



## NOTICE OF MEETING

<b>Meeting:</b>	<b>Overview and Scrutiny Committee</b>
<b>Date and Time:</b>	<b>Tuesday, 21 May 2013 at 7.00 pm</b>
<b>Place:</b>	<b>Council Chamber, Civic Offices, Fleet</b>
<b>Telephone Enquiries to:</b>	<b>01252 774141 (Mrs G Chapman)</b> <a href="mailto:gill.chapman@hart.gov.uk">gill.chapman@hart.gov.uk</a>
<b>Members:</b>	<b>Appleton, Axam, Clarke, Gani, Harward, Lewis, Lit (Chairman), Murphy, Simmons, Southern, Wheale</b>

G Bonner  
Chief Executive

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## AGENDA

**COPIES OF THIS AGENDA ARE AVAILABLE IN LARGE PRINT  
AND BRAILLE ON REQUEST**

### **1 MINUTES**

The minutes of the meeting of 16 April 2013 are attached to be confirmed and signed as a correct record. **Paper A**

### **2 APOLOGIES FOR ABSENCE**

### **3 CHAIRMAN'S ANNOUNCEMENTS**

#### **4 DECLARATIONS OF INTEREST**

To declare disclosable pecuniary, and any other, interests.

#### **5 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)**

Anyone wishing to put a question or statement to the Committee should contact us by phone or email (see front page of this Agenda) at least two clear working days prior to the meeting. Further information can be found at

[http://www.hart.gov.uk/public\\_participation\\_leaflet\\_-\\_201213.pdf](http://www.hart.gov.uk/public_participation_leaflet_-_201213.pdf)

#### **6 CABINET UPDATE**

Councillor Evans will attend to talk about his Cabinet portfolio, Fleet Town Centre.

#### **7 MEDIUM TERM FINANCIAL STRATEGY**

Cabinet asked at the meeting on 7 February 2013 that the Overview & Scrutiny Committee “investigate the scope for better Medium Term Financial Planning in the Council.”

This report provides an opportunity for the Committee to commence discussions on how this objective can be achieved. It is not intended to be definitive but to highlight key areas which need consideration. **Paper B**

#### **RECOMMENDATION**

The Committee are asked to review the contents of this report and identify those areas where they would like further information and/or analysis.

#### **8 PROJECT INTEGRA CONSTITUTION, HAMPSHIRE JOINT MUNICIPAL WASTE STRATEGY AND PROJECT INTEGRA ANNUAL ACTION PLAN 2013 - 2016**

To obtain the Committee’s comments on the Project Integra Annual Action Plan 2013-2016, revised Project Integra Constitution and the revised Joint Municipal Waste Strategy for Hampshire, before these documents are submitted to Cabinet for approval.

#### **RECOMMENDATION**

That the Committee considers and comments on the Project Integra Draft Annual Action Plan 2013-2016, revised Project Integra Constitution and the revised Hampshire Joint Municipal Waste Strategy as attached at Appendix 1, 2 and 3.

#### **9 CORPORATE EQUALITY POLICY AND MEETING THE PUBLIC SECTOR EQUALITY DUTY**

To seek the Committee’s views on the updated draft Equalities Policy and proposed Equality Objectives, prior to consultation, which the Council is legally required to carry out, prior to approval. **Paper D**

## **RECOMMENDATION**

That the Committee comments on the updated draft Equalities Policy and proposed Equality Objectives as set out in Appendix A and B, prior to consultation with the public.

### **I 0 CABINET WORK PROGRAMME**

The Cabinet Work Programme is attached for information. **Paper E**

### **I 1 OVERVIEW AND SCRUTINY WORK PROGRAMME**

The Overview and Scrutiny Work Programme is attached for consideration and amendment. **Paper F**

**Date of Despatch: 7 May 2013**

**OVERVIEW AND SCRUTINY COMMITTEE****DATE OF MEETING: 21 MAY 2013****TITLE OF REPORT: MEDIUM TERM FINANCIAL STRATEGY****Report of: Head of Finance****Cabinet Member: Councillor Ken Crookes, Leader****I PURPOSE OF REPORT**

- 1.1 Cabinet asked at the meeting on 7 February 2013 that the Overview & Scrutiny Committee “investigate the scope for better Medium Term Financial Planning in the Council.”
- 1.2 This report provides an opportunity for the Committee to commence discussions on how this objective can be achieved. It is not intended to be definitive but to highlight key areas which need consideration.

**2 OFFICER RECOMMENDATION**

- 2.1 The Committee are asked to review the contents of this report and identify those areas where they would like further information and/or analysis.

**3 BACKGROUND**

- 3.1 Local Government finances face unprecedented pressure with the impact of the general economic situation and the Government’s austerity drive. Government grant supporting the Council’s revenue account (previously called Revenue Support Grant; now Start-Up Funding Assessment) has fallen significantly over the last few years. For Hart the actual figures are:

<b>Year</b>	<b>Grant £</b>	<b>Reduction</b>
2010/11	3,854,264	
2011/12	2,961,150	23%
2012/13	2,615,084	11.7%
2013/14	2,316,000	11.4%
2014/15	1,957,000	15.5%
Cumulative reduction since 2010/11		49.2%

Some of this reduction is offset by New Homes Bonus but that grant level depends on future levels of housebuilding.

- 3.2 The Government has already indicated the settlement for local government for 2014/15 and these are included in the table above. However, a further Comprehensive Spending Review will be undertaken by the Chancellor in the autumn of 2013 and the omens for local government settlements beyond 2014/15 are not good. Government debt continues to rise (although the annual deficit is reducing), and there is currently an intention to continue to protect schools, health and

international development spending which can only mean further pressure on areas of “discretionary” expenditure, such as local government. Recent media reports suggest a further cut of 10% in non-protected areas.

#### **4 PURPOSE OF A MEDIUM TERM FINANCIAL STRATEGY (MTFS)**

4.1 The MTFS is basically a means of linking the visions and priorities (Corporate Plan) of the Council with its anticipated financial resources. In Hart’s case it will at least aim to:

- Have a balanced revenue budget that delivers the Council’s priorities within a defined strategy period;
- Maintain a minimum level of £1M in General Fund balances;
- Ensure the Council has a prudent level of working balances to cover for any significant financial challenges ahead. ;
- Be able to respond to any changes in Council priorities without adversely impacting on the overall thrust of the MTFS.

#### **5 CURRENT PROJECTIONS FOR THE MEDIUM TERM**

5.1 As a purely mathematical exercise we can project future income and expenditure, using a number of assumptions. These assumptions and their impact are described below:

<b>Expenditure</b>	<b>2013/14 Budget £000</b>	<b>Assumed Inflation %</b>	<b>Cost Per Annum £000</b>
Employee Costs	6,502	1%	65
Premises Costs	1,312	3%	40
Supplies & Services	1,732	3%	52
Payments to Third Party/ Contractors	10,191	3%	305
Transport Costs	103	3%	30

<b>Income</b>	<b>2013/14 Budget £000</b>	<b>Assumed Inflation %</b>	<b>Cost Per Annum £000</b>
Fees and Charges	(7,000)	2%	(140)
Government Grants	(1,957)	-10%	195

5.2 Whilst many other assumptions could be made, the projected financial impact on Hart of the above would be:

<b>Projected Deficit</b>	<b>£000</b>
2014/15 (as reported to Council in February)	201
2015/16	240
2016/17	480

5.3 Employee Costs

5.3.1 Local government employees have had 3 years of 0% pay increase but 1% has been offered by the employers for the year 2013/14. For the purpose of forecasting it is assumed a similar award will be made in future years.

5.3.2 The statutory financial valuation of the Pension Fund will be undertaken in 2013, with new employer contribution rates to be included in revenue budgets for 2014/15. No assumptions have been made about any impact this may have.

5.4 Premises Costs

5.4.1 The main cost elements are business rates, gas, electricity, cleaning and maintenance.

5.4.2 Energy costs generally are likely to rise above inflation.

5.5 Travel Costs

5.5.1 Fuel and other travel costs invariably rise in line with inflation.

5.6 Supplies and Services

5.6.1 This heading covers a wide range of Council Expenditure many of which are always subject to rigorous scrutiny at budget time. Many others are subject to contract conditions, eg, bank charges, insurances or more sensitive areas such as Members Allowances.

5.7 Third Party Payments

5.7.1 The vast majority of this expenditure relates to the Council's contracts with Capita and Veolia. These are subject to RPI inflation and offer limited scope for savings.

5.7.2 Other major items are grants to voluntary bodies and offer no scope for savings unless the Council changes its policy towards such organisations.

5.8 Fees and Charges

5.8.1 Whilst some charges are determined by statute, eg, development control, others are at the discretion of the Council and as such increases can be applied in line with inflation or more, subject to any impact on demand.

5.9 Government Grant

5.9.1 As already indicated in paragraph 3.2, it is projected that government grant will reduce by a further 10% in 2015/16. However one key element of grant is now the New Homes Bonus which accounts for £772K in the current year's revenue budget. Whilst the level of New Homes Bonus already awarded is guaranteed for the next 6 years, a failure to build new homes to a



## **8 CONCLUSION**

- 8.1 This paper is only intended to start the discussion on the MTFS but it is clear that significant challenges lie ahead and early analysis of opportunities will help frame a more detailed strategy.
- 8.2 The Council has maintained a rigorous control over its cost base over the last few years but inflation may erode some of that gain. It is rumoured the new Governor of the Bank of England is not averse to a dose of inflation!
- 8.3 More detailed work on the business rate base and projections on future housing numbers will be useful.
- 8.3 It is therefore clear some further work is required and a discussion on the way forward will help this process.

