Public Document Pack

Executive Board

**Thursday, 20 March 2008 2.00 p.m.
Marketing Suite, Municipal Building**

David W R

Chief Executive

**ITEMS TO BE DEALT WITH
IN THE PRESENCE OF THE PRESS AND PUBLIC**

PART 1

*Please contact Lynn Cairns on 0151 471 7529 or e-mail
lynn.cairns@halton.gov.uk for further information.
The next meeting of the Committee is on Thursday, 10 April 2008*

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PART II

ITEMS CONTAINING "EXEMPT" INFORMATION FALLING WITHIN SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

In this case the Board has a discretion to exclude the press and public but, in view of the nature of the business to be transacted, it is RECOMMENDED that under Section 100(A)(4) of the Local Government Act 1972, having been satisfied that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 5 of Part 1 of Schedule 12A to the Act.

8. COMMUNITY PORTFOLIO

In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation

procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

Agenda Item 3a

REPORT TO: Executive Board

DATE: 20 March 2008

REPORTING OFFICER: Strategic Director - Children and Young People

SUBJECT   Primary Capital Programme

WARDS: Boroughwide

1.0   PURPOSE OF THE REPORT

1.1   To provide an overview of the Primary Capital Programme and an outline of the Governments submission requirements for a Strategy for Change to secure primary capital funding.

2.0   RECOMMENDATION: That

2.1   **The requirements of the Strategy for Change are noted.**

2.2   **Approval be given to developing the draft Strategy for Change in partnership with schools, the dioceses and other key stakeholders**.

2.3   **A further report be provided to the Board in June 2008 detailing the draft Primary Capital Strategy.**

3.0   SUPPORTING INFORMATION

3.1   Background

3.1.1   All authorities are required by Government to develop a Primary Capital Programme. This Programme aims to ensure primary schools play a lead role in the heart of their communities, through offering local services, providing a 21st learning environment particularly in ICT, developing world class standards and promoting personalisation, flexibility, diversity and choice.

3.1.2   As part of the Programme consideration needs to be given to local demography, pupil numbers and school standards.

3.1.3   As part of the Programme all Local Authorities are required to produce a Strategy for Change (Primary) which must be formally endorsed by the Council, the Diocesan Authorities and a majority of primary schools.

3.1.4   The consultation on the Strategy must include schools, Children's Centres, parents, Diocese, Trusts and other promoters, Primary Care Trusts, Community Health Care providers, Early Years Childcare Providers and potential promoters of new primary schools.

3.2   Strategy for Change

3.2.1 The Strategy for Change covers five main elements; local perspective, baseline analysis, long term aims, approach to change and initial investment priorities.

3.2.2 **The local perspective**. This should provide a succinct overview of the Authority's aims and objectives for primary education in the 21st century and briefly describe the area, its people and its primary schools.

3.2.3 **Baseline analysis**. This analysis should illustrate the Authority's starting point, both in terms of what is good about primary education now and what needs to be improved. It should be based on a thorough analysis of school level data on educational performance, deprivation, places, building condition and suitability, links with early year's providers, extended services and co-location of primary schools, children's centres and wider children's services.

3.2.4 **Long-term aims**. This should outline what the Authority has identified as its investment priorities for the next 14 years to transform education through better facilities and the pattern and type of school. It should also show how this investment supports national policy objectives and local priorities. The local aims need to be compatible with the national aims.

3.2.5 **Approach to change**. This section addresses how the Authority will run the PCP to ensure that primary education changes from the baseline position to the achievement of the long-term aims. It must cover governance, consultation and capacity building, design, sustainability, ICT, procurement and value for money. A risk assessment must be undertaken in delivery of the Strategy for Change.

3.2.6 **Initial investment priorities**. The priorities for the first four years should be identified and how these contribute to the long-term aims. This section should specify the specific school projects for 2009/10 and 2010/11. In addition the total funding that the Authority will be committing or levering from other sources needs identifying. Evidence of joined up contributions of other capital funding both from national and local resources needs to be provided. Local Authorities should also consider the scope for joining up with community health investment.

3.3 Funding

3.3.1 It is expected that the Authority will develop a strategic approach to capital investment for primary schools over 14 years. For 2009/2010 and 2010/11 primary capital funding is available and indicative sums have been allocated pending a successful Strategy for Change Submission. Funding from 2011/12 will be subject to public spending review.

PCP Capital Funds	2009/10	2010/11
Indicative figures	£3,000,000.00	£5,378,000.00

3.3.2 Other capital funding streams which could be used to contribute towards the PCP include; DCSF formula programmes to authorities, devolved

capital of schools, contributions from voluntary aided schools, the single capital pot, prudential borrowing, investment from Big Lottery or other organisations such as the EU, any local revenue available, planning gain and capital receipts.

3.4   Timeline

3.4.1   The timescale for the submission of the Strategy for Change is **prescribed by the Department of Children Schools and Families** and is as follows

16th June 2008	Authority submission to DCSF Strategy for Change to secure indicative funding for 2009/10 & 10/11.
September 2008	DCSF to notify Local Authority confirmation of approval of Strategy for Change. Approved; Approved with conditions, which confirms indicative allocations; Or not approved where a complete new submission to be provided.
September 2008	LA to undertake further work on strategy; proceed with planning, procurement and design.
September 2008	DCSF to publish on-line suite of guidance on planning, finance, design, sustainability, procurement, ICT and capacity building.
April 2009	Capital investment fund available to all Local Authorities subject to approval of their Strategy for Change.

4.0   FINANCIALIMPLICATIONS

4.1   The funding levels are indicative. For 2009/10 funding of £3m has been identified and just under £5.4m for 2010/2011. Funding will only be confirmed once the Strategy for Change has been approved by the DCSF and the pupil numbers finalised.

4.2   Funding for 2011/12 onwards will be subject to public funding decisions.

4.3   There is no revenue funding for this programme.

4.4   To make most effective use of school premises joint funding with other partners both internal and external is seen as essential.

5.0   OTHER IMPLICATIONS

5.1   The Authority must identify how it intends to address demographic change, falling rolls, the Standards Agenda as well as increase the

diversity, choice and access to popular schools. It needs to consider a range of provision such as Trusts, Federations, amalgamations and all-age provision.

5.2 Proposals will need to be developed on the future primary school organisation. School and public consultation will then need to be undertaken.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The Primary Capital Programme contributes directly to priority SM5: Transforming Learning Opportunities for all Children.

Increase choice, diversity, inclusion and high standards and reduce the surplus capacity within Halton schools.

Transform the learning environment: workforce, buildings, learning resources and technology.

6.2 Employment, Learning and Skills in Halton

By providing 21st Century primary provision for all pupils, standards will improve providing greater employment prospects for Halton's Children and Young People.

6.3 A Healthy Halton

In developing primary provision the authority will seek to improve the sports and dining facilities and work collaboratively with other agencies to encourage healthy eating, promote high nutritional standards and provide access to a wider range of extended services.

6.4 A Safer Halton

New primary provision will be designed to ensure that children, staff and other community users feel safe and secure on schools sites.

6.5 Halton's Urban Renewal

The Primary Capital Programme seeks to ensure that schools become a major resource for the communities they serve and will be designed to offer shared community facilities, linking to other wider regeneration projects as well as being the focus for the local delivery of children's services.

7.0 RISK ANALYSIS

7.1 A risk analysis has been undertaken which has identified a number of key risks. The key risks include the timeline, consultation arrangements,

school organisation and approval of the Strategy.

7.2   The Primary Capital Strategy must be submitted to the Department by 16th June 2008. Development time is therefore short. In order to meet this challenging deadline set by Central Government and ensure the consultation arrangements can be met a number of development meetings have already been held with schools and other stakeholders to draft the vision and key principles.

7.3   Developing the vision and the principles in conjunction with primary schools and other stakeholders should ensure the majority of schools support the strategy and that the need for the re-organisation of primary provision.

8.0   EQUALITY AND DIVERSITY ISSUES

8.1   The Primary Capital Strategy must be inclusive and consider the needs of all primary schools. The Programme aims to increase diversity access and choice, address under performance, provide more integrated local services for every child and family.

9.0   REASON (S) FOR DECISION

9.1   All authorities are required to produce and submit a Strategy for Change identifying their Strategic approach to Primary Capital Development.

10.0   ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

10.1   This is a DCSF requirement.

11.0   IMPLEMENTATION DATE

11.1   The Primary Capital Strategy must be submitted to the DCSF by 16th June 2008.

12.0   LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

Document	Place of Inspection	Contact Officer
Every Child Matters: Primary Capital Programme – Primary Strategy for Change. Department for Children, Schools and Families (6.12.2007)	3rd Floor Grosvenor House	Lorraine Cox

Agenda Item 4a

REPORT TO:	Executive Board
DATE:	20 March 2008
REPORTING OFFICER:	Strategic Director – Health & Community
SUBJECT:	Capital of Culture – Youth Cultural Festival
WARD:	Boroughwide

1.0   PURPOSE OF THE REPORT

1.1   To update Members of the Executive Board on the development of the programme for the Youth Cultural Festival.

1.2   To seek approval for the release of further monies to underwrite the proposed programme.

2.0   RECOMMENDATION: That:

i)   Members of the Executive Board endorse the outline programme for the Youth Cultural Festival (attached as Appendix 1).

ii)   The Board give approval for orders to be placed to a maximum value of £60,000.

3.0   SUPPORTING INFORMATION

3.1   The Board has previously approved an approach to Halton's involvement in Liverpool's Capital of Culture celebrations. This included a major showcase event.

3.2   The major showcase event for Halton is its Youth Cultural Festival on July 12/13th 2008, to be held at the Stobart Stadium Halton, but with associated activity at the Brindley.

- The ideas to hold such an event came from the Capital of Culture (CoC) working group. The group was formed to consider how Halton could get involved in CoC celebrations and to give thought to an 'Halton offer'. As part of this it was suggested that Halton has at least one high profile event that would attract a mass audience which all Merseyside authorities could get involved in so that Halton becomes a focus of attention.

- The original idea was to involve all of Merseyside's twin towns and exchange cultures (different foods, costumes, performances, etc). This was then widened out to focus on

young people in general and to invite groups from all Merseyside authorities as well as twin towns.

- Culture was taken in its widest possible sense, encompassing dance, drama, literature, humour, photography, visual arts, music, film, sport, physical activities and lifestyles.

- It was envisaged that the festival would be a culmination of events and activities that would be going on in the months preceding the festival to act as a showcase for that work. For e.g. the heats for 'Streetwaves' (battle of the bands) would take place all over the Borough, but the finals would be at the festival. BMX competitions would be held at Phoenix Park and Victoria Park, but demonstrations by participant would feature at the festival. This would be true of a lot of sports activity (street football, tug-of-war, gymnastics, etc). Thus in the lead up to the festival a lot of community venues would be involved. After the festival it was envisaged that would take their performances to other venues for the rest of the year.

- Exact details of the programme are still being formed, and indeed will continue to be formed for some time. An outline programme is attached as Appendix 1. There will, however be a strong emphasis on participation. It's a chance for those attending to try out new skills (for e.g. the Enterprise party, speed cup stacking, curling). New technology would be used as it is very much part of youth culture, and a way of contacting and involving people who are not there in person. Workshops will give people new skills (for e.g. DJing, mixing, graffiti art, belly dancing).
- There has already been a good response from our twin towns and the other Merseyside authorities.

4.0 **FINANCIAL IMPLICATIONS**

4.1 At its meeting of 20 September 2007, Executive Board resolved that: -

i) authority be granted for orders to be placed to a maximum value of £50,000 to enable the Youth Cultural Festival in July 2008 to take place;

ii) approval be given in principle to a further £60,000, subject to further detail and it being considered as part of the overall budgetary process; and

iii) a report outlining the full details of funding requirements for the event be submitted to a future meeting of the Board.

The Executive Board noted that the Capital of Culture Company had agreed a contribution of £40k.

4.2 The programme attached as Appendix 1 shows the outline programme. It also shows committed expenditure (£72,250) and other budget requirements (£63,900) to deliver the programme. This includes a contingency of 15%. Given the resolution of Executive Board of 20 September 2007, the budget is now approaching its initial spending limits.

4.3 In September 2007, the Board gave agreement in principle to a further £60,000, subject to further detail and it being considered as part of the overall budgetary process. This report attempts to give that detail. The £60,000 has been identified within 2007/08 budgets, and therefore no new monies are required.

4.4 Attempts continue to be made to attract sponsorship. Already the hotels have made significant reductions in their prices to house our twin-town visitors attending the event. The bus companies will make a big contribution in providing transport for the twin-towns, but also to provide a pick-up service to get Halton people to the event. The top 50 companies in Halton have been approached for sponsorship. There are some initial positive reactions which is anticipated will translate to some sponsorship.

4.5 In asking for the agreement to commit to the 'in principle' sum of £60,000, it is not anticipated that the full amount will be required. Appendix 1 estimates the need to be £46,150. In addition, the attempts to attract sponsorship, as outlined in Paragraph 4.4 (above) would hope to further reduce this figure.

5.0 POLICY IMPLICATIONS

5.1 There are no policy implications.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

The focus of the event is on young people offering healthy constructive activities, and a genuine opportunity for cultural exchange with the involvement of twin towns.

6.2 Employment, Learning & Skills in Halton

There will be opportunities to learn new skills by participating in workshops.

6.3 A Healthy Halton

Physical and cultural activity is one of the corner stones of the Council's health strategy.

6.4 **A Safer Halton**

Sport, recreational and cultural activities provide constructive diversionary activities for young people who may engage in anti-social behaviour or cause youth nuisance.

6.5 **Halton's Urban Renewal**

There are no implications.

7.0 **RISK ANALYSIS**

7.1 The success of the event will be increased by the participation of other Merseyside Boroughs. This is being addressed through the Merseyside Cultural Forum.

7.2 It is essential that a fully developed marketing campaign is put in place to ensure that the event has maximum exposure and attracts the anticipated audiences.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 The event is designed to be accessible to everyone in the community irrespective of individual circumstances. There is active involvement of young people themselves through the Youth Parliament and the Youth Service. Public transport will be arranged to help local people to get to the event.

9.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

9.1 None under the meaning of the Act.

Activity	Description	Equipment	CONFIRMED	BUDGET REQUIRED
Superlambanana	2 SLBs to be design by Halton Youth. 2 mini slb at stadium(SSH) to be painted with washable ink. Also cost includes moving SLBs to sites after event for the Halton Tour of schools and HBC premises	paint/ transport	£ 15,000.00	
Willow Sculpture	Workshop @ SSH, drop in sessions for youth to work with artist to create final large willow sculpture. Will be placed in open space in November and entwined with live willow.		£ 750.00	
Play station Games Arena/ big screen	Youth Service(YS) to host heats in community centres in run up to weekend. Competition at SSH-categories for male/female + variety of age groups.	Screen, consoles	£ 1,000.00	2000
Silent Arena	Dance room with headphones, 2 DJs playing different music. Listeners can choose which one they play via fm radio waves. 2 Sets from local female DJ included during the weekend.	inflatables, lights, mini-stage	£ 3,000.00	
Archaeology Pit	Temporary pit with historical artifacts and different strata for youth to work with Norton Priory staff to dig out during day.	pit, artifacts, strata		600
It's a Knockout	Competition on Sunday - 10 teams from Halton and surrounding boroughs + twin towns		£ 3,850.00	
Skydiving	Wind tunnel on a lorry in car park - can experience feeling of skydiving-sat + sun.		£ 8,500.00	
Climbing Walls	Large wall, back to back, young people can just turn up and have a go - manned with instructors.		£ 3,000.00	
Band 'Night'	Best of' shows on main stage on to include bands/acts from neighbouring boroughs + twin towns	Stage, lighting, sound	£ 675.00	15000
Car Sculpture	Built as part of arts project - moving vehicle with designed and made by youth, plays music			200
Dance Workshops	Salsa, street dance - scheduled drop in sessions throughout weekend	PA	£ 800.00	
Cheerleaders	From Riverside College-to open It's a knockout comp + other			200

Children of Halton Sing	At Brindley in the week pre-ceding weekend. May include on main stage?			
Halton's Got Talent	Heats in the preceding months across community centres in Halton. Final in May.			2000
Performance	In studio at Brindley - Youth Theatre Performances		£ 500.00	
Circus skills	Workshop at SSH during weekend - drop in sessions with artist		£ 450.00	
Drama Workshop	Workshop at SSH during weekend - drop in sessions with artist		£ 400.00	
Comedy Workshop?	Workshop at SSH during weekend - drop in sessions with artist			400
Rapping/Mcing	National Year of Reading - Janette Fleming			500
storytelling	National Year of Reading			500
Canvas Graffiti Wall	Large canvas to be decorated with artist at SSH. Canvas to go to creative youth after weekend.	Canvas	£ 500.00	
Art Boot Camp	Project during May 1/2 term at Brindley - pieces from this to be displayed at SSH		£ 1,500.00	
Manga Workshop	Workshop at SSH during weekend - drop in sessions with artist		£ 400.00	
Drawing Workshop	Workshop at SSH during weekend - drop in sessions with artist		£ 450.00	
Make & Take Workshop	Workshop at SSH during weekend - drop in sessions with artist		£ 500.00	
Tales from the house next door	Display of artistic journals (visual art & media work) produced by 14 halton schools.		£ 800.00	
Tales from the house next door	Usti tales performance recorded to 10 min film. Played around stadium + on big screen on stage.		£ 1,000.00	
Taiko Drumming	Group of young people performing taiko drumming - possibly use as lead-in to It's a knockout and/or to lead procession around stadium.	uniforms	£ 1,000.00	

Halton's Small School Arts Cluster Exhibition of ten schools work	Exhibition of photography and digital animation on the theme of Africa and slavery.	DVD Production		2000
Hands Across Halton	Display of hands created by young people in run up to weekend. Will be part of a 'hand trail' - equality based.	exhibition units		1000
Volunteer Leader Award Scheme	Sports development to give out awards to volunteers at ceremony on the main stage	microphone, music to open??		
Sports Fair	The week preceeding 12/13 annual sports fair to encourage more young people to get involved in sport.			2000
Mini-rugby, boxing, football comp	Competition on sat and/or sun at Leigh rec.	TROPHIES		
Traditional Play	Workshop for 0-11 focusing on traditional play and history etc.			
Creche	Play centre staff to manage creche area and add soft play equipment for children 2 - 5 yrs old (on a timed ticket basis 1/2 hr - 1 hr max stay).		£ 2,000.00	
Skateboard / BMX Park/ Competition	2 taster sessions/coaching: 1 in crow wood, 1 in rock park. Competition in Victoria park. Best of show + coaching, & demo from team extreme on vert ramp & skate park at SSH.		£ 17,975.00	
Pool/ Snooker	Tournaments will take place in community centres, final pool comp at SSH on Saturday.	Trophies		500
Dr Bike Workshop	Practical workshop on how to maintain your bike, free bike repairs.	display board/ staff		1000
100 Mile Challenge	?			
Transport	Hire of minibuses and vehicles			1000
Cooking/ Chef Skills	students from riverside college to do practical demonstration and taster of their food		£ 1,000.00	
Security/Access	Security staff on door and access passes for selected areas (it's a knockout, silent disco, jetstream etc)			2000
Football Juggling	Skills and techniques from Specialist football jugglers		£ 2,000.00	

Basketball Mania	Channel 4 presenters from Basketball show			3000
Widnes Rugby League Museum			£ 200.00	
Weekly News Archive of Photographs	Archive photographs of young people and sports		£ 2,000.00	
Contingency Fund	To cover unexpected costs			10000
Web Site	dedicated to H208			5000
Promotions/Advertising				10000
Framing	of all art/exhibitions		£ 2,000.00	
Warehouse	to store work/equipment in run up to event		£ 1,000.00	
Hire of venues	Venue hire and staff costs - HBC			5000
			£ 72,250.00	£ 63,900.00

REPORT TO: Executive Board

DATE: 20th March 2008

REPORTING OFFICER: Strategic Director - Environment

SUBJECT: Municipal Waste Management Strategy

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To seek adoption of an updated Municipal Waste Management Strategy for Halton following a recent public consultation exercise.

2.0 RECOMMENDATION: That

(1) **The Municipal Waste Management Strategy for Halton be adopted**.

3.0 SUPPORTING INFORMATION

3.1 Following an extensive public consultation in the autumn of 2003, the Council's current Municipal Waste Management Strategy was approved by the Executive Board on 12th February 2004 and adopted as an enabling document to provide a set of aspirations and principles to guide the Council's actions and activities on waste management issues.

3.2 A draft updated strategy, which reflects present data, good practice and information with regard to waste arisings, performance, key projects, and the current procurement process, was considered by the Executive Board on 13th December 2007. At the meeting Members approved the draft updated Municipal Waste Management Strategy for Halton for the purposes of public consultation. (Minute EXB70/2007 refers)

4.0 SUPPORTING INFORMATION

4.1 A consultation exercise was subsequently undertaken between 17th December 2007 and 27th January 2008. During this period the draft Strategy was made available on the Council's web site, at prominent Council buildings, and circulated to all elected members.

4.2 Responses to the consultation were received from both members of the public and elected Members and were generally supportive of the updated Strategy. The main comments received are summarised below:

- Responses indicated a desire by residents to be provided with improved recycling services across the borough.

- Comment was made on the provision of wheeled bins for kerbside recycling services to properties currently without such bins, and also the need to consider the type and capacity of receptacles provided for recycling.

- A number of comments regarding the wider role of food manufacturers and packaging waste were made.

- Comments regarding discrepancies in the number of recycling sites stated in the draft document were made

- Comments were made regarding the proper consideration of pre-treating residual waste in future procurement projects to avoid the potential effects of hazardous household waste items in future facilities.

- Suggestions were made to increase the number of neighbourhood bring sites in the borough.

- The current pilot multi-material recycling collection scheme was welcomed, as was the planned extension.

- It was suggested that consideration be given to recycling further types of plastic materials to those currently recycled in Halton.

4.3   Individuals who have provided comments have been responded to and in relation to the above Members are advised of the following;

- Concerning the number of neighbourhood recycling sites in Halton, the Strategy document has been amended accordingly. It is the intention to increase the current number, however, the provision of neighbourhood recycling facilities has to be balanced with the practicalities of finding suitable locations. Suggestions for potential new locations are welcomed and will always be investigated and, where feasible, introduced.   The individual who made these comments has been advised of this and invited to provide potential locations for facilities within their area.

- In relation to the provision of recycling bins to properties currently without them, it is planned that such bins will be provided to all accessible properties in the coming 12 months, as detailed within the Council's Waste Action Plan that was agreed by the Executive Board in July 2007. The Council's plans for the provision of kerbside recycling services to properties with limited access or adequate storage facilities, and therefore not suitable for wheeled bins, is also contained with the Waste Action Plan.

- Within the current pilot multi-material recycling scheme, residents are provided with larger bins for recycling where necessary. Larger

bins will also be made available to residents with any future expansion to the recycling service.

- Regarding the recycling of plastics, the materials that are currently collected by the Council are dictated by current available markets for reprocessing of those materials. As opportunities arise, the Council will look to expand the types of plastics that can be recycled. Again, the individual who raised this question has been invited to suggest what types of plastics the Council should recycle that it currently does not.

4.3 Following the consultation no significant changes have been made to the draft Strategy document. It is now proposed that Members approve the updated Municipal Waste Management Strategy for Halton, which is attached as Appendix 1, and that the document is published in accordance with corporate guidelines.

4.4 The updated Strategy will be a headline document that will continue to guide the Council's actions and inform the future decision-making process. The aims, objectives and targets contained within the Strategy will be achieved through the delivery of services and initiatives contained within a number of supporting documents, including a Waste Action Plan (that was agreed by the Executive Board on 19th July 2007) and Waste Prevention Strategy.

4.5 Waste prevention is a vital element of the Council's Waste Strategy. The Council recognises that, whilst successful initiatives have already been introduced, more needs to be done to reduce the levels of waste produced in Halton. Accordingly, it is proposed that additional resources are provided to support the existing efforts and further promote waste reduction, and that a Waste Prevention Strategy for Halton is presented to Members for consideration in April 2008.

5.0 FINANCIAL, POLICY AND OTHER IMPLICATIONS

Financial Implications

5.1 Members have previously been advised that financial modelling indicates that the cost of procuring facilities to deliver the Councils strategy is estimated to be £230m over the next 25 years. Members' attention is drawn to the fact that this is approximately £1m per year less than the projected costs of maintaining the status quo, and a continuing reliance upon landfill for the disposal of residual waste.

5.2 Increased recycling and higher levels of waste diversion from landfill will reduce future waste disposal bills and the Council's Strategy represents a planned investment to keep future costs down.

<u>Policy Implications</u>

5.3 As the overall aims and objectives of the Council's adopted Strategy have remained unchanged, there are no new policy implications as a result of this report.

<u>Other Implications</u>

5.4 There are no other implications as a result of this report

6.0   IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1   Children and Young People in Halton

None

6.2   Employment, Learning and Skills in Halton

None

6.3   A Healthy Halton

None

6.4   A Safer Halton

None

6.5   Halton's Urban Renewal

None

7.0   RISK ANALYSIS

7.1 The production of an updated Waste Management Strategy for Halton is a key Service Objective for the Waste Management Division. A strategic risk analysis has been carried out in relation to the Strategy and as result it has been identified as a key strategic risk to the Authority and is contained within the Environment Directorate Risk Register. Any failure to meet the commitments of the Strategy could severely impact upon the Authority's ability to meet future waste related targets and lead to severe financial consequences. Continual monitoring and periodic updating of the Council's Strategy has been identified as the key control measures necessary to mitigate such risks to the Authority.

8.0   EQUALITY AND DIVERSITY ISSUES

There are no specific equality or diversity issues as a result of this report.

9.0 REASON(S) FOR DECISION

9.1 In order to work in partnership with the Merseyside Waste Disposal Authority (MWDA) there was a need for Halton to update its current Waste Management Strategy (Executive Board Report 7.9.06 refers). Notwithstanding this requirement, there was also a need to ensure that the Council's Strategy document remained fit for purpose.

10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

10.1 The options that have been considered, and led to a decision to update the Council's current Strategy, are detailed in previous reports presented to the Executive Board.

11.0 IMPLEMENTATION DATE

11.1 Implementation is expected by May 2008.

12.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

Document	Place of Inspection	Contact Officer(s)
Working Documents	Lowerhouse Lane	Jimmy Unsworth Andy Horrocks

DRAFT HALTON MUNICIPAL WASTE MANAGEMENT STRATEGY

Contents

Executive Summary

This Municipal Waste Management Strategy (MWMS) sets out the guiding principles for the delivery of the waste management service in Halton, over the period 2008 – 2020.

