



## PROJECT INTEGRA ACTION PLAN

### 1. INTRODUCTION

- 1.1 Project Integra is the adopted brand name for the Waste Management Partnership for Hampshire delivering waste management infrastructure and allied collection services to 670,000 households across Hampshire. The Project Integra Partners are Hampshire County Council, the District Councils, Portsmouth City Council, Southampton City Council and Veolia. This report seeks the Council's endorsement for approval for the adoption of the Annual Action Plan 2015-2018 for the Project Integra partnership.
- 1.2 The partnership continues to be one of the best examples of joint working in relation to waste management in the UK, not least by virtue of the high level of diversion from landfill now being achieved, which is by far the highest of any County grouping.
- 1.3 A fundamental review of Project Integra was carried out in 2010 by a team of Senior Officers and Members from various partners. The outcome of this review was reported to the Project Integra Strategic Board and during 2013/14 significant actions, such as the production of a revised joint waste management strategy, were adopted by all partner authorities.

### 2. PROJECT INTEGRA DRAFT ANNUAL ACTION PLAN 2015-2018 (ABP)

- # 2.1 The Annual Action plan (Appendix 1) is the mechanism by which the Board receives its mandate to work on behalf of the partnership. It also sets out the costs of running the Board and associated joint activities of the partnership. Section 4.1 of the Action Plan identifies 9 key areas of work which will be undertaken within the 3 years of the plan from 2015 to 2018.
- 2.2 Following the Project Integra Board meetings in October 2014 and February 2015 it is proposed that that the Project Integra Action Plan becomes a true 3 year plan rather than a rolling 3 year plan. This is designed to reduce the time spent by the Project Integra Executive and Partner Authorities in reviewing and approving an annual plan and to allow a more strategic approach to be taken. This proposed change, to a true 3 year plan, will also require an amendment to the Project Integra constitution.  
# Attached in Appendix 2 is the proposed revised constitution, with the amendments in section 13.6 only.
- 2.3 Authorities may approve the Draft Action Plan unreservedly or may approve it subject to a reservation in respect of any particular matter that it has concerns with. Where approval is given subject to such reservation, the Partner Authority's voting Member is not entitled to vote on the matter in question when it is subsequently considered by the Board, and any resolution of the Board on the matter in question does not bind that Partner Authority.

- 2.4 There have also been changes to the way in which the Recycle for Hampshire campaign will be funded, with the suggested way forward being to cease the wider ongoing campaign, but where there is a requirement, build communications into the business case for future PI Actions in the Action Plan. Also, to apply for external funding for specific communications activity, which may require match funding and which would proceed on the basis of a “coalition of the willing.” This fulfils partner desire for change, presents the opportunity to retain the Recycle for Hampshire brand, will lead to consistent messages on specific issues across the partnership, and enables PI to bid for external funding. Both the Recycle for Hampshire website and social media (Facebook and Twitter) will be retained and continue to be maintained and kept up-to-date by the HCC corporate communications team. This would be funded through a SLA between PI and HCC.
- 2.5 The Schools’ Education Programme will be designed according to the individual needs of the remaining partners. The programme would not have to be delivered in exactly the same way in each partner’s area and consideration should also be given to widening the remit to other community groups, as well as schools. It is proposed that this Council should continue to support this education programme for a further 12 months, at a cost of £4,436 per annum for 2015/16, and then review the benefits accordingly before the financial year 2016/17.
- 2.6 The appendices of the action plan also identify the contributions that New Forest District Council will pay towards the Project Integra Executive, Recycle for Hampshire (Schools’ Education Programme) and the MAF for 2014/15. The overall figure for these 3 elements is £20,373, compared to £31,552 for 2014/15. The budgeted income in 2015/16 for the sale of recyclable materials is budgeted at £392,000 for dry mixed recycling and £76,000 for glass although currently we are experiencing a fluctuation in the market price for all the various material streams. .
- 2.7 The performance against the 2014/15 action plan and the proposed actions identified in the 2015/16 plan were discussed at January’s Environment Overview and Scrutiny Panel, where Christ Noble, Head of Project Integra, presented his annual report to the Panel.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The Council pay towards the Project Integra Executive, Recycle for Hampshire and the MAF. The overall figure for these 3 elements in 2015/16 is £20,373 compared to the 2014/15 figure of £31,552. This decrease is mainly due to the reduction in funding for the Recycle for Hampshire campaign. Currently proposals are being developed in-house to utilize this reduction in spend on a communications campaign targeted specifically at the residents of the New Forest.

### **4. ENVIRONMENTAL IMPLICATIONS**

- 4.1 Project Integra and its actions via the Joint Municipal Waste Management Strategy and the Project Integra Action Plan have significant benefits for the environment. This action plan seeks to achieve high levels of recycling and a more sustainable and cost-effective approach to waste management in Hampshire.

## 5. CRIME AND DISORDER IMPLICATIONS

5.1 None

## 6. EQUALITY AND DIVERSITY IMPLICATIONS

6.1 None

## 7. CONCLUSION

# 7.1 The Project Integra Action Plan, setting out the priorities for the next 3 years as well as the financial implications is identified in Appendix 1 of this report.

# 7.2 It is recommended that the action plan should no longer be a rolling 3 year plan but a true 3 year plan. Attached in Appendix 2 is the revised constitution to allow these changes to take place.

7.3 Members are also asked to note the changes to the Recycle for Hampshire Programme

## 8. PORTFOLIO HOLDER'S COMMENTS

8.1 The Portfolio Holder supports the recommendation.

## 9. RECOMMENDATION

# 9.1 That Cabinet recommend the Council to approve the Project Integra Action Plan 2015-2018, as attached at Appendix 1 to this report, in its new format of a true 3 year plan and that the constitution is amended, as shown in Appendix 2 to this report, to reflect this change.  
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### FURTHER INFORMATION

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### BACKGROUND PAPERS

None

Project Integra Draft Action Plan 2015 - 2018

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Draft Project Integra Action Plan

2015-2018

DRAFT

## 1 Introduction

- 1.1 Project Integra is partnership of local authorities with responsibility for waste management in Hampshire, Portsmouth and Southampton. The long term waste disposal contractor Veolia Environmental Services (VES) is a non-voting member of the Partnership.
- 1.2 The Project Integra Strategic Board is constituted as a Joint Committee of the 14 local authorities, and is the decision making body for the partnership.
- 1.3 The Project Integra Review and the refresh of the Joint Municipal Waste Management Strategy led to development of focused action plans covering the periods 2013-2016 and 2014-17. Both these plans have been rolling three year plans, refreshed every year, in accordance with the PI Strategic Board Constitution. Some of these actions have now been completed, and some will remain on the next action plan. In addition there are some new actions added.
- 1.4 This Draft Action Plan has been developed in parallel with a proposed change to the PI Strategic Board Constitution. The proposal changes the planning process as follows:

### Current procedure

Rolling three-year Action Plan produced annually. A draft is signed off by Board and then taken by each PI partner for approval in their own authority. Approval must be confirmed from all partners before Action Plan is adopted.



