action plan.
8. Best Value Performance Indicator (BVPI) 2b sets out a number of actions against which the Council's performance is measured. The target for 2003/04 was to comply with 50% of the actions with actual performance being 47%. The target for 2004/05 is 60% and good progress is being made to meeting and hopefully exceeding that target.
9. Key initiatives to monitor and promote Race Equality during 2003/04 included:
 - Anne Frank Exhibition
 - Holocaust Memorial Day
 - Poster campaign
 - Appointment of an Education Race Equality Officer, use of the Museum on the Move bus in schools, purchase of a teachers' resource pack for all schools so they can address and challenge racism as part of the curriculum. Seminar for Councillors,
 - Awareness raising discussions to a wide range of groups throughout the County. These include groups such as the Women's Movement, Victim support, CAB and Newton Farm Advice Centre volunteers. A number of schools and church groups.
 - Establishment of Staff group
 - Comprehensive recording of employment data and provision of management information.
 - Research into Black and Ethnic Minority (BME) issues in the County. The draft report on the Research findings has been received. The report and its implications are being analysed and a report will be presented in due course.
10. Further progress reports will be made to Cabinet and Strategic Monitoring Committee in line with the Action Plan.

Alternative Options

Alternative Option 1

None

Risk Management

Progress against the Action Plan will assist in minimising the risk of legal action and/or damage to the Council's reputation.



Consultees

None

Background Papers

None

PROGRESS AGAINST OUR ACTIONS




	No progress made on action
/	Action completed but outside of timescale
	Action completed within timescale

COUNCIL-WIDE ACTIVITIES






- To ensure that all Councillors, Council employees and those working with or for the Council understand their responsibility for implementing equalities, the standards of behaviour required by the Council and the consequences of unacceptable behaviour.

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Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
CA2	Undertake research into minority ethnic residents within Herefordshire	An understanding of the spread of minority ethnic residents in Herefordshire	September 2004 Interim report December 2003	Interim Report received. Final Report expected September 2004		
CA3	Introduce amendments to policy development process and Forward Plan	A mainstreaming of race equality considerations into decision making	February 2004	Impact Assessment process agreed, but not yet implemented		Broader diversity impact assessments to be undertaken.
CA4a	Identify priority services based on new impact assessment.	An appreciation of those services having the greatest impact on and relevance to minority ethnic residents.	February 2004. In the interim priorities will be set by Customer Top 10 group as these			

Appendix 1


Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
CA4b	Develop and oversee the implementation of monitoring procedures for all priority services	A better alignment of services to the needs of Herefordshire's residents	June 2004 Monitoring pilot April-Dec 2003, main rollout dependent upon the results of new impact assessment			Awaiting impact assessment results
CA5	Revise business planning framework and self-assessment	A mainstreaming of race equality considerations into service planning and delivery	September 2003			Action Plan to be revised. New target September 04
CA6	Undertake further assessment of functions and policies	An up to date and robust approach to race equality	May 2006			
CA7a	Provide equality training for all Council Members	A better approach to the promotion of equality, good race relations and elimination of discrimination	March 2004 Introductory event October 2003	Council Members received diversity training in January 2004		
CA7b	Provide equality training for Cabinet and Strategic Monitoring Committee	A more focused implementation and scrutiny of the Council's approach to race equality	April 2004 (As Above)			
CA8a	Review the formal complaints procedure to ensure that all explicit race harassment and victimisation complaints are	A commitment to confronting and dealing with explicit racism within Herefordshire	September 2003	Policy procedure revised		

Appendix 1

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
CA8b	accelerated into the formal procedure Ensure a unique identifier for complaints relating to racial discrimination	A better appreciation of the number and scale of complaints of racial discrimination against the Council	December 2003 May to November 2003	The pilot of the form has been completed.		No complaints were received utilising the form
CA8c	Report on findings quarterly to the Steering Group and ensure appropriate corrective action	A mainstreaming of race equality considerations into service delivery	December 2003 (first report)		/	
CA9	Publish annual report on the implementation of the Scheme	A greater awareness of what the Council has achieved in relation to the Scheme and its Action Plan over the year	May 2004		/	
CA10	Ensure that Race Equality Implications are considered in the Council's approach to procurement	Ensure that Race Equality considerations are an important factor when securing goods and services from external suppliers	February 2004		/	To be addressed as part of the current procurement review. Appropriate element contained in contract with Herefordshire Jarvis Services



SERVICE SPECIFIC ACTIVITIES

- To eliminate barriers for anyone who needs or wishes to access services delivered by the Council, including barriers relating to affordability, language, accessibility, culture and attitude.

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
SA1	Develop and implement formal monitoring of priority services in each Directorate/Department	A better alignment of services to the needs of Herefordshire's residents	March 2004			To be addressed through impact assessments and revised service planning guidelines






CONSULTATION



- To consult with the community, including its own employees, to ensure that people take part in identifying needs and allocating resources to meet those needs.

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
C1	Refine policy development process	A mainstreaming of race equality considerations into key decision making	March 2004			
C2	Identify community groups for consultation purposes	The direct involvement of minority ethnic people in Council planning and decisions	December 2003	The Communities Against Racism group is being used for consultation purposes.		





EMPLOYMENT AND TRAINING

- To ensure that everyone is treated fairly in recruitment to, and employment with, the Council.
- To understand customers' needs by reflecting the diversity of the local community (such as ethnic origin, gender, age, disability, etc) in the workforce.

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
ET1a	Further review of ethnic press to advertise Council vacancies	Promotion of equality	May 2004	Reviewed but no further action taken due to cost implications	/	
ET1b	Analyse how easy the Council makes employment opportunities available	Promotion of equality	September 2004			
ET2a	Review equality monitoring systems for employment to cover					
	Recruitment and selection	A fair treatment for all applicants	April 2004			
	Staff employed	A fair treatment of all staff employed	April 2004			Staff opinion survey has identified areas for improvement
	Access to training opportunities		April 2004			
	Staff involved in grievance processes	A fair treatment of all staff employed	April 2004			
	Staff involved in disciplinary processes					
	Staff involved in harassment and bullying complaints					

Ref	What we will do ...	To achieve...	By when...	Achievement	Indicator	Notes
	Staff who benefit or suffer detriment from performance assessment procedures					
	Staff turnover statistics	A fair treatment of all staff employed	April 2004			
ET2b	Report on the findings of statistics in relation to ET2a above in line with the requirements of the Race Equality Scheme	An equality balance with the wider economically active population	October 2003 (first report)			
ET3a	Revise Staff Review and Development scheme to ensure that equality training is highlighted as part of the annual process	A mainstreaming of equality considerations into employee development	March 2004			
ET3b	Revise policies to ensure that they comply with the equality statement including, for example, recruitment and selection, equal opportunities in employment, disciplinary procedures, grievance procedure and harassment and bullying procedure	A better promotion of equality and elimination of discrimination	May 2004			
ET4b	All new starters to receive equality training as part of central induction	A better promotion of equality and elimination of discrimination	September 2004			

Appendix 1

Ref	What we will do...	To achieve...	By when...	Achievement	Indicator	Notes
ET4c	Training for each member of the Managers' Forum	A strategic management and mainstreaming of race equality implementation	January 2004			
ET4d	Training for all Complaints Officers	A mainstreaming of race equality issues into service delivery	June 2004			The Diversity Training timetable has been hindered due to the Training Consultant being off sick.
ET5	Incorporate diversity training workshop into the generic skills training programme – run two modules	A better promotion of equality and elimination of discrimination	April 2004			The Diversity Training timetable has been hindered due to the Training Consultant being off sick.
ET7	All managers to take a proactive approach to eliminating racist jokes and inappropriate comments/behaviour	A better promotion of equality and elimination of discrimination	March 2005			Staff opinion survey has highlighted areas for improvement
ET8	Develop support networks for minority ethnic staff	A better promotion of equality and elimination of discrimination	December 2003 Levels of interest being sought through Core News September 2003	The Staff Group has been set up and has been meeting monthly since October.		Further work is required to support and maximise the benefit of this group for staff and the Council

ACCESS TO SERVICES IN KINGTON AND SURROUNDING AREAS

PROGRAMME AREA RESPONSIBILITY: COMMUNITY AND SOCIAL DEVELOPMENT, AND HUMAN RESOURCES AND CORPORATE SUPPORT SERVICES

CABINET

15TH JULY, 2004

Wards Affected

Bircher; Castle; Golden Cross with Weobley; Kington Town; Mortimer; Pembridge and Lyonshall with Titley

Purpose

To agree a way forward for the provision of local services in Kington and the surrounding area.

Key Decision

This is a key decision because it is significant in terms of its effects on communities living or working in Herefordshire in an area comprising of one or more wards. A notice was sent in accordance with Section 15 of the Local Authorities (Executive Arrangements)(Access to Information) Regulations 2000 to the Chairman of the Strategic Monitoring Committee.

Recommendations

THAT it be agreed that

- (a) based on the reviewed funding requirements, the original proposal for redeveloping the Wesleyan Chapel is no longer viable;**
- (b) subject to that agreement, it be agreed that:-**
 - (i) Kington library be redeveloped to provide a library and INFO service, with a ceiling cost set at £500,000; and**
 - (ii) the Council works with the local community, including Kington Area Regeneration Partnership, Town Council and Local Members to determine a future use for the Wesleyan Chapel; and**
- (c) local consultation be undertaken, with a full report back to Cabinet.**

Further information on the subject of this report is available from Jane Jones, Director of Policy and Community on (01432) 260042 or Mark Warren, Head of Customer Services and Libraries on (01432) 260617

Reasons

1. Cabinet approved the proposals to develop the Wesleyan Chapel in April 2003; subject to a viable business case being reported to Cabinet.
2. Kington library does not fulfil the Disability Discrimination Act requirements that come into force in October 2004.
3. Redevelopment of services in Kington will represent a significant investment from Council resources, in line with its Customer Services Strategy 2003 - 2007

Considerations

1. Plans to develop the Wesleyan Chapel to incorporate the library, INFO in Herefordshire, Tourist Information Centre together with other service providers were developed following local consultation. The potential for external funding associated with the proposed development of the Wesleyan Chapel has reduced requiring greater financial support from the Council. In light of the changes it is sensible to revisit an earlier proposal to redevelop the existing library. Members should then be in a better position to make an informed decision about the option.
2. Currently the space available in Kington library is below that in the other market towns. The ambition is to provide Kington with an improved service and facilities, provide additional library space, better environment and bring together customer facing services within the library. Appendix 1 shows the comparison of space available in each library throughout the county.

Comparison of space availability in Kington

Existing library area	▪ 85.4 m.sq
Redeveloped library	▪ 194 m.sq
Wesleyan Chapel	▪ 538 m.sq

3. Costs of the schemes are shown below

Scheme	Timescales	Likely costs	External funding	Net cost (Council)
Redevelop existing library	By summer 2005	£500,000	Nil	£500,000
Wesleyan Chapel – original funding package	By end 2006	£1.7m	Arch Objective 2 funding - £400,000 Market Towns Initiative - £100,000 RRZ funding - £400,000 Capital receipt (sale of existing library) - £187,000	£703,000
Wesleyan Chapel – reduced external funding	By end 2006	£1.7m	Arch - £250,000 Market Towns Initiative - £100,000 Capital receipt (sale of existing library)	In excess of £1-3 Million

4. **Wesleyan Chapel – update on funding.**

There were risks associated with the external funding package originally proposed for the development of the Wesleyan Chapel. These are described below.

Objective 2 (ARCH programme) - £250,000

- The Objective 2 Programme (which is funded via the Government office of West Midlands) at an allocation of around £400,000. Since this time a local allocation of money has been firmed up for the allocation of £250,000 to the Kington area. The final allocation of this money comes through the local partnership group and if this sum was to be supported the Wesleyan Chapel Scheme would need to take 100% of the available funding for the whole area. Originally the spend on this funding was restricted to 2004, however it has been approved in principle for spending in 2005. The amount available is subject to certain conditions however the proposals for the development of the Wesleyan Chapel would fulfil the requirements for successfully achieving this level of funding. Therefore the risk is low provided the scheme meets the timescales required.

Market Towns Initiative - £100,000

- Funding has been approved and set aside

Capital receipt from sale of assets

- If the scheme goes ahead in 2005/2006 it should release the existing Kington library and potentially the area office. This receipt could be used to support the further development of INFO shops and offset the costs of the Kington Project. The main risks around this sale are the availability of potential purchasers, and the time it will take to sell the property.
5. There are implications for the Council in terms of on-going maintenance for both the Wesleyan Chapel and the library building. The Council has a responsibility to maintain the buildings it owns, particularly from a health and safety perspective. Both currently require work, and consequently there are costs associated with both buildings that will be incurred whatever decisions are made on the future development proposals.
 6. If the Wesleyan Chapel is not developed there are options around its future use and the Council would explore this with local parties. The options could include –
 - Passing ownership to the Kington Area Regeneration Partnership
 - Application for delisting the building, and possibly demolishing it

7. **Kington Libraries and Services**

The role of libraries is under greater focus since an Audit Commission report (August 2002) describing the service as 'one star, with uncertain prospects for improvement'. The new division of Customer Services, Libraries and Information (from October 2002 with the Policy and Community Directorate) has started to bring access to information and resources under a single operation. This includes joint physical locations where possible. The latest development in Bromyard, which is also in a low-income town, demonstrates the success of a joined-up service.

8. The current library does not meet the requirements of the Disability Discrimination Act (DDA). To meet the requirements of the DDA without expanding the overall library area onto the first floor would affect and take out of library use significant ground floor space bearing in mind that the allocation of space for a library serving a catchment of this nature is already well below the required levels.
9. Property Services undertook a feasibility study in August 2003 looking at converting Kington library into an INFO shop and library at a cost in the region of £158,200. The costs achieved a bare minimum of improvements to the existing library though they would ensure that the library complied with the DDA (including access to the first floor). The cost did not include any reference to fixtures, fittings, ICT, signage and stock, nor did it refer to the cost of closing the library and providing an alternative provision for approximately six months.

10. **INFO in Herefordshire**

INFO in Herefordshire in Kington operates out of 2 Mill Street. INFO staff saw 1,995 customers in the last 3 months. Because of the distance between the INFO shop and library they are less likely to share users. Co-locating these services would improve customer access and increase the use of these services. It would also increase and improve the facilities provided and the opening hours.

11. Re-locating INFO and the Tourist Information Centre into the library and releasing the lease on 2 Mill Street would generate savings. The Tourist Information Centre in Kington is not a service provided by Herefordshire Council, and there would be certain considerations in terms of staffing and the services provided if it were bought under the umbrella of the Council.
12. **Tourist Information Services**

The Kington Tourist Group is a voluntary organisation that operates from the Mill Street offices building. The Council has direct responsibility for the group. Further discussions would be needed before relocating to any new site, and a range of issues to be resolved. In the interim, there is no immediate difficulty to offer some space to the group within a redeveloped Kington library.
13. **Regeneration of the area**

It would benefit Kington town centre environment to bring the entire library building back into full use and to protect and enhance a Grade II listed building. If the library were re-located to a newly developed Wesleyan Chapel, the current library building could be sold.
14. It would be advantageous to the viability of Kington town centre to provide enhanced facilities and meeting areas in the library thereby encouraging and providing for an improved level of community activity.
15. **Factors to take account of for the redevelopment of library on existing site**
 - Closure of library for potentially 6 months
 - Cost of relocating library and associated advertising (There are no appropriate Council owned buildings in Kington, therefore the most likely solution would be a mobile facility, either as a static facility or a more frequent visiting rota by the County's mobile fleet.)
 - Disabled parking – there is no provision for this facility currently, however an application would be made to provide for spaces alongside the library on High Street
 - A design prepared by Property Services is attached as Appendix 2; this gives a potential scheme for the remodeling of the existing library.
16. The report attached as Appendix 2 gives a design for a remodeled and redeveloped library within the existing building, opening up both floors for use. The purpose behind this initial design is to show that it is feasible to provide an improved library for Kington, and to bring together the library, INFO and potentially the Tourist Information Centre into the one building.
17. The design shows some of the main features including: -
 - The various library areas, an interview or private study room and storage space
 - A modular counter (with the ability to cope with the demands of different use – library and INFO, and able to accommodate people with different levels of need, for example wheelchair access, and giving a secure cash point area)

- Libraries face real challenges in meeting the rapid social and technical changes of our time. Quality design will have a major role in delivering a twenty first century library service; drawing in the diverse communities they serve. Design is not just about big city centre libraries but also about the small branch libraries and thoughtful refurbishments and conversion – providing a better and more popular library service. Libraries are competing with other leisure activities and provision. The aim in Herefordshire is to provide an environment that people want to visit and use time and time again. This has been evidenced in the new facility in Bromyard, by the increased level of library users.
18. The cost of the development will be limited to not more than £500,000, the detail is shown in Appendix 2. Whilst the use of the existing library is a compromise for Kington, the aim for the provision within the building is that it is of a high standard. In order to achieve this there may be a need to use specialist design and interior design consultants.
19. A consultation strategy on the detail for the upgraded library scheme needs to be agreed. As a minimum it is recommended that this should include:
- Staff in relevant services within Kington
 - Local Members
 - Local Area Forum

Risk Management

The identified risks are:

- The progression of the scheme to redevelop the Wesleyan Chapel would require successfully achieving funding from other sources. In particular the Kington Regeneration Partnership plays a key role in supporting funding applications of this nature. A decision not to progress the proposed Wesleyan Chapel scheme would trigger financial issues for the Kington Regeneration Partnership.
- The Council's Corporate Performance Assessment will include reference to performance of the libraries as a statutory service. Improving facilities and services would improve the position.
- If work is not done to address the DDA issues in the library then a legal challenge is probable
- The Council has a responsibility to maintain a Grade II listed building and will continue to incur costs to maintain the building as it currently stands. Costs are currently incurred on an emergency basis.
- The existing library is itself a Grade II listed building which brings implications for any development of this building in terms of English Heritage involvement in the planning process and obtaining the statutory consents, and in achieving a higher build cost for any works on the building. Opening up the second floor of the building, together with extended hours of opening may also give rise to increased revenue implications for staffing.

Consultees

Local Area Forum, North Herefordshire

Kington Area local Council members and partners

Background Papers

None identified.

LIBRARY SPACE – HEREFORDSHIRE

Library	Gross m sq	Net m sq
Hereford	1057.61	585.97
Leominster	811.31	678.64
Bromyard	172	125
Kington	128.77	85.4
Ross	665.14	469.22
Ledbury	143	139.53
Weobley	83	79.28
Lentwardine	51.62	51.62
Belmont	66.58	66.58
Colwall	150.26	109.35

Definitions –

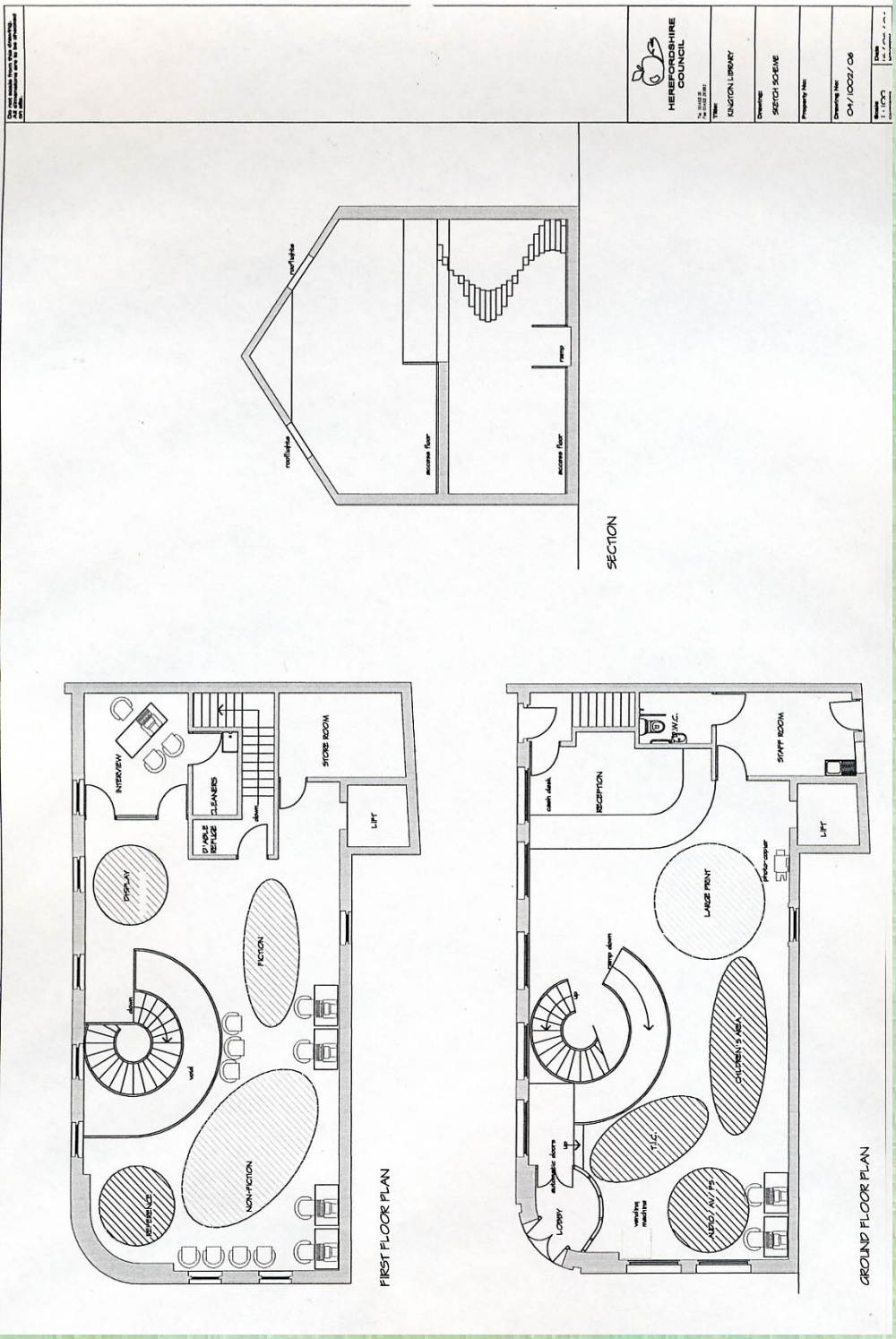
- Gross – area over which librarian has control

Information taken from the most recent CIPFA return

PROPOSED ALTERATIONS TO FORM LIBRARY AND INFO CENTRE

The attached plan indicates the existing and proposed layouts library and INFO accommodation. The general points to note on the design are as follows.

- 1 The main entrance will be the existing front door and provision for a ramp will be necessary in this instance.
- 2 The space available for a library after taking out toilets, lift and staff work area will be 97.2 m² per floor.
- 3 If separate interviews are required in the Info. Centre we will have to omit an additional 9.8m² of floor area.
- 4 The staircase will remain in its current position, however work will be undertaken to conform to the Building Regulations and Fire Regulations.
- 5 The works will require Listed Building Consent. However this will probably be obtained, as English Heritage is unlikely to object to internal walls being removed.
- 6 There are no changes to the external elevations proposed.



Kington Library: initial drawing only

EDGAR STREET GRID DELIVERY VEHICLE

PROGRAMME AREA RESPONSIBILITY: ECONOMIC DEVELOPMENT, MARKETS AND PROPERTY; AND ENVIRONMENT

CABINET

15 JULY, 2004

Wards Affected

County-wide

Purpose

To agree to the establishment of a delivery vehicle for the Edgar Street Grid Masterplan.

Key Decision

This is not a Key Decision.

Recommendation

THAT the Council works with Advantage West Midlands and other appropriate partners to establish a joint venture company to deliver the Edgar Street Grid Masterplan.

Reasons

The Edgar Street Grid Masterplan has been adopted by the Council and has been incorporated into the second deposit draft of the Unitary Development Plan. A dedicated delivery vehicle is required to ensure the proposals are implemented. It is envisaged that the proposals will make a significant contribution to the regeneration of the County.

Considerations

Background

1. This report follows on from a previous report to Cabinet on 18th December, 2003. At that meeting Cabinet agreed the masterplan for the Edgar Street Grid site and agreed that appropriate elements be included in the revised deposit draft of the Herefordshire Unitary Development Plan. Cabinet also agreed that a further report be prepared assessing the options for a delivery vehicle to implement the proposals.
2. A series of masterplanning reports were prepared by the consortium of consultants led by DTZ Pida. A full set of these documents is available in the Members' Room. The proposals have been integrated into the next draft of the Herefordshire Unitary Development Plan, which was published for the statutory six week consultation period on 13th May, 2004. Including the proposals within the planning process in this way is essential for implementation, if compulsory purchase is to be considered. Notably, the proposals will require the safeguarding of land, for example for the new road infrastructure. Such schemes should only be included within the Plan if they have a realistic prospect of implementation within the Plan period (to 2011).

Further information on the subject of this report is available from
Geoff Hughes, Head of Community and Economic Development on 01432 260695

- 3 Whilst the proposals are being developed through this process the Council and Advantage West Midlands have been giving consideration to the establishment of a dedicated delivery vehicle to take the proposals forward. The consultants have proposed a number of options including the establishment of an Urban Regeneration Company (URC) or some form of joint venture company with the private sector. This report explores the role of a delivery vehicle and assesses the various options and recommends a way forward.

Delivery Mechanisms

- 4 The completed masterplan establishes a bold and ambitious direction for development across the study area, uniting it with the rest of the City as a whole. Whilst confident that the private sector will play its part in responding to new development opportunities, significant drive and focus of attention will be required from the public sector agencies to deliver the project over time.
- 5 The scale of the task should not be underestimated. The overall development timeframe is expected to run over the next 15 – 20 years to full completion, with the initial 5 – 8 years being the critical period to establish the infrastructure and development framework. Early priorities for delivery will include:
- Statutory planning framework (UDP) and development briefs
 - Planning management and co-ordination.
 - Land acquisitions including CPOs.
 - Cash flow/financial management and funding
- 6 Management and delivery of the project will require continued focus of attention from the client group and a multi-disciplinary team approach. The dedicated focus of resources will be essential to making the vision appear in an acceptable timeframe, maintaining the momentum established to date and building occupier and investor confidence in the City of Hereford.
- 7 Whilst many of the skills and statutory powers already exist within Herefordshire Council, Advantage West Midlands and other public agencies, the challenge will be to ensure that dedicated resourcing and management attention is given to delivery. A minimum resource structure for the dedicated project team is likely to require:
- **Senior Development/Project Manager**
Responsible for co-ordinating all delivery tasks.
Drive forward the development vision and engage with partners.
Experience in property development and commercial negotiations.
 - **Contracts Manager**
Responsible for contractor negotiations
Experienced in civil engineering management and design.
 - **Legal Manager**
Especially in the early stages to manage the CPO process.
 - **Finance Manager**
To co-ordinate funding and cost control.
Manage mechanism to ring-fence cash flow/funding.
 - **Admin Assistant**
To manage the team and co-ordinate reports.
- 8 The skills of this team would be augmented as requested via access to support staff

at Herefordshire Council, Advantage West Midlands and bespoke consultancy appointments.

