

## JOINT WASTE STRATEGY FOR BUCKINGHAMSHIRE 2014-2020

### 1 Purpose

- 1.1 To advise Members of the progress towards revising the Buckinghamshire Joint Waste Strategy.

### 2 Recommendations

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| 2.1 | That Scrutiny notes the proposed Joint Waste Strategy for Buckinghamshire and passes any comments to Cabinet. |
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### 3 Supporting information

- 3.1 A Joint Municipal Waste Strategy for Buckinghamshire was last adopted by AVDC (along with other Buckinghamshire authorities) on 29 November 2006, superseding a previous strategy adopted in 2002.
- 3.2 The purpose of having a strategy is to set out a shared vision, the policies and the core strategy that will determine future waste management activities in Buckinghamshire. It is designed to:
- Provide a clearer picture as to how municipal waste is managed;
  - Provide a clear programme to reduce the use of landfill;
  - Improve the sustainability of municipal waste management;
  - Secure ongoing public understanding and support;
  - Lay down future initiatives to deliver on all of the above;.
- 3.3 There was previously legislation placing a statutory duty on all authorities in two tier areas to work together and to produce a joint waste strategy, but this legislation has now been revoked. Nevertheless, it makes absolute sense for all such authorities who work together to continue to identify objectives and policies which they are collectively willing to sign up to, and to bring these together into a shared statement of strategy.
- 3.4 There exists a Joint Waste Committee for Buckinghamshire whose role is to provide direction and leadership for this joint waste strategy, and as a forum for exchanging and sharing views. Two AVDC Members, including the relevant Cabinet Member, attend this committee. This Joint Committee, and the officers who support it, collectively work together under the umbrella brand of the Waste Partnership for Buckinghamshire. (Further general information about the activities of the Waste Partnership can be found at <http://www.buckinghamshirepartnership.co.uk/recycle-for-buckinghamshire/>)
- 3.5 The Waste Partnership for Buckinghamshire have undertaken a review of our county-wide Joint Waste Strategy over the last year. The result of this work is a proposed new strategy, for adoption by the five Buckinghamshire Councils, as set out in appendix 1.
- 3.6 Since 2006, waste is no longer viewed as waste, but as a resource from which maximum value should be derived. There has been a shift toward economic factors in the refreshed strategy, including

generating combined income to the benefit of all partnership members.

- 3.7 There has been significant progress in the past five years in Buckinghamshire: a new 'Energy from Waste' plant has been commissioned and is underway, which will significantly reduce our reliance as a partnership on landfill. All District Councils have also rolled out new services with the intention of saving money and improving recycling.
- 3.8 A 'critical friend' event was held, at which three waste partnerships from England presented their partnership's strategic approaches. A 'member workshop' was also held, where an external local government officer facilitated an open and honest discussion with members and officers. Members have also received presentations on the progress of the strategy at Committee meetings.
- 3.9 The proposed new objectives of the strategy were set, in consultation with members, as:
  - a) Communicating and delivering an excellent service to local residents and businesses
  - b) Taking a commercial approach to our business, to maximise income and provide value-for-money for residents
  - c) High environmental performance is a priority for our partnership
  - d) Effective education is fundamental to our approach.
- 3.10 These objectives are supported by a plan, which states ambitions and actions to ensure adequate delivery of the four objectives in the 2014-2020 period.
- 3.11 Key targets and monitoring indicators have also been set. The Waste Partnership propose to set a minimum of 60% recycling, reuse or composting by 2020, and to reduce residual waste generated per household by 2020. It will also monitor food waste tonnages and landfill diversion, although Joint Waste Committee members were clear that targets in these areas are not appropriate. (One monitoring indicator, concerning food waste tonnages, is currently undefined as it requires further input data from one of the partners. This will be updated by the Waste Partnership in due course.)
- 3.12 Finally, the strategy briefly sets out membership and governance arrangements for the partnership. Officer groups are defined, as are partnership support and the jointly-funded roles.
- 3.13 The strategy document will be reformatted by the AVDC Communications & Marketing team, to ensure a professional finish. It should be noted that during this process, some changes will be made to the layout, grammar and style of the strategy; however these changes will in no way impact on the agreed content or resulting action plan.
- 3.14 The Memorandum of Understanding has also undergone a refresh, and this document is referred to in the joint strategy as setting out the working principles and practices of the partnership. This document is currently being developed by officers at all partnership authorities, to ensure that the document produced is acceptable to all parties.