### Proposed Procedure

Action Plan is a true three-year plan. It is approved every three years instead of annually. Progress reports are still delivered at the end of each year. Amendments can be made to the plan during the three year period.

- 1.5 This Draft Action Plan therefore covers the period 2015-18. Amendments to this plan can be made during this period, and progress will be regularly reported. The next full Action Plan to follow this one will cover the period 2019-22.
- 1.6 An outline proposal for the Action Plan was presented at PISB in October 2014, and this has been used to develop this Draft Action Plan.

## 2 PI aims and objectives

- 2.1 The refreshed (2012) Joint Municipal Waste Management Strategy (JMWMS) had the following overarching vision:

*“In period to 2023 Hampshire will manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy.”*

- 2.2 The PISB also agreed, in 2012, the operational focus for its activities through a number of work streams as follows: *“Working to reduce costs across the whole system”* through:

1. Communication and behaviour change.

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2. Waste prevention including reuse.
3. Recycling and performance improvements - for instance through reducing contamination, increasing capture of materials, improving income for materials, changing management arrangements.
4. Reducing landfill.
5. Joint working arrangements and activities.
6. Improve efficiency and effectiveness of services through collaboration with neighbouring authorities including SE7.”

### 3 Future challenges and opportunities

#### 3.1 Existing and future targets

- 3.1.1 National targets for household waste were set for England by the Waste Strategy 2007. The targets are to recycle or compost at least 45% of household waste by 2015 and 50% by 2020. The latter is a requirement of the EU Waste Framework Directive (the EU target applies to Member States as a whole i.e. the UK. rather than individual local authorities).
- 3.1.2 The rate at which recycling is currently increasing will not enable the UK to meet this target. This could lead to fines for the UK Government for infraction. The UK government has not set targets for individual local authorities, but under the terms of Section 48 of the Localism Act, these fines *could* be passed to the local authorities which are deemed to be responsible for the UK Government’s non-compliance. Defra have not confirmed that this will be the case and there is no mechanism for how this would work in practice.
- 3.1.3 In July 2014, the European Commission published a proposal to amend six waste-related Directives. The proposal included setting more challenging waste-related targets for the period 2020-2030. However the new EU Commissioner withdrew this proposal, in favour of developing something “more ambitious” in 2015. Given the lead times for developing new waste legislation, the impact of this work is unlikely to be fully understood until 2018 onwards.

#### 3.2 Waste trends

- 3.2.1 At the time of writing, the latest statistical update from Defra covers the calendar year 2013. It notes that, for England:
  - The annual rate of recycling of ‘waste from households’ was 44.2 per cent in 2013 and continues to be stable with just a slight increase from 44.1 per cent in 2012.
  - Total ‘waste from households’ dropped 1.8 per cent to 21.6 million tonnes.
  - Local authority managed waste to landfill and incineration fell by 5.2 per cent
- 3.2.2 In the PI area, residual waste tonnages increased significantly (4.67%) in 2013-14. It could be expected that increasing residual waste tonnages will be a key pressure on collection and disposal infrastructure if the economic recovery continues. This means the PI Waste Prevention Plan acquires an even higher level of significance in reducing whole system costs.
- 3.2.3 Recycling rates in PI authorities have plateaued or even reduced in recent years. Previous PI reports have looked further into this, but in summary there is a decreasing quantity of recyclate available (especially paper) but residual waste tonnages have increased.

#### 3.3 Other future areas of policy and legislation

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- 3.3.1 Defra's role in waste policy development - A letter sent by Defra to stakeholders in November 2013 revealed the future direction of Defra in the waste/resources sector - "From April 2014 we will be stepping back in areas where businesses are better placed to act and there is no clear market failure."
- 3.3.2 Quality of materials - As of 1st October 2014, new legislation require all MRFs to sample inputs and outputs according to a common methodology, which will allow more accurate comparisons between facilities. This sampling data is submitted to the EA on a quarterly basis and once verified will be available in the public domain. These Regulations, along with the requirements for separate collection of paper, glass, metal and plastic, as per the Waste (England and wales) Regulations 2011 (as amended 2012), means there is a need to have a strong focus on material quality in the future.
- 3.3.3 Plastic Bag Levy - The Government announced in 2014 that they will introduce a 5p charge on all single-use plastic carrier bags in England in October 2015. This may reduce the quantity of plastic bags in DMR bins and in the waste stream overall. There could be opportunities for PI partners to communicate with residents in the run-up to October 2015, to advise of both the charge itself and the requirement for loose recycle.
- 3.3.4 Landfill Tax - Landfill tax has been increasing by £8 per year, currently standing at £80 per tonne. From 1st April 2015, it shall increase annually in line with the RPI.
- 3.3.5 National agreements with industry on Packaging and food waste - WRAP have been working with retailers and manufacturers since 2005 via a series of "Courtauld Commitments," aiming to reduce the weight and carbon impact of household food waste, grocery product and packaging waste, both in the home and the UK grocery sector. WRAP has been having discussions with governments and industry stakeholders about a new framework for collaborative action in the UK to follow Courtauld 3. This is proposed to be a new ten-year framework (2016-2025). Courtauld 2025 is still being developed and currently no targets have been identified. WRAP will announce a formal proposition in 2015.
- 3.4 *WDA Developments*
- 3.4.1 The existing HWRC contract has been extended to the end of March 2016, but some policy changes will be trialled during this period. Procurement of a new contract, from 2016, is underway. The waste disposal contract with VES has been extended to 2030.
- 3.4.2 WDAs and VES have been exploring a number of options to increase landfill diversion – for example diverting HWRC Amenity Wastes to Veolia's Solid Recovered Fuel (SRF) and Refuse Derived Fuel (RDF) facility and recycling street sweepings – these trials may be extended and expanded if successful.
- 3.5 *Housing trends*
- 3.5.1 HCC provides forecasts of population and no. of dwellings. Between 2015 and 2018, a 2.75% increase in house numbers is expected across Hampshire, equating to 21,000 new homes. WCC, TVBC and HDC will see the most significant increases. Increases of this order will have significant impact of quantities of waste for collection and disposal.

