CREATING CENTRAL BEDFORDSHIRE

Priory House
Monks Walk
Chicksands
Shefford SG17 5TQ

Interim Chief Executive
Jaki Salisbury

TO EACH MEMBER OF THE
CENTRAL BEDFORDSHIRE SHADOW EXECUTIVE

13 March 2009

Dear Councillor

CENTRAL BEDFORDSHIRE SHADOW EXECUTIVE - Tuesday 17 March 2009

Following the Chairman's Briefing for the above meeting held on 12 March 2009, Members were advised as follows:-

Agenda Item	Description
CR1.	**KEY ICT POLICIES - PART 2**

- Appendices A 'Information and Records Management Policy' and B 'ICT Acceptable Use Policy will be considered by the Shadow Executive no 17 March 2009. (Appendix B is attached to the Chairman's Briefing Note)

- Appendices C 'Elected Members Information Policy' and E 'Information Governance and Security Policy' have been withdrawn and will be submitted to the Executive in May.

- Appendix D 'Members ICT Provision Policy for April to June 2009' is attached to the Chairman's Briefing Note. A report on future provision will be submitted to the Executive in May, preceded by workshops that will be arranged for the end of April to ensure that all Members have the opportunity to influence their ICT provision from June 2009 onwards.

The revised recommendations will be as follows:

1. **That the Shadow Executive approves the Information and Records Management Policy as attached at Appendix A, for implementation on 1 April 2009**

2. That the Shadow Executive approves the ICT Acceptable Use Policy as attached at Appendix B, for implementation on 1 April 2009

3. that the Shadow Executive approves the Members ICT Provision Policy for April to June 2009, as set out in Appendix D

4. That the responsibility for the insertion of final administrative changes (e.g. contact details) be delegated to the Assistant Director (ICT) for the ICT Acceptable Use Policy (Appendix B) and the Members ICT Provision Policy for April to June 2009 (Appendix D), and in conjunction with the Assistant Director (Policy and Performance) for the Information and Records Management Policy (Appendix A)

5. That the Members ICT Provision Policy from June 2009 onwards, the Elected Members Information Policy and the Information Governance and Security Policy be considered at the meeting of the Executive on 12 May 2009.

CR2. **CREATING CENTRAL BEDFORDSHIRE - PROGRESS REPORT**

Remove the word 'Shadow' from the recommendation to read as follows:

That a further report be made to the next meeting of the Executive.

CR4. **TRANSITIONAL TASK FORCE LEGACY REPORTS**

Amend recommendation 2 as follows:

That the medium term issues identified in Appendices A to E be included in the next stage of programme planning for further consideration at a future meeting of the Executive.

CR6 **URGENT ITEM OF BUSINESS**

Urgent item of business in accordance with Section 100B(4)(b) of the Local Government Act 1972 to consider and determine the Severance / Early Retirement Policy for Central Bedfordshire Unitary Council's school based staff to be effective from 1 April 2009.

SD1. **LUTON DUNSTABLE BUSWAY**

Amend Clause 4 of Appendix A as follows:

Pending the confirmation of availability of Government funding at the Full Approval stage, the Councils shall share the Development Costs incurred after 1 April 2009 of the Busway in the proportion of fifty per cent each.

SC1. **BEDFORDSHIRE ENERGY AND RECYCLING (BEaR) PROJECT: EXECUTIVE APPROVAL OF PROCUREMENT EVALUATION CRITERIA AND WEIGHTINGS**

A revised Table 2 – Level 3 criteria and associated weightings (on page SC1.13) is attached to the Chairman's Briefing Note along with a short briefing summary.

In addition, please find attached the Evaluation Criteria Rationale (please refer to the final page which should provide clarification on some of the key issues raised) and the Technology overview, as requested at Chairman's Briefing by Members.

SC2. **IMPLEMENTATION OF A SINGLE INTENSIVE DRUG INTERVENTION PROGRAMME AND DRUG TESTING ON ARREST IN BEDFORD AND DUNSTABLE WITH LUTON FROM 1 APRIL 2009**

Amend paragraph 1.2 where it refers to Luton Drug Action Partnership (L:DAP) to:

Luton Drug and Alcohol Partnership (L:DAP)

CF1. **ESTABLISHMENT OF A CORPORATE PARENTING PANEL**

Amend paragraph 9 (page CF1.5) second sentence and remove the words:

'It is proposed that the Portfolio Holder for Children, Families and Learning Chairs the Panel'

Amend the wording on Appendix 1 first bullet point under Elected Members as follows:

Eight elected members, including the Portfolio Holder for Children, Families and Learning, and a member of the Social Care, Health and Housing Overview and Scrutiny Committee.

CF3. **BUILDING SCHOOLS FOR THE FUTURE (BSF)**

Amend the membership under paragraph 13 (page CF3.7) to replace Portfolio Holder for Sustainable Communities by:

Portfolio Holder for Sustainable Development

FORWARD PLAN

To receive the Forward Plan for the period 1 April to 31 July 2009 to be published on 17 March 2009.

(attached)

Should you have any queries regarding the above please contact Democratic Services on Tel: 845 849 6257.

Yours sincerely

Sandra Hobbs,
Committee Administrator
email: sandra.hobbs@southbeds.gov.uk

Central Bedfordshire Council

ICT Acceptable Use Policy

Version 0.4

March 2009

Not Protected

Policy Governance

Accountable Director	Director of Corporate Resources
Policy Author (Title)	Assistant Director (ICT)
Approved By (Title)	
Date Approved	
Issue Date	
Review Date	
Person Responsible for Review (Title)	
Include in Publication Scheme (Y/N)	
Publish to Web (Y/N)	
Intranet Link	
Circulation	This policy is to be made available to and observed by all Central Bedfordshire Council officers, both social care and otherwise. There will be an ongoing professional development and educational strategy to accompany the implementation of this policy.
Implementation Plan in place (Y/N)	

Policy Approval

Central Bedfordshire Council acknowledges that information is a valuable asset, it is therefore wholly in its interest to ensure that the information it holds, in whatever form, is appropriately governed, in terms of protecting the interests of all of its stakeholders.

This policy and its supporting standards and work instructions are fully endorsed by the Corporate Management Team through the production of these documents and their minuted approval.

I trust that all officers, contractors and other relevant parties will, therefore, ensure that these are observed in order that we may contribute to the achievement of the Council's objectives and the delivery of effective services to our community.

Chief Executive: _____

Date _____

The current version of the Central Bedfordshire Council's ICT Acceptable Use Policy is available from the website at www.centralbedfordshire.gov.uk.

Alternatively, a copy can be obtained by writing to the Information Governance Manager at:

Central Bedfordshire Council

Priory House

Chicksands

Shefford

SG17 5TQ

Revision History

Version Number	Revision Date	Summary of Changes	Author
0.1	December 2008	First collation	Simon Woods
0.2	27th Feb 2009	Update	Simon Woods
0.3	9th March 2009	Update	Robert Wood
0.4	12th March 2009	Update	Robert Wood

PURPOSE & SCOPE

The digital age brings with it many advantages as well as many threats. If used correctly, computer and telephony services can provide local authorities with the ability to serve our citizens, customers & partners efficiently in an economical, secure, accessible and legally compliant manner. However, to meet this goal and to get the most out of such systems, they need to be used in a co-ordinated and structured way, with users following defined policies and guidance. This policy sets out the mandatory measures & requirements, as well as some best practice advice applicable to the use of the Council's Information & Communication Technology (ICT) systems. It should be read in conjunction with the following council policies & procedures in particular:

- Data Protection Policy (DP)
- Freedom of Information Policy (FOI)
- Information & Records Management Policy
- Information Governance and Security Policy
- ICT procedures available on the Intranet
- Any applicable system specific or local service management guidance

This policy applies to all established employees, temporary employees, agency staff and consultants/contractors who are provided with access to any council provided ICT service not designated as a public facility. For the purpose of this policy these people will be termed "users". Managers are responsible for ensuring all users under their control (be that employees or temporary/contract staff) are aware of, understand and adhere to this policy in all respects. Failure to adhere to the mandatory measures & requirements in this policy will be treated as a serious case of misconduct and is liable to result in a final written warning or even immediate dismissal as per the council disciplinary procedure. Continued and repeated failure to adhere to significant items of best practice may also be considered as a lack of capability or misconduct.

The Council provides ICT systems to its users for business use only (including recognised personal development in the case of employees). Personal use of such systems is generally forbidden (although limited personal use is allowed in certain instances as defined by this document). For the purposes of clarification, limited personal use (where permitted) never allows personal business use or other private use for financial gain. The reason for this policy is that all ICT usage has an indirect cost (be that storage space for files & E-Mails, network capacity for browsing the internet or call charges for telephones), and it is not appropriate for these services to be funded from public money when for personal use. Although perhaps minor when considered on a per person basis, personal use when accumulated over the whole organisation can be very significant in terms of the resources it uses and therefore the cost it attracts. Personal use of certain items (e.g. council provided mobile phones) can also give rise to tax implications for the individual and this complicates the tax (and therefore administration) affairs of both the organisation and individual.

All access to council ICT systems is therefore based upon business necessity and related to the post held and role undertaken. It is the responsibility of both the individual and the line manager (where appropriate) to ensure that the user is adequately trained to use the ICT services provided in an efficient and acceptable manner. Please remember that a programme of free ICT training is available and it is the expectation of the organisation that users will proactively seek to avail themselves of any training that they might need and that managers will support this. Managers are expected to satisfy themselves as to the suitability of candidates ICT skills during the recruitment process and ensure ICT training and skills needs analysis is an integral part of annual appraisals for new and established employees alike.