**Contact Details:**                    **Tony Higgins, email: [Tony.Higgins@Hart.gov.uk](mailto:Tony.Higgins@Hart.gov.uk)**



## OVERVIEW AND SCRUTINY COMMITTEE

**DATE OF MEETING:** 21 MAY 2013

**TITLE OF REPORT:** PROJECT INTEGRA CONSTITUTION, HAMPSHIRE JOINT MUNICIPAL WASTE STRATEGY AND PROJECT INTEGRA ANNUAL ACTION PLAN 2013 - 2016

**Report of:** Waste & Recycling Manager – Joint Waste Team

**Cabinet Member:** Councillor Jonathan Glen, Environment

### 1. PURPOSE OF REPORT

- 1.1 To obtain the committee's comments on the Project Integra Annual Action Plan 2013-2016, revised Project Integra Constitution and the revised Joint Municipal Waste Strategy for Hampshire, before these documents are submitted to Cabinet for approval.

### 2. OFFICER RECOMMENDATION

- 2.1 That the Committee considers and comments on the Project Integra Draft Annual Action Plan 2013-2016, revised Project Integra Constitution and the revised Hampshire Joint Municipal Waste Strategy as attached at Appendix 1, 2 and 3.

### 3. BACKGROUND

- 3.1 Project Integra is a partnership of local authorities and a private waste contractor who are working together to provide an integrated solution to the management of Hampshire's waste. The partnership includes all 11 district councils in Hampshire, Portsmouth and Southampton unitary authorities, Hampshire County Council, and the private waste contractor Veolia Environmental Services.
- 3.2 Over the last 17 years, Project Integra has delivered an internationally recognised collection and processing infrastructure to ensure a more sustainable approach to the management of waste in Hampshire.
- 3.3 This Action Plan sits alongside the Project Integra Constitution and the Hampshire Joint Municipal Waste Management Strategy (JMWMS). These documents are the three core documents that underpin the Project Integra Partnership and have undertaken a review during 2012/13 as part of the overall Project Integra Review.
- 3.4 At the Project Integra Board Meeting held on 21<sup>st</sup> March 2013 both Portsmouth and Southampton City Council's confirmed that they would be reducing the level of funding they provide to Project Integra with effect from 2013/14. In addition Basingstoke and Deane Borough Council have confirmed that they will be reviewing their future funding of the partnership. Whilst this report proposes that that Hart should continue its funding for 2013/14, it is proposed that this is reviewed over the

coming months and a recommendation made on Harts future funding of the partnership prior to the setting of the 2014/15 budget.

#### **4. APPROVAL OF THE PROJECT INTEGRA ANNUAL ACTION PLAN**

4.1 The draft Annual Action Plan was approved by the Project Integra Strategic Board on March 2013 for submission to individual authorities.

4.2 Authorities may approve the Draft Action Plan unreservedly or may approve it subject to a reservation in respect of any particular matter over which it has concerns. 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.

#### **5. PROJECT INTEGRA CONSTITUTION**

5.1 The Constitution has been amended to include the outcomes of the Project Integra review, agreed by members in May and June 2012.

5.2 Main area of revision is the removal of any reference to the scrutiny function within Project Integra, following the disbanding of the Project Integra Scrutiny Committee. Under the terms of the revised constitution it is intended that the scrutiny of board decisions should be undertaken by partner authorities own Scrutiny Committees.

#### **6. HAMPSHIRE JOINT MUNICIPAL WASTE STRATEGY**

6.1 Strategy Officers undertook a refresh of the Joint Waste Municipal Strategy and produced a draft text for consideration by partners.

6.2 A facilitated workshop was held on 27<sup>th</sup> September 2012 to consider the draft text. Representatives from all 14 authorities were invited and a report was produced by the independent facilitator and was circulated to all partners.

6.3 Further changes to the report were made and the final draft was presented to the PI Strategic Board on 22<sup>nd</sup> November 2012 were minor changes were made prior to the strategy being agreed for submission to partner authorities for approval.

#### **7. BENEFITS OF PROJECT INTEGRA**

7.1 In order to help members understand the benefits of Project Integra the following is a summary of what we received for our contributions. These can be divided into three categories:

7.1.1 Executive (funding for the Executive Officer and admin support) - £4,771

A review of the posts within the Executive Team was undertaken during 2012, as a consequence of this, the Executive Officer and two part time admin posts were made redundant. A new structure was agreed and appointments have recently been made to the new posts. These changes have reduced the amount of funding required from Hart District Council in the future by £2,158. Due to the post holders having only recently been appointed it is too

early to comment on what the new team will deliver. However, the benefits of continued membership are likely to be:

- Co-ordination and distribution of waste data, across the partnership including assistance with analysis/ benchmarking and reporting on performance.
- Calculation of income from recycled materials and allocation of this income to the collection authorities.
- Provision of a resource to develop and drive joint initiatives across the partnership. For the period 2013-16 these include – i) agree and implement a Project Integra contamination compact across partner authorities, ii) implementation of a waste prevention action plan, iii) increase capture and recycling of small electronic and electrical devices across the partnership (WEEE), iv) identify opportunities to reduce whole systems costs across the waste partnership, v) review joint procurement opportunities and frameworks available across the partnership.
- Central source of expertise on waste matters, and external representation on behalf of the partnership.
- Provision of a joint response to consultations, FOI requests & technical enquiries. Since the start of 2013 six waste related consultations and two FOI requests have been dealt with.
- Provision of administrative support and coordination of Strategic Board and various officer meetings. All Project Integra meetings are supported by the PI Executive in terms of setting dates, booking venues, arranging agendas, and minute taking. These meetings include the strategic board, strategy officers, resource aware group, materials marketing, CASH (Countywide Health and Safety Group), and communications group.
- Organisation of site visits for members and officers to recycling and waste disposal facilities, annual PI conference & delivery of a programme of training for staff on waste related subjects.
- Development/review of Joint Municipal Waste Management Strategy on behalf of the partnership, as per the document attached at Appendix 3. If this was not co-ordinated across the partnership then each district would need to prepare and agree its own joint strategy with HCC, which would require a lot of duplication of effort.
- In addition to the above £40k of the Executive budget funds a service level agreement with Hampshire County Council covering general media enquires, FOI's, MAF support, data/information management and financial management.

**7.1.2 Materials Analysis Facility (Funding the analysis of the waste collected by the district) - £5,976.55**

This element of the partnership funding is required to determine apportionment of the recycling income and provide analysis of the waste collected. If this was not funded through PI then the Council would need to procure this analysis separately. This element of the PI costs was scrutinised as part of the recent PI review and it was concluded that the current method of funding and operation of the facility was the most cost effective available.

**7.1.3 Recycle for Hampshire (Funding of a communications and promotional work undertaken by Hampshire County Council on behalf of the Partnership) - £7,314.**

This element of the funding is used to provide communications and work aimed at promoting behavioural change with the aim of increasing recycling within the community, and includes working with schools and community groups.

The PIAP for 2013/14 includes two actions which are to be funded from the Recycle for Hampshire element of the budget these are:

1. Deliver the approved R4H programme in accordance with the agreed timescale.
2. To deliver the Schools Recycling Programme to 60 schools per annum across Hampshire.

**8. POLICY IMPLICATIONS**

8.1 Approval of the action plan, constitution or joint municipal waste strategy will not require the Council to amend any of its existing policies.

**9. FINANCIAL IMPLICATIONS**

9.1 The Annual Action Plan proposes that the subscription for this Council in 2013/14 will be as detailed in the table below. Provision for payment of this subscription has been made within the 2013/14 budget for the Council's waste collection service.

<b>Project Integra Executive</b>	<b>Recycle for Hampshire</b>	<b>MAF – Materials Analysis Facility</b>	<b>TOTAL</b>
<b>£4,771</b>	<b>£7,314</b>	<b>£5,976.55</b>	<b>£18,061.55</b>

9.2 The contributions for Project Integra are now taken out of the Materials Recycling Facility and not made under a separate payment as in previous years.

**10. CLIMATE CHANGE IMPLICATIONS**

10.1 One of the key drivers for Project Integra is a requirement to deliver significant reductions in carbon emissions. The Intergovernmental Panel on Climate Change have identified a number of key mitigation practices aimed at reducing carbon emissions. These include:

- Incineration with energy recovery
- Composting of organic waste
- Recycling and waste minimisation

## II. MANAGEMENT OF RISK

- II.1 There are no serious risks in approving these documents. The controls outlined in the Project Integra Constitution ensure that the Council continues to control its own financial and contractual arrangements.
- II.2 If the Committee do not approve the draft action plan then there is a risk that the Council will reduce its influence within the Project Integra decision making process.

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## APPENDICES

Appendix 1 – Project Integra Draft Action Plan 2013 to 2016  
Appendix 2 – Project Integra Constitution 2012  
Appendix 3 – Hampshire Joint Municipal Waste Strategy 2012

## BACKGROUND PAPERS:

Cabinet Report June 2012  
Project Integra Review Report attached to the above report  
Project Integra Strategic Board Report on Constitution – 22<sup>nd</sup> November 2012  
Project Integra Strategic Board Report on Hampshire Joint Municipal Waste Strategy – 22<sup>nd</sup> November 2012  
Project Integra Strategic Board Report on Project Integra Action Plan 2013-2016 - 22<sup>nd</sup> November 2012

**Further Information about Project Integra** is available at: [www.integra.org.uk](http://www.integra.org.uk) and at [www.recycleforhampshire.org.uk](http://www.recycleforhampshire.org.uk)

## Project Integra Draft Action Plan 2013 – 2016

### 1 Introduction

1.1 Following the conclusion of all elements of the Project Integra Review and the refresh of the Joint Municipal Waste Management Strategy this Action Plan sets out the:

- Proposed key actions for the Project Integra Partnership in 2013/14 with longer term actions through to 2015/16;
- Budget for the proposed activities and the contributions of each partner.

