

Appendix 3: Herefordshire Council GEM (Good Environmental Management) Programme 2004/5

The programme was drawn up in discussion with relevant managers, officers, and the GEM group. It was approved by Chief Executive's Management Team (CXMT) on 25th May 2004 and will now be submitted to the Cabinet Member for the Environment for approval.

Progress on the targets will be tracked bimonthly by the corporate GEM group. This will be fed into the Council's performance monitoring. Evidence of completion will be needed.

To keep the size of the programme manageable, not every initiative that contributes to the objectives is included as a specific target. However mid year and full year reports to the Cabinet member and Environment Scrutiny include information on other plans or initiatives that further the objectives, so please keep the ESU and your Directorate GEM Lead Officer informed of developments.

Guide to programme table

- Objectives (in bold) Based on the Council's major environmental impacts, focused on those over which we have direct control
- Targets Specific, SMART, contribute to achievement of objective
- Lead Manager Responsible for ensuring Lead Officer has the time and resources to complete the task on time
- Lead Officer Individual responsible for completing the target
- Start date Date from which the GEM group will monitor progress on the target
- End date Date when target is due for completion
- Lead directorate Directorate taking the initial action
- Participating dirs Directorates who will be affected and must act in response to the initiative for the target to succeed

Objective & Targets	Lead Manager & Lead Officer	Start date (month)	End date (month)	Lead Dir	Participating Dirs
1 Reduce waste generated by Council services by 1%¹ and increase levels of recycling and the use of recycled material (WM)					
1.1. Publicise and expand office recycling scheme to cover 90% of major ² Council sites.	Waste Manager Recycling Officer 1769			E	All
1.2 Map waste reduction initiatives within Learning Disability then further develop & publicise them	G Cook G Morris 373200	1/04	7/04	SCH	-
1.3 Extend Council requirements re use of recycled paper to HJS printing service	C Birks W Hancock 0989	3/04	6/04	E	-
1.4 Scope feasibility of extending use of on-screen	A Blundell	10/04	3/05	P&C	All

¹ Baseline figure of 35 tonnes per week is based on the maximum capacity of sulobins and bags collected from Council sites in 03/04.

² Over 20 staff

authorisation, thus reducing need for paper forms	E Pawley 0771				
1.5 Pilot networking photocopiers at Brockington and Plough Lane	P Bailey M Tittle 0597	02/04	07/04	CSS	-
2 Improve environmental performance of the Council by working with partners, suppliers and contractors (CP)					
2.1 Undertake survey of major suppliers, then provide information to relevant contractors on Council environmental requirements	M Rosenthal Procurement Officer/ Contracts Panel	2/04	9/04	CSS	All
2.2 Ensure revision of Procurement Strategy sets clear environmental standards.	M Rosenthal J Eades/ Contracts Panel	4/04	7/04	P&C	All
2.3 Work with Herefordshire Jarvis Services (HJS) and Owen Williams (OW) to develop tender specs, Key Performance Indicators and monitoring regimes relating to sustainability	Support Services Manager Partnership& Programming Manager/HJS/OW	3/04	6/04	E	-
2.4 Secure HJS and OW certification to ISO 14001, as set out in the Service Delivery Agreement	As 2.3	9/03	5/04(HJS) 6/05 (OW)	E	-
2.5 Secure effective HJS/OW supply chain management with regard to env man standards	As 2.3	4/04	10/04	E	-
2.6 Work with our suppliers, including WMS, to improve the range of products meeting Council environmental requirements and increase purchasing of them	Contracts Panel/WMS/ESU	6/04	1/05	P&C	All
2.7 Evaluate environmental policies of central Herefordshire Partnership organisations to feed into HP Review	HPEAG G Perrott/M Burton	5/04	9/04	E	-
2.8 Further develop use of the Herefordshire Partnership Appraisal tool, which includes environmental considerations as part of HP review	T Marsh M Burton	4/04	12/04	E	All
2.9 Establish effective links between partner EM systems to agreed standards	As 2.3	3/04	6/04	E	HJS/OW
2.10 Review winter service plan and procedures including footways and secondary routes, salt storage and provision (see 2.3)	S Oates T Davies 1776	2/04	9/04	E	HJS

