



## Policy and Resources Committee – 6 June 2011

### The Northamptonshire Waste Partnership

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#### **Purpose of report**

This report asks members to consider and approve the new Memorandum of Understanding for the Northamptonshire Waste Partnership (NWP) and approve the annual financial contribution.

#### **Attachment(s)**

Appendix 1: Memorandum of Understanding

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#### **1.0 Background**

- 1.1 At its January meeting members of the Policy and Resources Committee agreed to continue to support the NWP and recommended that the council's representatives should propose a financial contribution of £20,000 for 2011/12.
- 1.2 The NWP is now seeking this council's continued commitment to the partnership through a revised Memorandum of Understanding (MoU), attached at appendix 1, and with this a re-consideration of its financial contribution for the next financial year.
- 1.3 Councillors Glenn Harwood and Steven North represent the council on the Shadow Board.

#### **2.0 Memorandum of Understanding**

- 2.1 The NWP currently has in place a MoU which sets out the principles upon which the partnership is founded and outlines responsibilities both individually and collectively, and confirms we will work together towards achieving key partnership objectives by continuing joint working.
- 2.2 The MoU expired on 30 April, and the opportunity has been taken to make amendments, namely the removal of reference to Project Reduce and the associated service level agreement (following withdrawal of the PFI funding), and removal of reference to an end date (but still retaining the annual review mechanism). No other substantial changes have been made to the document; all elements of the revised MoU remain as set out in the original document and there are no additional obligations or commitments. In addition, the principles of the partnership remain the same as previously agreed.

#### **3.0 Important issues to consider**

- 3.1 The waste agenda is changing significantly and rapidly with councils facing increasing challenges over the next few years in respect of both collection and disposal. Whilst East Northamptonshire Council as a collection authority has the opportunity to influence and determine what happens within East Northamptonshire in respect of how waste is collected, the council is still subject to direction of the disposal authority (NCC) when it comes to what to do with the waste once we have collected it. The NWP provides an opportunity to be involved in dialogue, both with the disposal authority and fellow collection authorities.
- 3.2 The NWP is entering a key phase in its development in 2011 with the Memorandum of Understanding, the basis upon which the partnership operates. Does the council wish

to be involved in ensuring that the NWP is fit for purpose and provides what the council needs to take the waste agenda forward?

- 3.3 The NWP is a vehicle through which we as a council are able to access valuable waste educational resources. However, the question remains as to whether this is the most cost effective way of providing these services,. This is a particularly significant issue for us in a year where we will be looking to roll out the most significant changes to how waste is collected in East Northamptonshire for over 20 years.

#### **4.0 Equality and Diversity Implications**

- 4.1 There are no equality and diversity implications arising from the proposals.

#### **5.0 Legal Implications**

- 5.1 There are no legal implications arising from the proposals.

#### **6.0 Risk Management**

- 6.1 The NWP Shadow Board has indicated that East Northamptonshire Council's continued participation in the partnership and access to the services co-ordinated by the partnership are dependent upon the council making a financial contribution in line with the other partners of £25,000, for 2011/12.

#### **7.0 Financial Implications**

- 7.1 The financial implications of this paper relate to the annual contribution the council make to the NWP and this has been proposed by the NWP as £25,000 for the year 2011/12 with a counter proposal put forward by this committee of £20,000.

- 7.2 Withdrawing the financial commitment to the NWP would have implications for accessing and providing the level of waste education resource needed for the implementation of the new waste contract. In response to questions raised by the Members who form the Shadow Board that governs the NWP, the NWP Executive Officer had prepared a Benefit Analysis Report which identifies the achievements of the partnership and attempts to quantify the financial benefits that have been realised. This report was attached to the January report for information. In summary the report indicates that the partnership has enabled Northamptonshire to realise over £27m in financial benefit, largely through accessing government funding. East Northamptonshire Council has directly benefited by obtaining £183,000 to support the implementation of the new waste recycling arrangements.