### 2 Purpose

2.1 To set out a Draft Action Plan for the Project Integra Partnership for 2013 – 2016 for consideration and approval by the Partner Authorities.

### 3 Approach

3.1 This Action Plan covers the collective actions of Project Integra partners to deliver the Joint Municipal Waste Management Strategy (JMWMS). Actions involving two or more Partner Authorities are included – actions by individual authorities are not.

The Action Plan is a 3 year rolling plan in recognition of the fact that some actions will take longer than a year to complete. However, most detail is for 2013/14.

The Action Plan is prepared annually by Strategy Officers and presented for agreement by the Project Integra Strategic Board (PISB) and then for approval by each authority.

3.2 A workshop was held in September 2012. As well as considering progress on the refresh of the JMWMS, the objectives and operational focus for the Partnership were reviewed and actions for 2013/14 considered. These have been used to develop this Draft Action Plan.

### 4 Partnership Objectives

4.1 The Project Integra Strategic Board is constituted as a Joint Committee of the 14 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.

4.2 As part of the review the PISB reaffirmed Project Integra's overall objective as follows:  
*To provide a sustainable solution for dealing with Hampshire's municipal 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 our communities.*

4.3 The PISB also agreed 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
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.

4.4 Identified below is a table of key actions for the Partnership together with timescales and those responsible for delivery.

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<sup>1</sup> This refers to the waste streams local authorities have responsibility for (mainly waste from households with small amounts of waste from businesses). Government now refers this as 'Local Authority Collected Municipal Waste'.

**Table 1: Key Actions for Project Integra 2013 – 2016**

- communication and behaviour change
- waste prevention including reuse
- recycling and performance improvements - for instance through reducing contamination, increasing capture of materials, improving income for materials, changing management arrangements
- reducing landfill
- joint working arrangements and activities

Action 1	Recycle for Hampshire (R4H) Programme	Workstream Contribution
<b>Detail</b>	Deliver the approved R4H programme in accordance with the agreed timescale. Programme delivered on budget to time with all actions complete. Have provided: <ul style="list-style-type: none"> <li>• Campaigns to increase capture of specific materials for recycling</li> <li>• Recycle Week events</li> <li>• Promote reduced price compost bins and accessories</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> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	<ul style="list-style-type: none"> <li>• Demonstrable increase in material capture in areas engaged</li> <li>• Successful Recycle Week events delivered</li> <li>• Continued sales of compost bins and accessories across Hampshire</li> </ul>	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b> Capture rate working group (data, direction) Recycle for Hampshire team (delivery)	
<b>Resources</b>	R4H budget	
<b>Timescale</b>	Annual Programme with specific objectives – ( <i>Link to R4H Action Plan 2013/14</i> )	



<b>Action 2</b>	<b>Schools Recycling Programme</b>	<b>Workstream Contribution</b>
<b>Detail</b>	To deliver the Schools Recycling Programme to 60 schools per annum across Hampshire. To maximise the benefit of the Schools Recycling Programme and with R4H ensure that resources, (including web based), are used as widely and effectively as possible. (Secondary schools/ Brownies/charities etc)	<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> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Improved awareness of waste & resource management and recycling in Hampshire for school age young people.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b> Recycle for Hampshire team and HCC Martyn Cole	
<b>Resources</b>	R4H budget	
<b>Timescale</b>	Annual targets as agreed with the Communications Sub Group to be achieved by end of the year.	

<b>Action 3</b>	<b>Contamination Compact</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Develop, agree and implement a Project Integra Contamination Compact 'with all partners committing action to achieve a reduction in the current rate of DMR contamination'.	<ul style="list-style-type: none"> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Demonstrable decrease in contamination in all areas with associated reduction in cost and increase in recyclable material captured.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b> Collection Authorities (target areas) All partners via Strategy Officers Group Delivery to be agreed	
<b>Resources</b>	Project Integra budgets	
<b>Timescale</b>	Rolling programme of work with initial targets to be achieved by end of the year to be developed.	

<b>Action 4</b>	<b>Waste Prevention Plan Development</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Production of a Waste Prevention Plan in line with new WDA statutory responsibility. To be developed in consultation with Project Integra WCAs by December 2013.	<ul style="list-style-type: none"> <li>• Waste prevention including reuse</li> <li>• Recycling and performance improvements</li> <li>• Reducing landfill</li> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Compliant Waste Prevention Plan Produced by 2013	
<b>Responsibility</b>	HCC – Lead (officer name to be provided) in consultation with Project Integra	
<b>Resources</b>	HCC	
<b>Timescale</b>	By December 2013.	

<b>Action 5</b>	<b>Waste Prevention Delivery</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Implementation of Waste Prevention Plan Action Plan.	<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> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Measurable reduction in waste arisings Target to be determined.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b> All Project Integra authorities	
<b>Resources</b>	To be determined	
<b>Timescale</b>	Implementation programme to be developed approved and implemented December 2013 – March 2016.	

<b>Action 6</b>	<b>Clothing &amp; Textile Banks</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Deliver a partnership framework for the management of clothing and textile banks.	<ul style="list-style-type: none"> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Joint textiles bank contract in place for authorities wishing to use it.	
<b>Responsibility</b>	<b>Lead Fareham BC Paul Doran</b>	
<b>Resources</b>	Paul Doran on behalf of Fareham as lead authority	
<b>Timescale</b>	Contract operational by June 2013.	

<b>Action 7</b>	<b>Small WEEE</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Deliver programme of activity via task and finish group for small WEEE.	<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>Expected Outcome</b>	Increase capture of small WEEE items.	
<b>Responsibility</b>	<b>Lead Head of Project Integra working with Martyn Cole HCC</b>	
<b>Resources</b>	To be determined as a part of initial scoping	
<b>Timescale</b>	Report proposing implementation in 2014/15 to comply with the WEEE regulation recast and new guidance anticipated. Initial activity to directly increase capture as a part of any trials during 13/14.	

<b>Action 8</b>	<b>Whole System Costs</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Establish 'whole system costs' for waste & resource management in Hampshire.	<ul style="list-style-type: none"> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Report identifying opportunities (to reduce whole system costs) for authorities, options and recommendations to PISB.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b>	
<b>Resources</b>	Project Integra budgets	
<b>Timescale</b>	Report by March 2014.	

<b>Action 9</b>	<b>Commercial Waste</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Undertake a feasibility study on commercial waste & working with businesses to determine Project Integra position on commercial waste.	<ul style="list-style-type: none"> <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>Expected Outcome</b>	Report identifying opportunities for authorities, options and recommendations to PISB.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b>	
<b>Resources</b>		
<b>Timescale</b>	Report by March 2014.	

<b>Action 10</b>	<b>Joint Working Between Authorities</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Review potential for joint procurement opportunities and frameworks available to authorities in Hampshire.	<ul style="list-style-type: none"> <li>• Joint working arrangements and activities</li> <li>• Whole system costs</li> </ul>
<b>Expected Outcome</b>	Better VFM and significant savings for Project Integra partners. Annual report on progress.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b>	
<b>Resources</b>	Project Integra Budget	
<b>Timescale</b>	2013/14.	

<b>Action 11</b>	<b>Joint Working SE7</b>	<b>Workstream Contribution</b>
<b>Detail</b>	Ensure engagement with and alignment of appropriate work programmes for the benefit of Project Integra authorities.	<ul style="list-style-type: none"> <li>• All</li> </ul>
<b>Expected Outcome</b>	Increased opportunities for performance improvement and reduced costs.	
<b>Responsibility</b>	<b>Lead Head of Project Integra</b> in conjunction with HCC SE7 lead Clare Saunders and all partner authorities.	
<b>Resources</b>	To be determined	
<b>Timescale</b>	Key engagement milestones March – June 2013 with agreement approval and implementation post June 2013.	

## 5 Resources

### 5.1 Budget

Following the Project Integra Review the budgets for each main element of the Partnership are set out in Appendix 2:

- Executive £126,700 (-31% change from 2012/13 budget);
- Recycle for Hampshire £200,000 (0% change from 2012/13);
- Materials Analysis Facility £233,085 (+5.0% change from 2012/13<sup>2</sup>).

This represents an overall cost decrease of -7.4% from 2012/13.

### 5.2 Authority contributions

Authority contributions are based on:

- Executive - total number of households with elements for collection (80%) and disposal (20%);
- Recycle for Hampshire – total number of households (WCAs) plus HCC £50,000;
- 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 Appendix 3 and will be deducted from MRF materials sales income.

## Officer contact details

Name	Colin Read
Position	Chair of Strategy Officers Group
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Telephone	02380 285588

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<sup>2</sup> The MAF is managed under the terms of the waste disposal contract and is subject to RPI based increases.