3 Promote the Council's environmental initiatives and increase the awareness of Council staff of their environmental impact and role in GEM (TA)						
3.1	Run CRIS report on GEM related training requirements identified through SRD and address needs.	A Attfield B Willson 3503	6/04	9/04	CE	-
3.2	Report to Cabinet Member for the Environment and Environmental Scrutiny on performance against GEM objectives & targets in 03/04	S Gent T Marsh	4/04	6/04	E	All
3.3	Improve accessibility and user friendliness of GEM information on the intranet and web site	T Marsh S Lloyd	3/04	6/04	E	-
3.4	Train in-house CEEQUAL assessor and put forward major engineering capital project for award.	M Jackson S Barton 0784	3/04	12/04	E	-
3.5	Encourage Council employees to consider 'green' alternatives for their homes and gardens through initiatives like 'Plan it Green' in Leominster.	G Cook L Ferguson 01568 614772	4/04	3/05	SCH	-
3.6	Arrange seminars relating to environmental issues and initiatives for staff	Various via CPD	4/04	3/05		All
3.7	Increase the number of Eco-schools with awards from 25% to 35%	M Burton L Arnold	4/04	3/05	E	Ed
4 Achieve a 1% reduction in energy use in operational council property³ and maintain the use of energy from renewable sources; (ECW)						
4.1	Achieve a 1% decrease in energy use (BVPI 180a: per meter squared and weather corrected) from 2002/3 baseline across all operational properties.	J Burton C Eldridge	4/04	3/05	E	All
4.2	Co-ordinate the Herefordshire Partnership Climate Change Strategy for Herefordshire.	T Marsh R Wood	10/03	9/04	E	-
4.3	Work with WMS to continue the supply of 100% renewables via the energy supply agreement	C Birks J Burton	9/04	1/05	E	-
4.4	Use Stark to identify worst performing buildings; explore potential improvements and funding options to carry these out	J Burton C Eldridge	04/04	03/05	E	All
4.5	Collect and enter water data into Stark to enable	J Burton	04/04	03/05	E	All

³ Current focus on significant energy users: not all small or infrequently used sites are included

mapping of water use per head or per square metre.	C Eldridge				
4.6 Roll out energy star requirements across Council IT hardware purchases	J Holmes	4/04	3/05	PC	All
4.7 Investigate feasibility of generating electricity from gas from at Stretton Sugwas closed landfill site.	A Tector B Chartres 0542	3/04	9/04	E	-
5 Reduce the environmental impact of Council transport use through the Staff Travel Plan and other initiatives (TU)					
5.1 Develop and adopt Staff Travel Plan	R Ball A Barton 3007	5/03	6/04	E	All
5.2 1% decrease in staff business mileage per head claimed (BVPI Golden Threads/ Resources)	G Dunhill GEM Team	4/03	3/05	E	All
5.3 Increase expenditure on public transport / cycling claimed by staff by 5% per head (BVPI Golden Threads/ Resources)	G Dunhill GEM Team	4/03	3/05	E	All
5.4 Undertake a flexible working pilot in Revs & Benefits and evaluate the environmental impact	J Salt S Griffith 0396	9/04	3/05	CT	-
5.5 Review staff car parking, as agreed in the county wide car parking strategy	S Oates	1/04	12/04	E	All
5.6 Reduce the total number of vehicles deployed at two high schools by 10%, with effect from the start of the new school year in Sept 04.	G Salmon A Blackman 0927	4/04	10/04	Ed	-
6 Reduce environmental risks relating to the Council's property portfolio and tenant management (PM)					
6.1 Develop a framework for environmental issues relating to industrial estates management and lettings.	A Hext A Terry 1526	11/03	6/04	E	-
6.2 Finalise leases and monitoring arrangements with HJS and FOCSA for all depots	S Gent/M Williams	3/04	6/04	E	-
6.3 Implement action plans for the 3 closed waste disposal sites for which the Council has currently known environmental liability with regard to contaminated land	A Tector B Chartres 0542	4/04	3/05	Env	-
6.4 Review other potentially contaminated Council owned sites over 5 year rolling programme in	A Tector	12/02	7/06	Env	Potentially All