- 7.3 The Shadow Board received a recommendation at its meeting in January that contributions from the partner councils be reduced by 17% to reflect the pressures on local authority spending. This will reduce the commitment from £30,000 to £25,000 (utilising some of the NWP reserves).

- 7.4 At the January meeting of this committee members considered our own budgets and the amounts retained in the partnership's reserves, recommending a revised proposal of a £20,000 contribution. This was considered and rejected by the Shadow Board of the NWP, the reasons for refusal being the need for the NWP to allocate monies to cover the review and revision of the County Joint Municipal Waste Strategy, taking into consideration the outcomes and recommendations of the national waste review that is currently being undertaken. It was also felt important that the NWP retains a reasonable level of reserves to preclude the need to continually return to partners seeking additional funding and that to adopt the ENC proposal would have significantly reduced reserves.

#### **8.0 Corporate Outcomes**

8.1 Continued membership of the NWP would help deliver the following corporate outcomes:

- Good Quality of Life
- Good Value for Money
- Effective Partnership Working

## 10.0 Recommendation

10.1 The committee is recommended to

- (1) Indicate whether it wishes to continue as a Member of the Northamptonshire Waste Partnership and approve the revised Memorandum of Understanding.
- (2) Indicate whether it wishes to make a financial contribution of £25,000 to the NWP for 2011/2012.

|  |   |           |  |           |  |
|--|---|-----------|--|-----------|--|
| <b>Legal</b>   | Power: Local Government Act 1972, Environmental Protection Act 1990 |           |  |           |  |
|  | Other considerations:   |           |  |           |  |
| <b>Background Papers:</b>  |   |           |  |           |  |
| <b>Person Originating Report:</b> Mike Deacon, Head of Environmental Services. |   |           |  |           |  |
| <b>Date:</b> 9 May 2011  |   |           |  |           |  |
| <b>CFO</b>   |   | <b>MO</b> |  | <b>CX</b> |  |

(Committee Report Normal Rev. 22)



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2011

## **NORTHAMPTONSHIRE WASTE PARTNERSHIP**

### **MEMORANDUM OF UNDERSTANDING**

Northamptonshire County Council

Borough Council of Wellingborough

Corby Borough Council

Daventry District Council

East Northamptonshire Council

Kettering Borough Council

Northampton Borough Council

South Northamptonshire Council

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**NORTHAMPTONSHIRE WASTE MANAGEMENT PARTNERSHIP FOR  
NORTHAMPTONSHIRE**

**MEMORANDUM OF UNDERSTANDING**

**PART A – THE PARTNERSHIP AND ITS OPERATION**

**1 PURPOSE OF THIS MEMORANDUM OF UNDERSTANDING**

1.1 This Memorandum of Understanding (the "**MoU**") sets out the Partners' (as defined below) agreement for the operation of the Northamptonshire Waste Partnership (the "**Partnership**") and replaces the previous memorandum of understanding signed by the Partners in 2008 relating to the Partnership.

1.2 This MoU clarifies and records the responsibilities of the Partners to the MoU individually and collectively, including to each other.

1.3 The parties to this MoU (who are also the "**Partners**" of the Partnership) are:

(a) Northamptonshire County Council,

(as Waste Disposal Authority, or WDA, for the County); and

(b) Borough Council of Wellingborough;

(c) Corby Borough Council;

(d) Daventry District Council;

(e) East Northamptonshire Council;

(f) Kettering Borough Council;

(g) Northampton Borough Council; and

(h) South Northamptonshire Council

(each of (b) to (h) as Waste Collection Authorities, or WCAs, for their areas).

**2 CONTEXT**

2.1 The Partners recognise that all Local Authorities within Northamptonshire share a responsibility for and a commitment to the effective delivery of a joint and sustainable approach to managing the municipal solid waste arising in Northamptonshire.

- 2.2 The Partners have set up:
- (a) a "**Steering Group**" comprising Directors and senior officers from each Partner; and
  - (b) a "**Waste Focus Group**" comprising technical officers from each Partner.