The role of a Delivery Vehicle

- 9 The key purposes of the delivery vehicle will be to:
- Lead and facilitate the sustainable regeneration proposed in the masterplan strategy;
 - Co-ordinate, focus and drive forward specific development opportunities;
 - To achieve this by formalising a pooling of resources and expertise to secure independence within a clear framework and ensure confidence of potential partners over deliverability.
- 10 The merits of any delivery vehicle must be assessed against the following key criteria in considering the most appropriate approach:
- accountability – the body must be accountable to those whose support it relies upon;
 - land assembly – the body must be able to assemble land in order to deliver the masterplan strategy. This will need the involvement of a public body with CPO powers;
 - sharing in development value uplifts – by capturing some of the uplift in enhanced property values, the public sector may be able to subsidise projects and raise private finance;
 - planning framework – the body must be able to draw on a clear planning framework, established via the UDP, whilst recognising that the determination of planning applications will remain with the Council acting as local planning authority. It should also ensure a co-ordinated approach to securing and using section 106 contributions;
 - ability to raise long term funding and dedicated resources – the body will need to co-ordinate public investment and contribute to delivery by providing pump priming primary infrastructure over the life of the project;
 - durability/sustainability – the body must be built to last and be able to develop over time, with a structure and governance which ensures effective and robust decision making but with the flexibility to allow for changes in its membership and priorities over time

Delivery Vehicle Options

- 11 In formalising this resource structure and managing the development process, there are several options in terms of delivery vehicles and mechanisms including:
- A new Urban Regeneration Company for Hereford;
 - A multi-disciplinary project team within Herefordshire Council;
 - A joint-venture initiative with one or more partners.

Urban Regeneration Companies (URCs)

- 12 URCs have been established in a variety of locations across the UK to co-ordinate redevelopment and new investment in declining urban areas. They are usually structured as non profit making companies limited by guarantee involving public

sector partners as members (“owners”) and a Board of public and private sector directors, usually private sector led. The ODPM sees the main role of URCs as being to address significant latent development opportunities by developing and managing the implementation of a plan to realise the vision for the future of their area. The Urban White Paper (2000) proposed a programme of URCs, with the first tranche (in Liverpool, Manchester and Sheffield) being established in 1999/2000. URCs are set up to operate over a sustained period of 10-15 years. However, the time limit on their operations is not prescribed and should depend on local circumstances.

- 13 URCs are independent organisations established by:
- Central Government (ODPM and DTI) providing the overall policy context and guidance on best practice;
 - The relevant local authorities – whose role is to support and develop the URC (typically through representation on the Board and taking account of URC aims in developing planning policies), could be an investor and facilitator in the area (for example through the provision of public services and using CPO powers);
 - The relevant RDA – with a funding role and being a significant investor in and facilitator of URC activity;
 - English Partnerships – whose role involves supporting the central Government role, providing guidance and assistance to individual URCs and becoming involved directly as a partner; and
 - The private sector and other key partners.
- 14 The Government sees the role of URCs as a co-ordinating and facilitating one, adding value through improving co-operation and integration. Establishing a URC does not bring additional resources or powers over and above those that the partners themselves are willing to commit. How the URC relates to other partnerships and initiatives with regeneration and development objectives (such as Local Strategic Partnerships) should be clearly agreed amongst local partners to demonstrate the added value the URC will bring. Furthermore, the URC should act at arm’s length from the partners in order to engage the private sector.
- 15 There have been several waves of URCs established and more being promoted. In terms of Hereford, whilst the kudos of promoting a URC vehicle would have significant marketing benefits, there would be considerable upfront costs associated with such a venture. The resource team identified above would still be relevant in the context of a URC but the level of appointment would be more towards Director appointments given the management responsibilities involved. Annual revenue costs could be in excess of £300,000 – plus recruitment/set up costs and marketing. One of the advantages of a URC is that there are now a number of precedents for the model and the documents needed to deal with the constitution and finance arrangements.

Local Authority involvement in a URC (which will usually be established as a company limited by guarantee) needs to comply with all relevant local government legislation relating to companies – this is the same regime as would apply to a local authority’s involvement in a JV company and is dealt with in more detail below.

In-house project team

- 16 If the appropriate skills were available, an in-house project team could be established to run and manage delivery. This is no ordinary task and finish project however. The major challenge in this approach would be ensuring long term (e.g. beyond ten years) commitment to the development process within the context of continued organisational change and management pressures on the local government and political environment.
- 17 A project team is unlikely to have delegated power to commit to decisions and this can create a degree of uncertainty for development and other partners whose engagement in the long term process will be critical.
- 18 Furthermore Herefordshire Council has very limited experience of project managing large scale redevelopment projects and there are not the appropriate skills available to effectively manage a regeneration scheme of the scale and complexity of the Edgar Street Grid.
19. It would be possible to establish a self contained regeneration team which attracted secondees from other public sector partners and the private sector which would overcome the concerns in para 18. The main benefit of this option is the control it gives the council over the whole project; the main disadvantages are the lack of buy in from other partners, and the absence of a clear focus/leadership for the regeneration scheme.

A Joint-Venture Initiative/Partnership

- 20 Such partnerships cover a wide range of types and are a flexible model. They are typically constituted to secure inter-organisational and cross-sector working on key local or sub-regional issues, and often have a relatively broad set of aims although they can be focused on detailed local delivery issues. Membership and constitution varies, with strategic partnerships with relatively loose constitutions and wide membership at one end of the spectrum to development joint venture companies formed of a public sector body and its private sector partner at the other. Most models involve creating a limited liability model to give protection to the constituent partners, and a company structure is usually preferred (although there is now a limited liability partnership option). If a company is used, a distinction also needs to be drawn between companies limited by guarantee (mostly not-for-profit) and those limited by share (mostly commercial ventures).
- 21 Local authority involvement in joint venture partnerships has to comply with various statutory provisions relating to councils' interests in companies. Section 2 of the Local Government Act 2000 (which gives councils the power to do anything to promote or improve the economic, social or environmental well being of their area) has given local authorities more flexibility to become involved in companies. The guidance under s.2 reinforces that the well being power will also enable local authorities to form or participate in companies provided that they are satisfied that this will further the wellbeing of the area. The proposal to establish and participate in a company with the aim of regenerating the Edgar Street area of the City, would seem to fit exactly into this purpose.

Local authority involvement in companies also needs to take account of the rules established in the Local Government and Housing Act 1989 and relevant regulations. These introduced the concepts of controlled, influenced and regulated companies. They broadly meant that if a council had more than a 19.9% interest in a company (through board membership and company ownership) and a close relationship with

the company, there was a risk of the company being treated as part of the local authority for all capital control purposes. In the context of the former capital finance regulations, this was a serious risk which needed to be avoided. All URCs which have been set up are structured to ensure that combined local authority interests are kept below 19.9%. The recent introduction of the new prudential financing regime has arguably reduced the significance of a company being “regulated” – the worst position would be that the whole of the company’s financial borrowings would need to be taken into account in the council’s prudential borrowing limits and this may not be acceptable for some councils. New regulations to align the definitions of local authority interests in companies with new accounting definitions and the prudential borrowing regime are expected. In the meantime, it would be prudent to develop any JV model based on keeping local authority interests below the limits for “regulated” companies.

- 22 A JV model based on a minority interest local authority guarantee company would help to formalise the aims and objectives of the delivery vehicle and engage fully with key partners on an open basis. The initial partnership is likely to involve Herefordshire Council and Advantage West Midlands and possibly English Partnerships, with the flexibility to incorporate one or more private sector partners, if necessary, in the future.
- 23 A Management Board would need to be established comprising senior representatives of each partner organisation and including political member representation. This Board should have sufficient authority to confirm and approve actions/decisions in the context of the partnership’s remit based on the masterplan and agreed development vision. It will be important to note that when acting as members or directors of the company, any “representatives” of the Council must act in the interests in the company, even if these conflict or are not aligned to the aims of the constituent partners.
- 24 Statutory planning powers would be retained by the local authority providing full control over land-use and design considerations within a democratic environment.
- 25 The project team would be funded through the JV agreement although employed under contract by Herefordshire Council but reporting to the Management Board. Some of the posts could operate on a temporary secondment basis where the core skills are readily available.
- 26 Provided a clear framework is established at the outset, the Joint Venture/Partnership approach should provide much of the benefits of a URC and create similar levels of confidence without the complexity of establishing new systems and structures. However, there will still be a need for company documents to be agreed, including memorandum and articles of association for the company, and possibly members’ and funding agreements. There will be tax implications consequent on the setting up of a company (VAT and corporation tax) which would also apply to a URC.

A JV company limited by guarantee will provide clarity of focus for the regeneration initiative, limited liability for the constituent partners and a familiar structure for governance.

- 27 This partnership approach is recommended for the delivery of the Edgar Street Grid Masterplan.

Private Development Partner

- 28 Whichever form of delivery vehicle is established it will be necessary for the project to effectively engage with the private sector. The exact form of relationship with the private sector should be a matter for the delivery vehicle to decide once it has been established, although the setting up of a URC or JV will require the early identification of private sector partners as part of the overall project. A private development partner could feasibly be brought on board to supplement the skills of the public sector partners and help take forward delivery of initial enabling work and early developments.
- 29 Care will be needed to define the remit and extent of the “partnership” and the means by which development profit will be distributed. The public sector partners will have decisions to make relating to the ring fencing of assets and grant funding to the regeneration scheme and will also want to consider the potential benefits of taking a long term equity stake in any redevelopment scheme. There is scope in such arrangements for local authorities to share in the financial returns which motivate their private sector partners.
- 30 Partnerships with private sector property developers could involve:
- Project management – high level development management on a consultancy/development profit basis.
 - Infrastructure Design and Delivery – using the partner’s development experience to value engineer the infrastructure design and deliver within an agreed target price.
 - Development Land Partnership – whereby the partner takes responsibility to develop out the land holdings in return for delivering the required infrastructure.
- 31 All three options would be feasible for this project although involve increasing degrees of risk from both sides. The different layers of responsibility are also likely to appeal to different types of contractor/developer with the market responding in a variety of different ways. Initial soft market testing through discussion with an invited group of developers and contractors would help to further inform the most appropriate delivery process. Careful consideration needs to be given to the role of the private sector in this scheme. This could encompass both involvement in the JV company itself at a strategic level (operating as part of the Board and contributing to the overall development of the vision for the area) and also a potential contractual relationship between the JV and a private sector partner to deliver regeneration. If the services or works being procured by the JV are caught by the EU procurement regulations, there would need to be adherence to the EU procurement rules.

Conclusions

- 32 Having reviewed the range of options available for a delivery vehicle a Joint Venture Partnership appears to be the most appropriate model for taking forward the implementation of the Edgar Street Grid Masterplan.
- 33 Early indications from Advantage West Midlands suggest they are happy with the proposed approach. Feedback from English Partnerships is expected following a meeting on the 12th July 2004 and will be reported to Cabinet at its meeting on 15th July 2004. Subject to detailed discussions with Advantage West Midlands and English Partnerships it is suggested that a shadow board should be established during the autumn of 2004. Once in place this Board should agree detailed staffing and financial arrangements for the establishment of the Joint Venture Partnership.
- 34 It is anticipated that the delivery vehicle will employ a team of up to six staff as set

out in paragraph 7 above. The indicative revenue budget for this team is approximately £250,000 per annum. Subject to negotiations with other partners the Council may need to make a contribution of up to £125,000 per annum. Contributions could either be in cash or through the secondment of existing staff where they have the appropriate skills.

Alternative Options

The alternative options are set out in the report.

Risk Management

Risk Management Issues have been dealt with in the detailed reports prepared by the Consortium of Consultants led by DTZ Pida.

Consultees

Advantage West Midlands
Government Office for the West Midlands
CABE
Bevan Ashford – Private Legal Advice
English Partnerships

Background Papers

Edgar Street Grid Masterplan and associated reports prepared by Consortium of Consultants led by DTZ Pida.

REVIEW OF DISCRETIONARY POLICIES APPLICABLE TO HOME TO SCHOOL TRANSPORT

PROGRAMME AREA RESPONSIBILITY: EDUCATION

CABINET

15TH JULY, 2004

Wards Affected

Countywide

Purpose

To consider the discretionary policy on transport for pupils seeking denominational education.

Key Decision

This is a key decision because it is likely to be significant in terms of its effect on communities living or working in Herefordshire in an area comprising one or more wards. A notice was sent in accordance with Section 15 of the Local Authorities (Executive Arrangements)(Access to Information) Regulations 2000 to the Chairman of the Education Scrutiny Committee.

Recommendations

THAT Cabinet consider the view of Education Scrutiny Committee that there should be no change to the current policy.

Reasons

The current policy ensures that all children offered a place at an aided school can access the school regardless of transport cost, and consequently the schools remain fully inclusive.

Considerations

1. At the conclusion of the cross-cutting best value of transport, the Education Scrutiny Committee was asked to review the discretionary policies applied in the following areas:
 - (i) Boarding Points.
 - (ii) Year 10/11 students whose home address changes.
 - (iii) Travelling times.
 - (iv) Vacant seats for all age groups.
 - (v) Public Service Route Subsidy.
 - (vi) Transport for Under 5s.
 - (vii) Transport for Children with Special Educational Needs.
 - (viii) Post 16 Transport

- (ix) Denominational Transport.
2. On the first six items the Committee recommended no change. In areas 7 & 8 minor changes were recommended, which the Cabinet Member has agreed to introduce.
 3. On denominational transport the Committee also recommended that there should be change. This followed a debate on the report of the working party set up to undertake the review. The part of the report dealing with denominational transport is set out below:

(i) Current policy on Denominational Transport:

The current policy offers free transport for children, over the age of 8 who live more than 3 miles from school and under the age of 8, 2 miles from school, who have been admitted to a school on **denominational grounds**.

At present 686 (65 primary and 621 secondary) pupils benefit from this policy at the total cost to the LEA of £435,000. The main benefactors are the pupils who attend the two aided high schools. In the primary sector all but three aided schools serve as a local school with clearly defined catchment areas. The Bishop of Hereford Bluecoat High School admits over two thirds of its pupils on non-denominational grounds.

In other LEAs the policies vary but include:

- Free provision for pupils living more than 3 miles from Home to School.
- Free provision for pupils living more than 3 miles but under 6 miles for primary pupils and 3 to 10 miles for secondary pupils.
- All relevant parents make a contribution of between £200 and £300 per child per school year for denominational transport.

(ii) Options considered by the Working Party:

- a. **Maintain Status Quo:** The current policy reflects the voluntary understanding reached between the Church and State School in the 1944 Education Act and the expressed desire to enable all pupils to have access to denominational education, without the constraint of transport cost. It is anticipated that the current number of beneficiaries would remain approximately the same as at present, with costs increasing in line with inflation within the transport industry.
- b. **Remove any form of subsidy.** Such a change would reflect a significant shift in the current arrangements relating to state/church provision of school places. It would mean that the admission to a church school beyond the boundaries of the catchment area of the provided school would be treated on the same basis as any other admission by parental preference. The parents would then be responsible for transport to the school. In the discussion of this option the question of equality of opportunity has been raised bearing in mind that it could be perceived as making denominational places available only to the pupils whose parents could afford the transport costs.

If such a change were to be made it would be introduced in annual steps as each new cohort joined the school. Full implementation would be achieved in 5 years for high schools and 7 years for primary schools. On full implementation it has been estimated that savings of the order of £235,000 could be achieved. This is

less than the gross cost of the existing policy as some students would be entitled to transport to their provided school.

- c. **Seek Parental Contributions** in line with the charges for vacant seats. This option was considered as a compromise, acknowledging the role of the church and state in education provision and ensuring a reasonable level of transport costs without the full cost falling on the Council Tax payer. It has been estimated that a saving of £110,000 could be produced in the full year of operation.
- d. Offer free transport for pupils living beyond 3 miles but within 6 miles of their chosen primary school and 12 miles of their high school. Pupils living beyond the defined distance would be able to claim free transport if they take full responsibility for transport to a pick up point or along an approved route. Some English LEAs do operate similar policies. It is a compromise, which avoids the high cost to the LEAs of long journeys, but at the cost to parents who happen to live at longer distances from the denominational schools. This would produce a saving, which is difficult to predict accurately but it is thought it could be in the order of £115,000.

Consultation:

The response from consultees to these options was as follows:

Option	In Favour	
1. Maintain Status Quo	7	16%
2. Remove any form of subsidy	12	28%
3. Seek Parental Contributions	18	42%
4. Free transport with mileage limits	6	14%
5. Other option		
Total	43	100%

The working party noted that the majority of consultees who responded favoured change. They also considered the form and degree of change against the following factors:

- extent to which any charging would increase the use of cars;
- degree to which pupils would be denied access due to cost;
- parity between schools;
- ease of administration;
- legal issues.

The working party has concluded that the options for the future should be between 1, 2 and 3 but given the limited number of responses and no clear pattern there was a reluctance to make a particular recommendation it was therefore proposed to and invite the broader membership of the Scrutiny Committee to consider options 1, 2 or 3.

Risk Management

The maintenance of the existing policy avoids the two aided high schools being used solely by parents who could afford transport costs, and should minimise use of cars by parents, but it is at the cost of £435,000 to the authority.

Consultees

All schools, dioceses, LSC, surrounding LEAs, Colleges, teaching and support staff unions.

Background Papers

Report to Education Scrutiny Committee.

HUMAN RESOURCES STRATEGY - PROGRESS REPORT

PROGRAMME AREA RESPONSIBILITY: HUMAN RESOURCES AND CORPORATE SUPPORT SERVICES

CABINET

15TH JULY, 2004

Wards Affected

County-wide

Purpose

1. To receive an update on progress against the Council's Human Resources (HR) Strategy for the year-end 31st March, 2004.
2. To consider the issues raised by the Strategic Monitoring Committee in relation to the completion of Staff Review and Development discussions, equal opportunities, exit interviews and the progress in reducing sickness absence.

Key Decision

This is not a Key Decision.

Recommendation

THAT the report be noted.

Considerations

- 3 The Human Resources Strategy was agreed in 2002, with baseline and improvement targets derived from the Staff Opinion Survey 2001, local and Best Value performance indicators and the Human Resources Best Value Improvement Plan.
- 4 This report contains progress against targets for those indicators measured against end of year 2003/4 employment data.
- 5 The agreed format for 'exception' reporting on any indicator is + or – 10%. However, as small percentage point improvements in HR data can be meaningful, the full report is attached at Appendix A, with highlights picked out in this report.
- 6 The Human Resources Strategy will need to be fully reviewed in light of the joint Employers Organisation/Office of the Deputy Prime Minister requirement for all local authorities to have in place a pay and workforce strategy by March 2005.
- 7 The following sets out the highlights under each of the six priority areas in the Human Resources Strategy:
- 8 Achieving Management Excellence
 - A set of competencies focusing on the skills, abilities and behaviours to increase the effectiveness of managers has been developed. A pilot of the

Further information on the subject of this report is available from
David Johnson (Head of Human Resources) on 01432 383055

competency framework took place in 2003. Roll out to 170 Key Managers is planned for Autumn 2004;

- A programme of performance management seminars for managers has taken place, with over 60% of managers attending so far. The seminars included an introduction to self-assessment performance management techniques for managers and employees.

9 Promoting Equal Opportunities

- The percentage of senior management posts filled by women is 42.4% against 22.7% in 2001/2, due to a number of senior female appointments;
- The percentage of employees declaring a disability is 0.59% against 1.25% in 2001/2 (community percentage 7.8%). This fall can be attributed to organisational changes (outsourcing);
- The percentage of employees declaring ethnic minority status is 0.51% against 0.73% in 2001/2, and 1.47% in 2002/3 (community percentage 0.8%). This reduction is largely due to organisational changes (outsourcing);
- Statistics on % successful applicants declaring ethnic minority status are not currently available due to redirection of resources to job evaluation. However, the % of recruits declaring ethnic minority status is 1.47%, and those declaring a disability is 1.05%.

10 Improving Recruitment and Retention, Making Best Use of Skills and Potential

- Voluntary leavers (turnover) are at 10.06% against 13% in 2001/2 and 9.6% on 2002/3;
- Attendance at corporate induction is at 73% against 23% in 2001/2 and 45% in 2002/3;
- Leavers in year one of employment is 5.09% against 5.75% in 2002/3;
- Staff Review and Development discussions completed is 71% against 80% in 2003/4. This is the first year of implementing the Performance Management Framework where all SRDs are due to be completed between February and May;
- 46 work placements have been arranged including four Aston University undergraduates (due to leave in June/July 2004) and one Aston MBA student. Two more undergraduates have been successfully recruited and start at the end of July 2004. The total work placement activity is likely to be greater, as not all service areas notify Human Resources that they are providing a placement;
- The Council is participating in a regional pilot for 3 funded 'older' modern apprenticeships (over 25) specifically in customer care.

11 Promoting Flexible Working

- A new section on *Work Styles* is being included in the 2004 Staff Opinion Survey. A pilot involving twelve employees home-working is underway in Revenues and Benefits.

12 Ensuring a Safe, Supportive Working Environment

- Reportable incidents were 12 against 13 in 2002/3. The number of violent incidents recorded was 257 in 2003/4 against 342 in 2001/2 and 148 in 2002/3. The majority are in Pupil Referral Units, and Social Care establishments, with 6 relating to external customers. The Health and Safety Committee has made proposals, which actively deal with providing further support and training for relevant staff.
- Days lost to sickness absence per FTE were 7.16 in 2003/4, against 9.32 in 2001/2 and 8.6 in 2002/3. Ill-health retirements as a percentage of the workforce were 0.03% against 0.16% in 2002/3 (0.35% in 2001/2). This reduction has been partly due to the effectiveness of the occupational health and counselling services, and the Council-wide introduction of the Fast Track Physiotherapy Service following the pilot in Social Care;
- Accident numbers reported to the Health and Safety Committee have increased as a result of improved reporting. The largest category being slips and trips on external walkways and paths leading to council workplaces. Property Services have set in place a programme of re-surfacing;
- An additional four-day Institute of occupational Health and Safety course will be publicised and run this autumn for service managers and officers in charge. The Safety Policy and Guidance is under review with the Safety Committee, and will further clarify managers' responsibilities in respect of Health and Safety.

MUNICIPAL WASTE MANAGEMENT STRATEGY AND INTEGRATED WASTE MANAGEMENT CONTRACT

PROGRAMME AREA RESPONSIBILITY: ENVIRONMENT

CABINET

15TH JULY, 2004

Wards Affected

County-wide

Purpose

- To approve a Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire.
- To note progress with negotiations on the Integrated Waste Management Contract since the Cabinet meeting on 10th July 2003 and to consider a continued way forward in the negotiations.

Key Decision

This is a key decision.

Recommendations

- THAT (a) The Joint Municipal Waste Management Strategy described at Appendix 1 be approved; and**
- (b) Cabinet authorises the Director of Environment subject to a satisfactory outcome of negotiations in consultation with the County Secretary and Solicitor and County Treasurer and in conjunction with Worcestershire County Council, to:**
- (i) enter into a Variation to the Contract with Mercia Waste Management Ltd, to provide waste processing and recycling plants in order to meet the Councils' Statutory and Voluntary targets as set out in the Joint Municipal Waste Management Strategy;**
 - (ii) enter into an associated Agreement with the Contractor's nominated sub contractor), and/or their funding banks as necessary in order to protect the Councils' interests, for the provision of waste processing and recycling plants.**

Reasons

In May 2000 the Government published "Waste Strategy 2000" which set out a vision for sustainable waste management and the steps by which it can be achieved. Waste Strategy 2000 underlines the importance of having a fully integrated waste management system

Further information on the subject of this report is available from
Andy Tector, Head of Environmental Health and Trading Standards on (01432) 261989

based on active partnerships between local authorities. The framework for these partnerships is the development of a Municipal Waste Management Strategy.'

To meet the Council's legal responsibilities under the Waste and Emissions Trading Act 2003 and related legislation and secure the continuation of the existing contract.

Background

At its meeting on 10th July 2003 Cabinet resolved that:

- a. The work of the Members' Waste Forum to minimise waste arising across Worcestershire and Herefordshire be endorsed.
- b. Mercia Waste Management be informed that their latest proposal is not acceptable in its current format.
- c. The Director of Environment, in consultation with the County Secretary and Solicitor, County Treasurer and Worcestershire County Council, be authorised to:
 - (i) Investigate alternative proposals which will:
 - keep the present Contract in existence, ensuring PFI credits are retained;
 - allow local government recycling and diversion targets to be achieved;
 - satisfy local government procurement requirements;
 - have the support of both Worcestershire and Herefordshire Councils;
 - ensure best value in financial terms.
 - (ii) extend the standstill agreement as necessary to progress (i) above.

In addition at its meeting on 23 October 2003 the Cabinet endorsed the Draft of the Joint Municipal Waste Management Strategy for consultation purposes.

Government's Landfill Allowance Trading Scheme (LATS)

1. The Waste and Emissions Trading Act, which was enacted in November 2003, has introduced a Trading Scheme as a means to ensure compliance with the EC Landfill Directive that requires the UK to reduce the amount of biodegradable municipal waste it sends to landfill. Regulations will be introduced to bring the Trading Scheme into effect from 1 April 2005. There will be severe financial penalties for failing to comply (£200 per tonne, approximately 4 times the current average national cost to landfill, with potentially higher costs in the critical years 2010/11, 2013/14 and 2020/21 when no carry or bring forward of trading allowances will be allowed).
2. As an example, if the waste processing plant needed in Herefordshire and Worcestershire are not built in time to divert waste from landfill by 2010/11, the first fixed target date, then the potential penalty could be in excess of ten million pounds.
3. Conversely if the two authorities were in a position to divert more than their targets from landfill, through having surplus capacity in place, they will be able to sell the credits and receive an income or bank them for future use (subject to certain

conditions).