It is an update of the previous strategy document[1], designed to bring the Strategy in line with subsequent changes in legislation, policy and performance. The original aims and objectives have been largely retained as have all key policies and targets, unless superceded by external factors or new data. New commitments and recommendations have been added to the Strategy in the light of good practice and recent developments. The aim of the Strategy is to provide a framework for Halton to plan and manage its waste services in order to achieve the following objectives:

- Reduce reliance on landfill in line with European and UK legislation
- Maximise recycling and recovery of waste
- Increase public awareness on waste issues
- Strive for best value in all aspects of waste management, and
- Manage waste in a way that takes account of Haltons six strategic priorities

Recent Achievements

Halton has made significant progress in performance in recent years and these are reflected in improved recycling and composting rates which have risen from around 16% in 2002/3 to 25% in 2006/7. The rate of waste growth has also slowed down, and MSW[2] (Municipal Solid Waste) is projected to increase at +1.25%pa, declining to +1%pa from 2010.

Green waste collections are now available to most of the appropriate properties across the Borough and the paper collection and Recycling & Household Waste Centres (RHWC's) continue to perform well in terms of material separated for recycling. Services at the RHWC's have been expanded to include recycling of Waste Electrical and Electronic Equipment (WEEE), drinks and sauce cartons (known as "Tetrapaks") and plastic bottles.

A recent kerbside pilot programme for a fortnightly collection of mixed recyclables has been introduced to approximately 6000 properties in the borough. This scheme was part of a Waste Action Plan that was approved, subject to budget considerations, in July 2007.

Behavioural Change

An important emphasis in the MWMS is the need for behaviour change and taking responsibility for managing our wastes more sustainably. This means at an individual, company and institution level, and includes preventing waste arising in the first place as well as making recycling systems more accessible and comprehensive to enable citizens to participate in the schemes. The MWMS explains how communications and education strategies will enable the key messages to be conveyed to the residents of Halton to help support behaviour change to meet the more demanding targets within the Headline Strategy. Enforcement issues are also discussed to underpin the implementation of the Strategy and tackle any misuse of the service.

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[1] Aspirations & Guidelines, Halton Borough Council, 2004
[2] Refer to Glossary of terms and abbreviations for full definition

Waste Prevention

A range of waste prevention initiatives have been proposed through a separate Waste Prevention Strategy 2008. This includes continuing support for schemes such as: home composting, junk mail schemes and developing more re-use and refurbishment of waste goods through partnership with the voluntary and non- profit making sector (now referred to as the Third Sector)

Recycling and Composting

This Strategy sets challenging targets for recycling and composting of at least 30% of household waste recycled or composted by 2010 and at least 40% by 2020. It is planned that all households will receive a multi-material kerbside recycling collection, including plastic bottles, cans, glass bottles and jars, and card (in addition to paper) by 2010.

Recovery, Treatment & Disposal

After waste prevention, reuse, recycling and composting have taken place a residual fraction of waste remains. This element currently is sent to landfill, however legislation sets (reducing) limits on the amount of biodegradable municipal waste that can be sent to landfill, and so Halton, in partnership with the other members of the Merseyside Waste Partnership, is procuring capacity in alternative waste processes to treat residual waste. The Merseyside Waste Partnership (MWP) comprises the five District Councils of Merseyside (Knowsley, Liverpool, Sefton, St Helens, Wirral) and the Merseyside Waste Disposal Authority (MWDA). The specific technology will be subject to the availability of options delivered through the procurement process (i.e. what the market can deliver at an affordable cost whilst meeting or exceeding the ambitions of the Strategy and the contract documentation), and it is anticipated that the waste treatment / recovery facilities will be in place in 2013/14.

Sustainability of the MWMS

The MWMS has been the subject of a detailed Sustainability Appraisal, the findings of which have been incorporated into the Strategy. The MWMS comprises a Headline Strategy (this document) and Action Plans detailing the implementation of the headline policies, targets etc. Supplementary Reports which either add further detail or background information support the MWMS and include the following reports: Waste Prevention Strategy; Legislation & Policy; Sustainability Appraisal; Data & Projections; Service Delivery Arrangements.

1.   Introduction

The Municipal Waste Management Strategy (MWMS) explains the roles and responsibilities for the management of municipal waste in Halton. This document updates the previous 'Aspirations & Guidelines' document[3] and indicates the direction the authority is taking with regard to delivery and planning of the municipal waste management service. It is not a full review of the existing Strategy, which is anticipated to be undertaken in 2010, but an update to ensure the content is valid in the light of new performance data, policy and legislation.

1.1   How is the Municipal Waste Management Service Delivered?

Halton Borough Council, as a Unitary Authority, has responsibility for both the collection and disposal of municipal waste arising within the borough. It also has responsibilities and powers for other waste management activities including recycling, composting, street cleansing, enforcement and promotion of waste minimisation activities. This strategy document covers each of these activities and also includes pledges, projections and targets for future management of wastes.

1.2   Why do we need a Strategy

The purpose of the Strategy is to set out the direction of the waste management service and explain how the delivery of the service will meet the environmental, economic and legislative challenges.

Waste management is a rapidly moving area and a new national waste strategy has recently been published[4] which sets out the Governments thinking on municipal waste management. In addition there have been several major pieces of legislation and policy which have been introduced over the past three years which impact on the delivery of the service. Finally, the contracts for the treatment and disposal of the residual waste are about to be re-let which will shape the management of these wastes up to and beyond 2020.

As a strategy 'update,' rather than a formal strategy review, there is little change to the aims and objectives of the previous document and all targets & pledges stay largely the same except where new data, actual or modelled performance, the outcomes of a sustainability appraisal or regional / national policies, supercede previous targets and pledges.

1.3   Scope of the Strategy

The Municipal Waste Management Strategy for Halton covers Halton Borough Council (HBC) and deals with the strategic vision for managing wastes in a sustainable[5] manner, for the period of 2008 – 2020.

The focus of the Strategy is *municipal* [6]waste, that is, wastes under the control of the local authority. The majority of this type of waste comes from the household, but there are also some non-household elements from commercial sources (e.g. retail outlets). National Government has recently emphasised the potential for providing new waste management

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[3] Waste Management Services The Aspirations & Guidelines, 2004, Halton Borough Council
[4] Waste Strategy 2007, Defra
[5] The concept of Sustainability broadly means development which can meet the needs of the present without compromising the ability of future generations to meet their needs
[6] Refer to Glossary of terms and abbreviations for full definition

facilities which can accept both municipal and other wastes (e.g. commercial wastes) to provide a more complete infrastructure for wastes management. There is also a section in this Strategy considering such 'wider wastes'. These are waste streams which the authority may not have direct responsibility for, but can influence to help improve the management of unwanted materials for the benefit of the environment, society and economy.

1.4   Structure of Strategy

This document is the 'Headline Strategy'. The Headline Strategy document sets out the key principles of the Municipal Waste Management Strategy for Halton. It includes the policies, aims, objectives, and targets for the management of wastes and resources in the Halton authority area from 2008 – 2020. It will be supported by further work on a series of supplementary reports completed in early 2008 as illustrated in Figure 1.

Figure 1 The Structure of the Municipal Waste Management Strategy
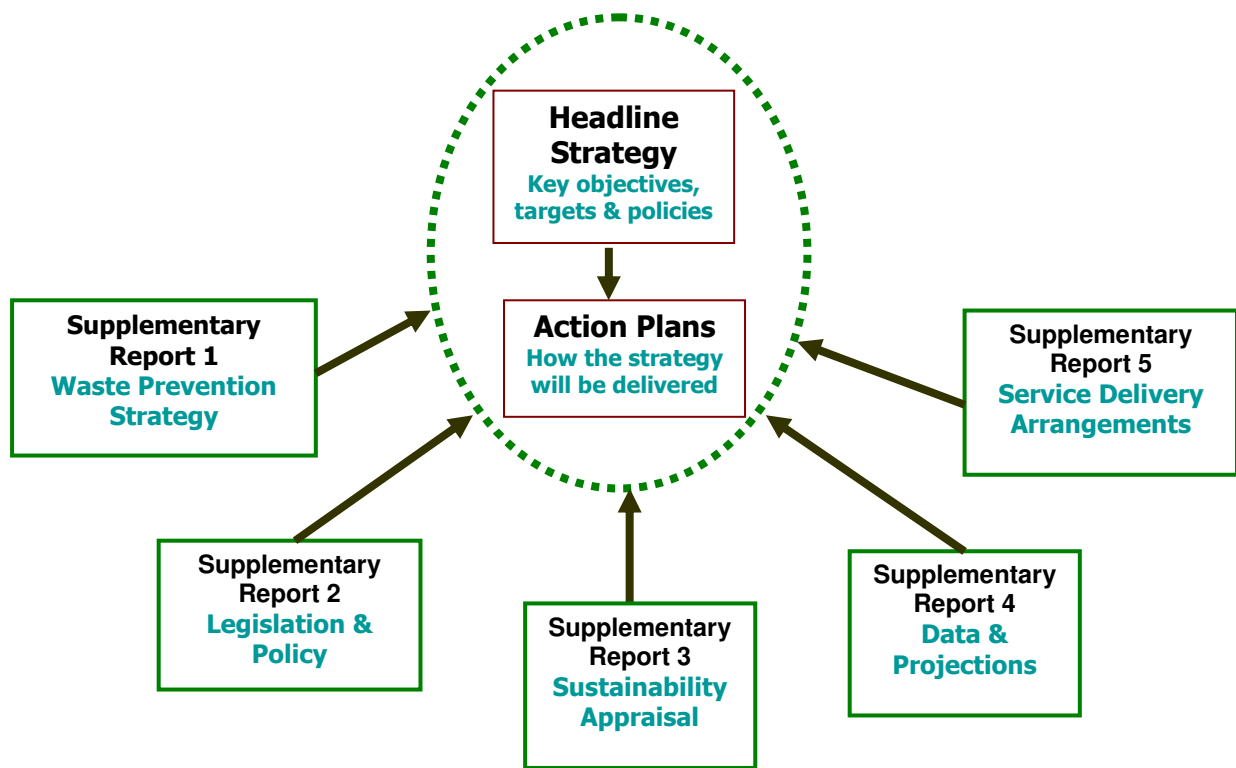
The Action Plans are the delivery mechanisms ascribing responsibilities, interim targets and performance aims in order to meet the headline targets and policies described within the Headline Strategy. Action Plans are regularly reviewed and updated and they detail the current operational practices and intentions of the authority to develop the service over the short to medium term. There will be a separate action plan in relation to waste prevention, allied to Supplementary Report 1.

1.5   Sustainability of the Strategy

Halton remains committed to delivering sustainable solutions in all its activities and incorporating sustainable development within its core policies and strategies; waste management is no exception. To demonstrate its commitment to delivering sustainable solutions a Sustainability Appraisal has been carried out on this Strategy and also on the Action Plan for delivery of the MWMS.

The purpose of a Sustainability Appraisal is to identify and assess the social, environmental and economic effects of strategies and policies. It provides a mechanism for ensuring that sustainability ideals and objectives are translated into policies and strategies.

The results of the Sustainability Appraisal have been used to inform the update of this Strategy and details can be found in Supplementary Report 3.

2. Setting the Scene

2.1 European Policy & Legislation

There is a broad and diverse range of European policy and legislation governing and directing all aspects of waste management from treatment and disposal options, to the management of specific waste streams. In addition to the formal Directives which require implementation into national legislation, the EU continues to produce environmental action plans identifying priority areas, supported by a number of other strategies, including one considering prevention and recycling of waste. This long-term strategy aims to help Europe become a recycling society that seeks to avoid waste and uses it as a resource.

These policies and strategies have a direct impact on national and local waste management and influence the way in which municipal waste management strategies are developed. A number of the more influential Directives include:

Waste Framework Directive

Overarching guidance on the effective management of wastes is provided by the Waste Framework Directive (75/442/EEC). This requires the UK to develop national strategies, encouraging prevention and reuse of waste and to ensure provision of a suitable infrastructure for recovery and disposal supported by an appropriate regulatory framework to protect the environment and public health. The Directive is currently under review and it is anticipated that the updated version will include targets on waste prevention, reuse and recycling.

Landfill Directive

The Directive on the Landfill of Wastes (99/31/EC), commonly termed the 'Landfill Directive' is a major driver for change in municipal waste management in the UK. The Directive requires a significant reduction in the quantity of biodegradable municipal waste (BMW) sent to landfill, and any waste sent to landfill has to be pre-treated. In addition bans are in place for tyres and waste with certain properties (e.g. flammable, corrosive etc). This means that all local authorities have targets to meet in terms of diverting BMW from landfill, and alternative technologies have to be made available to treat wastes prior to final disposal in landfill. New infrastructure is required to ensure that the targets in the Directive can be met within the timescales[7].

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[7] Targets for the UK are:
- Reduction in tonnage of BMW to landfill by 25% on 1995 levels by 2009/10

Packaging Directive

European legislation addressing packaging waste has been in place in the UK since 1997 and the main aim is to increase re-use (where possible), recovery and recycling of packaging waste. This legislation is an example of 'Producer Responsibility' (see Glossary of Terms) and is aimed at ensuring that businesses take responsibility for the products they have placed on the market once those products have reached the end of their life. Companies or groups of companies who have a turnover exceeding £2 million and who handle more than 50 tonnes of packaging are required to comply and must recycle or reuse the required percentage of their packaging and provide evidence of compliance. Regulations are also in place designed to ensure that producers of packaging adhere to 'essential requirements' guidance, for example not over-packaging products beyond the needs of product transport, protection, health & safety etc.

Waste Electrical and Electronic Equipment Directive

The European Waste Electrical and Electronic Equipment (WEEE) Directive became law in the UK in January 2007. This is focused on separating WEEE from the household waste stream and reusing or recycling where possible, prior to final treatment. A national (UK) compulsory household collection target is in place for 4 kg of WEEE per household and a new target will be set for the UK as whole in 2008. There are no specific individual targets for Local Authorities but they are being encouraged by Government to register their Civic Amenity or Recycling & Household Waste Centres (RHWC's) as Designated Collection Facilities (DCF's), to allow for the receipt of waste electrical equipment. The collection network will be supported by the Distributor Take-back Scheme (DTS). The funding of the separate collection activity at the RHWC's will be from the DTS and the costs of transporting, recycling and recovering the WEEE will be borne by the producers of the equipment. Arrangements for recycling of WEEE have been in place since the end of September 2007 in Halton.

Batteries Directive

The implementation of the EU Batteries Directive in the UK will be through a producer compliance scheme. The directive will provide a route for the public to dispose of waste household batteries and more collection facilities will also be available.

The Government is keen to build on existing waste collection infrastructure (in a similar way to the transposition of the Waste Electrical and Electronic Equipment Directive), which is beneficial for consumers, rather than setting up new facilities, and will encourage authorities to work with producers.

Regulations are to be laid in the summer of 2008 and are expected to come into force in September 2008.

Halton introduced household battery recycling at its two Recycling and Household Waste Centres in January 2008, and plans to add battery recycling to its future kerbside collection service.

More detailed information regarding European policy and legislation will be included in Supplementary Report 2: Legislation & Policy.

2.2 National Policy & Legislation

- Reduction in tonnage of BMW to landfill by 50% on 1995 levels by 2012/13
- Reduction in tonnage of BMW to landfill by 65% on 1995 levels by 2019/20

The waste management agenda is moving at great pace at a national as well as European level. All European Policy/Directives and Regulations are implemented through national legislation; however there are also additional policies and pieces of legislation relating to the management of our wastes that are derived from central Government. This section considers the main national influences on this Strategy; a more detailed explanation is included in Supplementary Report 2 'Legislation & Policy'.

2.2.1 The Waste Hierarchy

A guiding principle of both national and European waste management is the concept of a Waste Management Hierarchy. This identifies that the best way to manage waste is not to generate it in the first place (prevention), followed by reusing or recycling/composting and recovering energy from waste where practicable and finally disposal of waste, as illustrated in Figure 2, being the least preferable option. This Municipal Waste Management Strategy aims to further develop the options higher up the hierarchy and reduce the amount left for disposal. UK waste management has historically been dominated by disposal as a waste management route.

Figure 2: The Waste Hierarchy

Most Preferred

Waste Prevention

Re-Use

Recycle / Compost

Energy Recovery

Disposal

Least Preferred
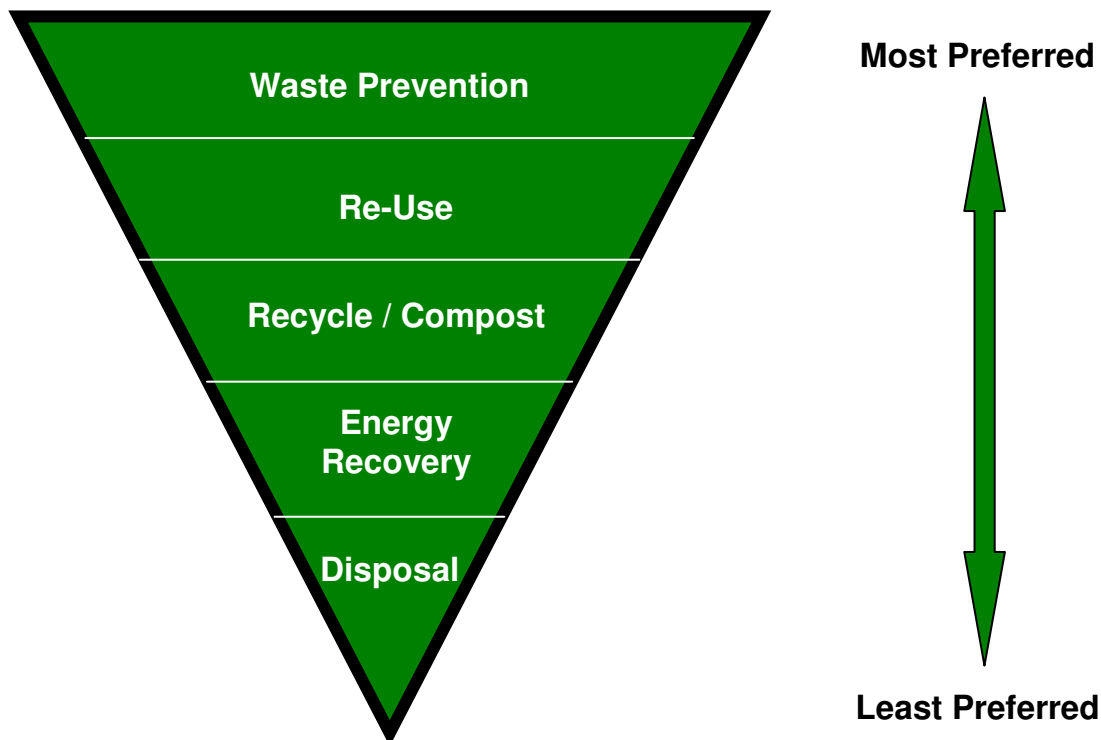
2.2.2 The Landfill Allowance Trading Scheme (LATS)

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The single biggest driver for change from the disposal oriented strategy is the Landfill Directive, as implemented in England through the Landfill Allowance Trading Scheme (LATS) and associated legislation. Each waste disposal authority (e.g. Halton) is allocated a tonnage of biodegradable municipal waste (BMW) permissible to be deposited into landfill. This tonnage allocation is issued in the form of permits, and reduces each year. The permits may be traded with other waste disposal authorities and their value is open to the available market, managed by the Environment Agency. There are some banking and borrowing rules which may be applied to the permits to provide flexibility with meeting the overall aim of allowing local authorities to meet the landfill diversion targets at the least cost. There are fines of £150 per tonne of BMW landfilled over the amount permissible under the scheme. This is a significant driver for change and, to provide a context, typical disposal charges in the UK have been in the order of £35 - £50 per tonne of municipal waste. These costs rise annually and in 2008 the cost of waste disposal in Halton will be around £48 per tonne.

2.2.3 Best Value Performance Indicators & Statutory Targets

Following the introduction of Best Value as a governing principle for local government a set of Best Value Performance Indicators (BVPIs) was devised in 2000/01. Local Authorities have a statutory duty to put in place arrangements to secure continuous improvement in their functions and BVPIs are one measure of determining performance. These have been amended over time and are due to be replaced by a new set of indicators[8]. Some key BVPIs for waste management include those listed below (a full list is included in Supplementary Report 2).

- BVPI 82a – percentage of household waste sent for recycling
- BVPI 82b - percentage of household waste sent for composting / anaerobic digestion
- BVPI 82c – percentage of household waste sent for energy recovery
- BVPI 82d - percentage of household waste landfilled
- BVPI 84a – The weight (in kilograms) of household waste collected per head of population

The Government introduced statutory BVPI targets for recycling and composting combined (BVPI82a +82b) for all local authorities to meet in 2003/04 and 2005/06. These have been a major factor in driving up performance and the Government 'believes that there is a role' for future statutory targets and has consulted on their application. There are other PIs relevant to recycling, reuse and composting which are anticipated to be introduced, these are discussed below.

2.2.4 The National Waste Strategy & Targets

The key National targets for the service in England[9] for recycling and composting, are set out in Waste Strategy for England 2007, and are as follows:

- To recycle or compost at least 40% of household waste by 2010
- To recycle or compost at least 50% of household waste by 2020

Where targets are adopted at a national level, these have, in the past, been translated to different targets at a local level, that reflect an improvement on current performance which may be below or above the national target. It should be noted that this Strategy sets

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[8] Waste Strategy 2007, Defra
[9] Waste Strategy 2007, Defra

challenging targets for recycling and composting of at least 30% of household waste recycled or composted by 2010 and at least 40% by 2020. It should also be noted that urban authorities are often lower performing than rural authorities with regards to recycling and composting targets, primarily due to the impact of additional green waste available in rural authorities.

There is also a national target for maximum household waste permissible to landfill or energy recovery of 12.2 million tonnes by 2020 and the Government is considering a ban on permitting recyclable and biodegradable waste from being deposited in landfill.

2.2.5 Specific Prevention, Reuse and Recycling Policy & Legislation

Various measures have been developed at a national level to promote the "3 R's", known as "Reduce, Reuse, Recycle". These are the waste management techniques at the top end of the waste hierarchy and so the most preferred, where practicable. National promotional campaigns such as 'Recycle Now' promote key messages and aim to raise awareness of the 3R's. There are also funded programmes delivering support to local authorities on activities such as improving communications activities to the public, promoting home composting and waste minimisation activities, improving collection systems and help with the marketing of recyclables collected. These activities are predominantly supported by a Government funded organisation known as WRAP (the Waste & Resources Action Programme).

The adoption of BVPIs (see p.10) has meant that recycling and composting are regularly reported and targets have been ascribed as discussed at a national level and also within this Headline Strategy. There has also been considered a 'Reuse' BVPI, this is not presently a requirement however data is currently collected from local authorities on reuse through the Government waste data collection system (Waste Data Flow). Similarly, data on home composting is also collected and work has been underway to determine to what extent home composting may be considered to have diverted waste from landfill. Other new indicators suggested[10] include: the performance on the average amount of household waste per person that is not reused, recycled and composted; and a greenhouse gas emissions indicator for waste.

There is legislation that also promotes recycling through the Household Waste Recycling Act 2003. The Act requires Waste Collection Authorities in England to collect at least two recyclable materials from households, separate from residual waste by 2010. There is another Act, The Waste Minimisation Act 1998 that enables local authorities throughout the UK (except Northern Ireland) to take steps to minimise the generation of household, commercial or industrial waste. The Act gives recognition to the fact that local authorities also have responsibilities to promote waste minimisation. Measures can include alternate weekly collections, which have been adopted by some authorities as a way of encouraging recycling and waste minimisation. Halton has chosen not to introduce such a system.

Waste Disposal Authorities have also recently been granted increased flexibility in issuing of recycling or re-use credits[11] to parties undertaking these activities, and therefore avoiding the costs associated with disposal. Halton is both a waste collection & disposal authority.

The National Waste Strategy 2007 includes measures to promote recycling in public spaces, reducing single use bags through voluntary action with retailers and reducing junk mail through the mail preference service including an option for non-addressed mail.

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[10] Waste Strategy 2007, Defra
[11] Guidance on the Recycling Credit Scheme, April 2006, Defra

Recent Government consultations have also included detailed financial incentives for members of the public to recycle. Although some specific trials may take place in England, Halton does not intend to undertake such a scheme at present, but will continue with publicity promotions such as blue bin prize draws where possible.

2.2.6 Landfill Tax

The landfill tax came into effect on the 1st October 1996. It is a specifically targeted levy on the disposal of waste to landfill, introduced by the government to prompt change in UK waste management. A standard rate of £24 per tonne is currently (2007/08) applied as the tax for waste going to landfill. In the 2007 budget the Chancellor announced that from 2008/09 the landfill tax will rise by £8/tonne per year up to at least 2010/11 when the rate will be £48 / tonne. Around 7% of a Landfill Operators tax obligation may be diverted into environmental activities with 90% of that contribution credited back by the Government.

2.2.7 Waste Management Regulation & Licensing

Waste management activities are covered by regulatory controls. There is a Duty of Care for those producing, accepting, storing, transporting, treating and disposing of waste, that the activity was undertaken appropriately and at a properly licensed / permitted facility. A system of Transfer Notes is designed to record the passage of waste through its management, including transportation, storage, treatment and disposal and carriers of waste are required to be registered. The Government is consulting on amending this regime to improve enforcement and remove barriers to sustainable waste management. The responsible authority for regulating this activity is the Environment Agency (EA).

The EA are also primarily responsible for granting facilities permits to operate according to specific environmental controls. The relevant regimes are the Pollution Prevention & Control and Waste Management Licensing regulations.

2.2.8 Energy Policy

There is a strong move to marry the energy policies and waste policies in England, with references to incentives for a variety of energy recovery technologies in the Waste Strategy for England 2007. At present landfill gas generates the most renewable energy in England and another significant producer of renewable energy is incineration with energy recovery, also known as 'Energy from Waste'. The Energy White Paper (2007) also placed greater incentives for Advanced Conversion Technologies (e.g. Pyrolysis, Gasification, Anaerobic Digestion) and reduced the incentives for Landfill Gas electricity production.

2.2.9 Producer Responsibility

In accordance with the European Directives for waste electrical equipment, packaging and 'End of Life' vehicles, national legislation is in force to implement these requirements, as detailed earlier in this Strategy and local authorities have a role in the collection of vehicles (abandoned etc), packaging and redundant electrical goods (for example from the householder).

2.2.10 Planning Policy

Planning Policy Statement (PPS) 10 provides a set of strategic decision-making principles that should be adhered to in the preparation of planning strategies. These principles are important for the delivery of the Key Planning Objectives for sustainable waste management set out in PPS10. Local planning documents must take account of Regional planning documents such as the Regional Spatial Strategies. Halton is responsible for developing local planning documents and published the Halton Unitary Development Plan in 2005. The Halton UDP sets out strategic policies and proposals to guide in the consideration of planning applications.