Schedule 1 to this MoU sets out an organogram illustrating the role and function of these groups.

- 2.3 The Partnership shall establish terms of reference for the Steering Group and the Waste Focus Group (the "**Terms of Reference**"). Terms of Reference may be adopted and/or amended from time to time by agreement of the Partnership in accordance with clause 6.

- 2.4 In 2007, the Northamptonshire Joint Municipal Waste Management Strategy (the "**Strategy**") was produced. The Partners have discussed and agreed the Strategy and have now adopted it. For ease of reference some of the key Strategy policies are set out at Schedule 2.

- 2.5 The Partners recognise that:

- (a) joint working is the most effective way of achieving the objectives of the Strategy;
- (b) continued joint working and collaboration builds on the partnership working to date.

- 2.6 To implement the Strategy, and to facilitate joint working between the Partners, the Partners acknowledge the need for and benefits of closer partnership working and in particular to develop greater integration between the WDA and WCAs. This MoU provides the next step in the development of closer partnership working.

- 2.7 Nothing contained or implied in this MoU shall prejudice or affect the Partners' rights, powers, discretions, duties and obligations in their functions as local authorities and or in any other capacity. All rights, powers, discretions, duties and obligations of the Partners under all laws may at all times be fully and effectually exercised as if the Partners were not party to this MoU.

### **3 STATUS OF THE MOU AND THE PARTNERSHIP**

- 3.1 This MoU is intended to be an operational document. It is not a formal or legally binding contract and the Partners expect that its scope will evolve over time. The Partners, individually and collectively, have (by signing this MoU) agreed to use all reasonable endeavours to comply with the terms and spirit of this MoU. They will not be obliged to undertake participation or expenditure which they have not agreed to as individual Partners

except where they each agree to commit funding of a specific amount (one-off or annually) to be pooled, so as to be expended as determined by agreement of the Partnership.

- 3.2 As the Partnership is not a legal entity, it cannot employ staff or enter into contracts in its own right, and will therefore have to act through an agent - normally one of the Partners.
- 3.3 The Partnership has no delegated or Executive Powers. The Partnership cannot (with the exception of deciding expenditure from any pooled budgets referred to in clause 3.2 above) make any recommendations back to individual Partners that are binding on the Partners individually or collectively.

#### **4 PARTNERSHIP PRINCIPLES**

- 4.1 Each of the Partners has shown commitment to the Partnership through their ongoing participation in and support of the Partnership, the Steering Group and the Waste Focus Group. This reflects an underlying aim for continuing cooperation and a longer term vision to deliver the Partnership's vision jointly to implement the policies set out in the Strategy.
- 4.2 The Partners, individually and collectively, agree the following key principles (the "**Partnership Principles**") to guide the activities of the Partnership:

(a) **Transparency**

All Partners are committed to ensuring the planning, development and implementation of the Strategy is as transparent as possible to all, each other and to the public.

(b) **Consultation**

- (i) All Partners recognise the importance of consultation and the need to consult as widely as possible with all stakeholders in Northamptonshire.
- (ii) All significant new initiatives, contracts and changes in working practices that impact on the way waste services are delivered in Northamptonshire shall be openly discussed between the Partners.

(c) **Co-Operation**

- (i) Actions and decisions to be taken by the Partnership should reflect what is in the best interests of all council taxpayers and the implications for individual Partners within the geographical area of Northamptonshire, and take into account what is fair and equitable for each Partner.

