

Appendix 1 Performance on GEM 2004/5 targets due

<i>O T</i>	<i>Target text</i>	<i>Lead Manager</i>	<i>Lead Officer</i>	<i>Due date</i>	<i>Progress</i>	<i>Done?</i>	<i>Completed</i>	<i>File ref</i>
1 0	Reduce waste generated by Council services by 1% and increase levels of recycling and the use of recycled material (WM)			01/10/2004	Target publicised at Officer in Charge of Buildings meeting in Oct. Half year figures show 23 tonnes of paper, card, plastic bottles and cans were recycled from offices, a recycling rate of 14.8 %.	<input type="checkbox"/>		
2 2	Ensure revision of Procurement Strategy sets clear environmental standards.	M Rosenthal	J Eades 0379	01/10/2004	Report and revised Procurement Strategy presented to CXMT in July 04. Draft broadly approved by CXMT. Sustainability continues to feature strongly in the revised draft strategy. See also 2.1	<input type="checkbox"/>		CXMT Team Briefing, 5th July, 2004
2 0	Improve environmental performance of the Council by working with partners, suppliers and contractors (CP)			01/10/2004	Uncertainty over Procurement Officer role and proposed revision of Procurement Strategy is making this difficult to achieve.	<input type="checkbox"/>		
3 0	Promote the Council's environmental initiatives and increase the awareness of Council staff of their environmental impact and role in GEM (TA)			01/10/2004	GEMgen. Key managers emailed re CXMT GEM recs. GEM slot at Oct OIC meeting. Managers Forum on environmental issues ran in Nov. Marshfield Centre ground source heat pump installed. E-wise (energy software for schools) developed and distributed to Eco-schools	<input type="checkbox"/>		
4 0	Achieve a 1% reduction in energy use in operational council property and maintain the use of energy from renewable sources; (ECW)			01/10/2004	Available figures for larger properties show a 4% overall reduction in energy use last year, though gas use rose slightly. Use of renewable energy in Council buildings and street lights has reduced carbon dioxide emissions by 10%. Receipt of consumption data from utilities via WMS is still slow so automatic meter reading for larger properties is being investigated. WMS expect to continue to provide renewable energy. Council is participating in Phase 2 of the national Carbon Management Initiative. (15/11)	<input type="checkbox"/>		
5 0	Reduce the environmental impact of Council transport use through the Staff Travel Plan and other initiatives (TU)			01/10/2004	Considerable progress in awareness. Focus groups held, physical improvements such as pool bikes and stands, cycle training and route planning under development. Travel Plan pages up on Intranet and considerable publicity out to staff during Green Transport week in September.	<input type="checkbox"/>		
6 0	Reduce environmental risks relating to the Council's property portfolio and tenant management (PM)			01/10/2004	Transfer of older people's homes to SHAW. Environmental courses for major council suppliers are being investigated with training providers.	<input type="checkbox"/>		
7 0	Build on existing work to protect and enhance biodiversity on Council owned land. (B)			01/10/2004	Biodiversity and Landscape SPGs adopted as Interim Planning Guidance. 'Trees and Development' SPG drafted. Bracken crushing on Coppett Hill. Otter holt constructed at Bodenham Lakes. Review of Biodiversity Action Plan underway.	<input type="checkbox"/>		