Whilst being mindful of the general right of employees to privacy at work, in order to ensure the effective operation of this policy and to safeguard the organisation's greater interests, the Council reserves the right to use automated tools and selected manual intervention, where appropriate and necessary, to monitor usage of business ICT systems and services (In particular the Internet and E-Mail) in accordance with the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000.

TELEPHONY

The Council may provide users with a variety of telephony services including desktop phones, mobiles and answer phone services. Providing the nature, frequency, call length or other aspects do not reach an unacceptable level that affect your performance of your role or that of your colleagues, council phones may be utilised for **incoming** personal call use.

Generally council provided phones (fixed or mobile) may only be utilised for outgoing personal use, where it is an emergency or another <u>very occasional and urgent</u> genuine requirement exists (for example calling your partner to tell them that you will have to work late unexpectedly).

The ability for users to make personal calls and then reimburse the Council for the subsequent cost is not available. However for users with corporate Orange mobile phones (but not PDA's), it is possible to have a second personal line added to your phone that will be billed individually to your home address. If you are interested in such a facility, please contact the ICT ServiceDesk.

People may use their own personal (non council provided) mobile phones in the office at any time, providing the nature, frequency, call length or other aspects do not reach an unacceptable level that affect your performance of your role or that of your colleagues,

For users with council mobile phones, the following best practice guidelines should be followed:

- Store all mobile numbers in "SIM" Card memory rather than phone memory
- Ensure that a "SIM" pin is entered and enabled and that no phone pin is used
- Ensure that your line manager is provided with your SIM pin (especially before leaving the organisation)
- Avoid overt use of your phone in public places to minimise theft and personal safety issues
- <u>Never use a council provided phone whilst driving (even hands free)</u>
- Ensure in all meetings that your phone/PDA is switched off or if required for an expected urgent call that the device is switched to silent and the meeting participants informed at the beginning of the meeting that you might need to leave the room to take an urgent call.
- Ensure in all meetings that you do not use any PDA device unless actively required as part of the meeting you are attending.
- Failure to follow these latter guidelines is often disruptive and fails to show respect to your colleagues.

Where individuals are provided with an answerphone service (either via a council provided mobile phone or via their desktop phone), the following best practice guidelines should be followed:

The answerphone is provided for situations when you are not available or genuine circumstances when you need to remain undisturbed (e.g. a meeting or staff appraisal). Specifically it must not be used to "screen" incoming calls or to avoid answering calls unless there is a genuine need as described above. For the sake of clarity, "being busy" or "needing to concentrate" is not usually an acceptable reason for using voicemail when you are otherwise available. This is important in providing good customer service for both internal and external facing roles alike.

You should ensure that your outgoing message is changed regularly (ideally on a daily basis). You should strongly consider giving the following information in your message:

- Today's date
- An expectation of when you will next be in the office and/or available
- An alternative contact for urgent queries

This information will allow callers to decide upon the most appropriate action upon hearing your message. You should check for messages left and respond as appropriate on a regular basis and always as one of your first activities upon returning to the office or becoming available again.

All users are provided with an internal telephone directory and are expected to ensure that their own entry is kept accurate with respect to telephony details as well as job title, location etc. Repeated failure to do this will be considered a serious matter as it impacts upon colleagues across the authority and their ability to contact you, especially for Customer Services.

Finally, when using voice communications, be aware of divulging sensitive or confidential information of a business or personal nature, unless you are <u>sure of the other person's identity</u> (Fraudsters often claim to be from an official institution) and are confident you cannot be overheard.

SECURITY OF SYSTEMS AND INFORMATION

Sharing of Logon Passwords Prohibited

It is the responsibility of each user to maintain the confidentiality of her/his personal passwords. The sharing of such passwords with another person is strictly forbidden and represents gross misconduct in **ALL** circumstances. Passwords should not be written down. (The only exceptions to this are "Pins" and "File" passwords that cannot be changed in emergencies by the ICT service. In this scenario, any emergency record of the password should be placed in a closed envelope signed across the seal, then stored in a secure location). Users must not attempt to access a computer system where they do not have a user account, nor should a user log on to any system and let someone else use the computer whilst logged on under their name. If you have requirements to share data (either regularly or in someone's absence), then providing advice is sought from ICT in advance, there is **never** a need or excuse to share a personal password.

In certain occasional and emergency circumstances, access to an individual's account may be granted to their line manager, Internal Audit or other appropriate party (via password reset or other methods). However the following should be noted:

- This process will require the written authorisation of a Director giving a clear business justification for doing so.
- This process will not be enacted for an event that could reasonably be foreseen in advance (e.g. Staff Holiday).
- The party gaining access to the account must abide by all relevant legislation, policies and guidance and only use the access for the specific justification given.

It is accepted that certain individuals will need to share "system" logins (for example administrator passwords) and record them in a secure centralised place. This is permissible under the policy, but must be reflected as a specific exemption on the permissions form signed by the user. However all other aspects of the policy still apply for example not leaving screens unattended or writing passwords down in an inappropriate way.

Secretarial/PA Facility

Managers wishing to allow their Secretary or PA to access all non-confidential e-mail messages may arrange for this facility to be made available by setting up the appropriate protocol within the e-mail system. However, managers must not divulge to their secretary or PA their personal passwords.

Password Security

Personal passwords should be changed at least every 30 days whether users are prompted by the system or not to change their computer password. Passwords must be a mixture of upper and lower case numbers, include numbers and must be a minimum of 8 characters in length, and should not be obvious (e.g. names of relatives or pets), which would make it easier for others to logon using that password and user identity. Please remember that a computer can only identify an individual by their username and password. As the username is usually known or easily discoverable, the password is critical in identifying you to the system and therefore your permissions and usage and restricting unwanted access. You are therefore expected to take all reasonable steps to ensure your password remains confidential to you.

Positioning of Computer Screens

Computer screens should be positioned on desks in such a way so as to minimise the opportunity for data displayed on the screen to be viewed by unauthorised persons such as those walking past desks or visiting the office. This is particularly important in areas the public are present or where information classed as "Protected" or "Restricted" is being dealt with. However such considerations should never override health and safety aspects. If users have any concerns regarding the ergonomics of their working position, they must notify their line manager in writing immediately.

Absence from Workstations

All users must use 'Ctl-Alt-Delete' to lock their screen <u>when they are out of view of their workstation</u>. When they leave their workstation for 60 minutes or more, users should log-out of the applications they are using and the machine, by selecting the 'Log Out' option after pressing 'Ctl-Alt-Delete'. This will help ensure that data is protected in the event of a system crash and recovery procedures are made more efficient. At the end of the day users must choose the 'Shut Down' option and power off their machine (if not automatic). This requirement is critical for reasons of system backup and environmental considerations. (Ensure screens are switched off an not just on standby).

Cancellation of Logon ID with Termination of Employment

The logon ID (username) of an employee who is leaving is to be cancelled as of the date and time specified by the employee's line manager. <u>It is the manager's responsibility to inform the ICT servicedesk to cancel the logon ID,</u> even though the process might be initiated by the HR service. The line manager is responsible for arranging the appropriate handling of ex-employees communications, be that telephony or E-Mail. <u>With the increasing availability of remote access tools, this step is critically important as a valid</u>

logon ID in the possession of a user who has left will still potentially grant access to council systems, data and information.

Data Security & Information Management

All files should be stored within the EDRMS (electronic and document records management systems or on network drives as such data is held securely and is backed up to mitigate against loss or failure. Usually all data should be stored within a logical structure, so it is readily available to colleagues in your absence. Please see the Information & Records Management Policy for further details. The user's home drive on the network is specifically for information that has a requirement to be restricted. Specifically data should never be stored on the local "C" drives of a PC / unencrypted Laptop, or on the Windows "Desktop". The use of removable media (CD's / USB memory sticks) will only be possible following the acceptance of a clear business case and with the users agreement to follow strict controls over its use.

Where removable media is used with approval for archive material, then users should ensure that at least two copies are made of the media, these are stored in separate locations, are properly labelled (inc disposal dates) and that the storage of this media enables FOI and DPA requests to be serviced as required (i.e. an appropriate index exists). In the case of "Protected" or "Restricted" information, physical security is critical as the data is no longer protected by a network password. Individual file passwords should be avoided due to the susceptibility of their loss. If absolutely required then a note of the password should be made, placed in a sealed signed envelope and deposited in a secure area where senior management can gain access if required in your absence. If archiving electronic files for an extended period (greater than 5 years), please seek specialist advice from Information & Records Management section to ensure long term readability of the data.

Because of the above and the fact that removable media represents a high risk with regard to virus infections and unauthorised data removal/transfer, it is council policy to actively restrict the availability of removable media. This will be achieved via a mixture of a limited number of workstations with such facilities and restricting facilities to only those users with a genuine business case for such devices. Where removable media is allowed, ICT will often specify further technical functionality such as encryption.

Confidentiality of Data

All computer users must make themselves familiar with the Council's Information Governance and Security Policy. In particular they must pay due regard to the confidentiality of personal data and ensure that "Protected" or "Restricted" data is not sent or disclosed to any unauthorised recipient. Employees must not establish a database containing **any** personal data without the prior authorisation of their line manager, the Corporate Information & Records Manager and ICT. When data classed as "Protected" or

"Restricted" is sent or transferred, this must be in a suitably secure manner and via a traceable delivery route. E-Mail rarely meets this requirement and should therefore not be used for the transfer of such data without previous written authorisation from the Corporate Knowledge and Information Manager.