- (ii) The Partners accept the need to work more closely together to provide more effective, efficient and financially viable waste services. The Partnership will explore the development of joint initiatives between all or some of the Partners, with or without third party authorities or private companies on waste minimisation, recovery, collection and disposal.
  - (iii) The Partners agree collectively to monitor and review the effectiveness of the strategies adopted in Northamptonshire, as well as consider the options for the future delivery of services to meet the aims and objectives of the Strategy.
  - (iv) The Partners agree to work together in a spirit of mutual trust, support and respect, and to ensure that when difficulties or differences of opinion arise they are addressed quickly, honestly and openly and to share in a fair and equitable manner (having regard to their statutory responsibilities) the costs and work involved in achieving the Partnership Principles and the Partnership Objectives.
  - (v) The Partners recognise the need to take a wider view on waste management in Northamptonshire than that of any individual WCA or WDA if their collective strategy objectives are to be met.
  - (vi) The Partners agree that coordinated actions are more likely to achieve the shared strategy of the Partnership.
- (d) **Information**
- (i) In recognition of the importance of information and statistics in relation to waste services, the Partners agree to provide and share information necessary to monitor and measure the effectiveness of initiatives.
  - (ii) Such information should be collected and presented in an agreed format to enable quick and easy interpretation to the Partners and the public.
  - (iii) The Partners agree to ensure that information and statistics provided are accurate, supplied in a timely fashion and produced to high standards of data quality.



(e) **Cost Sharing**

To share in a fair and equitable manner the work and costs involved and the economies made, in achieving the Partnership Principles and the Partnership Objectives (defined below). The Partners agree that the Steering Group will usually be the appropriate forum for the discussion of such sharing arrangements. The Steering Group, guided by the Partnership, will develop such sharing arrangements for presentation to the Partnership. It is however agreed that individual Partners will have to agree with any cost, work or economy sharing proposals which are made. The Steering Group will not be able to make these decisions on their behalf.

**5 OBJECTIVES**

5.1 The Partners agree to work towards achieving the objectives of the Partnership (the "**Partnership Objectives**"). The Partnership Objectives are to:

- (a) enable the Partners to work together to deliver the policies and targets identified in the Strategy;
- (b) examine the different options for working with other local authorities as appropriate, on waste management;
- (c) develop a long-term vision and influence the long-term planning needs for waste as a resource in Northamptonshire. To ensure the development of the Waste Development Framework and the Regional Strategy contribute to the successful delivery of the Strategy;
- (d) keep the Strategy under review and to monitor its implementation and effectiveness;
- (e) explore all options for the future procurement and delivery of municipal waste collection, recovery, treatment and disposal, including minimisation and reuse. This shall also include the possibility of future joint contracts for refuse collection (including or excluding recyclable materials) and/or waste disposal and including an examination of the opportunities for continued involvement of the existing in-house providers employed by any Partner;
- (f) work with, and support as required, statutory agencies, non-governmental organisations (NGOs), commercial enterprises of all sizes, business, scientific, commercial and voluntary/not for profit organisations and other bodies who are in

pursuit of developing, supporting and influencing the future direction of sustainable waste/resource management;

- (g) consider and evaluate, where appropriate, processes to manage waste from commercial and industrial sources from within and outside Northamptonshire if commensurate benefits accrue to Northamptonshire residents and it contributes to their overall environmental, social or economic well being;
- (h) discuss at meeting(s) of the Partnership any plans for any Partner to enter into arrangements relating to waste disposal and/or collection and/or recycling (a Proposal) with:

- (i) any one or more of the Partners; or

- (ii) any third party,

in order that Partnership can assess, prior to the Proposal being entered into, the effect of such plans on the activities of the Partnership and its members and discuss whether there is scope for greater Partnership involvement in the Proposal;

- (i) work between the Partners on the detailed design and delivery of a waste management solution integrated across the whole county and as existing contracts expire, where practicable, seek to let new contracts which harmonise with Strategy arrangements to enable the development of such an integrated solution;
  - (j) deliver all agreed residual waste and agreed recyclables to transfer / processing facilities;
  - (k) as a minimum reach and maintain the levels of county-wide recycling and composting performance committed to in the Strategy and to seek to ensure that budgets are made available to maintain this level of performance;
  - (l) prior to implementing any significant changes to their collection methodology or systems to discuss with the Steering Group and report to the Partnership the potential impact on the development and implementation of the Strategy;
  - (m) in all of its considerations and recommendations be bound by the principles of Best Value and to maximise the opportunities under the power to promote the environmental, social and economic well-being in all matters related to waste/resource management and to support the development of future proposals for inclusion in community strategies.