<i>OT Target text</i>	<i>Lead Manager</i>	<i>Lead Officer</i>	<i>Due date</i>	<i>Progress</i>	<i>Done? Completed</i>	<i>File ref</i>
8 0 Further integrate GEM into corporate performance management. (CPM)			01/10/2004	Liaison with Steve Martin. Proposed proforma for Corporate Plan links to all HP ambitions including environment. Discussions with Sue Griffiths at GEM meeting.	<input type="checkbox"/>	
9 0 Roll out scope of ISO 14001 certification to cover all Council activities and services by Feb 2005.			01/10/2004	GEM group recommended focus should be to strengthen existing system and therefore no further extension be considered for Feb visit. Awaits acceptance by Cabinet member.	<input type="checkbox"/>	
6 8 Submit capital bid to members to replace crematorium	A Tector	D Ravenscroft 1996	01/05/2004	Bid for £1,00K for feasibility study in prioritised list for consideration by members 15/7. Decision delayed for reasons connected to capping. Bid approved in August. (3/8)	<input checked="" type="checkbox"/>	03/08/2004
8 5 Undertake sustainability appraisal of the Revised Deposit UDP	D Nicholson	P Russell 0166	01/05/2004	Completed and signed off by the Cabinet member in April.	<input checked="" type="checkbox"/>	26/04/2004 2004 ENV.015
3 3 Improve accessibility and user friendliness of GEM information on the intranet and web site	T Marsh	S Lloyd	01/06/2004	New front page installed and content reviewed.	<input checked="" type="checkbox"/>	21/05/2004 Intranet/GEM folder
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	01/06/2004	Complete, 18th June 04	<input checked="" type="checkbox"/>	18/06/2004 Ref 2004 ENV.018, June 04 & Env Scrutiny papers
6 1 Develop a framework for environmental issues relating to industrial estates management and lettings.	A Hext	A Terry 1526	01/06/2004	Framework agreed by Alison Hext. Posted on Property/Master docs. Information item at Property Managers meeting 8/7/04	<input checked="" type="checkbox"/>	30/04/2004
7 5 Review hedge cutting/nesting bird protocol for PROW and Highways and undertake any training required.	S Oates	R Herblade/S Pennington 0789	01/06/2004	Revised procedure agreed by Stephen Oates and circulated in June 2004.	<input checked="" type="checkbox"/>	23/06/2004 GEM Intranet folder
7 1 Digitise the establishment boundaries of properties the Council owns or has an interest in (excluding Highways land)	A Ball	J Wood 1534	01/06/2004	Complete	<input checked="" type="checkbox"/>	31/05/2004 On Map info on PS fileserver
9 1 Review significant environmental aspects and their control at Directorate level		GEM Team	01/06/2004	Progress made. Completed set will be agreed at GEM meeting on 13th July.	<input checked="" type="checkbox"/>	13/07/2004 GEM Intranet folder
9 2 Waste and Transportation join ISO 14001 scope	A Tector/S Oates	Managers/ESU	01/07/2004	Achieved as extension to scope on July 23/24.	<input checked="" type="checkbox"/>	24/07/2004 SGS report
8 1 Review Capital Scheme Selection Process and strengthen appraisal of environmental issues.	A Tanner	S Cameron 1867	01/09/2004	New process in use from Sept for 05/06 round. Includes section (Chapter 8) on environmental impact and controls. Electronic form now in place (30/10).	<input checked="" type="checkbox"/>	02/08/2004
1 5 Pilot networking photocopyers at Brockington and Plough Lane	P Bailey	M Tittle 0597	01/10/2004	Complete and working well at Plough Lane. Complete at Brockington - some difficulty programming order of jobs. 23/9	<input checked="" type="checkbox"/>	17/09/2004 List of connected staff held by MT

	<i>O I Target text</i>	<i>Lead Manager</i>	<i>Lead Officer</i>	<i>Due date</i>	<i>Progress</i>	<i>Done?</i>	<i>Completed</i>	<i>File ref</i>
2	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	01/10/2004	New Green list from WMS publicised in GEMgen, also improved supplier for remanufactured cartridges. Discussion in progress about acceptability of brown (recycled) envelopes.	<input checked="" type="checkbox"/>	05/09/2004	
5	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	01/10/2004	Reduction achieved at Kington High School and John Kyrle (Ross).	<input checked="" type="checkbox"/>	03/08/2004	Speak to Lead Officer