Unauthorised or Unlicensed Computer Software

Only approved, legal computer software may be used with council ICT systems. All software (and hardware) has to be purchased and approved by the ICT service unless written permission is given to the contrary.

On no account must users attempt to purchase or install software themselves. This includes commercial demos/trials, screensavers, shareware / freeware / OpenSource or software downloaded from the internet (including unlicensed music or video material) or drivers to connect devices (such as iPod's or phones) to your computer.

Users should also note that unless explicitly authorised in writing by ICT, the use of Microsoft Access within the organisation is forbidden.

Violation of the above policy is liable to be considered as gross misconduct.

Unauthorised Computer Hardware

Only approved computer hardware may be used with council ICT systems. On no account must users attempt to purchase or install hardware themselves, irrespective of how it intends to be used. Only authorised hardware may be connected to the council network or to council computing hardware and this will not usually include consultants/contractors own laptops. Specifically users may not connect any personal equipment (e.g. MP3 players, phones, cameras etc) to council equipment. Where there is a corporate need to connect devices to equipment, this must be approved by the ICT service and will usually be performed by them.

Violation of the above policy is liable to be considered as gross misconduct.

Virus Checking

All computers have a virus scan system. This software must not be disabled. Any difficulties or viruses identified must be immediately reported to the ICT ServiceDesk. Until the issue is resolved the user must not use their PC and must follow instructions issued by the ICT service.

All disks, CD's, memory sticks and other data media which come from any external source (including from an employee's home) must be explicitly virus-checked before any data is transferred from them onto a council system.

Failure to follow this aspect of the policy will be treated as a disciplinary offence.

Please remember that if you suspect a virus, please contact the ICT ServiceDesk. Do not forward any E-Mails you might receive warning of new virus outbreaks to others in the organisation as these are often false and confusing or even mechanisms to introduce a virus themselves.

Working Away From The Office

As a general rule staff should avoid taking council equipment or data offsite and must seek authorisation from their manager before doing so. Please note that in the case of data this applies to information on laptop hard drives or transferred by means of E-Mail or removable media (e.g. CD's and memory sticks). Where "Protected" or "Restricted" data is involved, staff must obtain written permission from the Corporate Information & Records Manager in addition to their line manager and comply with any conditions specified.

If taking council owned hardware offsite (e.g. Laptop, PDA and/or Projector), please ensure that where practical it is kept from public view at all times. This significantly decreases the chances of theft and robbery and thus the chance of personal injury. If basic precautions are not taken (e.g. leaving a laptop on view in the back seat of an unattended parked car), any subsequent loss will be considered a matter of gross misconduct.

Remote access to ICT systems is provided to staff (where there is a clear business case for such access) in accordance with the following guidelines:

Within Central Bedfordshire Council there are 3 types of employee remote worker. These are:

- Home worker
- Mobile worker
- Casual remote worker

Homeworker

Definition
Member of staff spends greater than (or equal to) 50% of their contracted time (averaged over a month) working from home. Formal home working must be agreed by the employee's line manager, HR together with ICT and is subject to specific guidance and a formal agreement that is issued on an individual basis.

Equipment allocation
- Corporate ICT department supplies, thin client terminal, 19" TFT screen, keyboard and mouse. Equipment will be locked down (no USB access, floppy drive or CD drive).

- A standard black&white laser printer to be supplied if business case is made. (User will have to verify their strict compliance to corporate policies if "Protected" or "Restricted" data is being processed and a shredder may also be provided.)
- Member of staff is paid an allowance to cover the cost of a broadband link as specified by ICT.

Mobile Worker

Definition
Member of staff spends greater than or equal to 40% of their contracted time away from the office (but not at home).

Equipment allocation
- Supply corporate laptop, tablet or appropriate mobile device with encryption and 3G card if appropriate.
- When in the office the unit will have connectivity to the corporate LAN, a docking station, 19" TFT screen, keyboard and mouse.
- No provision will be made for home use.

Casual Remote Worker

Definition
Member of staff occasionally works away from the office. Averaged over a month the person is away from the office less than 40% of their contracted time or (if all time away is spent working from home) working from home less than 50% of their contracted time.

Equipment allocation
- Standard desktop equipment for use in the office.
- When away from the office, access to corporate resources provided over the internet using the Citrix Access Gateway, using equipment supplied by the individual. This access will be restricted so that no corporate information can be downloaded onto the machine being used for access.
- Possibility of a "laptop pool" where member of staff can book a laptop to be used for short periods of time. (e.g. presentations off site)
- No allowance provided for connectivity.

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THE INTERNET AND E-MAIL

Internet Access

Internet access is provided for business purposes only. Limited personal use is permitted outside of working hours (e.g. Lunch breaks & outside of flexi time), however employees are reminded of the need for breaks in computer usage to promote correct workstation wellbeing. Consistent or frequent usage during rest breaks is therefore strongly discouraged (especially for people who have high amounts of VDU usage as a significant part of their standard role). For the sake of clarity, personal use is never acceptable during core hours. Any personal use is subject the following rules:

• It is strictly forbidden to download any files from the Internet for personal use (This includes the "streaming" of files, music files, video files, pdf & word documents etc).

• It is strictly forbidden to use the Internet for personal financial gain, freelance commerce, gambling, visiting pornographic or entertainment sites or for conducting political activities. This includes postings to discussion groups, or for taking part in any activity which may compromise the Council's image and reputation as well as participating (as opposed to viewing) in online auction sites (e.g. e-bay).

• Use of Instant messaging software and facilities for personal use (such as MSN/Windows Live or Yahoo IM) is forbidden.

• If a user accidentally accesses an undesirable site they must inform their manager, so that this can be taken account of during any monitoring or analysis.

E-mail

Users of council internal or external E-mail facilities must be aware of the following:

1) That an electronic mail message is not a confidential or secure means of communication, unless sent via the Government Connect system. This is especially true of E-mails destined for outside the authority.
2) External E-mail is neither an immediate nor guaranteed delivery mechanism despite its usual high performance.
3) E-Mail has the same legal status as other paper and electronic media. All E-mails sent or received from authority's systems are the property of the Council.

The users of council E-mail must abide by the following rules:

•	E-mails should at all times be treated as permanent written records which may be read by persons other than the addressee, if the recipient chooses to circulate it or uses blind copy.

•	Personal data which is subject to the Data Protection Act, relating to any of the Council's citizens, employees, clients or customers must not be transmitted to a third party by way of standard e-mail without their express consent except where it is implied for business purposes. Whilst E-mail may be acceptable for one to one communication, it is rarely acceptable for the transmission of bulk data, where that data is of a personal or sensitive nature. If in doubt about any of these points, users should contact the Corporate Information & Records Manager for guidance.

•	Documents, website links or messages received by E-mail should be checked by the user for their likely authenticity and integrity, prior to opening. All unsolicited e-mails from an unknown source ("SPAM") should be treated with suspicion. No attachments or links should be followed in such instances without further investigation

•	Users should be aware of the practice of "phishing" (fraudulent E-mails made to look convincingly official in nature). Please take additional steps to verify the authenticity of E-mails which invite passwords or personal data to be disclosed.

•	Care should be taken that E-mails are only sent to appropriate recipients as reading e-mails can be time consuming and, therefore, a waste of the receiver's time when not entirely necessary. Specifically the use of group sending should be carefully considered before use and on no account should "chain" or joke E-mails be forwarded to others.

•	System performance and efficiency may be affected if large (typically more than 5Mb) files are transmitted in E-mails. Such use should therefore be strongly avoided and either the files compressed and reduced in size first or alternative methods of file transmission considered.

•	Users must review their e-mail directory at least once a week to ensure that they delete messages which are not required to be retained. Should regular housekeeping not be carried out this will result in users running out of disk space and the system becoming inefficient. If a user receives an attachment for business use, it is good practice to save it and delete it from the E mail. Users should note that there is a size limit for all council mailboxes of 400Mb. This will apply to all users irrespective of position held.

•	All internet E-mails are unpacked and checked automatically for viruses and spam, as the E-mail arrives at the council. However this is not a guaranteed process and users are required to play their part in the process by treating unsolicited E-mails from unknown sources with suspicion and care.
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• Just as with paper documents, E-mails may constitute records of organisational activity and therefore should be treated as such. Until the council completely converts to an Electronic Document and Records Management System, E-mails must be treated in the same way as paper documents and the same retention periods apply. Therefore, relevant E-mails must be printed off and filed or kept electronically in a structured manner. Retention schedules which reflect the business needs of each service section should be drawn up in conjunction with the Corporate Information & Records Manager. Please remember that this applies to actual E-mails as well as attachments, especially where corporate decisions or advice are being given or discussed. Such information is often subject to disclosure under the Freedom of Information Act until any formal specified destruction date is reached under an approved retention schedule.

• E-mail messages that are sent to external organisations via the Internet will automatically carry an authorised council disclaimer statement and corporate footer.

• Users must not use their council E-mail address for social networking sites (e.g. Myspace, Facebook etc), irrespective of business or personal use. Where there is a legitimate business use, this will be approved by both the corporate communications team and the relevant director and recorded as an exception on the user's declaration form.

• Employees may use the corporate E-mail system for occasional personal use, subject to the conditions below and providing the nature, frequency and other aspects (e.g. time taken) do not reach an unacceptable level that affect your performance of your role or that of your colleagues,

• If employees use the council E-mail system to send personal E-mails, then these must not contain any attachments and be text only. Additionally corporate E-mail addresses must <u>never</u> be used as "registration" or "contact" addresses for personal use on social networking sites, discussion groups or personal commerce transactions (for example - E-Bay, on-line retailers or personal banking). All personal E-mails received which contain an attachment must be deleted without the attachment being opened. The sender must be informed of the council policy to prevent further attachments being sent.