## **6 MEMBERSHIP AND VOTING**

- 6.1 Each Partner will appoint two elected members and two substitute elected members to serve on the Partnership Board (called "**Partnership Members**"). Whilst appointments may be reviewed annually some strong consistency of membership is encouraged.
- 6.2 Each Partnership Member appointed to represent the Partner at meetings shall have sufficient knowledge and authority on waste matters to contribute effectively to the meetings. This would normally include the member of that Council with Lead Member /Portfolio Holder responsibility (as appropriate to that Council's political structure) for waste issues.
- 6.3 Each Partner shall be entitled to a total of one vote to be cast on behalf of such Partner by its Partnership Member(s) or the substitutes. Decisions of the Partnership shall be made by voting. Voting will be carried out in such a manner that each Partner acts freely and independently. This will include ballot voting where necessary. Each of the Partners agrees that its vote shall be cast in a manner consistent with the Partner's policy objectives rather than in accordance with any personal view of the Partnership Member or substitute exercising the right to vote on behalf of the Partner.
- 6.4 There will be no casting vote. If there is an equality of voting on an issue that matter shall be deferred and considered again at the next meeting (which may be a special meeting convened especially for the purpose of reconsidering the matter concerned). If there is an equality of voting when the deferred matter is reconsidered, the Partners agree that "no recommendation" shall be deemed to have been made by the Partnership in relation to that matter.
- 6.5 The Partnership will endeavour to reach agreement on issues that are voted upon taking all reasonable steps to reach a consensus.

## **7 MEETINGS AND CHAIRING**

- 7.1 The Partnership shall meet as a shadow Board and shall elect from its Partnership Members a Chair and a Vice-Chair.
- 7.2 The Chair and Vice-Chair will be from different Partners. They will be elected annually unless agreed otherwise by the Partners.
- 7.3 At least six meetings a year will be held dependent upon issues that arise or decisions that need to be considered.

- 7.4 Meetings will be open to the public but non-members of the Partnership may attend by invitation. Confidential items of business may be considered in private at the end of meetings at the Chairman's discretion.
- 7.5 A special meeting shall be held if called by either the Chair or by at least 50% of the Partners requesting in writing (to the Secretary) such a meeting.
- 7.6 The quorum for a meeting shall be five Partners.
- 7.7 The agenda calling the meeting and accompanying reports shall be circulated to all Partnership Members (and their substitutes and to members of the Steering Group) at least ten working days before the meeting. With the agreement of the Chair or in his/her absence the Vice-Chair, agendas and papers may, in respect of an urgent item, be circulated later than ten working days before the meeting but not less than five working days.

## **8 OFFICER SUPPORT GROUP AND NWP EXECUTIVE OFFICER**

- 8.1 The Partners shall, by applying pooled resources, employ (through one of the Partners) a Partnership executive officer (the "**NWP Executive Officer**") to advance the Partnership Principles and Partnership Objectives.
- 8.2 The role and work programme for the NWP Executive Officer will be determined and monitored by the Partners. The NWP Executive Officer will report to the Chair.
- 8.3 The Steering Group together with the NWP Executive Officer shall support the Partnership.
- 8.4 The Steering Group will prepare reports and recommendations for consideration by the Partnership. Officers forming the Steering Group shall be at a senior level and be in a position to represent their individual Authority views on strategic waste issues.
- 8.5 The officers of each Partner shall be responsible for implementing Partnership decisions (once adopted by all Partners).
- 8.6 The Partnership, through the Steering Group, may agree to the setting up of other officer working groups to discuss and take forward any particular issues with particular emphasis on joint working. Alternatively, consultants may be engaged by the Steering Group to take specific projects forward. The funding of such consultants will be achieved via applying pooled resources. Any additional groups or consultants engaged will be accountable to the Partnership through the Steering Group.