## 4 PI Action Plan 2015-18

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4.1 In order to meet the aims of the JMWMS and the challenges described, the action plan will consist of the following actions.

<b>Action 1</b>	<b>Activity to increase quality and quantity of recyclable material</b>	<b>Workstream Contribution</b>
<b>Detail</b>	<p>Increasing capture of and reducing contamination of materials collected for recycling by PI will have a significant impact upon whole system costs. It is also increasingly important in order to comply with recent legislation. In the absence of an ongoing county-wide communications campaign, the following is required:</p> <ul style="list-style-type: none"> <li>• A focus on local communications by each partner authority.</li> <li>• When appropriate work together on communications where an approach will have a known impact or clear business case, and pursue external funding to this end, including partnerships with other sectors.</li> <li>• Sharing of best practice in communications among PI partners e.g. via Recycling officer group.</li> <li>• Development of an agreed set of communications principles for use across the partnership, to ensure that messages across Hampshire are consistent.</li> <li>• Further development of the PI Contamination Compact</li> <li>• Monitoring of MRF sampling data and benchmarking with other MRFs</li> <li>• Identify methods of reducing MRF residue, developing business cases where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and behaviour change</li> <li>• Waste prevention including reuse</li> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> <li>• Joint working arrangements and activities</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Increase material capture from 78.3% (13-14)</li> <li>• All partners reduce own input contamination rates</li> <li>• Reduce MRF residue rate from 15.73% (13-14)</li> <li>• Agree set of principles (see above) by October 2015.</li> </ul>	
<b>How will this be measured?</b>	<ul style="list-style-type: none"> <li>• Monitoring capture, contamination and residue rates via the Materials Analysis Facility</li> <li>• Benchmarking of data with other LAs and MRFs</li> </ul>	
<b>Responsibility</b>	<ul style="list-style-type: none"> <li>• All PI partners</li> <li>• Led by Head of Project Integra</li> </ul>	
<b>Resources</b>	<ul style="list-style-type: none"> <li>• At partner level</li> <li>• External funding where available</li> <li>• Business cases presented where appropriate</li> </ul>	
<b>Timescale</b>	2015-18 – progress reported annually	



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Action 2	Schools Education	Workstream Contribution
<b>Detail</b>	<ul style="list-style-type: none"> <li>To deliver the Schools Education Programme to participating partners. Partners to be engaged in design of the education programme within their own authority areas to ensure all needs are met.</li> <li>Educational resources available to schools across Hampshire to be revised to enable and encourage self-service in schools and other groups.</li> <li>Individual partners to support schools where possible.</li> <li>Opportunities for partnerships with other sectors will continue to be explored.</li> </ul>	<ul style="list-style-type: none"> <li>Communication and behaviour change</li> <li>Waste prevention including reuse</li> <li>Recycling and performance improvements</li> <li>Reducing landfill</li> <li>Joint working arrangements and activities</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>Deliver revised educational resources for all partners (Oct 2015)</li> <li>Improve awareness of waste &amp; resource management among the population as a result of the education programme.</li> <li>Targets for no. of school visits and level of engagement to be agreed with individual partners.</li> </ul>	
<b>How will this be measured?</b>	<ul style="list-style-type: none"> <li>Parent and school surveys</li> <li>Monitoring capture, contamination and residue rates via the Materials Analysis Facility</li> <li>Note that attributing specific changes in performance to a schools education programme is not straightforward</li> </ul>	
<b>Responsibility</b>	<ul style="list-style-type: none"> <li>All PI partners</li> <li>Led by Head of Project Integra</li> </ul>	
<b>Resources</b>	<ul style="list-style-type: none"> <li>Schools Education programme cost TBC once participating partners are confirmed</li> <li>At partner level</li> <li>External funding where available</li> </ul>	
<b>Timescale</b>	Annual Programme to be agreed with individual partners, progress reported termly to partners and annually to PISB.	

Action 3	Waste Prevention Plan (WPP)	Workstream Contribution
<b>Detail</b>	<p>Implementation of PI WPP 2014-17, approved by PISB in June 2014 (further detail available within that plan). Key activity to include:</p> <ul style="list-style-type: none"> <li>Annual report on progress (June)</li> <li>Bulky waste – improving communications, liaising with 3rd sector, identifying new ways of working.</li> <li>Organics – programme of activity around home composting and Love Food Hate Waste.</li> <li>HWRCs – maximising reuse opportunities within new contract</li> <li>Waste collection policies – reviewing and developing new waste collection policies that may reduce waste – collection frequencies, size and number of waste container etc.</li> </ul>	<ul style="list-style-type: none"> <li>Communication and behaviour change</li> <li>Waste prevention including reuse</li> <li>Recycling and performance improvements</li> <li>Reducing landfill</li> <li>Joint working arrangements and activities</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>Limit annual increases in residual waste to 0.5% per</li> </ul>	

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	<p>annum.</p> <ul style="list-style-type: none"> <li>Reduce organic and bulky waste</li> </ul>	
<b>How will this be measured?</b>	<ul style="list-style-type: none"> <li>Waste tonnage data</li> <li>MAF analysis</li> </ul>	
<b>Responsibility</b>	<ul style="list-style-type: none"> <li>Head of PI – monitoring of progress against WPP</li> <li>Responsibilities around specific actions detailed in the approved WPP - all Project Integra authorities have a role</li> </ul>	
<b>Resources</b>	<ul style="list-style-type: none"> <li>PI working groups where appropriate</li> <li>Resources allocated via HCC WP workstream</li> </ul>	
<b>Timescale</b>	Approved plan of activity up to June 2017.	