A Merseyside Joint Waste Development Plan Document (Joint Waste DPD) will develop criteria for the identification and allocation of sites suitable for new and enhanced waste management facilities for the identified waste management needs of Merseyside. This will include a list of allocations suitable for the location of different types of sustainable waste management facilities on a proposals map. These site allocations will be supported by site specific policies. Criteria based policies, consistent with the sustainable waste management objectives, will address wider waste planning issues. The Joint Waste DPD will be in conformity with the core strategies of each of the Districts' Core Strategy Development Plan Documents and Regional Spatial Strategy. The procurement process currently underway for waste treatment facilities for Merseyside and Halton will be completed before the adoption of the Joint Waste DPD.

2.3 Regional Policy / Targets

The Regional Waste Strategy for the North West was published in September 2004 and the MWMS supports its aims and objectives.

NW Regional Waste Strategy targets:-

- Reduce growth in MSW to 2% by end 2003, to 1% by 2010 and 0% before 2014 across the Region

- Recycle or compost 25% of household waste by 2005, 35% by 2010, 45% by 2015 and 55% by 2020

- Recover value from 40% of MSW by 2005, 45% by 2010 and 67% by 2015

The Regional Spatial Strategy (RSS) is currently available in draft form (March 2006), and contains a number of relevant policies and targets relating to waste management activities across the region. In some instances these are broken down to a sub-regional level.

Relevant Draft Regional Spatial Strategy Targets / Policies

The draft strategy promotes sustainable waste management, adhering to the principles of the National Waste Strategy, Planning Policy Statement (PPS) 10 and the Regional Waste Strategy. Broad principles of encouraging progress up the waste hierarchy and self sufficiency are supported. The Draft RSS encourages the following:-

- that in development, redevelopment and regeneration projects, the consideration of:
  - o waste minimisation,
  - o re-use and
  - o capacity issues for adequate storage of recycling / compost containers.

- consideration of innovation in waste treatment technologies
- co-location of waste handling, reprocessing and disposal facilities where practicable

- convenient and accessible 'bring' facilities for the public to deposit waste
- consideration of economies of scale in waste facilities receiving wastes from a variety of sources (i.e. 'municipal' facilities also receiving wastes from commercial / industrial sources

The RSS also includes indicative capacity requirements for municipal waste facilities up to 2020. These are a statutory consideration in the development of the Local Development Documents (e.g. Halton UDP).

The Regional Economic Strategy (RES), supported by a Sustainability Appraisal, was published in March 2006 by the NW Development Agency. It includes a variety of objectives for developing sustainable economic growth across the region.

Relevant Regional Economic Strategy Targets:-

1. To achieve a regional employment rate of 80% by 2020, and eliminate major sub-regional variations and variations between key groups
2. Reduce CO_2 emissions per unit of (£) of GVA
3. To meet Kyoto targets by 2012, to reduce CO_2 emissions to 12.5% below 1990 levels

In September 2004, the three Regional Development Agencies representing the North of England (NW, NE & Yorkshire & Humberside) published the Northern Way Growth Strategy. This complements the RES and RSS, which have taken account of the outcomes of this work, particularly with reference to growth of the broadly defined 'City Regions' of which Halton is part of the Liverpool City Region.

2.4   Cross Cutting Themes

Waste management services impact significantly upon each of the three pillars of sustainability: environment; society; economy. Linkages between waste management and sustainability issues have become increasingly apparent, including the impacts to: climate change; soil, water and air protection; resource conservation; health; transport; urban regeneration; employment; local economic development; energy production; 'green' procurement; and community engagement. Potential synergies have emerged, allowing waste management policies to contribute to the achievement of wider sustainability objectives.

When considering the role of the MWMS and the context of its impact from a sustainability perspective, the broader framework in place to address and manage sustainable development at a national, regional and local level need to be considered.

Sustainable Development Strategy at the National Level

In March 2005, the Government published its new sustainable development strategy 'Securing the Future'. The strategy identifies climate change as a major threat and focuses many of its actions around reducing its potential impact. Improved waste management has a vital role to play in this effort and the strategy recognises the importance of delivering on the actions and targets introduced by Waste Strategy 2000 and reinforced by the subsequent Waste Strategy 2007 in tackling climate change and resource management.

Sustainable Development at the Regional Level

There is a strong commitment in the North West region towards adopting and adhering to sustainable development principles in all aspects of regional activities. The 'Action for Sustainability' programme (coordinated by the North West Regional Assembly) represents a regional framework and provides a strategic basis for the promotion of relevant issues within the region.

The Action for Sustainability has identified key areas of priority as:-
- Energy & Climate Change
- Sustainable Consumption & Production
- Natural Resource Protection & Environmental Enhancement
- Sustainable Communities

These priority areas underpin the MWMS and the Strategy makes a positive contribution to driving the key issues forward. The positive outcome of the Sustainability Appraisal of the MWMS, which considers issues related to these priority areas, demonstrates the likely influence of the MWMS with regard to key sustainability issues.

Sustainable Development in Halton

HBC takes sustainability as a guiding tenet in decision making and policy development. This MWMS and associated Action Plan have both been informed by an independent Sustainability Appraisal (Supplementary Report 3). Halton is also developing a carbon management plan to tackle issues such as climate change and carbon emissions (from its own operations) and this will be completed during 2008. The Community Strategy is also a key contributor to Sustainable Development in Halton and this is discussed in the Working Together section of this Strategy.

Sustainable Development as part of the Liverpool City Region

The 'Northern Way' strategy for Northern England identifies a number of City Regions that are the focus of growth and economic development. The Liverpool City Region includes Halton, the other Merseyside Waste Partnership authorities, and also Warrington, West Cheshire, West Lancashire and North Wales. The strategic development of the Liverpool City Region is under the overview of the Mersey Partnership. The priority areas in the City Region cover a broad range of issues including those against which the MWMS will make a contribution, such as a 'sustainable neighbourhoods and communities' priority. The City Region agenda is also an influence on the MWMS.

3.   Aims and Objectives

The main aim of the Strategy is to provide a framework for Halton to plan and manage its waste services in order to achieve the following objectives:

- Reduce reliance on landfill in line with European and UK legislation
- Maximise recycling and recovery of waste
- Increase public awareness on waste issues
- Strive for best value in all aspects of waste management, and
- Manage waste in a way that takes account of Haltons six strategic priorities.

3.1   Strategic Priorities

The following six strategic priorities for Halton, as explained in the Corporate Plan[12] guide the development of this Strategy:-

1. **A healthy Halton**

To create a healthier community and work to promote well-being, a positive experience of life with good health (not simply an absence of disease), and offer opportunities for people to take responsibility for their health with the necessary support available

2. **Halton's Urban Renewal**

To transform the urban fabric and infrastructure. To develop exciting places and spaces and to create a vibrant and accessible Halton - a place where people are proud to live and see a promising future for themselves and their families

3. **Employment learning & skills in Halton**

To create an economically prosperous Borough that encourages investment, entrepreneurship, enterprise and business growth, and improves the education, skills and employment prospects of our residents and workforce so they can share in all the opportunities Halton affords

4. **Children & young people in Halton**

To ensure that in Halton children and young people are safeguarded, healthy and happy, and receive their entitlement of high quality services that are sensitive to need, inclusive and accessible to all

5. **A Safer Halton**

To ensure pleasant safe and secure neighbourhood environments, with attractive, safe surroundings, good quality local amenities, and the ability of people to enjoy life where they live

6. **Corporate effectiveness and efficient service delivery**

To create the maximum effect on the quality of life in the communities of Halton through the efficient use of the Council's resources

4. **Working Together**

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[12] It's all happening in Halton – The Corporate Plan 2006-11

Halton have developed important partnerships for the delivery of its services, and have established a Local Strategic Partnership to develop a Community Strategy for Halton[13]. The Partnership includes public and private sector representatives, and there are also specialist strategic partnerships dealing with each of the five key themes of the Community Strategy, the theme of particular relevance to the Municipal Waste Management Strategy is 'Haltons Urban Renewal'.

The Community Strategy was developed after considerable consultation, and a research report[14] was published and consulted upon to consider the key issues for Halton. The relevant issues as regards the MWMS are:-

- Improving environmental assets and how the borough looks
- Minimising waste / increasing recycling / bringing efficiencies in waste disposal
- Running services efficiently

There are also seven geographic Area Forums which have been established by the council and supported by other partners to provide a more local, neighbourhood focus to the delivery of services and Council action, including waste related issues and awareness.

Halton also maintains an active dialogue on waste management issues with the public through the Halton 2000 Citizens Panel, carrying out consultation on waste management matters such as waste collection options, recycling, education and enforcement issues.

A key challenge for all waste disposal authorities in the UK is how to manage the waste left over for disposal and yet minimise the amount sent to landfill. This is a costly activity and Halton is engaged in a Partnership with the Merseyside authorities to find a way forward together in an effort to reduce costs and provide a more environmentally sound alternative approach (see Treatment & Disposal). This partnership is important for the cost effective delivery of the service in the medium to long term in particular. It will mean a closer alignment of activities with partner authorities in Merseyside, with the possibility of a joint municipal waste management strategy following the review of this Strategy in 2010.

Partnership Pledges

1. We will ensure that regional policy work is informed and respected, and local stakeholders are actively involved in a continuous revision and development of waste management options in the Borough

2. We will continue to strengthen and formalise arrangements with Merseyside and other suitable partners to enable joint procurement where efficiencies can be gained

3. We will encourage, support and work in partnership with community groups in Halton so that they continue to play an active part in recycling and recovery of waste.

5.   Where are we now?

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[13] A Community Strategy for a Sustainable Halton 2006 – 2011
[14] The State of Halton Report, 2005

This section of the Headline Strategy summarises the current waste management services and issues in Halton. Further detail is provided in the Supplementary reports.

5.1   What is our waste made up of?

Household waste is a varied element of the waste stream, which also varies in composition across the year. To develop an effective waste management service it is important to understand the waste that is being managed. Halton commissioned a waste composition analysis to gain up to date data on the components within the household waste stream. The composition is shown in figure 3.

Figure 3: Halton Household Waste Composition Estimate
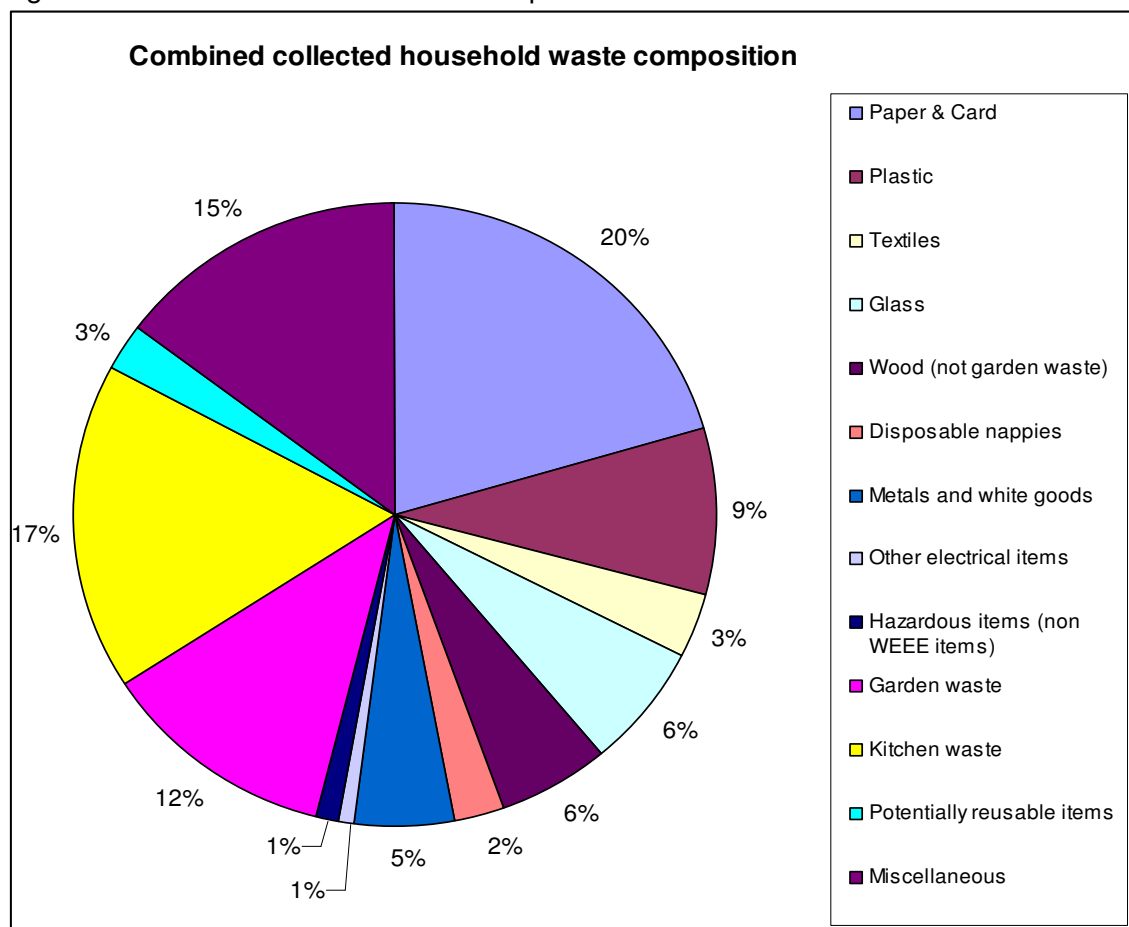
Source: Waste Composition study, 2006, Resource Futures, rounded to nearest whole percentage

5.2   How much waste is there?

The waste for which the Council has the responsibility of managing is known as Municipal Waste. This comprises of mostly household waste (approximately 90%), with smaller quantities of waste collected from commercial or industrial premises (known as 'trade waste'), street sweepings, landscape, flytipped wastes, gully emptyings and other minor fractions of waste. The amount of household waste produced in Halton is around 65,000 tonnes, which equates to more than half a tonne per person per year, and it currently costs £5 million per year to collect and dispose of this waste.

5.3   How is our waste managed?

Halton has made significant strides in improving its recycling and composting performance of household waste. Figure 4 illustrates the performance in 2006/07, that show Halton recycled and composted 25% of the household waste; this is up from only around 10% six years ago.

The household waste that is not currently recycled or composted is currently disposed of in landfill sites. For a variety of reasons explained in this Strategy, continued disposal of the majority of household waste by this method is no longer considered as sustainable. Haltons current landfill contract runs out in January 2008, and the Council have approved new contractual arrangement to be in place from February 2008. The Merseyside Waste Partnership (MWP) is jointly procuring alternative treatment for residual wastes, and Halton is now part of this Partnership. HBC is reducing the quantity of waste left for treatment or disposal by improving the levels of waste prevention, re-use, recycling and composting, as set out in the following sections of the MWMS.

Figure 4: Current Management of household waste (2006/7)

Management of household waste in Halton

Legend:
- Total Recycled
- Total Composted
- Total Landfilled
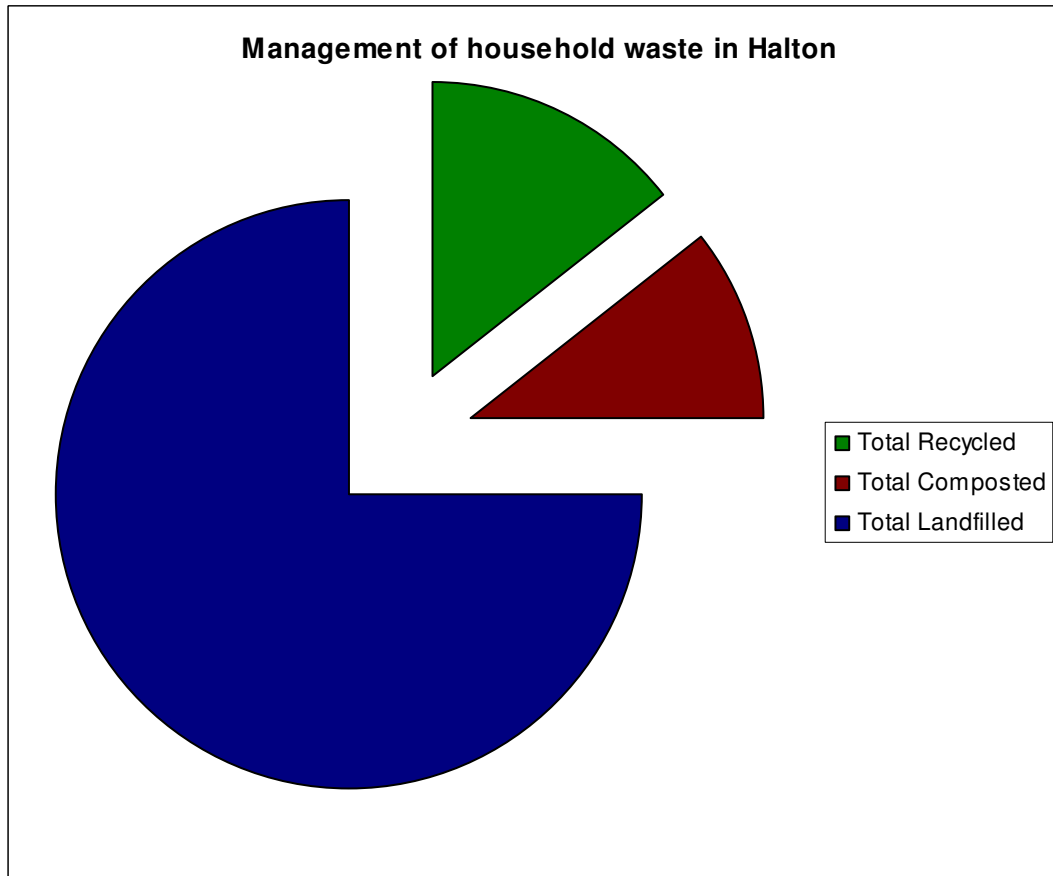
6.   Developing the Municipal Waste Management Service

This section outlines the key developments envisaged to take the management of Haltons waste forward in a way that is environmentally sound, meets the needs and aspirations of the community and delivers the requirements of policy and legislation in a cost effective manner. Halton pledges the following with regard to these aims.

Strategic Service Delivery Pledges

4. We will maximise external funding opportunities for a range of strategic waste management and neighbourhood recycling projects.

5. We will identify and provide training for staff to NVQ and chartered professional standard, and procure contractors with similar aspirations and practices, where practicable

6. We will continue to monitor the latest developments and engage with the research / technical community where appropriate, to ensure good practice, efficiency and protection of public health, the workers and the environment in the delivery of the service

7. We will consider collection and transport options to improve efficiency, reduce CO_2 emissions and vehicle movements in order to reduce the impact on the environment.

6.1   Communication, Education and Awareness

The effective management of munipical waste involves responsible actions from many different parties. Manufacturers of goods will have a role in deciding whether to make products from recycled materials or materials that may be recycled, reused or composted, and how much packaging is used in the transport and sale of those goods. The consumer when choosing and buying goods will have an impact on the type and amount of waste generated. The Council has a role in making appropriate collection systems for the householder to use. The householder will have a role in how the waste that does arise, is presented for collection (i.e. how much has been separated for recycling or composting, and that all systems are used responsibly and correctly etc). The Council, or contractors employed by the Council, will then collect the recyclables and compostables for processing into usable materials, and ensure that the other household waste is appropriately dealt with. This chain of activity will work much more effectively and efficiently if all parties are well informed as to the benefits of responsible waste management and the reasons for improving the management of our waste.

A Joint Communications Strategy has been agreed with the Merseyside Authorities comprising the Merseyside Waste Partnership, which provides the corporate, systematic and legally binding approach needed to identify and deliver effective communications and marketing opportunities and enable risks associated with these activities to be identified.

A Local Public Relations Plan has been developed as a working document for internal use to guide promotion in Halton.

A waste communications strategy provides a framework for education, information and awareness activities across the Partnership, and contains a common set of messages that can guide all communications thereby providing a consistent coordinated approach which will strengthen the Partnership's image and public awareness of its services. In addition a strategy will ensure that communications and marketing are an integral part of corporate planning and decision making across the partnership.

The Strategy will aim to ensure that the Partnership has appropriate ways of encouraging, listening to and taking account of community views and aspirations about its services and also achieving good internal communications ensuring that both staff and Members are kept well informed and involved. Positive messages about achievements and local benefits (e.g. compost give-aways,) should be used in addition to strategic messages (e.g. climate change, resource management).

Communications Pledges

8. We are committed to raising awareness of environmental issues and will develop a joint communications strategy with partners in Merseyside to deliver key strategic messages to the public and other stakeholders on sustainable waste management issues.

9. We will continue to improve and maintain the public perception of the quality of the services by increased investment and closer monitoring of customer satisfaction levels.

10. We will resource a local Public Relations Strategy for Halton to raise awareness of the local and wider environmental benefits (ie combating climate change, and resource efficiency) as part of our communications activity

11. We will resource a programme of education to encourage behavioural change and greater participation in the services (kerbside, RHWC & bring banks)

12. We will continue to provide feed back to residents on waste related matters

6.2 Waste Prevention (including minimisation and re-use)

The most desirable waste management option is to avoid the generation of waste. There is various terminology used to describe different activities which meet this aim: waste reduction, waste minimisation, waste prevention, and so on. Similarly there are a wide range of measures which may be adopted to reduce waste arisings, examples include:-

- Promote / incentivise home composting
- Encourage reuse of materials / goods (e.g carrier bags, jam jars)
- Promote washable nappies
- Promote measures to reduce junk mail
- Promote 'smart shopping' for low waste goods
- Investigate reuse schemes for household goods such as furniture

Over the last five years household waste in Halton has grown at a rate of nearly 2% per year on average. This is slightly higher than the national average, and the annual tonnages for Halton are shown in figure 5. Waste growth is however is showing signs of slowing down.

Figure 5: Household Waste Arisings

Household Waste Arisings in Halton
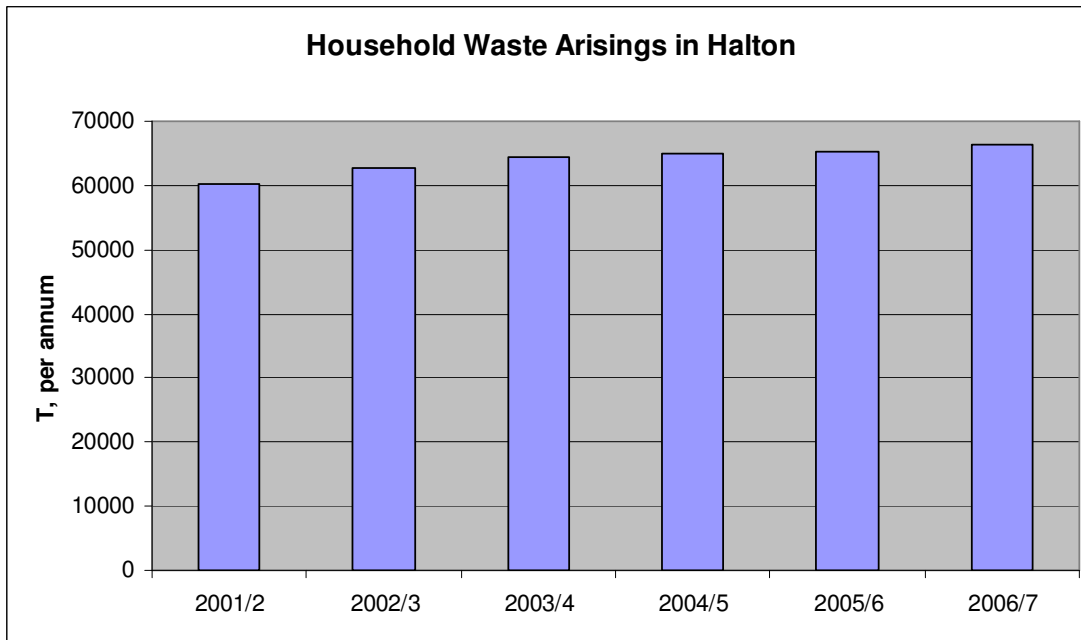
Halton Borough Council considers waste prevention and re-use to be vital elements of the Municipal Waste Management Strategy, and is currently finalising a separate, detailed Waste Prevention Strategy and action plan to tackle this particular issue. The strategy deals with re-use initiatives and highlights the requirement for partnership working and the need for effective communications and awareness raising to facilitate a positive behaviour change.

Waste Prevention & Re-use pledges

13. We will promote actions to reduce the rate of waste growth produced per household

14. We will help minimise waste by encouraging the re-use of products where viable

6.3   Recycling & Composting

Recycling and composting services are provided by the Council to the residents of Halton using four key elements:-

- Kerbside collection of paper and other recyclables
- Kerbside collection of garden waste
- Bring banks (e.g bottle, can banks) for deposit of other recyclables
- Recycling and Household Waste Centres
- Community Recycling Initiatives

The kerbside collection service for paper and garden waste now cover most of the properties in the authority and together make a major contribution to the recycling and composting target. The expansion of the service, combined with a greater familiarity and usage by the residents are largely responsible for the increases in recycling and composting shown by Figure 6.

The Council is currently piloting a kerbside recycling collection service to approximately 6,000 properties in Halton. This scheme has increased the materials collected from the properties in the pilot areas to include glass bottles and jars, cans, plastic bottles, and card, in addition to

paper. It is planned to expand this service to all remaining properties in Halton over the next 2-3 years.