## **9 SECRETARY**

9.1 The Partner with responsibility for the employment of the NWP Executive Officer shall provide a Secretary to the Partnership who shall:

- (a) arrange meetings and circulate agendas and reports;
- (b) provide a venue for meetings;
- (c) take minutes;
- (d) advise the Chair of the meeting as to procedures;
- (e) manage and co-ordinate to an agreed level the day-to-day administrative activities associated with the Partnership; and
- (f) ensure that all necessary advice on the general implications of matters under consideration is obtained.

## **10 DISPUTE RESOLUTION**

10.1 Subject to clause 10.2, in the event of a dispute which cannot be resolved by the Partnership the matter concerned will be referred to a Joint Meeting with the Northamptonshire Leaders and Chief Executives Group.

10.2 Where there is an equality of votes on a matter, the provisions of clause 6.5 shall apply in respect of the matter voted upon and not clause 10.1.

## **11 DURATION**

11.1 This agreement runs from the 1<sup>st</sup> May 2011, replaces any earlier versions and will remain in place subject to there being a minimum of five Partners at all times. The terms of this MoU may, however, be varied by agreement of all the Partners. .

11.2 This MoU shall be reviewed every 12 months by the Steering Group who shall report its conclusions to the Partnership Board by 31 March each year and may be reviewed at any other time by agreement with all of the Partners at a meeting of the Partnership Board.

11.3 Any Partner may withdraw from the Partnership by giving not less than six months' notice in writing but not before such a proposal has been considered by the Partnership and the withdrawal shall not take effect until the following 31st March.

## **12 CONFIDENTIALITY**

- 12.1 Subject to clauses 12.2 and 14, the Partners shall keep confidential any information of a commercially sensitive nature obtained by reason of this MoU and shall not disclose such information to any third party without the consent of all other Partners during or after the period of this MoU. The Partners shall take all reasonable steps as from time to time as shall be necessary to ensure compliance with this clause 12.
- 12.2 Each of the Partners agrees to comply in a timely manner with all reasonable requests for information from other Partners in connection with the discharge by any Partner of its waste collection and/or disposal function ("**Statutory Function**") where the exercise of such function impacts upon the exercise of the Statutory Function of the requesting Partner.

## **13 INTELLECTUAL PROPERTY RIGHTS**

Subject to the rights of any third parties, the Partners will share equally all data, reports, drawings specifications, designs, inventions or other material produced or acquired including copyright in the course of their joint work. The Partners agree that any proposal by one partner to permit a third party to utilise the documents and materials produced by the Partnership shall be subject to the agreement of all other Partners. Any changes, amendments or updates made to documents and materials, if made under the terms of this MoU, shall be jointly owned by the Partners.

## **14 FREEDOM OF INFORMATION ACT 2000 AND ENVIRONMENTAL INFORMATION REGULATIONS 2004**

- 14.1 Each of the Partners acknowledges that each of the others is subject to the requirements of the Freedom of Information Act 2000 ("**FoIA**") and the Environmental Information Regulations 2004 ("**EIR**") and each Partner shall where reasonable assist and co-operate with the other Partner (at their own expense) to enable the other Partner to comply with these information disclosure obligations.
- 14.2 Where a Partner receives a request for information under either the FoIA or the EIR in relation to information which it is holding on behalf of any of the other Partner in relation to the Partnership, it shall:
- (a) transfer the request for information to the other Partner as soon as practicable after receipt and in any event within two working days of receiving a request for information;

- (b) provide the other Partner with a copy of all information in its possession or power in the form that the Partner requires within ten working days (or such longer period as the Partner may specify); and
- (c) provide all necessary assistance as reasonably requested by the other Authority to enable the Authority to respond to a request for information within the time for compliance set out in the FoIA or the EIR.

14.3 Where a Partner receives a request for information under the FoIA or the EIR which relates to the this MoU or the Partnership, it shall inform the other Partners of the request for information as soon as practicable after receipt and in any event at least two working days before disclosure and shall use all reasonable endeavours to consult with the other Partner prior to disclosure and shall consider all representations made by the other Partner in relation to the decision whether or not to disclose the information requested.