4. Government states that: "Waste Collection Authorities will need to work very closely with Waste Disposal Authorities to ensure that the allowance system works effectively and that the Landfill Directive targets are met. Waste Collection Authorities and Waste Disposal Authorities will also need to work together to discuss the most effective diversion strategy for their area and plan the management infrastructure to achieve the necessary diversion.
5. Provisions in the Waste and Emissions Trading Act require waste disposal and waste collection authorities (with some exceptions) to produce a Joint Municipal Waste Management Strategy to ensure a partnership approach to local waste management planning"

Joint Municipal Waste Management Strategy - Consultation

6. Following Cabinet's approval last October of the draft for consultation, the Councils received 503 responses to the postal based survey and 41 to the web based survey. Of these 97% (postal) and 93% (web) strongly agreed or agreed with the broad principles of the Strategy. In addition to these responses, the Councils also received more detailed written responses from 19 organisations.
7. Copies of a summary of the postal survey, web based survey and written responses to the Consultation Process are available in the Members' Room together with the consultative draft.
8. These were considered by the Joint Members Waste Forum at its meeting on the 27 May 2004. As a result the Forum has recommended detailed changes to the Strategy and a full Erratum Sheet showing these proposals to form the final version of the Strategy is enclosed at Appendix 1. The tonnage data tables, figures and appendices will be updated with audited information prior to the printing of the final version of the Strategy.
9. A significant opportunity has emerged during the consultation period to take advantage of new technology in materials recycling facilities. As a result of developments in automation, separation and home kitchen waste sink disposal unit technologies; it has been possible to review the policy for the integration of waste collection and processing facilities.
10. A further consideration was that to maximise participation in waste minimisation, retention and recycling, the collection arrangements should be as simple as possible.
11. Accordingly the joint Members Waste Forum has asked officers to fully investigate the cost and environmental benefits of systems that embrace latest technology to maximise participation in waste minimisation and simplify collection.
12. Further variations to the contract could be necessary should the evaluation find beneficial proposals worthy of implementation, for example to take advantage of emerging automated materials recycling.

Investigation of Alternative Proposals for the Waste Management Contract

13. Following Cabinet's July 2003 resolution, work has continued on identifying alternative technologies that will (a) meet the statutory targets for diversion of waste

from landfill and recycling and composting, (b) be acceptable in land use planning and BPEO (Best Practicable Environmental Option) terms, (c) be affordable within the cost envelope of the contract (allowing for the additional costs of changes in law etc.) and finally (d) bankable in project finance terms.

14. Last September Mercia Waste Management proposed a solution based on entering into a sub contract for the provision of an appropriate number of 'FibreCycle' plants as the potential way forward. Since then negotiations and investigations have continued to ensure the robustness and cost effectiveness of the proposal.
15. The FibreCycle technology proposed is based on an autoclave system that heats the waste to 150 degrees centigrade for nearly an hour, followed by mechanical separation of the constituent parts into traditional recyclate (metals, plastics etc) and a fibre consisting of the organic fraction of the waste. The fibre can then be mixed with other materials to manufacture a variety of recycled products such as substitute wood and construction materials.
16. A FibreCycle company built a demonstration plant as part of the planning consultation last September in respect of their planning application for a full size plant to be located at Madley near Hereford. Herefordshire Councillors and Worcestershire County Councillors were invited to attend the demonstration, as were members of the Joint Municipal Waste Forum. Planning permission was granted for the plant on 6th April 2004.
17. The same company are now preparing to submit an application for a second 100,000 tonne per annum plant in Worcestershire in the very near future and are also seeking a suitable Worcestershire site for a third plant.

Commercial Implications

18. Discussions with both main and proposed sub contractors to reach the basis of a variation to the main contract and a sub contract agreement are on going.
19. As a result of changes in legislation since the original Contract was devised (for example District and County Council recycling targets and Landfill Allowance Trading) a number of activities that were originally within the remit of the contractor are now with the Waste Disposal and Collection Authorities.
20. For example the need to actively manage the growth in waste arising and District Council recycling. The benefits of joint local authority working through the Joint Members Waste Forum, has been clearly demonstrated by the latest results in Best Value Performance Indicators (as shown at Appendix 2) and reinforces the need to develop this work. The target proposed in the Waste Strategy of restricting growth in waste arising to the 2001/2002 levels of kg/person/year will require innovative management and significant resources to ensure that this will be achieved – details are set out in the associated finance report.
21. In terms of infrastructure the Contract will now deliver three 100,000 tonne FibreCycle plants, which will recycle at least 40% and divert over 80% of incoming waste from away from landfill.
22. In addition, further improvements to Household Waste Sites and new Recycling Centres, compost plants and additional pre-sorted material recovery facilities will be provided.
23. The Contractor remains responsible for:

- Planning Risk;
- Handling the growth in waste arising;
- Increasing recycling from Household Waste Sites to minimum levels of 50% in 2005 and 55% in 2010;
- Delivering the diversion from landfill targets;
- Delivering the recycling and composting targets, in conjunction with the Waste Collection Authorities.

Economic Development Implications

24. A key part of the Fibrecycle process is the establishment of downstream industries who will use the fibre produced from this new technology in a number of ways.
25. Both Herefordshire and Worcestershire have the opportunity to be at the leading edge of waste recycling technologies whilst at the same time progressing sustainable economic development opportunities.

Financial Implications

26. The financial Implications are set out in the confidential section of this Report.

Risk Management Implications

27. These Fibrecycle plants will be the first full scale production plants of this type in the UK. Their **technology** has been assessed by Defra and the Environment Agency's New Waste Management Technology team and both have supported the proposals. The process is based upon proven and available technologies and a considerable amount of operational data obtained from the demonstration plant.
28. The main risk surrounding the Fibrecycle process is the **saleability of the fibre** that is produced. Estech have secured, in commercial confidence, a number of major contracts for the use of the fibre in recycled products such as substitute wood and concrete products. However, Defra in their consultation response to Herefordshire Council in relation the planning application pointed out that "... use as a fuel is probably the most secure outlet and may benefit from a premium price if the quality and type of use qualifies it as a renewable energy source which benefits from the Renewable Obligation ...". This risk is at its highest in the early years as the markets for the fibre are developing.
29. **Performance risks** in terms of the amount of waste recycled and diverted from landfill have been assessed. The diversion aspect is covered above and the contract will have a guaranteed level of recycling with penalties for under delivery. However, the risk of increasing kerbside recycling adversely affecting the amount of recyclate that can be recovered from the residual waste stream, to be handled by the Fibrecycle process, has been subject to trial and not found to be significant as the fibre is the dominant element of this (up to 60% of incoming residual waste).
30. **Planning risks** have reduced now that the BPEO is in place and the first plant has received consent. However a judicial review of the planning decision at Madley has been threatened. The Fibrecycle process is considered benign which makes it much more acceptable than the previous waste to energy proposal. However, timing of the

planning and related consents is the key to the delivery of the Waste Management Strategy.

31. **Landfill Allowance Trading Risks.** The greatest risk of course is that the project does not proceed beyond the Standstill Arrangement and subsequently terminates, leaving both Herefordshire Council and Worcestershire County Council with the consequential costs and liability for re-procuring and further time delays and additional costs, rendering both authorities unable to meet the diversion targets and consequential implications of having to purchase landfill allowances and being penalised for not meeting the fixed targets in the key years.
32. **Financial risks** are outlined in the financial report in the confidential section of the agenda.

Operational Implications

33. In addition to Mercia Waste Management's main contractor role under the proposed arrangements, they will be focussed on delivering high performance from the Household Waste Sites, the overall management of the logistics, bulking bays, the pre-sorted material recycling facilities and landfill site.
34. The significance of the recycling, green-waste and diversion from landfill opportunities at Household Waste Sites is large given the high growth in use of these facilities. Variations are proposed to the Contract to ensure better performance than that originally envisaged in the Contract

Consultees

Worcestershire County Council.

Background Papers

None identified.



Managing waste for a brighter future...

A joint municipal waste strategy for Herefordshire & Worcestershire 2004-2034 Consultation Draft





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Foreword

Not so many years ago, waste was not the issue it is today. We did not create the volumes of waste we do now, and all that went in the bin was mainly ash, kitchen waste and some packaging - which ended up on the local tip. But we live in changing times. The advent of consumerism and a more affluent and throwaway society has led to changes in our lifestyle and the way goods and materials are packaged.

This waste is growing at an alarming rate. The annual current cost of dealing with this waste in the two counties is about £22 million and the costs are increasing. Landfill tax will increase from £14 to £35 per tonne within the next few years, new treatment facilities will be needed to treat our waste so that we can meet the changes in legislation. We must make tough decisions as to how to tackle the problem.

Driven by Government and European legislation and a higher social awareness, we all need to rethink how we deal with our rubbish in Herefordshire and Worcestershire.

This Joint Municipal Waste Management Strategy for Herefordshire and Worcestershire sets out the problems, looks at where we are now and how we can move forward.

We must reduce the amount of waste that is produced. This is a key element to our strategy. We must recycle and compost more. We must think of waste as being a resource from which as much value as possible should be recovered.

The successful introduction of the household recycling schemes across the two counties has shown we can all play our part. Together we can make a difference.

This Strategy has been developed by the Joint Waste Members Forum made up of elected representatives from all the local authorities in Herefordshire and Worcestershire, with support from the Environment Agency. No final decisions have been made about the Strategy and views on the proposals are welcomed. We need public support and endorsement of the Strategy and we will all need to help deliver it.

Your comments or views on this document should be sent to

Waste Services

Environmental Services
Worcestershire County Council
FREEPOST SWC 1253
Worcester **WR5 2BR**

Or if you have access to the internet you can complete an online survey by visiting
www.worcestershire.gov.uk/wastestrategy or **www.herefordshire.gov.uk/wastestrategy**

On or before 7th May 2004.

Thank you for your support

This Strategy will form a framework for the management of municipal waste in the counties of Herefordshire and Worcestershire for the next 30 years until 2034. It has been jointly prepared by all of the Local Authorities who have responsibility for managing waste across the two counties, with support and input from the Environment Agency.

In Herefordshire one Unitary Authority has responsibility for both collection and disposal of waste and in Worcestershire, responsibility lies with the Borough and District councils as waste collection authorities and Worcestershire County Council as waste disposal authority. The Environment Agency has responsibilities relating to waste regulation and licensing.

This Strategy reflects an integrated partnership approach to waste management across all authorities. It sets out our commitment to work together to fulfil a set of principles, policies and targets which strive to ensure that waste production decreases and value from waste is increased.

In 2002/3 almost 400,000 tonnes of municipal waste, most of it from households, was produced in Herefordshire and Worcestershire. In the same year, 15% of this waste was recycled or composted. The Government has set all authorities challenging statutory targets for recycling and composting; in 2003/4 a rate of 14% in Herefordshire and 20% in Worcestershire must be achieved; by 2005/6 these rates must increase to 21% and 30%. Within these overall totals there are individual targets for each District, these range from 10% to 16% in 2003/4 and from 18% to 24% in 2005/6

During 2003/4 all authorities have introduced or expanded recycling collections and improved bring bank facilities. A range of actions will be needed to achieve the targets set by Government and that authorities have set in this Strategy; these include:

- **To achieve Government targets for recycling and composting by the end of 2003/4, 2005/6, 2010/11 and 2015/16.**
- **To reduce the kg of waste collected per head collected/disposed of to 2001/2 levels by March 2006.**
- **To provide recycling collections to between 50% and 100% of properties by 31st March 2005.**
- **To continue to promote and encourage participation of the household collection of recyclables to achieve 75% active participation by 2006.**
- **To recycle/compost a minimum of 50% of all waste deposited at Household Waste Sites by 2005/6 and 55% by 2010/11.**
- **To recycle or compost a minimum of 33% of waste by 2015 or earlier if practicable and landfill a maximum of 22% as per the BPEO (best Practicable Environmental Option) for Herefordshire and Worcestershire.**

The national waste hierarchy adapted for Herefordshire and Worcestershire places waste minimisation as the first waste treatment method. Authorities are already heavily promoting waste minimisation through home composting and intend to extend our own Waste Challenge campaign throughout the counties.

Recovery (i.e. using waste as a resource) is also a vital element of the sustainable waste management solution required across the two counties. The number and size of the necessary facilities will need to ensure that there is no detrimental impact on waste reduction, re-use, recycling and composting.

Landfill will continue to play a role in municipal waste management but in the long term only wastes which arise as residues from other treatment processes and those wastes that cannot be managed in any other way will be landfilled.

This Strategy recognises the need for active and flexible waste management in a changing world as new European Directives and other legislative and policy initiatives are introduced. The Strategy will need to be reviewed regularly, at least every three years to ensure that changes in legislation and any new targets are incorporated.

In addition it will be vital to ensure annual monitoring to check performance in delivering the Strategy.

These key principles have been agreed by the Joint Members Waste Forum for Herefordshire and Worcestershire

Principle One - Commitment to the Waste Hierarchy of which Waste Minimisation is the top

The key principle upon which the Strategy is built is that of waste minimisation, the top of the waste hierarchy. Through making opportunities available and through awareness raising, everyone has a critical role to play in ensuring that the amount of waste is reduced before it enters the waste stream.

Local Authorities within Herefordshire and Worcestershire will continue to promote waste minimisation through a variety of campaigns and initiatives such as the 'Waste Challenge' (see chapter 5 for further details).

Principle Two - Affordability, Mix of Method and External Funding

Options for dealing with waste must be affordable. The Local Authorities will seek to use a mix of collection and waste processing techniques as they become available to ensure that the targets can be achieved, balancing cost against environmental impact. We will also seek to obtain external funding wherever possible in order to implement the Strategy, carrying out research to support the applications where necessary and ensuring that they are economically sustainable.

Principle Three - Partnership

The Local Authorities cannot carry out the Strategy alone. Partnerships with commerce and industry, Parish Councils, the voluntary and community sectors and the public will continue to be developed. As part of the development of this Strategy, best value and service improvement, we will continue to consult with local people and other partners about the way in which waste is managed in Herefordshire and Worcestershire.

Principle Four - Promote Sustainable Waste Management

Through the Strategy the Local Authorities will encourage the efficient use of resources, cut down on the amount of waste we produce, and where waste is generated, deal with it in a way which reduces its impact on the environment. Waste will be treated by adopting the Best Practicable Environmental Option (BPEO) and by using the Proximity Principle - i.e. waste will be managed as close to where it is produced as is practicable.

Principle Five - Active Management in a Changing World

The Local Authorities will ensure that they keep up-to-date and ahead in implementing the best possible management systems that are needed to deliver this Strategy, using a flexible and integrated approach to the waste treatment methods used.

Principle Six - Review

The Strategy will be subject to a minimum of a three yearly review to determine progress and update it in the light of new legislation, new technology or other significant developments. Regular communication with partners and the public will take place to ensure that all stakeholders are aware of progress and changes made.

Key Policies

These key policies have been agreed by the Joint Members Waste Forum for Herefordshire and Worcestershire

POLICY 1

Local Authorities in Herefordshire and Worcestershire will adopt the Waste Hierarchy as a template for their approach to Waste Management (shown in 2.1.3) i.e. reduce, reuse, retain, recycle and compost, recovery, landfill with energy recovery and finally safe disposal to landfill.

POLICY 2

Beginning in 2003/4, the Authorities will implement a co-ordinated waste reduction/minimisation initiative – “Waste Challenge” – across the counties. By March 2006 the Authorities will aim to have reduced the kg/head of waste collected and disposed of, back to 2001/2 levels.

POLICY 3

The Local Authorities will ensure that waste management in Herefordshire and Worcestershire offers Best Value to local people.

POLICY 4

Waste management methods will support the Best Practicable Environmental Option (BPEO) which is based on a minimum 33% recycling and a maximum of 22% landfilling, with any balance required being managed through a form of thermal treatment. Emerging technologies which support the BPEO will be considered to enable a flexible approach to the waste treatment methods which will be adopted.

POLICY 5

The Local Authorities will adopt a comprehensive and cohesive approach to publicity, promotion, awareness raising and enforcement.

POLICY 6

The Local Authorities will aim to achieve the Statutory Performance Standards for recycling and composting for 2005/6 and the national standard of 33% recycling and composting by 2015 as a minimum, and aim to exceed them if affordable.

POLICY 7

In addition to national targets set out in Waste Strategy 2000, the Local Authorities are committed to aim to achieve the local targets contained in this Strategy.

POLICY 8

The Waste Disposal Authorities, in conjunction with their partners, will examine the role of Household Waste sites to make sure that they provide a quality service and enable maximum recycling/re-use wherever possible.

POLICY 9

The Waste Collection Authorities will continue to provide and enhance Bring Recycling Sites where considered beneficial to supplement “kerbside” collection schemes. The effect of household recycling collections on Bring Recycling Sites will be monitored to ensure that together they continue to provide a cost effective and practical way of recycling.



Key Policies

POLICY 10

The Local Authorities will continue to develop and implement the most sustainable ways of facilitating the retention of green and kitchen waste within the household and only collecting and treating green and kitchen waste where household processing is impractical.

POLICY 11

The Local Authorities will continue to work together to ensure that this Strategy is implemented.

POLICY 12

The Local Authorities will consider the merits of a common approach across the counties in areas of waste policy that could potentially encourage waste reduction/waste minimisation.

POLICY 13

Wherever possible, partnerships with the voluntary and community sector will be developed to ensure that waste is re-used and recycled, such as re-use of old furniture and household appliances.

POLICY 14

Opportunities for more sustainable waste management will be sought in new developments wherever possible as part of the planning process – such as provision of home composters and recycling centres. Where necessary representations to Government will be made through the appropriate channels to seek amendments to legislation to support this and the other aims of this Strategy.

POLICY 15

Individual policies will be prepared for all Specific Waste Streams such as abandoned vehicles.

POLICY 16

Planning Policy Guidance Notes 10 and 11 (PPG10 and PPG11) set out guidance by which each region must prepare a Regional Waste Management Strategy (RWMS) to inform Regional Planning Guidance (RPG). The West Midlands Regional Strategy has been produced and this Joint Municipal Waste Strategy must be compliant with the Regional Waste Strategy and RPG.

POLICY 17

The Local Authorities will seek to adopt and implement a Green Procurement and Waste Management Policy within four years of the date this Strategy is published.

POLICY 18

The Local Authorities will aim to have a consistent approach in developing and monitoring performance through Best Value and local performance indicators.



Proposed Targets

Target 1

To achieve Government Targets for recycling and composting of domestic waste by the end of 2003/4, 2005/6 and 2010/11 and 2015/16.

Target 2

To reduce the Kg/head collected/disposed to 2001/02 levels by March 2006.

Target 3

By 31 March 2005 Local Authorities will provide a household or kerbside recycling collection to % of their properties as shown in the table below

Bromsgrove DC	100%
Malvern Hills DC	100%
Redditch BC	92%
Worcester City	96%
Wychavon DC	94%
Wyre Forest DC	84%
Herefordshire Council	50%

Target 4

The Local Authorities within Herefordshire and Worcestershire will continue to promote and encourage participation in the household collection of recyclables to achieve 75% active participation by 2006 .

Target 5

A minimum of 50% of all waste deposited at Household Waste Sites will be recycled/composted by 2005/6 and 55% by 2010/11.

Target 6

By 2015 or earlier if practicable, a minimum of 33% of waste to be recycled and/or composted with a maximum of 22% to be landfilled as per the Best Practicable Environmental Option for Herefordshire and Worcestershire.

Chapter one -Background to the Strategy

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Background to the Strategy

1.1 Why do we need a Strategy?

- 1.1.1 The next two decades will see waste management in the United Kingdom transformed. Stringent Government targets and new European legislation will drive these changes. If the transformation is to be successful, there will need to be a well thought out local Strategy in place to guide all important decisions and commitments.
- 1.1.2 The aim of this Strategy is to decrease waste production and increase the recovery of value from waste (to reuse it, recycle it, or recover value in other ways). The Strategy will also encourage and develop partnerships between all the parties involved in the management of household waste in the two counties of Herefordshire and Worcestershire, decrease reliance on landfill and ensure that the overall cost of waste management provides best value for local people.
- 1.1.3 The overall aim of this Strategy is to ensure that Herefordshire and Worcestershire have a world class sustainable waste management system that allows prosperity whilst reducing harm to the environment and preserving resources for future generations.
- 1.1.4 It has become increasingly important for all partners to work together through an integrated Strategy which combines collection and disposal functions. This Strategy aims to set out and co-ordinate general principles and policies across all authorities in Herefordshire and Worcestershire.
- 1.1.5 In March 2001 the Government issued guidance to Local Authorities on how to prepare a Municipal Waste Management Strategy. This Strategy describes current and future arrangements for waste management in Herefordshire and Worcestershire and has been prepared in accordance with the latest Government guidance.
- 1.1.6 This Strategy replaces and supersedes the Waste Management Plan for Hereford and Worcester (1995), along with all statutory recycling plans produced by the waste collection authorities (and former waste collection authorities) of:

Bromsgrove District Council	Hereford City Council
Leominster District Council	Malvern Hills District Council
Redditch Borough Council	South Herefordshire District Council
Worcester City Council	Wychavon District Council
Wyre Forest District Council	

1.2 Who has prepared it?

- 1.2.1 This Strategy has been prepared by the Joint Members Waste Forum for Herefordshire & Worcestershire, supported by the Officers Waste Strategy Group of the Local Authorities in Table 1 below.
- 1.2.2 In Herefordshire and Worcestershire, the management of waste is not the responsibility of just one organisation. Within Worcestershire there are 7 Local Authorities and in Herefordshire there is one Unitary Authority. The Environment Agency has statutory responsibilities relating to waste regulation and licensing. All of the Local Authorities are listed in the following table.
- 1.2.3 **Table 1** Local Authorities Who Have Prepared This Strategy

Partnership Councils	WCA *	WDA**
Bromsgrove District Council	•	
Herefordshire Council	•	•
Malvern Hills District Council	•	
Redditch Borough Council	•	
Worcestershire County Council		•
Worcester City Council	•	
Wychavon District Council	•	
Wyre Forest District Council	•	

* WCA = Waste Collection Authority

** WDA = Waste Disposal Authority

Chapter One

- 1.2.4 The Environment Agency has also contributed to the development of this Strategy.
- 1.2.5 In Worcestershire, District Councils are responsible for the collection of waste from the householder as well as dealing with street cleaning, fly-tipping and abandoned vehicles. They also have a duty to collect commercial waste when requested to do so. Worcestershire County Council is responsible for the disposal of this waste and for providing household waste sites.
- 1.2.6 In Herefordshire one unitary authority is responsible for the collection and disposal of waste and for providing household waste sites as well as dealing with street cleaning, fly tipping and abandoned vehicles.
- 1.2.7 All Local Authorities have statutory performance standards for recycling and composting as detailed in 2.3.
- 1.2.8 All of these Local Authorities are also active in other aspects of waste management including waste minimisation, recycling and composting. These are explained in more detail later in this Strategy in chapters 3, 4, 5 and 8.
- 1.3 **Consultation**
- 1.3.1 Successfully implementing this Strategy is not just a matter for local councils. Everyone has a role to play and we need to seek the views of all others that have a stake in this process including householders, the waste management industry, the community and voluntary sector and the waste management contractors partnering the Councils.
- 1.3.2 Local Authorities also need to consult with local people to ensure that their services offer Best Value and improve wherever possible to reflect the needs and aspirations of local communities.
- 1.3.3 The purpose of this Strategy is to clarify key issues, and give clear direction on waste management within the two counties. In early 2004 Herefordshire and Worcestershire's partners and stakeholders will be invited to give their views on the direction that the final Strategy should take. The Joint Members Waste Forum expects to finalise and publish the final agreed Strategy by early Summer 2004. Constituent Local Authorities will then be invited to endorse the Strategy.
- 1.4 **What This Strategy Does Not Cover**
- 1.4.1 Firstly, this Strategy does not consider the location of any waste management facilities. For Worcestershire, this will be covered by a new Waste Local Plan which is now being prepared by the County Council and in Herefordshire by the emerging Unitary Development Plan (UDP), which will be published for further consultation in Spring 2004. The Strategy focuses on what needs to be done in order to make decisions about what processes, technologies and facilities are needed in order to meet the challenges over the next thirty years.
- 1.4.2 Secondly, it does not cover industrial and commercial wastes, other than the relatively small amounts of commercial waste collected and disposed of by the Waste Collection and Disposal Authorities in Herefordshire and Worcestershire. The collection, treatment and disposal of these are generally not the responsibility of the Local Authorities that have prepared this document. The priority at this stage is to develop a Strategy for wastes that we do have a statutory responsibility for. The Waste Local Plan and UDP will, however, deal with the planning issues relating to all controlled wastes.
- 1.5 **Period Covered By The Strategy**
- 1.5.1 The Strategy will cover a period of thirty years and will be reviewed at least every three years, taking into account any new guidance, targets or changes in legislation and new technology or other significant development (see Principle 6).

Chapter two - Why We Need To Change

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Why we need to change

- 2.1 Reasons for the need to change the way waste is managed are summarised in the recent report produced by the Prime Minister's Strategy Unit "Waste Not Want Not", published in November 2002. England has a growing waste mountain where waste is growing at a rate of 3% per annum and in Herefordshire and Worcestershire the rate is slightly higher at 3.9%. The way England manages its waste harms the environment and squanders resources; action is needed now to reduce waste growth and recycle more.
- 2.1.1 Over 80% of waste produced is still sent to landfill. Not only is this a limited resource, but we also need to manage and dispose of our waste in a way which creates the least impact on the environment, moving away from landfill and moving treatment of waste further up the waste hierarchy.
- 2.1.2 As indicated in the waste hierarchy, shown below, treatment of waste has to aim to be as near to the top of the hierarchy as practicable.
- 2.1.3 **Table 2** Herefordshire and Worcestershire's Waste Hierarchy

Herefordshire and Worcestershire's Waste Hierarchy <i>(based on National Waste Hierarchy)</i>	
WASTE REDUCTION	We must make every attempt to reduce the amount of waste that has to be dealt with by not producing it in the first place (e.g. avoid unnecessary packaging)
WASTE RE-USE	We have to increase the amount of waste that we re-use.
WASTE RETENTION	We should manage more waste at home thus avoiding collection, processing and disposal costs e.g. home composting.
RECYCLING & COMPOSTING	We must recycle and compost as much as we can through kerbside collection of suitable material, supported by a range of bring recycling sites, household waste sites and treatment processes.
RECOVERY	We will seek to recover value from waste that is left wherever possible
LANDFILL WITH ENERGY RECOVERY	We will recover methane gas from landfill sites to generate energy wherever it is practical and possible to do so.
LANDFILL	Finally, and only after all the above options have been exhausted, we will ensure the safe disposal of what remains to suitable landfill sites.



Chapter Two

2.1.4 During the 1990s the Government could foresee the waste management problems of the future and produced a series of waste strategies that set targets for Local Authorities to aspire to, although these targets were not statutory.

2.1.5 However there are now a number of policy and legislative changes that need to be met.

2.1.6 The following table summarises landfill directive targets, recycling, composting and recovery targets that Herefordshire and Worcestershire Local Authorities jointly need to meet.