<u>E-MAIL ETIQUETTE</u>

All users should be made aware that E-mails can often be retrieved even if they have apparently been deleted from the system. E-mail is as permanent as the written word and should be treated as such and can be relied upon as much as any other document admissible in law. The following principles must be taken into consideration when using or drafting messages/communications for transmission by electronic mail:

• All users must view their E-mail on a regular basis – ideally daily. If employees are not in the office, they must make appropriate arrangements for

the handling of E-mail messages (e.g. proxy access, or setting up a rule to divert or respond to messages). Sharing of passwords is not an acceptable method of achieving this. If you are unsure of how to use proxy access or rules, then please consult the ICT Service Desk. Please note that when setting up (automated) rules never use "reply to all", only "reply to sender".

• E-mail should not be used as an alternative to face-to-face or verbal communication as this may prevent satisfactory dialogue between the parties.

• E-mail messages must never contain any words, phrases or other material which may be sexually or racially abusive or discriminatory, in any way whatsoever, or which may have the effect of the recipient feeling or experiencing harassment as a result of receiving the message. Consequently, improper reference should not be made to race, creed, colour, nationality, ethnic origin, age, language, religion, political or other opinion affiliation, gender, gender reassignment, sexual orientation, marital status, connections with a national minority, national or social origin, property, birth or other status, family connections, membership or non membership of a trade union, or disability.

• Care must be taken that the content or the subject of the E-mail does not cause offence in any way to the recipient, nor that it is defamatory. In particular, care should be taken with the style of the language used and the effect that the message will have on the recipient. In particular, where messages or words are expressed in capital letters this may be perceived by the recipient as the equivalent of shouting and is therefore very likely to cause offence. Unlike face-to-face communication, tone cannot be easily identified on an E-mail, so ironic, sarcastic, humorous or 'clever' comments should be made with care, as they can easily be misinterpreted or cause offence. Please remember material will be deemed as being defamatory if it has a lowering effect on any person or on the organisation.

• The onward transmission of E-mail messages which contain offensive material, pictures or comments is strictly forbidden. This includes onward transmission to the IT service or even the Police. Should such material be of an illegal nature, it should not be forwarded or deleted, but your line manager and the ICT section notified immediately.

• Employees who receive an E-mail which causes offence should follow the standard council Bullying and Harassment policy.

• Employees who are concerned, or believe, that an E-mail they intend to circulate may be inappropriate, should not circulate it. If in doubt, they should refer the matter to their manager/supervisor who should vet the E-mail before it is published or circulated. Please remember to err on the side of caution

• Employees should also be careful that they do not breach any copyright in pre-printed or published material that they incorporate into their e-mails for transmission to third parties or for general publication. It is expressly forbidden to copy, download or transmit to third parties any published material

that has been written by other people without their consent (including scans of newspaper or magazine articles). This will also leave the Council open to legal action by the owner of the copyright. Employees who are concerned, or believe, that an E-mail they intend to circulate may contain copyrighted material, should refer the matter to their manager who should vet the E-mail before it is published or circulated.

• Employees should, at all times, exercise a general duty of care with respect to the drafting of E-mails, insofar as the e-mails will clearly be circulated or published for, or on behalf of the Council. The reputation and business interests of the Council are at risk by the careless use and abuse of the E-mail and Internet by any of its employees. You should not give the impression that your message represents the opinion of the Council unless appropriately authorised to do so.

• When wording E-mails, take time to review them before sending. Be particularly careful of responding when upset or angry as the immediacy of the medium can allow you to respond inappropriately in a manner you might later regret.

• When responding to E-mails, do not "reply to all" unless everyone in the original message really needs to see your reply.

• Only copy those people on E-mails who really need to know the contents of the communication. Frivolous or lax use of inappropriately copying large numbers of people on E-mails is actively discouraged.

• Users should in general avoid using E-mail for notices and information distribution, unless it is of a particularly important, confidential or urgent nature. Generally the Intranet is the most appropriate place to provide information to a large number of colleagues.

• When sending E-mails (particularly group E-mails), consider using an expiry time (whereby any unread copies of the mail in people's inboxes are automatically deleted after a given length of time or after a specific point of time). Examples of this may be an information E-mail relating to a specific event, which will have no validity after that event has passed.

• When away from the office do use a rule to inform senders of your absence, the expected date you will deal with their reply and if appropriate an alternative contact for urgent enquiries. Please note that when setting up (automated) rules never use "reply to all", only "reply to sender".

• Whilst the use of individual E-mail addresses (i.e. forename.surname@centralbedfordshire.gov.uk) is generally fine for day to day communications (e.g. letters), avoid their use in general Central Bedfordshire publications (paper or otherwise). Consider the effect any change of personnel might have on the validity of the document. It may be appropriate to instead talk to the ICT service about a generic service based address in publications that are expected to have long validity periods.

• Learn and make appropriate use of E-mail & calendar sharing and delegation functionality and the associated classification of E-mails/diary entries (e.g. private).

DATA STORAGE (inc Digital Photographs)

With the advent of large cheap disk drives in personal computers, issues of data storage are often now not adequately considered by users. The fact remains that the data storage, business continuity, backup, archiving and performance considerations of corporate data storage means that this area is still a very costly activity and one that needs to be considered by all users.

The general concepts of good practice that apply to paper storage equally apply to electronic data storage and need to be followed, namely:

- Data should be held in accordance with a defined and agreed retention policy. Any unwanted data outside of its retention period should be deleted. Data within a valid retention period but that is of a historical and rarely used nature, should be archived from live systems in an appropriate manner. Please contact the corporate Information & Records Manager for advice.
- Data should be stored in a consistent and organised way
- Data should be held with the appropriate level of security
- Data should be only held once and important data version controlled. (Multiple copies waste space and can lead to problems with a lack of authoritative versioning of documents)

Particular attention needs to be paid to image files (be they digital photographs or scanned paper documents). This is because these files can be extremely large and are often stored at a quality "resolution" far in excess of that which is needed. Users involved in the creation, manipulation or storage of these files must ensure they are aware of the best practice in this area.

Consideration should also be given as to the format in which to store data. In particular the following should be considered:

- Future requirement to enable (or prevent) people from editing the document
- Audience accessibility to document and it's contents
- Internal or external audience
- File size
- Access to file in electronic format (if over five years from present)

If you are unsure please contact ICT for further guidance and advice.

Business and Personal Use of Central Bedfordshire ICT Systems

Dear {employees name}

As you will have access to Central Bedfordshire Council ICT systems for business and limited personal use, we require you to sign and return this letter to Human Resources. By doing so you certify that you have read and understood the approved acceptable use policy relating to ICT systems at Central Bedfordshire Council and agree to abide by this policy both in terms of your business and any personal use.

This is to safeguard Central Bedfordshire Council's greater interest, and to ensure the effective operation of our computer, telephony and related systems.

You should also be aware that Central Bedfordshire Council reserves the right to monitor e-mail and Internet usage in compliance with the appropriate legislation.

Thank you for your co-operation in this matter.

Yours sincerely

Chief Executive

Name of Employee

I confirm that I have read and understood and will abide by the Central Bedfordshire ICT Acceptable Use Policy. I accept that my usage of ICT systems will be monitored from time to time and that I have no expectation of privacy as a result of any such usage.

Signature: _____Date: _____

<With exceptions as agreed by Directors as attached.>

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Central Bedfordshire Council

Members ICT Provision Interim Policy

Version 0.1

March 2009

Not Protected

Policy Governance

Accountable Director	Director of Corporate Resources
Policy Author (Title)	Assistant Director (ICT)
Approved By (Title)	
Date Approved	
Issue Date	
Review Date	
Person Responsible for Review (Title)	
Include in Publication Scheme (Y/N)	
Publish to Web (Y/N)	
Intranet Link	
Circulation	This policy is to be made available to all elected members.
Implementation Plan in place (Y/N)	Y

Revision History

Version Number	Revision Date	Summary of Changes	Author
0.1	12th March 2009	Creation	Robert Wood

PURPOSE & SCOPE

With the creation of Central Bedfordshire Council it is necessary to define the ICT provision that will be available to elected members. In recognition of the major changes to Council that will take place in June, this interim policy sets out the provision that will made for the period from vesting day (1st April 2009) until the annual meeting on 18th June 2009.

During the period above further consultations will take place with members in order to define a final policy to take effect from 18th June 2009. It is the intention of officers to develop this policy in conjunction with elected members during the second half of April 2009 and present this for approval at the May 2009 Executive meeting.

For the period 1st April 2009 – 18th June 2009, members ICT provision shall be:

Ex Bedfordshire County Council Members
ICT equipment provision in accordance with that legacy authorities policies or allowances in lieu of provision where previously agreed.

Ex Mid Bedfordshire District Council Members
ICT equipment provision in accordance with that legacy authorities policies or allowances in lieu of provision where previously agreed.

Ex South Bedfordshire District Council Members
Pro rata payment of annual ICT allowance (£412).