Figure 6: Improvements in Recycling & Composting Performance
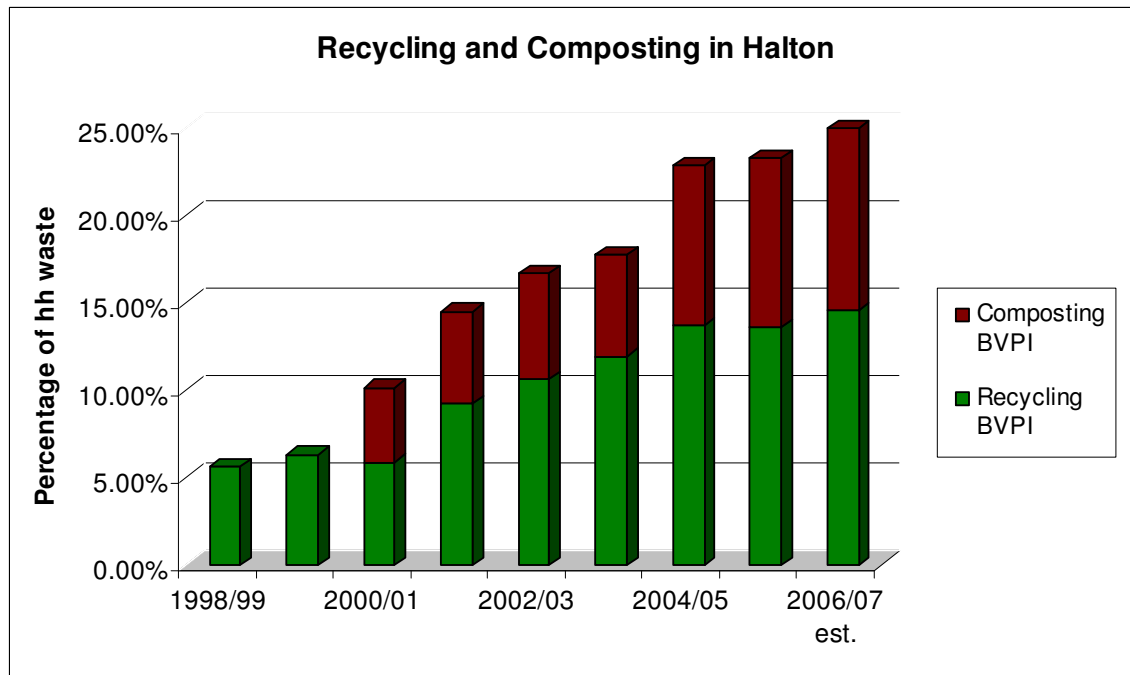
Despite these marked improvements, much more still needs to be done if we are to divert more material from landfill and meet our obligations and targets. There are several ways by which the Council can increase the recycling / composting rate further, these include:-

- Introduction of more materials to the kerbside recycling collection service

- Increased promotion and publicity for recycling

Halton Borough Council maintains an extensive provision of neighbourhood level bring sites for the deposit of other recyclable materials such as bottles and cans to supplement the collection system. These make an important contribution to the overall recycling system.

The Recycling and Household Waste Centres (RHWC) in Widnes and Runcorn, take around a quarter of household waste produced in Halton. The improvements to the sites, combined with good participation by residents and effective management by the site operators has led to increasingly effective recycling and composting. The RHWCs now recycle and compost around 55% of the waste entering the sites. This level of performance has placed the Coucil's sites in the top 12 of performing sites in the country, however the Council is aiming to increase performance at the sites to 60% with the introduction of new contractual arrangements in 2008.

Recycling & Composting Targets

15. We have set a target of recycling and composting a minimum of 30% of household waste by 2010, and at least 40% by 2020

16. We will implement new kerbside recycling schemes in order to ensure that 100% of households receive a service for the collection of at least two recyclable materials by 2010.

17. We will strive to improve RHWC recycling efficiency with a target of maintaining 60% recycling and composting, increase the range of materials able to be recycled at the centres, and incorporate performance targets in the new contractual arrangements for the management of our RHWC's which will be in place 2008.

18. We will continue to review collection options to achieve higher levels of recycling / composting beyond the 2010 target

19. We will deliver an awareness raising campaign to promote the improved collection services (encourage participation and reduce contamination) to all residents over the period 2008 – 2010

20. We will aim to assist in the development of recycling / refurbishing activities and seek to provide salaried training and skills development for the long term unemployed and other local people as practicable.

21. We will aim to facilitate the provision of low priced recycled / refurbished furniture and white goods to the residents of Halton

22. We will continue to make available bagged compost derived soil improver to Halton residents via a voucher scheme

23. We will engage with Market Development organisations (e.g Envirolink NW) and relevant local / regional networks to explore opportunities for secondary material usage

24. We will seek to develop high quality outputs from the recycling and composting processes and meet standards wherever practicable

25. We will increase the provision of Neighbourhood Recycling Facilities, in addition to Recycling & Household Waste Centres in order to ensure all members of the community can access and participate in recycling schemes

26. We will maximise the recovery of recyclable and biodegradable materials through kerbside collection services and bring schemes and we will promote the reduction and recycling of waste generated through the Council's own operations.

27. We will ensure facilities for the recycling of Waste Electrical and Electronic Equipment (WEEE) are made available, and for other materials, such as household batteries.

6.4   Treatment & Disposal

The only option available for managing residual (see glossary) household waste from Halton at present is landfill disposal, and, whilst the amounts sent to landfill fall each year due to successful composting and recycling schemes, more still needs to be done to divert waste from landfill. A key driver for reducing waste sent to landfill is the effect of the Landfill Directive which restricts the amount of Biodegradable Municipal Waste (BMW) permissible into Landfill to a set amount, which declines year on year. Table 1 illustrates the reducing amount and proportion of waste sent to landfill from Halton in recent years. It is important that this reduction not only is sustained, but develops further and at a significantly greater rate over the next 5 – 10 years in particular.

Modelling has shown that even if significant increases in recycling and composting take place (increasing the current level of recycling to over 40%) and intensive efforts to reduce waste (through waste prevention and reuse initiatives) there will still be insufficient diversion from landfill to meet Halton's obligations. A significant amount of BMW will also require diversion through recovery techniques, by either biodegrading the waste under controlled conditions and/ or combusting (or otherwise thermally degrading) the waste under controlled conditions.

Table 1: Landfill of Haltons waste

	Landfill, Tonnes	Landfill, %	Total Arisings*, Tonnes
2001/02	51616.96	86	60348.75
2002/03	52215.09	83	62631.32
2003/04	53082.01	82	64506.99
2004/05	50240.46	77	65083.42
2005/06	50164.8	77	65335.05
2006/07	49837.36	75	66453.09

* excl. Rubble, soil & flytipping

Recovery technologies such as Mechanical Biological Treatment (MBT) and Thermal Treatment usually take between 4 and 8 years to implement, as facilities need to be properly planned and permitted prior to commencement of construction and then commissioned prior to operation.

The landfill allowance trading scheme (LATS), the scheme by which waste disposal authorities, must manage their deposit of waste into landfill, provides a means of trading landfill permits with other authorities which are landfilling less than their permitted allowance. Table 2 shows that Halton will have excess allowances to trade with other authorities, due to the success of the recycling and composting activities, until 2008/09. From 2009/10 however the Council will need to purchase allowances from other authorities until at least 2012/13 to meet their LATS obligations and avoid fines from Government.

Table 2: Short to medium term LATS projections

Year	LATS Allowance	Estimated BMW Landfilled	Allowance Difference	Projected Allowance Balance*	Value/Cost at £20 per tonne	Value/Cost at £40 per tonne
2005/6 (actual)	41,732	37,160	4572	4572	£91,440	£182,880
2006/7 (provisional estimate)	39,403	36702	2700	7272	£145,440	£290,880
2007/8	36,298	36639	-341	6931	£138620	277,240
2008/9	32,417	34638	-2221	4710	£94,200	£188,400
2009/10	27,759	34752	-6993	-6993*	-£139,860	-£279,720
2010/11	24,669	34023	-9354	-9354*	-£187,080	-£374,160

- there is the option of banking excess allowances from previous years, although this cannot occur into or out of a national target year, of which 2009/10 is the first
- *The expected shortfall in landfill allowances in 2009/10 and 2010/11 will require the purchase of additional allowances, and values per tonne have been assumed for comparison, based on information so far.

Halton is working with the Merseyside Waste Partnership to jointly procure enough capacity to take waste from Halton. The time delay in establishing such treatment capacity, as noted previously, means that the facilities will not be operational until 2013/14. After they become available Halton will again be in a position to trade excess landfill allowances.

Government funds through the Private Finance Initiative (PFI) scheme have been granted to the Merseyside Waste Partnership to enable access to PFI credits to support the expenditure needed for the recovery infrastructure. In order to obtain funding, the Merseyside Waste Partnership needed to demonstrate its plans for a future contract, and a Reference Case[15] was developed by the Partnership, which would deliver landfill diversion. The reference case in terms of the proposed Resource Recovery Contract is for two Mechanical Biological Treatment (MBT) plants each with a co-located thermal treatment facility to process part of the outputs from the MBT, and generate electricity. The final technologies proposed will largely be governed by the procurement process.

Waste Treatment & Disposal Pledges

28. All facilities, where public access is available, should be well designed for inclusive access and utilised for educational opportuniies where practicable (e.g. visitor centres, display boards, open days)

29. All new facilities should be sensitively designed and preferentially considered in terms of sustainable construction and operational practice

7. Wider Wastes

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[15] Refer to Glossary of terms and abbreviations for definition

The business sector generates significant quantities of waste, either from commercial or industrial wastes. A small proportion of this is collected and handled on behalf of the council as trade waste amounting to approximately 4% of MSW. The vast majority however is dealt with through private arrangements for which the Council has no direct duty or responsibility. It is considered in Halton however that the Council should still have a role in providing support and encouragement to business to improve the management of their wastes, and this aspect will be also explored in the Halton Waste Prevention Strategy and action plan.

Wider Waste Pledges

30. We will encourage businesses to adopt greener practices throughout the Borough

31. We will investigate ways of increasing the proportion of commercial waste recycled in Halton

32. We will encourage green procurement practices in council purchasing to stimulate demand for recycled products

8. Enforcement

There is also an important message of responsible waste management and enforcement of illegal activity such as littering and flytipping. Halton will continue to tackle these issues and raise the profile through enforcement campaigns and publicity of prosecutions. This aspect is allied to the communications strategy and sucessful implementation of new collection systems.

Halton currently has limited controls with regard to preventing illegal (non household) waste entering RHWC's. There are further opportunities to further improve the efficiency and performance of the sites.

Enforcement Pledges

33. We will provide up to date information and guidance on waste issues to all interested parties, with an emphasis on changing behaviour, reducing littering and flytipping and encouraging more recycling and composting

34. We will invest in stronger enforcement activity (including training of staff) to minimise waste problems and discourage unauthorised fly tipping

35. We will further improve controls for trade waste at RHWC's by 2009

9. Risk Management

The main risks arising from a failure to produce and deliver a Municipal Waste Management Strategy (MWMS) for Halton are as follows:

- Failure to fulfill statutory duty
- Failure to achieve statutory recycling and diversion targets
- Failure to effect procurement of residual waste treatment facilities on time

The effects of these risks are:

- Very large potential additional costs to Halton
- Loss of reputation
- Loss of credibility
- Possible Government intervention

The Municipal Waste Management Strategy proposes to address the main risks by aiming for high household recycling and composting rates to help meet Landfill Directive targets, and avoid having to buy permits under the Landfill Allowance Trading Scheme (LATS), as well as the procurement of residual waste treatment facilities, which will divert significant quantities of waste, in particular Biodegradable Municipal Waste (BMW), away from landfill.

Halton maintains a corporate risk register to identify and monitor strategic risk and continual monitoring and periodic updating of the Strategy have been identified as the key control measures necessary to mitigate such risks to the Authority.

10. Monitoring and Review

The Halton Waste Action Plan is a document which is designed to set out annual actions to facilitate the delivery of the MWMS targets. Headline targets are broken down to an annual level to enable monitoring of acheivement of the MWMS ambitions. This update of the Strategy is considered to retain the validity of the current Strategy prior to the major review planned in 2010. This major review will require a Strategic Environmental Assessment (SEA) of the Strategy and will present the option of combining the Halton Strategy and the Merseyside Waste Partnership Strategy into a common document, to strengthen partnership working to the benefit of all the authorities.

The Environment Directorate's Service Plan records the inititives and targets planned each year.

Regular service momitoring reports are produced on a quarterly cycle and are subject to scrutiny. These report the progress on the targets set out in the waste management Service Plan, which is an internal Council document.

Monitoring and Review Pledges

36. We will continually monitor and review the Municipal Waste Management Strategy and provide periodic updates as required

Glossary of Terms and Abbreviations
(note – further additions to be made prior to publication)

Batteries Directive - The implementation of the EU Batteries Directive in the UK will be through a producer compliance scheme. The directive will provide a route for the public to dispose of waste household batteries and more collection facilities will also be available Regulations are to be laid in the summer of 2008 and are expected to come into force in September 2008.

Best Value – places a duty on local authorities to deliver services (including waste collection and waste disposal management) to clear standards – covering both cost and quality – by the most effective, economic and efficient means available

Bring site – A localised collection point for recyclates, e.g. glass, paper and cans

Commercial waste – waste arising from premises which are used wholly or mainly for trade, business, sport, recreation or entertainment, excluding municipal and industrial waste

Community sector – including charities, campaign organisations and not-for-profit companies

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

DEFRA – Department for the Environment, Food and Rural Affairs

Duty of Care – applies to anyone who imports, produces, carries, keeps, treats or disposes of waste. Everyone subject to the duty of care has a legal obligation to comply with it and there are severe penalties for failing to do so. The Duty of Care does not apply to waste collection from households

EC Directive – a European Community legal instruction, which is binding on all Member States, but must be implemented through the legislation of national governments within a prescribed timescale

ELV – End of Life Vehicle: a vehicle which is waste within the meaning of Article 1 of the Waste Framework Directive

Energy from waste – includes a number of established and emerging technologies, though most energy recovery is through incineration technologies. Many wastes are combustible, with relatively high calorific values – this energy can be recovered through (for instance) incineration with electricity generation

Green waste – Vegetation and plant matter from household gardens, local authority parks and gardens and commercial landscaped gardens

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 civic amenity

sites and wastes separately collected for recycling or composting through bring or drop-off schemes, kerbside schemes and at civic amenity sites

Industrial waste – waste from any factory and from any premises occupied by an industry (excluding mines and quarries)

Kerbside collection – any regular collection of recyclables from premises, including collections from commercial or industrial premises as well as from households. Excludes collection services delivered on demand

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 some or all of the waste is deposited above ground, and the landscape is contoured

Mechanical Biological Treatment (MBT) - MBT systems consist of a mechanical stage, where recyclables and rejects (batteries, tyres etc.) are separated to leave an organic fraction. This fraction is then sent, in the biological stage, for treatment using composting and digestion techniques. These systems provide a new generation of integrated waste management technology able to reduce landfill and to increase recycling and composting.

Systems have evolved from the simple combination of mechanical preparation, material separation and composting, to integrated systems with three or more waste fractions, which can be recycled, composted and from which energy can be recovered.

Minimisation – see prevention

Municipal waste or municipal solid waste (MSW) – this includes household waste and any other wastes collected by a Waste Collection Authority, or its agents, such as municipal parks and gardens waste, beach cleansing waste, commercial or industrial waste, and waste resulting from the clearance of fly-tipped materials

Prevention - achieving as much waste reduction of waste as possible is a priority action. Prevention can be accomplished within a manufacturing process involving the review of production processes to optimise utilisation of raw (and secondary) materials and recirculation processes. It can be cost effective, both in terms of lower disposal costs, reduced demand for raw materials and energy costs. It can be carried out by householders through actions such as home composting, reusing products and buying goods with reduced packaging

Producer responsibility – is about producers and others involved in the distribution and sale of goods taking greater responsibility for those goods at the end of the product's life

Proximity principle – suggests that waste should generally be disposed of as near to its place of production as possible

RHWC – Recycling and Household Waste Centres

Recycling – involves the reprocessing of wastes, either into the same product or a different one. Many non-hazardous industrial wastes such as paper, glass, cardboard, plastics and scrap metals can be recycled. Special wastes, such as solvents can also be recycled by specialist companies, or by in-house equipment

Reference Case – The option considered most appropriate in the light of the work undertaken to date

Residual Waste – Waste that remains after recycling or composting have take place.

Re-use – can be practised by the commercial sector with the use of products designed to be used a number of times, such as reusable packaging. Householders can purchase products that use refillable containers, or re-use plastic bags. The processes contribute to sustainable development and can save raw materials, energy and transport costs

Renewables Obligation – this was introduced in 2002, amended in 2006 & 2007 and creates a market in tradable renewable energy certificates for which each supplier of electricity must demonstrate compliance with increasing government targets for renewable electricity generation

Strategic Environmental Assessment (SEA) – may be required under the terms of the SEA Directive, and is the assessment of the effects of certain plans and programmes on the environment

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

Sustainable waste management – means using material resources efficiently, to cut down on the amount of waste we produce. And where waste is generated, dealing with it in a way that actively contributes to the economic, social and environmental goals of sustainable development

Thermal treatment – thermal treatment is a term that covers all processes involving the use of heat to break down waste, including the technologies of gasification, energy from waste, pyrolysis, anaerobic digestion (to form a combustible gas), and autoclaving. The term "advanced thermal treatment" may also be used to describe some processes.

Trade waste – see Commercial Waste

Treatment – involves the chemical or biological processing of certain types of waste for the purposes of rendering them harmless, reducing volumes before landfilling, or recycling certain wastes

Unitary Authority – a local authority which has the responsibilities of both Waste Collection and Waste Disposal Authorities (see below)

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 substance or article which requires to be disposed of because it 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 given period of time

Waste Collection Authority – a local authority charged with the collection of waste from each household in its area on a regular basis. Can also collect, if requested, commercial and industrial wastes from the private sector

Waste Disposal Authority – a local authority charged with providing and managing waste disposal services to which it directs the Waste Collection Authorities for the disposal of their controlled waste and with providing civic amenity site facilities; or in the case of a Unitary Authority, providing the same services for the management and control of it's own waste.

Waste Hierarchy – suggests that: the most effective environmental solution may often be to reduce the amount of waste generated – *reduction*; where further reduction is not practicable, products and materials can sometimes be used again, either for the same or a different purpose – *re-use*; failing that, value should be recovered from waste, through *recycling, composting* or *energy recovery from waste;* only if none of the above offer an appropriate solution should waste be *disposed of*

Waste management industry – the businesses (and not-for-profit organisations) involved in the collection, management and disposal of waste

Waste streams – Waste generated from different sources

WEEE – Waste electrical & electronic equipment

REPORT TO:	Executive Board
DATE:	20 March 2008
REPORTING OFFICER:	Strategic Director Environment
SUBJECT:	Local Authority Carbon Management Programme (LACMP)
WARDS:	Borough wide

1.0   PURPOSE OF THE REPORT

1.1   To approve the Council's strategy and implementation for the LACMP.

2.0   RECOMMENDED: that the Carbon Management Strategy and Implementation Plans be approved subject to any minor amendments to be made in consultation with the Strategic Director – Environment and the Portfolio Holder for Environment, Leisure and Sport.

3.0   SUPPORTING INFORMATION

3.1   In May 2007, the Council applied and was accepted onto the Carbon Trust Local Authority Carbon Management Programme.   The programme has helped the Council:

- undertake a systematic analysis of its carbon footprint

- identify the likely increase in CO_2 emissions and increasing costs from Council activities if business continues as normal

- identify opportunities to help manage and reduce carbon emissions and costs over the next five years.

3.2   As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan (copy attached).

3.3   The baseline year for the programme was 2006/07 and emissions from Council buildings (including schools), street lighting, fleet transport, business travel and waste were included in the baseline. In 2006/07, the Council's emissions from the activities produced 24,183 tonnage of CO_2. Total energy and fuel costs amounted to £4.4m. Assuming the Council took no action to reduce existing trends, based on conservative estimates for gas, electricity and fuel prices, it is estimated that these costs could rise to £5.3m by £2011/12. With emissions rising to 25,151 tonnage of CO_2.

3.4 The Action Plan sets out measures and seeks to reduce the Councils emissions by 20% over the next five years. If achieved this would deliver costs savings of £480,000 per annum once all measures were implemented. The plan also establishes a aspirational 33% reduction 2013/14. Cost savings in the region of £1.6m may be achieved if these targets were met.

4.0 POLICY IMPLICATIONS

4.1 The development of a Carbon Management Strategy fits with the Council's commitment to climate change through the Nottingham Declaration and North West Charter and its commitment to sustainable development in the Corporate Plan.

5.0 OTHER IMPLICATIONS

5.1 The implementation of the Action Plan should lead to long term cost savings for the Authority. The Council will be able to use the Plan as a basis for developing a wider climate change strategy to encourage partner organisations, local businesses and residents to tackle the increasing problem of climate change.

6.0 IMPLICATIONS FOR COUNCIL PRIORITIES

Children & Young People - Leadership shown by the Council can promote an awareness of climate change and energy efficiency issues amongst young people.

Employment Learning & Skills in Halton - Following the example of the Council business will effect savings in energy making them more competitive and potentially enabling additional resources which can be directed for business investment and training.

Healthy Halton - Reducing car journeys will have a small beneficial effect in the overall air quality by encouraging healthy lifestyles through walking, cycling and using more public transport.

Safer Halton - A reduction in the dependency in car travel can help reduce road traffic accidents.

Halton's Urban Renewal - An opportunity can be taken through the planning process to encourage greater sustainability across the built environment.

7.0 RISK ANALYSIS

7.1 The long term failure to actively manage carbon emissions could lead to financial penalties if the Government proceeds with its proposals for a mandatory capping scheme.

8.0   EQUALITY AND DIVERSITY ISSUES

8.1   None.

9.0   LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

9.1   None under the meaning of the Act.

Local Authority Carbon Management Programme
Strategy & Implementation Plan

Local Authority Carbon Management Programme

Halton Borough Council Strategy and Implementation Plan (SIP)

Date: **31 January 2006**

Version number: **1**

Owner: **Dick Tregea, Strategic Director Environment**

Approval:

LACMPAppendix0.doc

Halton Borough Council Strategy & Implementation Plan

Contents

Approvals

Sign-off, approvals, and document status, in accordance with the Local Authority's normal operating procedure.

Halton Borough Council Strategy & Implementation Plan

EXECUTIVE SUMMARY

There is now a global scientific consensus that climate change is happening and is directly related to human activity. Rising global temperatures will bring changes to weather patterns and increased frequency and intensity of extreme weather events. The effects have, and will, continue to be felt here in the United Kingdom as the heat wave of 2003 and the flooding in June 2007 are more likely to occur and in the future their likelihood will increase further.

The trend prediction for the UK anticipates warmer, wetter winters and hotter, drier summers. Spring 2007 was the warmest since UK wide records began in 1914. The warm spring followed one of the warmest recorded winters and a run of record breaking years (the last five years are the warmest on record). The summer of 2007 brought the highest rainfall since records began (Local Government Association Climate Change Commission).

The impact of climate change together with the increasing costs of fossil fuel is encouraging organisations to look at how they use energy. By actively managing consumption the Council has the opportunity to limit its energy costs. **The Councils' current annual spend in energy is in the region of £4.4m which is predicated to rise by approximately £5.3m by 2011/12 over the next few years if no action is taken.** Reducing energy consumption could help reduce costs by £500,000 based on 2014/15 predictions.

Climate change is now a major issue of international, national and local concern. There is still time to reduce the impact we are having on climate change if we act now. By changing the way we do things every day at work, we can all contribute locally to make a global impact.

Local Authorities can play a key role in tackling climate change both in terms of reducing costs and carbon emissions from their own operations and encouraging local residents, business and organisations to unite in an effort to reduce emissions locally.

This strategy will set the Council on a path of changing our current practices over the short to medium/long term ensuring that carbon emissions are considered in the Council's decision making processes. As part of the strategy, the Council will implement a range of projects that will lead to cost and emission reductions. The Council's long term ambition is to reduce its emissions by 33% by 2015/16. The current projects will help reduce emissions by 20% resulting in savings of approximately £480,000 by 2012/13 and 4,891 tonnes of CO^2.

During the life time of the Plan the Council will explore setting up a pilot pay back fund, and consider the feasibility of introduction renewal technologies as part of future building refurbishment programmes to achieve the additional 1306 reduction of energy efficiency and extend recycling services to minimise waste taken to landfill.

David Parr
Chief Executive

Tony McDermott MBE
Leader of the Council

Halton Borough Council Strategy & Implementation Plan

FOREWORD FROM THE CARBON TRUST

Cutting carbon emissions as part of the fight against climate change should be a key priority for local authorities - it's all about getting your own house in order and leading by example. The UK government has identified the local authority sector as key to delivering carbon reduction across the UK inline with its Kyoto commitments and the Local Authority Carbon Management programme is designed in response to this. It assists councils in saving money on energy and putting it to good use in other areas, whilst making a positive contribution to the environment by lowering their carbon emissions.

Halton Borough Council was selected in 2007, amidst strong competition, to take part in this ambitious programme. Halton Borough Council partnered with the Carbon Trust on this programme in order to realise vast carbon and cost savings. This Carbon Strategy and Reduction Plan commits the council to a target of reducing CO_2 by 20% by 2015 and underpins potential financial savings to the council of around £480,000.

There are those that can and those that do. Local authorities can contribute significantly to reducing CO_2 emissions. The Carbon Trust is very proud to support Halton Borough Council in their ongoing implementation of carbon management.

Richard Rugg
Head of Public Sector, Carbon Trust

Halton Borough Council Strategy & Implementation Plan

1   INTRODUCTION

1.1   Background to the Carbon Management Programme

The Council has demonstrated its commitment to reducing its emissions by signing the Nottingham Declaration on climate change. The declaration pledges that the Council will take positive action over the coming years to tackle the impact its emissions have on the environment. In this context, the Council was one of 45 authorities selected to participate in the fifth phase of the Carbon Trust's Local Authority Carbon Management Programme (LACMP). The Council's participation in the programme reinforces its commitment to managing energy consumption and will ensure the Council takes planned and practical steps to reduce the impact of its operations on the environment. This strategy is the main outcome of the Council's involvement in the first year of the Programme.

1.2   Timescale

The strategy summarises the Council's position with regard to Carbon Management, provides for the first time a breakdown of the Council's emissions, outlines the work that has been completed to date to reduce emissions and sets out further work that will be undertaken over the next five years (2008/08 - 2012/13).

1.3   Signoff

The development of the strategy has been supported by technical officers from across the authority in each area covered by the Plan. The Strategic Director Environment has provided senior management support and the Executive Board Member Environment has provided political leadership.

The Strategy will be submitted to the Corporate Policy & Performance Board for consideration and formal approval by the Executive Board in March 2008.

2   CARBON MANAGEMENT STRATEGY

2.1   Context and drivers

A wide range of strategies and policy documents influence carbon emission reduction within the Council.

Community Strategy

The Community Strategy provides an overreaching framework through which the corporate, strategic and operational plans of the Council and its partners can contribute to community objectives. Through the Strategy the Halton Strategic Partnership aims to encourage sustainable development both locally and more widely to promote regional, national and global gains. The Community Strategy sets out clearly our ambitions for a sustainable future for Halton.

The development and implementation of this strategy will contribute to the Community Strategy's overall objectives.

Service Plans

Annual service plans are an important element of the Council's performance planning framework. They provide the link between the Community Strategy objectives and the work of individual Directorates. Annually, each service plan is required to produce an annual service plan which identifies how service areas will contribute to the overall Community Strategy objectives. The specified actions in this strategy will feed into relevant service plans.