2.1.7 **Table 3** Summary of Targets

	Landfill Directive target for reduction of biodegradable waste to landfill (of amount produced in 1995)	National Waste Strategy Targets (non-statutory)		Worc.'s Statutory Recycling & Composting Targets	Herefords.'s Statutory Recycling & Composting Targets
		Recycling & Composting	Recovery inc Recycling & Composting		
2003/4				20%	14%
2005/6		25%	40%	30%	21%
2010/11	75%	30%	45%		
2013/14	50%				
2015/16		33%	67%		
2020/21	35%				

2.2 Waste Strategy 2000

2.2.1 In Waste Strategy 2000 the Government set national targets for the recycling or composting of household waste and for the recovery of value from municipal waste.

2.2.2 The first national target was to achieve a doubling of the 1998/99 recycling and composting rates by 2003. Further national targets were as follows:

- **To recycle or compost at least 25% of household waste by 2005.**
- **To recycle or compost at least 30% of household waste by 2010.**
- **To recycle or compost at least 33% of household waste by 2015.**
- **To recover value from* at least 40% of municipal waste by 2005.**
- **To recover value from* at least 45% of municipal waste by 2010.**
- **To recover value from* at least 67% of municipal waste by 2015.**

**includes anaerobic digestion and the recovery of energy from wastes that are left after other treatment routes – reduction, recycling and composting - have been taken.*





2.3 **Statutory Performance Standards – Recycling And Composting**

2.3.1 In March 2001 within the Best Value framework, the Government set Statutory Performance Standards (SPSs) for the recycling or composting of household waste for every local authority.

2.3.2 The Statutory Performance Standards for recycling and composting for the local authorities are shown in table 4.

2.3.3 **Table 4** Statutory Targets set under Best Value for recycling & composting of Household Waste

Local Authority	Statutory Performance Standard for recycling and composting of household waste	
	2003/04	2005/06
Bromsgrove DC	10%	18%
Malvern Hills DC	10%	18%
Redditch BC	10%	18%
Worcester City	16%	24%
Wychavon DC	14%	21%
Wyre Forest DC	10%	18%
Worcestershire County	20%	30%
Herefordshire Council	14%	21%

2.3.4 It is the intention of the Herefordshire and Worcestershire Local Authorities to meet these targets.

2.4 **European Directives** **Landfill Directive**

2.4.1 The European Union adopted the Landfill Directive in July 1999. Regulations were finally passed by parliament in June 2002.

2.4.2 The Directive was originally conceived as a climate protection measure because of concern over the amount of methane that is generated by biodegradable wastes in landfills. Methane is a powerful greenhouse gas, many times more potent in its effects than carbon dioxide.

Chapter Two

2.4.3 The Directive has three main themes:

- **a progressive and substantial reduction in the amount of biodegradable municipal waste that goes to landfill;**
- **waste that goes to landfill will have to undergo pre-treatment first;**
- **there has to be a tightening of the engineering and operational standards that landfills must work to.**

Targets set as part of the Directive are:

- **By 2010 to reduce biodegradable municipal wastes sent to landfill to 75% of that produced in 1995.**
- **By 2013 to reduce biodegradable municipal wastes sent to landfill to 50% of that produced in 1995.**
- **By 2020 to reduce biodegradable municipal wastes sent to landfill to 35% of that produced in 1995.**

2.4.4 In order to give effect to these targets, the Government is to introduce a system of tradable landfill permits. Introduced as part of the Waste Emissions and Trading Bill, these permits will be issued to waste disposal authorities and will limit the amount of biodegradable municipal wastes that the authorities direct to landfill for disposal.

2.4.5 The Directive also introduces the mandatory 'pre-treatment' of putrescible waste and a ban on the co-disposal of hazardous and non-hazardous waste.

Other Directives

2.4.6 Other Directives are also being developed which will impact on the future of the management of municipal waste. These include the Waste Electronic and Electrical Equipment (WEEE) Directive which will require the separate collection and recycling of all electrical equipment; the End of Life Vehicle Directive; the Hazardous Waste Directive and a Biodegradable Waste Directive. For more detailed information refer to Chapter 8.

2.5 Waste Minimisation

2.5.1 In Herefordshire and Worcestershire, we consider that waste minimisation is the key to delivering more sustainable waste management and achieving all of the above.

2.5.2 Waste minimisation means that waste is not created. It is the preferred option for managing waste and is found at the top of the Waste Hierarchy.

2.5.3 The Waste Hierarchy (shown in 2.1.3) ranks various forms of waste treatment and disposal in order of preference. When making decisions about the treatment and disposal of wastes, consideration should be given firstly to those options that appear at the top of the hierarchy.

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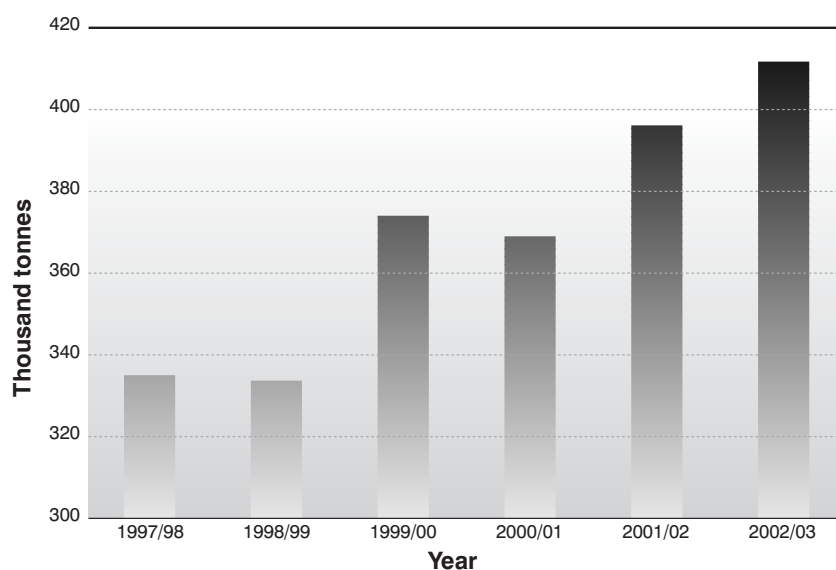
Where are we now?

3.1 Waste Growth

3.1.1 England has a growing waste mountain. The quantity of municipal waste is growing at between 3-4% per year.

3.1.2 Over the past six years Herefordshire's and Worcestershire's municipal waste has experienced an average annual growth rate of 3.9%. Consequently the two counties' total municipal waste has increased from 334,680 tonnes in 1997/8 to 412,785 tonnes in 2002/3. This equates to a total increase of 78,105 tonnes or 23.3% over the six year period. See 3.1.3 below for a graph showing waste growth across the two counties over the last six years.

3.1.3 **Figure 1** Graph showing waste growth between 1997/8 and 2002/3



3.1.4 These considerable year on year increases can be attributed to a number of factors including:

- **growth in number of households (from 1997 – 2002 an estimated growth rate of 8.9% in Herefordshire and 4.4% in Worcestershire);**
- **continued growth in economic prosperity and changing lifestyles resulting in an increase in the waste being produced by the average household;**
- **an increase in waste linked to the introduction of the Landfill Tax by the Government in 1996 (it is thought that this has resulted in more commercial waste being diverted into the municipal waste stream).**

3.1.5 Other statistical key data relating to waste management Best Value Performance Indicators for the two counties for 2000/1, 2001/2 and 2002/3 is shown in Appendix 1.

3.1.6 Disposal points for all municipal waste and recyclables collected by the authorities are shown in Appendix 2.



3.2 **Current Recycling Rates**

3.2.1 **Table 5** shows the recycling rates for 2002/3.

Authority	BVPI82a - % of Household Waste Recycled
Bromsgrove District Council	9.13
Herefordshire Council	15.45 (inc. BVPI 82b composting)
Malvern Hills District Council	10.4
Redditch Borough Council	8.07
Worcester City	8.59
Wychavon District Council	10.8
Wyre Forest	8.21
Worcestershire County Council	15.43 (inc. BVPI 82b) composting

3.3 **Current Waste Collection & Street Cleansing Arrangements**

3.3.1 **Table 6** Summary of Current collection arrangements at September 2003

	N°. Households Based on 2002 Figures	Tonnes Household Waste Collected 02/03	Household Waste Service	Bulky Waste Service as at Sept 2003	Trade Waste Service	Service Provider Waste Collection	Service Provider Street Cleansing
Bromsgrove	36,859	31,760	Back door, sack	3 bulky items £10 or up to 10 bags for £10	✓	In-house	In-house
Malvern Hills	31,169	23,298	Back door, sack	£15 for 3 items	✓	In-house	In-house
Redditch	33,159	34,390	92% Kerbside Wheeled bins	£5 for up to 3 bulky items, £1 per orange sack	✓	In-house	In-house
Worcester City	40,677	33,221	Curtilage, sack	Ranges from £13, to £27 for 3 items	✓	In-house	In-house
Wychavon	48,823	42,795	Back door, sack	2 free items in 6 months, £15 thereafter	✓	Private contractor	Private contractor
Wyre Forest	41,758	39,259	Curtilage, Wheeled bin	£10 for 3 items, £2 per item thereafter	✓	In-house	In-house
Herefordshire	76,410	61,954	Backdoor, sack	£15 for 3 items - £5 per item thereafter	✓	Private contractor	Public/Private Partnership

NB Household waste collections in each authority are currently weekly. There are currently no collections of green waste for composting.

3.4 **Best Value**

3.4.1 Local authorities are charged with ensuring that the services they provide meet local needs and give best value for money whilst also demonstrating continuous progress.

We are required to submit performance measures to Government. Across the two Counties all the Local Authorities plan to work together to improve their performance in waste management.

3.4.2 Each Authority has to make annual returns on a set of Best Value Performance Indicators. Details of the reported 2000/01, 2001/02 and 2002/03 Indicators for each Authority are given in Appendix 1.

3.5 **Integrated Waste Management Contract**

3.5.1 In 1996 Hereford and Worcester County Council began looking at options to develop a strategic long term contract to manage the treatment and disposal of municipal waste. There was a desire by the Council to move away from reliance upon landfill, to find an innovative and more sustainable solution which would also meet or better the Government's targets on recycling and recovery, set out in the white paper 'Making Waste Work' (December 1995). The Council chose to procure a single contract for a fully integrated waste management service using the Government's Private Finance Initiative (PFI).

- 3.5.2 In December 1998 the successor authorities of Herefordshire Council and Worcestershire County Council together awarded the twenty five year contract for an integrated waste management service to Mercia Waste Management Ltd, which established a sister company Severn Waste Services Ltd to deliver the service locally.
- 3.5.3 The Contractor has to achieve certain percentage targets for waste recycling, composting and recovery. A key component of the Contract was the provision of an integrated waste management facility, which included an energy from waste plant located in the north of Worcestershire. Following the refusal of planning permission for this facility in July 2002 and the introduction of Statutory Performance Standards for recycling and composting in March 2002, the Counties and the Contractor are reviewing the future provision and requirements of the Contract, taking into account emerging technologies and latest best practice.
- 3.6 **Infrastructure Investment**
- 3.6.1 Since the Contract has been signed considerable progress has been made in providing additional and improving existing infrastructure across the two Counties. This has included the construction of:
- **Two Materials Reclamation Facilities (MRFs);**
 - **Refurbishment of two existing Transfer Loading Stations;**
 - **Refurbishment and relocation of a Transfer Loading Station and Household Waste Site;**
 - **Refurbishment of 10 Household Waste Sites;**
 - **In addition to this, considerable capital investment has been made in vehicles, plant and the green waste composting site and the landfill site at Hill & Moor near Pershore.**
- 3.7 **Material Reclamation Facilities (MRFs) And Bulking Facilities**
- 3.7.1 Herefordshire Council and Worcestershire County Council have provided, through the Integrated Waste Management Contract, two MRFs located at Rotherwas in Hereford and at Hill & Moor near Pershore. Recyclable material collected through the kerbside collection in Herefordshire is processed at the Hereford MRF and recyclables collected from Wychavon, Worcester City and Malvern Hills are handled at the Hill & Moor MRF. Local bulking facilities for Bromsgrove, Redditch and Wyre Forest are being provided within each district and are already in place for Malvern Hills, Worcester City and Wychavon at Hill & Moor. The MRF at Hereford also has bulking bays for glass recycle.
- 3.8 **Transfer Loading Stations**
- 3.8.1 There are currently three Transfer Loading Stations located within the counties; two in Herefordshire, at Rotherwas in Hereford and at Leominster, and one in Worcestershire, at Redditch. These are local delivery points where collected waste is bulked up and compacted into closed containers before transportation to the final disposal point. At these Transfer Loading Stations waste is handled in a safe and clean manner by loading it directly from collection vehicles into a storage hopper before being compacted into containers.
- 3.9 **Household Waste Sites**
- 3.9.1. Herefordshire Council and Worcestershire County Council are responsible for providing sixteen Household Waste Sites across the counties – also known as Civic Amenity Sites, or even the ‘tip’. As well as providing householders somewhere to take their larger waste items free of charge, these local facilities already contribute significantly to the amount of waste recovered in the counties for recycling and composting.
- 3.9.2 At most sites containers are provided for the recovery of paper, cardboard, glass, cans, textiles, scrap metal including fridges and freezers, batteries, oil, liquid petroleum gas (LPG) cylinders and green waste. Some of the sites also offer disposal points for other waste such as cement bonded asbestos and small quantities of household chemicals. At Hill & Moor near Pershore and Rotherwas near Hereford, plastic bottle recycling banks are provided as the sites are adjacent to the Materials Reclamation Facilities.
- 3.9.3 Refurbished sites now offer improved recycling opportunity through an increased range of materials such as soil and rubble skips. These sites are also more accessible to the customer as they are of a split level design – which means no steps to climb to dispose of waste or recycle materials.
- 3.9.4 By the provision of compaction equipment for mixed waste and green waste at the majority of Household Waste Sites, transportation to its final disposal point is reduced.

3.9.5 In 2002/3, 36.1% of waste collected at Household Waste Sites was recycled/composted (includes soil and rubble).



3.10 **Centralised Composting Sites**
 3.10.1 A green waste centralised composting site is already operational at Hill & Moor. Green waste collected at the Household Waste Sites is taken for processing in windrows and is converted into a soil conditioner which is then offered for sale at the sites, closing the recycling loop. There are plans to build a similar facility in Herefordshire.

3.11 **Kerbside And Household Collections Of Recyclables**

3.11.1 The table below gives details of the recyclable and compostable collections carried out by each district

3.11.2 **Table 7** Details of Recycling Collections

Authority	Date Collection Began/Begins	Approx. Coverage	Glass	Paper	Plastic	Textiles	Cans	Green
Bromsgrove DC	March 2004 (phased)	100%	✓	✓	✓	✓	✓	✓
Herefordshire Council	April 2003	50%	X	✓	✓	✓	✓	X
Malvern Hills DC	(phased) Jan 2004	100%	X	✓	✓	✓	✓	X
Redditch BC	May 2003 (phased over 2 year period)	92%	✓	✓	X	✓	✓	X
Worcester City Council	June 2003	94%	X	✓	✓	✓	✓	X
Wychavon DC	Extended Coverage Feb 2003	94%	X	✓	✓	✓	✓	X
Wyre Forest DC	September 2003 (phased)	84%	✓	✓	✓	✓	✓	X

NB Due to the rural nature of Herefordshire, the collection of recyclables is currently restricted to the most densely populated urban areas; options for expanding the scheme to cover a wider area are being explored.

As a result of a successful DEFRA bid, Bromsgrove District Council will be the first authority to begin a collection of green waste for centralised composting.

3.12 **Bring Recycling Sites**

3.12.1 Currently much of the recyclable material collected in Herefordshire and Worcestershire is recovered from the two hundred and three Bring Recycling Sites that are located across the two counties. Glass, paper and card, textiles, cans and other materials like shoes and books can be recycled at the recycling centres. Most of these centres rely on the public taking their materials to them and they are usually located in car parks near to local shops and amenities.

3.12.2 **Table 8** Summary of Bring Recycling Sites in each area (as at August 2003).

Authority	Nº Bring Recycling Sites in Each Area	Glass	Paper	Plastic	Textiles	Cans
Bromsgrove District Council	26	✓	✓	X	✓	✓
Herefordshire Council	72	✓	✓	✓	✓	✓
Malvern Hills District Council	12	✓	✓	X	✓	✓
Redditch Borough Council	20	✓	✓	X	✓	✓
Worcester City Council	19	✓	✓	X	✓	✓
Wychavon District Council	39	✓	✓	X	✓	✓
Wyre Forest District Council	15	✓	✓	X	✓	✓

3.13 **Awareness Raising And Publicity**

3.13.1 In recognising that Herefordshire and Worcestershire's waste affects all residents, the Authorities have been working together on waste minimisation, reduction and recycling schemes. This joint working was put on a more formal footing in June 2000 when all the Authorities signed up to a Waste Minimisation Strategy. The key objectives of the Strategy were to reduce waste, change behaviour and attitudes to waste, essentially promoting the '3Rs' of "reduce, re-use, recycle", before considering disposal.



3.13.2 As part of the introduction of household and kerbside collections of recyclables, all Authorities have worked together to use standard imagery to give a consistent message and image on leaflets, other promotional material and vehicles.

3.13.3 Home composting has been promoted by the Authorities for a number of years. Sale of low price compost bins have been co-ordinated through county wide campaigns including agreements with bin suppliers, one day sales and publication of leaflets.

3.13.4 Awareness of the environmental and economic benefits of using 'real' nappies has been raised throughout the counties through a series of campaigns, working in partnership with 'real' nappy companies. A nappy washing service was launched in Spring 2003 in Ross on Wye, partly funded by the charity 'Welcome to Our Future' (see 3.13.5).

3.13.5 The charity "Welcome to Our Future" is partly funded by Severn Waste Services Ltd. as the vehicle to deliver its waste minimisation awareness and education campaign. Herefordshire Council, Worcestershire County Council and a District Council representative are members of the steering group which manages the campaign. The charity is seen as a key partner in awareness raising and publicity.

3.13.6 Good media relationships have been established by all Local Authorities in promoting waste awareness and recycling.

3.14 **Partnership Working**

3.14.1 Partnership working has been established as one of the main principles upon which this Strategy is built. The Authorities across the two Counties have already begun working together to deliver more sustainable and cohesive waste management services across the Counties and to develop this Strategy. A Joint Members Waste Forum was established in October 2001. This Forum will oversee the development and implementation of the Joint Municipal Waste Strategy. The Forum is supported by an Officers Group and a number of sub groups that meet to develop specific policies and projects. These groups meet regularly to share best practice.

3.14.2 Wherever possible, all Local Authorities support and work with the voluntary and community sectors on such projects as furniture re-use schemes, for example the 'Armchair Project' in Worcester, 'Roundabout' in Evesham and 'Full House' in Herefordshire.

3.14.3 All Local Authorities have dialogue and work with other interest groups such as Parish Councils, statutory bodies such as the Police and Fire Service, the Environment Agency, DEFRA and other Government departments.

3.14.4 Contractors are also considered to be partners in developing the best waste management systems to implement this Strategy.

3.14.5 The Counties have developed closer working relationships with neighbouring county councils including Warwickshire and Shropshire to share good practice around publicity and awareness raising and to carry out joint campaigns.

3.15. **DEFRA Bids**

3.15.1 All of the Local Authorities within Worcestershire were successful in their bids to the second round of the Government's £140 million Waste Minimisation and Recycling Fund for 2003/4. Amounts granted and project descriptions are given in the table below

3.15.2 **Table 9** Summary of DEFRA Funding:

Authority	Bid amount £	Project Description
Bromsgrove District Council	718,600	Recyclable Kerbside
	1,596,300	Green Waste Kerbside
Malvern Hills District Council	452,000	Recyclable Kerbside
Redditch Borough Council	683,224	Recyclable Kerbside Bring Recycling Site Enhancement
Worcester City Council	444,802	Recyclable Kerbside
Wychavon District Council/Malvern Hills	165,480	40 Recycling Sites for Urban and Rural Areas
Wyre Forest District Council	660,110	Recyclable Kerbside
Worcestershire County Council	729,660	WEEE Project
Total across Worcestershire	£5,450,176	

3.16 **Grant Awards for Enhanced Recycling Schemes**

3.16.1 In addition to the DEFRA funding, Worcestershire County Council has agreed to pay a grant to each of the District Councils to enhance their recycling services. These performance based payments will ensure that the districts exceed their Statutory Performance Standards, which in turn will also contribute to an increased recycling rate across the County.

3.16.2 **Table 10** Details of Grants awarded to Districts

District	District's Original Recycling Proposal	Total of County Grant & Life of Grant	Enhanced Recycling Rate With Effect From Implementation In 2003/4
Bromsgrove	23.84%	£300,000 7 years	26.39% or 2.55% above the statutory performance standard (whichever is the higher)
Malvern Hills	18.01%	£502,000 7 years	24.07% or 6.06% " "
Redditch	20.88%	£500,000 7 years	27.55% or 6.67% " "
Worcester City	18.41%	£384,822 7 years	23.49% or 5.08% " "
Wychavon	14.88%	£176,000 2 years	19.53% or 4.65% " "
Wyre Forest	16.30%	£294,000 7 years	18.65% or 2.34% " "

3.17 **Short Term Diversion From Landfill**

3.17.1 As a contribution to diverting waste away from landfill, up to 20,000 tonnes of municipal waste will be processed at a regional waste to energy plant, starting in July 2003 until March 2004.

3.17.2 Worcestershire County Council and Herefordshire Council are currently exploring using other potential regional waste to energy facilities as a short term measure.

Chapter four - Other Issues

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Other issues

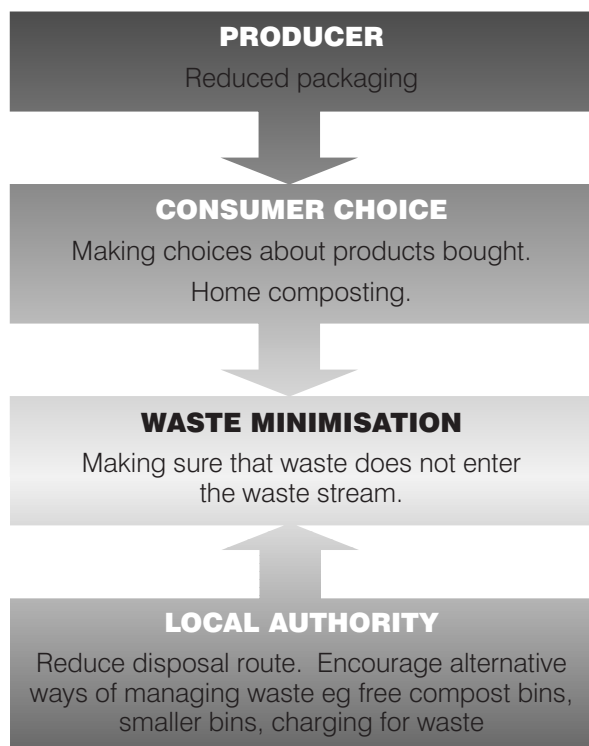
4.1 Zero Waste

4.1.1 This Strategy views waste as a resource and aims to reduce the amount of waste which cannot be reused, recycled or composted as far as is practicable to a minimum. The concept of zero waste is currently being promoted in the UK by Greenpeace and Friends of the Earth and is being formally adopted by some authorities in the UK. The principle is about moving away from wasting resources and about designing waste out of our lifestyles.

4.1.2 In practice for Local Authorities, 'Zero Waste' means waste reduction, reuse, recycling and composting and some forms of recovery. Authorities in Herefordshire and Worcestershire recognise the importance of the concept as an aspirational aim and embrace much that underpins the idea of 'Zero Waste'. However, this Strategy is an action plan for what we can and will do to improve the management of wastes in Herefordshire and Worcestershire. Although we support better product design and the extension of Producer Responsibility, these are areas where we can only have limited impact. We will however support the principle of 'Zero Waste' wherever we can.

4.1.3 The role that Local Authorities can have in waste minimisation and achieving Zero Waste is shown in the diagram below:

Figure 2



4.2 Transport

4.2.1 Efficient use of transport is a key factor in developing and implementing a sustainable waste management Strategy. Currently wherever practicable and cost effective, the transportation of waste and recycled materials is minimised through provision of local sites and by compacting materials. Appendix 2 shows the current disposal and recycling routes for waste and materials collected within Herefordshire and Worcestershire.

4.2.2 The recently identified Best Practicable Environmental Option (BPEO), described in more detail in 5.2, has considered transportation as a key factor in the management of waste and the BPEO options identified have considered the economic and environmental cost of transporting waste.

- 4.2.3 Policy 17 (Key Policies) recognises the need for all authorities to adopt a Green Procurement Policy within four years of the date this Strategy is published; such a policy will ensure that future vehicles, plant and equipment acquisitions will consider environmental performance and impact.
- 4.3 **Regional Self Sufficiency**
- 4.3.1 In line with the Proximity Principle, waste should be dealt with as close to its source as practicable. Everyone produces waste and facilities need to be provided at as local a level as possible to deal with it. This Strategy aims for self-sufficiency within the two counties for processing, treating and disposing of waste locally.
- 4.3.2 We acknowledge, however, that it can be beneficial for some of our waste to be treated at other regional facilities within the West Midlands area – such as waste to energy plants. Usage of these other treatment routes will be considered carefully to ensure a balance of environmental and economic cost in meeting targets and other legislative and service requirements.
- 4.4 **Leading By Example**
- 4.4.1 Everyone has an important role to play in changing behaviour and attitudes to waste management. The Local Authorities accept that there is a community leadership role that they need to play in using and promoting green procurement. This commitment is reflected in Policy 17.
- 4.4.2 Local Agenda 21 Strategies, developed by the individual Local Authorities, have now been superseded by Community Strategies. These documents set out plans for how the authorities will improve the environmental, social and economic well-being of their communities. As part of these strategies, sustainable development continues to be a key issue. The Local Authorities acknowledge that leading by example means looking at how they deal with their own waste and raising awareness of the importance of sustainable waste management to the whole community, including their own employees.
- 4.5 **Packaging**
- 4.5.1 Packaging is an emotive issue of concern to all authorities. Packaging waste is the only element of the waste stream currently subject to 'Producer Responsibility' regulations. Producer responsibility is about those who sell and distribute goods taking greater responsibility for those goods at the end of the products' life.
- 4.5.2 Whilst DEFRA has recently published new recycling target proposals for UK businesses, post-consumer packaging is where Local Authorities have some sphere of influence. Packaging (Essential Requirements) Regulations from the DTI state that as an essential requirement "packaging must be minimal subject to safety, hygiene and acceptance for the packed product and for the consumer", and trading standards officers have a duty to enforce these regulations.
- 4.5.3 Authorities will continue to support Government initiatives on effective waste reduction, including extension of Producer Responsibility. In addition, education and awareness raising activities will continue to focus on encouraging consumers to refuse excessive packaging.
- 4.5.4 The Producer Responsibility Obligations (Packaging Waste) Regulations have been introduced to encourage companies to pick up some of the environmental cost of the waste arising from their products. Every year packaging amounts to over 9 million tonnes of waste in the UK, of which approximately 4.56 million tonnes was recovered/recycled in 2001. Since the Regulations were introduced in 1997, the amount of packaging waste recovered and recycled has increased from approximately 30% to 50%.