Following discussions between Members, there will be no further work on the document that was previously referred to as the Bucks Waste Inter-Authority Agreement.

- 3.15 AVDC's Constitution sets out that approval of a joint waste strategy is a matter reserved for full Council. Consequently, the views of Scrutiny will be sought first, after which this strategy will be put to Cabinet for recommendation and debate at Council in October.

#### **4 Resource implications**

- 4.1 The strategy is expected to be delivered within existing resources. The 2014-15 AVDC budget contribution towards the work of the Joint Waste Strategy/ Committee was £16,343. If additional or lesser resources are required, these will form part of normal budget setting procedures for all constituent authorities of the Joint Waste Committee.

Contact Officer  
Background Documents

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Names of Background documents

# Waste Partnership for Buckinghamshire

## Joint Waste Strategy 2014-20

*“As a partnership, we will work together to deliver the best value, most customer-focused waste and recycling service, incorporating prevention, reuse, collection and disposal”*

### Foreword from the Chairman of the Joint Waste Committee

It is my pleasure to introduce the Joint Waste Strategy for Buckinghamshire which covers Buckinghamshire County Council, Aylesbury Vale District Council, Chiltern District Council, South Buckinghamshire District Council and Wycombe District Council. This has been a project that has been joint in many respects; we have worked closely as five partnership authorities, building a strong working relationship. I am pleased to say that member involvement in the development of our strategy has been crucial to the process, and working closely with both members and officers from the Partnership authorities has proved to be a rewarding experience.

Building on our successes is crucial; the Partnership's purpose is to deliver the best possible waste service for the residents of Buckinghamshire, and there is always room for improvement.

We no longer consider 'waste' in the same way as we did in the past. In recent years, there has been a significant shift from viewing waste as an unnecessary produce of modern life, to a valuable resource from which maximum value should be extracted. In challenging economic times, local authorities need to take measures to ensure that our use of 'waste' material is done as cost-effectively as possible.

Waste management is not solely influenced by finance. Environmental aspects are an important factor to consider, alongside providing a service appropriate for the taxpayer and the charity sector. Education regarding waste and recycling for our future generation is high on our agenda, as this is fundamental to achieving a sustainable future for Buckinghamshire.

By drawing up this document, the Waste Partnership for Buckinghamshire is seeking to build on many years of hard work by members and officers. Partnership working in the waste management sector creates many unique opportunities. The intention behind this document is to provide the basis and direction for all parties to work effectively together and to support each other in delivering high quality service to Buckinghamshire residents, and to play a valuable role in the wider waste industry.

## **Introduction to the Waste Partnership**

Within the county of Buckinghamshire, the four district councils are responsible for collecting household waste material, and the county council is responsible for its disposal. Although there is no legal requirement for County and District Councils to ensure they work together effectively, it makes economic, environmental and practical sense to do so. As a result, this Partnership was formed in 2003, with the intention of facilitating joint working to improve efficiency.

The work of the Partnership is overseen by the Joint Waste Committee, which comprises two members from each authority, including the portfolio holder. Members meet regularly throughout the year (on at least three occasions), and all key decisions, including joint-budgetary or financial decisions, are approved by the Committee.

In the past five years, there have been some key developments in the waste sector in Buckinghamshire:

- Building has commenced on an 'Energy from Waste' plant at Calvert, which will significantly reduce the need for using landfill sites as a method of waste disposal.
- New collection schemes have successfully been rolled out across the districts.
- The Partnership's joint fly-tipping initiative has gone from strength to strength, and key convictions have been publicised in local media and is acclaimed nationally
- The introduction and delivery of a waste prevention programme covering garden, food and bulky waste streams.