Cost Effectiveness

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A guideline principle of the Community Strategy is to deliver services in an economical efficient and effective manner. In addition, as part of the Gershon efficiencies, the Council is required to produce an annual statement demonstrating how it has achieved its efficiency targets. The Carbon Management Strategy will play a key part in delivering efficiencies by reducing consumption and related costs by seeking to improve the performance of the Council's existing activities.

For the first time, the Strategy has set out the Council's carbon footprint and associated energy costs. This improved management information provides the Council with a cost base to make savings from reduced consumption. The actions in the Strategy will help the Council comply with any mandatory emissions capping schemes that are likely to be introduced by 2010.

Community Leadership

The primary focus of this strategy is the carbon emissions that the Council is directly responsible for. By proactively reducing emissions from our own activities, the Council can show leadership and encourage others in the community to adopt a similar approach. The strategy will be used as a basis to develop a wider climate change strategy to encourage local residents to reduce the impact of their activities on the environment.

Climate Change - National Picture

The issue of climate change is growing in importance and increasingly becoming a focus for action in national and regional strategies. Central government has an increasing expectation that local authorities have a significant role to play in helping achieved the Government's national targets for reducing UK emissions by 20% by 2020 and 60% by 2050. Implementation of the Strategy will demonstrate the Council's commitment to contribute to national objectives.

2.2 Vision

The Council's corporate vision for carbon management is:

To manage carbon emissions to deliver long term cost savings, minimise the impact of the Council's activities on the environment and demonstrate its commitment to carbon management to its employees and the wider community.
Objectives

2.3 Strategic Objectives

To deliver long term cost savings from managing carbon emissions

To examine ways to embed and involve staff in the implementation of Carbon Management actions and initiatives

Property

To improve the energy efficiency of Council buildings and schools

To integrate carbon reduction into future building design

Transport

To investigate possible options for reducing carbon emissions from staff and business travel

To reduce the total number of miles travelled

Halton Borough Council Strategy & Implementation Plan

To reduce emission from journeys travelled

To reduce emission from the vehicle fleet

Procurement

To explore opportunities for prompting sustainability through procurement

Street Lighting

To reduce emissions from street lighting but maintain the balance between emissions and community safety.

2.4   Targets

In the light of the work undertaken developing the Strategy and Implementation Plan the following targets have been established.

To reduce the Council's overall emissions by 20% below the baseline year of 2006/07 by March 2013

During the lifetime of the strategy the Council will continue to explore additional carbon reduction initiatives. The Council will review its activities annually and will look to increase this target as and when additional activities emerge. The Council's aspirational target for reducing emissions remains at 33%.

3   EMISSIONS BASELINE AND PROJECTIONS

3.1   Scope

The boundaries set for the baseline included emissions from

- Council buildings
- Schools
- Street lighting
- Fleet Transport
- Business Travel
- Waste

The Council has included in its baseline emissions from activities under its direct control and where sources data were reliable. The activities represent the largest areas of energy consumption and therefore, where the Council can have the greatest impact.

Procurement and community was seen as having a key impact on the Council's emissions but data collection was excluded as no reliable data was available at the time of quantifying the baseline. The complex nature of emissions from those sources are often outside the control of the Council and also as a start point the Council wishes to focus on those areas under its direct control.

3.2   Baseline

The base year chosen was 2006/07.

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The table below is a summary of the Council's Corporate Carbon Footprint for 2006/07.

Halton Borough Council	2006/07
Total Tonnes of CO^2 emissions	24,190
Total Energy and Fuel Costs	4,259,000

The table below provides a breakdown of the total CO^2 emissions and costs.

Emissions Area	Cost £	% Overall	CO_2	% Overall
Buildings	£1.1m	26%	6,486	26.6%
Schools	£1.2m	27%	10,960	44.8%
Fleet Transport	£0.3m	7%	1,256	5.1%
Business Miles	£0.8m	19%	645	2.6%
Street Lighting	£0.8m	19%	4,835	19.8%
Waste			279	1.1%
	£4.20m		24,461	100.00%

Whilst some data can be treated with a high degree of confidence (electricity, gas, fuel used by vehicle fleet, business miles) the data around waste, business miles by car type, numbers of cars using petrol/ diesel is less reliable and some assumptions were built in.

The diagram below illustrates the CO_2 emissions for each emission area as a % of the Council's carbon footprint.
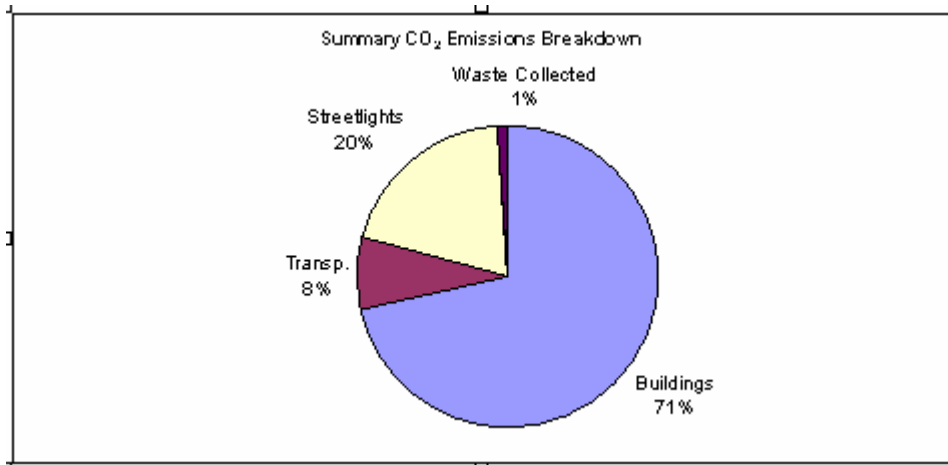
Managing energy consumption in buildings and schools offers the greatest scope for making an impact.

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Buildings CO_2 Emissions Breakdown .

- Social Services 6 %
- Depot 5 %
- Civic Buildings 28 %
- Misc 12 %
- Libraries 7 %
- Leisure 42 %
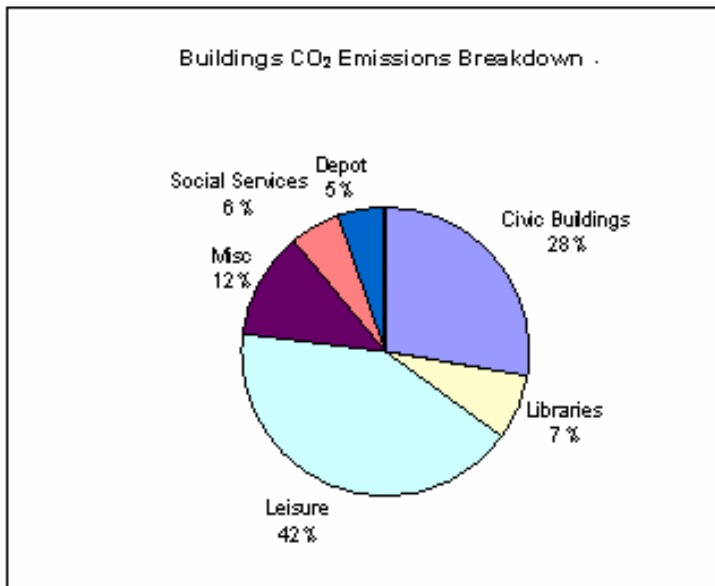
3.3 Business As Usual (BAU) Projections

To help calculate an emissions reduction target within the Strategy a prediction of the Council's CO_2 emissions for the next five years has been calculated. The BAU scenario assumes the Council takes no action to reduce the existing trends in energy use within the Council's control and reflects the efforts of actions already taken or underway to reduce emissions. Therefore, the BAU projections indicate what is expected to happen to the Council's emissions if no further action is taken.

Projected Emissions: Business As Usual

Total CO_2 Emissions

LACMPAppendix0.doc
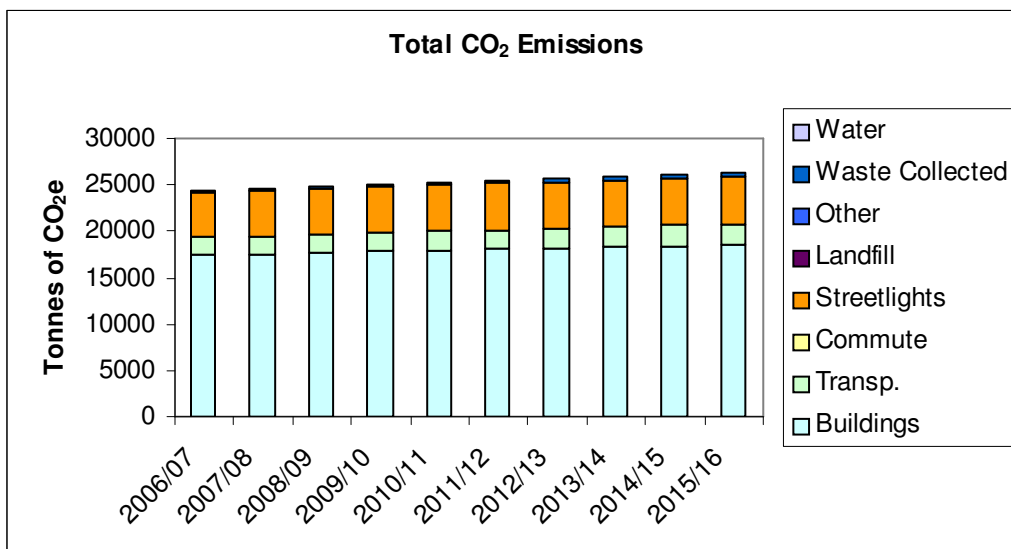
Halton Borough Council Strategy & Implementation Plan

The following is a detailed breakdown of BAU emissions by each area.

	Base Year 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Buildings including schools	17,447	17,569	17,692	17,816	17,941	18,066
Transport (Fleet)	1,256	1,278	1,301	1,325	1,348	1,373
Transport (Business)	645	656	666	680	692	705
Street Lighting	4,835	4,869	4,903	4,937	4,972	5,007
Total CO^2	24,183	24,372	24,564	24,758	24,953	25,151
% increase from baseline	0	0.78	1.56	2.38	3.09	3.85

3.4 Energy Related Costs - BAU

The Council's current spend on energy related costs is approximately £3.6m. Energy prices continue to be volatile and in recent years gas and electricity price rises have been in excess of 10%. Over the next five years based on DTI figures for increases in fuel prices indicate that prices will increase as follows:

Electricity & Gas	3.5%
Climate Change Levy	20%
Fuel	3.6%

Based on actual increased in recent years percentage increases may be higher than those predicted.

A BAU approach would see the Council's costs increase as follows based on DTI figures;

Year	Total Energy Costs
2007/08	£4.4m
2008/09	£4.6m
2009/10	£4.8m
2010/11	£5.0m
2011/12	£5.3m

Based on these conservative cost estimates projected costs will increase by 22% from the base year.

In considering the projections it is also important to bear in mind that the continued modernisation of public services has resulted in, and will continue to have, a significant impact in the operational requirements of the Council building. In particular, extended opening hours for buildings to take account of public expectation of service delivery, extended school and increased flexible working conditions. The Council through its Accommodation Strategy will continue to rationalise its building stock. However, it is difficult to assess the overall impact of the building portfolio at this time.

Calculation Assumptions

- Buildings - 0.7% annual increase in gas and electricity. 3.5% annual increase in prices.

- Transport - 1.8% increase in mileage. 3.6% increase in prices.

- Climate Change Levy - Annual increase of 2%.

3.5 Reduced Emissions Scenario

LACMPAppendix0.doc

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Through its participation on the LACMP the Council has identified a number of actions (see Section) to reduce its emissions over the coming years. The projected CO_2 reductions from implementing the actions in the Strategy are shown below together with what could be achieved if the aspirational target of 33% was achieved.

Value At Stake (Vas)

The VAS analysis is defined as the difference between doing nothing (a business as usual approach (BAU)), and taking an active approach to carbon management as part of a systematic CO_2 emissions reduction programme.

The VAS calculation presented below shows that the projected emissions and costs of a BAU approach using the standard Carbon Trust's assumptions of a year on a year increase in energy consumption and prices and energy prices at today's date. The figures are based on the Council achieving its aspirational target of 33% reduction within the lifetime of the strategy.

The following assumptions have been used:

Price

Electricity, Gas and Street lighting	3.5%
Climate Change Levy	2%
Petrol/ Diesel	3.6%

Energy Consumption

Electricity, Gas	0.7%
Fleet/Business miles	1.8%

As the past year has shown energy costs are extremely volatile. Increases were far greater than the assumptions used. For example, Street Lighting prices increased by 60% and Gas prices increased by 30%. Electricity reduced by 18%.

Business As Usual Scenario - Standard Carbon Trust Scenario

The following table and chart below shows the predicted effect on energy costs if no action is taken to control carbon emissions.

LACMPAppendix0.doc

The VAS represent the total savings in energy and carbon related costs that can be obtained through adopting a Carbon Management.

Energy related costs (£'000):
Value-at-Stake costs

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total BAU	4,259	4,452	4,653	4,864	5,085	5,315	5,556	5,808	6,072	6,348
Total RES	4,259	4,197	4,135	4,074	4,014	3,955	3,897	3,839	3,783	3,727
VAS per year	0	255	519	790	1,071	1,360	1,660	1,969	2,289	2,621
VAS aggregated savings			774	1,564	2,635	3,995	5,655	7,624	9,913	12,534

Energy related carbon (tCO2):
Value-at-Stake

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total BAU	24,190	24,380	24,572	24,766	24,961	25,158	25,358	25,558	25,761	25,966
Total RES	24,190	22,980	21,831	20,740	19,703	18,717	17,782	16,893	16,048	15,245
VAS per year	0	1,400	2,741	4,026	5,259	6,441	7,576	8,666	9,713	10,720
VAS aggregated savings			4,141	8,167	13,425	19,866	27,442	36,108	45,821	56,541

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3.6   Reduced CO$_2$ Emissions Scenario

The table and charts below show the effect upon both energy costs and CO$_2$ emissions if a Carbon Management programme based on a 33% reduction was implemented.

Value at Stake

If the Council achieves its 33% reduction target, potentially savings in the regional of £2m over the lifetime of the Plan may be achievable (table 1). This is based on a 33% reduction in the predicted energy spend to 2015. There would also be a projected reduction in CO$_2$ emissions from 26,000 tonnes per year to 15,241 per year (table 2)

The Value at Stake between the Business as Usual and reduction emissions scenario is set out below in terms of energy related costs and energy related carbon.

Table 1

Table 2

Halton Borough Council Strategy & Implementation Plan
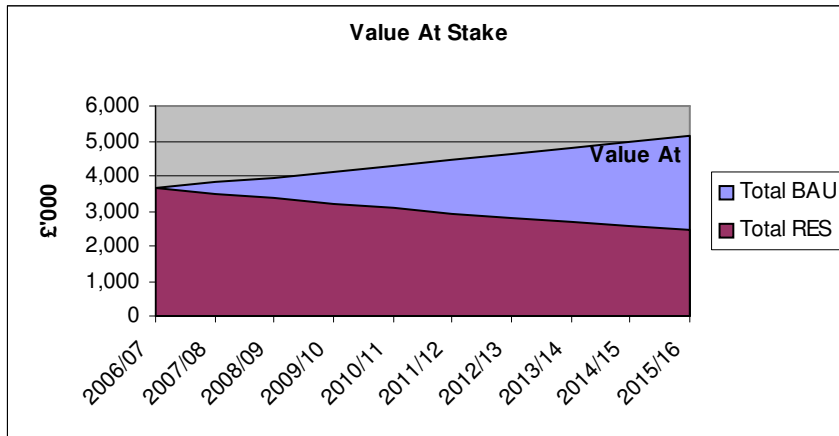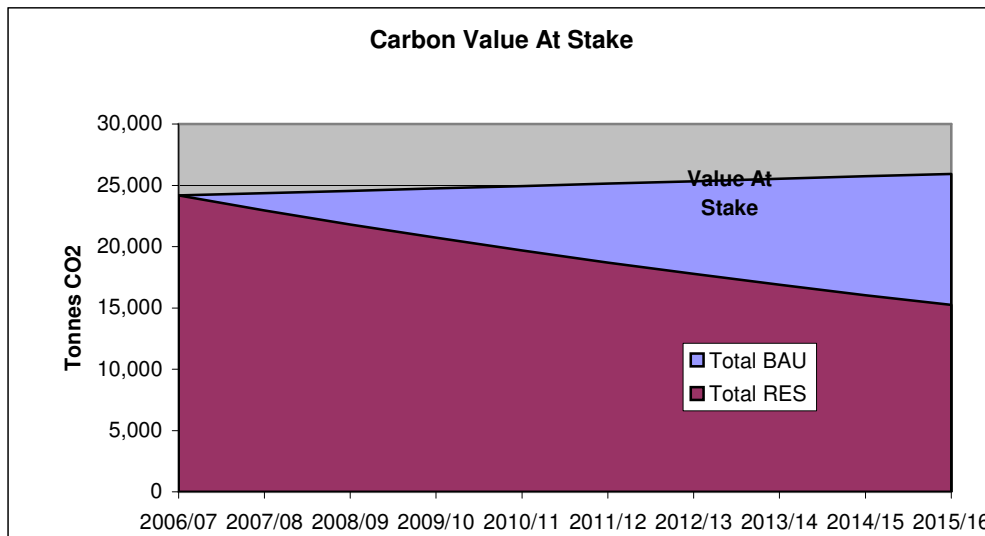
3.7   Past Actions and Achievements

Through a series of existing plans and actions the Council has already taken steps to manage its carbon emissions.

Staff Travel

The Council's Travel Plan "on the Move" outlines the Council's commitment to increasing opportunities for sustainable travel and reducing the number of single occupancy journeys to and from and while at work. The Plan sets targets to increase the number of employees walking, cycling, using public transport and car sharing for the journey to and from work and for business purposes. Successful initiatives to date include:-

- the implementation of a car share database
- improved cycle stage facilities at the Council's main buildings (lockers, showers etc)
- introduction of pooled bikes
- introduction of a cycle mileage
- incorporated personalised journey planning as part of the introduction of a bus ticket (Halton Hopper) to cover multi journeys

Procurement Policy

The Council's Procurement Policy seeks to encourage environmentally friendly procurement and supports the minimisation of waste and increased recycling. The Council currently purchases recycled paper, laptops with the latest Intel Core 2 Duo processors (which use 40% less power) and uses recycled IT consumables. The Council's Agresso system has increased the use of electronic procurement methods and reduced the amount of waste paper and resource storage requirements. In terms of stationery, the Council has increased to the percentage of recycled products purchased and reduced the frequency of orders and deliveries.

As part of the Action Plan in this strategy, the Council intendeds to develop a sustainable procurement policy in place to extend its current activities.

Buildings

The Council's Property Services department has implemented numerous energy efficiency schemes across the Council's property portfolio. These are mainly the introduction of roof insulation, double glazing to improve the thermal performance of buildings along with boiler replacement schemes. In 2007/08 these schemes will help reduce the Council's emissions by 33 tonnes CO_2

In addition, similar schemes in schools have been introduced. In 2007/08 schemes will help reduce emissions by 75 tonnes CO_2.

Wigg Island Nature Centre is operated by wind turbine and reharvester rainwater.

The Council's Accommodation Strategy identifies proposals for the rationalisation of accommodation, resulting in a smaller estate either by ending leases or selling properties. Work is already in hand to concentrate staff in the three main Council buildings of Municipal Building, Rutland House and Runcorn Town Hall. As part of this approach the Council will explore opportunities to work with partner agencies to reduce the public sector estate, encourage flexible working arrangements and reduce storage space by greater use of document imaging.

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LA21

The Council adopted a LA21 strategy in 2000. The Strategy contains a range of measures to reduce waste and increase recycling, improve energy efficiency, improve access to public transport, improve the biological diversity with Halton and provide a greater range of open spaces for the benefit of local residents.

Waste Strategy

The Council operates over 50 sites and two main civic sites. Recycled paper, bottles, shoes and textiles. Green waste and paper is operated in many areas of the Borough. Trials are currently underway to extend the kerbside recycling to include plastic bottles, cans, glass bottles, jars and cardboard.

Street Lighting

The council purchases 100% of its energy from renewable sources.

Vehicles

The Council's new refuse fleet is complaint with Euro 10 emissions standards. Driver training to encourage fuel efficiency is provided to employees.

4   CARBON MANAGEMENT IMPLEMENTATION PLAN

4.1   Summary of Activities

The following is a summary of the carbon reduction activities that have been identified to date. Further details of each action including costs, benefits, resources, ownership, accountability, performance measures, risks and timing are shown at Appendix 1

Action 2008 - 2013							
Project	**Responsibility/Lead Officer**	**Timescale**	**Cost (s)**	**Cost Saving**	**Funding**	**Potential carbon savings**	**Pay Back (years)**
BUILDINGS							
Install Powerperfectors in various Council Buildings	John Hughes Head of Property Services	Commencement 2008/09	£137,000	£36,000 pa	Invest to Save budget	206	3
Programme of works to improve lighting, heating and water controls at Stobart Stadium, Halton	Chris Patino Stadium Manager	Ongoing	£49,000	£49,000 over 4 years	Invest to Save budget	30-40	4
Programme of Works to improve heating, water and lighting controls and for photovoltaic tiles at Runcorn Town Hall	John Hughes Head of Property Services	Commencement June 2007 - Completion June 2008	Included in total refurbishment costs	£13,750	Property capital programme	55	
Replacement of old light fittings and tubes, together with incorporation of lighting controls	John Hughes	Subject to funding	£44,020	£10,613	Subject to Invest to Save bid	76.7	4
Replacement boiler and insulation of Picow Farm depot, Glendale and Inglefield	John Hughes	2008/09	£125,000	TBD	Maintenance programme	55	
Explore the feasibility of creating a pilot payback fund for carbon reduction initiatives in Council buildings	John Hughes/Jim Yates	2008/09	TBD	TBD	Submit bid to Invest to Save budget. Match funded by Salix.	TBD	TBD
Cultural change programme (staff awareness campaign, energy champions etc, training for managers)	Michelle Baker/Jim Yates/ Debbie Houghton	March 2008	£10,000	£100,000	Invest to Save budget	650	3/ 4
Engage schools in carbon management programme	TBC	2008/09	TBD	£130,000		1960	
Increase procurement electricity from CHP Services	John Hughes	April 2008	Nil	NIl	Purchase is part of existing energy contract	1430 tonnes	
Integrate carbon management into Building Schools for the Future Programme	Ann McIntyre	2009/10	To be assessed	TBD	To be considered as part of BSF Scheme	To be assessed	TBD

Action 2008 - 2013							
Project	**Responsibility/Lead Officer**	**Timescale**	**Cost (s)**	**Cost Saving**	**Funding**	**Potential carbon savings**	**Pay Back (years)**
Programme of Energy efficiency measures in schools (replacement of boilers, roof insulation, double glazing)	Phil Dove/John Hughes	Ongoing	£783,800	TBD	Capital repairs budget	132	
Networking of printers to multi functional devices	Pauline Lowe	October 2008	£60,000 for additional server capacity	£150,000 over 3 years	Invest to save budget	50-60	3-4
Review of feasibility of introducing renewable technologies	Strategic Director Environment	2008 - 2013	TBD	TBD	TBD	TBD	
TRANSPORT							
Introduce 5% biofuels in the Council fleet	Geoff Hazlehurst	April 2008	Nil	Nil	N/A	36	1
Link car lease scheme to CO_2 emissions	Personnel	April 2008	Nil	Nil	N/A	TBD	TBD
Review current mileage scheme and link to CO_2 emissions	Personnel	2009/2010	Nil	Nil	N/A	TBD	TBD
Improve analysis of fleet fuel consumption data	Service Managers	April 2009	Nil	Nil	N/A	125	1-2
Staff Commuter Initiatives to reduce the carbon emitted by employees and Members of Halton Borough Council as part of their normal 'home to work' commuting or business related travel							
OTHER							
Street lighting pilot scheme to change switching levels on lights	Steve Rimmer	2009/10	£20,000 - £30,000	2,000 pa	Subject to Invest to Save budget	15	10
Virtualisation of IT Servers	Julie Birchall	Aug 2008			To be met from IT Capital Programme	40-50	
Development of a sustainable procurement policy	Jean Morris	2009/10	TBD	TBD	TBD	TBD	TBD

Action 2008 - 2013							
Project	**Responsibility/Lead Officer**	**Timescale**	**Cost (s)**	**Cost Saving**	**Funding**	**Potential carbon savings**	**Pay Back (years)**
TOTAL(S)			£1,238,820	£455,363		4891 (20.2%)	
CORPORATE MANAGEMENT							
To ensure that carbon management becomes integral to the way in which the authority delivers its services, it is important that it becomes part of the performance management systems of the Council.	Rob Mackenzie	2008/9	Nil		To ensure carbon management is integrated into the 2008/09 Service Plans	N/A	
DATA COLLECTION & MONITORING							
To ensure that the Carbon Management Action Plan is effectively monitored there will be a need to set up systems for the collection and management of carbon emissions data	Jim Yates	2007/08	Nil		Establish systems to collect carbon emissions data on an ongoing basis	N/A	
Maintain central database of carbon emissions for the authority	Jim Yates	2007/08	Nil		N/A	N/A	

Halton Borough Council Strategy & Implementation Plan

4.2   Implementation Plan Summary

Key milestones for the implementation of the Strategy are shown below.

Key Milestones

Implementation Plan Summary

Draft SIP to Carbon Group	23 January 2008
Draft SIP to Carbon Trust	31 January 2008
Draft SIP to Management Team/Executive Board/ Corporate Board PPB	February/March 2008
Launch SIP	March 2008
Plan and Implement Actions	April 2008 onwards
Monitor SIP	Ongoing
Review and Update SIP	April 2009

5   IMPLEMENTATION PLAN FINANCING

The potential financial benefits to the Council from implementing the carbon management strategy are significant. Energy costs are predicted to rise significantly over the next few years.

Increasing energy and fuel costs and rising levels of consumption over previous years have meant that these areas are key pressures resources for the Council. The Council intends to commit resources to the following projects to reduce its energy consumption and related costs energy.

By not investing in carbon reduction opportunities it is likely that the combination of increasing costs and consumption will continue to place considerable pressure on Council budgets over the coming year.

The Council has identified funding from its Invest to Save budget as follows:

	Total Costs	Cost Savings
Install powerperfectors in buildings	£137,000	£40,000pa
Culture change programme (buildings/schools)	£10,000	£60,000 pa
Programme of energy efficiency work - Halton Stadium	£49,000	£18,000 pa
Networking of computers to multi functional devices	£60,000	£80,000 - £120,000 over three years
Programme of energy efficiency works - Runcorn Town Hall	£230,230	£13,750
Capital projects in schools	£147,011	£4,130pa

The Council will continue to explore the feasibility of establishing a payback energy efficiency fund match funded by Salix to improve energy efficiency in its buildings.