Chapter five - The Way Forward

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The way forward

- 5.1 A multi-faceted approach to key issues is needed to achieve the agreed targets. In developing a common approach, wherever practicable, this Strategy acknowledges that individual authorities will develop their own schemes, within their own time scales and priorities.
- 5.1.1 The Strategy allows individualism with support, and collaboration with real partnership to achieve aspirations and goals. It offers solutions to a complex and complicated problem across the diversity of the two Counties.
- 5.1.2 The actions and proposals outlined in this chapter support the Waste Hierarchy shown in 2.1.3.

POLICY 1

Local Authorities in Herefordshire and Worcestershire will adopt the Waste Hierarchy as a template for their approach to Waste Management (shown in 2.1.3) i.e. reduce, reuse, retain, recycle and compost, recovery, landfill with energy recovery and finally safe disposal to landfill.

- 5.2 **Best Practicable Environmental Option (BPEO)**
- 5.2.1 The Government's National Waste Strategy is set out in 'Waste Strategy 2000' and Planning Policy Guidance Note 10: 'Planning and Waste Management'. This Strategy requires that full consideration is given to the BPEO for managing waste.
- 5.2.2 The BPEO assessments have been jointly undertaken by Worcestershire County Council and Herefordshire Council and the findings will be split into the two Authorities' relevant planning documents;
- a) Worcestershire Waste Local Plan (proposed to become the Waste Local Development Framework under the new Planning and Compulsory Purchase Bill currently before Parliament); and**
- b) Herefordshire Unitary Development Plan.**
- 5.2.3 BPEO is a process which considers the relevant merits of various waste management options to help identify the 'best' option. The Waste Strategy 2000 puts the concept of BPEO at the heart of the waste management decision making framework. BPEO is defined in the 12th report of the Royal Commission on environmental pollution as:
- "The outcome of a systematic and consultative decision making process which emphasises the protection and conservation of the environment across land, air and water. The BPEO procedure establishes, for a given set of objectives, the option that provides the most benefits or the least damage to the environment as a whole, at acceptable cost, in the long term as well as in the short term."*
- 5.2.4 The BPEO process is highly technical and complex and a key element of the BPEO procedure is that it is transparent and consultative. The BPEO process has recently been undertaken in the two Counties and after extensive consultation, the recommendations were endorsed by Worcestershire County Council and Herefordshire Council in July 2003.

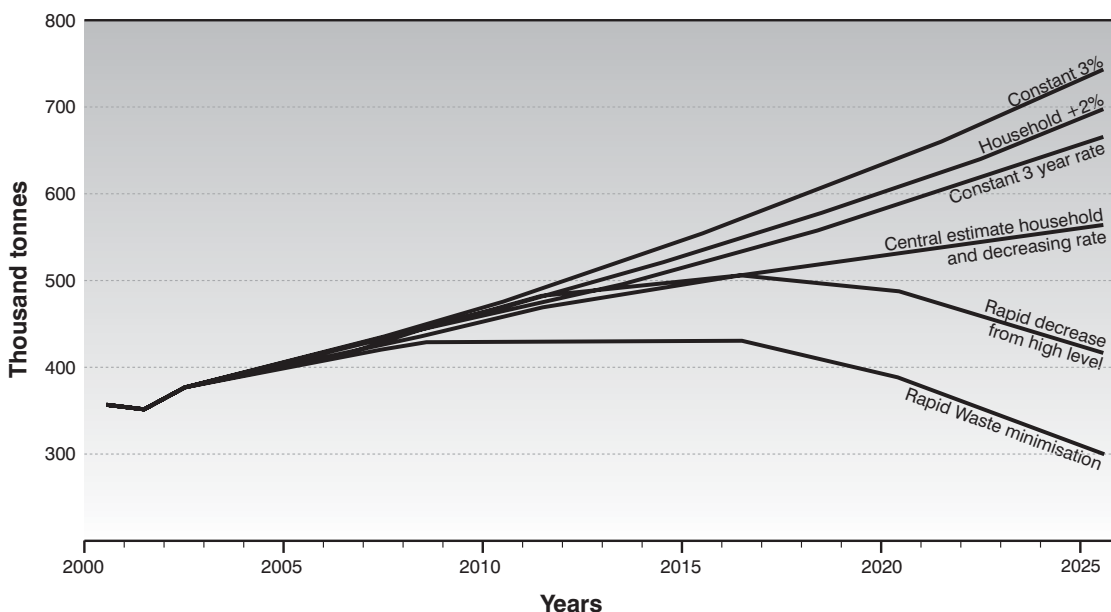


5.2.5 A summary of how waste is dealt with now and for the future, based on the BPEO, is shown below

Current Treatment % (approx. figures)	The Waste Hierarchy	Future Treatment based on BPEO%
	Waste Reduction	
	Waste Re-use	
	Waste Retention	
15%	Recycling & Composting	33% minimum
0%	Recovery (in addition to recycling & composting)	45%
85%	Landfill	22% maximum

5.2.6 The BPEO modelled growth profiles for Municipal Solid Waste(MSW) production in Herefordshire and Worcestershire as shown in Figure 3 below.

Figure 3 Projected waste growth



NB At the moment waste reduction cannot be measured. However, as a result of the trials undertaken as part of ‘Waste Challenge’ (described below in 5.3), we will be able to gauge the effectiveness of our campaign and measure waste reduction.

POLICY 4
Waste management methods will support the Best Practicable Environmental Option (BPEO) which is based on a minimum 33% recycling and a maximum of 22% landfilling, with any balance required being managed through a form of thermal treatment. Emerging technologies which support the BPEO will be considered to enable a flexible approach to the waste treatment methods which will be adopted.

5.3 **The Waste Challenge**

5.3.1 From the growth scenarios shown in Figure 3 it is clear that a positive strategy will be required to counter the contributory factors in growth to ensure that future waste arisings are minimised

POLICY 1
Local Authorities in Herefordshire and Worcestershire will adopt the Waste Hierarchy as a template for their approach to Waste Management (shown in 2.1.3) i.e. reduce, reuse, retention, recycling and composting, recovery, landfill with energy recovery and finally safe disposal to landfill.

POLICY 2

Beginning in 2003/4, the Authorities will implement a co-ordinated waste reduction/minimisation initiative – “Waste Challenge” – across the counties. By March 2006 the Authorities will aim to have reduced the kg/head of waste collected and disposed of, back to 2001/2 levels.



- 5.3.2 Every one of us produces approximately 500 kg of waste each year. Approximately 40% of everything we discard – particularly kitchen and garden waste – could be dealt with at home.
- 5.3.3 ‘Waste Challenge’ is an initiative to encourage waste minimisation by retaining waste at home through different ways of home composting and promotion of ‘real’ nappies.
- 5.3.4 Trials began in October 2003 in Herefordshire and Wychavon to determine what works best to achieve successful home composting and waste reduction.
- 5.3.5 Within each trial area, three refuse collection rounds of approximately one thousand households of a similar type, are being monitored to assess the amount of waste generated before, during and after ‘Waste Challenge’.
- 5.3.6 One round within each area received canvassing, promotional materials and advice. A second round received a delivery of promotional materials and a third round acted as a control.
- 5.3.7 Through data gathering and measuring responses of households within the trial areas, we will be able to identify which methods work best in changing behaviour.
- 5.3.8 ‘Waste Challenge’ also included ‘compost clinics’ within communities to provide advice.
- 5.3.9 In some areas a trial green waste home shredding service is being provided.
- 5.3.10 In 2003/4, approximately £200,000 will be invested by Herefordshire Council and Worcestershire County Council in ‘Waste Challenge’. This has led to the successful bid to WRAP for funding to continue and extend this initiative across both counties.

POLICY 10

The Local Authorities will continue to develop and implement the most sustainable ways of facilitating the retention of green and kitchen waste within the household and only collecting and treating green and kitchen waste where household processing is impractical.

POLICY 12

The Local Authorities will consider the merits of a common approach across the counties in areas of waste policy that could potentially encourage waste reduction/waste minimisation.

5.4 **Recycling and Composting****POLICY 6**

The Local Authorities will aim to achieve the Statutory Performance Standards for recycling and composting for 2005/6 and the national standard of 33% recycling and composting by 2015 as a minimum, and aim to exceed them if affordable.

- 5.4.1 Given the diversity of the two Counties, the future of Bring Recycling Sites has to be considered as the introduction of household/kerbside collections spreads across a large part of the counties. Experience elsewhere has shown that Bring Recycling Sites still have a significant part to play, even where there is substantial kerbside collection. There is certainly a need for Bring Recycling Sites where it is not possible to provide a kerbside collection – for example in rural areas. Bring Recycling Sites may also offer the best opportunity for collecting other materials not collected through kerbside schemes.

POLICY 9

The Waste Collection Authorities will continue to provide and enhance Bring Recycling Sites where considered beneficial to supplement kerbside collection schemes. The effect of household recycling collections on Bring Recycling Sites will be monitored to ensure that together they continue to provide a cost effective and practical way of recycling.

5.4.2. Chapter 3 gave details of existing recycling rates and collections of recyclables through household, kerbside and bring recycling schemes. Coverage is already high across the two counties but wherever practicable/affordable, authorities will increase coverage of household/kerbside recycling collections.

5.4.3 A summary of each Authority's plan for recycling and composting is shown below:

5.4.4 Bromsgrove District Council

A fortnightly kerbside box collection of glass, cans, plastics, textiles and paper and card will begin in March 2004 across the whole of the district. A fortnightly wheeled bin green waste collection service will also start in March 2004. Recycling, green waste and residual waste collections will be phased in during 2004/5. An evaluation of whether Bring Recycling Sites continue to be provided will then be made following the successful introduction of the kerbside recycling collection service.

5.4.5 Herefordshire Council

Alternate weekly collections of bagged cans and plastics, textiles and paper began in April 2003 across approximately 50% of the households in the county. A different collection scheme using a box system is to be trialled in the Ross-on-Wye area from April 2004.

5.4.6 Malvern Hills District Council

Alternate weekly kerbside collections of bagged cans and plastics, textiles and paper started in January 2004, and will eventually cover 100% of the district. Through a joint DEFRA bid with Wychavon District Council, banks for glass and paper will be sited in twenty rural and urban locations by the end of 2003/4. The Council are examining options for providing enhanced glass recycling arrangements during 2004 and beyond.

5.4.7 Redditch Borough Council

A weekly box curtilage collection of glass, cans, textiles, paper and card began in May 2003 and will be phased in across 92% of the Borough by the end of 2004/5. Evaluation of the method used, coverage and participation rates will be on-going throughout the first year. Additional bring banks for paper and cans and improvements to existing sites will be put in place during 2003/4, through DEFRA funding.

5.4.8 Worcester City Council

A fortnightly twin bag collection of cans, plastics, textiles and paper began in June 2003, covering 94% of the district. An additional twenty glass bring banks will be located throughout the City during 2003/4.

5.4.9 Wychavon District Council

A trial kerbside recycling scheme of approximately eight thousand properties has been in place in Wychavon since 1995. In February 2003, alternate weekly collections of bagged cans and plastics, textiles and paper, began across 94% of the district. Through a joint DEFRA bid with Malvern Hills District Council, banks for glass and paper will be sited in twenty rural locations by the end of 2003/4.





5.4.10 **Wyre Forest District Council**

A weekly box kerbside collection of glass, cans, plastics, textiles, paper and card began in September 2003. The collection is being phased in across 84% of the district in blocks of approximately ten thousand properties every two months. Wyre Forest is looking to introduce kerbside to the remaining 16% of the district during 2004/5. Evaluation of Bring Recycling Sites will be carried out following the introduction of the kerbside collection. A collection of green waste for centralised composting is being considered. However, no decision about this will be made until the results of 'Waste Challenge' have been evaluated.

POLICY 7

In addition to national targets set out in Waste Strategy 2000, the Authorities are committed to aim to achieve the local targets contained in this Strategy.

- 5.4.11 The grants given by Worcestershire County Council to all the Local Authorities within Worcestershire will help to increase participation rates and amounts recycled. Evaluation of the success of these performance based grants in 2003/4 may lead to the expansion of a performance related grant scheme, if this proves to be a cost effective way of increasing recycling rates.
- 5.4.12 Household Waste Sites play a significant role in diverting waste away from landfill for recycling and composting. Herefordshire Council and Worcestershire County Council will aim to increase levels of recycling and composting in line with the target set in this Strategy, see 5.5 below for further details.
- 5.4.13 An additional centralised green waste composting site is to be located within the boundary of one of the three northern districts within Worcestershire, bringing the total of sites within the two counties to three.
- 5.4.14 Enhanced recycling will also be achieved through the recovery process (see paragraph 5.7).
- 5.4.15 Through a green procurement process, the Authorities will ensure that recycled products are purchased wherever practicable and cost effective.

POLICY 17

The Authorities will seek to adopt and implement a Green Procurement and Waste Management Policy within four years of the date this Strategy is published.

5.5 **The Future Role of Household Waste Sites**

POLICY 8

The Waste Disposal Authorities, in conjunction with their partners, will examine the role of Household Waste sites to make sure that they provide a quality service and enable maximum recycling/re-use wherever possible.

- 5.5.1 Household Waste Sites are a key interface with the public. They provide a local facility where the public can dispose of bulky items such as unwanted furniture, hazardous household chemicals such as weed killers and cleaning materials and, most importantly, offer the opportunity to recycle a variety of materials such as scrap metal, old engine oil, car batteries and green waste – commodities which cannot be recycled at the local Bring Recycling Sites.

5.5.2 Ten Household Waste Sites throughout the two counties have been refurbished. Proposals within the Integrated Waste Management Contract allow for the refurbishment of the remaining five sites, together with the provision of one additional site in Kington in Herefordshire and one in Evesham in Worcestershire. However, with the introduction of kerbside recycling across the Counties, the major push is on waste minimisation and retention of waste at home. This means that we now have an ideal opportunity to review the position and future role of Household Waste Sites.



5.5.3 To emphasise the recycling aspect at the refurbished sites, these strategic sites should be re-branded. Ideas for re-branding are:

- **“Recycling and Household Waste Site”, or**
- **“Community Recycling Centres”, or**
- **“Rethink Rubbish Depot”**

5.5.4 A minimum of one strategic site will be provided within each District in Worcestershire. These will offer the full range of recycling disposal points and a facility to dispose of general waste and at some, a disposal facility for cement bonded asbestos and hazardous household chemicals. These strategic sites will be provided at:

Bromsgrove	New location to be provided
Malvern Hills	Malvern Link
Redditch	Crossgates Road
Wychavon	Droitwich and Hill & Moor
Worcester City	New location to be provided
Wyre Forest	Stourport

Due to the rural nature of Herefordshire, the strategic sites will be located at:

Hereford	Rotherwas
Leominster	Bridge Street
Ledbury	Little Marcle Lane
Bromyard	Linton Industrial Estate
Ross-on-Wye	Station Approach
Kington	(new site required)

5.5.5 In addition to these strategic sites, a number of recycling/reuse centres will be developed. These will accept a full range of materials for recycling and reuse. However, they will not accept general waste for disposal, asbestos waste, hazardous household chemicals, carpets or soft furnishings.

It is proposed that this type of facility would be provided at:

Malvern Hills	Tenbury Wells (new site required) Upton on Severn (new site required)
Wychavon	Evesham (new site required)
Worcester City	Worcester (new site required)
Wyre Forest	Hoobrook, Kidderminster (change of use from Household waste site to a recycling/re-use centre)

Provision of these recycling and reuse centres should improve recycling rates across the counties.

5.5.6 The Joint Member’s Waste Forum will seek to review the usage of Household Waste Sites and recycling/reuse centres on an annual basis.

5.6 **The Future Of Waste Collection**

- 5.6.1 Nationally, a number of authorities are pressurising the waste stream by providing a fortnightly collection of residual waste alongside a weekly collection of recyclables.
- 5.6.2 Following this example, some authorities within Herefordshire and Worcestershire are considering the introduction of fortnightly residual waste collections. Wyre Forest District Council is the first authority to introduce a fortnightly collection of residual waste alongside the phasing in of the weekly kerbside collection of recyclables in September 2003.
- 5.6.3 Bromsgrove District Council will be switching to a fortnightly wheeled bin collection of residual waste alongside the introduction of a kerbside collection of recyclables and compostables in March 2004.
- 5.6.4 In order to fulfil the Strategy, Authorities will continue to review waste collection methods and learn from each other.

5.7 **Recovery**

- 5.7.1 It has long been recognised within the two counties, that reliance on landfill is not a long term, sustainable option. The Best Practicable Environmental Option (BPEO) for managing approximately 45% of the waste stream within the counties is a form of thermal treatment. A flexible approach is needed in determining which of the available and emerging technologies, described below, will be adopted.

5.7.2 **Mechanical Biological Treatment (MBT)**

Involves the biological decomposition of mixed household waste to reduce mass and water content and prepare the residual material for more effective separation of recyclables. Metals, glass and miscellaneous non combustibles are recovered for recycling and a substantial proportion of the remainder can be prepared as a solid fuel. A recognised process already adopted in parts of Europe and the UK.

5.7.3 **Anaerobic Digestion**

Reduces the bulk of organic waste by converting it into a relatively stable residue similar to compost that can be used as an agricultural soil conditioner and methane gas used to generate electricity. This process needs to take place in an oxygen free environment. A recognised process already adopted in parts of Europe and the UK.

5.7.4 **Gasification or Pyrolysis**

In essence these processes rely on breaking the waste down in sealed chambers by the application of extreme heat. The heat is applied in the absence of air (gasification) or with only a very small amount of air available (pyrolysis). This means that the waste does not burn, or only a very small part of it burns. Both processes generate a mixture of flammable gasses (often called 'syngas') which is then converted to electricity. A big disadvantage of these technologies is that they are not widespread in use and not currently in use on a commercial scale at all in the UK.

5.7.5 **Waste to Energy**

Mass burn incineration involves the combustion of mixed unsorted waste in controlled conditions on a moving grate. Resulting hot gasses are directed to a boiler to recover heat to produce steam and generate electricity. Thirty five percent of the waste becomes a residue which can be recycled (bottom ash) or disposed (fly ash). No waste to energy facilities are planned to be built in Herefordshire or Worcestershire. However, it may be necessary to use regional facilities to dispose of small amounts of our waste.

5.7.6 **Emerging Technologies**

We live in a changing world, new technologies are emerging that should deliver more sustainable waste management solutions. The Local Authorities need to ensure that this Strategy is flexible so that we can take advantage of these new technologies thereby enabling us to meet the challenging targets for the future.

5.8 **Landfill**

- 5.8.1 The main thrust of this Strategy is the reduction of landfilling, driven by the Landfill Directive. Nevertheless landfill will continue to play an important part in the way waste is managed within Herefordshire and Worcestershire as landfill is the only suitable disposal route for certain waste streams and process residues. Whatever other treatment methods are used, the Authorities will aim to recycle and recover the maximum amounts possible and reduce our reliance upon landfill in line with the BPEO target.

- 5.8.2 The Waste Emissions and Trading Bill requires that a system of tradable allowances will be granted to Local Authorities, allocated on the basis of population and number of households. They will set tonnages of biodegradable waste allowed to be landfilled, which will reduce over time to comply with the Landfill Directive. Local Authorities will have to invest in alternatives to landfill to meet the reduction in permits. Where Local Authorities expect to exceed the allowances, they will have to purchase additional permits from authorities that divert more waste from landfill than specified in their obligation. Failure to meet permit limits will result in financial penalties.
- 5.8.3 Recovery processes chosen will have to meet the requirements of the landfill allowances for Herefordshire and Worcestershire.

5.9 **Awareness Raising and Publicity**

POLICY 5

The Authorities will adopt a comprehensive and cohesive approach to publicity, promotion, awareness raising and enforcement.

- 5.9.1 Authorities will continue to work together on waste minimisation, recycling and reduction schemes, in collaboration with 'Welcome To Our Future', who provide the over-arching waste awareness campaign within the two Counties.
- 5.9.2 Major new initiatives such as 'Waste Challenge' will be extensively promoted through development and use of standardised imagery and promotional material.
- 5.9.3 Whilst it is important that there is collaboration and joint working to share good practice and be more cost effective, it is also important that Local Authorities continue to develop their own initiatives and publicity programmes to accommodate local needs.
- 5.9.4 The Authorities recognise the importance of continuing to build on good media relationships to ensure that opportunities for awareness raising and publicity are used to maximum effect wherever possible.

5.10 **Partnerships**

POLICY 13

Wherever possible, partnerships with the voluntary and community sector will be developed to ensure that waste is re-used and recycled, such as re-use of old furniture and household appliances.

- 5.10.1 Where possible all Authorities will continue to build on existing relationships outlined in 3.14.
- 5.10.2 Local voluntary and community groups have a valuable role to play and can be innovative and bring a fresh perspective to waste management issues. The expertise and experience that some of these groups have in reusing materials and in education and awareness raising will have an important part to play in delivering the Strategy.

Chapter six, seven, eight & nine

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Affordability

POLICY 3

The Authorities will ensure that waste management in Herefordshire and Worcestershire offers Best Value to local people

- 6.1 A holistic approach which balances social, environmental and economic implications, needs a long term perspective in choosing the best waste management options available. Looking at the bigger picture, a “spend to save” philosophy may be the best way forward.
- 6.2 It will also be necessary to use an approach which makes sure that the waste collection and disposal methods which are adopted are financially and environmentally sustainable.
- 6.3 Wherever possible, we will seek external funding, for example through the Waste Performance Reward Grant scheme for 2004/5 and 2005/6, DEFRA's latest initiative, which offers ‘pump-priming’ grants to Local Authorities. This follows the Waste Minimisation and Recycling Fund of 2002/3 and 2003/4.

Economic Opportunities

- 7.1 Technological advances in waste management may have wider implications for the local economy. The West Midlands Regional Economic Strategy identifies ten Business Clusters which need to be developed to assist the diversification of the regional economy away from an over-dependence on declining industries. Business Clusters are formed by firms interacting with each other to contribute to their specific end market product or service. One of the ten identified clusters is Environmental Technologies, an area which certainly includes waste management.
- 7.2 Cluster firms do not have to operate in tightly defined geographic areas; but there is no doubt that the Birmingham to Worcestershire Technology Corridor (now branded the “Central Technology Belt”) will provide a geographic focus for cluster activity. The Malvern Science Park and Qinetiq (formerly Defence Evaluation and Research Agency) provide two locally-based centres of technological expertise which is available to be harnessed by companies with new applications that require development. Environmental Technology cluster development locally could be applied to municipal waste management to create efficiencies, improve environmental conditions and create new employment opportunities.

Specific waste streams

POLICY 15

Individual policies will be prepared for all Specific Waste Streams such as abandoned vehicles.

8.1 **Abandoned Vehicles**

8.1.1 The Refuse Disposal (Amenity) Act 1978 places a duty upon Local Authorities to deal with apparently abandoned vehicles on public land within their area. Regulatory procedures have to be followed in carrying out this duty and important changes to the regulations specifying the notice period that Authorities need to give owners of vehicles before the vehicles are removed or destroyed, were introduced in April 2002. Essentially, the changes have meant shorter notice periods meaning that vehicles can be dealt with more quickly.

8.1.2 The issue of abandoned vehicles is a complex one and requires a multi-agency approach, involving a range of partners and agencies including the local Police and Fire Services and the Driver and Vehicle Licensing Agency (DVLA). These partnerships have recently become stronger for some Authorities through the organisation of vehicle amnesties, where members of the public can have unwanted vehicles removed free of charge.

The End of Life Vehicles (ELV) Directive (2000/53/EC) came into force on 21st October 2000 but still has to be transposed into UK law. However, there are key requirements that the directive lays down with regard to the way in which disposal of vehicles needs to be managed in the future. The Directive aims to reduce the amount of waste from End Of Life Vehicles, in particular it:

- **restricts the use of certain heavy metals in the manufacture of new vehicles;**
- **requires the establishment of adequate systems for the collection of ELVs;**
- **states that owners must be able to have their complete ELVs accepted by these systems free of charge, even when they have a negative value. This should apply from the date upon which the Regulations come into force, in respect of vehicles first put on the market on or after 1st July 2002;**
- **requires producers (vehicle manufacturers or importers) to pay 'all or a significant part' of the costs of take-back for complete ELVs with a negative or no value;**
- **requires that ELVs can only be scrapped ('treated') at authorised facilities, which must meet tightened environmental treatment standards;**
- **introduces a certificate of destruction which triggers the removal of a scrapped vehicle from the national register;**
- **requires that certain components are marked to aid recovery and that information is provided to aid dismantling.**

The ELV Directive also:

- **states that owners must be able to have their ELVs, if complete, accepted at authorised treatment facilities free of charge, whatever date they were first put on the market, from 1st January 2007 at the latest;**
- **sets rising re-use/recycling and recovery targets which must be achieved by January 2006 and January 2015.**

8.1.3 There are currently different and varying arrangements in place within each district for dealing with abandoned vehicles, both in terms of the procedures that are followed and the contracts with specialist contractors to deal with them. The Officers Working Group will examine ways in which the abandoned vehicle service can be improved across the two counties.

8.2 **Fridges and Freezers**

8.2.1 The implementation of the European Council Regulation N^o 2037/2000 on Ozone Depleting Substances (ODS Regulation) on 1st January 2002 has meant that all redundant fridges and freezers have to be recycled/processed in order to remove Chlorofluorocarbon (CFC) gases contained in the motors and the foam insulation.

8.2.2 The disposal Authorities comply with this regulation through contracted arrangements to recycle and reprocess all fridges and freezers within the two Counties.

8.3 **Clinical Waste**

8.3.1 Different arrangements are in place for the collection of clinical waste across the two Counties and this is an area which the Officers Working Group will examine in greater detail in the future.

8.4 **Hazardous Household Waste**

8.4.1 Hazardous Household Waste such as cement bonded asbestos, household and garden chemicals, oils and lead acid batteries can be disposed of at Household Waste Sites. As a result of emerging European legislation, certain types of waste will need to be managed differently in the future.