SHADOW EXECUTIVE

17 MARCH 2009

SUBJECT	**CENTRAL BEDFORDSHIRE UNITARY COUNCIL'S SEVERANCE / EARLY RETIREMENT POLICY – SCHOOL BASED STAFF**
	(To consider and determine the Severance/Early Retirement Policy for Central Bedfordshire Unitary Council's school based staff to be effective from 1 April 2009).
	Director of Corporate Resources
Contact Officer: Steve James (01462 611177)	

IMPLICATIONS

SUSTAINABILITY	N/A
FINANCIAL	The policy that is determined will impact on ongoing redundancy costs for school based staff.
LEGAL	Employment Legislation, Statutory Regulations and Terms and Conditions of Employees Contracts.
PERSONNEL/EQUAL OPPORTUNITIES	The redundancy policy will take note of all relevant employment legislation.
COMMUNITY DEV/SAFETY	N/A
TRADES UNION / PROFESSIONAL ASSOCIATIONS	Have been consulted and their views will be reported to the Shadow Executive.
HUMAN RIGHTS	Will be taken account of
KEY ISSUE	Yes
BUDGET/POLICY FRAMEWORK	None

OTHER DOCUMENTS RELEVANT TO REPORT
Central Bedfordshire Shadow Executive Report 16 December 2008 – Severance / Early Retirement Policy

RECOMMENDATION(S):

1.   **That, in line with current practice of the predecessor authority, Central Bedfordshire should only operate the discretion available under Regulation 52 of the Local Government Pension Scheme ("added years"), or the Teachers (Compensation for Redundancy and Premature Retirement) Regulations 2006, only in the most exceptional circumstances.**

2. **That the Shadow Executive adopt a policy based on the statutory scheme (using actual weekly pay) that makes use of the available discretion under the redundancy compensation scheme to award up to 30 weeks in general and up to 45 weeks pay, in exceptional circumstances, and where supported by a robust business case.**

3. **That the Interim Chief Executive, in consultation with the Portfolio holder for Corporate Resources, be authorised to implement the severance/early retirement policy for school based staff with effect from 1st April 2009 in accordance with recommendation 2.**

4. **That the policy in respect of severance and early retirement be included in the suite of school based employee policies for the new Council.**

Reason for Recommendation: *Central Bedfordshire is required to determine a policy for Severance/Early retirement for school based staff which is effective from 1 April 2009.*

Purpose of Report

1. The report sets out the requirement for Central Bedfordshire to determine a policy with regard to redundancy and early retirement payments for school based staff and the background to such a decision. In so doing it identifies the potential options that could be considered and proposes a specific recommendation for such a policy on 1 April 2009 and beyond.

   Whilst schools in Central Bedfordshire have not been directly affected by LGR in terms of their staffing structures, there will inevitably be requirements to rely on the policy going forward. In the context of Central Bedfordshire's policy position for 'core' staff (i.e. up to a maximum of 45 weeks), and emerging Bedford Borough Council policy, the purpose of this report is to provide the Shadow Executive with background in order to determine and publish the policy position regarding Severance/Early Retirement Policy for Central Bedfordshire school based staff with effect from 1 April 2009.

Background

2. Central Bedfordshire, as a new authority, is required to determine a policy relating to redundancy and early retirement payments for school based staff and the operation of the discretionary powers. Entitlements for support staff are based on the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 and the Local Government Pension Scheme Regulations. Entitlements for teachers are based on the Teachers (Compensation for Early Retirement) (Amendment) Regulations 2006.

Access to pension is available to school support staff over the age of 50 (55 for those joining the scheme after 1 April 2008 in line with LGPS regulations).

Access to the teachers' pension scheme is only agreed for teachers over the age of 55 years. The Regulations do allow for the addition of enhanced service for pension purposes. Bedfordshire County Council policy makes it clear that this discretion "will only be exercised in the most exceptional circumstances".

In relation to the discretionary enhancement (to apply 'added years'), no discretion has been exercised by Bedfordshire County Council in the last 5 years. It is recommended that Central Bedfordshire adopt the same position. Central Bedfordshire would therefore allow discretion to be applied only in the most exceptional circumstances. [Recommendation 1].

When considering its future policy with regard to redundancy for school based staff, the Shadow Executive is reminded of the rationale behind the decision to adopt a policy of a maximum of 45 weeks for non school staff contained in the Shadow Executive Report of 16 December 2008.

It is also incumbent on the Shadow Executive to consider the Staffing Guidance Notes issued with the LGR Staffing Regulations. This guidance advises the Shadow Executive to:

- explore with predecessor Councils whether it may be desirable to harmonise discretionary compensation arrangements in advance of 1 April 2009, in consultation with the trade unions, and in accordance with TUPE and relevant employment law,

- have regard to the extent to which the exercise of such arrangements, unless properly limited, could lead to a serious loss of confidence in public services; and

- be satisfied that the policy is workable, affordable and reasonable having regard to the foreseeable costs.

As a new authority Central Bedfordshire needs to be aware of the existing policy arrangements within the other authorities affected by LGR in Bedfordshire. Although Mid and South Bedfordshire District Councils and Bedford Borough Council have policies that enhance the statutory redundancy payment based on age and service up to the maximum 104 weeks (subject to the merits of the business case in achieving the Councils' objectives), none of these policies, at present, relate to school based staff.

The County Council is the only Authority that currently has a policy that covers school staff. Their current provision is, under most circumstances, to pay up to 30 weeks but allow for a maximum of up to 45 weeks to be paid based on a robust supporting business case.

For Central Bedfordshire school based staff, specific consideration has therefore been given to possible policy alternatives that align with either 104 weeks or 45 weeks.

Bedford Borough Council policy from 1 April 2009

3.   Bedford Borough Council at their Implementation Executive dated 7 October 2008 determined to continue their existing policy of up to 104 weeks' pay to eligible employees (existing employees plus those transferring from the County Council) based on service and age for the new Bedford Borough Unitary Authority and that this policy would be reviewed during 2009/2010 to enable any further change to be effective from 1 April 2010.

Bedford Borough also confirmed that their existing policy not to operate the discretion available under Regulation 52 ("added years") would continue.

At the time of drafting, Bedford Borough have not made any decision regarding a policy for school based staff.

Financial impact of Redundancies

4.   The future costs to Central Bedfordshire of both severance (redundancy) and actuarial strain are determined by the policy option chosen. Actuarial strain costs are the costs of the early payment of pension to any member of support staff made redundant who is over the age of 50 (or 55 for new members) years, and for teachers over the age of 55.

In relation to liability for payment, the determination to dismiss by reason of redundancy is a matter for the governing body. The Authority would normally expect to bear the cost of any redundancy unless it felt that the governing body had acted unreasonably. 'Unreasonable' action by the governors might be, for example, agreeing severance terms outside the agreed constraints.

Additionally, if a governing body acted 'unreasonably' and so incurred costs at an Employment Tribunal, the Authority may not pay any associated costs.

Furthermore, under the current County Council scheme, the Council will require the school to demonstrate "identifiable and acknowledged budget difficulties as defined by the Director of Resources" before being prepared to meet the cost of redundancy. Any "non budget led" redundancies must be subject to a report from the school outlining the business case. On the basis of the business case the Council will determine the extent to which, if at all, the Council will meet the redundancy costs.

In practice the policy has meant that all schools submit a business case, in order that a judgement can be made about the extent to which the Authority will meet the cost. It is proposed that Central Bedfordshire adopts a similar governance process.

In terms of numbers of cases, the following table illustrates the volume of cases over recent years. It should be noted that the discretionary enhancement (up to 45 weeks) was not applied to any case.

Year	Number of Cases	Cost (where known)
2005/06	36	-
2006/07	23	-
2007/08	28	£179K
2008/09 (to Nov)	15	£154K

For Central Bedfordshire, 60% of this total over three and a half years would mean approximately 61 cases in total, at £7.7K each, or £134K pa.

Alternatives

5. Given that, for schools, it will be largely 'business as usual' from 1 April 2009, it is important to consider both the organisational and financial consequences of this policy decision. In a stable business environment, during which potential redundancies would not be significant, an appropriate scheme, for a unitary with Central Bedfordshire's workforce, is likely to be one with a maximum of 45 weeks actual pay. This is more than 1.5 times the statutory redundancy provision. The statutory redundancy scheme provides for up to 30 weeks pay, at a maximum of £330 per week (£350 per week from April 2009).

To adopt a discretionary policy of 104 weeks (recognising that the enhancement would only be applied in exceptional circumstances) would align with the position that Bedford Borough may decide on for school based staff (assuming it aligns itself internally), but would create a significant disparity between school based staff and 'core' Central Bedfordshire staff.

The financial consequences of such a policy would also be significant in terms of inflating the individual cost of making school based staff redundant, increasing the figure of £134K pa to, potentially, £464K pa.

To adopt a policy of a maximum of 45 weeks would make significant savings against the option of 104 weeks and would provide consistency of policy in relation to 'core' Central Bedfordshire staff.

Financial Consequence of Change

6.   Should a policy of a maximum of 45 weeks be adopted, but the enhancement only applied beyond 30 weeks in exceptional cases, there will be not be any significant impact on the centrally held budget for redundancies in schools.

Conclusions

7.   Careful consideration has been given to the options for school based staff and the importance of harmonising arrangements as far as possible with 'core' Central Bedfordshire staff.

On this basis the recommendation is for Central Bedfordshire to adopt a policy for school based staff for 2009/10 and beyond that provides for redundancy payments of up to 30 weeks in general and up to a maximum of 45 weeks on an exceptional basis. **[Recommendations 2, 3 and 4].** These recommendations are considered affordable.

Consultation on Policy proposals

8.   Consultation on the alternative approaches has taken place with senior management and with the trade unions and professional associations. The outcome of the latter consultation will be presented to the Shadow Executive at the meeting.