## Budgets

### Executive

Activities	Costs
Staff Costs	69,200
Events & Activities	2,000
HCC SLA	50,000
IT Costs	2,500
Printing and Stationery	1,800
Legal Costs / Audit	1,200
<b>Gross Expenditure</b>	<b>126,700</b>
<b>Total Income</b>	<b>£126,700</b>

### Recycle for Hampshire

Activities	Costs
Staffing Costs	60,000
Contamination Projects	<i>See point 9 below</i>
Capture Projects	
Behaviour Change Activities	
Schools Recycling Programme Education Officers x 3	45,000
Schools Recycling Programme Resources	5,000
Home Composting (leaflets to promote bins)	1,500
<b>Total Expenditure</b>	<b>£200,000</b>

### Materials Analysis Facility

	Costs
<b>Total Expenditure</b>	<b>£233,085</b>

1. *The salary costs assume 100% of an FTE at range mid point plus NI plus super for the Head of Project Integra and*
2. *80% of an FTE at range mid point plus NI plus super for the Admin Officer*
3. *Conference expenses have been amalgamated and reduced*
4. *Membership fees have been increased to allow for one full membership fee per annum*
5. *Members training expenses have been removed as training is now self funding*
6. *Accommodation costs have not been included*
7. *Audit costs are included however we are awaiting guidance on whether this will still be required once the final balances of all Project Integra specific accounts are finalised.*
8. *The HCC SLA has been included as a £50,000 line, as previously discussed this figure has ranged from £40,000-£75000 depending on Project Integra requirements but includes Management and Reporting for the MAF. Finance Reporting & Budget Management, Data Management and Reporting, and the general Project Integra Communications SLA*
9. *R4H figures for Contamination, Capture and Behavioural Change have not been included individually whilst we are finalising the proposal for next years activities.*

**Authority Contributions**

		Project Integra						MAF	Combined
		Project Integra Executive			Project Fund	Recycle For Hampshire	PI Funding	Material Analysis Facility	Project Integra & MAF
Dwellings		Collection 80%	Disposal 20%	Total			Total	Total	
Basingstoke	71,600	9,287.00	0.00	9,287.00	-	14,238.00	23,525.00	5,976.55	29,501.55
East Hampshire	49,270	6,391.00	0.00	6,391.00	-	9,797.00	16,188.00	5,976.55	22,164.55
Eastleigh	52,860	6,857.00	0.00	6,857.00	-	10,511.00	17,368.00	5,976.55	23,344.55
Fareham	47,870	6,209.00	0.00	6,209.00	-	9,519.00	15,728.00	5,976.55	21,704.55
Gosport	36,440	4,727.00	0.00	4,727.00	-	7,246.00	11,973.00	5,976.55	17,949.55
Hart	36,780	4,771.00	0.00	4,771.00	-	7,314.00	12,085.00	5,976.55	18,061.55
Havant	52,710	6,837.00	0.00	6,837.00	-	10,481.00	17,318.00	5,976.55	23,294.55
New Forest	80,010	10,378.00	0.00	10,378.00	-	15,910.00	26,288.00	5,976.55	32,264.55
Portsmouth	88,490	11,478.00	2,870.00	14,348.00	-	17,596.00	31,944.00	14,804.28	46,748.28
Rushmoor	38,130	4,946.00	0.00	4,946.00	-	7,582.00	12,528.00	5,976.55	18,504.55
Southampton	101,350	13,146.00	3,287.00	16,433.00	-	20,153.00	36,586.00	16,320.01	52,906.01
Test Valley	49,280	6,392.00	0.00	6,392.00	-	9,799.00	16,191.00	5,976.55	22,167.55
Winchester	49,550	6,427.00	0.00	6,427.00	-	9,853.00	16,280.00	5,976.55	22,256.55
Hampshire	564,500	0.00	18,304.97	18,305.00	-	50,000.00	68,305.00	58,524.02	126,829.02
Veolia				4,390.13	-	-	4,390.13	77,695.20	82,085.32
		<b>97,846.00</b>	<b>24,461.97</b>	<b>126,698.13</b>	<b>0.00</b>	<b>199,999.00</b>	<b>326,697.13</b>	<b>233,085.59</b>	<b>559,782.71</b>

Dwelling Figures are taken from the Waste Data flow, with figures provided from each authority

Forecast Budget	97,848	24,462	126,700
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**Notes**

*Dwelling Figures are taken from Waste Dataflow, to which figures are provided by each authority  
Differences from budget figures are due to rounding and interest on balances held during the year.*

# 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 rolling three year Action Plan, updated annually in accordance with this Constitution.
- 1.6. 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.
- 1.7. 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;
- 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;

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

- 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. At its 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 rolling 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 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.

#### **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

# **Project Integra**

Hampshire Joint Municipal  
Waste Management Strategy

## **Refresh of Core Strategy**

November 2012



# 1. Introduction

## 1.1 Context

Hampshire has been widely acknowledged for its partnership working on waste, its impressive integrated waste management facilities, relatively high performance and contribution to shifting fundamental thinking from waste to *resource management*.

While Hampshire remains in a good position in relation to most other areas of the UK, it still has a more to do to improve performance to consistently high levels across the whole area, to optimise costs and to achieve this while working to high and consistent level of public satisfaction.

Hampshire also continues to aspire to put into practice the concept of Material Resource Management as embodied in the Hampshire stakeholder document '*More from Less*'<sup>1</sup> and this still continues to have fundamental implications for the way we organise services in the future.

As a way for the 14 waste authorities in Hampshire to deliver this agenda, Project Integra<sup>2</sup> has refreshed its *2006 Joint Municipal Waste Management Strategy (JMWMS)* in order to provide strategic direction for its operational work, the basis for its annual action plans and indeed for each partner authority to be able to deliver its services against a common strategy framework.

The refreshed strategy covers the period 2013-2023, with a focus on the next five years and potential for further review after that, depending on circumstances at that time.

The revised Waste Framework Directive (2008/98/EC) sets targets for Member States to achieve 50% recycling of municipal waste by 2020. In England government recycling targets for local authorities have ended and the Review of Waste Policies (2011) indicates that England is expected to achieve this target as a result of existing policies. There are therefore, no recycling targets set out in the refreshed strategy.

## 1.2 Project Integra Strategic Board (PISB) Decisions

At the PISB meeting on 12 Jan 2012 the following Decision was made:

That the operational focus for PI activities was one of working to reduce costs across the whole system through:

- waste prevention (environmentally sound, cost efficiency)
- recycling and performance improvements - for instance through reducing contamination, increasing capture of materials, improving income for materials,

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<sup>1</sup> <http://www3.hants.gov.uk/morefromless.pdf>

<sup>2</sup> The Project Integra partnership comprises the 11 Districts/Boroughs as Waste Collection Authorities (WCAs); Hampshire County Council as a Waste Disposal Authority (WDA); the 2 Unitary Authorities of Portsmouth & Southampton as both WCAs & WDAs; and Veolia Environmental Services (VES), the integrated waste management contractor.

- changing management arrangements (environmentally sound, cost efficiency)
- reducing landfill (environmentally sound, cost efficiency)
- training (cost efficiency)
- joint working between authorities (cost efficiency)

And, looking ahead together (long term solution & strategy, joint working).

At the PISB meeting on 1 March 2012 it was agreed to:

***Refresh the JMWMS to provide a strategic direction of travel for waste management in Hampshire.***

### **1.3 Definition of Waste**

As its name implies the Joint Municipal Waste Management Strategy (2006) focused on ‘Municipal Waste’, a definition which covered all waste collected by the local authority, including some non municipal fractions such as construction and demolition waste.

Since then government has broadened the definition of municipal waste in order to harmonise with European definitions. A new term - Local Authority Collected Waste (LACW) - has been brought into use to describe all waste collected by the local authority, including non municipal fractions such as construction and demolition waste. From 2011 it is this term that is used in statistical publications which previously referred to municipal waste.

In refreshing this Strategy it was agreed that, for consistency with the 2006 Strategy the term municipal waste should be retained, but that in this context it would refer to Local Authority Collected Waste. However, it is worth noting that most Project Integra actions focus on household waste, namely waste produced on domestic property.

### **1.4 How this Strategy was Developed**

This strategy has been developed in the context of Hampshire’s Material Resources Strategy, Best Value requirements and in conjunction with the land-use policy framework for waste (i.e. the Draft Hampshire Minerals and Waste Development Plan (September 2012).

Adoption of the original strategy in 2006 followed a significant process of consultation and environmental assessment. The core strategy remains valid, as does much of its content, but needs “refreshing” to take account of policy, legislative and financial changes that have occurred since 2006, as well as updating the drivers for change and the challenge ahead for the period of the new plan.

It is not considered necessary to repeat the extensive processes of the 2006 strategy given the relatively minor changes to the content of this document.

### **1.5 Format of this Strategy**

The Hampshire JMWMS still comprises three key documents:

- Part 1: Core Strategy (i.e. this ‘refreshed’ document). This sets out the strategic direction of municipal waste management in Hampshire over the period up to 2023. It includes a policy framework and supporting actions, which have been crafted to ensure delivery of the overall waste management vision.
- Part 2: Supporting Technical Document. This sets out a range of (unchanged) detailed information that supports the content of Part 1; and
- Part 3: Strategic Environmental Assessment ‘*Environmental Report*’. The JMWMS is required by statute to be assessed against (and shaped by) a range of sustainability criteria. This (unchanged) document explains how this process was carried out and reports on the results of the appraisal process.

As part of the refresh of the JMWMS, the structure of the core strategy has been reordered to reflect PI’s focus on the three key issues of:

- Customer Focus
- Value for Money
- Environmental Sustainability

## 2. Drivers for Change and the Challenge Ahead

### 2.1 The Current Municipal Waste Picture In Hampshire

#### 2.1.1 How much Municipal Waste is Generated in Hampshire?

The amount (arising) of municipal waste have reduced over the 5 years since the 2006 strategy was adopted – both in terms of total arisings and arising per household or person – as illustrated in Table 1 below.

This is a trend that has been seen at a national as well as local level and results from a combination of the effects of waste prevention initiatives and reduced consumption as a result of the recession.