14.4 The Partners shall be responsible for determining in their absolute discretion whether any information requested under the FoIA or the EIR:

- (a) is exempt from disclosure under the FoIA or the EIR;
- (b) is to be disclosed in response to a request for information.

14.5 Each Partner acknowledges that the other Partners may be obliged under the FoIA or the EIR to disclose information:

- (a) without consulting with the other Partner where it has not been practicable to achieve such consultation; or
- (b) following consultation with the other Partner and having taken their views into account.

**PART C – EXECUTION OF THE MOU**

**15 SIGNATURES**

This MoU is agreed by the following:

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On behalf of Northamptonshire County Council

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On behalf of Borough Council of Wellingborough

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On behalf of Corby Borough Council

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On behalf of Daventry District Council

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On behalf of East Northamptonshire Council

.....

On behalf of Kettering Borough Council

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On behalf of Northampton Borough Council

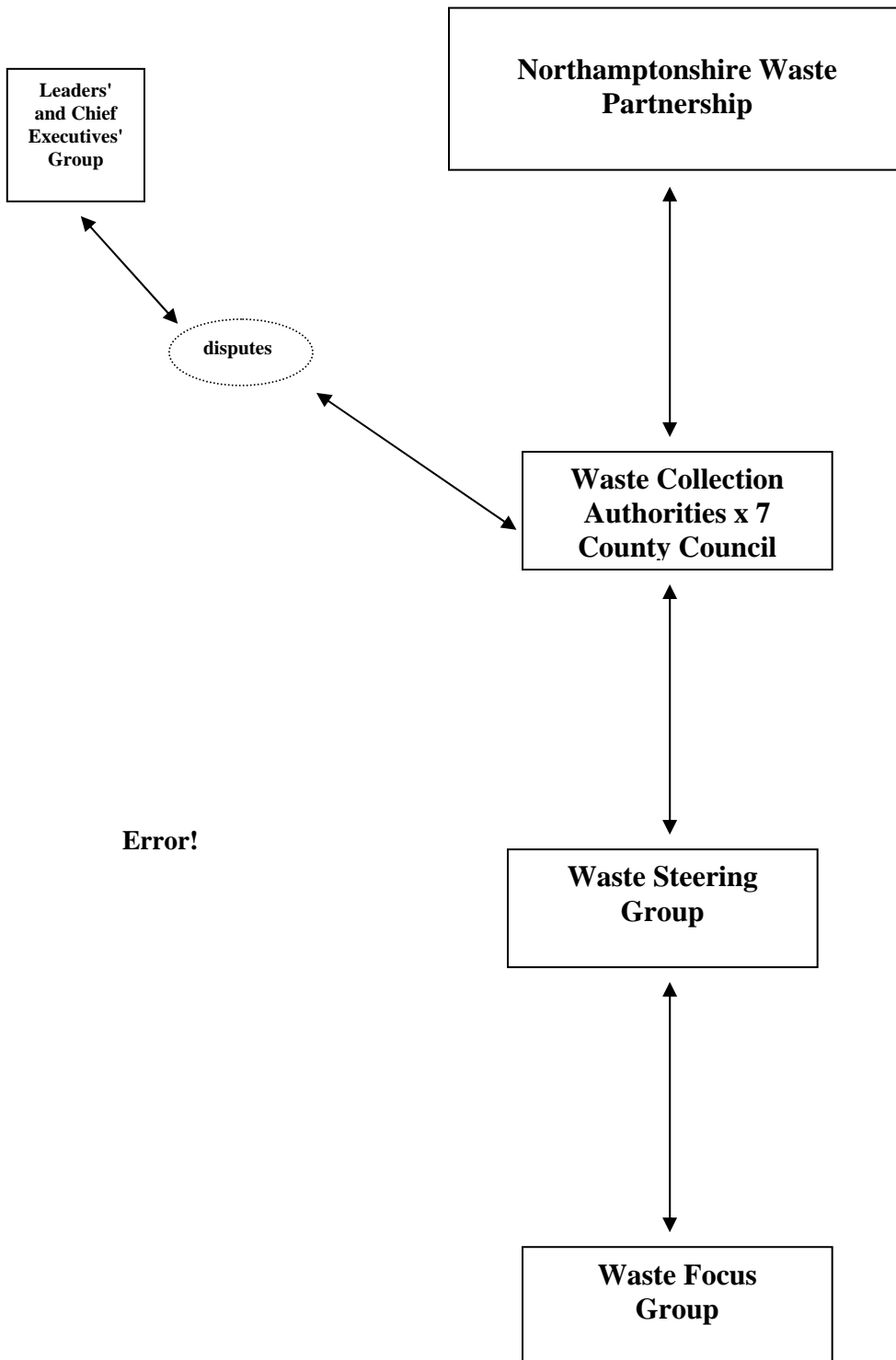
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On behalf of South Northamptonshire Council