Action 4	Resource Capture and Treatment Review - Implementation	Workstream Contribution
<b>Detail</b>	<p>Implementation of recommendations from RCTR. These will include:</p> <ul style="list-style-type: none"> <li>Development of business cases where appropriate</li> <li>Actions for the partnership and for individual partners to consider improvements in current collection/disposal systems</li> </ul>	<ul style="list-style-type: none"> <li>Recycling and performance improvements</li> <li>Reducing landfill</li> <li>Joint working arrangements and activities</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>Increased recycling rates</li> <li>Reduced whole system costs</li> <li>Present costed proposal to increase capture of plastic (June 2015)</li> <li>Exact targets TBC following completion of RCTR</li> </ul>	
<b>How will this be measured?</b>	<ul style="list-style-type: none"> <li>Waste data and MAF analysis</li> <li>Monitoring of cost benefits</li> </ul>	
<b>Responsibility</b>	<ul style="list-style-type: none"> <li>Led by Head of Project Integra</li> <li>Actions for individual partners TBC</li> </ul>	
<b>Resources</b>	<ul style="list-style-type: none"> <li>At individual partner level</li> <li>Business case development where appropriate</li> </ul>	
<b>Timescale</b>	<ul style="list-style-type: none"> <li>Costed proposal on plastic at June 2015 PISB</li> <li>Exact targets TBC following completion of RCTR</li> </ul>	

Action 5	Joint Working outside of PI	Workstream Contribution
<b>Detail</b>	<p>Ensure engagement with:</p> <ul style="list-style-type: none"> <li>Further developments of the SE7 waste workstream</li> <li>Waste partnerships in the south east region</li> <li>iESE Waste and Resources Innovation Club</li> <li>Other networks including National Association of Waste Disposal Officers</li> <li>Central Govt, to influence future policy development</li> </ul>	<ul style="list-style-type: none"> <li>All</li> </ul>
<b>Target</b>	Increased opportunities for performance improvement and reduced costs, and influence of future waste policy	
<b>How will this be measured?</b>	Annual report from Head of PI	
<b>Responsibility</b>	Led by Head of Project Integra	
<b>Resources</b>	Project Integra Executive Budget. Membership of iESE Waste & Resources Innovation Club is £2,750 pa which will	

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	in 15-16 would be funded from underspend held on PI account rather than increased partner contributions, and then reviewed for 16-17.	
<b>Timescale</b>	2015-18	

<b>Action 6</b>	<b>Health and Safety</b>	<b>Workstream Contribution</b>
<b>Detail</b>	<p>Through the PI group Common Approach to Safety and Health (CASH) ensure best practice shared and projects delivered by task and finish groups, including:</p> <ul style="list-style-type: none"> <li>• Noise impact of glass collections</li> <li>• Organising a CASH conference</li> <li>• Induction training review</li> </ul> <p>Review current group set up and reporting lines to ensure effectiveness.</p>	<ul style="list-style-type: none"> <li>• Joint working arrangements and activities</li> </ul>
<b>Target</b>	<ul style="list-style-type: none"> <li>• Reduction in lost-time incidents in Hampshire</li> </ul>	
<b>How will this be measured?</b>	<ul style="list-style-type: none"> <li>• Monitoring of H&amp;S statistics</li> <li>• Produce annual report for PISB on the progress made by the group</li> <li>• Influence national H&amp;S debate through multi-agency H&amp;S forums</li> </ul>	
<b>Responsibility</b>	Head of Project Integra, Chair of CASH, Joint Client team Manager WCC/EHDC	
<b>Resources</b>	Individual partner officer time.	
<b>Timescale</b>	Annual Report at June PISB. Review completed by June 2015.	

<b>Action 7</b>	<b>Glass Processing Contract</b>	<b>Workstream Contribution</b>
<b>Detail</b>	<p>PI authorities have a joint contract for processing of glass collected at kerbside or via bringsites. Current contract ends in 2016, but there is a 2-year extension option. Depending on decision of PISB, either:</p> <p>(a) Extend for 2 years and re-procure contract ahead of 2018</p> <p>(b) Do not extend, re-procure contract during 2015</p>	<ul style="list-style-type: none"> <li>• All</li> </ul>
<b>Target</b>	To secure a value for money outlet for PI glass from 2016 and beyond. Achieve income levels at or above the national average.	
<b>How will this be measured?</b>	Monitoring of average values of collected glass.	
<b>Responsibility</b>	Lead Head of Project Integra in partnership with a lead authority for procurement - TBC	
<b>Resources</b>	To be determined	
<b>Timescale</b>	As described above, depending on option chosen.	

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Action 8	Joint Procurement	Workstream Contribution
<b>Detail</b>	Carry out joint procurement exercises where feasible, including for example: <ul style="list-style-type: none"> <li>• Vehicles</li> <li>• Training and work placements</li> </ul>	<ul style="list-style-type: none"> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Achieve better value for money and significant savings for Project Integra partners.</li> <li>• Produce annual report on progress.</li> </ul>	
<b>Responsibility</b>	Lead Head of Project Integra With procurement advice from a lead individual authority when required	
<b>Resources</b>	Project Integra Budget	
<b>Timescale</b>	2015-18	

Action 9	Joint Municipal Waste Management Strategy (JMWMS)	Workstream Contribution
<b>Detail</b>	The existing strategy stated that it would be reviewed in 2017. The legal status of JMWMSs in the future is not clear, but PI will benefit from an overarching strategy to guide the partnership.	<ul style="list-style-type: none"> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> </ul>
<b>Targets</b>	Review or replace the existing JMWMS.	
<b>Responsibility</b>	Lead Head of Project Integra	
<b>Resources</b>	TBC	
<b>Timescale</b>	2017	

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### 5 Resources

5.1 The forecast for the PI Executive and Materials Analysis Facility for the next three years is given in Table 1. Note that these are estimates only, and that more accurate forecasts will be given annually in the annual report on Action Plan progress. Authority contributions are based on:

- Executive - total number of households with elements for collection (80%) and disposal (20%);
- Materials Analysis Facility – one third WCAs (evenly split), one third WDAs (split by tonnage), one third VES.

The contributions for each authority are set out in Table 2.

5.2 Proposals to utilise the current underspend held on the PI account will be agreed by the PI Strategic Board as and when required.

5.3 Individual partner authorities will need to give consideration to how they will support the actions in this plan, through staff or other resources, to ensure the partnership achieves its objectives.