**Table 1: Total municipal waste arisings in Hampshire, Portsmouth and Southampton: 2005/06 compared to 2010/11**

		2005/06	2010/11	Change
Municipal waste collected	tonnes	878,667	839,230	-4%
Per household	Kg/hh/a	1300 (approx.)	1,120	
Per person	Kg/person/a	530 (approx)	485	

#### 2.1.2 How is Municipal Waste Currently Managed?

The waste collection systems in Hampshire vary between the collection authorities. However all households receive a kerbside collection for dry mixed recyclables (paper & card, plastic bottles, cans, tins and aerosols). Most receive garden waste collections

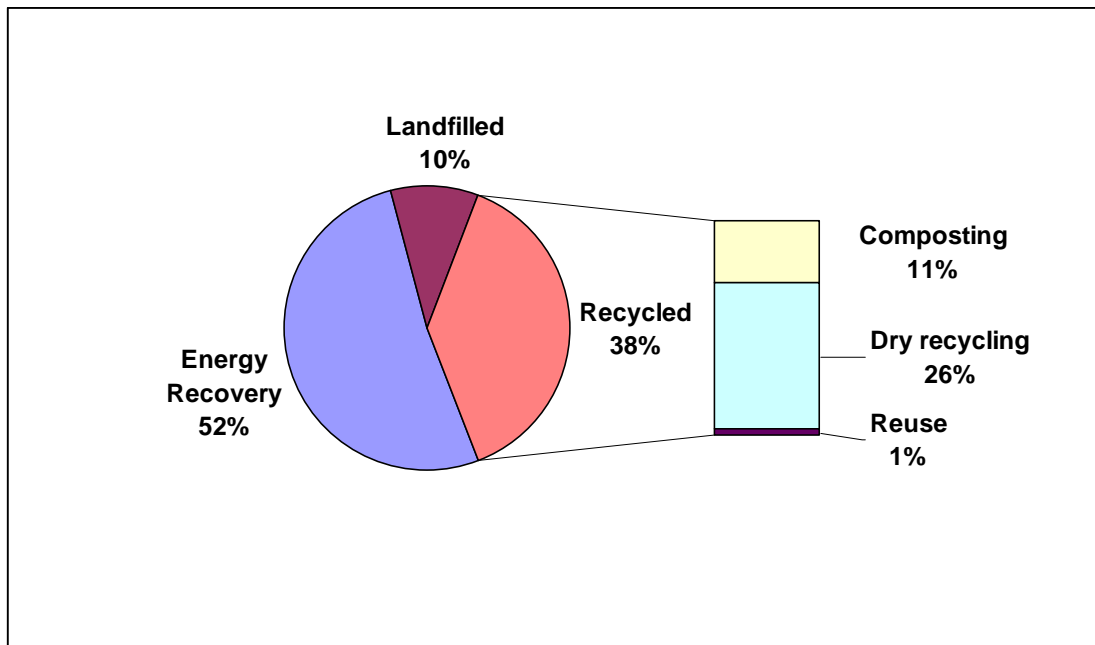
and many receive glass collections.

In addition an extensive network of 26 Household Waste Recycling Centres (HWRCs) and around 750 bring sites provide facilities for households to deposit recyclables and/or waste.

Recyclable materials collected at the kerbside are sorted in two Materials Recovery Facilities (MRFs) and all residual waste collected at the kerbside is sent for energy recovery at three Energy Recovery Facilities (ERFs). Two windrow composting facilities handle the majority of the garden waste received at the HWRCs and collected by WCA's, turning it into ProGrow soil improver.

Figure 1 illustrates the management routes for all municipal waste in Hampshire in 2010/11.

**Figure 1: Management Routes for Municipal Waste in Hampshire 2010/11.**



## 2.2 New Drivers for Change

The slowdown in growth of waste arisings compared to the projections made in the 2006 Strategy is particularly significant and has obviated the need for significant new municipal waste disposal infrastructure within Hampshire, although some new facilities may be required to enable continued diversion of waste from landfill and to reflect development of new waste treatment technologies.

The trend in waste and resource management towards treating waste as a commodity, enabling it to be considered as a resource rather than a liability will drive the trend towards greater control of material resources by local authorities.

Some critical material resources are becoming increasingly scarce, such as the ‘speciality’ metals vital for a range of high-tech applications and green technologies, giving a greater importance and value to recycling end-of-life products.

Energy is also an increasingly valuable commodity and energy from waste helps meet national targets for energy from renewable sources and resilience in energy supply.

The revised Waste Framework Directive and national policy has increased the importance of treating waste more as a resource in accordance with the waste hierarchy and as far up the hierarchy as possible.

Legislative, fiscal and regulatory changes that influence both producer and consumer responsibilities nationally and locally.

Locally the Hampshire Minerals and Waste Plan sets out a spatial framework for the capacity and location of waste facilities required to deal with all waste streams in Hampshire in the period to 2030, and an emphasis on minimising landfill.

This is a time of significant change for local authorities, brought about by pressures to make efficiencies and savings through greater collaboration and sharing services across authorities and with other public sector organisations.

The review of Project Integra completed in 2012 has focused attention on a range of activities aimed at reducing costs across the whole waste and resource management process.

Landfilling of waste continues to be the least preferable option in environmental terms and is further discouraged by Landfill Tax which will escalate annually to a ‘floor’ of £80 per tonne in 2014-15. This tax, on top of the normal gate fee, means that recycling and energy recovery technologies have now become more economic to install and operate than landfill.

### **3. Strategic Options for the Future Management of Municipal Waste in Hampshire**

- 3.1** The evaluation of options undertaken in the 2006 JMWMS identified ‘Option 5’ as the preferred approach (see Appendix 1).

Authorities within the Partnership have made significant progress in implementing this approach, consider it remains fit for purpose, and as a result there are no proposals for radical change to it in the short term.

### **4. Vision and Aims**

- 4.1** **Overarching Vision**

**In the context of managing municipal waste in Hampshire, the overarching vision for this Joint Municipal Waste Management Strategy is as follows:**

**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.**

## 4.2 Aims

To deliver this overarching vision, the fundamental aim of Project Integra is to provide a sustainable solution for dealing with Hampshire's household waste materials<sup>3</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 our communities.

Specifically, the aims of this JMWMS are:

- To deliver the relevant municipal elements of the Material Resources Strategy as set out in the stakeholder document 'More from Less';
- Earn the support and understanding of the wider public, including businesses, leading to a change in behaviour towards material resources;
- Make access to recycling and related facilities and services a positive experience for resident and small businesses by improving the coverage of kerbside collection systems, implementing further material recovery streams and continuous improvement of services;
- Sustain recent reductions in the growth of household waste;
- Maximise value for money by considering the system as a whole through delivery of an integrated waste and resource management process;
- To provide suitable and sufficient processing facilities for existing and new material streams; including the consideration of funding structures other than traditional project finance in order to deliver better value for money.
- Secure flexible, sustainable and ethical markets for recovered materials and products;
- Ensure each partner clearly understands its roles and responsibility for delivery in accordance with the Memorandum of Understanding;
- Meet the statutory obligations but at the same time maintain Hampshire at the forefront of the waste to resources agenda;
- Incorporate commercial and trade waste, including recyclate, where possible to improve efficiency of waste and resource management systems, including those for municipal waste; and

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<sup>3</sup> As defined in the Controlled Waste (England and Wales) Regulations 2012



- Improve the efficiency and effectiveness of services through collaboration with neighbouring authorities, including those of the SE7 authorities<sup>4</sup>.

## **5. Framework of Key Objectives and Supporting Actions**

### **5.1 Introduction**

**This section sets out the key objectives against which Project Integra can formulate its supporting actions and Annual Action Plan.**

### **5.2 Key Objectives**

**Project Integra will be guided by three overriding objectives:**

- **Customer Focus;**
- **Value for Money; and**
- **Sustainability**

#### **5.2.1 Customer Focus**

##### **Objective 1**

Project Integra partners are committed to placing a high priority on maintaining and enhancing high customer satisfaction in providing a waste and resource management service to the residents of Hampshire.

Supporting Action 1: Project Integra partners will maintain consistent and high standards of waste services across Hampshire, based on customer feedback and satisfaction surveys.

#### **5.2.2 Value For Money**

##### **Objective 2**

Project Integra partners will seek to ensure that the public, and where appropriate, businesses – particularly small and medium enterprises – are provided with an efficient waste management and recycling & reuse service that represents best practice and best value through bring banks, kerbside collections and across the HWRC network.

All waste services will be subject to continuous review and improvement of existing services and systems.

Supporting Action 2: Project Integra partners will continue to evaluate options to progressively extend and improve the efficiency of recycling & reuse collections to maximise the value of recycled & reused materials.

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<sup>4</sup> The 'South East 7' (SE7) are top-tier councils comprising East and West Sussex, Hampshire, Kent and Surrey, and the unitary councils of Brighton & Hove and Medway.

### **5.2.3 Sustainability**

#### **Objective 3**

Project Integra partners will encourage the treatment of waste as close as reasonably possible to its source and at the highest level of the waste hierarchy as is economically practicable, minimising the cost of waste transport, and consistent with the principles of environmental sustainability and whole life cycle costs.

Supporting Action 3: Project Integra partners will give consideration to all appropriate alternative technologies to those currently employed as a means of maximising diversion from landfill, reducing CO<sub>2</sub> emissions and balancing cost efficiency and waste management services.

**In order to achieve these overriding objectives, Project Integra partners will work to the following supporting objectives, based on the waste hierarchy:**

### **5.2.4 Behavioural Change**

#### **Objective 4**

Project Integra partners will challenge themselves, the wider community, including the private sector, and government by raising awareness and ownership of resource management issues to change society's attitude and behaviour towards maximising waste prevention, re-use and recycling in order to embed the waste hierarchy in our approach to waste management.

Supporting Action 4 : Project Integra partners will continue to encourage and strengthen partnerships with the community, voluntary (including Third Sector Organisations) and private sectors and investigate opportunities for external funding to generate practical, community based waste minimisation and reuse initiatives including the development and delivery of the Recycle for Hampshire communications and behavioural change programme and the schools education programme.