Background Papers:

Location of Papers:

File Reference:

Shadow Executive, 17 March 2009-03-12

Report SC1 – BEaR Project, page SC1.13, replace table 2 with the following:

Table 2 – Level 3 criteria and associated weightings

Level 1	Level 2	Level 3	ISOS	ISDS	ISFT
Quality	Technical	Overall Technical Solution	9 - 12%	9.0%	9.0%
		Works & Commissioning	3.6 - 4.8%	3.6%	3.6%
		Planning & Permitting	5.4 - 7.2%	5.4%	5.4%
		Environmental Performance	9 - 12%	9.0%	9.0%
		Service Operations	7.2 - 9.6%	7.2%	7.2%
		Management Systems	1.8 - 2.4%	1.8%	1.8%
		Sub-Total Technical	**36 - 48%**	**36.0%**	**36.0%**
	Funding & Commercial	Financial Robustness	6 - 8%	3.0%	1.5%
		Deliverability of Funding Packages	6 - 8%	5.0%	5.0%
		Risk Mitigation	2.4 - 3.2%	2.0%	3.5%
		Payment Mechanism	3.6 - 4.8%	5.0%	5.0%
		Sub Total - Funding & Commercial	**18 - 24%**	**15.0%**	**15.0%**
	Legal & Contractual	Compliance with SoPC4 and DEFRA Derogations	1.8 - 2.4%	2.7%	2.7%
		Compliance with BEaR Project Agreement & Schedules	3.6 - 4.8%	5.4%	5.4%
		Contract Structure/Consortium Support	0.6 - 0.8%	0.9%	0.9%
		Sub Total - Legal & Contractual	**6 - 8%**	**9.0%**	**9.0%**
	Sub Total - Quality		**60.0%**	**60.0%**	**60.0%**
Price	Price & Affordability	Not applicable (No Level 3 Price Criteria)			
	Sensitivity Testing				
	Payment Profile				
	Sub Total - Price	**40%**			

To follow,   a plain English explanation of how environmental performance scores across a range of criteria.

Report SD1 - Luton Dunstable Busway, Appendix A, page 4, para 4, change "1st April 2008" to "1st April 2009".

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Title:	Evaluation Weightings Rationale
Status:	Draft
Date	12th March 2009
Version:	04
Distribution:	Members
Author:	

Objectives of Evaluation Award Criteria

The aim of the competitive dialogue procurement procedure is to allow a contracting authority to "identify and define the means best suited to satisfy its needs" (Public Contracts Regulations 2006). It has been specifically developed for use on complex projects where a number of solutions are possible. The dialogue is generally conducted in successive stages (ISOS, ISDS and ISFT)[1] to reduce the number of solutions being discussed by applying the contract award criteria at each stage. The award criteria must follow the Most Economically Advantageous Tender (MEAT) principles, thus determining best value for money for the contracting authority. The following extract is taken from the Public Contracts Regulations 2006:

"The contracting authority shall assess the tenders received on the basis of the award criteria specified in the contract notice or descriptive document and shall award the contract to the participant which submits the most economically advantageous tender."

Regulation 18 of Public Contracts Regulations 2006 also expects that the criteria and weightings to be used for the award of the contract should feature in the early contract documentation thereby providing a guide for perspective bidders on the Partnership's key objectives for the contract.

The evaluation criteria are used as a means to differentiate between bidders and their proposed solutions. The process is designed to be transparent and fair, and maintain competition amongst the bidders.

The following paper sets out how the evaluation criteria were developed through Partnership engagement, workshops and sensitivity modelling and also how they address the key objectives of the Project.

Evaluation Criteria Development

The following key decisions and documents that drive the project objectives have led to the development of the evaluation criteria

- The Joint Working Agreement (JWA) agreed by each of the Partner Authorities in September/October 2008.
- The Bedfordshire Authority Municipal Waste Management Strategy (BAMWMS) updated in 2006.
- The agreement of the Affordability Envelope by each of the Partner Authorities in September/October 2008.
- The provision of a "Technology Neutral" approach during the agreement of the Outline Business Case in September/October 2008.
- The agreement to increase kerbside recycling and composting to high levels (60% aim) ahead of any treatment taking place by each of the Partner Authorities in September/October 2008.

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[1] ISOS = Invitation to Submit Outline Solutions, ISDS = Invitation to Submit Detailed Solutions, ISFT = Invitation to Submit Final Tender

The project obtained written agreement from all the Bedfordshire Authorities through the signing of the Joint Working Agreement and agreement to jointly submit the OBC. The essence of the agreement was for the four authorities to work together to procure a contractor who will design, build, finance and operate long-term facilities for the treatment of the remaining residual municipal waste, after each of the authorities have re-cycled and composted as much waste as is reasonably possible through kerbside schemes.

The following commentary demonstrates the steps the project team have taken in developing the evaluation criteria for the project. It explains the process conducted and the outputs agreed.

Meetings and Workshops

1. Initial workshop held on the 18th of December 2008, attended by the following people:

- Gary Alderson (Lead Officer - CBC)   - Stewart Briggs (Lead Officer - BBC)
- Peter Snelling (Member - CBC)   - Rob Gregan (Head of Procurement)
- Mick Wright (Luton Borough Council)   - Andrew Smith (AD Waste BCC)
- Ben Finlayson, (Project Manager)   - Peter Brown (BEaR Officer)
- Jennifer Watts (BEaR Comms)   - Steve Blackburn (Entec)
- Rebecca Cole (Mace)

   The group was provided with a detailed overview of the procurement process and the need for evaluation criteria. They were then asked to :

   - Consider what was important to the Partnership in terms of the project's objectives
   - Agree the split between Price and Quality;
   - Propose, review and amend criteria at each level (1 – 4);
   - Rank the criteria at each level in order of importance to the Partnership and, finally;
   - Assign percentage weightings to the criteria.

2. A second workshop was held on the 22nd of January 2009. Its main objective was to explore the mechanics of the evaluation model and seek clarification from the adviser on the Level 3 and Level 4 criteria. Present at the meeting were the three Authority advisors: Bevan Brittan (Legal), Entec (Technical), Grant Thornton (Finance), the Project Team and the Authority's internal procurement team. The external advisors were asked to review and discuss the model from the perspective of their specific discipline ahead of the meeting. Bevan Brittan discussed in detail the legal technicalities of the procurement process and evaluation timetable. They reflected on areas of possible challenge, the dialogue process and robustness of criteria and weightings.

   During the workshop:

   - The team worked with the advisers to agree if and how the weightings should change throughout the procurement process

- The scoring methodologies to be used to assign a score against each criteria were also developed, these were a series of scored ranges with associated descriptive terminology.

3. A third meeting was held on the 26th February 2009 with all external advisors and the project's internal team. The aim of this meeting was to resolve any uncertainties that remained with the evaluation model. Fundamental questions were asked such as the robustness of the Price/ Quality split between the ISOS and ISDS stages. All avenues were explored in order to produce the most attractive evaluation model for the Partnership and the market. The legality of the process was also discussed. Following this meeting a draft evaluation matrix was produced.

4. Following the production of the draft evaluation criteria, Entec ran a sensitivity test on the technical section to ensure that the evaluation delivered the "Technology Neutral" approach that the partnership had agreed upon submission of the OBC. The results showed that the criteria and weightings had been produced in such a way that they were not unduly biased towards a specific technology and allowed a range of technology's to score well.

Certain technologies will score higher on some criteria and lower on others, for example an Energy from Waste (Incinerator) plant is likely to score higher than an Mechanical Biological Treatment (MBT) plant with regard to diversion of contract waste from landfill, it is however likely to score lower than MBT with regard to recycling & composting performance. The sensitivity testing has ensured that in total the technologies are as much as possible on an equal footing.

Rationale Overview

The purpose of this section is to explain the rationale for the decisions made on the evaluation criteria. The criteria follow the MEAT principles and adhere to the Public Contract Regulations 2006. The following tables set out the agreed position following the above meetings and ratification at the Project Board.

Level 1 Criteria

	ISOS	ISDS	ISFT
Price	20 – 40%	40%	40%
Quality	60 – 80%	60%	60%
Total	**100%**	**100%**	**100%**

The decision to split the criteria 60% Quality and 40% Price is due to the complexity of the project. Supply only contracts, or service contracts which do not require technical or professional skills or expertise where the requirements can be fully specified could consider using a price weighting of 100%. For complex projects where a range of solutions, methodologies and options could be delivered and dialogue with bidders is required, the quality weighting should be high.

The BEaR project is considered a complex project and therefore requires a higher quality weighting.

As well as this, although the affordability of the project is a key concern, the quality of the final solution was deemed to be a more important element of the evaluation.

The final Quality/price split at the ISOS stage has not quite been finalised and so a range is included in the table above. Competitive Dialogue assumes that bidders will develop their solutions throughout the procurement process. At ISOS bidders will not have had an opportunity to fully cost or develop the proposed technical solution; however they will have some indicative costs from their work on other contracts in the waste industry. Therefore, Price may be given a lower weighting at the ISOS stage. A higher weighting is given to this criterion later in the procurement process when each bidder will have had a better opportunity to develop the underlying costs. The split will be finalised ahead of issuing the contract documentation to bidders.

Level 2 Quality Criteria

Quality	ISOS	ISDS	ISFT
Technical	36 – 48%	36%	36%
Funding and Commercial	18 - 24%	15%	15%
Legal and Contractual	6 - 8%	9%	9%
Total	**60 – 80%**	**60%**	**60%**

The Level 1 Quality criterion is broken down in to three elements at Level 2, these are technical, funding and commercial and legal and contractual. Competitive dialogue consists of three stages, ISOS, ISDS and ISFT and it common practice for weightings to change at the different stages to reflect the fact that different aspects become more important during negotiations.