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6   STAKEHOLDER MANAGEMENT AND COMMUNICATIONS

6.1   Stakeholder Management

The strategy has been developed with the support of Officers from across the authority. The Executive Director Environment and the Executive Board Member Environment have provided senior management and political support respectively. Officers from Property Services, Fleet Management, Schools, Street Lighting, Transport, Waste, Policy, Procurements, Building Control and Support Services have helped develop the base line and action plan. The Officers will be key to ensuring the delivery and the actions in the strategy over the coming months.

In addition, as actions are implemented it will be necessary to engage more widely with:

- The Executive
- Elected Members
- Senior Managers
- Operational Managers
- Other Council staff

Without the support of all the above stakeholders it is unlikely that the Council will achieve all the cost and emission savings identified in the Plan. The Communication Plan sets out how this programme will communicate and engage with each of these key stakeholder groups.

6.2   Communication Plan

The process of communicating actions and successes to relevant staff is integral to the success of the planned activities. The Council is currently developing a communication strategy as part of its culture change programme.

A brief summary of the proposed communication plan is set out below.

As part of this approach a series of events will be planned to raise the profile of carbon management within the Council together with regular features on progress including energy saving tips and advice relevant to the work place. The approach will be finalised in the coming months. Through its culture change programme the Council intends to develop a network of energy champions to promote and encourage energy awareness.

Stakeholder Name/Group	Issues	Key Messages	Means of Communication	When	Responsibility
Officer Sponsor	Progress against Action Plan		Face to Face meetings	Monthly	Project Co-ordinator
Member Sponsor	Progress against action Plan		Face to face meetings	Monthly	Project Co-ordinator
Core Team	Progress against Action Plan		E mail, phone, meetings	Monthly meetings	Project Co-coordinator
Strategic Directors	Need to maintain top- level commitment for programme.	Need to demonstrate business case for capital investment	Reports to Management Team	Quarterly	Project Co-ordinator
2nd/3rd tier Managers	Secure support for Programme, may not be seen as a priority, capacity and resources, lack of awareness	Issue is a Council priority, lots of small actions can collectively make a	Carbon Management bulletins including details of quick wins Intranet Resource	Monthly Monthly As required As required	Communications Communications Project Co-coordinator/Comm

Halton Borough Council Strategy & Implementation Plan

Stakeholder Name/Group	Issues	Key Messages	Means of Communication	When	Responsibility
		difference, Opportunity to save money to reinvest in services	Targeted briefings Pilot studies		unications Project Co-ordinator
All staff	Success of Programme will depend on their cooperation, need to challenge myths, ie "switching off in not worth it", may not see as their issue	Money saved may help secure jobs, success needs their involvement, Small actions can collectively make a difference	In Touch Intranet Awareness campaign Switch off Days	Monthly Continuous Launch Sept 07 Sept 07 thereafter Monthly	Communications Communications Communications Project Co-communications/Communications
Residents	Engagement key to success in wider community	The Council will lead by example and small actions collectively make a difference	Inside Halton, Internet & awareness campaign	Quarterly, Continuous TBC	Communications Communications Communications

7   SIP Governance, Ownership and Management

7.1   Main roles and responsibilities

Progress with the Carbon Management Programme will be responsible for co-ordinating information on progress in the various areas and reporting back on carbon savings.

The Strategic Director Environment will be responsible for reviewing the strategy. The table below shows the key people within the Council with responsibilities for overall management of the strategy.

Carbon Management Implementation Plan Responsibility table.

Activity	Member/Senior Manager	LACMP Co-ordinator	Carbon Management Core Group	Other
Carbon Management Implementation Plan	Dick Tregea Cllr Phil Harris	Jim Yates/ Debbie Houghton	Core Team	
Carbon Management - Buildings	Dick Tregea Cllr Phil Harris	Jim Yates/ Debbie Houghton	John Hughes	
Carbon Management - Fleet Vehicles	Dick Tregea Cllr Phil Harris	Jim Yates/ Debbie Houghton	Geoff Hazlehurst	
Business miles	Dick Tregea Cllr Phil Harris	Jim Yates/ Debbie Houghton	Council Solicitor	

Halton Borough Council Strategy & Implementation Plan

Activity	Member/Senior Manager	LACMP Co-ordinator	Carbon Management Core Group	Other
Procurement	Dick Tregea Cllr Phil Harris	Jim Yates/ Debbie Houghton	Jean Morris	
Schools	Dick Tregea Cllr Phil Harris	Jim Yates/ Debbie Houghton		
Communications	Dick Tregea Cllr Phil Harris	Jim Yates/ Debbie Houghton	Michelle Baker	
Street Lighting			Stephen Rimmer	

7.2   Risk

The main risks associated with delivery of this strategy as set out below:

RISKS	CONTROLS
Lack of participation from stakeholders	Regular report to highlight financial and environmental benefits of projects, Build actions into personal objectives.
Capacity issues for individual stakeholders	Embed carbon management in to day to day management
Lack of financial resources allocated to programme	Seek opportunities for attracting external funding Use key arguments liked to sustainability

7.3   Reporting and Evaluation

Targets will be reviewed annually through the Carbon management Group (in consultation with the Strategic Director Environment and the Executive Board Member Environment, Leisure and Sport. Further actions identified and developed throughout the period of the Strategy will be considered for inclusion in the annual review. The Carbon Group will meet bi-monthly to monitor progress against the individual outcomes.

Progress against actions will be monitored through the Carbon Management Group with quarterly reports to Management Team, the Executive Board and the Corporate Policy & Performance Board .

Achievements will be communicated to stakeholders as detailed in the Communications Strategy (see Section 6.2)

Halton Borough Council Strategy & Implementation Plan

Project / Action: Installation of Powerperfectors in Council Buildings	
Description and notes	The powerperfector's main feature is its ability to optimise and improve the source voltage for a whole site and therefore cut energy consumption and thus costs. Operating electrical equipment at higher than optimum voltages leads to significantly higher energy consumption. Equipment like lighting and motors consume more power at higher voltages. Powerperfectors to be installed in the following buildings - Halton Stadium - Municipal Building - Widnes Market - Contact Centre - Arts Centre - Waterloo Business Centre - Kingsway Learning Centre - Training Centre - Rutland House - Runcorn Town Hall
Quantified costs and benefits	Powerperfector claim that savings of up to 20% on electricity can be made. Councils that have introduced similar measures confirm that have made savings between 15-20%. Savings of 10% are assumed for this project. Financial Cost £137,000 Emissions reduction 206 tonnes CO_2 per annum based on total electricity demand from these buildings of 4,791,516 kwh (2972.3 tonnes CO^2 Financial Saving £36,010 per annum based on kwh price of 8p Pay back period 3-4 years
Resources	Funding secured through Council Invest to Save Fund
Ownership and accountability	John Hughes Head of Property Services
Ensuring success	Risks - The timescales will be influenced by powerperfactor themselves as they have to assess actual load Suitability of sites - Less reduction than anticipated.
Performance / success measure	Reduction in electricity consumption in all sites
Timing	Project to commence April 07 with installation over the following 12 months
Sources of information and guidance	Other authorities that have successfully used powerperfectors.

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity: Programme of works to improve lighting, heating and water controls at the Stobart Stadium Halton	
Description and notes	Following an energy audit at the Stadium a number of recommendations were made to improve lighting, heating and water controls. These include: ▪ fitting proximity detectors in various stands ▪ change light fittings to low energy fittings ▪ boiler controls to enable one boiler and pump at a time ▪ thermostat controls to the AV handling unit ▪ thermostat radiator valves to all radiators ▪ timer controls to be fitted to hot water boiler ▪ water boilers fitted with time clocks ▪ all wash basins to be fitted with push taps ▪ solar film fitted on south facing windows ▪ rainwater redirected to storage tank
Quantified costs and benefits	Financial investment - £49,000 Emissions reduction - 20 tonnes CO_2 Financial Savings £10,000 - 2007/08 £18,000 - 2008/09 £20,000 - 2009/10 £20,000 - 2010/11 Payback period - 3 years
Resources	To be funded by Invest to Save budget
Ownership and accountability	Chris Patino - Stadium Manager
Ensuring success	Success factors - completion of work programme Risks - N/A
Performance / success measure	Reduction in energy consumption of the Stadium
Timing	Programme to start - 2008/09
Sources of information and guidance	

Project /Opportunity: Programme of Energy Efficiency Measures - Runcorn Town Hall	
Description and notes	The refurbishment of Runcorn Town Hall is being carried out between July 2007 and June 2008. This provides an opportunity to install energy saving measures into the refurbishment. As part of the refurbishments it is proposed to install: ▪ photovoltaic panels ▪ lighting controls ▪ triple glazing ▪ brise soleil
Quantified costs and benefits	Financial costs £192,500 Emission reduction - 55 tonnes Financial savings Payback period
Resources	To be funded from refurbishment costs
Ownership and accountability	John Hughes Head of Property Services
Ensuring success	Implementation of efficiency measures in refurbished building
Performance / success measure	Reduction in energy consumption of the Town Hall
Timing	July 2007 - June 2008
Sources of information and guidance	

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity: Lighting Upgrades Various Buildings

Description and notes	This project consists of the replacement of old light fittings and tubes together with the introduction of lighting controls where appropriate within a number of the larger corporate building within the authority. The new lights consist of the latest energy efficient type fittings which use considerable less energy than the existing fittings.

Quantified costs and benefits						
	Building	**cost**	**Saving in KWh/ annum**	**Cost saving**	**T CO$_2$ saving**	**Payback period/ years**
	Grosvenor House	£16,950	17,264	£1,387	5.1	12
	Rutland House	£12,700	13,780	£1,146	4.1	11
	Training Centre	£7,620	18,975	£1,524	5.5	5
	Kingsway Centre	£8,250	32,175	£2,059	16.8	4
	Municipal Building	£21,150	82,500	£5,280	43.1	4
	Catalyst House	£7,000	21,750	£1,750	11.3	4
	Total	£56,720	186,444	£13,146	85.9	

Costs savings based on electric cost of 8.032pKWh @ sub 100 sites & 6.4pKWh @ half hourly sites.

Electric conversion factors used 0.523kg CO$_2$/KWh for plus 100kw contract
0.295kg CO$_2$/KWh for sub 100kw contract

Savings based on average usage of lights 8am to 5pm 5 days a week average 30% saving due to lighting controls.

Resources	Currently there are no resources to undertake this work. A bid will be made to the invest to save fund in respect of carrying out this work

Ownership and accountability	This project would be delivered through Property Services, the Head of Operations being responsible for it, with the Operation Director being ultimately accountable. Progress on the project would be reported to the Lead on the carbon management programme via property Services.

Ensuring success	The new type fittings have been proved to be more energy efficient and therefore will save energy, the actual amount will depend on the amount of hours the fittings are on for. It will not be possible to carry out an assessment of actual savings made based on meter readings due to there being a variety of other factors that affect energy usage. Savings can only be calculated by assessing the number of hours the fittings are on and multiplying this by the know energy consumption of the new fittings against the old.

Performance / success measure	The measure of performance will be the overall reduction in energy consumption at the individual sites.

Timing	Timescales are as yet unknown due to no funding currently being available.

Sources of information and guidance	Data in respect for energy usage has been taken from our electrical consultants and contractors who carried out the feasibility into the replacement of light fittings on our behalf.

Halton Borough Council Strategy & Implementation Plan

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Project /Opportunity: Corporate Maintenance Projects 2008/09					
Description and notes	There are a limited number of projects in the next financial year 08/09 which will have a positive impact on reducing carbon emissions. There are 2 replacement boiler projects converting from oil to gas together with one window replacement project.				
Quantified costs and benefits	**Building**	**Cost**	**Annual consumption KWh**	**Cost saving**	**saving in TCO$_2$**
	Picow Farm Depot Boiler	92,000	1,500,000	1500	50(25%)
	Glendale Boiler	23,000	80,000	160	4.4(25%)
	Inglefield windows	10,000	171,174	60(2%)	0.65(2%)
	Total				55.05
	Savings based on 25% reduction in CO2 emissions when converting from oil to gas.(see below). Gas conversion factors used 0.19kg CO2/KWh Cost savings based on a gas cost of 2.3p KW/h				
Resources	This work is all being carried out during the year 2008/09				
Ownership and accountability	These projects will be delivered through Property Services, the Head of Operations being responsible for them, with the Operation Director being ultimately accountable.				
Ensuring success	Success can only be established once a years worth of energy data has been collated to establish if a reduction in energy consumption has taken place.				
Performance / success measure	The measure of performance will be the overall reduction in energy consumption at the individual sites.				
Timing	Works completed in the year 2008/09				
Sources of information and guidance	The reduction in energy consumption within gas fired boilers as opposed to oil is taken from Carbon Trust data, GPG 381 Energy efficient boilers and heat distribution systems and GPG 369 Energy efficient operation of boilers. It is also based on a good practise case study undertaken at Belfast University.				

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity: Explore feasibility of creating a pilot payback fund for carbon reduction measures	
Description and notes	Much of the Council's building structure is old and in recent years has suffered from wider investment. The Council's carbon baseline shows that the majority of buildings are inefficient compared to the Carbon Trust's typical and goad practice benchmarks. The Council currently spends in excess of £1m annually on fuel costs. Improving infrastructure through better lighting, heating and water controls and improved insulation could reduce costs.
Quantified costs and benefits	Financial costs - £250,000 set up to costs which potentially could be match funded by Salix creating a pot of £500,000. Financial savings - dependent on schemes but a 10% reduction could realise savings of £100,000 Payback - dependent on schemes
Resources	Resources - subject to Invest to save scheme bid. Staff time in assessing/developing the fund.
Ownership and accountability	John Hughes - Head of Property Services Jim Yates - LACMP Co-ordinator
Ensuring success	Key success Improved business infrastructure Reduction of CO^2 emissions from buildings Implementation of energy efficiency schemes Risks Staff capacity Securing sufficient funding from Invest to Save budget Payback periods under five years
Performance / success measure	Reduction in CO^2 from key buildings
Timing	2008/09
Sources of information and guidance	Carbon Trust Salix Energy Saving Trust

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity:	Staff Awareness Campaign
Description and notes	
Quantified costs and benefits	Develop an ongoing staff awareness campaign aimed at raising awareness about saving energy. To include developing a network of energy champions possibly linked to the waste champions scheme already in operation. Champions to take a lead in their service areas for ensuring behavioural change to reduce energy consumption.
Resources	The Carbon Trust estimate that energy consumption can be reduced by about 5-15% through good housekeeping and raised staff awareness. A target of 10% reduction in energy due to staff awareness based on 2006/07 figures would achieve the following savings Financial estimate £ 100,000 Carbon estimate 650 tonnes C02 A quick walk around audit of the municipal buildings has shown that in many cases computes/printers are left on overnight, at lunch times and when staff are in meetings. Photocopiers, vending machines are also left on overnight. Halton Stadium has had an Energy Committee for the past six months and through the work of this Committee has realised real reduction on energy and subsequent savings. Between May – August 2007 energy usage has reduced each month by between 3,000-10,000 kwh. A budget of around £10,000 would be required for the campaign
Ownership and accountability	Corporate Marketing and Promotions Officer Overseen by the Carbon Management Group Strategic Directors would need to ensure that Energy Champions were able to participate in the initiative
Ensuring success	Develop sustained campaign Standard to be developed for each area Risk Staff not participating mitigate by linking to Energy champion scheme Lack of management support mitigate by linking Directors/DMTs to champion scheme
Performance / success measure	Reduction in gas and electricity usage by 2% by April 2009 and by 10% by April 2013
Timing	Develop campaign and put in place Energy champion scheme by September 08
Sources of information and guidance	Energy Saving Trust Salix Carbon Trust

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity: Integrate carbon savings in the Building Schools for the Future Programme	
Description and notes	The Council is currently planning a large programme of school modernisation including rebuilding and refurbishment of buildings to fit in with the Government's Building Schools for the Future programme. The programme is at the very early stages however is presents a considerable opportunity to choose designs that minimise carbon emissions.
Quantified costs and benefits	Financial costs and potential savings, emissions reductions and pay pack will be assessed as detailed design work is undertaken. Current spend on electricity and gas at the schools is £590,000 total CO_2 emissions are 4,731.4. The Council will seek to set targets to reduce costs and emissions.
Resources	Demand on staff time in BSF project team to building into the programme.
Ownership and accountability	Ann McIntyre Business Planning and Resources. Daniel Hennessey - BSF Project Manager
Ensuring success	Success Factors - Ensure carbon management is identified as a priority in the BSF programme. Risks - Financial pressures and other priorities do not allow carbon management considerations to be given sufficient priority. Risk mitigation - early consultation with Project Team to ensure carbon management is built into the programme.
Performance / success measure	To be determined All secondary schools are currently above the typical/good practice benchmark for energy usage (kwh/m^2). The Council will look to establish targets to build schools that are more in line with the typical good practice guidelines.
Timing	Depending on BSF programme
Sources of information and guidance	

Halton Borough Council Strategy & Implementation Plan

Project/Action: Project to engage schools in the Carbon Management Programme	
Description and notes	Schools account for 63% of the Council's energy usage (CO_2 tonnes and costs). Energy usage is likely to increase in schools as the use of ICT and other electric equipment schools and extended schools are encouraged. There is a significant opportunity to engage schools in the Carbon Management Programme and tap into the enthusiasm for pupils for environmental issues. The Council will need to engage with schools if it is to achieve its ambitious target reduction of 33% over the next five years. The baseline forecast indicates that energy usage at a high proportion of the Council's schools is well above the Carbon's Trusts typical and good practice standards. Whilst this may be in part due to the design of older buildings research suggests that through good house keeping schools can save between 5-15% of their energy consumption. The overall aim of the project would initially be to pilot in primary schools a scheme to raise energy awareness possibly linked through the Eco Schools Programme. The programme would focus on:- Reduction in schools energy costs and carbon emissions Improved energy efficiency in schools Energy efficiency in schools There may be an opportunity to link the programme to other council initiatives around transport and waste minimisation The project would comprise background research to identify examples of best practice locally and nationally and possible links to other programmes and funding sources Consultation with schools to identify levels of interest, key contacts, the nature of support schools would like. Provide advice to schools including ▪ Ideas/examples for energy efficiency measures in schools ▪ How to run an energy efficiency campaign ▪ Case studies of good practice ▪ No energy days/switch off campaigns
Quantified costs and benefits	It is anticipated that schools who become actively involved in the programme can achieve energy use reductions of between 5-15% A 10% reduction in emissions would create the following savings (based on 2006/07) energy consumptions. Financial savings estimate £130,000 Carbon Saving estimate 1960 tonnes CO_2

Halton Borough Council Strategy & Implementation Plan

Project/Action: Project to engage schools in the Carbon Management Programme	
Resources	An overall project lead would be required perhaps within the corporate policy and performance team or within education
	Services/officers detailed below would need to actively participate
Ownership and accountability	The Project Manager should report to the Carbon Working Group
	▪ Policy Officer Environment ▪ Building/Property Managers (Corporate and Education) ▪ Communications and Marketing ▪ Caretakers ▪ Head teachers ▪ Governors ▪ Pupils
	It the scope of the project was widen this may need to include travel and waste officers.
Ensuring success	Success factors - Number of schools engaged in the project Reduction in energy use Number of schemes within schools
	Risks - Unable to engage schools in the programme Staff capacity
Performance/success measures	Number of schools engaged in the programme
	At least 5% reduction in schools energy consumption for participating schools
	Target of 15% reduction by 2013 for leading schools Number of schools with energy efficiency projects
Timing	Pilot Project with identified schools commencing April 07
Sources of information and guidance	Carbon Trust Energy Saving Trust Best Practice Councils Councils in previous phases of the Local Authority Carbon Management Programme

Project /Opportunity: Energy efficiency resources to be considered as part of the schools capital repairs budget	
Resources	This work will be carried out during the year 2008/09
Ownership and accountability	These projects will be delivered through Property Services, the Head of Operations being responsible for them, with the Operation Director being ultimately accountable.
Ensuring success	Success can only be established once a years worth of energy data has been collated to establish if a reduction in energy consumption has taken place.
Performance / success measure	The measure of performance will be the overall reduction in energy consumption at the individual sites.
Timing	Works completed in the year 2008/09
Sources of information and guidance	The reduction in energy consumption within gas fired boilers as opposed to oil is taken from Carbon Trust data, GPG 381 Energy efficient boilers and heat distribution systems and GPG 369 Energy efficient operation of boilers. It is also based on a good practise case study undertaken at Belfast University.

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity:	Networking of printers to multi functional devices
Description and notes	The Council currently has in excess of 900 printing devices. Predominantly, these printers are stand along and when the existing contract runs out in October 2008, the Council is looking to develop print solutions that takes advantage of new technologies and moves the Council a solution that takes advantage of networked, multifunctional devices and reduces the number of printers in the organisation.
Quantified costs and benefits	Financial Investment - potential set up costs for additional server capacity to run print software - £60,000. Emissions reduction - 50-60 tonnes Financial savings approximately £159,000 - £200,000 over period from reduced toner costs and replacement equipment. Payback period 2-3 years.
Resources	Staff time from IT, procurement unit, Print Services and Committee and Member Services. Funding secured from Invest to Save budget.
Ownership and accountability	Pauline Lowe, Committee & Member Services
Ensuring success	Ensuring success - Appointment of new partner and implementation of new contract. Reduced no of devices. Risks - developing solution (may give rise to technical if difficulties with network - staff resistance) Risk mitigation - complete audit of buildings/pilot projects prior to full implementation
Performance / success measure	To reduce existing print costs. Reduce volume of paper consumed annually, to reduce number of print devices in the Council by x% (to be determined following initial audit)
Timing	Introduce between July - October 2008
Sources of information and guidance	

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity: Consideration of renewable energy for Council buildings	
Description and notes	Renewable energy is a fast developing area of technology and offers opportunities for reducing the Council's carbon footprint. However, renewable solutions may only be appropriate in certain circumstances. Potential technologies that could be considered include: ▪ Photovoltaic ▪ Wind turbines ▪ Biomass ▪ Solar water heating Within the life time of the plan the Council will seek to evaluate the potential to integrate renewable energy within its portfolio and consider as part of any major building refurbishment.
Quantified costs and benefits	The Council has a total portfolio of 65 buildings. A reduction of 5% of the Council's electricity consumption from renewable sources by March 2013 could deliver substantial savings. Investment would be dependent on the type of renewable technologies pursued. It is likely that the payback for renewable schemes will generally be larger than traditional energy projects but renewable energy projects can help the Council meets its emissions targets and send a strong message to the wider community about the Council's commitments.
Resources	Dependent on schemes to be considered. Other sources of funding/grants may be available.
Ownership and accountability	Head of Property Services/Strategic Director Environment
Ensuring success	**Key successes** Visible commitment to carbon reduction encourages wider community Reduced emissions **Risks** Availability of funding Management capacity
Performance / success measure	Dependent on implementation of schemes
Timing	Within time frame of action plan
Sources of information and guidance	Carbon Trust Energy Saving Trust Salix

Halton Borough Council Strategy & Implementation Plan

Project : Fleet vehicles – use of 5% biodiesel mix	
Description and notes	Use of 5% biodiesel mix for fleet vehicles
Quantified costs and benefits	Currently cost neutral Saving 36 tonnes of CO2 per yr (based on 393430 litres of white diesel with a 5% bio mix.
Resources	No additional resources currently required
Ownership and accountability	Geoff Hazlehurst
Ensuring success	Continued supply (risk that supply may not be able to meet demand in the future) Risk that cost of biodiesel may increase Limited to a 5% mix to ensure vehicle warranties are maintained Mixed on site but cannot be stored for lengthy periods
Performance / success measure	36tonnes CO^2 saved per year.
Timing	5% Biodiesel mix is now being used for all diesel fleet vehicles
Sources of information and guidance	CO^2 emission data provided by manager (from supplier) Fuel consumption data from manager

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity: Link Car Lease Scheme to CO^2 Emissions	
Description and notes	The Council operates a car lease scheme for its employees. The cost of a lease car is dependent on the type of vehicle chosen and is dependent on the level of CO^2 emissions. At present, there is no limit to the Council's scheme on CO^2 emissions. In order to encourage and promote environment sustainability, it is proposed to limit the lease scheme to cars that have emissions ratings of 200kg/km of CO^2 or below. This would exclude the most polluting vehicles from the scheme.
Quantified costs and benefits	Financial investment - Nil Emissions reduction Financial savings - Nil Payback period - N/A
Resources	Staff time
Ownership and accountability	Personnel/Divisional Manager Customer Services
Ensuring success	Success factors Reduction in CO^2 emissions from lease scheme No vehicles above 200 kg/km supported by Council through the lease scheme Risks Trade Union restrictions Staff resistance
Performance / success measure	Reduction in CO^2 emission from lease scheme
Timing	April 2008
Sources of information and guidance	

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity:	Review Current Mileage Scheme and Link CO_2 Emissions
Description and notes	The Council's existing business mileage scheme is based on engine capacity with allowances increasing in line with the increased CC of a vehicle. It is proposed to review the scheme and replace the current method of determining mileage payments using engine cc with a CO_2 emissions banding.
Quantified costs and benefits	Financial costs - staff time Emissions reduction - to be determined on implementation of the scheme. A 100% reduction in emissions for the scheme would save 64 tonnes CO_2 Financial savings - a 10% reduction in costs would save £80,000 per annum.
Resources	Staff project team to be determined
Ownership and accountability	Council Solicitor/Strategic Director Environment
Ensuring success	Key success Reduction in business miles/CO_2 emissions Reduction in CO_2 linked to business trend Risks Trade Union negotiations Staff resistance
Performance / success measure	Reduction in CO_2 from business travel
Timing	Commence 2008/09
Sources of information and guidance	Energy saving Trust Carbon Trust

Project /Opportunity: Improve analysis of fleet fuel consumption	
Description and notes	The Council currently records fuel consumption for individual service areas. Improved monitoring of information by service managers to individual vehicles will enable efficiency measures to be recorded and enable optimum use of fuel resources and help identify which vehicles are inefficient.
Quantified costs and benefits	Financial costs - within existing resources Emissions reduction - a 100% reduction in fuel consumption could save 125 tonnes CO_2 per annum. Financial savings - a 10% reduction in fuel consumption could save £35,000 per annum
Resources	Managers time to monitor consumption of their vehicle fleet. Fleet management time to distribute data.
Ownership and accountability	
Ensuring success	**Key success** Reduction in annual fuel consumption. Improved fuel management information. **Risks** Management capacity
Performance / success measure	Reduction of annual fuel consumption
Timing	April 2008
Sources of information and guidance	

Halton Borough Council Strategy & Implementation Plan

Project / Action: Staff Commuter Initiatives	
Description and Notes	The introduction of an integrated package of measures designed to reduce the carbon emitted by employees and Members of Halton Borough Council as part of their normal 'home to work' commuting or business related travel. Proposed measures include:- ▪ Greater use of car share by employees between key Council sites; ▪ Priority car share parking spaces to introduced at all key sites; ▪ Provision of transferable public transport tickets for work related journeys – available at key locations; ▪ Wider marketing and provision of 'pool bikes' for short journeys under 3 miles; ▪ Increased mileage rates for car share's and cyclists; ▪ Introduction of discounted annual public transport passes to employees through the salary sacrifice scheme; ▪ Provision of pre bookable and demand responsive 'door2door' transport for employees for business related journeys; ▪ Requirement for all business related journeys over 25 miles to city centre locations shall where possible be made by train or other public transport; ▪ Provision of more prominent mobility management information in the workplace.
Quantified Costs and Benefits	Reduction of 192 cross river business related single occupancy car trips per week. Of which 60% (115) a new car share journeys and 30% public transport (58) and the remainder 10% cycling (19 trips).
Resources	Provided using existing committed resources.
Ownership and Accountability	Dave Hall Section Leader Transport Co-ordination.
Ensuring Success	Full management buy in and good promotion. Requirement to relaunch and rebrand Council Staff Travel Plan. Also need a champion Member and Senior Officer to steer the campaign.
Performance / Success Measure	Measured through staff surveys and expense claims.
Timing	Phased in over 12 months.
Sources of Information / Guidance	TravelWise and National Commuter Travel Plan Association.