### **5.2.5 Waste Prevention and Reuse**

#### **Objective 5**

Project Integra partners will continue to encourage waste prevention and re-use and work with others, including manufacturers and retailers, to sustain an average annual rate of waste growth below 0.5%.

Supporting Action 5: Project Integra partners will work with WRAP and other similar stakeholder agencies as well as private sector organisations and businesses involved in the supply chain operations that impact on local authorities in order to maximise waste prevention opportunities.

### **5.2.6 Waste Recycling and Composting**

#### **Objective 6**

Project Integra partners will continue to encourage participation in recycling and composting, and consider the value of materials and whole system costs and implement appropriate measures to achieve these aims.

The HWRC network across Hampshire will continue to be developed in order to fulfil its role of providing convenient, innovative, and accessible reuse, recycling and composting services for the whole community.

Supporting Action 6: Project Integra partners will undertake regular waste analyses of reuse and recycling facilities (including the MRF performance process, bring banks, household collections and other collections e.g. bulky, commercial etc in order to provide baseline data on a sufficiently regular basis to measure the effectiveness and enable consistent comparison of waste recycling and minimisation initiatives.

Hampshire County Council, Portsmouth City Council and Southampton City Council will engage with the community to consider options aimed at improving the HWRC service provision across Hampshire, maximising value for money and helping service provision for SMEs. The management service contract will be retendered in 2015.

## **5.2.7 Waste Treatment and Disposal**

### **Objective 7**

Project Integra partners will seek treatment of remaining, non-recyclable waste to achieve their aim for zero waste to landfill and continuously monitor and measure their progress towards it.

Supporting Action 7: Consideration will be given to all appropriate alternative technologies to those currently employed such as anaerobic digestion, gasification, mechanical & biological treatment, pyrolysis and solid recovered fuel as a means of maximising diversion from landfill, reducing CO<sub>2</sub> emissions and balancing cost efficiency and waste management services.

## **5.1.8 Leading the Way**

### **Objective 8**

Project Integra will continue to develop its waste and resource management services through local and broader collaboration to ensure that:

- the value of material resources is maximised;
- markets are supplied with high quality materials
- material is recycled through flexible, sustainable and ethical markets.

Supporting Action 8: Project Integra partners will continue to explore innovative opportunities for both accessing and maximising value from waste and also for improving recycling and recovery performance.

## **5.2 Monitoring and Review**

Project Integra will undertake monitoring of performance. Results will be reported to the Project Integra Strategic board as part of the Project Integra Action Plan.

The JMWMS will be reviewed after 5 years, or sooner if required.

## Appendix 1

### Option 5 as set out in JMWMS 2006

<p>5</p> <p><b>Enhanced MRS pattern activity i.e. enhanced collection / treatment methods with enhanced waste minimisation and commercial waste elements)</b></p>	<p><i>Collection</i> – Kerb-side collection of dry mixed recyclables, glass and textiles; promote home composting and the use of food digesters; introduce an incentivised scheme for kerb-side collection of green waste (i.e. charge for green waste collections) and facilitate the provision of enhanced waste electrical and electronic equipment (WEEE) 'bring' facilities at household waste recycling centres (HWRCs).</p> <p><i>Commercial Recycling</i> – Provide / facilitate collection and processing capacity to optimise the capture of recyclables from the commercial sector (recyclables that are similar in nature to those arising from the municipal waste stream).</p> <p><i>Waste Growth</i> – MRS and Regional Waste Strategy targets – reduce growth to 1%pa by 2010 and 0.5%pa by 2020.</p> <p><i>Treatment of Residual</i> – Thermal treatment (EfW) of at least 420 000 tonnes per annum with excess residual waste being sent to landfill in the short term and further treatment in the long term.</p> <p><i>Landfill</i> – Pre-process all household waste with residues only to landfill (and minimum organics to landfill).</p>
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## OVERVIEW AND SCRUTINY

**DATE OF MEETING:** 21 MAY 2013

**TITLE OF REPORT:** CORPORATE EQUALITY POLICY AND MEETING  
THE PUBLIC SECTOR EQUALITY DUTY

**Report of:** Corporate Director

**Cabinet Member:** Councillor Ken Crookes, Leader

### I PURPOSE OF REPORT

- 1.1 Further to recent changes in legislation, the purpose of this report is to seek the Committee's views on the updated draft Equalities Policy and proposed Equality Objectives, prior to consultation, which the Council is legally required to carry out, prior to approval.
- 1.2 Once the consultation is complete and subject to any amendments made as a result, the Equalities Policy and proposed Equality Objectives will then be submitted to Cabinet seeking approval.

### 2 OFFICER RECOMMENDATION

- 2.1 That the Committee comments on the updated draft Equalities Policy and proposed Equality Objectives as set out in Appendix A and B, prior to consultation with the public.

### 3 BACKGROUND INFORMATION

- 3.1 The council has a framework in place which has helped the council meet its obligations and commitments under legislation, such as the Race Relations Act 1976, Sexual Discrimination Act 1975, Gender Recognition Act 2004 and Disability Discrimination Act 1995
- 3.2 This plethora of anti-discrimination laws which legally protected people in the workplace and in the wider society were replaced with the Equality Act 2010 (the 'Act'), making the law easier to understand and strengthening protection in some situations.
- 3.3 The 'Act' was phased in from 2010 up to 2012, with the basic framework of protection against direct and indirect discrimination, harassment and victimisation in services and public functions being introduced in October 2010 and extended protections in certain circumstances for instance extending protection against indirect discrimination to those who have a disability.

3.4 The 'Act' also introduced a new Public Sector Equality Duty with both general and specific duties. The general equality duty (the 'aims') requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

3.5 In addition, the Public Sector Equality duty placed specific duties upon local authorities to:

- Publish information to show their compliance which must include publishing information in relation to the make-up of the overall workforce with to their characteristics e.g. age, sex, race in comparison to the characteristics of the local population.
- Prepare and publish one or more specific and measurable equality objective which will help the Council meet the three aims of the Equality Duty by April 2012 with subsequent objectives being published at least every four years

3.6 The Government as well as the Equalities and Human Rights Commission have produced guidance on the implementation of the 'Act' and the Public Sector Equality Duty. This sets out that when deciding what equality objectives to set, a public body should take into account evidence of equality issues across all its functions; consider issues affecting people sharing each of the protected characteristics; and think about each of the three aims of the Equality Duty

#### **4 REVIEW OF THE EQUALITY POLICIES AND CREATION OF EQUALITY OBJECTIVES**

4.1 Recognising the need to ensure that the Councils arrangements are brought up to date in light of the new legislation, the Council will consult widely with the community on the draft Equality Policy and Objectives and the action plan which seeks to implement and embed these tasks through:

- Community organisations representing the protected characteristics including
- Parish Councils
- Staff and Trade Unions

4.2 The views of these groups gained will be used to build and amend the documents attached.

#### **5 FINANCIAL IMPLICATIONS**

5.1 There are no financial implications

## 6 LEGAL AND EQUALITIES IMPLICATIONS

- 6.1 With the change in the equalities legislation, there is a need to ensure that the Council's arrangements remain up to date. The current adopted equalities policies must be revised to ensure compliance with the Equalities Act 2010.
- 6.2 An equalities impact assessment has been carried out in relation to this policy, no additional tasks were identified through this process.

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Appendix A




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**Corporate Equalities Policy**

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<b><i>Date created</i></b>		<b><i>Department</i></b>	Human Resources
<b><i>Review date</i></b>		<b><i>Version</i></b>	
<b><i>Effective date</i></b>			
<b><i>Equality Impact Assessment: (EIA)</i></b>	Date undertaken:		
	Issues (if any):		





## **Corporate Equalities Policy**

- 1. Policy Statement**
- 2. What is Equality and Diversity?**
- 3. Why do we need an Equality and Diversity Policy?**
- 4. The Councils Commitment to Equality and Diversity**
- 5. Responsibility and Accountability**
- 6. What You Can Expect From the Council**

***Hart District Council believes that interests of residents, staff and the Council are best served by the formulation and implementation of clear and consistent policies and procedures. This policy statement details the Authority's policy on and commitment to equality and diversity, and takes into consideration all current legal requirements.***

## **I. Policy Statement**

- 1.1 The Council's vision for Hart is a district that appreciates and celebrates its diversity, challenges intolerance and discrimination, and positively promotes equality and community cohesion. It also, through the effective delivery of services and activities, is a district where all residents have the opportunity to contribute towards and benefit from the district's success.
- 1.2 The Council is committed to working towards the elimination of discrimination, and to achieve equality of opportunity and outcomes for the residents and communities of Hart, and all employees of the Council.

## **2. What is Equality and Diversity?**

- 2.1 Equality is all about making sure everyone is treated fairly and given the same opportunities. It is not about treating everyone the same.
- 2.2 Diversity is about recognising and valuing individual differences and raising awareness about them.

## **3. Why do we need an Equality Policy?**

- 3.1 As a service provider and an employer we are committed to ensuring fair treatment and equal access to our services, to information and to employment: everyone can expect the same standards of treatment regardless of their gender, disability, race, ethnic or national origin, age, religion or belief, sexual orientation, pregnancy or maternity.
- 3.2 We are also committed to ensuring we meet our legal duties. The Equalities Act 2010 introduced new duties on the public sector, including local councils, some were general and others specific. The general equality duties (the 'aims') requires public authorities, in the exercise of their functions, to have due regard to the need to:
  - Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
  - Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
  - Foster good relations between people who share a relevant protected characteristic and those who do not share it.