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**Table 1**

### Budgets

	2015/16 Forecast	2016/17 Forecast	2017/18 Forecast
<b><u>Expenditure</u></b>			
Salaries and On-Costs	72,600	73,300	74,000
Staff Training and subscriptions	700	700	700
Staff Travel Expenses	2,000	2,000	2,000
<b>Staff Costs</b>	<b>75,300</b>	<b>76,000</b>	<b>76,700</b>
Conference Expenses	1,000	1,000	1,000
<b>Events &amp; Activities</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
Printing & Stationery	500	500	500
Legal Costs / Audit	1,200	1,200	1,200
Communications & Research SLA	41,000	41,000	41,000
<b>Other</b>	<b>42,700</b>	<b>42,700</b>	<b>42,700</b>
<b>Gross Expenditure</b>	<b>119,000</b>	<b>119,700</b>	<b>120,400</b>
<b><u>Income</u></b>			
Annual Membership Fees	-119,000	-119,700	-120,400
Annual Interest	0	0	0
<b>Total Income</b>	<b>-119,000</b>	<b>-119,700</b>	<b>-120,400</b>

## Project Integra Draft Action Plan 2015 - 2018

Table 2

### Authority Contributions

	Partner Contributions 2015/16				Partner Contributions 2016/17				Partner Contributions 2017/18			
	PI Executive	MAF	Sch Education	Total	PI Executive	MAF	Sch Education	Total	PI Executive	MAF	Sch Education	Total
<b>Basingstoke</b>	8,716	6,267	0	14,983	8,759	6,423	0	15,182	8,802	6,584	0	15,386
<b>East Hampshire</b>	6,010	6,267	1,189	13,466	6,039	6,423	0	12,462	6,069	6,584	0	12,653
<b>Eastleigh</b>	6,437	6,267	2,649	15,353	6,469	6,423	2,582	15,474	6,501	6,584	2,634	15,719
<b>Fareham</b>	5,810	6,267	2,714	14,791	5,839	6,423	2,645	14,907	5,868	6,584	2,698	15,150
<b>Gosport</b>	4,396	6,267	2,119	12,782	4,418	6,423	2,066	12,907	4,439	6,584	2,107	13,130
<b>Hart</b>	4,486	6,267	2,252	13,005	4,508	6,423	2,195	13,126	4,530	6,584	2,239	13,353
<b>Havant</b>	6,386	6,267	0	12,653	6,417	6,423	0	12,840	6,449	6,584	0	13,033
<b>New Forest</b>	9,670	6,267	4,436	20,373	9,718	6,423	4,324	20,465	9,766	6,584	4,410	20,760
<b>Portsmouth</b>	13,385	15,781	0	29,166	13,451	16,175	0	29,626	13,518	16,579	0	30,097
<b>Rushmoor</b>	4,657	6,267	2,449	13,373	4,680	6,423	2,388	13,491	4,703	6,584	2,436	13,723
<b>Southampton</b>	15,374	17,194	0	32,568	15,450	17,624	0	33,074	15,526	18,065	0	33,591
<b>Test Valley</b>	6,073	6,267	0	12,340	6,103	6,423	0	12,526	6,133	6,584	0	12,717
<b>Winchester</b>	6,047	6,267	1,094	13,408	6,077	6,423	0	12,500	6,107	6,584	0	12,691
<b>Hampshire</b>	17,172	61,026	6,300	84,498	17,257	62,552	5,400	85,209	17,341	64,116	5,508	86,965
<b>Veolia</b>	4,382	81,467	0	85,849	4,513	83,504	0	88,017	4,648	85,592	0	90,240
<b>Total</b>	<b>119,001</b>	<b>244,402</b>	<b>25,202</b>	<b>388,605</b>	<b>119,698</b>	<b>250,512</b>	<b>21,600</b>	<b>391,810</b>	<b>120,400</b>	<b>256,775</b>	<b>22,032</b>	<b>399,208</b>

**PROJECT INTEGRA STRATEGIC BOARD****CONSTITUTION**

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**1. BACKGROUND**

- 1.1. The partner authorities have been widely acknowledged for their cooperation since 1995 on an integrated waste management partnership programme, known as Project Integra. This has resulted in impressive facilities, generally high recycling performance, high diversion from landfill and a contribution to the fundamental shift in thinking from waste to resource management.
- 1.2. In order to further this agenda, in 2001 the partner authorities set up a Joint Committee (the Project Integra Management Board) in order to increase clarity, accountability and respond in a more effective and coordinated way to new challenges.
- 1.3. The effectiveness of the Board was reviewed during 2005/6 in parallel with the development of a Joint Municipal Waste Management Strategy (JMWMS). To underline its strategic, rather than operational role, the Board became known as the Project Integra Strategic Board.
- 1.4. Further changes, including scrutiny being undertaken by authorities individually rather than through a joint scrutiny committee, were agreed following a review of the partnership and a refresh of the JMWMS, concluded in 2012.
- 1.5. This revised Constitution for the Project Integra Strategic Board complements the JMWMS as one of three core documents underpinning the partnership. The third document is the three year Action Plan. The JMWMS sets out the long term strategic aims of the partners. The Action Plan sets out priorities and how strategic aims will be delivered in the short to medium term. The Constitution sets out how decisions are made, scrutinised and supported.
- 1.6. For the purposes of the Constitution the parties comprise:
  - Basingstoke & Deane Borough Council
  - East Hampshire District Council
  - Eastleigh Borough Council
  - Fareham Borough Council
  - Gosport Borough Council
  - Hampshire County Council
  - Hampshire Waste Services Ltd (a registered subsidiary of Veolia Environmental Services (UK) Plc)
  - Hart District Council
  - Havant Borough Council
  - New Forest District Council
  - Portsmouth City Council
  - Rushmoor Borough Council
  - Southampton City Council
  - Test Valley Borough Council
  - Winchester City Council



## **2. PURPOSE**

- 2.1. The purpose of this Constitution is to set out in clear terms how the Project Integra Strategic Board operates and how decisions are made. It also sets out the role of the Project Integra Executive.
- 2.2. The Constitution may be amended from time to time, where all Partner Authorities and HWS agree such amendments. The Board may propose amendments for consideration and approval in its Draft Action Plan.

## **3. DEFINITIONS**

“Annual General Meeting” means the annual meeting referred to in Paragraph 10.1.

“Approved Action Plan” has the meaning given in Paragraph 13.3.

“Board” means the Project Integra Strategic Board.

“Board Member” means a person appointed to the Board under Paragraph 8.1.

“Chairman” means the Board Member appointed as Chairman further to Paragraph 10.2.

“Deputy” means a person appointed as a deputy member of the Board further to Paragraph 8.4.