8.5 **Waste Electrical & Electronic Equipment (WEEE)**

8.5.1 The WEEE Directive aims to reduce the quantity of waste from electrical and electronic equipment and increase re-use, recovery and recycling. The WEEE Directive was published in the Official Journal of the European Communities on 13th February 2003 and must be transposed into UK law by August 2004.

8.5.2 Although the Directive does not place any duties upon the Waste Collection or Disposal Authorities, Worcestershire County Council have obtained funding from DEFRA to collect WEEE directly from households across Worcestershire. A trial will also be conducted at Household Waste Sites to establish the amount of brown goods being deposited there. The scheme will begin during 2003/4 and is being carried out in partnership with a local charitable organisation.

8.5.3 Other items which are currently collected and disposed of through the existing household waste stream, such as fluorescent tubes and dry cell batteries, may require separate arrangements in the future.

8.6 **Tyres**

8.6.1 The Landfill Directive (2002) bans the disposal of whole tyres to landfill from 16th July 2003, and shredded tyres from 16th July 2006.

8.6.2 Although tyres are not classed as household waste they will continue to be accepted at Household Waste Sites as a matter of course in order to prevent fly tipping. This situation will be reviewed and monitored during the first six months of the introduction of the Regulations to assess the implications to the Councils.

8.6.3 The Waste Collection Authorities have a responsibility to remove fly tipped waste where it is deposited on Council owned land. Consequently, some Districts do have problems with large quantities of fly tipped tyres being dumped.

8.6.4 The disposal Authorities already comply with these changes in legislation through contracted arrangements to recycle tyres within the two Counties.

8.7 **Fly-Tipped Waste**

8.7.1 Fly-tipping has increased nationally in recent years. The Authorities have a duty to clear and dispose of fly-tipped wastes and are beginning to implement measures to try and tackle the increasing problem of fly-tipping. In Herefordshire, for example, cameras for surveillance of vandalism, fly-tipping and other anti-social behaviour have been used in an attempt to obtain a prosecution. In Redditch, newly appointed enforcement officers for tackling litter, fly-tipping and dog fouling offences, are making a difference.

8.7.2 The Environment Agency also has an important role to play in dealing with fly-tipping, predominantly commercial or hazardous fly-tipping.

8.8 **Commercial and Schools/College Waste Recycling**

8.8.1 Waste collected from commercial premises is currently excluded from recycling schemes as Statutory Performance Standards relate only to household waste. However, Authorities are keen to explore options for encouraging these premises to recycle waste and to extend chargeable collection services to them wherever

possible. The Officers Working Group will explore the practicalities and costs of extending recycling services to the commercial sector.

- 8.8.2 The Local Authorities are also keen to initiate recycling waste paper from schools and set up other recycling/re-use initiatives in schools, such as the use of off-cut materials from local businesses. The Officers Working Group will look at the practicalities and costs of delivering a recycling service to schools.



Monitoring and evaluation

- 9.1 All Authorities are responsible for monitoring their performance standards through Best Value Performance Indicators (BVPIs). Clearly, there are critical links between BVPIs for the waste management service and the targets, principles and policies upon which this Strategy is built. All Authorities will ensure that outturns are regularly shared through officers working groups in order that issues may be identified and addressed throughout the year.
- 9.2 The implementation of the Strategy as a whole, and the success of the policies and plans for the future will be monitored by an Officer Working Group which will provide a status report annually to the Members Waste Forum on achieving targets and other key changes to the Strategy, taking into account any new guidance or targets or changes in legislation.
- 9.3 A formal review of the Strategy will be carried out at least every three years.
- 9.4 The connection between the targets which have been set and the policies which will lead to their achievement are shown in Table 11 below.

Target 1

To achieve Government Targets for recycling and composting of domestic waste by the end of 2003/4, 2005/6 and 2010/11 and 2015/16.

Target 2

To reduce the Kg/head collected/disposed to 2001/02 levels by March 2006.

Target 3

By 31 March 2005 Local Authorities will provide a household or kerbside recycling collection to % of their properties as shown in the table below

Bromsgrove DC	100%
Malvern Hills DC	100%
Redditch BC	92%
Worcester City	96%
Wychavon DC	94%
Wyre Forest DC	84%
Herefordshire Council	50%

Target 4

The Local Authorities within Herefordshire and Worcestershire will continue to promote and encourage participation in the household collection of recyclables to achieve 75% active participation by 2006.

Target 5

A minimum of 50% of all waste deposited at Household Waste Sites will be recycled/composted by 2005/6 and 55% by 2010/11.

Target 6

By 2015 or earlier if practicable, a minimum of 33% of waste to be recycled and/or composted with a maximum of 22% to be landfilled as per the Best Practicable Environmental Option for Herefordshire and Worcestershire.

9.5 **Table 11** Monitoring & Evaluation

Policy no	Target 1	Target 2	Target 3	Target 4	Target 5	Target 6
1	✓	✓	✓	✓	✓	✓
2		✓				
3						
4	✓		✓		✓	✓
5	✓	✓	✓	✓	✓	✓
6	✓		✓		✓	✓
7	✓		✓		✓	✓
8					✓	✓
9	✓		✓			✓
10		✓				
11	✓	✓	✓	✓	✓	✓
12	✓	✓				
13	✓	✓			✓	✓
14	✓	✓				✓
15						
16						
17						
18	✓					

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Appendix 1 Best Value Performance Indicators for the Two Counties for 2000/1, 2001/2 and 2002/3

Table 1 2000/2001

see over for BVPI definitions

	BVPI 82a	BVPI 82b	BVPI 82c	BVPI 82d	BVPI 84	BVPI 85	BVPI 86	BVPI 87	BVPI 88	BVPI 89	BVPI 90	BVPI 91
Bromsgrove DC	7.1%	0	N/A	N/A	369.4kg	£95,275	£31.20	N/A	60.4	64%	a) 82% b) 68%	72.7%
Malvern Hills DC	6%	0	N/A	N/A	274.2kg	£40,392.7	£30.70	N/A	788.6	71%	a) 85% b) 66%	17.8%
Redditch BC	5%	0	N/A	N/A	402kg	£20,195	£22.12	N/A	85	51%	a) 71% b) 88%	87%
Worcester City	8.8%	0	N/A	N/A	272.8kg	£167,707	£20.8	N/A	28.4	66%	a) 89% b) 68%	88.9%
Wychavon DC	8.25%	0	N/A	N/A	396kg	£48,063	£31.87	N/A	89.36	75.2%	a) 90.3% b) 71.2%	71.2%
Wyre Forest DC	6%	0	N/A	N/A	370kg	£83,101	£24.4	N/A	379	52%	a) 87% b) 63%	67%
Herefordshire Council	12.29%	2.06%	0	85.6%	534kg	£31,644.8	£29.37	£22.18	74.79	59%	a) 60% b) 79% c) 58%	58%
Worcestershire County Council	7.52%	4.17%	0	88.31%	500.66 kg	N/A	N/A	£27.24	N/A	N/A	c) 73.5%	N/A

Table 2 2001/2002

see over for BVPI definitions

	BVPI 82a	BVPI 82b	BVPI 82c	BVPI 82d	BVPI 84	BVPI 86	BVPI 87	BVPI 91
Bromsgrove DC	8.2%	0	N/A	N/A	405.9kg	£28	N/A	77%
Malvern Hills DC	7.8%	0	N/A	N/A	323kg	£29.80	N/A	17.8%
Redditch BC	6.2%	0	N/A	N/A	436kg	£31.81	N/A	97%
Worcester City	9.3%	0	N/A	N/A	317kg	£23.7	N/A	82.91%
Wychavon DC	9.18%	0	N/A	N/A	405.76kg	£32.47	N/A	88%
Wyre Forest DC	5.6%	0	N/A	N/A	402kg	£26.50	N/A	67%
Herefordshire Council	8.08%	4.39%	0	87.53%	493.7kg	£33.80	£25.12	76.75%
Worcestershire County Council	8.1%	5.3%	0	87%	532kg	N/A	£25.02	N/A

Table 3 2002/2003

see over for BVPI definitions

	BVPI 82a	BVPI 82b	BVPI 82c	BVPI 82d	BVPI 84	BVPI 86	BVPI 87	BVPI 91
Bromsgrove DC	9.1%	0	N/A	N/A	397kg	£34.5	N/A	0
Malvern Hills DC	10.06%	0	N/A	N/A	335kg	£32.46	N/A	32%
Redditch BC	8.1%	0	N/A	N/A	425kg	£33.7	N/A	21%
Worcester City	8.6%	0.03%	N/A	N/A	361kg	£25.05	N/A	20%
Wychavon DC	10.8%	0	N/A	N/A	416kg	£32.4	N/A	93%
Wyre Forest DC	8%	0	N/A	N/A	416kg	£23.6	N/A	28%
Herefordshire Council	10.32%	5.11%	0.26%	84.29%	511.86kg	£35.34	£54.26	4.7%
Worcestershire County Council	9.87%	5.56%	0.22%	84.35%	546.32kg	N/A	£46.41	N/A

Environment BVPIs

BV Code	Definition
BV 82a	Percentage of the total tonnage of household waste arisings which have been recycled
BV 82b	Percentage of the total tonnage of household waste arisings that have been composted.
BV 82c	Percentage of heat, power and other energy recovered
BV 82d	Percentage of the total waste arisings which has been landfilled
BV 84	Number of kilograms of household waste collected per head.
BV 85	<i>The cost per square kilometre of keeping land and relevant highways for which the authority is responsible, clear of litter and refuse</i>
BV 86	Cost of waste collection per household.
BV 87	Cost of waste disposal per tonne for municipal waste.
BV 88	<i>Number of collections missed per 100,000 collections of household waste.</i>
BV 89	PERCENTAGE OF PEOPLE SATISFIED WITH CLEANLINESS STANDARDS
BV 90	PERCENTAGE OF PEOPLE EXPRESSING SATISFACTION WITH; a) recycling facilities b) household waste collection c) civic amenity sites
BV 91	Percentage of the population resident in the authorities area which are served by a kerbside collection of recyclables or within 1 kilometre radius of a recycling centre.

Notes

The italic indicators are those which are no longer applicable and have been omitted from the foregoing BVPI Tables.

THE UPPER CASE INDICATORS ARE THREE YEARLY USER SATISFACTION SCORES AND TO AVOID REPETITION THESE HAVE BEEN OMITTED FROM THE FOREGOING BVPI TABLES.

Appendix 2 Disposal Points for Municipal Waste and Recyclables Across the Counties

Residual Waste

	Disposal Point	Intermediate
Bromsgrove WCA	Sandy Lane Landfill	Direct
Quantry Lane HWS	Hill & Moor Landfill or Sandy Lane Landfill	Direct
Malvern Hills WCA	Hill & Moor Landfill Waresley Landfill	Direct
Newlands HWS	Hill & Moor Landfill	Direct
Tenbury HWS	Hill & Moor Landfill	Direct
Upton HWS	Hill & Moor Landfill	Direct
Redditch WCA	Hill & Moor Landfill and Coventry EfW Plant	Redditch Transfer Station
Redditch HWS	Hill & Moor Landfill	Direct
Worcester City WCA	Hill & Moor Landfill	Direct
Worcester West	Hill & Moor Landfill	Direct
Worcester East	Hill & Moor Landfill	Direct
Wychavon WCA	Hill & Moor Landfill	Direct
Droitwich HWS	Hill & Moor Landfill	Direct
Hill & Moor HWS	Hill & Moor Landfill	Direct
Wyre Forest WCA	Waresley Landfill	Direct
Stourport HWS	Hill & Moor Landfill	Direct
Hoobrook HWS	Hill & Moor Landfill	Direct
Herefordshire WCA	Hill & Moor Landfill	Rotherwas Transfer Station, Hereford; Leominster Transfer Station
Rotherwas HWS	Hill & Moor Landfill	Direct
Ross on Wye HWS	Hill & Moor Landfill	Direct
Leominster HWS	Hill & Moor Landfill	Direct
Bromyard HWS	Hill & Moor Landfill	Direct
Ledbury HWS	Hill & Moor Landfill	Direct

Green Waste

	Disposal Point	Intermediate
All HWS	Hill & Moor Green Waste Composting Plant	Direct

Recyclables

Material	Recycler	Intermediate
Batteries	G & P Batteries , Wolverhampton	Direct
Shoes	European Recycling Co , Surrey	Direct
Textiles	John Padley , Ledbury	Direct
Glass	T Berryman & Son Ltd , West Yorkshire	Direct
Cans (steel)	Corus Steel Packaging Recycling , Port Talbot	Direct
Cans (aluminium)	Alcan Regional Centre , Warrington	Alcan Midland Process Centre, Birmingham
Paper and Card	Kappa Paper Recycling , Birmingham	Direct
	Betta Bedding , Evesham	Direct
	UPM – Kymmene (UK) Ltd , Shotton	Direct
	Hereford Waste Paper , Ledbury	Direct
Oil	Betta Special Waste Ltd , Worcester	Direct
Scrap Metal	European Metal Recycling Smethwick , West Bromwich or Nechells, Birmingham	Direct
	European Metal Recycling , Gloucester	Direct
	Wye Valley Metals , Hereford	Direct
Plastic Bottles HDPE/PET	Recoup , Peterborough	Direct
	Delleve Plastic , Stratford upon Avon	Direct
Plastic Film	British Plastic Film , Gloucestershire	Direct
Fridges	Aquaforce Special Waste , Wolverhampton	Direct
Tyres	Simms Metal , Long Marston	Direct
	European Metal Recycling , Birmingham	Direct
Soil & Rubble	Lafarge Aggregates Ltd , Wellington, Herefordshire	Direct
	Quick Skip Ltd , Hereford	Direct
	Tarmac Recycling , Worcester	Direct
	Hills (West Midlands) Ltd , Stourport	Direct
	MHF Plant & Skip Hire Ltd , Evesham	Direct

Appendix 3 Waste Tonnages 1997/8 – 2002/3

District waste collected	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
Herefordshire Council	54,794	50,058	60,147	60,739	61,122	61,954
Bromsgrove District Council	30,456	31,035	31,184	31,360	31,376	31,760
Malvern Hills District Council	27,699	27,695	22,240	23,238	22,885	23,298
Redditch Borough Council	30,716	30,857	32,276	33,144	33,691	34,390
Worcester City Council	26,906	26,996	28,991	29,380	32,786	33,221
Wychavon District Council	41,201	40,318	43,284	42,873	43,954	42,795
Wyre Forest District Council	35,245	36,251	38,869	38,668	39,245	39,259
TOTAL	247,017	243,210	256,991	259,402	265,059	266,677

Civic amenity waste

	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
HEREFORDSHIRE						
General Waste	11,618	11,709	14,494	16,367	18,307	19,334
Green Waste	83	1,387	3,110	1,853	3,669	4,433
Recycled	83	1,983	2,471	1,869	2,562	3,182
TOTAL	11,784	15,079	20,075	20,089	24,538	26,949
WORCESTERSHIRE						
General Waste	52,145	50,879	61,382	55,305	63,843	68,097
Green Waste	10,018	5,665	13,039	11,266	15,134	16,420
Recycled	991	5,963	8,165	6,780	8,685	9,834
TOTAL	63,154	62,506	82,586	73,351	87,662	94,351

District council bring recycling schemes

	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
Herefordshire Council	2,638	4,170	4,017	4,354	4,344	4,262
Bromsgrove District Council	1,311	1,476	1,858	2,098	2,220	2,359
Malvern Hills District Council	1,336	1,221	1,224	1,295	1,420	1,648
Redditch Borough Council	1,681	1,179	1,662	1,822	1,661	1,742
Worcester City Council	1,811	1,960	2,050	2,055	2,123	2,027
Wychavon District Council	2,566	2,091	2,530	2,795	2,822	2,976
Wyre Forest District Council	811	1,259	1,273	1,402	1,465	1,883
TOTAL	12,154	13,356	14,614	15,821	16,056	16,896

Third party bring and recycling schemes

	1997/98	1998/99	1999/00	2000/01	2001/02	2002/03
Herefordshire	508	0	0	0	0	1,450
Worcestershire	63	0	56	1,312	3,285	6,462
TOTAL	571	0	56	1,312	3,285	7,912

NB soil and rubble has been recycled on sites since 01/02 but not included in the recycled tonnage as it cannot be included for BVPI calculations.

Appendix 4

Location of Household Waste Sites & Bring Recycling Sites

	Household Waste Sites	Bring Sites
Bromsgrove DC	1	26
Herefordshire Council	5	72
Malvern Hills DC	3	12
Redditch BC	1	20
Worcester City Council	2	19
Wychavon DC	2	39
Wyre Forest DC	2	15

BROMSGROVE DISTRICT COUNCIL

HOUSEHOLD WASTE SITES

District / Town	Location
Romsley	Quantry Lane

BRING SITES

District / Town	Location
Alvechurch	Tanyard Lane, Car Park
Aston Fields	Safeway, Buntsford Park Road
Belbroughton	Bell Inn, Bromsgrove Road The Talbot Inn, Hartle Lane
Bromsgrove	Asda, Recreation Road Market Hall, Hanover Street Market Street School Drive, Car Park Somersfield, Birmingham Road Stourbridge Road, Car Park
Burcot	Wyvale Garden Centre, Alcester Road
Catshill	Crown Inn, Stourbridge Road Kingfisher Garden Centre, Stourbridge Road Marlbrook PH, Birmingham Road
Clent	Pool Furlong
Fairfield	The Swan Inn, Stourbridge Road
Hagley	The Badger Set PH, A491 Worcester Road Car Park
Rock Hill	Greyhound PH
Rubery	Rear of Co-op, New Road Car Park Waseley Hills Country Park
Stoke Prior	Epic Bar, Hanbury Road Social Club Car Park, Westonhall Road
Wythall	Becketts Farm, Alcester Road Pack Horse Inn, Alcester Road White Swan, Alcester Road

HOUSEHOLD WASTE SITES

District / Town	Location
Bromyard	Linton Industrial Estate
Hereford	Chapel Road, Rotherwas
Leominster	Bridge Street
Ledbury	Little Marcle Road
Ross-on-Wye	Station Approach

BRING SITES

District / Town	Location
Allensmore	Locks Garage
Amestry Riverside Inn	
Bishops Frome	Village Hall
Bodenham	Village Hall
Brampton	Golf Course
Brockhampton	Village Hall
Bromyard	Tenbury Road car park
Canon Pyon	Village Hall
Clehonger	Seven Stars
Credenhill	Social Club
Dilywn	Crown Inn
Eardisland	Village Hall
Eardisley	New Strand
Eye	Cawley Hall
Goodrich	Cross Keys
Gorsley Goffs	Primary School
Hampton Bishop	Bunch of Carrots
Hereford City	Copper Kettle, Aylestone Hill Gaol Street Car Park Hereford Rugby Club Hereford Welsh social club Holme Lacy Road Co-op, Grandstand Rd, Bobblestock Merton Meadow Car Park Royal National College For The Blind Safeway Station approach Sainsbury's, Barton Sidings Tesco, Belmont Tesco, Bewell St
Hope under Dinmore	Village Hall
Kentchurch	Bridge Inn
Kerne Bridge	Inn On The Wye
Kimbolton	Village Hall
Kingsland	Coronation Hall
Kingstone	High School
Kington	Co-op Pioneer
Lentwardine	Rosemary Lane
Leominster	Etnam Street Leominster Golf Course Safeway, Leominster
Ledbury	M.S.F (Countrywide) Stores St Katherines CPK Ledbury Rugby Club Tesco, Ledbury

Leysters	Duke of York
Little Birch	Castle Inn
Longtown	Village Hall
Madley	Comet Inn
Marden	Village Hall Volunteer Inn
Michealchurch Escley	Bridge Inn
Mordiford	Moon Inn
Munstone	The Rose Gardens
Peterchurch	Poston Mill Camp Site
Preston Wynne	Village Hall
Ross-on-Wye	Cemetery Place Red Meadow Car Park Ross Recycling Safeway Ross Ryfield Centre, Station Approach
Stretton Sugwas	Travellers Rest
Symonds Yat	Wye Knot Inn
Titley	Village Hall
Ullingswick	The Three Crowns
Upper Sapey	Village Hall
Upton Bishop	The Moody Cow
Wellington	Social Club
Welsh Newton VH	Village Hall
Weobley	Salutation Inn
Weston Under Penyard	Weston Cross Inn
Wigmore	Village Hall
Wormbridge	BP Garage

HOUSEHOLD WASTE SITES

District / Town	Location
Malvern Link	Worcester Road
Tenbury Wells	Palmers Meadow Car Park
Upton upon Severn	Hanley Road

BRING SITES

District / Town	Location
Great Witley	Village Hall
Knightswick	The Talbot Hotel
Malvern	Newtown Road, Link Top Priory Road Car Park Waitrose
Malvern Link	Safeway, Roman Way Victoria Park
Martley	Sandpits Close
Suckley	Village Hall
Tenbury Wells	Palmers Meadow Car Park
Upton upon Severn	Hanley Road
Welland	Pheasant Inn

HOUSEHOLD WASTE SITES

Area	Location
Park Farm	Crossgate Road Household Waste Site

BRING SITES

Area	Location
Abbeyle	Sedgeley Close Car Park
Astwood Bank	Sambourne Lane Car Park
Batchley	Batchley Road Car Park Labour Club, Bromsgrove Road
Church Hill Centre (North)	Tanhouse Lane Car Park
Church Hill Centre (South)	Rickyard Lane Car Park
Countryside Centre	Battens Road Car Park
Crabbs Cross	The Slough Car Park
Headless Cross	Car Park
Lodge Park shops	Shakespeare Avenue
Matchborough	Matchborough Centre Car Park near Sports Centre
Morton Stanley Park	Car Park off Windmill Drive
Safeway	Warwick Highway
Sainsbury's	Alvechurch Highway
Tesco	Coldfield Drive
Town Centre	Town Hall car park
Webheath	Foxlydiate Hotel, Birchfield Road Webheath First School
Winyates Centre	Car Park near Health Centre
Woodrow	Car Park near Health Centre

HOUSEHOLD WASTE SITES

Area	Location
Bilford Road	Household Waste Site
Hallow Road	Household Waste Site

BRING SITES

Area	Location
Canada Way	Lower Wick Shops
Deansway	College of Technology
Droitwich Road	Perdiswell Park
Gresham Road	Dines Green Shops
Hylton Road	Homebase
Lowesmoor Wharf	Viking Afloat
Millwood Drive	Tesco Supermarket
Newport Street	Car Park
Northwick Road	Northwick Arms
Oldbury Road	The Coppertops
Ombersley Road	Co-op Supermarket
Orchard Street, off Bath Rd	The Berwick
Ripon Road	Ronkswood Old Hospital
Severn Terrace	Pitchcroft Car Park
Spetchley Road	County Hall
St. Peters Drive	Timberdine Harvester
St. Peters Drive	Tesco Supermarket
Swanpool Walk	St John's Sports Centre
Tolladine Road	Farmers Boy

HOUSEHOLD WASTE SITES

District / Town	Location
Droitwich	Hanbury Road
Throckmorton	Hill & Moor

BRING SITES

District / Town	Location
Badsey	Recreation Field
Beckford	Wildlife Rescue Centre
Bredon	Jubilee Car Park
Bretforton	Recreation Centre
Broadway	Milestone Car Park
Broadway	Shear House
Cleeve Prior	Barn Farm Nature Garden
Crowle	The Old Chequers PH
Cropthorne	Village Hall
Defford	Church Hall Car Park
Droitwich	The Dovey PH Kwik Save Leisure Centre Safeway The Spring Meadow PH Westlands St.Peter's Fields
Eckington	Recreation Field
Evesham	Burford Road Oat Street Old Brewery Car Park Safeway Tesco The Cider Mill PH, Hampton
Flyford Flavel	Flyford Arms PH
Hartlebury	Village Hall Car Park
Inkberrow	Village Hall Car Park
Littleworth/Norton	Village Hall Car Park
Ombersley	The Crown & Sandys PH
Overbury	Cricket Club Car Park
Pershore	Civic Centre Car Park High Street Car Park Horticultural College Somerfield
Radford	Wheelbarrow & Castle PH
South Littleton	South Littleton Club
Upton Snodsbury	The French House PH
Whittington	The Swan PH
Wychbold	The Pochers Pocket PH

HOUSEHOLD WASTE SITES**District / Town Location**

Kidderminster	Hoobrook
Stourport-on-Severn	Minster Road

BRING SITES**District / Town Location**

Bewdley	Dog Lane
Kidderminster	Bromsgrove Street Car Park
	Franche Co-op, Wilton Avenue
	Green Street Car Park
	Heronswood Road, Spennells
	Offmore Community Centre, Gray Close
	Pitts Lane Car Park
	Sainsbury's, Carpet Trades Way
	Somerfield, New Road
	The Roundhead, Willowfield Drive
	The Swan, Blakedown
Whittall Drive, Birchen Coppice	
Stourport-on-Severn	Co-op, Lombard Street
	Lidl, Vale Road
	Walshes Community Centre, Linden Avenue

Appendix 5 Waste Disposal and Treatment Facilities

Facility	Capacity
Hill and Moor Landfill Site	Planning/licence maximum per annum is 356,000 tonnes. At the present input rate the void will expire in 2018.
Rotherwas MRF	8000 tonnes per annum based on a single 8 hour shift
Hill and Moor MRF	8000 tonnes per annum based on a single 8 hour shift
Waresely Landfill Site (Biffa)	150,000 tonnes per annum – At the present input rate the void will expire in 2021 (18 years void space, 12 years at Waresley and 6 years at Hartlebury)
Cleanaway Landfill Site	Approx 1 million cubic metres capacity to fill, at the current throughput - equates to approx 8 years.

Appendix 6 Map of area illustrating key Treatment/Disposal Facilities and Household Waste Sites

(as at September 2003)



Appendix 7

Extract from BPEO explaining waste growth predictions

Municipal Solid Waste

The amount of Municipal Solid Waste (MSW) produced has been rising year on year. Although the rate of growth varies across the two Authorities, on average it amounts to approximately an increase of 2.5% every year over the last 3 years. The increase in MSW production is the outcome of two related factors: growth in the number of households in the Authorities; and growth in the waste produced per household as a result of the increased consumption and disposal of products and services. Currently, Worcestershire and Herefordshire produce approximately 377 000 tonnes of MSW. If current waste growth continues, this quantity will increase to 588 000 tonnes in 2015/16.