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity: Pilot scheme to change switching levels on street lights	
Description and notes	The Council has a street lighting portfolio of approximately 20,000 columns. The total spend on street lights is in excess of £1m per annum. By changing the switching levels on columns from 75 lux to 55 lux there is a potential to reduce the time lights are on by 8 minutes per day. It is estimated that there is a cost of £30 per column to fit the charging switch.
Quantified costs and benefits	Financial costs - £20,000 - £30,000 Emissions reduction - 5% reduction in emissions, 25 tonnes of CO_2 based on trial of 1,000 columns Financial savings Payback
Resources	Financial resources - subject to bid to Invest to Save budget.
Ownership and accountability	Stephen Rimmer Head of Street Lighting
Ensuring success	**Key success** Switching levels fitted to street columns **Risks** Securing financial resources
Performance / success measure	5% reduction in emissions and costs
Timing	2008/09
Sources of information and guidance	

Halton Borough Council Strategy & Implementation Plan

Project /Opportunity: Development of a sustainable procurement policy	
Description and notes	The Council through its procurement team had indicated a number of schemes to encourage a more sustainable approach to the Council's procurement arrangements. The Council wishes to extend these and develop a sustainable procurement policy across the organisation.
Quantified costs and benefits	Financial costs - as yet unidentified Emissions costs - as ye unidentified
Resources	Dedicated staff time to develop policy
Ownership and accountability	Head of Procurement
Ensuring success	
Performance / success measure	
Timing	2009
Sources of information and guidance	Carbon Trust IDeA Energy Saving Trust

Agenda Item 6a

REPORT TO: Executive Board

DATE: 20 March 2008

REPORTING OFFICER: Strategic Director – Health and Community

SUBJECT: Voluntary Sector Funding – Grant Allocation 2008/09

WARD(S):   Borough-wide

1.0   PURPOSE OF REPORT

1.1   To recommend Voluntary Sector Grant Awards for 2008/09.

2.0   RECOMMENDED THAT:

      i)   **the board approve the recommended grant allocations; and**

      ii)   **further applications be approved by the Strategic Director, Health and Community, in consultation with the Neighbourhood Management Development Portfolio Holder.**

3.0   SUPPORTING INFORMATION

3.1   In a report to the Executive Board on 3 January 2002 the expectations for voluntary sector funding were established. It was agreed that awards be judged against agreed criteria and actual targets be negotiated prior to signing a service level agreement. Targets are now linked to both corporate and departmental priorities reflecting a more targeted approach to funding.

      Applications are assessed and recommendations agreed by a Members Panel consisting of the Executive Board Member with portfolio responsibility for the Voluntary Sector and the Chair and Vice Chair of the Employment, Learning and Skills Policy and Performance Board.

3.2   <u>Monitoring Arrangements</u>

      1)   All grants in excess of £5k must agree a Service Level Agreement and provide quarterly monitoring reports. Grants under £5k provide mid year & end of year reports.

      2)   Quarterly/half yearly monitoring reports are required and copies are made available in the Members' room at the Municipal Buildings.

      3)   Review meetings take place with the Voluntary Sector Co-ordinator on a quarterly basis.

      4)   Half yearly written reports summarising monitory data are provided to the Employment, Learning and Skills Policy & Performance Board.

4.0   APPROVAL OF GRANTS 2008/09

4.1   Voluntary Sector Core Funding Grants

The recommended grants are listed below; the recommendations are in the context of the budget allocation and the panel's assessment.

Halton Voluntary Action and Citizens Advice Bureau are to receive the largest reductions, this is proportionate with the grant levels and equates to approximately 10% on the 2007/08 allocation. As these are the two largest grants given the Panel felt this was the fairest way to deal with the budget reduction.

	2007/08	**2008/09** Recommended	**Variation**
Cheshire Asbestos Victims Support	15,000	13,300	*- 1,700*
Cheshire Racial Equality Council	6,615	6,000	*- 615*
Cheshire Victim Support	8,400	7,400	*- 1,000*
Halton Citizens Advice Bureaux	152,403	139,000	*- 13,403*
Halton Talking Newspapers *	3,500	600	*- 2,900*
Halton Voluntary Action	63,586	57,000	*- 6,586*
Rape and Sexual Abuse Centre	3,397	3,200	*- 197*
Relate	10,300	9,200	*- 1100*
Runcorn & Frodsham Mencap	2,402	2,400	*- 2*
Samaritans	4,000	4,000	*0*
Vision Support	9,545	8,200	*- 1345*
Warrington Law Centre **	15,000	0	*- 15,000*
Widnes & Runcorn Cancer Support Group	13,000	11,848	*- 1152*
TOTAL	**£307,148**	**£262,148**	*- £45,000*

* Application receiving significant reduction:-

• Halton Talking Newspapers

   After inspection of the previous years accounts – this organisation only requires   £600 from Voluntary Sector Core Funding to meet the required expenditure. The organisation has sufficient reserves to run for many years.   Hence this significant reduction should not impede the organisations ability to deliver the service.

**Application not recommended to receive funding: -

2

- Warrington Law Centre - £16,000

  Much of the activity currently funded by this organisation could be undertaken by other advice giving departments and/or agencies. As the cases being processed are predominantly debt and welfare as opposed to specialist housing.

  Warrington Law Centre will still be providing independent housing information as part of the Legal Service Contract funded by the Legal Services Commission at Runcorn Court. Similarly Shelter still receives referrals for Halton clients for specialist housing advice through a Legal Services Contract.

4.2 It is recommended these grants be awarded for one year, 1 April 2008 to 31 March 2009.

5.0 POLICY AND OTHER IMPLICATIONS

5.1 None.

6.0 OTHER IMPLICATIONS

6.1 The recommended grants do not exceed the current budget allocations in the general grants budget.

6.2 The work of the voluntary sector receiving core funding grants impacts greatly on health improvements, social inclusion, community involvement, anti-poverty and diversity issues.

7.0 RISK ANALYSIS

7.1 The reductions in the grant may impact upon the organisations capacity to deliver services.

7.2 The PPB will monitor how the grants are being spent and ensure that the Council and Halton people receive value for money.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 To receive a grant, organisations have to demonstrate that acceptable equality and diversity policies are in place.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

9.1 None under the meaning of the Act.

REPORT TO:	Executive Board
DATE:	20th March 2008
REPORTING OFFICER:	Strategic Director (Corporate & Policy)
SUBJECT:	Corporate Data Quality Strategy
WARDS:	All

1.0 PURPOSE OF THE REPORT

1.1   The purpose of this report is to bring to the attention of Executive Board the development of a Draft Corporate Data Quality Strategy and provide the opportunity for the consideration of its content.

1.2   The strategy has been developed in response to recommendations made by the Audit Commission, following their most recent review of the authority's data quality management arrangements.

2.0 RECOMMENDATION:

That the Data Quality Strategy is adopted.

3.0 SUPPORTING INFORMATION

3.1   The Audit Commission have, for the past two years, undertaken a review of the authority's management arrangements for securing data quality using the following three-staged approach.

Stage 1	Management arrangements. A review using Key Lines of Enquiry (KLOE's) to determine whether proper corporate management arrangements for data quality are in place and whether these are being applied in practice. The findings contribute to the auditors conclusion under the Code of audit Practice on the council's arrangements to secure value for money (the VFM conclusion)
Stage 2	An analytical review and selection of a sample of national and other performance indicators based upon risk-assessment.
Stage 3	In-depth review of a sample of PI's used in CPA to determine whether arrangements to secure data quality are delivering accurate, timely and accessible information in practice.

3.2 The first stage of this review concentrated upon the authority's management for securing data quality from the following perspectives: -

- Governance and Leadership

- Policies and Procedures

- Systems and Processes

- People and Skills and

- Data use and reporting

3.3 As a result of the Commission's most recent review, in 2007, they concluded that: -

- The authority's management arrangements for securing data quality were adequate and;

- The performance indicator values that were reviewed fell into expected ranges and;

- That detailed spot checks, with one exception, found that reported levels of performance were fairly stated.

3.4 The review recognised that there were a number of demonstrable strengths within the present arrangements, although opportunities existed for further developing and strengthening some aspects of our approach. The main findings of the review are summarised within Appendix 1 of this report.

3.5 As a result of the review, and the recommendations that flowed from it, an Action Plan was developed and endorsed by Management Team on 04th December 2007.

3.6 From 2008 arrangements to secure data quality are explicitly referenced within the Value for Money Key Lines of Enquiry (KLOE's) that are used by the Commission to form a judgement concerning the authority's Use Of Resources as detailed below.

Level 2	The council has adequate arrangements to produce reliable data
Level 3	The council has good arrangements to produce reliable data.
Level 4	The council has exemplary arrangements to produce reliable data. It has an agreed approach with partners to produce reliable data.

3.7 This development is reflective of the government's view that the quality of data being used by authorities is fundamental to its success in managing claims on competing resources to provide and plan the delivery of services and its ability to properly account for its activities to service users, partners, and central government departments and regulators.

3.8 In addition the implementation of the new Comprehensive Area Assessment framework, and the further development of Local Area Agreements, will also bring greater responsibilities to, and expectations of, local agencies and partnerships to ensure that good quality data is acquired, used and shared in a timely and effective manner.

3.9 As a result of this changing landscape, and recommendations made by the Audit Commission, both Officer (Strategic Director, Corporate and Policy) and Member (Portfolio Holder for Quality and Performance) Leads have now been identified to take the data quality agenda forward.

3.10 The draft Data Quality Strategy, enclosed as Appendix 2, has been developed as a part of the Action Plan referred to earlier. Its primary purpose is to: -

- Provide a foundation for taking the authority's data quality managements arrangements forward;

- Identify and communicate key corporate data quality objectives and standards;

- Clarify and communicate key roles and responsibilities

- Provide a vehicle by which the delivery of key actions can be communicated to relevant audiences.

4.0   POLICY IMPLICATIONS

4.1 In order to secure improvement in our present arrangements there is a clear need to develop appropriate polices and procedures at a corporate level for the future management of data quality and information.

4.2 It is acknowledged that a Corporate Data Quality Strategy would form part of a wider suite of polices that the authority may adopt in relation to the governance of information.

5.0   OTHER IMPLICATIONS

5.1 Given the differing structural arrangements and associated roles and responsibilities that presently exist across directorates, and the need for a strengthened corporate approach in driving this agenda forward, consideration will need to be given the availability and allocation of resources in supporting the Data Quality Lead Officer Group.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

Good quality data is a prerequisite to both understanding and improving performance at all levels of the organisation and is therefore equally significant to each of the Council's priorities.

7.0 RISK ANALYSIS

The principal risks of failing to adequately address the issues concerning data quality that have been highlighted by the commission are:

▪ Damage to the authority's reputation and credibility arising from the use and reporting of poor quality or inaccurate data.

▪ Community perceptions are adversely affected as a result of communicating poor quality or inaccurate performance data

▪ The authority's score in its value for money aspect of the corporate performance assessment would be limited to 2 by a failure to advance its data quality management arrangements from the present adequate judgment. The existence of a corporate data quality strategy is explicitly referenced within the KLOE's for level 3.

▪ The quality of the authority's decision-making, in both an organisational and partnership context, is impaired by the use of poor quality or inaccurate data.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no equality and diversity issues arising from the recommendation.

9.0 BACKGROUND PAPERS

9.1 None under the meaning of the Act.

Summary of Findings of Audit Commission Review (2007).

Corporate governance

- The importance of data quality is recognised at and across the corporate level with a specific member portfolio for Quality and Performance.

- Strategic Directors were responsible for the accuracy of data input used in their services and there is evidence of specific data quality objectives within the Council's Corporate Plan.

- The arrangements for the collection and review of data in relation to BVPI performance has been strengthened and a review of key indicator outturns are carried out as part of internal audit work.

Opportunities for improvement

- *Whilst there were examples of good practice within directorate's data quality objectives were not being driven corporately and were not consistent across the Council, and that Departmental Service Plans contained no reference to data quality.*

Policies and Procedures

- Overall the Council is performing well and there are some relevant policies and procedures in place that have the authority of senior management and Data quality Champions have been appointed within some Directorates.

- Practical and accessible support is provided to appropriate staff and the Council is proactive in updating them on changes to policies and procedures.

Opportunities for improvement

- *With the exception of the Best Value Performance Plan policies were departmental specific and being driven locally within service directorates without a visible corporate lead.*

- *Examples of good practice, such as the identification of data quality champions, could be rolled out to all directorates and their role enhanced further by including the monitoring of compliance with directorate data policies.*

Systems and Processes

- There are arrangements in place for collecting, recording and reporting data are in place and there is good evidence that performance data is incorporated into the wider management of Council services as a whole.

- Arrangements are now in place in some areas to test the effectiveness of the 'right first time' approach to data quality, although this is a recent development.

- Appropriate security arrangements are in place concerning access to systems and the handling and use of data and business continuity arrangements have focussed upon the needs of the user.

Opportunities for improvement

- *There is a need for the Council to ensure that business continuity planning addresses the risk of the loss of performance data and to prioritise such risks.*

People and Skills

- Officers in performance management and monitoring roles have clearly defined responsibilities for data quality and training and support requirements are being effectively determined within some directorates.

Opportunities for improvement

- *Good practice should be rolled out at an organisational level with the Council adopting a consistent approach to data quality training and support across all directorates.*

Data use and reporting

- This is the Council's area of major strength with effective validation procedures being in place to ensure the accuracy of data used in reported performance indicators. Additionally performance information is routinely derived from and used to support the day-to-day management of services.

Opportunities for improvement

- *To improve further in this area it would be necessary to demonstrate that the data used for performance reporting also drives decisions about the allocation of resources throughout the year.*

Corporate Data Quality Strategy

FINAL DRAFT

2

Version control

Version	Date	Status	Issued to	Corporate Contact
1.0	04th March 08	**Initial Draft**	**Management Team**	Mike Foy Snr Performance Management Officer Ext 1177 Mike.foy@halton.gov.uk
2.0	05th March 2008	**MT Draft**	**Executive Board**	

Contents

Section

4

1.0   Background and Strategic Context

1.1   The 2006 Local Government White Paper '*Strong and prosperous communities*' and the more recent 2007 *'Local Government and Involvement in Health Act'* have set out a new legislative framework for the delivery of local services and the future relationship between central government and public bodies.

1.2   This framework will place greater reliance upon the use of good quality data as a foundation of the effectiveness of local performance management arrangements and their use in shaping the future delivery of local services and in providing accountability to local citizens and communities.

1.3   This new framework will introduce a number of significant changes to existing arrangements that will include: -

- The introduction of a new National Indicator Set (NIS), from April 2008, that comprises 198 performance measures that all local authorities will have a duty to report. This suite of indicators replaces all existing nationally prescribed indicators, numbering around 1200, including Best Value Performance (BVPI's) and Performance Assessment Framework (PAF) indicators.

- The strengthening of second round Local Area Agreements (LAA's) from April 2008 with some £5 billion of grant being mainstreamed to the period to 2011.

- The evolution of the Corporate Performance Assessment (CPA) framework into a new regime of Comprehensive Area Assessments (CAA) from April 2009. This new approach reflects an increasing focus on outcomes in a place or area, i.e. what matters here and to whom, rather than the processes and service delivery mechanisms of individual agencies. Existing regulatory Direction of Travel (DoT) and Use of Resources (UoR) assessments for individual authorities will be maintained.

- Local authorities management arrangements for securing data quality will become an explicit Key Line of Enquiry (KLOE 5.2) in the Use of Resources Assessments from April 2008. This reflects a move away from the extensive annual testing of a large number of BVPI's and results from recognition that such an approach had a number of limitations as described overleaf.

1.4 In previous years a large number of BVPI's were selected for scrutiny to ensure that reported levels of performance were auditable, definition compliant and accurate. However this approach had a number of primary weaknesses i.e.

- The audit process was time consuming and comparatively costly. Whilst it established that year-end performance data had been calculated and reported correctly it did not necessarily provide assurance to inspecting bodies that the in-year performance information, used in the decision-making or reporting processes of the authority, was of the same standard and;

- The breadth of data used to underpin effective performance management frameworks extended beyond the nationally prescribed indicator data set and therefore the focus of such assurance arrangements was too narrow.

1.5 As a result of these considerations greater emphasis has been placed upon the authority's arrangements to secure the quality of its data. In order to encourage and assist public bodies to improve the quality of the data that they use, both as individual organisations and within local and regional partnerships, the Audit Commission have recently published a voluntary framework[1] based around the following key themes: -

- The governance of data quality.
- The policies and procedures in place for data recording and reporting
- The systems and processes in place to secure data quality
- The knowledge skills and capacity of staff to achieve data quality objectives and
- The arrangements and controls in place for the use of data

1.6 The guiding principles and standards enshrined within this framework have been fundamental to the development of this strategy.

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[1] Improving information to support decision-making: standards for better quality data (*Audit Commission*) November 2007 (Insert hyperlink to document).

2.0   Purpose of this strategy and Key Directorate Contacts

2.1   The Council has for some time had in place arrangements for securing the quality of its data. It has however been recognised that whilst representing good practice such arrangements have, to some extent, been driven by the nature of the data in question, or the purposes for which it was being used, e.g. data of a confidential or highly personal nature or data used in the annual reporting and publishing of nationally prescribed performance indicators

2.2   Whilst present arrangements have served the authority well to date changes in the operating environment present further opportunities to develop a more consistent and strengthened approach to Halton's future management arrangements.

2.3   Additionally, as with all large organisations, there have over time been changes to both personnel and structures and it is therefore timely to reconsider how organisational intentions regarding data quality are expressed and communicated, and how existing good practice can be integrated and reflected within our corporate governance arrangements.

2.4   The purpose of this strategy therefore is to establish and communicate the authority's corporate data quality objectives and the means by which it will improve its management arrangements for securing data quality in the medium term. In order to ensure that this strategy remains fit for purpose, and incorporates any actions required as a result of inspection activity, it will remain subject to regular review.

2.5   This Data Quality Strategy forms part of the wider arrangements that the authority has in place, and may develop, concerning information management, which will include those relating to information governance, information security, data sharing and records management.

2.6   It will also take account of the authority's statutory responsibilities in relation to, for example,

- The Freedom of Information Act
- The Data Protection Act.

2.7   The strategy primarily underpins the following Corporate Priority and associated Area of Focus, as detailed within the Halton Corporate Plan (2006 – 11).

Corporate Priority 6:

Corporate Effectiveness and Business Efficiency

Area of Focus 33:

Ensuring that we are properly structured and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.

2.8   As a consequence of ensuring that effective data quality management arrangements are in place the strategy also complements the delivery of the authority's five remaining Corporate Priorities namely: -

- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children and Young People**
- **Employment, Learning and Skills in Halton**
- **A Safer Halton**

2.9   Although often used interchangeably the terms data, information, and knowledge have, for the purposes of this strategy, different meanings as illustrated within the table below. This document therefore focuses upon data as '***the basic facts from which information can be produced by processing or analysis***'.

Table 1: Definitions of terminology[2]

Data	Are numbers, words or images e.g. facts and figures that have yet to be organised or analysed to answer a specific question.
Information	Is produced through processing, manipulating and organising data to answer questions, adding to the knowledge of the receiver
Knowledge	Is what is known by a person or persons. It involves interpreting information received, and adding relevance and context to clarify the insights the information contains.

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[2] As described by Audit Commission within Standards for better quality data (Nov 2007)

2.4 Directorate Data Quality Lead Officers have been identified to provide a primary contact within each of the authority's four Directorates and to assist in the implementation, monitoring and future delivery of this strategy.

Directorate representatives can be contacted as follows: -

Children & Young People Directorate		
Primary Contact(s)	**Telephone**	**E-mail**

Corporate and Policy Directorate		
Primary Contact(s)	**Telephone**	**E-mail**
Mike Foy	Ext. 1177	Mike.foy@halton.gov.uk

Environment Directorate		
Primary Contact(s)	**Telephone**	**E-mail**
Dave Unsworth	01928 516112	Dave.unsworth@halton.gov.uk
Tim Ward-Dutton	01928 583913	Tim.ward-dutton@halton.gov.uk

Health & Community Directorate		
Primary Contact(s)	**Telephone**	**E-mail**

3.0 Corporate Data Quality Objectives

3.1 At a local level data is used to produce information for a number of purposes including; -

- Meeting the needs of both the individual and the community;

- Understanding local circumstances and making decisions about the allocation of resources and levels of current and future service demand;

- Identifying areas for improvement in future service delivery;

- Monitoring and reporting upon the extent to which services are being delivered economically, efficiently and effectively and determining where intervention may be appropriate;

- Communicating organisational and partnership priorities and providing stakeholder accountability.

3.2 At a national level locally produced data is used to assist regulators and government departments to form judgements about how well services are being delivered and establish national trends and future priorities.

3.3 Halton has identified five primary corporate objectives in relation to securing and sustaining data quality and these are: -

Objective 1: To provide assurance to all stakeholders that the quality of data used in decision making and in accounting for and reporting the performance of the authority, either directly or through partnership arrangements, is wholly fit for purpose

Objective 2: That, through a rigorous process of monitoring, review and refinement, the authority's arrangements for securing data quality remain relevant reliable and robust and that exemplary arrangements for securing data quality are achieved within the medium term.

Objective 3: That arrangements for securing data quality are widely shared, communicated and understood by all of those with data quality responsibility and that relevant staff are provided with timely and appropriate training, guidance and support.

Objective 4: That all departments, partners and agencies that deliver services on behalf of the Council use complete, accurate and verifiable data which is collected and communicated in an effective and timely manner.

Objective 5: That all data used in the calculation of nationally prescribed performance indicators is definition compliant and verifiable and that no such indicators will be amended or qualified as a result of work undertaken by inspecting bodies.

4.0   Good quality data and organisational context

4.1   Against the backdrop of changes to the operating landscape described previously it is becoming increasingly important for local authorities, and other publicly accountable bodies, to demonstrate that they have robust and widely understood arrangements in place to secure the quality of data and ensure that it is fit for purpose in managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

4.2   It is therefore important that the authority has in place mechanisms by which the quality of its data can be judged and that action can be taken where appropriate to address any weakness that my become apparent. Such judgements will be made using the six key dimensions of good quality data illustrated within the table below.

Table 2: Six key dimensions of good quality data

ACCURATE	For its intended purpose and although having multiple uses is, wherever possible, collected only once. Where compromises on accuracy have been reached, e.g. in the interests of timeliness, resulting limitations of the data are made clear.
VALID	By being consistently recorded and used in compliance with relevant requirements including the correct application of definitions and rules. Any proxy data being used meets its intended purpose.
RELIABLE	By reflecting stable and consistent data collection processes whether using manual or IT systems, or both, to assure stakeholders that changes in performance reflect real differences and not changes in collection methods.
TIMELY	By being captured and made available for use as quickly as possible after that activity or event. Data is available frequently enough to support information needs and influence decision making processes.
RELEVANT	Data that is captured is relevant for it's purpose and periodic reviews are implemented to consider any changing needs and requirements. Quality assurance and feedback processes are evident.
COMPLETE	Data requirements are clearly specified based upon the information needs of the organization and collection processes are matched to these requirements. The monitoring of incomplete, missing or invalid data is avoided.

4.3 The authority's Corporate Planning and Performance Management Framework, as illustrated below, is the principle means by which operational day-to-day activity is aligned to the delivery of both organisational priorities and those that are shared with partners through the Local Strategic Partnership.
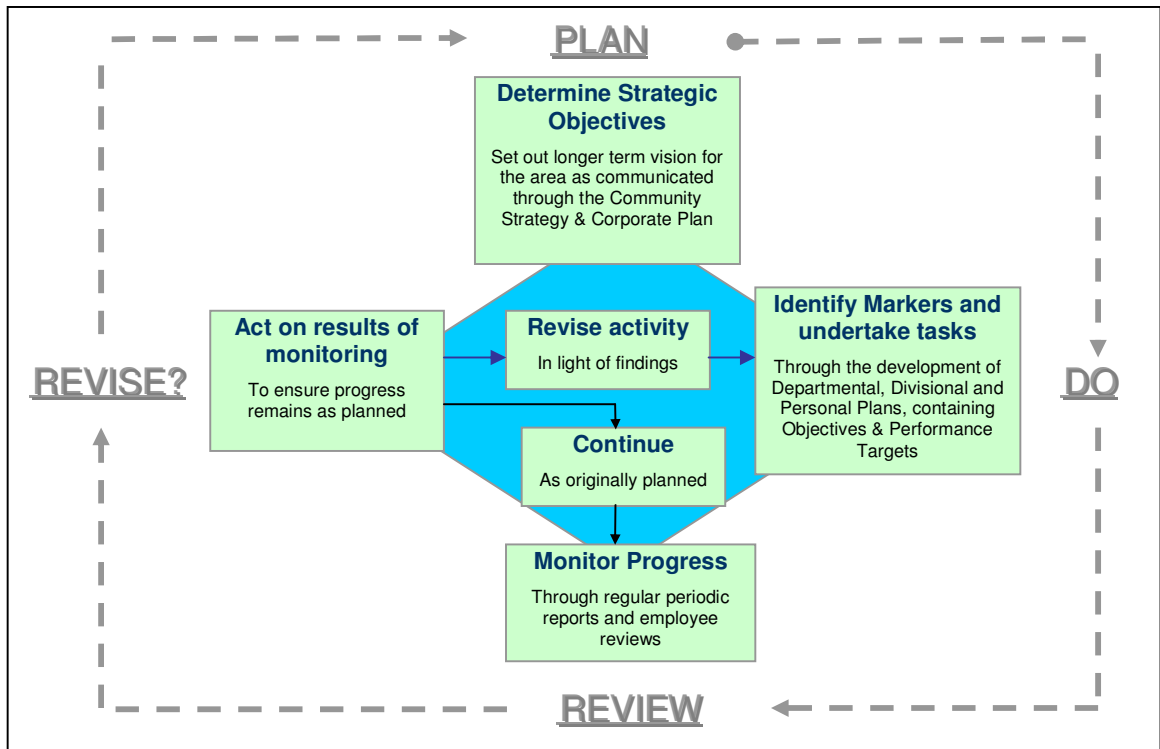
4.4 Although within this cycle data is regularly used at the monitoring stage it has to be remembered that the integrity of data is a crucial element in the successful planning of future service delivery and resource requirements.