“Draft Action Plan” has the meaning given in Paragraph 13.2.

“Head of Project Integra” means the person designated under Paragraph 15.1.

“Functions” means the functions of the Board set out in Paragraph 6.

“HWS” means Hampshire Waste Services Limited (a registered subsidiary of Veolia Environmental Services (UK) Plc.

“Joint Municipal Waste Management Strategy (JMWMS)” means the current Strategy of that name as formally agreed and adopted by the Partner Authorities and submitted to DEFRA.

“Legal Adviser” means the legal adviser of Hampshire County Council or of another Partner Authority as the Board may from time to time agree shall advise it.

“Memorandum of Understanding” means the Memorandum of Understanding between WCAs and WDA agreed in 1997 and clarifying the responsibilities and obligations of the WCAs and WDA in Project Integra, including all matters relevant to the WCA/WDA interface.

“More from Less” is the title of a stakeholder document produced in 2005. It can be downloaded from: <http://www3.hants.gov.uk/morefromless.pdf>

“Objectives” means the objectives of the Board set out in Paragraph 5.

“Partner Authorities” means the local authorities set out in Paragraph 1.6.

“Partner Authority’s Executive” means the Cabinet or other main executive body within the authority or the Chairman of the Committee or Board with responsibility for waste management.

“Project Integra” means Hampshire’s integrated waste management partnership.

“Project Integra Executive” means the executive structure set up to support the Board and the partnership.

“Recovery Economy” means an economy that uses and recovers material and energy resources in the most sustainable and efficient manner, with particular regard to minimising carbon emissions.

“Role of the Board Member” is as specified in Paragraph 9.

“Special Meeting” means a meeting convened under Paragraph 11.

“Standing Deputy Chairman” means the Hampshire County Council Board Member designated in accordance with Paragraph 10.4.

“Supplementary Document to the Constitution” means a document as described and approved in accordance with Paragraph 16.

“Vice-Chairman” means the Board Member appointed as Vice-Chairman further to Paragraph 10.2.

“Voting Member” means any Board Member other than that appointed by HWS.

#### **4. VISION**

In the period to 2023 Hampshire will manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy.

#### **5. AIMS & OBJECTIVES**

The Objectives of the Board mirror those in the JMWMS as follows:

- 5.1. To deliver this overarching vision, the fundamental aim of Project Integra is to provide a long-term solution for dealing with Hampshire's household waste<sup>1</sup> in an environmentally sound, cost effective and reliable way. Success in achieving this depends on joint working between all the parties in the best interests of the community at large. Specifically, the aims of the Strategic Board are:
- 5.2. To deliver the relevant municipal waste and recycling elements of the Material Resources Strategy as set out in the stakeholder document ‘More from Less’;
- 5.3. Win the support and understanding of the wider public, leading to a change in behaviour towards material resources;

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<sup>1</sup> As defined in the Controlled Waste (England and Wales) Regulations 2012

- 5.4. Make access to recycling and related facilities a positive experience for residents and businesses by improving the coverage of kerbside collection systems, implementing further material recovery streams and continuous improvement of services;
- 5.5. Sustain recent reductions in the growth of household waste;
- 5.6. Improve the understanding of, and promote waste avoidance and minimisation;
- 5.7. Maximise value for money by considering the system as a whole through delivery of an integrated waste management process;
- 5.8. To provide suitable and sufficient processing facilities for existing and new material streams;
- 5.9. Secure flexible, sustainable and ethical markets for recovered materials and products;
- 5.10. Ensure each partner clearly understands its roles and responsibility for delivery in accordance with the Memorandum of Understanding;
- 5.11. Meet the statutory obligations but at the same time maintain Hampshire at the forefront of the waste to resources agenda;
- 5.12. Incorporate commercial and trade waste where possible to improve efficiency of waste management systems, including those for municipal waste; and
- 5.13. Improve the efficiency and effectiveness of services through collaboration with neighbouring authorities.

## **6. FUNCTIONS**

The functions of the Board are as follows:

- 6.1. To develop a strategic policy framework within which the Partner Authorities can each discharge their functions as waste disposal authority or waste collection authority (as the case may be) and as set out in the Joint Municipal Waste Management Strategy and in other ways so as to achieve the Objectives.
- 6.2. To produce, for consideration and approval of the Partner Authorities, the Draft Action Plan and associated budget, and to implement the Approved Action Plan.
- 6.3. To discharge, on behalf of the Partner Authorities, their functions in respect of the making of arrangements for the recycling of waste, where such arrangements:
  - (a) Affect two or more of the Partner Authorities; and
  - (b) Have been authorised by all of the Partner Authorities by being specifically referred to in the Approved Action Plan.
- 6.4. To influence, advise and lobby government and other agencies, both nationally and internationally, where to do so is consistent with the Objectives.
- 6.5. To commission and promote research into matters relevant to the Objectives.

- 6.6. To develop proposals for the future development of Project Integra (to be included for consideration in the Draft Action Plan). Such proposals may include the creation of separate entities to undertake particular lines of activity, such as the commissioning of research, public awareness or behavioural change campaigns and the provision of training and consultancy services.
- 6.7. To develop proposals on how the Partner Authorities can discharge their functions in the field of resource management, promote a recovery economy, improve economic, social and environmental wellbeing in Hampshire and contribute to the achievement of sustainable development.
- 6.8. To promote opportunities for joint working, collaboration, efficiencies and economies of scale at an operational or management level between the Partner Authorities and with other authorities inside and outside Hampshire.
- 6.9. To carry out such other activities calculated to facilitate, or which are conducive or incidental to the discharge of the Board's Functions in implementing the Approved Action Plan.

## **7. NAME AND LEGAL STATUS**

- 7.1. The Board is a joint committee constituted by the Partner Authorities under Section 101(5) and 102(1) of the Local Government Act 1972. Its name is the "Project Integra Strategic Board". Meetings of the Board are subject to the provisions of the Local Government Act 1972, including provisions on access to information and meetings being held in public.
- 7.2. The area within which the Board is to exercise its authority is the administrative county of Hampshire together with the unitary authority areas of Portsmouth and Southampton.