This rate of increase is not sustainable. If the recent growth rate were to continue, in 2020, Worcestershire and Herefordshire would produce over twice as much waste as it does now, requiring perhaps twice as many facilities, and a proportional increase in cost. Quite simply, waste minimisation must take a priority, although this should not detract from the need to manage wastes that do arise. The need to 'decouple' economic growth and its associated benefits, in terms of improving quality of life through the wider availability of products and services, from waste production is widely recognised. However, despite a number of emerging instruments, including the Waste Minimisation Act 1998, that specifically enables local authorities to contribute to waste minimisation initiatives, there is no evidence that such a decoupling of waste production from economic growth is being achieved. This situation must change, and growth in arisings must be brought to a halt, and, if possible, put into reverse.

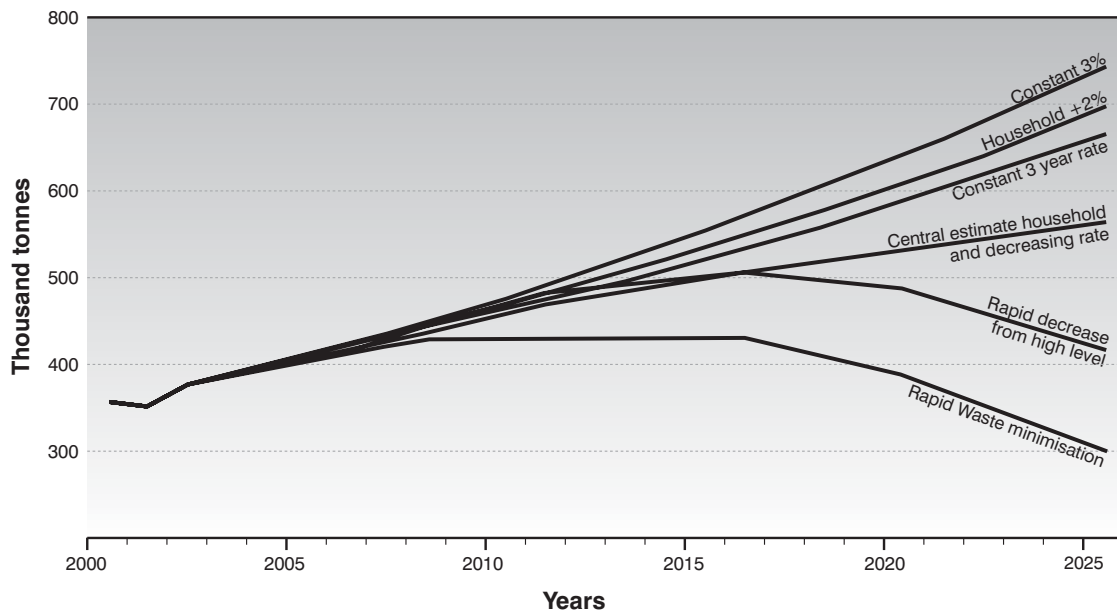
Figure 1 demonstrates the effect on waste production in the future of a number of alternative 'growth profiles'. The figure indicates what might happen to waste production under a range of credible scenarios. One of these is based on a continuation of the rate of increase demonstrated over the last 3 years, and another on the 3% growth rate that has been widely quoted in waste management publications. DEFRA's municipal waste management survey quotes a 2.7% rise for 2000/01, and an average of 3.4% over the previous few years. The other growth profiles assume that waste production will slow over time, and, in two cases, that it is strongly linked to growth in the number of households. The growth profiles for each scenario are outlined below.

- **Household + Constant 2% Rate;** MSW will grow in proportion to the forecasts of increases in the number of households in each Authority, with an additional 2% per year growth in waste produced per household, held constant over the forecasting period. This is roughly equivalent to the growth rates currently experienced.
- **Central Estimate, Household + Decreasing Rate;** as above, but with the impact of waste minimisation measures assumed to take effect. The 2% per year additional growth per household will hold until 2005, and thereafter will be reduced to 1.5% per year in 2006 - 2010, to 1% per year in 2011 – 2015 and to 0.5% per year in 2016 – 2025. The same assumptions hold for each Authority.
- **Constant 3% Rate;** municipal waste will grow at the widely quoted national rate quoted in Waste Strategy 2000 and the Environment Agency's Strategic Waste Management Assessment for the West Midlands (based on DETR's municipal waste survey for 1998-99). The same assumption holds for each Authority.
- **Rapid Decrease from High Level;** this scenario is based on the individual growth rates experienced in each Authority over the period from 1999/00 to 2001/02. The historic growth rate is constant until 2005, and thereafter the rate drops steeply in five-year tranches. There is a net reduction in waste production beyond 2015, and a rate of decline of around 3% per year in 2021 - 2025.
- **Constant 3 Year Rate;** waste production continues at the growth rate experienced by each Authority between 1999/00 and 2001/02.
- **Rapid Minimisation;** waste production declines very steeply from the growth rate experienced over the last three years. Waste production stabilises in 2011, and thereafter there is a decline in production, with rates of -2.6% to -8% seen in 2021-2025. This is the most optimistic scenario.

The central estimate that is used as our most likely forecast of future production is based on growth in households and a slowing of the increase in waste production per household that has been demonstrated over the past three years. This assumption reflects the likely impact of a number of known measures on waste production per household. These include waste awareness campaigns, producer responsibility initiatives for, *inter alia*, packaging and waste electrical equipment, and the longer-term effect of the integrated product policy concept. It is not possible to develop a precise cause and effect relationship for any of these measures, and there may be further legislation or circumstances that would alter trends significantly. Consequently, monitoring of growth in waste production and, if necessary, updating of waste forecasts is essential.

Clearly, new legislation might be slow to emerge and take effect, in which case the central estimate might be optimistic, and the *constant 3 year rate* or *constant 3% rate* scenarios be demonstrated to be more realistic. Conversely, if public response in the Authorities is more rapid, and legislation proves effective, the central estimate might turn out to be pessimistic, and waste production follow the *rapid waste minimisation* scenario, with consequent benefits in terms of the quantity of waste requiring diversion. In the *rapid waste minimisation* scenario, waste production in 2025/26 is lower than that produced in 1999/2000. In this case, production reaches a peak in 2009/10.

Figure 1 Growth Profiles for MSW Waste Production in Worcestershire and Herefordshire



The modelling of the different possible growth rates for both of Construction and Demolition (C&D) waste and of Commercial and Industrial (C&I) waste has been based on the average economic growth rates of both Authorities. The economic growth rate used was the GDP per capita between 1995 and 1998, obtained from the National Statistics Online, published in 2002 ⁽¹⁾. The average growth rate for Worcestershire in this period was 5.09%, whereas for Herefordshire, growth equalled 2.54%. The average of these two equals 3.81%. This average value was used for the waste projections for both C&D and C&I of both Authorities.

In order to allow for future oscillations of economic growth, and the thereby linked waste growth, ERM took the average value and performed one projection at 1% higher than the average economic growth, and another projection at 1% lower.

Waste growth will be continuous until 2004/05, after which the rate is presumed gradually to decrease due to legislative pressure and increased efficiencies in waste management, partly in response to the landfill tax. Therefore, waste growth is assumed to be gradually decoupled from economic growth. ERM has opted for an initial decoupling rate of 0.4% decrease for 2005/06, after which a continuous annual 0.2% decrease is expected. Table 1 shows the annual waste growth rate with the gradual decrease

Table 1 Projected annual waste growth with gradual decrease

Year	Annual decrease in growth rate from GDP	Projected growth rate %
1998/99	-	3.81%
1999/00	-	3.81%
2000/01	-	3.81%
2001/02	-	3.81%
2002/03	-	3.81%
2003/04	-	3.81%
2004/05	-	3.81%
2005/06	0.4%	3.41%
2006/07	0.2%	3.21%
2007/08	0.2%	3.01%
2008/09	0.2%	2.81%
2009/10	0.2%	2.61%
2010/11	0.2%	2.41%
2011/12	0.2%	2.21%
2012/13	0.2%	2.01%
2013/14	0.2%	1.81%
2014/15	0.2%	1.61%
2015/16	0.2%	1.41%
2016/17	0.2%	1.21%
2017/18	0.2%	1.01%
2018/19	0.2%	0.81%
2019/20	0.2%	0.61%

⁽¹⁾ National Statistics Online, Issue 5, 2002. ISSN 1472 6262
Source Environment Resources Management BPEO

Consultees

Councillors (County and District)

DEFRA

Environment Agency

Environmental Groups

Other Local Authorities

Parish Councils

Planning Authorities

Public

Severn Waste Services Ltd and Other Waste Disposal Contractors

Voluntary and Community Organisations Involved in Waste Management

Waste Disposal Authority/Waste Collection Authorities

Welcome to Our Future

Anaerobic Digestion (AD) – a waste treatment process where biodegradable material is encouraged to break down in the absence of oxygen. It produces methane and soil improver.

Best Practicable Environmental Option (BPEO) – a process carried out by the Planning Authority to determine the option that provides the most benefits or least damage to the environment as a whole, at acceptable cost, over the longer term as well as the short term for waste management.

Best Value – The Local Government Act 1999 places a duty on Local Authorities to deliver services by the most effective, economic and efficient means available.

Best Value Performance Indicators – A number of key indicators used to monitor Local Authority performance.

Biodegradable Waste – waste that will decompose over time through the action of bacteria, fungi or algae, with or without oxygen.

Bring Recycling Centres – sites for recycling materials such as glass bottles and jars, paper and textile banks, often situated in car parks and lay-bys.

Bulky Waste – generally any item which does not fit, or cannot be fitted, into a typical domestic dustbin.

Centralised Composting – large-scale composting site which handles garden waste from Household Waste Sites and green waste household collection schemes. Shredded waste is placed in elongated heaps, called windrows, normally outdoors. The windrows are turned mechanically to periodically aerate the composting waste. The process takes at least twelve weeks, at the end of which the compost represents about half the weight of the input material.

Civic Amenity Sites – now referred to as Household Waste Sites.

Clinical Waste – also known as healthcare waste, it is waste arising from medical, nursing, dental, veterinary, pharmaceutical or similar practices, which may present risks of infection.

Commercial Waste – waste arising from premises which are used wholly or mainly for trade or business, sport, recreation or entertainment. The full definition can be found in the Controlled Waste Regulations 1992.

Composting – an aerobic (in the presence of air) biological process in which organic wastes, such as garden and kitchen waste, are converted into a material which can be applied to land to improve soil structure and enrich the nutrient content.

DEFRA – Department for the Environment, Food and Rural Affairs.

DTI – Department of Trade and Industry

Energy from Waste – the combustion of waste under controlled conditions in which the heat released is recovered to provide hot water and steam (usually) for electricity generation.

Environment Agency – established in April 1996, combining the functions of the former local waste regulation authorities, the National Rivers Authority and Her Majesty's Inspectorate of Pollution. Intended to promote a more integrated approach to waste management and consistency in waste regulation. The Agency also conducts national surveys of waste arisings and waste facilities.

Gasification – a process where waste is heated by a low-oxygen atmosphere to generate a low heat content gas for burning in an engine or turbine.

Home Composting – compost can be made at home using a traditional compost heap, a purpose designed container or a wormery.

Household Waste – this includes waste from household collection rounds, waste from services such as street sweepings, bulky waste collection, litter collection, hazardous household waste collection and separate garden waste collection, waste from Household Waste Sites and wastes separately collected for recycling or composting through bring or drop-off schemes and kerbside schemes.

Household Waste Sites – sometimes described as Civic Amenity Sites, these are places provided by the Unitary and County Councils where the public can dispose of their own household waste, free of charge. The waste they receive generally consists of bulky items such as beds, cookers and garden waste as well as materials intended for recycling.

Incineration – more properly known as mass-burn incineration, is the controlled burning of waste, either to reduce its volume or its toxicity. Energy recovery from incineration can be made by utilising the calorific value of paper, plastic, etc to produce heat or power. Current flue-gas emission standards are very high. Ash residues still tend to be disposed of to landfill.

Integrated Waste Management – involves a number of key elements, including: recognising each step in the waste management process as part of a whole; involving all key players in the decision making process; and utilising a mixture of waste management options within the locally determined sustainable waste management system.

Kerbside Collection – any regular collection of recyclables from households where materials are placed at kerbside for collection.

Landfill Directive – adopted by the Member States during 1999, is intended to reduce the environmental effect of the landfilling of waste by introducing uniform standards throughout the European Union. The main objectives are to stimulate recycling and recovery of waste and to reduce emissions of methane (a powerful greenhouse gas). The Directive requires the UK to reduce the proportion of biodegradable municipal solid waste going to landfill to 35% (by weight) of the 1995 level by 2020.

Landfill with Energy Recovery – a landfill site which harnesses the methane generated within the site and turns this into electricity through generators.

Landfill Sites – are areas of land in which waste is deposited. Landfill sites are often located in disused quarries or mines. In areas where there are limited or no ready-made voids, the practice of land-raising is sometimes carried out, where waste is deposited above ground and the landscape is contoured, such as at Hill & Moor near Pershore.

Landfill Tax – introduced in October 1996, this tax is levied on landfill operators with the explicit environmental objective of reducing the UK's reliance on landfill as a means of disposal. Increased to £12 a tonne from April 2001, the level of tax will escalate by £1 a tonne until it reaches £15 from April 2004. There are no official indications of future levels beyond that date.

Materials Reclamation Facility (MRF) – a specialised building which separates, processes and stores recyclable materials which have been.

Municipal Waste – is household waste and any other wastes collected or managed by either a Waste Disposal Authority or a Waste Collection Authority in carrying out their duties. It is mainly comprised of "dustbin" waste and waste received at the Household Waste Sites, but also includes street cleansing waste, waste resulting from the clearance of fly tipped material and any commercial and industrial waste for which the Waste Collection Authority takes responsibility, (excludes waste collected through Bring Recycling Sites).

Proximity Principle – the proximity principle (as applied to wastes) is that wastes should be treated or disposed of as near to their place of origin as possible so as to minimise the distance that they are moved.

Pyrolysis – a process where waste is heated to high temperature in the absence of oxygen to produce a secondary fuel product.

Recovery – getting value from waste that remains after recycling, composting etc by converting it into energy or using it in product manufacture.

Recyclables – materials that can be recycled.

Recycling – involves the reprocessing of wastes, either into the same product or a different one.

Residual Waste – the elements of the waste stream that remain after recyclable or compostable materials have been separated or removed.

Self Sufficiency – dealing with wastes within the region or county where they arise.

Statutory Performance Standards (SPS's) – set by the Government in March 2001. These set minimum recycling/composting targets for the years 2003/4 and 2005/6 which all Local Authorities must meet.

Sustainable Development – development which is sustainable is that which can meet the needs of the present without compromising the ability of future generations to meet their own needs.

Transfer Loading Station – a facility to which waste is delivered before being compacted and transported onward for treatment or disposal.

Unitary Authority – a Local Authority which, amongst other things, has the responsibility of being both a Waste Collection Authority and a Waste Disposal Authority. Herefordshire Council is a Unitary Authority.

Unitary Development Plan – prepared by a Unitary Authority to guide the determination of planning applications for all development, including waste management facilities.

Waste – is the wide ranging term encompassing most unwanted materials and is defined by the Environmental Protection Act 1990. Waste includes any scrap material, effluent or unwanted surplus substances or articles that require to be disposed of because the material is broken, worn out, contaminated or otherwise spoiled. Explosives and radioactive wastes are excluded.

Waste Arisings – the amount of waste generated in a given locality over a period of time.

Waste Collection Authorities (WCA's) – the six District Councils of Worcestershire are the Waste Collection Authorities (WCA's) for their residents. They have a statutory responsibility to provide a waste collection service to householders and, on request, to local businesses. WCA's also collect bulky items of household waste and carry out street cleansing activities.

Waste Disposal Authority (WDA) – Worcestershire County Council is the WDA for Worcestershire and Herefordshire Council is the WDA for Hereford. Amongst other functions, it is legally responsible for the safe disposal of household waste collected by the WCA's, and the provision of Household Waste Sites.

Waste Hierarchy – a framework for managing waste giving an order of preference for the treatment methods to be used.

Waste Local Plan – a statutory framework document for the County that facilitates the provision of sites for waste management facilities that will be required to meet Worcestershire's needs.

Waste Minimisation –

Waste Reduction – “waste reduction” is action to prevent waste being produced. Reducing or minimising waste saves not only on collection and disposal costs, but also on the cost of raw materials and their use together with production costs.

Waste Retention – dealing with waste at home, ie home composting.

Waste Reuse – reusing material or items such as old furniture, clothes and bric-a-brac by either selling or donating them to others through special collection services, charity shops, car boot sales etc.

Waste Stream – wastes generated from different sources.

WEEE – Waste Electrical and Electronic Equipment.

Windrows – see Centralised Composting above.

WRAP – Waste and Resources Action Programme.

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Full Erratum Sheet

Changes to Draft Waste Strategy following consultation

The document including tables, figures and appendices will be checked & updated in respect of tonnage data, performance indicators, and waste growth rates, changes to bring sites locations etc where applicable throughout the document prior to publication and the contents pages and chapter contents pages will be updated and renumbered accordingly.

<u>Page 1</u>	<u>Foreword</u>
2 nd para	Remove 'this' at the beginning of the paragraph.
2 nd para	Change "22 million " to read "25 million"
6 th para	Move to the end of the text.
7 th para	Delete remaining sentence/paras following Environment Agency
Add (end)	Photo and signature of John Smith & title "Chairman of Joint Waste Members Forum
Add (under signature):	Date of publication

Add (new page): Names & photo's of Members Waste Forum as at 15 July 2004 to be inserted

Page 2 **Executive Summary**

Replace with new Executive Summary as follows:

Executive Summary

This Strategy will form a framework for the management of municipal waste in the counties of Herefordshire and Worcestershire for the next 30 years until 2034. It has been jointly prepared by all of the Local Authorities who have responsibility for managing waste across the two counties, with support and input from the Environment Agency.

In Herefordshire one Unitary authority has responsibility for both collection and disposal of waste and in Worcestershire, responsibility lies with the Borough and District councils as waste collection authorities and Worcestershire County Council as waste disposal authority. The Environment Agency has responsibilities relating to waste regulation and licensing.

This Strategy reflects an integrated partnership approach to waste management across all authorities. It sets out the Authorities commitment to work together to fulfil a set of principles, policies and targets which strive to ensure that waste production decreases and recovery of value from waste is increased.

Background

In 2003/4 more than 417,000 tonnes of municipal waste, most of it from households, was produced in Herefordshire and Worcestershire. Overall more than 19% of this waste was recycled or composted, around 3% was sent for energy recovery and the remaining waste was sent to landfill.

The Government has set all authorities challenging statutory targets for recycling and composting; in 2003/4 a rate of 14% in Herefordshire and 20% in Worcestershire were the set targets. By 2005/6 these rates must increase to 21% and 30%. Within these overall totals, there are individual targets for each authority, ranging from 10% to 16% in 2003/4 and from 18% to 24% in 2005/6. The actual performance for each authority is shown in table 5 (chapter 3)

Keep it Simple

Inevitably this strategy is a complex document with multiple principles and policies. However, as a result of the consultation process it has become evident that what we need is a clear, concise and simple message that can be easily understood.

Responses to the formal consultation demonstrated that the communities that the strategy serves are already enthusiastic about the environmental benefits of effective waste management. Over 94% of the respondents who completed the consultation questionnaire agreed with the broad principles of the strategy.

Facilitating Improvement

The role of the Local Authorities is to facilitate that energy by providing effective services and enabling greater participation in recycling. For example, we need to ensure that as many people as possible have access to recycling systems and that these offer the optimum range in materials collected, whilst ensuring best value and taking account of affordability.

In essence through all the complexity and the difficulties of planning for the next 30 years, the proposed waste management system in Herefordshire and Worcestershire can be summed up in the following table:

The Practical Vision for Herefordshire and Worcestershire’s Waste Management (based upon Herefordshire and Worcestershire’s Waste Hierarchy)

<p>1. REDUCE WASTE and RESTRICT GROWTH</p> <p>The greatest challenge in waste management is to restrict the amount of waste arising, in terms of kilograms per person per year, to no more than 2001/2002 levels throughout the period of the Strategy whilst permitting continuing growth in the economy. A key way will be through reducing packaging and facilitating more sustainable consumer behaviour.</p>
<p>2. RE-USE WASTE</p> <p>Through re-use schemes, working in partnership with the voluntary and community sector.</p>
<p>3. RETAIN WASTE</p> <p>Within the household through home composting and the use of home waste disposal units for kitchen waste and where composting is unsuitable.</p>
<p>4. RECYCLE WASTE</p> <p>Through the provision of a single container to each household that will contain all dry recyclable material, be collected fortnightly and automatically separated.</p>
<p>5. RECOVERY OF VALUE FROM RESIDUAL WASTE</p> <p>Through processing of residual waste that optimises the reclamation of recyclable materials and turns the organic fraction into a reusable fibre. The fibre can then be used to create alternative products and facilitate new environmental technologies and their associated economic development opportunities.</p>
<p>6. FINAL DISPOSAL</p> <p>Only after all the above options have been exhausted, we will ensure the safe disposal of what remains to suitable landfill sites.</p>

Implementing the Vision for Waste Collection

ALL HOUSEHOLDS - WEEK 1 Recyclable Collection	ALL HOUSEHOLDS - WEEK 2 Residual Waste Collection
<p><i>Thus, arising from developments in technology, it will be possible to return to a simple collection system, with householders only having two containers (one for recyclable materials and one for residual waste), using one compaction vehicle per household per week to collect. Residual waste must be minimised through fortnightly collections and decreasing bin capacity over time.</i></p> <p>The subsequent processing of recyclables and residual waste will be automated and maximise the abstraction of recyclable materials.</p>	

The authorities are seeking to balance the aspiration to be at the forefront of waste management with the need to demonstrate value and affordability and respond to the opportunities that are emerging through developments in technology and markets for waste products.

The participating authorities have made a conscious decision not to develop the Joint Municipal Waste Management Strategy Implementation Plan until the Strategy was approved on the basis that to do so would have pre-empted the outcome of the consultation and final approval process.

The Implementation Plan will be a separate and complementary document using specific, measurable, achievable, resourced and timed targets to ensure that the strategy is delivered to meet and exceed the (minimum) targets that have been adopted.

The Authorities will ensure that any changes planned to the collection systems will be introduced at the optimum time and engage the necessary public support at a local level which is needed to deliver the vision.

This Strategy recognises the need for active and flexible waste management in a changing world, as new European Directives and other legislative and policy initiatives are introduced. The Strategy will need to be reviewed regularly, at least every three years to ensure that changes in legislation etc are incorporated.

In addition it will be vital to ensure annual monitoring to check performance in delivering the Strategy, which will be function for the Joint Members Waste Forum and their constituent authorities.

Page 4 Policy 2

add to the end **and endeavour to maintain these for the life of the Strategy.**

Page 4 Policy 6

Add **2003/4 and** before 2005/6

Page 4 Policy 2

Add to the end of the policy, **and for the life of the Strategy.**

Page 5 Policy 10

Addition to sentence as follows: change to read 'the retention **and processing** of green and kitchen waste'

Page 6 Targets

Delete 'proposed' from heading.

Add additional targets, changes/additions to targets (shown in bold) and explanatory narrative as follows:

Target 1

To achieve Government Targets for recycling and composting of domestic waste by the end of 2003/4, 2005/6 (delete 'and'), 2010/2011 and 2015/2016 **as a minimum.**

Achieving the Target:

The aim of the target is to achieve the statutory and non statutory recycling levels that the Government has set as a minimum. The authorities have committed and will continue to commit funding in order to reach the targets through a combination of collection and treatment processes.

Target 2

To reduce the Kg/head collected/disposed to 2001/2002 levels by March 2006 and for the life of the Strategy.

Achieving the target

The aim of the target is to restrict the amount of waste arising, measured in kilogrammes of waste per person per year, to the levels generated in 2001/2. This is set against the backdrop of continued expected growth in the economy and is the greatest waste management challenge we collectively face. A combination of waste minimisation and waste retention measures – for example ‘Waste Challenge’ (see chapter 5) will be used to achieve the target.

Target 3

By 31 March 2005 authorities will provide a household or kerbside recycling collection to % of their properties as shown in the table below

Bromsgrove DC	100%
Malvern Hills DC	100%
Redditch BC	92%
Worcester City	96%
Wychavon DC	94%
Wyre Forest DC	84%
Herefordshire Council	50%

Achieving the target

The aim of the target is to ensure that the collection schemes in operation, reach as many households as possible across the two counties. The authorities have committed to operate recycling collection services to the optimum number of households that is cost effective and practicable. This is an essential part of the overall strategy to achieve Government targets and diversion from landfill.

Target 4

The Authorities within Herefordshire and Worcestershire will continue to promote and encourage participation in the household collection of recyclables to achieve 75% active participation by 2006 .

Achieving the target

The aim of the target is to ensure that the majority of people – at least 75% - support and take part in the collection services in order to maintain high levels of recycling. The target will be achieved through on-going promotion of the recycling collection services to ensure that households are participating. A detailed plan has been drawn up and submitted as a bid to WRAP’s Local

Communications Fund (May 2004) and will be used as the basis for a campaign across the two counties.

Target 5

A minimum of 50% of all waste deposited at Household Waste Sites will be recycled/composted by 2005/6 and 55% by 2010/2011.

Achieving the target

The aim of this target is to recycle more waste taken to household waste sites and recycling/re-use centres. This will be achieved through ensuring that household waste sites and recycling/re-use centres have suitable containers for recycling most elements of the household waste stream (subject to market conditions). Additionally, employment of extra staff at sites to raise awareness and promote recycling will increase the level of waste recycled.

Target 6

By 2015 or earlier if practicable, a minimum of 33% of waste to be recycled and/or composted, **45% of waste to be recovered** and a maximum of 22% to be landfilled as per the Best Practicable Environmental Option for Herefordshire and Worcestershire.

Achieving the target

The aim of the target is to achieve the BPEO for Herefordshire and Worcestershire that was identified in July 2003. The target will be achieved through new waste treatment processes which have been selected as the keystone of the Integrated Waste Management Contract.

Target 7

To achieve the requirements of the Household Waste Recycling Act by 31st December 2010.

Achieving the target

The aim of the target is to meet the requirements of the Household Waste Recycling Act 2003, which requires all Local Authorities in England to provide a kerbside collection of at least 2 recyclable materials from all households by 31st December 2010 unless the cost of doing so would be unreasonably high or comparable alternative arrangements are available. The Local Authorities will seek to review collection arrangements, in line with The Practical Vision for Herefordshire and Worcestershire's Waste Management outlined in the Executive Summary, to ensure that they comply with this legislation.

Target 8:

The Authorities will work together to achieve the Landfill Directive targets for 2010/11, 2013/14 and 2020/21 and voluntary targets as set within table 11 (chapter 5).