- 3.4 In addition, the Public Sector Equality duty placed specific duties upon local authorities to:
- Publish information to show their compliance which must include publishing information in relation to the make-up of the overall workforce with to their characteristics e.g. age, sex, race in comparison to the characteristics of the local population.
  - Prepare and publish one or more specific and measurable equality objective which will help the Council meet the three aims of the Equality Duty by April 2012 with subsequent objectives being published at least every four years
- 3.5 In addition to the requirements of the Equalities Act 2010, the Council has additional obligations to our staff as an employer including ensuring non- discriminatory recruitment, equal pay and the rehabilitation of offenders.

#### **4. The Councils Commitment to Equality and Diversity**

- 4.1 The Council is committed to ensuring equality of opportunity for all. We will:
- Ensure equality of opportunity for all
  - Ensure fair treatment of all
  - Ensure equal access to services, to information and to employment
  - Eliminate unlawful discrimination on the grounds of gender, disability, race, ethnic or national origin, age, religion or belief, or sexual orientation for our employees and service users
  - Promote good relations between different groups and individuals within our community
  - Actively seek to address inequality, taking a lead where necessary, to ensure quality services for everyone in the community.

#### **5. Responsibility and Accountability**

- 5.1 The ultimate responsibility for implementing this policy and achieving change lies with the Chief Executive, Corporate Directors, Heads of Service and Managers. However, the policy is the responsibility of all Members and employees, who are all accountable for their actions and must follow the principles and standards set out below.

## 6. What You Can Expect From the Council

### 6.1 Leadership and Corporate Commitment

#### 6.1.1 The Council will:-

- Ensure that unlawful discrimination is challenged and addressed
- Ensure the council has due regard to the aims of the general equality duty, by understanding the impact of our services on equality.
- Ensure that the Council uses good quality equality information and analysis, at the right time as part and parcel of the decision making processes.
- Undertake effective consultation with our community on key decisions and policies that will effect them.
- Provide staff and elected members with training to confidently implement the requirements of this policy and challenge any discrimination.
- Agree at least one measurable Equality Objective (see appendix 2) which will help the Council further the three aims of the Equality Duty.
- Provide clear information on our services in appropriate formats and languages so as to be accessible to all sections of the community.
- Work with partners as appropriate, to ensure our services reach all groups within our community.
- Monitor the effectiveness of our equality and diversity approaches through regular reports ot the Overview and Scrutiny Committee
- Ensure that all partners, contractors, agents and suppliers are aware of and adhere to the Councils Corporate Equalities Policy
- Respond promptly and fairly to any complaints about our services, including those relating to equality or discrimination.

### 6.2 Service Delivery and Customer Care

#### 6.2.1 The Council will

- Provide quality services which reach all relevant communities
- Make sure our communication and consultation processes take into account equality
- Consciously think about the three aims of the Equality Duty as part of the process of formulating new polices and procedures to ensure the elimination of unlawful discrimination, advance equality of opportunity and foster good relations
- Ensure the Council Offices and Leisure Centres provide suitable access for all parts of the community.
- Provide language assistance for services as required.

### 6.3 Employment and Training

#### 6.3.1 The Council as an employer will:

- Be committed to providing equality in all areas of employment including recruitment, promotion, training and development, and terms and conditions of employment.

- Advertise vacancies in appropriate media to target the best available talent and expertise
- Maintain and develop equality monitoring information on the workforce
- Keep all employment policies and procedures under review
- Ensure an equal pay structure
- Recognise the role of trade unions in working for equality in employment and services
- Communicate to all employees that unfair discrimination, harassment, victimisation and bullying are unacceptable.
- Ensures that everyone who is responsible for recruiting and managing employees receive appropriate training and guidance on the Council's equality and employment policies, and that they understand their responsibilities.

## Appendix B

# Corporate equality objectives 2013-2017

### Introduction

We are required to publish one or more objectives we think we should achieve in order to meet the aims of equality duty. The objectives must be specific and measurable, and accessible to the public.

We have deliberately kept the number of objectives to a minimum and focused on issues which can help support better decisions, for example improving our knowledge of all our residents can help us to effectively target information and services.

### **Objective 1: To improve the Council's evidence-base in respect of residents and staff**

We have identified that we have gaps in our knowledge about staff and residents in respect of some of the protected characteristics. Our objective aims to reduce the gaps in our knowledge over the next four years.

### **Objective 2: To make sure that residents can have involvement in how we develop and deliver our services**

Some groups are much less likely to take part in consultation with the Council than others (for example, young people or those who do not have English as their first language), therefore engaging with these groups will be a particular focus over the next four years.

Promoting opportunities to consult and engage with the Council should help make sure that everyone who wants to take part in consultation is able to do so.

\*The Equality Act 2010 defines the protected characteristics as: age; disability; gender reassignment; sex; sexual orientation; religion or belief; race; pregnancy & maternity; and, marriage & civil partnership.

**Equality Objectives Action Plan**

<b>Objective</b>	<b>Outcome</b>	<b>Measure</b>
We will improve our knowledge of our staff	<ul style="list-style-type: none"> <li>We have better quality information about our staff.</li> <li>Our recruitment processes do not miss the relevant protected groups</li> </ul>	<p>Applications for vacancies with the Council are from an increasingly diverse range of individuals</p> <p>The workforce reflects more closely the diversity of our population</p>
We will improve our knowledge of our residents	<ul style="list-style-type: none"> <li>Creation and regular meeting of a community based forum who will be consulted on new policies</li> </ul>	We have an increasing amount of information about the protected characteristics* in relation to our residents, which is relevant to our services
Our services are accessible and do not discriminate on any unjustifiable grounds	<ul style="list-style-type: none"> <li>We can effectively target our services at relevant groups and individuals</li> </ul>	We consult with a wide range of diverse service users when setting up new services and policies.
We will develop a training package for staff and Councillors	<ul style="list-style-type: none"> <li>Staff and Councillors have a clear understanding of our equality and diversity work.</li> <li>Staff and Councillors can explain the business reasons for collecting and analysing equality data</li> </ul>	<p>100% of staff complete the training</p> <p>100% of councillors complete the training</p> <p>All staff are kept up to date with changes in legislation</p>

<b>Objective</b>	<b>Outcome</b>	<b>Measure</b>
People involved in consultation with the Council broadly reflect the population of the district	<ul style="list-style-type: none"> <li>More individuals and groups with protected characteristics have opportunities to take part in consultation</li> <li>Creation and regular meeting of a community based forum who will be consulted on new policies</li> </ul>	Increased response from individuals and groups with protected characteristics to consultations and greater satisfaction that they can influence decisions.
The impact on equalities on	<ul style="list-style-type: none"> <li>Information on the due</li> </ul>	Increasing number of Cabinet

any new relevant policy or service introduction (or change) is carried out earlier in the project cycle and the information gained is actively used by decision-makers	regard to equalities when considering the formulation of a new policy or service shall be included in the relevant Cabinet report	reports make direct reference to due regard to equalities and the impact on protected characteristics
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## CABINET

### KEY DECISIONS/ WORK PROGRAMME AND EXECUTIVE DECISIONS MADE

#### May 2013

Cabinet is required to publish its Key Decisions and forward work programme to inform the public of issues on which it intends to make policy or decisions. The Scrutiny Committee also notes the Programme, which is subject to regular revision. Items in italics denote changes to a previously published Plan.

Report Title	Ref (Note 1)	Outline/Reason for Report/Comments	Original Due Date	Revised Due Date	Key Decision Y/?	Cabinet Member (Note 2)	Service (Note 3)
Health & Safety Service Plan	Jan 13	For approval	May 13			JK	EH
Regulation of Investigatory Powers Act (2000)	Mar 13	Review of Policy & Procedures	May 13			KC	CD
Proposed New Leisure Centre	April 13	Update for information	May 13			KC	CX
Release of S106 Funding to Basingstoke Canoe Club	April 13	For approval	May 13			SK	L&EP
Resolution to make Hart a Fairtrade District	April 13	For approval to Council	May 13			SP	CD
Collective Energy Switching Programme	April 13	For approval	May 13			JG	CD
Upgrade/Migration of IT Server Infrastructure	Mar 13	For approval	May 13	June 13		BB	CX
Fleet Town Centre Retail Study	Jan 13	For information	May 13	June 13		GE	CD
Developer Contributions and Infrastructure	Nov 12		May 13	June 13	Y	SP	CD
IT Strategy Working Party	Jan 12	Progress report	June 13			BB	CX
Treasury Management Progress	Twice Yearly	Outturn and Report	June 13 Nov 13			KC	F

<b>Report Title</b>	<b>Ref (Note 1)</b>	<b>Outline/Reason for Report/Comments</b>	<b>Original Due Date</b>	<b>Revised Due Date</b>	<b>Key Decision Y/?</b>	<b>Cabinet Member (Note 2)</b>	<b>Service (Note 3)</b>
Revenue and Capital Outturn 2012/13	Annual	Report on outturn	June 13			KC	F
Outside Bodies	Annual	To confirm representatives on Outside Bodies	June 13			KC	CX
Economic Development	Twice Yearly	Progress Report	June 13			KC	CX
Apprenticeship Scheme	Nov 12	Review	June 13			KC	CD
Housing Allocations Policy	Jan 13	Review proposals	June 13		Y	AC	HS
Adoption of NE Hook Development Brief	Feb 13	For approval	June 13		Y	SP	CD
Hampshire Health and Wellbeing Strategy and Hart's action plan	May 13		June 13		Y	AC	CD
Review of Council Tax Support Scheme	Feb 13	Review of current scheme	July 13		Y	KC	F
Project Integra	Apr 13	Action Plan, Constitution and Hampshire Joint Municipal Waste Strategy	June 13			JG	T&EM
2012/13 Quarterly Budget Monitoring	Quarterly	Quarterly monitoring	Sept 13 Dec 13 March 14			KC	F
Setting the Council Tax Base	Annual	Report	Jan 14		Y	KC	F
Treasury Management Strategy	Annual	Update	Feb 14			KC	F
2014/15 Revenue Budget, Capital Programme and Council Tax Proposals	Annual	Approval. Recommendation to Council.	Feb 14			KC	F
Food Safety Service Plan	Annual	For approval	March 14			JK	EH
Service Plans	Annual	Service Plans 2014/15	April 14				All