## **8. COMPOSITION OF THE BOARD**

- 8.1. The Board shall comprise 15 Members, being one Member appointed by each Partner Authority, and one co-opted Member representing HWS.
- 8.2. Each Partner Authority shall ensure that its appointed Board Member is a member of their executive, except where the Authority concerned:
  - (a) has adopted a Mayor and council manager executive, in which case the Board Member may be the council manager or other officer, or
  - (b) has adopted the Committee model. In this case, the Partner Authority shall ensure that the appointed Board Member has the skills and qualities required to fulfil the strategic nature of the role and has the authority to speak on behalf of the Partner Authority.
- 8.3. The representative of HWS shall be the Managing Director of Hampshire Waste Services Limited, with the skills and qualities required to fulfil the role of the Board Member.
- 8.4. Partner Authorities, and HWS, may each appoint another named person to act as a Deputy for their appointed Board Member. Where the appointed Board Member

is unable to attend a meeting, a suitable Deputy may attend and carry out their responsibilities, including, in the case of a Voting Member, voting in their absence.

- 8.5. The term of office of a Board Member and any Deputy shall be determined by the appointing partner authority, provided that for the duration of that period they remain a person who is capable of being appointed to the Board in accordance with Paragraphs 8.2 and 8.4 or, where appropriate, Paragraph 8.3 above. Partner Authorities and HWS may change their appointed Board Member or Deputy at any time provided that written notice of any such change is provided to the Head of Project Integra, taking effect upon receipt.

## **9. ROLE OF THE BOARD MEMBER**

The responsibilities of a Board Member are as follows:

- 9.1. To be committed to, and act as a champion for, the achievement of the objectives both within their own authority and in other arenas.
- 9.2. To be a good ambassador for the Board and for Project Integra.
- 9.3. To attend Board meetings, vote on items of business and make a positive contribution to the achievement of the Objectives.
- 9.4. To remain acquainted with emerging technologies and processes in the area of waste/resource management.
- 9.5. To act as an advocate for the Board in seeking the approval of their Partner Authority to the Draft Action Plan.

## **10. MEETINGS**

- 10.1. The Board shall meet three times a year. The venue for meetings shall be determined by the Board. The Board shall hold an Annual General Meeting annually on one of the meeting dates.
- 10.2. The Chairman and Vice-Chairman of the Board shall be appointed at the Annual General Meeting. Appointments take effect until the next Annual General Meeting. In the absence of the Chairman for any reason the responsibilities of the Chairman shall be discharged by the Vice-Chairman. A Chairman or Vice-Chairman may be re-elected to serve for another period of one year if that is the wish of the majority of the Board but should not normally serve in the same role for more than two consecutive years.
- 10.3. If the Chairman is for any reason unable to continue in the role, the Vice-Chairman shall automatically assume the role of Chairman until the next routine or Special Meeting of the Board, where a new Chairman shall be appointed.
- 10.4. Unless the Hampshire County Council Member is elected Chairman or Vice-Chairman in accordance with Paragraph 10.2 above, the Hampshire County Council Board Member shall assume or resume the role of ex-officio Standing Deputy Chairman. The purpose of the position is to:

- (i) provide assistance and advice to the Chairman and Vice-Chairman in the preparation of meeting agendas and other member events or communications; and
- (ii) ensure the Hampshire County Council Member is fully informed of strategies and policies being formulated for consideration by the Strategic Board.

The role reflects the unique responsibility of Hampshire County Council within the partnership. In all other respects the role is the same as other Voting Members.

- 10.5. A printed copy of the summons and agenda for each meeting and the minutes of the previous meeting, shall be despatched by the Head of Project Integra at least fourteen days before such meeting to each Board Member. The summons shall contain notice of all business, except urgent business, which is in the ordinary course or by direction of the Chairman or Head of Project Integra required to be brought before the Board.
- 10.6. If within ten minutes of the appointed time for the commencement of the meeting a quorum (that is four Voting Members) is not present, the meeting shall be dissolved. Any business not disposed of shall be considered at the next meeting.
- 10.7. The Chairman may invite any person to attend a meeting of the Board for the purpose of making a presentation, or participating in discussion, on any item relevant to the Board's Functions, where that person is able to provide a professional or commercial viewpoint, which the Chairman considers would be of assistance to the Board.
- 10.8. All decisions of the Board will be notified in writing to Board Members and Deputies within five working days of the Board meeting.

## **11. SPECIAL MEETINGS**

- 11.1. The Chairman may summon a Special Meeting of the Board at any time.
- 11.2. A Special Meeting shall also be summoned on the requisition in writing of not less than four Voting Members, which requisition shall be delivered to the Head of Project Integra and shall specify the business to be considered at the Special Meeting.
- 11.3. The Head of Project Integra shall arrange for any Special Meeting to be held in accordance with the timetable in Paragraph 10.5 above.

## **12. DECISION MAKING**

- 12.1. Voting Members shall be entitled to a vote on items of business considered by the Board (the Board Member appointed by HWS, as a co-opted member, is not permitted to vote by virtue of Section 13(1) of the Local Government and Housing Act 1989).
- 12.2. Subject to Paragraphs 12.4 and 13.3 below, every question shall be determined by the voices of those Voting Members present, provided that if there is a Voting Member who indicates dissent to this procedure then a vote by a show of hands shall take place. A simple majority shall be required.

- 12.3. In the event of there being an equal number of votes for and against a particular proposition, the Chairman shall have a casting vote.
- 12.4. Where the effect of a particular proposition, if adopted by the Board, would be to give rise to contractual or financial implications for any Partner Authority, then in addition to the normal requirement for a simple majority of votes, the vote of the Member appointed by that Partner Authority, in favour of the proposition, shall be required. Where a particular proposition does not have the support of the Members appointed by all Partner Authorities so affected, the proposition cannot be adopted by the Board.
- 12.5. Where the effect of a decision of the Board is that the Partner Authorities, or any of them, shall enter into contractual arrangements, the Partner Authorities so affected shall delegate authority to complete the contractual documentation on their behalf (subject to Paragraph 12.6 below) to the lead Partner Authority further to Section 101 Local Government Act 1972.
- 12.6. Where, further to a resolution of the Board, contractual arrangements are entered into by one of the Partner Authorities, as lead authority on behalf of itself and other authorities, the Partner Authorities so affected shall complete a legal agreement setting out the basis on which risks and liabilities are apportioned between them.