Achieving the target

The aim of the target is to ensure that the Authorities meet the requirements of the Landfill Directive which requires that the amount of bio-degradable waste that is sent to landfill is reduced. The introduction of the household recycling

services, the waste retention policy and the new residual waste treatment processes will enable these targets to be met.

Page 7 **para 1.1.1**

Second sentence – add **UK and** before ‘European legislation’

Page 7 **New para**

Add new para at 1.1.2 **Provisions in the Waste Emissions and Trading Act (2003) require waste collection and waste disposal authorities (with some exceptions) to produce a Joint Municipal Waste Management Strategy to ensure a partnership approach to local waste management planning. This strategy aims to set out and co-ordinate general principles and policies across all authorities in Herefordshire and Worcestershire.**

Page 7 **Paragraph 1.1.2 (now 1.1.3)**

Second sentence add **ensure that** before ‘partnerships’ and add **are developed** before ‘between all the parties...’ change decrease to decreasing, change ensure to ensuring that the overall cost...’

Page 7 **Paragraph 1.1.5 (now 1.1.6)**

Add new sentence to the end: **New guidance will be published in summer 2004 and the Strategy will be updated in line with this latest guidance.**

Page 8 **1.3 Consultation, paragraph 1.3.1**

Change to read **Successfully implementing the Strategy is not just a matter for local councils. Everyone has a role to play and during Spring 2004, the Local Authorities engaged in a public consultation exercise in order to seek the views of all stakeholders. As part of the process, the full document was sent to key consultees and also a summary leaflet was produced. This simplified version of the Strategy highlighted, the targets, principles and policies and explained why we needed a Strategy & how we could go forward. This leaflet was freely available in Libraries and Council Offices, full versions of the document was also available on CD ROM. In addition to this, a section of the Herefordshire Council and Worcestershire County Council websites specifically included full & summary versions of the Strategy along with an on line survey facility. A dedicated email address was also established. A broad spectrum of organisations including parish councils, statutory agencies, community and voluntary sector, waste management contractors and a random sample of 1000 households in each County were contacted to obtain their opinion.**

Page 8 **paragraph 1.3.2**

Change to read, **The Councils received 503 responses to the Postal survey, 41 people completed the website survey and 19 organisations submitted a written response. The feedback from the consultation exercise was analysed and reported back to the Joint Members Waste Forum for consideration. Where appropriate the Strategy has been amended to reflect the views of the stakeholders and updated to incorporate legislative changes and the most recent information available at the time. Constituent Local Authorities were then invited to endorse the Strategy prior to publication in Summer 2004**

Page 8 **Paragraph 1.3.3**

Change to read, **The analysis, a summary of comments and recommendations to amend the Strategy as a result of the consultation exercise are included as Appendix 8.**

Page 8 Paragraph 1.4.1

1.4.1 Change “ Waste Local Plan “ to **Waste Development Framework**, and also any other references to it within the document.

Page 8 Paragraph 1.4.1

Change “which will be published for further consultation...” to **which was undergoing further consultation in Spring 2004**

Page 9 Paragraph 2.1

Change 3.9% to **3.54%**

Page 9 Paragraph 2.1.1

Change ‘over 80%’ to **Approximately 78%**

Page 11 Paragraph

New paragraph to be inserted underneath 2.3. 2.4 now becomes,
2.4 Household Waste Recycling Act 2003”

2.4.1 The Act requires all Local Authorities in England to provide a kerbside collection of at least 2 recyclable materials from all households by 31st December 2010 unless the cost of doing so would be unreasonably high or comparable alternative arrangements are available.

Page 11 Paragraph 2.4

Change numbering of this and all subsequent paragraphs

Page 12 Paragraph 2.4.6

Last sentence delete ‘and a Biodegradable Waste Directive’.

Page 12 Paragraph 2.5.4 (originally 2.4.4)

Change to read **In order to give effect to these targets , the Waste and Emission Trading Act 2003 has introduced a tradable permits scheme as a measure of ensuring compliance with the Landfill Directive. Under the Landfill Allowance Trading Scheme, targets will be set and allowances be allocated to Waste Disposal Authorities which will set limits for the amount of biodegradable waste sent to landfill.**

There will be severe financial penalties for failing to comply and meet the targets. These costs have been set at £200 per tonne (approximately 4 times the average current cost of landfill disposal) for every tonne of waste going to landfill that exceeds the target and could be more in the target years of 2010/11, 2013/14 and 2020/21.

Page 12 Paragraph 2.5.5 (originally 2.4.5)

Insert new para **The estimated local impact of these targets for Herefordshire & Worcestershire will result in only allowing the following maximum tonnages of biodegradable to be sent to landfill:**

**144619 tonnes in 2010
96413 tonnes in 2013
67489 tonnes in 2020**

The above estimates are based on 68% of total waste produced in 1999/4/5 in Herefordshire & Worcestershire and subject to confirmation/change by DEFRA.

The Government states that “waste collection authorities will need to work very closely with waste disposal authorities to ensure that the allowance system works effectively and that the landfill directive targets are met”.

Page 13 **Paragraph 3.1.1 Waste Growth**

Change 2nd sentence to read, **The quantity of municipal waste was growing at between 3 to 4 % per year , although the latest Government predictions show that this rate is starting to decline.**

Page 13 **Paragraph 3.1.2**

Change 3.9% to **3.54%**
Change 412785 tonnes to **417,711 tonnes**
Change 2002/3 to **2003/4**
Change 78105 tonnes to **83,031 tonnes**
Change 23.3% to **24.8%**
Change six year period to **seven year period**
Change six to **seven**.

Page 13 **Figure 1**

Update figure to include tonnages for 2003/4 and amend heading as follows: change ‘2002/3’ to **2003/4**

Page 13 **Paragraph 3.1.5**

Change to read “**Other statistical..... for 2000/1, 2001/2, 2002/3 and 2003/4 is ...**”

Page 14 **Paragraph 3.2.1 – table 5**

Update heading – replace 2002/3 with **2003/4**.
Change Bromsgrove District Council 9.13 to **10.88**
Change Herefordshire Council 15.45 to **19.4**
Change Malvern Hills District Council from 10.4 to **15.27**
Change Redditch Borough Council from 8.07 to **11.44**
Change Worcester City from 8.59 to **16.30**
Change Wychavon District Council from 10.8 to **17.2**
Change Wyre Forest **District Council** from 8.21 to **12.90**
Change Worcestershire County Council from 15.43 to **19.05**

Page 14 **Paragraph 3.3.1 – table 6**

Update heading – replace September 2003 to **June 2004**
Bromsgrove Household Waste Service add **phasing in Wheel Bins**
Malvern Hills change Household Waste Service backdoor sack change to **curtilage sack**
Worcester City Bulky Waste Service change ranges from £13 to **£13.50** to £27 to **£28**
Tonnages to be updated for each District

Page 14 **Paragraph 3.4.2**

delete ‘and’ after 2001/2 and add **and 2003/4**

Page 15 **Paragraph 3.5.3**

Last sentence, change ‘are reviewing’ to ‘**have reviewed**’

Page 15 **new paragraph 3.5.4**

Add new para 3.5.4 **The structure of the revised contract and the preferred type of technology that will be used to meet the new targets will be reported to**

Herefordshire Council and Worcestershire County Council's Cabinets in July 2004 and that decision will be incorporated into the Strategy.

Page 15 paragraph 3.6.1

Add New bullet point **Transfer and Bulking Station**
Add New bullet point **New Bulking Bays**

Page 15 paragraph 3.8

3.8.1 Change 'three Transfer Loading Stations' to **three Compaction style Transfer loading Stations**

Add new para 3.8.2 **A Transfer and Bulking Station has been built in Bromsgrove which will handle the new demountable body refuse collection system recently introduced.**

Page 16 paragraph 3.9.5

Change '2002/3' to **2003/4, 43%**

Page 16 Paragraph 3.12.1

Update no. bring banks when have up to date figures

Page 16 Table 3.12.2

Table 8 needs to be updated

Page 18 Table 10 at 3.16.2

Revised Enhanced recycling rate for Redditch to be agreed

Page 18 Paragraph 3.17.1

now needs to read 'As alandfill' delete 'up to 20,000' and add **12,332** tonnes of municipal waste **was** processed....**during 2003/4**. Delete 'starting in July 2003 until March 2004 and add new sentence: **This disposal route continues to be used for 2004/5.**

Page 18 paragraph 3.17.2

Change to read **Worcestershire County Council and Herefordshire Council will continue to use regional waste to energy facilities as a short term measure for diverting waste away from landfill.**

Page 19 Paragraph 4.2.2

Add new sentence to end of paragraph **Wherever practicable alternative ways of transporting waste, such as by water or rail, will be considered.**

Page 20 paragraph 4.5.5 (new paragraph)

Add new paragraph **The Authorities through the Joint Members Waste Forum will liaise with the Local Government Association (LGA), to initiate a national campaign with both the major supermarkets and other relevant agencies, requesting that they reduce the amount of packaging, particularly plastic wrapping, utilised on food products.**

Page 20 Paragraph 4.6 (new para)

Add new paragraph 4.6 headed **Enforcement**

Add new paragraph 4.6.1 Use of enforcement action to manage waste has recently been developed by some authorities. Use of powers made available to authorities for ensuring that waste is treated correctly, such as the issuing of Fixed Penalty Notices for littering and investigation into fly-tipping resulting in fines or prosecution, are valuable tools in achieving better environmental management.

Page 21 **Paragraph 5.1 (heading previously omitted)**
new heading: **5.1. Overview**

5.1 becomes 5.1.1 and replaced as follows: **A multi-faceted approach to key issues is needed to achieve the agreed targets and implement the ultimate system for waste management in Herefordshire and Worcestershire. Based upon the adapted waste hierarchy, the authorities have agreed a practical vision for the way in which the Strategy will be implemented.**

5.1.1 is deleted and the following becomes **5.1.2 Table 11 The practical vision for Waste Management in Herefordshire and Worcestershire**

<p>6. REDUCE WASTE and RESTRICT GROWTH The greatest challenge in waste management is to restrict the amount of waste arising, in terms of kilograms per person per year, to no more than 2001/2002 levels throughout the period of the Strategy whilst permitting continuing growth in the economy. A key way will be through reducing packaging and facilitating more sustainable consumer behaviour.</p>
<p>7. RE-USE WASTE Through re-use schemes, working in partnership with the voluntary and community sector.</p>
<p>8. RETAIN WASTE Within the household through home composting and the use of home waste disposal units for kitchen waste and where composting is unsuitable.</p>
<p>9. RECYCLE WASTE Through the provision of a single container to each household that will contain all dry recyclable material, be collected fortnightly and automatically separated.</p>
<p>10. RECOVERY OF VALUE FROM RESIDUAL WASTE Through processing of residual waste that optimises the reclamation of recyclable materials and turns the organic fraction into a reusable fibre. The fibre can then be used to create alternative products and facilitate new environmental technologies and their associated economic development opportunities.</p>
<p>6. FINAL DISPOSAL Only after all the above options have been exhausted, we will ensure the safe disposal of what remains to suitable landfill sites.</p>

Implementing the Ultimate Waste Collection System

<p>ALL HOUSEHOLDS - WEEK 1</p> <p>Recyclable Collection</p>	<p>ALL HOUSEHOLDS - WEEK 2</p> <p>Residual Waste Collection</p>
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Thus, arising from developments in technology, it will be possible to return to a simple collection system, with householders only having two containers (one for

recyclable materials and one for residual waste), using one compaction vehicle per household per week to collect. Residual waste must be minimised through fortnightly collections and decreasing bin capacity over time.

The subsequent processing of recyclables and residual waste will be automated and maximise the abstraction of recyclable materials.

Delete 5.1.2 and replace with the following: **5.1.3 The actions and proposals outlined in this chapter illustrate how we will achieve the vision for future waste management in Herefordshire and Worcestershire.**

Page 21 Paragraph 5.2.2

Change Worcestershire Waste Local Plan to **Worcestershire Waste Development Framework** and delete everything in brackets.

Page 22 Paragraph 5.2.6 Figure 3

Addition to heading as follows: **(see Appendix 7)**

Page 23 Paragraph 5.3.1

Add to the end of Policy **2 and for the life of the Strategy.**

Page 23 Paragraph 5.3.3

Add after 'home composting', **treating the organic kitchen waste fraction**

Page 23 Paragraphs 5.3.6

Delete 5.3.6 and renumber subsequent paragraphs.

Page 23 Paragraph 5.3.10

Change to read **During 2003/4 and 2004/5, approximately £500,000 will be invested by Herefordshire Council and Worcestershire Council in expanding the 'Waste Challenge' initiative.**

Page 23 Add new paragraph

Add new paragraph 5.3.10 **As a result of the work already commenced, the Councils have become partners with WRAP (Waste and Resources Action Programme) on their home composting pilot scheme which offers reduced price compost bins to all resident of the two counties.**

Page 23 Add new Paragraph

New paragraph at 5.3.10 **As Waste Challenge develops, authorities will monitor the effect that the scheme has on the waste stream and assess the impact.**

Page 23 Paragraph 5.4 Policy 6

Add **2003/4 and** before 2005/6

Page 24 Paragraph 5.4.3

Change 'plan' to **existing systems**

Page 24 Paragraph 5.4.5

Change the last sentence to read, **A different collection scheme using a box system operates in the Ross-on-Wye area.**

Page 24 Paragraph 5.4.6

change second sentence to past tense – after paper add **have been** rather than ‘will be’. Change ‘by the end of’ to **during 2003/4.**

Page 24 Paragraph 5.4.7

At end of second sentence change as follows: **throughout the first and second years.** Final sentence after existing sites change to **have been** not ‘will be’. Add new sentence **Further improvements to bring sites will be carried out during 2004/5.**

Page 24 Paragraph 5.4.8

Last sentence change to past tense change ‘will be’ to **have been**

Page 24 Paragraph 5.4.9

change final sentence to past tense – after paper add **have been** rather than ‘will be’. Change ‘by the end of’ to **during 2003/4.**

Page 25 Paragraph 5.4.10

Change tense of second sentence to past – change ‘is being’ to **was**

Page 27 Paragraph 5.6

5.6.2 second sentence – change ‘is’ to **was**

5.6.3 change to read **Bromsgrove District Council commenced phasing in a fortnightly collection of residual waste alongside the introduction of a kerbside collection of recyclables and compostables in March 2004.**

5.6.4 change to read: **The ultimate aim of the Local Authorities is to have a fully integrated collection system complimentary to the waste treatment and recycle processing methods deployed within the Counties.**

Page 27 Paragraph 5.7.2

Becomes a new paragraph with a new heading

5.7.2 Autoclave Thermal Treatment Process

This new technology will accept household waste, which is steam treated in an autoclave. The materials are then separated into recyclables (metals, ferrous/aluminium; plastics; glass and aggregates. The organic fraction can then be used as a refuse derived fuel or potential markets have been identified to transform the material into building products.

This technology has been demonstrated to meet the Best Practicable Environmental Option as a result of a recent successful planning permission granted in Herefordshire

The possibility of co-locating automated dry recyclable processing alongside these plants has been proposed and is being investigated

Renumber following headings

Page 28 Paragraph 5.8.2

Change to read

The Waste and Emission Trading Act will facilitate Local Authorities having suitable treatment processes in place to achieve the stringent targets set by the Landfill Directive.

For Herefordshire and Worcestershire, the table below illustrates the target requirements for achieving the Landfill Directive and BPEO and Strategy targets. These targets will be incorporated into the standstill negotiations currently being undertaken within the Integrated Waste Management Contract.
See attached table A

Page 28 **Add new Paragraph**

New paragraph underneath 5.9.4, **5.9.5 Ways of promoting waste awareness in schools will be investigated through liaison with the education authority and other appropriate organisations.**

Page 32 **Paragraph 8.4.1**

Change 'lead acid batteries' to **vehicle batteries**.

page 32 **Paragraph 8.5.2**

Change 'have obtained' to **obtained** in first sentence.

Move last sentence to become second sentence and change tense of sentence to read, **The scheme began in April 2004 and is being carried out in partnership by The Network (Worcestershire) – a local charitable organisation.**

Page 32 Paragraph 8.5.3

Update to say (Dti issued consultation on Batteries Directive in May 2004) after 'dry cell batteries'

Page 32 Paragraph 8.7.3 (new)

Add new paragraph: **The new Flycapture database, developed by the EA, DEFRA, LGA, WLGA and Welsh National Assembly, introduced in 2004/5, requires all waste collection authorities to submit a detailed monthly return of all fly-tips that have been dealt with. This information will provide a greater level of information on fly-tipping than has previously been available which should allow authorities to develop more effective ways of dealing with the increasing problem of fly-tipping.**

Page 51 Appendix 7

Top line of page – delete 'of' after 'both' and delete 'of' before 'commercial'

Page 52 Consultees

Delete and replace with **Appendix 8 Results of Consultation**

Page 54 Glossary of terms and abbreviations

Landfill Tax – delete last sentence. Add to last sentence **and will increase by £3 per tonne per year until the level of the tax reaches £35 per tonne.**

Page 54 Glossary of terms and abbreviations

Materials Reclamation Facility – add **collected for recycling** to the end of last sentence.

Page 55 Glossary of terms and abbreviations

Statutory Performance Standards – change '203/4' to read **2003/4**

Page 55 Glossary of terms and abbreviations

Waste Local Plan – change to **Waste Development Framework**

Page 55 Glossary of terms and abbreviations

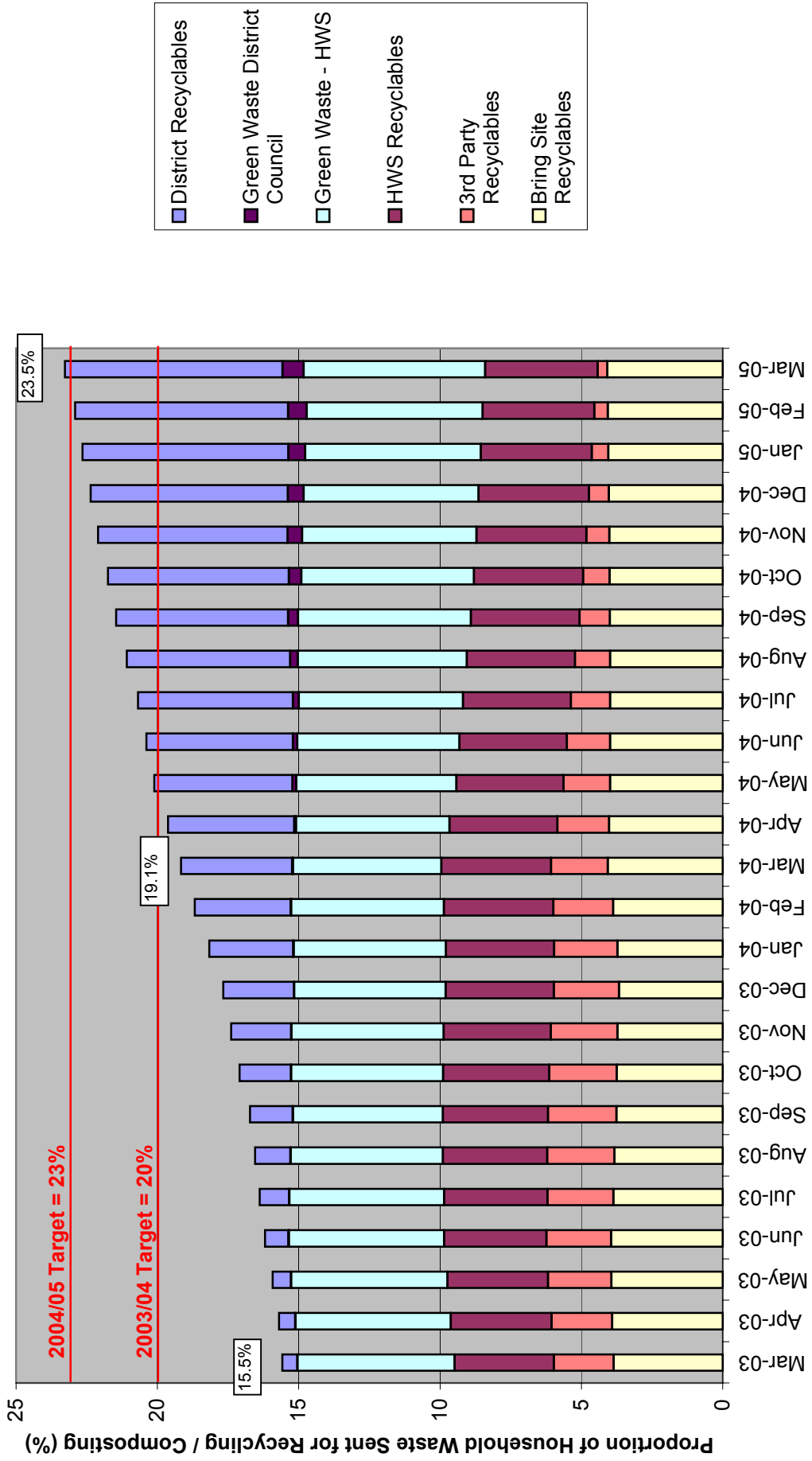
Waste minimisation – add definition as follows: **Reduction of the quantity of waste arising and requiring processing or disposal.**

Page 55 Glossary of terms and abbreviations

Waste retention – change 'ie.' to **i.e.**

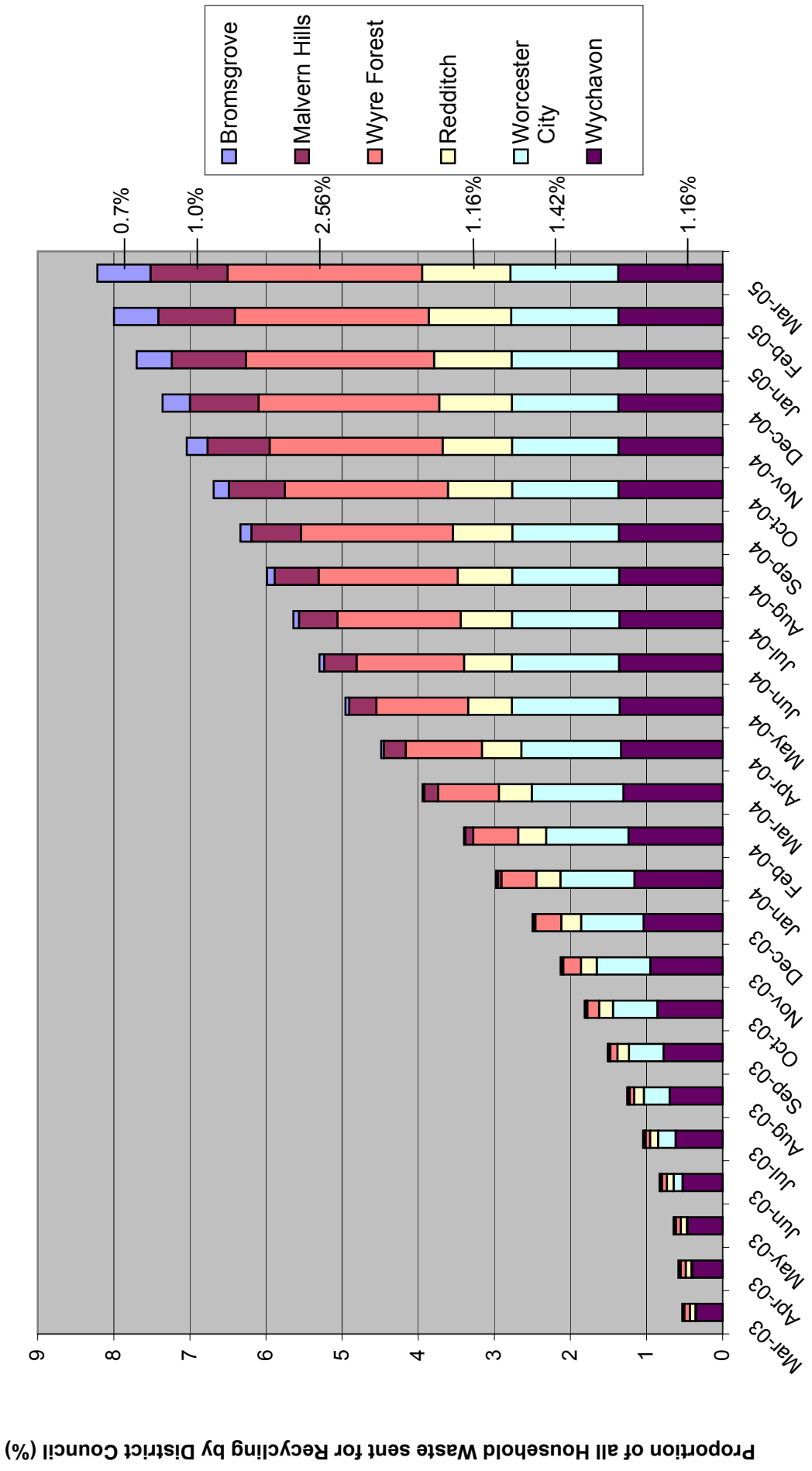
Contract Year	Calendar Year	Recycling and Composting (%)	HWS Recycling and Composting (%)	Recovery (including recycling and composting) (%)	Maximum MSW to Landfill (%)	Maximum BMW to Landfill (tonnes)	Notes
1	1999						Figures in bold indicate statutory or local targets; figures in normal font are client requirement and are based on extrapolated between statutory and local target figures in bold
2	2000						
3	2001						
4	2002						
5	2003	20					
6	2004	23					
7	2005	30	50	40	60		
8	2006	30	51	41	59		
9	2007	31	52	42	58		
10	2008	31	53	43	57		
11	2009	31	54	44	56		
12	2010	32	55	45	55	Maximum BMW based on 68% of total waste produced in 1994/95 in Herefordshire and Worcestershire and subject to confirmation/change by DEFRA.	
13	2011	32	55	52	48		128,550
14	2012	32	55	58	42		112,482
15	2013	32	55	65	35		96,413
16	2014	33	55	71	29		92,281
17	2015	33	55	78	22		88,149
18	2016	33	55	78	22		84,017
19	2017	33	55	78	22		79,885
20	2018	33	55	78	22		75,753
21	2019	33	55	78	22		71,621
22	2020	33	55	78	22		67,489
23	2021	33	55	78	22		67,489
24	2022	33	55	78	22		67,489
25	2023	33	55	78	22		67,489
26	2024	33	55	78	22		67,489
27	2025	33	55	78	22		67,489
28	2026	33	55	78	22		67,489
29	2027	33	55	78	22		67,489
30	2028	33	55	78	22		67,489

BVPI Recycling & Composting - 12 Month Rolling Totals



April '04 - March '05 = Projected Figures

BVPI Recycling - 12 Month Rolling Total: Contribution from District Councils



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