Report Title	Ref (Note 1)	Outline/Reason for Report/Comments	Original Due Date	Revised Due Date	Key Decision Y/?	Cabinet Member (Note 2)	Service (Note 3)
Green Lane Car Park	July 11	Report on future options	Oct 11	TBD		AC	HS

Notes:

1 Date added to Programme

2 Cabinet Members:

KC	Crookes	BB	Burchfield	AC	Crampton	GE	Evans
JG	Glen	JK	Kennett	SK	Kinnell	SP	Parker

3 Service:

CX	Chief Executive	CD	Corporate Director	P&ER	Planning and Environmental Regulation
CS	Community Safety	HS	Housing and Customer Services	L&EP	Leisure and Environmental Promotion
F	Finance	DS	Democratic Services	TS &EM	Technical Services and Environmental Maintenance
SLS	Shared Legal Services	MO	Monitoring Officer	EH	Environmental Health

## EXECUTIVE DECISIONS

21/3/13	Cllr Kinnell	Release of S106 funding to Yateley Town Council toward play area at Winton Crescent.	Not called in.
25/3/13	Cllr Kinnell	Release of S106 funding to Hartley Wintney Parish Council towards play area at Springfield Avenue.	Not called in.
3/5/13	Cllr Glen	To waive the charging of fees to Hampshire County Council for a grant of an easement and temporary access for contactors.	

**OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME – MAY 2013**

<b>Issue and Description of Topic</b>	<b>Current Position Objective</b>	<b>Original Due Date</b>	<b>Revised Due Date</b>	<b>Resources Required</b>	<b>Contact</b>
<b>MTFS</b>	A report to give greater understanding of the medium term financial position and strategies moving forwards	May 13		Report	Head of Finance
<b>Project Integra</b>	Action Plan, Constitution and Hampshire Joint Municipal Waste Strategy	May 13		Report	Waste and Recycling Manager
<b>2012/13 Performance Information – Annual Outturn</b>	Annual update	June 13		Report	Performance and Innovation Officer
<b>Nominations to Service Boards</b>	Member nominations	June 13			Chairman O&S Committee
<b>Flooding</b>	Notes from January/July meeting of Agencies	Jan 13 Aug 13	July 13	Minutes	Technical & Environmental Maintenance
<b>RIPA</b>	Quarterly Update	July 13 Nov 13 Jan 14 April 14		Report	Monitoring Officer
<b>Quarterly Budget Monitoring</b>	Quarterly update	Aug 13 Nov 13		Report	Head of Finance
<b>Performance Information to include Revenue Budget Monitoring (Quarterly)</b>	Committee receives quarterly highlight reports.	Aug 13 Dec 13		Report	Corporate Director
<b>Joint Governance report on Street Care and Grounds Maintenance</b>	Review of the first year contract for street cleaning and grounds maintenance, working in partnership with Basingstoke and Deane Borough Council.	Dec 13		Report	Head of Technical Services

**OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME – MAY 2013**

<b>Issue and Description of Topic</b>	<b>Current Position Objective</b>	<b>Original Due Date</b>	<b>Revised Due Date</b>	<b>Resources Required</b>	<b>Contact</b>
<b>Council Tax Base</b>	Report on setting the Council Tax Base.	Annual	Dec 13	Report	Head of Finance
<b>Treasury Management Strategy</b>	Report setting out the treasury management strategy for the council	Annual	Jan 14	Report	Head of Finance
<b>Council Budget</b>	Report setting out the council budget for 2013/14	Annual	Jan 14	Report	Head of Finance
<b>Service Plans</b>	Draft Service Plans 2013/14	Mar 14		Report	Corporate Director
<b>Crime and Disorder Scrutiny</b>	Annual meeting	Mar 14			Corporate Director
<b>Outside Bodies</b>	Reports from Representatives on Outside Bodies	Apr 14		Report	Corporate Director
<b>IT Strategy</b>	Pre Cabinet Scrutiny	TBC		Report	Chief Executive
<b>Equity Share Affordable Housing</b>	To conduct scrutiny of shared ownership of affordable housing. The Head of Housing is liaising with one of our partner RSL's with a view to them attending an appropriate O&S meeting.	TBC		Presentation	Head of Housing Services
<b>Replacement of Hart Leisure Centre</b>	Business Case review – assessments are being undertaken to establish the financial feasibility associated with the potential replacement of the Hart Leisure Centre on land on the opposite side of Hitches Lane. Consultants have been engaged to advise on possible approaches to the procurement and future management of the new centre (Cabinet approval 2011). The brief includes advising on a financial business model covering depreciation of the asset and replacement/maintenance costs. The final report will be brought to Committee again, prior to consideration by Cabinet and Council.	TBC		Report	Head of Leisure and Environmental Promotions Services

## **OVERVIEW AND SCRUTINY COMMITTEE**

**Date and Time:** Tuesday, 21 May 2013

**Place:** Council Chamber, Civic Offices

**Present:**

### **COUNCILLORS**

Lit (Chairman)

Appleton, Wheale, Billings (replacing Cllr Murphy), Radley (replacing Cllr Axam),  
Lewis (joined at 8.50pm)

**In attendance:** Councillors Evans and Collett

### **Officers:**

Patricia Hughes	Corporate Director
Tony Higgins	Head of Finance
John Elson	Head of Technical Services

## **I21 MINUTES OF PREVIOUS MEETING**

The Minutes of the meeting of 16 April 2013 were confirmed and signed as a correct record.

Whilst the minutes were confirmed as correct, the Chairman noted on page 36 of the minutes that subsequent information had become available regarding recent meetings of Blackbushe Metal.

## **I22 APOLOGIES FOR ABSENCE**

Apologies had been received from Councillors Murphy, Axam, Gani and Clarke.

## **I23 CHAIRMAN'S ANNOUNCEMENTS**

None.

## **I24 DECLARATIONS OF INTEREST**

None declared.

## **I25 PUBLIC PARTICIPATION (ITEMS PERTAINING TO THE AGENDA)**

None.

## **126 CABINET UPDATE**

Councillor Evans talked about his Cabinet portfolio, Fleet Town Centre, for which the Committee thanked him.

The Committee discussed a variety of opportunities, such as provision of anchor stores, use of a number of mechanisms to promote the high street (such as temporary permissions for change of use of premises, promotion via South East Train packages to Fleet), new uses of wider pavements and pop up shops. Issues concerning Harlington Centre and pay on foot were also considered.

## **127 MEDIUM TERM FINANCIAL STRATEGY**

Cabinet asked at the meeting on 7 February 2013 that the Overview & Scrutiny Committee “investigate the scope for better Medium Term Financial Planning in the Council.” The Committee discussed how this objective could be achieved.

### **RESOLVED**

The Committee reviewed the contents of the report and identified those areas where they would like further information and/or analysis.

The Committee’s comments were:

A request for actuarial information on the potential impact of pensions into the future as set out in paragraph 5.3.2. to be provided to Overview and Scrutiny in July 2013.

A request for scenario testing information on the basis of potential impact of grant arrangements in the event of a change in Central Government Administration. Information to be provided to Overview and Scrutiny in July 2013

## **128 PROJECT INTEGRA CONSTITUTION, HAMPSHIRE JOINT MUNICIPAL WASTE STRATEGY AND PROJECT INTEGRA ANNUAL ACTION PLAN 2013 - 2016**

The Committee were asked for comments on the Project Integra Annual Action Plan 2013-2016, revised Project Integra Constitution and the revised Joint Municipal Waste Strategy for Hampshire, before the documents were submitted to Cabinet for approval.

### **RESOLVED**

The Committee considered and commented on the Project Integra Draft Annual Action Plan 2013-2016, revised Project Integra Constitution and the revised Hampshire Joint Municipal Waste Strategy as attached to the report.

The Committees comments were:

That whilst Hart are working on increased recycling participation, the Project Integra Action Plan doesn't make reference to this and Committee asked that this be referred to Cabinet for consideration.

The Committee appreciated the action plan was countywide and whilst recognising the value of a schools education programme, the Committee felt that locally there was an opportunity to see how these actions were applied within Hart and the evaluation of the benefit.

The Committee reflected that Action 7 was lacking any detail which would help evaluate the potential benefits.

## **129 CORPORATE EQUALITY POLICY AND MEETING THE PUBLIC SECTOR EQUALITY DUTY**

The views of the Committee were sought on the updated draft Equalities Policy and proposed Equality Objectives, prior to consultation, which the Council is legally required to carry out, prior to approval.

### **RESOLVED**

The Committee commented on the updated draft Equalities Policy and proposed Equality Objectives as set out in Appendix A and B to the report, prior to consultation with the public were:

That the policy should make clear that there is a separate policy on the Council's role as employer with regard to equalities.

Whether the Code of Conduct was sufficient to be considered compliant under the Public Sector Equality Duty, for instance in preventing bullying by Councillors of staff based on protected characteristics. The Corporate Director will feed back to Overview and Scrutiny further to discussions with the Monitoring Officer.

## **130 CABINET WORK PROGRAMME**

The Cabinet Work Programme was considered.

## **131 OVERVIEW AND SCRUTINY WORK PROGRAMME**

The Overview and Scrutiny Work Programme was considered.

The meeting closed at 9:05pm