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**Schedule 1**



**Error!**

**The Steering Group and Waste Focus Group**

Terms of Reference for the Steering Group and the Waste Focus Group shall be adopted by the Partnership, and may be amended, pursuant to clause 2.3.

## SCHEDULE 2

The following policies are included in the Strategy:

- 1 Continue investment in education and awareness raising to support the Strategy.
- 2 Promote waste minimisation and reuse.
- 3 Provide quality, convenient collection services so as to maximise the opportunity for separate collection of dry recycles and organic waste.
- 4 Provide a network of quality Recycling Centres which maximise the opportunity for segregated collection of materials.
- 5 Aim to put in place appropriate services and infrastructure to achieve recycling and composting rates for Northamptonshire as a whole of:
  - 5.1 44% of household waste by 2009/10;
  - 5.2 48% of household waste by 2012/13;
  - 5.3 52% of household waste by 2015/16; and
  - 5.4 56% of household waste by 2019/20.
- 6 Within the targets referred to in paragraph 5 above, the County Council is aiming to achieve a target for recycling and composting at HWRCs of 70% by 2012/13. If the HWRCs are to achieve this level, then the WCAs combined will need to achieve targets of:
  - 6.1 40% of household waste by 2009/10;
  - 6.2 43% of household waste by 2012/13;
  - 6.3 48% of household waste by 2015/16; and
  - 6.4 53% of household waste by 2019/20.
- 7 Keep under review the range of mechanisms available to the Partnership and its Partners to incentivise:
  - 7.1 waste prevention / re-use;
  - 7.2 greater participation by residents in separate collection services; and

- 7.3 cooperative working to reduce the amount of residual household waste generated per person on a continuous basis so as to achieve the following targets:
- (a) 295 kg in 2009/10;
  - (b) 275 kg in 2012/13;
  - (c) 255 kg in 2015/16; and
  - (d) 230 kg in 2019/20.
- 8 Seek a residual waste management solution which respects the Partners' desire to move waste up the hierarchy, which is environmentally sustainable, reliable and deliverable, which represents value for money and which is consistent with the management of LATS risks.
- 9 Take measures to minimise the land filling of trade waste.
- 10 Set an example by preventing, re-using, recycling/composting the Partners' own waste and by using the Partners' buying power to encourage sustainable resource use.
- 11 Use enforcement action to combat environmental crimes.
- 12 Work together to develop and deliver co-ordinated services and infrastructure for more efficient waste collection, transfer, treatment and disposal.
- 13 Investigate the opportunities for formalising partnership working across the Northamptonshire Authorities.
- 14 Seek opportunities in the creation of new communities in Northamptonshire for integrating sustainable waste and resource management into development plans, and to ensure that development makes appropriate provision for waste management.
- 15 Monitor and consider the impact of our activities in relation to climate change.
- 16 Have regard to the National Waste Management Strategy and other relevant national, regional and local guidance, policies and strategies and plans.
- 17 Lobby relevant government departments and agencies, as well as other organisations, for the introduction of policies and financial arrangements which support the delivery of the Strategy's principles.