Long-term strategic planning is the cornerstone of all effective public and private sector activity, and waste management partnerships are no exception. The Waste Partnership for Buckinghamshire has therefore drawn up this strategic document, to clearly outline its plan for the future of waste management in Buckinghamshire, and to define 'best practice' for all parties to work together in partnership. In this context, a best practice approach uses step-by-step processes to tackle challenges, recording at each stage what works, sharing the results and repeating the successful methods.

## Our Objectives

As a partnership, we have developed the following joint objectives. As part of the member-led development of the joint strategy, members were also heavily involved in the discussion and development of these objectives. To support the delivery of these objectives, a 'delivery plan' has also been produced.

### **Communicating and delivering an excellent service to local residents and businesses**

We want to deliver the best possible service to our customers – the businesses and residents in Buckinghamshire. When we make decisions, we will consider the customer's perspective. Providing value-for-money to our residents is as important as ensuring customer satisfaction for every point of contact. Where we have a contracted collection service does not change this; and we will work to ensure that our business partners are as committed to customer service as we are.

### **We want to take a commercial approach to our business, to maximise income and provide value-for-money for residents**

Local government funding is being cut, and financial considerations are now at the fore of the delivery of all public sector services. We must, as local authorities, look to maximise any opportunities for income generation, and the waste and resource industry will be fundamental to this approach. Waste is now viewed across the sector as a resource, a commodity to be targeted to achieve value for money. Many large scale private companies are generating profits from processing household waste material, and it is important that we do not miss any opportunity to help fund our service delivery.

Making savings is also important. We will strive, as a partnership, to identify those areas where our service can be streamlined or managed more efficiently. Making savings does not necessarily mean making cuts; it can be just as cost-effective to reassess operational practices and find more efficient ways of working.

Of the utmost importance is realising 'value for money' in our approach to waste and resource management. The waste industry is evolving, and local authorities must adapt to keep pace. As a partnership, we will support all authorities who are procuring new contracts to enable partners to get the best price possible. Using the partnership as a forum, best practice in business and commercial development will be shared. New and innovative ideas will be encouraged and we will not be afraid of taking considered risks to achieve a financial gain.

### **High environmental performance is a priority for our partnership**

Advancing the environmental agenda is obviously an important part of managing waste and resources. We will strive to ensure our service achieves high environmental performance in all areas, from reducing waste sent to landfill, through to reducing the polluting effect of collection vehicles, and everything in-between.

High recycling rates are a positive action for our environment. Prioritising waste prevention, increasing reuse and high recycling rates reduces the need for raw materials, and promotes the notion of the 'circular economy'. We want to improve our collective recycling rates, and will seek new and innovative ways of doing this.

Environmental performance also covers the appearance of local areas. Fly-tipping, littering and dog fouling all harm the local environment for local residents. As a partnership, we will act to reduce these instances, and where possible take action on those who undertake illegal dumping. This will contribute to a cleaner, safer and more business-friendly community.

### **Effective education is fundamental to our approach**

Getting the right messages out to residents and businesses is a fundamental requirement behind our partnership approach to waste management. Targeted educational communications and campaigns increase awareness of the type of services that each authority provides, and advocate the waste prevention and reduction messages.

The overall aim of our educational objective is to reduce the amount of residual waste arising, and to modify behaviour to ensure maximum waste material is diverted from landfill and into the correct waste stream.

Our education programme will also seek to reduce the contamination of the waste streams we collect, such as food and garden waste, and increase the participation of residents in opt-in schemes, such as garden waste collection.

Educating residents is a positive, preventative and proactive measure, designed to maximise the potential of the services we provide.