The technical element is given a higher weighting due to the technical and complex nature of the project. Funding and Commercial has a significant weighting due to the large project value and the requirement for the bidders to demonstrate their ability to fund the project. The Legal and Contractual elements are afforded a lower weighting as the contracts are generally based on the Treasury's Standardization of PFI Contracts (SOPC 4) documentation and hence, a standard legal procedure is there to follow. The weighting of this element is slightly lower at the ISOS stage as the majority of issues will surface during the latter stages of dialogue.

Level 2 Price Criteria

Price	ISOS	ISDS	ISFT
Price and Affordability	6 – 12%	24%	24%
Sensitivity Testing	12 - 24%	12%	14%
Payment Profile	2 - 4%	4%	2%
Total	**20 – 40%**	**40%**	**40%**

The Level 2 Price criteria examine the bidder's proposed price and financial model. This is distinct from the Funding and Commercial criteria evaluated under Levels 3 & 4 of the Quality criteria, which assesses how the bidder arrived at their proposed price, its justification, rationale and their appetite towards risk transfer.

Within the Price Criteria, Price and affordability and Sensitivity Testing have the highest weightings assigned to them as they evaluate the price of the bid against the overall affordability envelope. Due to the reasons discussed above under Level 1, the Price and Affordability criterion is given a lower weighting at the ISOS stage and a

higher weighting later in the project when each bidder will have had a better opportunity to develop the underlying costs.

In the Payment Profile Criterion, the Partnership will be looking to ensure that there are no significant steps in the Unitary Charge post full service commencement, to ensure that Council tax can increased by around inflation each year. Affordability over 25 years is more critical; however the weighting recognises that the Authority would rather a 'smooth cost increase profile' to a 'lumpy cost increase profile'.

As full pricing has not been undertaken at ISOS the Sensitivity Testing will focus on assessing the impact on bidder's proposals of changing landfill tax, LATS, inflation and other key macroeconomic assumptions. As more detailed affordability and technical solutions are progressed this reduces in importance, as the guaranteed performance of the facility will be better understood. The Partnership wants to ensure that the assumptions used by bidders are realistic and any changes will not cause serious financial risk.

The Level 3 & 4 Quality criteria are detailed on the following pages.

Quality Level 3 Criteria

Level 2 Headings	Level 3 Key Criteria	ISOS	ISDS	ISFT	Rationale
		Level 3	Level 3	Level 3	
	A - TECHNICAL	**36 - 48%**	**36%**	**36%**	
A1.1	Overall Technical Solution	9 – 12%	9%	9%	The technical solution must deliver the key output requirements of the project. The solution should be cohesive, robust and convincingly deliverable for the term of the project, whilst providing tolerance and flexibility to accommodate future change. This criterion has the equal highest weighting as the delivery of the core project objectives are tested here.
A1.2	Works and Commissioning	3.6 – 4.8%	3.6%	3.6%	This is significant in terms of the project delivery schedule and the construction of quality facilities (built using quality construction practices) that will interface with the Partnerships collection services. Although the project objectives are output based (i.e. Service driven), the realism, quality and delivery of the works must be assessed but is given lesser importance than the delivery of core objectives and the service specification.
A1.3	Planning and Permitting	5.4 – 7.2%	5.4%	5.4%	As with A1.2 the achievement of planning and permitting will be important to the project delivery timetable and overall cost of the project. Bidders are expected to provide a realistic and deliverable programme for planning and permitting and to have recognised and mitigated (and costed in) key areas of planning risk and permit requirements. This criterion is given a slightly higher weighting than A1.2 as it typically represents a key area of negotiated risk transfer/retention in relation to achieving Value for Money (e.g. extent of architectural enhancements required).
A1.4	Environmental Performance	9 - 12%	9%	9%	Environmental performance is considered to be a very high priority for the project and has equal top weighting alongside the overall technical solution. The environmental impact of proposals will primarily be assessed using WRATE, the Environment Agency lifecycle assessment tool. It should be noted that a number of elements that may be considered to be environmental performance related are

Ref	Criterion	Description	Range	Weight	Weight
		considered in other criteria. An example of this is "Environmental and planning monitoring and compliance" which is assessed under Service Operations (A1.5).			
A1.5	Service Operations	The delivery of a well organised, resourced and effective service that interfaces efficiently with the collection authority services for the period of the project is also very important. The service must be demonstrably capable of meeting the requirements set out in the service specification (e.g. vehicle turn around times, weighing requirements etc.). These aspects will impact greatly on the completeness and quality of service received by the Partnership and has an appropriate weighting. The bidder must be able to demonstrate that they can deliver the service during the operational phase.	7.2 – 9.6%	7.2%	7.2%
A1.6	Management Systems	The management systems must document responsibilities and management structures for various aspects of the projects delivery (e.g. H&S, quality). Methods of data recording, transfer and reporting requirements are also addressed here against the Partnerships requirements. Quality controls, assurance and accreditations are also covered. This has a significant but lower weighting because effective service management, engagement with the Partnership and performance reporting are project requirements that are essential to provide effective communications, project accountability and the auditable delivery of the project requirements/core objectives.	1.8 – 2.4%	1.8%	1.8%
B - FUNDING AND COMMERCIAL			**18 - 24%**	**15%**	**15%**
B2.1	Financial Robustness	This criterion evaluates the completeness of the financial information supplied by the bidder. Bidders will be continually developing the technical solution as they progress through the Competitive Dialogue process. This means that the costs they can include within their financial modelling will increase in robustness (and will be subject to Financial Advisors review), and therefore will supply more confidence in the underlying costs, at ISDS and ISFT stages where the weightings are reduced.	6 – 8%	3%	1.5%
B2.2	Deliverability of Funding Packages	The Partnership is interested in the processes that will be used to obtain the required financing for the project (e.g. structure, debt/equity split, extent of PCGs), especially in the current economic climate. This is given equal weighting during the procurement process due to it	6 – 8%	5%	5%

Ref	Criterion	Range	%	%	Description
					remaining a key deliverable of the project. At ISFT stage, firm proposals surrounding the funding strategy would be sought.
B2.3	Consortium risk mitigation structure	2.4 – 3.2%	2%	3.5%	This is an evaluation of the appropriateness of the structure, taking in to account sub-contracts and guarantees. The exact structure will not always be finalised until the later stages of the procurement and therefore the scoring increases at the ISFT stage.
B2.4	Acceptance of Payment Mechanism	3.6 – 4.8%	5%	5%	At the ISOS stage only outline principles will be discussed rather than full documentation, in accordance with Defra guidance. At ISDS a full payment mechanism will be issued, which allows bidders to propose alternative drafting and understand the linkages between risk transfer and the Project Agreement. It is given a higher weighting later in the CD process as it will form a contractual document.
C - LEGAL AND CONTRACTUAL		**6 – 8%**	**9%**	**9%**	
C1.1	Compliance with SOPC4 (as amended by Defra Derogations) 1 and compliance with the Defra Derogations	1.8 – 2.4%	2.7%	2.7%	Compliance with SOPC4 is mandatory but it was felt that nonetheless bidders should be incentivised not to make any adjustments to the document (i.e. put in clauses that transfer risk to Authority). Much of the WIDP Standard form is not SOPC4 however; some of the balance is generic and some waste specific. It is not yet mandatory but may become so and therefore a suitable weighting needs to be attributable to this to incentivise acceptance as far as possible.
C1.2	Compliance with BEaR Project Agreement and Schedules	3.6 – 4.8%	5.4%	5.4%	Compliance with the project agreement and schedules was agreed as being the most important throughout the project as this is what is specific to the BEaR project.
C1.3	Contractual Structure / Consortium Support	0.6 – 0.8%	0.9%	0.9%	Due diligence of the proposed consortium supply chain to ensure parental company guarantees are in place and interface agreements between consortium members ensure appropriate risk transfer under the contract's performance mechanism.

Level 4 Technical Criteria

It should be noted that only the Technical Criteria (Level 2) within the Quality side of the evaluation break down in to Level 4 criteria. The other Level 2 criteria do not break down in to this much detail. As seen above, the Price criteria do not break down past Level 2.

The weightings of the Level 4 criteria were discussed at the Evaluation Criteria workshop on the 18th December with Lead Officers. Each criterion was assigned a high, medium or low tag to demonstrate its importance in relation to the other criteria within the criteria above. Weightings will be assigned to the Level 4 criteria based on these ratings.

The weightings of the Level 4 criteria have yet to be fixed due to the remaining documents that need to be produced for the procurement. Fixing the criteria and weightings at this stage could prevent the Partnership from having the flexibility it requires to produce an ISOS questionnaire that reflects the latter stages of the procurement.

The following Level 4 criteria should therefore be considered as provisional criteria.

As well as being defined in terms of importance, the High, Medium and Low ratings should also be looked at in terms of:

High = High rankings would apply where there likely to be high levels of variability between solutions.
Medium = Medium rankings would apply where there likely to be medium levels of variability between solutions.
Low = Low rankings would apply where there likely to be low levels of variability between solutions.