accordance with the adopted Inspection Strategy	B Chartres 0542				
6.5 Review salt storage and provision in all locations and seek funding for storage improvements.	S Oates C Birks	1/04	10/04	E	HJS
6.6 Develop plan for new depot at Bromyard with improved specifications for lorry washing, storage etc	S Oates/C Birks	12/03	12/04	E	HJS
6.7 Submit capital bid to improve drainage at Broad St Car park, Leominster	C Birks A Terry 1526	3/04	5/04	E	-
6.8 Submit capital bid to members to replace crematorium	A Tector D Ravenscroft 1996	1/04	5/04	E	-
6.9 Consider environmental impacts when consolidating deployment of staff & link to acquisitions/disposal policy.	C Birks Managers	1/04	3/05	E	-
7. Build on existing work to protect and enhance biodiversity on Council owned land. (B)					
7.1 Digitise the establishment boundaries of properties the Council owns or has an interest in (excluding Highways land)	A Ball J Wood 1534	1/04	6/04		
7.2 Scope the extent of environmental management in place on Council owned land	T Marsh R Wood	3/04	10/04	E	P&C
7.3 Enlarge database of flora and fauna on commons	G Thompson T Hulme 01568 798326	11/03	8/04	E	P&C
7.4 Obtain FSC (Forest Stewardship Council) certification for Council commercial and countryside woodlands.	Forestry Commission G Thompson	11/03	9/04	E	P&C
7.5 Review hedge cutting /nesting bird protocol for PROW and Highways and undertake any training required.	S Oates R Hemblade/S Davies	4/04	6/04	E	-
7.6 Clarify responsibilities for Roadside Nature Reserves	S Oates HNT/P Jobson 1997	5/04	7/04	E	-
8. Further integrate GEM into corporate performance management. (CPM)					
8.1 Review Capital Scheme Selection Process and strengthen appraisal of environmental issues.	A Tanner/ A Ball/ S Cameron/ M Burton	5/04	9/04	CT	All

8.2 Computerise PS01s to improve monitoring of environmental incidents and near misses	D Johnson J Clarke 0448	1/04	9/04	CSS	All
8.3 Integrate GEM into Risk Assessment rollout	A Smith A Rewell 0295	6/04	2/05	CT	E
8.4 Develop Environmental Strategy for the Council, drawing on Herefordshire Partnership strategies	T Marsh R Wood	4/04	6/04	E	P & C
8.5 Undertake sustainability appraisal of the Revised Deposit UDP	D Nicholson P Russell 0166	1/04	5/04	E	-
8.6 Establish way forward for SEA (Strategic Environmental Assessment Directive) requirements across the authority, when government guidance released, starting with report to CXMT	CXMT ESU	4/04	8/04	E	All
8.7 Look at requirements and gaps in environmental baseline data needed for SEA	C Botwright P Russell	6/04	6/05	E	P&C
9 Roll out scope of ISO 14001 certification to cover all Council activities and services by Feb 2005.					
9.1 Review significant environmental aspects and their control at Directorate level	GEM Leads/ESU	3/04	6/04	E	All
9.2 Waste and Transportation join ISO 14001 scope	A Tector/S Oates Managers/ESU	4/04	7/04		
9.3 Remaining Council activities and services join ISO 14001 scope	Managers/ESU	8/04	2/05		
9.4 Close out 80% of non-conformances identified within 2 months (Internal Audit and CAFs)	T Ford GEM Auditors/Managers	4/04	3/05	CT	All
9.5 Achieve 80% of GEM targets by due date.	Lead Officers Lead Managers	4/04	3/05	E	All

ESU, 26/5/04