4.5 Procedures and monitoring of data must complement and support other corporate arrangements such as: -

- Business Continuity and Risk Management arrangements, whereby risks are assessed in terms of probability and severity and mitigating actions are determined to minimise or neutralise such risks.

- Local Area Agreement arrangements, whereby data is shared and used in support of partnership arrangements.

- The discharge of the authority's statutory responsibilities e.g. the calculation and reporting of nationally prescribed performance indicators.

4.6   The diagram below illustrates the significance of good quality data and it's relationship to both the provision of information and the decisions that flow from it.
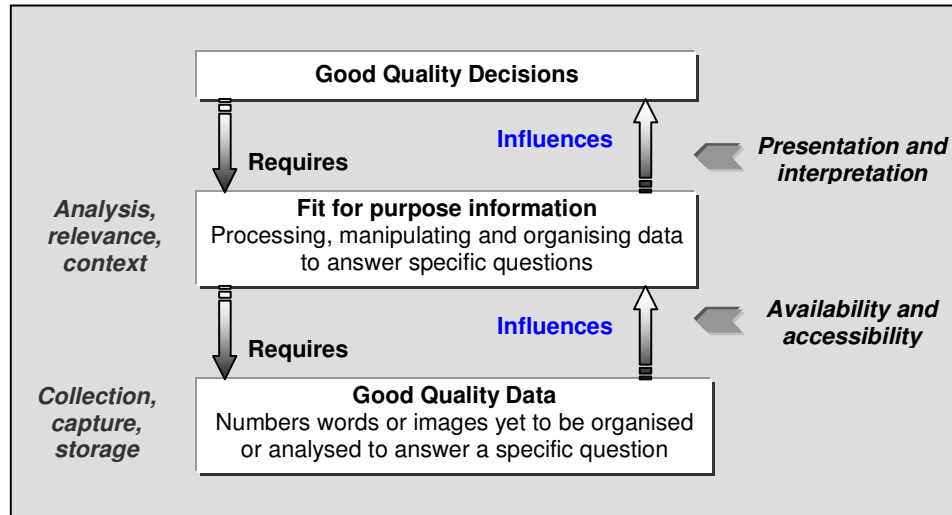
4.7   The use of poor quality data can have a number of unwanted consequences, which can include: -

- The provision of misleading information leading to poor decision-making at an organisational or partnership level.

- Damage to the authority's reputation and credibility through the mis-reporting of performance.

- Missed opportunities to improve services and ineffective allocation of resources.

- Avoidable costs being incurred in 'cleansing' erroneous data.

4.8   In order to target limited resources most effectively the authority will take a risk-based and proportionate approach to identifying high-risk data systems.

4.9   There are a number of factors that may contribute to a system being considered high-risk and these are: -

- Where previous review activity has identified problems.

- Where there is a high volume of data transactions or where the data being captured is technically complex.

- Where new / inexperienced staff are involved in data capture or where there is a high turnover of personnel

- Where new manual or automated data systems are being used or where known gaps exist within the control environment.

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4.10 Following the identification of such high-risk systems the following steps will need to be taken to ensure their integrity.

Step 1	Analyse the control environment
Step 2	Identify gaps within the control environment
Step 3	Design additional controls and procedures
Step 4	Develop and implement an action plan
Step 5	Monitor implementation and effectiveness
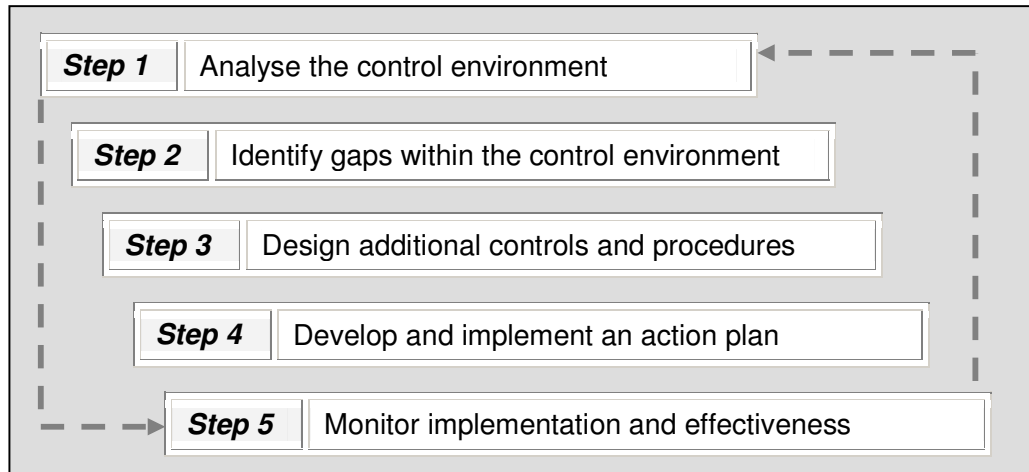
4.11 In using the six criteria described earlier for establishing good quality data, and based upon 'right first time' principles, the delivery of this strategy will provide assurance that the integrity of the authority's corporate planning framework is not compromised by the use of poor quality data.

4.12 Given that the process of improvement is iterative this strategy will be subject to periodic review and will be supported by a medium term Corporate Data Quality Action Plan. An Implementation Programme that will provide more explicit details concerning roles and responsibilities, and the timeframe for the delivery of lower level actions, will support this plan.

5.0   Corporate Minimum Standards

5.1   To support the consistency of good quality data across the organisation the following Corporate Minimum Standards have been developed. Each Operational Director will have primary responsibility to ensure that these standards are maintained within those departments of the Council for which they have responsibility.

5.2   ***Data Collection***

5.3   The following minimum standards must be applied in relation to the collection of data: -

- In determining the frequency at which data is collected attention should be paid to its sensitivity, changeability and volume.

- In relation to data used in the completion of Departmental Quarterly Monitoring Reports data should be collected as soon as possible, and normally within two weeks following quarter period end.

- The acquisition and development of data collection systems, whether IT or manually based, must be considered using the principle of 'collect once, use many times'.

- In relation to the acquisition, procurement or development of IT based systems compatibility with existing systems and whole life costs must be considered.

- All performance data will be subject to annual review within the process of Departmental Service Plan development to ensure that it remains relevant and robust.

- All performance data must be supported by a clear audit trail including, where appropriate, copies of databases that would allow the duplication of the calculation and interrogation of data by audit teams. In relation to performance data supporting the calculation of those indicators within the National Indicator Data Set information will also need to be collected in relation to:

    - Full indicator definition and method of calculation.
    - Information on supporting data sources
    - Information concerning explanations of variance and current status

5.4 ***Data Recording***

5.5 The following minimum standards must be applied in relation to the recording of data: -

- Each member of staff should have a clear understanding of the purposes of recording the information for which they are responsible and that individual performance, upon the principle of 'right first time', is considered through the Employee Development Review process.

- Individuals responsible for the recording of data should be clearly identified and should be provided with appropriate training in the use of IT or manually based recording systems.

- Where relevant the recording of data onto IT based systems should be password protected. Only the individual responsible for recording the data and their appropriate line manager should hold such passwords.

- All performance data should have a clear and auditable evidence trail and the arrangements for the recording of such data should be supported by a periodic risk-based departmental review.

- To support the robustness of performance data all local performance indicators should be included within a departmental indicator directory. This directory will detail information concerning responsible officers, indicator definitions and methods of calculation, frequency of collection, and data sources. A template suitable for this purpose has been included as Appendix 1

5.6 ***Data Validation and Authorisation***

5.7 The following minimum standards must be applied in relation to the validation and authorisation of data: -

- All Operational Directors will have ultimate responsibility for ensuring that all data is valid and is authorised at the appropriate level within the department.

- All publicly reported performance data must be authorised by the relevant Operational Director.

- All performance data, including Local Performance Indicators (LPI's), must have an identified Responsible Officer who will act as validating officer.

Data Validation and Authorisation cont'd

- All performance data must be supported by a clear evidence trail

- All performance data must be validated and the use of estimated data discouraged. However where the use of estimated data is practicable such data should be clearly annotated with sufficient explanation as to any limitations that may apply.

- Performance data in relation to the National Indicator Data Set must be collected using the electronic password protected Corporate System Assessment Sheets. An example is included as Appendix 2.

- All sections of Corporate System Assessment Sheets must be completed. Particular attention should be paid to those sections relating to supporting evidence and the explanation of variances in current and previous, and actual and targeted, performance levels

- All such information must be provided within the corporate timeframe, which will be determined annually, in order for the authority to meet its statutory responsibilities in regards to the publishing of such data.

- All performance indicators within the National Indicator Data Set must have a named Responsible Officer. Such Officers must ensure that they have a named deputy who is fully conversant with the calculation of such indicators and can act on their behalf during any period of absence. The Corporate Performance Management Team will maintain a central register of such officers.

- All Operational Directors have a responsibility to provide assurance of the data supplied by third parties and external agencies. Where concerns exist in this respect these should be clearly articulated and any limitations as to the data in question should be made clear.

- Wherever possible specific objectives concerning the quality of data, and the arrangements for its validation will be included explicitly within appropriate Service Level Agreements with third party organisations delivering services on the Council's behalf.

5.8 ***Data Analysis and Reporting***

5.9 The following minimum standards must be applied in relation to the analysis and reporting of data: -

- That data is used routinely and effectively within departments in developing and delivering service improvement.

- That the ongoing relevance of such data is considered as an integral element of the annual review of departmental service plans.

- That those indicators within the National Indicator Data Set that are pertinent to the department's area of operations, although not necessarily wholly within the department's control, are recorded within the relevant Departmental Service Plan and subsequent departmental Quarterly Monitoring Reports.

- That due regard is paid to the development of a basket of clearly defined departmental performance indicators, including locally determined and nationally prescribed indicators, that adequately measure departmental progress and sufficiently reflect the corporate indicator categorisation set i.e. Corporate Health, Cost & Efficiency, Fair Access, Quality and Service Delivery.

- That all performance indicators are supported by mid-term annual targets, which are subject to annual review.

- That data required for the purposes of Quarterly Departmental Performance Monitoring reports is provided to the Corporate Performance Management Team for quality assurance within agreed corporate timescales.

- That data estimations or omissions are avoided where possible. Where this is unavoidable concise explanations are provided within reports.

- Where performance data suggests that progress is not proceeding as planned a clear explanation of the causes and the remedial action to bring performance back on track is provided.

6.0	Primary Roles and Responsibilities

6.1 In developing the strategy it is recognised that data quality should be a concern of all staff within the organisation and that it's effectiveness will result from the consistency and appropriateness of actions that are taken at an individual level.

6.2 However to ensure that the right behaviours permeate throughout every level of the organisation there is a need to provide leadership and direction at the highest level. As such the following key Officers and Members will have specific and complementary roles to play in ensuring that the authority strives to achieve the highest standards in its ongoing arrangements to secure data quality.

6.3 *The Portfolio Holder for Quality and Performance* will act as Lead Member for data quality issues.

6.4 *The Strategic Director (Corporate and Policy)* will act as the Corporate Data Quality Lead Officer. As such this role will include the following primary responsibilities: -

- Ensuring that this strategy is widely available to all staff and that the importance of 'right first time' principles are widely communicated and understood.

- To develop and monitor the implementation of an Action Plan, endorsed by Management Team, in response to recommendations that result from the annual inspection of data quality management arrangements.

- Ensuring that the Corporate Data Quality Strategy is periodically monitored and reviewed and that it is supported by a medium term Data Quality Implementation Plan that will be subject to annual review.

- Ensuring that a Corporate Data Quality Lead Officer group is established, and membership maintained, in order to provide a source of expertise, advice and guidance within each of the directorates and to ensure that the adoption of good practice is consistent across all of the functional areas of the authority.

- Ensuring that corporate arrangements are in place to facilitate a risk-based approach to the monitoring of compliance with relevant Corporate / Directorate Data Quality Policies.

6.5   ***Each Strategic Director*** will have primary responsibility for: -

- The accuracy of data input to and provided by information systems within services that are delivered by the Directorate.

- Providing support to the development of the Corporate Data Quality Lead Officer Group by nominating both a primary and secondary Lead Officer from within the Directorate and ensure that such Officers attend meetings as and when required.

- Ensuring the significance of data quality is promoted within Directorates at senior level.

- Ensuring arrangements are in place to assure of the quality of data and information contained within relevant Departmental Quarterly Monitoring Reports.

- Ensuring that the collection, analysis and provision of all externally reported and centrally prescribed performance data complies with statutory and organisational requirements.

6.6   ***The Operational Director (Policy & Performance)*** will have primary responsibility for: -

- Ensuring that performance data in relation to the National Indicator Data Set is collected, reported, and published within statutory timescales and that a reliable and robust corporate system is maintained for this purpose.

- Ensuring, through the activities of the Corporate Performance Management Team, that relevant statutory guidance and information is disseminated to all Responsible Officers and that they are provided with appropriate corporate advice and support to enable them to discharge their responsibilities efficiently and effectively.

6.7   ***The Chief Internal Auditor*** will have primary responsibility for: -

- Providing annual assurance concerning data quality to the Council's Business Efficiency Board (Audit Committee).

- Ensuring that corporate data quality arrangements are subject to risk-based review and that such work is incorporated within the Annual Audit Plan.

- Taking action in response to data quality matters that are reported through the Council's Confidential Reporting system.

6.8   *Each Operational Director* will have primary responsibility for: -

- Ensuring that data loss forms an integral element of departmental business continuity / risk planning arrangements. In support of this process Business Continuity training materials and toolkits will be subject to periodic review by the Head of Risk and Emergency Planning.

- Ensuring that data quality systems and processes are subject to regular risk-based review and that appropriate action is taken to address any actual or potential weaknesses that become evident.

- Promoting data quality at a departmental level and ensuring that relevant staff have access to appropriate training and that responsibilities for data quality are explicitly contained within appropriate job descriptions.

- Identifying Responsible Officers for each of the performance indicators contained within the Departmental Service Plan.

- Authorising reported levels of annual performance in relation to those indicators within the National Indicator Set and ensuring that the reporting of such indicators within their area of operations complies with statutory and corporate requirements.

- Ensuring that a Departmental Register is maintained (*Please refer Appendix 1 for a template that can be used for this purpose)* and reviewed annually, that identifies locally determined indicators, which are concisely and clearly defined and that this information is supplied to the Corporate Performance Management Team.

- That a proportionate and risk-based approach is taken to the audit of such indicators to ensure that they remain verifiable and definition compliant.

- Ensuring that departmental performance data is collected, analysed and presented to Management Team and Policy and Performance Boards as soon as possible following quarter-period end.

- Providing assurance to Policy and Performance Boards, through Quarterly Performance Monitoring Reports, as to the quality of performance data and ensuring that data that has been estimated, omitted, or sourced from third parties that this is clearly annotated.

- Ensuring that where service delivery has been commissioned through third parties that data quality issues are integrated into Service Level Agreements or similar contractual arrangements.

6.9 **_Each Divisional / Line Manager_** will have primary responsibility for: -

- Promoting data quality at divisional / team level and ensuring that relevant staff are provided with appropriate training, both at an organisational level and in relation to specific divisional systems that are used in the performance of their duties.

- Ensuring that where data management i.e. capture, analysis, verification and reporting, forms a significant element of an individuals duties performance in relation to data quality, based upon the principle of 'right first time', is reviewed as an element of the EDR process (Employee Development Review).

- That an annual review is undertaken of divisional local performance indicators and that the Departmental register of such indicators is updated annually.

- Ensuring that data are input as soon and as near to the point of delivery as possible and that there are clear divisions of responsibility to avoid duplication and double entry.

- That all staff are made aware that concerns regarding data quality issues can be raised through both direct discussion with the appropriate line manager or through the Council's Confidential Reporting Code.

6.10 **_Responsible Officers_** (In relation to those measures within the National Indicator Set) will have responsibility for: -

- Ensuring that performance indicators within the set are authorised by the appropriate Operational Directors and reported through the Corporate Performance Management Team within the specified timeframe.

- That all sections of the Corporate System Assessment Sheets (refer Appendix 2 for an example) are fully completed, including explanations regarding variances and the use of estimated data. _It is acknowledged at the time of writing this strategy that documentation for the 2008 – 09 year outturn data may need to be slightly revised in light of the first year implementation of the NIS performance indicators._

- That performance is calculated in accordance with the latest available definitions and guidelines and those calculations are supported by appropriate and auditable evidence and documentation.

6.11 **_Every employee_** will have responsibility for: -

- For ensuring data quality in relation to the collection, analysis and presentation of data and carrying out their duties will pay due regard to 'right first time principles.

- Attending data quality training sessions that are provided either corporately or through Directorate / Departmental work programmes.

6.12 **_Directorate Data Quality Lead Officers_** will have primary responsibility for: -

- Attending scheduled Lead Officer group meetings and promoting the role of data quality and acting as primary contacts within each of their respective Directorates.

- Keeping abreast of developments within the area of data quality and providing a source of expertise to assist the Strategic Director (Corporate and Policy) in the discharge of his responsibilities.

- Carry out tasks and activities to support the delivery of the Corporate Data Quality Action Plan as determined by the Strategic Director (Corporate and Policy).

6.13 **_The Corporate Performance Management Team_** will have primary responsibility for: -

- Co-ordinating the annual process of collecting and reporting performance data in relation to nationally prescribed performance indicators (NIS) and providing a quality assurance role.

- Maintaining a register of all Departmental Responsible Officers responsible for reporting performance in relation to such indicators.

- Providing appropriate guidance and support to Responsible Officers and liasing directly with the Audit Commission to resolve issues relating to such indicators.

- Providing a key point of contact for internal / external audit teams and resolving any difficulties that may arise.

- Maintaining, with the support of Operational Directors, a compendium of all Local Performance Indicators that have been identified within Departmental Performance Indicator Registers.

7.0	Key Actions

7.1   Each year the Audit Commission, the government's regulatory body, undertakes an assessment of the authority's use of resources. In reaching such judgements the Commission follows a series of key Lines of Enquiry (KLOE's), one of which is a standards based assessment relating to data quality management arrangements as illustrated below.

Level 2	The council has adequate arrangements to produce reliable data
Level 3	The council has good arrangements to produce reliable data
Level 4	The council has exemplary arrangements to produce reliable data. It has an agreed approach with partners to produce reliable data.

7.2   This review, conducted in 2007, concluded that: -

- The authority's management arrangements for securing data quality were adequate and;
- That performance indicator values reviewed fell into expected ranges and;
- That detailed spot checks, with one exception, found that reported levels of performance were fairly stated.

7.3   The Commission found that there were a number of strengths that were evident within the authority's approach to managing its data and these included: -

Governance and leadership

That the importance of data quality is recognised at and across the corporate level.

Policies and procedures

That data policies and procedures were in place and that they had the authority of senior management.

Systems and processes

That arrangements are in place for collecting, recording and reporting data are in place and that performance is incorporated into the wider management of services and the Council as a whole.

People and skills

That staff in performance monitoring and performance management roles have clearly defined responsibilities for data quality and that Data Quality Champions have been appointed in some areas.

Data use and reporting

This was an area of strength for the Council with the routine reporting of performance measures, which link Departmental Service plans with Corporate Priorities. Additionally the emphasis upon exception reporting provided a clearer focus to those areas for attention.

7.4   In addition the Commission identified a number of areas, which it considered could be strengthened.

7.5   As a result of the recommendations made by the Commission a Data Quality Action Plan has been developed. This Action Plan, which will be refreshed annually and is detailed overleaf, identifies a number of key areas of focus that will be given attention during the medium term

7.6   It is intended that this Plan will complement the information contained within this Data Quality Strategy in securing improvement in the management arrangements for securing data quality.

Data Quality Action Plan (2007/08)

Action	Officer Lead	Target Date	Status
Governance			
Undertake a review of data quality objectives set within each of the Directorates for the purpose of informing a corporate approach.	Data Quality Lead Officer Group	January 2009	
Provide annual assurance to Efficiency Board (Audit Committee) concerning data quality	Chief Internal Auditor	Included in 2008/09 Audit Plan	
Policies and Procedures			
Develop a suite of data polices for all directorates and services including a policy on service user data and performance data, a policy on recording, storing and sharing data and a policy on internal and external reporting of performance and other data	Operational Director (ICT Services) / Data Quality Lead Officer Group	August 2009	
Expand the data quality Lead Officer role to include the monitoring of compliance with directorate data policies by: -. Establishing a Corporate Data Quality Lead Officer Group Developing and implementing a risk-based approach to monitoring compliance with relevant policies.	Strategic Director (Corporate & Policy)	February 2008 November 2008	
Systems and Processes			
Set standards against which the Council can test its ability to 'get it right first time' when recording and reporting performance information.	Strategic Director (Corporate & Policy)	January 2009	
In addition to the existing quality and assurance role provided by the Corporate Performance Management team include a statement of assurance regarding the quality of data within Quarterly Performance Monitoring Reports submitted to Policy & Performance Boards.	Operational Directors	April 2008	
In planning for business continuity evaluate the risks to the Council that would arise from the loss of performance data and ensure that this issue is clearly identified within relevant training and guidance materials.	Operational Directors / Head of Risk and Emergency Planning	January 2009	

Action	Officer Lead	Target Date	Status

People and Skills			
Appoint Data Quality champions for all Directorates and ensure that there is consistency within the role	Strategic Director (Corporate & Policy)	June 2008	
Provide a consistent training regime for Officers whose role includes collecting and recording data, set clear data standards and assess their performance against these roles.	Data Quality Lead Officer Group / Head of Training / Operational Directors	December 2008	

Data Use and Reporting			
Establish procedures for sharing data with third parties and include arrangements for checking and audit of shared data	Data Quality Lead Officer Group / Operational Directors	December 2008	

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Appendix 1 – Local Performance Indicator Definitions Template (2008)

PI Ref	Indicator Descriptor

Responsible Officer	Name, Job Title and contact number			
Good Performance	High or Low	**Collection Interval**	Weekly, Monthly, Quarterly	**Return Format**	Percentage / Number

Actual / Planned Performance Levels	2006 - 07		2007 - 08		2008 -09	2009 - 10	2010 - 11
	Actual	Target	**Actual**	Target	Target		

Full PI Definition	
Formula	
Data Sources	
Worked Example	

Guidance Notes

PI Ref	Where a local performance indicator is included within the Departmental Service Plan references should be consistent. In other cases the referencing system should ideally comprise of the title of the division followed by sequential numbers e,g, A1, 2, etc would denote indicators for the accountancy division within the finance department.
Performance levels	Should include, where available, actual performance for the preceding two years, and targeted performance for the current and future two years
Full definition	Should include a detailed definition of the indicators i.e. days as calendar or working days, full or part time staff etc.
Formula	Should illustrate the equation use in the calculation e.g. A divided by B multiplied by 100 e.g. where A = number of FTE staff and B = total working hours lost during the period
Data Sources	Should identify the primary data sources / systems used in the calculation of the indicator.
Worked Example	Should give an example of how the indicator is calculated and how any numerators and denominators have been determined.

Appendix 2 – Example of System Assessment Sheet (National Performance Indicators)

Please note that this sheet must be completed by <u>no later than 24 May</u>

BEST VALUE PERFORMANCE INDICATORS – SYSTEM ASSESSMENT SHEET

<u>SECTION 1</u>

BVPI REF	Description	2006/07 Target	2006/07 Outturn (Pre-audit)	2007/08 Target	2008/09 Target	2009/10 Target

Indicator priority (good performance is):

The 2006/7 outturn figure supplied above is:

☐ Estimated*   ☐ Actual

Is there a variance between?

Performance (06/07) and target (06/07)   ☐ Yes   ☐ No

Performance (06/07) and performance (05/06)   ☐ Yes   ☐ No

*Additional commentary supplied in section 2

Comparative Benchmarking Data (England)

2005/6 (Post Audit)	Bottom 25%	Median	Top 25%

Key Officers Involved

Officer Name	Position	Tel./Ext. No.
	Responsible Officer	

Supporting Documentation

Document name	Location/Format**	Tel./Ext. No.

** Please indicate details of location e.g. Municipal Building, Runcorn Town Hall etc.. Where documents are available electronically please provide details of file type e.g. word document, PDP file etc., and where appropriate, internet address.

Other Evidence

Calculation

SECTION 2

Where estimated figures have been supplied for 2006/7 please provide reason below

Please provide below a brief commentary in relation to

Variance between 2006/7 performance and target

Variance between 2006/7 performance and 2005/06 performance

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CHECKLIST

1. I am familiar with the statutory requirements in relation to the above performance indicator as detailed within the Best Value Performance Indicators 2006/7 Guidance (As detailed in the Appendix to this sheet).   ☐ Yes   ☐ No

2. Have there been any changes in the method of compiling the indicator compared with that of previous years.   ☐ Yes   ☐ No

3. The actual performance figure for 2006/7 shown above can be supported by appropriate documentation and this is attached / has been identified.   ☐ Yes   ☐ No

4. I have considered the performance of this indicator, and reviewed and explained above any variances that have occurred.   ☐ Yes   ☐ No

I confirm that the information contained within this system assessment sheet is correct.

Signed _____   Signed Off _____
(Officer Completing Assessment Sheet)   (Operational Director)

Name [   ]   Name [   ]

Name [   ]   Ext. [   ]

Name [   ]   Date [   ]

Electronic Sign - Off

Status: [   ]   [   ]

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