A1.1 Overall Technical Solution	Rating
Robustness of technology proposals	H
Reference Projects (proven track record, reliability and deliverability)	H
Flexibility of solution (waste volume, composition and legislative change)	M
Products and end markets (incl CHP)	M
Management of residues to landfill	M
Emission control systems	L
Robustness of mass balance	L
A1.2 Works and Commissioning	**Rating**
Design principles (e.g. vehicle logistics, reception, storage, architecture)	H
Sustainable design issues (materials, water, energy)	H
Construction management and community communications during works	L
Quality and robustness of contract specifications (eg. EPC, Civils, M&E)	L
Works Programme	M
Mobilisation Plan	L
Testing and Commissioning Plan	M
A1.3 Planning and Permitting	**Rating**
Land ownership/acquisition	L
Quality of planning strategy, methodology and risk management	H
Site specific policy/strategy consistency, development impact etc	H
Approach to permitting issues, methodology and risk management	L
Realism planning/permitting timetable	M

A1.4 Environmental Performance	Rating
Contract Waste Diversion from landfill	M
Diversion of Biodegradable waste from landfill (LATS compliance)	H
Recycled/Composted %	L
Environmental impacts (WRATE)	M

A1.5 Service Operations	Rating
Operating Plans (e.g. opening hours, turnaround times, waste handling, security)	H
Maintenance arrangements	H
Contingency Plan	H
Nuisance minimisation procedures	M
Environmental and planning monitoring and compliance	M
Waste Transport and Haulage (off-site)	H
Data information systems	L
Third Party Waste Protocol	H
Emergency arrangements	L
Hand back Plan and procedures	L
Best Value (benchmarking, market testing, continuous improvement, indexation)	L
Client Reporting and meetings	L
Performance monitoring	L
Complaints management	L
Visitors Centre	L
Ongoing Community Liaison	M

A1.6 Management Systems	Rating
Management Systems QMS & EMS	L
Resourcing & management arrangements	H
HR, Equal Opportunities and Social Cohesion	L
Health, Safety And Welfare	M

Environmental Performance

Following comments that the weighting assigned to the Environmental Performance of the solution was low, the following section provides the rationale for this decision.

Firstly it should be noted that certain elements of a bid may be assessed under more than one criterion. For example, Environment Performance has an overall weighting of 9%, however, other criteria within the evaluation also take the environmental performance of the facility into account. The environmental performance will also be evaluated under certain elements of the other Level 3 criteria such as:

- Overall Technical Solution – (Emission control systems, Management of residues to landfill),
- Works and Commissioning – (Sustainable design issues - materials, water, energy),
- Planning and Permitting – (Site specific policy/strategy consistency, development impact, Permitting Risk etc),
- Service Operations - (Environmental and planning monitoring and compliance, Waste Transport and Haulage (off-site)).
- Management Systems – (Environmental Management Systems (EMS))

In conclusion, although the weighting specifically assigned to the elements within the Environmental Performance Criterion is 9%, Environmental performance will actually be taken into account in a much wider sense within all of the technical evaluation criteria which accounts for a total weighting of 36%.

These criteria have been thoroughly tested by the Projects external consultants to ensure that they do not favour or discriminate against any particular type of waste processing facility in accordance with member decisions. Any changes made to the criteria are likely to lead to certain technologies gaining an advantage which would be against the established policy of the Partnership authorities.

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Major Waste Treatment Technologies – Overview

This document has been produced to provide Members with a brief overview of the types of waste treatment technologies available to treat residual (black bin) waste. This should not be taken as an exhaustive list as other technologies are available, however the technologies listed below cover the main types that are currently in use in the UK. More information about waste technologies can be found on the DEFRA and Environment Agency websites.

Energy from Waste (EfW)

Energy from Waste is a general term assigned to any of the technologies that create energy in the process of treating waste. It is however commonly used to describe the 'Incineration' process, where waste is burnt in controlled conditions to produce electricity and sometimes heat.

EfW (Incineration)

This treatment process involves burning waste in controlled conditions at high temperatures (above $850^{\circ}C$). Hot gases produced in the furnace travel through a boiler, transferring the heat that is produced to the water running through the boiler pipes. The water is heated to high temperatures creating steam which is used to drive a turbine. This turbine produces electricity which can be fed to the national grid, with a small amount being used on site to support the plant.

After the energy in the steam has been used, the resulting water is re-circulated through the boiler and reheated into steam again. Incineration without energy recovery is no longer allowed in the UK.

Complex emission control measures are a requirement by law in these plants. There is also a requirement to deal with the residues of the combustion process of which there are two principal types: the bottom ash, which is the solid remainder of the waste feedstock after processing, and the chimney (flue) gas treatment residues from the air pollution control process.

The bottom ash can be recycled into an aggregate material for use in construction applications or disposed of to landfill. The residues from the flue gas treatment process are classified as hazardous waste and require specialist treatment, however, due to their alkaline properties these residues are increasingly being used in industry to neutralize acids. Most facilities also recover metals for recycling from the bottom ash.

Advanced Thermal Treatment (ATT)

There are a wide variety of Advanced Thermal Treatment systems incorporating "advanced" or "emerging" technologies for the treatment of waste. The most common systems are **Pyrolysis** and **Gasification**.

– **Pyrolysis** is the chemical breakdown of organic materials by heating in the absence of oxygen or any other substances, except possibly steam. Pyrolysis is similar to the process which produces charcoal. Only carbon based materials can be pyrolised. Waste is normally pre-sorted to remove the majority of the non-organics and may be mechanically processed (shredded & mixed) to homogenise the feedstock.

A prepared Refuse Derived Fuel (RDF) from another treatment process may also be used. Pyrolysis heats the waste, typically to around 500°C and breaks down plastics, paper and other carbon based materials to produce a gas. This gas may be condensed to produce a Pyrolysis Oil. This oil or gas can then be used as a fuel to generate electricity in a gas engine. Flue gas clean up measures are required for Pyrolysis facilities. Pyrolysis char is also produced which requires disposal or additional processing.

– **Gasification** operates at a higher temperature range than Pyrolysis. The process converts biodegradable material into carbon monoxide and hydrogen by heating the raw material at high temperatures over 700°C using a controlled amount of oxygen and/or steam. The resulting gas mixture is called 'syngas' and is itself a fuel. Air or oxygen is used to partially combust the waste to achieve these high temperatures. Water is added to the Gasifier, either as steam or as water included in the feedstock. At these high temperatures the water "cracks" into hydrogen and oxygen.

The oxygen reacts further with the carbon in the waste material. The difference between Pyrolysis and Gasification is the high concentration of Hydrogen in the gas produced in the gasification process and the use of oxygen in one and not the other. A solid residue (char) is also produced which usually requires disposal if no markets for recycling are available. Flue gas clean up measures are required for emissions from Gasification facilities.

Anaerobic Digestion (AD)

This is a natural process in which micro-organisms break down biodegradable material in the absence of oxygen at temperatures of up to 60°C in an enclosed environment. The process causes the release of methane which is collected and used in a gas engine to produce electricity, therefore reducing the emissions of landfill gases into the atmosphere. Depending on the size of the facility this electricity can be exported to the national grid. Also, the nutrient-rich slurry-like material left over from the process can be used as a fertiliser.

Aerobic Digestion

The biological treatment of organic waste in the presence of oxygen under the action of micro-organisms. This is effectively what takes place in your garden composter. A by-product of this process is methane which can be collected and used in a gas engine to produce electricity if the system is enclosed (In-Vessel Composting). Depending on the size of the facility this electricity can be exported to the national grid. The fully decomposed material is usually landfilled but can be used in other locations depending on the waste feedstock.

Mechanical Biological Treatment (MBT)

MBT is a term used for a broad range of process systems. Depending on the configuration used, MBT can produce energy and therefore be classed as an EfW

process or not. All MBT options involve a mechanical stage and a biological stage and it is the type of biological stage used that determines whether energy is produced or not.

The mechanical stage of the process involves sorting and screening the incoming waste. It can also involve shredding material to homogenise the waste stream. It is in this stage that any additional recylates can be seperated and materials that are not suitable for the following processes are screened and sent to landfill.

The biological stage treats the remaining material requiring processing following the mechanical stage. The waste can be fed into an anaerobic digestion system and treated as described above or it can be dried (biodrying) or composted aerobically. Biodrying involves the drying of the material to produce a Refuse Derived Fuel (RDF), this RDF can then be used in a thermal treatment facility to produce energy. RDF can be used as a substitute fuel in non-waste facilities such as a cement kiln. All facilities where RDF is used as a fuel have to be compliant with the Waste Incinceration Directive. Aerobic composting leads to a reduction in the overall biodegradability of the waste. Following this process the material is typically landfilled.

Typical MBT configurations are:

Mechanical Screening → Anaerobic Digestion
Mechanical Screening → In-Vessel Composting → Landfill
Mechanical Screening → Refuse Derived Fuel → Thermal Treatment (Incineration)

Combined Heat and Power (CHP)

Combined Heat and Power (CHP) can significantly improve the carbon footprint of waste plants that produce electricity. Where CHP is adopted, in addition to the electricity generation, steam from the system is used to provide heat, either to an industrial user or through a district heating scheme. Significant improvements in overall thermal efficiency can be obtained this way.

The steam produced, as well as passing through the turbine to generate electricity can:

> ➢ be exported directly in a pipe to a neighbouring industry for use in a process (e.g. manufacturing) or for space heating.
> ➢ heat up water that is then exported in a pipe to local businesses or housing to provide heating and hot water. The pipe network of district heating is basically just like a domestic central heating system, only bigger and laid in heavily insulated pipes under the ground.

Mechanical Heat Treatment (MHT)

MHT as with MBT is a two stage process but with a heat stage rather than a biological stage. Although either stage may occur first, in most systems the waste is first "heat treated". This is frequently achieved through an 'autoclave', which involves steam treating the waste at high pressures, although there are other systems. The heating process sterilises the waste and reduces waste components to more managable elements; metal cans are de-laquered and organic materials are reduced to a floc-like substance.

The mechanical stage includes sorting and screening the treated waste into streams for recycling, disposal and further treatment.

The MHT process does not reduce the biodegradablity of the waste and the process generally has to be partnered with another process, for example biological or thermal treatment, to treat the MHT products which are not recycled or landfilled.