### **13. ACTION PLAN**

- 13.1. Every three years, at the Annual General Meeting, the Board shall consider and approve the Draft Action Plan.
- 13.2. The Draft Action Plan shall set out the strategy for the achievement of the Objectives over a three year period. It will specify the activities to be undertaken in support of that strategy, together with the resources required and responsibilities for each activity.
- 13.3. The Draft Action Plan shall be considered by each of the Partner Authorities with a view to giving it their approval. On being approved by all of the Partner Authorities, the Draft Action Plan shall become the Approved Action Plan. A Partner Authority may approve the Draft Action Plan subject to a reservation in respect of any particular matter that it has concerns with. Where approval is given subject to such reservation, the Partner Authority's Voting Member is not entitled to vote on the matter in question when it is subsequently considered by the Board, and any resolution of the Board on the matter in question does not bind that Partner Authority.
- 13.4. The Board may consider and propose a draft amendment to the Approved Action Plan, where necessary to accommodate unforeseen circumstances, which have arisen which would assist the Board in achieving the Objectives. Any proposed amendment, which does not result in additional cost for Partner Authorities, can be agreed by the Board. Any proposed amendment which would lead to additional cost being incurred by Partner Authorities which is agreed by the Board, shall then be submitted to the Partner Authorities for approval. On being approved by all the Partner Authorities, the amendment is then incorporated in the Approved Action Plan.

- 13.5. In years where a new Draft Action Plan is not being considered by the Board, the PI Executive shall present a written report detailing progress against the actions contained within the plan. Partner Authorities may wish to scrutinise progress formally, according to their own authority's scrutiny framework.
- 13.6. Unless the PI Strategic Board is notified otherwise by 30th October of any given year, it will be assumed that all Partner Authorities wish to remain as participants in all actions of the Approved Action Plan in the following year. Under circumstances where a Partner Authority notifies the PI Strategic Board that they do not wish to participate in any actions of the Approved Action Plan in the following year, that authority will cease to be a Partner Authority in the following year and will not be represented at PI Strategic Board.

#### **14. DELEGATION TO SUB-COMMITTEES AND OFFICERS**

- 14.1. The Board may arrange for any of its functions to be discharged by a sub-committee or by an officer of one of the Partner Authorities, provided that any such arrangements do not include delegation of matters falling within the scope of Paragraph 12.4 above or Paragraph 16 below, which shall remain the sole responsibility of the Board.
- 14.2. The Board may appoint working groups of Members and officers to consider specific matters referred and report back to the Board.

#### **15. EXECUTIVE OFFICER AND PROFESSIONAL SUPPORT**

- 15.1. The Board shall designate a named person to fulfil the function of Head of Project Integra. The responsibilities of the Head of Project Integra shall be set out in a job description approved by the Board as a Supplementary Document to the Constitution. In respect of the business of the Board, its sub-committees and working groups the role shall include:
- (a) To make all necessary arrangements for the convening of meetings.
  - (b) To provide, or, where necessary, procure the provision of, all necessary advice on the technical, legal and financial implications of matters under consideration.
  - (c) To bring attention to relevant matters which merit consideration.
  - (d) To take and maintain minutes of meetings, and ensure that business at meetings is conducted in accordance with legal and constitutional requirements.
  - (e) To be responsible for communications with other agencies, including the media.
  - (f) To manage and co-ordinate the day-to-day affairs of the Board and its administrative support.
- 15.2. The Board shall obtain legal, financial and other professional advice as required.



- 15.3. The business address for all communications relating to the administration of the Board's affairs shall be determined by the Board.

## **16. SUPPLEMENTARY DOCUMENTS TO THE CONSTITUTION**

- 16.1. Supplementary Documents to the Constitution (SDCs) set out agreements such as operational protocols, financial arrangements or specifications that the Board have agreed to apply either generally or under specified circumstances.
- 16.2. The Board may from time to time consider amending, deleting or adding to the Supplementary Documents and may, subject to Paragraphs 12.4 above and 16.3 below, approve such changes without the need to refer to each authority for individual approval.
- 16.3. Nothing in this Constitution shall empower or permit the Board to override contractual or legal arrangements agreed between partner authorities or between one or more partner authorities and third parties.

## **17. URGENT MATTERS**

- 17.1. Subject to Paragraph 15.2, this Paragraph applies where the best interests of the Board require that action should be taken, or a decision made, on a matter which would normally fall to be considered by the Board in the exercise of its functions, but where such best interests would be compromised by the action, or decision, being deferred until the next meeting of the Board. In such cases the Head of Project Integra is authorised to take such action or decision, following consultation with the Legal Adviser, Chairman and Vice-Chairman. Any such action taken shall be reported to the next meeting of the Board.
- 17.2. Paragraph 17.1 does not apply to decisions falling within the scope of Paragraph 12.4 or 16.2.

## **18. CONDUCT AND EXPENSES OF MEMBERS**

- 18.1. All Board Members shall observe at all times the provisions of the code of conduct, adopted by their Partner Authority under Section 51 of the Local Government Act 2000. In the meantime, Members are required to observe the provisions of any existing code of conduct adopted by their Partner Authority or, where none exists, the National Code of Local Government Conduct.
- 18.2. Except as outlined in Paragraph 18.3 below, each Partner Authority shall be responsible for meeting any expenses to which any Board Member appointed by them, as their representative is entitled as a result of their attendance at duly authorised meetings. HWS are responsible for meeting any expenses incurred by their appointed representatives.
- 18.3. The Board shall meet appropriate expenses, properly incurred by the Board Chairman or Vice Chairman in relation to circumstances where they have represented the partnership rather than their individual authority. A summary of such expenditure shall be reported to meetings of the Board.

## **19. LIABILITIES OF BOARD MEMBERS**

- 19.1. Board Members have the same responsibilities and liabilities as those which apply when sitting on other committees and bodies as appointed representative on behalf of their authority. Where contractual arrangements are authorised by the Board, any liabilities arising under those arrangements will rest with the constituent Partner Authorities who are parties to those contractual arrangements. Indemnification for any liabilities, which do arise, is a matter between the Board Member and their Partner Authority. It is noted that under Section 101 of the Local Government Act 2000, the Secretary of State may by order make provision conferring power to local authorities to provide indemnities to some or all of their members and officers.

## **20. PRESS AND PUBLIC RELATIONS**

- 20.1. The Board shall have power to issue such press releases and carry out such further publicity as it deems necessary for the furtherance of the Objectives, including the dissemination of information relating to the functions and workings of the Board, and any action taken or proposed to be taken for the benefit of the residents of Hampshire and other stakeholders.

Dated November 2012