Appendix 1 Corrective Actions - for targets delayed or changed in 2004/5

CA	Ob	Tar	Target text	Lead Man	Due date	Progress	Com	Revision	CA reason
04523	8	2	Computerise PSD1's to improve monitoring of environmental incidents and near misses	D Johnson	01/03/2005	Available on Intranet via Council/Corporate H&S/H&S Accident report. Update: Due to operational difficulties the facility has been withdrawn until the Intranet moves to new platform in Jan 05.	<input type="checkbox"/>		No work is currently being done on Intranet as it is migrating to a new more stable platform in January 2005. Manual system will therefore continue until IT issues can be addressed on new platform.
04522	7	4	Obtain FSC certification for Council commercial and countryside woodlands	Forestry Commission	01/12/2004	FC now uncertain if finance available due to pressure on grant budget. Process with overarching body appears to be complete, but await confirmation of formal certification. (15/9)	<input type="checkbox"/>		
04521	4	7	Investigate feasibility of generating electricity from gas at Stretton Sugwas closed landfill site.	A Tector	01/01/2005	2 companies involved in initial investigations - major issue is achieving a steady flow of gas from the field. Will need to involve utilities re connection. May relate to Carbon Management Programme.	<input type="checkbox"/>		See progress field.
04520	2	10	Review winter service plan and procedures including footways and secondary routes, salt storage and provision (see 2.3)	S Oates	01/11/2004	In process. Using current doc (from H&W) plus eggs from other counties. Will then review Salting procedure and leaflet. For salt storage see 6.5.	<input type="checkbox"/>		Slowed by reorganisation of H&T.
04519	7	3	Enlarge database of flora and fauna on commons	G Thompson	01/01/2005	56 out of 81 surveyed., several to Phase 1 standard. Aim to complete set by end of Dec. Info will be made available by end of March and a decision taken on whether to extend survey to privately owned commons.	<input type="checkbox"/>		Surveys have been undertaken more thoroughly than first planned.
04518	7	2	Scope the extent of environmental management in place on Council owned land	T Marsh	01/02/2005	Industrial estates complete. Highways land now being entered and due for completion by 1/1.	<input type="checkbox"/>		Decision to wait for completion of data entry before re-running exercise (first done last year)
04517	7	6	Clarify responsibilities for Roadside Nature Reserves	S Oates	16/12/2004	Action plan agreed. PJ drafting SLA and offering to HNT by 16/12. Agreement will include update of survey data and ensuring posts in place. 23/9	<input type="checkbox"/>		Awaits drafting of SLA and decision from HNT on whether to undertake work.

CA	Ob	Tar	Target text	Lead Man	Due date	Progress	Com	Revision	CA reason
04516	6	5	Review salt storage and provision in all locations and seek funding for storage improvements.	S Oates	01/01/2005	Clearance from CT awaited for conversion of building at Thorn. Due complete by December. Mirror repairs to be done at Burcott and Kingsland and sheeling at Ross. Burcott and Ross will be phased out when Thorn store operational.	<input type="checkbox"/>		Decision making process plus negotiations with interested parties, including Highways Authority
04515	4	2	Co-ordinate the Herefordshire Partnership Climate Change Strategy for Herefordshire.	T Marsh	01/04/2005	Inventory of emissions for Herefordshire, including from HC, complete by end of August for 2002. Draft of Draft Strategy to be written by November. Consultation on targets via DEMOCs tool will run Sept - Nov 04. Funding continues to be sought. Aim for approval by April 05.	<input type="checkbox"/>		Process involves partnership working and outside funding. In addition errors in national data slowed process.
04514	3	1	Run CRIS report on GEM related training requirements identified through SRD and address needs.	A Atfield	01/11/2004	Report run - 15 requests identified. Two training slots in Oct ran at Castle Green. (26/10)	<input checked="" type="checkbox"/>		Decided that October would be a good time to run sessions.
04513	2	0	Improve environmental performance of the Council by working with partners, suppliers and contractors (CP)		01/10/2004	Uncertainty over Procurement Officer role and proposed revision of Procurement Strategy is making this difficult to achieve.	<input type="checkbox"/>		Will be delayed until revised Procurement Strategy agreed (due for agreement by Cabinet by 1/1/0).
04512	2	9	Establish effective links between partner EM systems to agreed standards	F Smith	01/01/2005	HJS achieved ISO 14001 certification in April 2004. Owen Williams have set certification target of June 05. Meetings have been held with EM leads in both organisations but lack of extranet is proving difficult. Recommendation re extranet through CXMT May 04.	<input type="checkbox"/>		No current commitment from partnership to developing shared extranet.
04511	2	1	Undertake survey of major suppliers, then provide information to relevant contractors on Council environmental requirements	M Rosenthal	01/11/2004	Council's procurement strategy is being reviewed so will undertake exercise once revised strategy in place. (6/8)	<input type="checkbox"/>		Will be delayed until revised Procurement Strategy agreed (due for agreement by Cabinet by 1/1/0) and Procurement Officer in post. Review completion date 1/1/04
04510	2	7	Evaluate environmental policies of central Herefordshire Partnership organisations to feed into HP Review	HPEAG	01/12/2004	Some information now submitted by organisations after prompting. Questionnaire re further information circulated mid September with reminder in November. (15/11)	<input type="checkbox"/>		Poor response rate to requests for information. GP forced to visit organisations to enable completion.

CA	Ob	Task Target text	Lead Man	Due date	Progress	Com	Revision	CA reason
04509	2	3	F Smith	01/11/2004	Set of KPIs including a number relating to sustainability submitted to PPMG in June 2004. Printing spec agreed.	<input type="checkbox"/>		Reorganisation in Env directorate, national Jarvis situation.
04508	1	2	G Cook	01/12/2004	Draft presented to Waste Group in May. Final version now being developed for use in various publications. (1/11)	<input type="checkbox"/>		Gemma's placement finished.
04507	1	3	G Dunhill	01/11/2004	Proposed KPI on this issue presented to the PPMG in June 04. Awaits confirmation, GEM Audit scheduled and in Print plan to run trail of recycled paper when they have a quiet week 11/8.	<input type="checkbox"/>		Delay in decision by Board on KPIs
04506	1	5	P Bailey	01/10/2004	Complete and working well at Plough Lane. Complete at Brockington - some difficulty programming order of jobs. 23/9	<input checked="" type="checkbox"/>		ICT found it hard to complete to schedule due to pressure of work
04505	2	2	M Rosenthal	01/10/2004	Report and revised Procurement Strategy presented to CXMT in July 04. Draft broadly approved by CXMT. Sustainability continues to feature strongly in the revised draft strategy. See also 2.1	<input type="checkbox"/>		Strat & Action Plan due back to CXMT by end of August and then on to Cabinet in Sept. Further 2 month extension.
04504	5	1	R Ball	01/12/2004	Plan to CXMT 17/8. Draft Plan now on intranet to be further developed by staff input before adoption. Considerable publicity for Travel Plan pages through Travelwise week in Sept 04. Plan now adopted by CXMT.	<input checked="" type="checkbox"/>		Redraft of Plan requested by Lead Director for project. Extension of 3 months. Plan now on intranet but not yet adopted. Further extension of 3 months.
04503	6	7	C Birks	01/02/2005	Not submitted for 2004/5 - programme already oversubscribed.	<input type="checkbox"/>		Capital programme oversubscribed. Submit for consideration for 05/06 spending round (delayed from May 04).
04502	8	4	T Marsh	01/11/2004	Preliminary meetings held. First draft circulated in May. More substantial document consulted on at end Sept. Some statistical problems delayed completion. Drafting of Action Plan in progress.	<input type="checkbox"/>		Task more complex than anticipated and included corrections to data so date extended by further 2 months. Will need to go to EMT and Cabinet Member.

CA	Ob	Tar	Target text	Lead Man	Due date	Progress	Com	Revision	CA reason
04501	6	2	Finalise leases and monitoring arrangements with HJS and FOCSA for all depots	S Gent	01/03/2005	Position with regard to HJS to be reviewed in March 05 when financial position of HJS will be clearer. Discussions with Severn Waste and Focsa in progress, aiming for agreement by Christmas. (16/8)	<input type="checkbox"/>		Negotiations with HJS temporarily suspended due to national issues. Negotiations with FOCSA complicated by decisions on site. Review position in Dec 04.
040424	3	4	Train in-house CEEQUAL assessor and put forward major engineering capital project for award.	M Jackson	01/04/2005	CEEQUAL assessor trained in April 04.	<input type="checkbox"/>		CEEQUAL trained assessor has now changed post to ESS in reorganisation of Env Dir. Construction Team will review this target in March 05.
	6	0	6 Reduce environmental risks relating to the Council's property portfolio and tenant management (PM)		01/10/2004	Transfer of older people's homes to SHAW. Environmental courses for major council suppliers are being investigated with training providers.	<input type="checkbox"/>		
	3	0	Promote the Council's environmental initiatives and increase the awareness of Council staff of their environmental impact and role in GEM (TA)		01/10/2004	GEMgen. Key managers emailed re CXMT GEM recs. GEM slot at Oct OIC meeting. Managers Forum on environmental issues ran in Nov. Mansfield Centre ground source heat pump installed. E-wise (energy software for schools) developed and distributed to Eco-schools	<input type="checkbox"/>		
	8	0	Further integrate GEM into corporate performance management. (CPM)		01/10/2004	Liaison with Steve Martin. Proposed proforma for Corporate Plan links to all HP ambitions including environment. Discussions with Sue Griffiths at GEM meeting.	<input type="checkbox"/>		
	1	0	Reduce waste generated by Council services by 1% and increase levels of recycling and the use of recycled material (WM)		01/10/2004	Target publicised at Officer in Charge of Buildings meeting in Oct. Half year figures show 23 tonnes of paper, card, plastic bottles and cans were recycled from offices, a recycling rate of 14.8 %.	<input type="checkbox"/>		