## Delivery Plan

Objective	Ambition	Action
<p style="text-align: center;"><b>Communicating and delivering an excellent service to local residents and businesses</b></p>	Clear and concise information should be made available on all partners websites	All partner authorities will undertake to review their online content and make regular appropriate updates
	We want the 'Recycle for Bucks' website to provide an online portal for communicating key messages	A partnership officer will be responsible for keeping this website up-to-date, and for promoting traffic to the site
	Our use of social media platforms will be developed, alongside more traditional forms of communication	<p>All authorities will undertake to increase their use of social media to advertise and promote their service as well as waste reduction campaigns, and a social media guidance document will be produced</p> <p>We will continue to communicate using traditional ways and website where appropriate</p>
	We will aim to put the customer at the heart of our decisions and decision-making, working for them at all times	All authorities will explore the opportunity to develop partnership-wide customer service standards for agreement
	We want prevention and reuse messages to be at the centre of our service delivery	We will continue to develop and support our partnership's existing volunteer programme to deliver prevention and reuse messages across the various waste streams



Objective	Ambition	Action
<p style="text-align: center;"><b>Taking a commercial approach to our business, to maximise income and provide value-for-money</b></p>	<p>Partnership work offers unique opportunities for joint procurement, and for generating external funding</p>	<p>We will seek out opportunities for procuring joint contracts where possible, and work together to develop these</p> <p>We will actively seek out opportunities to generate external funding</p>
	<p>We want to maximise the income available from trade waste</p>	<p>We will develop an options appraisal for a trade waste service</p>
	<p>Maximum income should be derived from all waste material</p>	<p>The joint operational officer group will, in consultation with the JWC, develop joint initiatives to generate income from all waste streams</p>
	<p>Gate-fees are expensive; we want to avoid them wherever possible</p>	<p>As a partnership, we will set and monitor indicators for reducing residual waste generated per household</p>
	<p>We want to take an 'invest-to-save' approach where appropriate</p>	<p>The JWC has the power to agree expenditure, and we will commit to investing some of our joint funding in any initiative or resource that has a sound business case</p>
	<p>We want to get a better understanding of our waste streams, to help guide our business decisions</p>	<p>We will consider the merits of joint-funding a snapshot 'waste compositional analysis'</p>

Objective	Ambition	Action
<p style="text-align: center;"><b>High environmental performance is a priority for our partnership</b></p>	<p>High recycling rates will improve our environmental performance</p>	<p>We will set and monitor indicators for achieving high recycling rates</p>
	<p>We want to achieve a clean environment in both urban and rural areas, to improve the quality of life for residents, to attract business and encourage the growth of our local economy</p>	<p>We will continue to fund and drive forward our successful joint fly-tipping campaign</p> <p>We will design and develop a jointly-funded anti-litter campaign</p>
	<p>We want to reduce the levels of green (garden) and food waste generated</p>	<p>We will develop and design campaigns for reducing the levels of green and food waste across the county, incorporating national campaigns where possible</p> <p>We will support WRAP in targeting supermarkets, and we will also lobby supermarkets, fast food outlets and restaurants etc. as a partnership to do more to tackle food waste</p>
	<p>We want to encourage residents to provide uncontaminated green &amp; food waste streams</p>	<p>Our joint communications officer group will produce a countywide campaign to reduce the levels of contamination of these streams</p>
	<p>We want to promote the idea of the circular economy</p>	<p>As a partnership, we will support the design of the county-wide '<i>Bulky Waste Strategy</i>', and the '<i>Reuse and Recycling Credit Policy</i>'</p> <p>We will also support the growth and on-going development of the Bucks Reuse Forum</p> <p>We will consider the introduction of grant funding for environmental &amp; reuse projects which assist with the principles of the circular economy</p>

Objective	Ambition	Action
<p style="text-align: center;"><b>Effective education is fundamental to our approach</b></p>	<p>We recognise that long-term behavioural change can best be achieved by educating local children and young people</p>	<p>Our joint communications technical officer group will review the delivery of our county-wide waste education programme in local schools, and seek out opportunities to improve waste services in schools</p>
	<p>We want to achieve the best use of existing local authority waste &amp; recycling communications and education services available to residents and businesses</p>	<p>Our joint communications technical officer group will take responsibility for sharing local authority service information and share ideas for best communication practice, between the authorities in the partnership</p>
	<p>We want to provide information and communicate clearly to central government and the wider industry</p>	<p>We will react to emerging government legislation, and lobby central government and other industry bodies</p> <p>We will hold an annual partnership conference to provide a platform for engaging with the sector and other interested bodies</p>
	<p>We want to make best use of existing national campaigns that are designed to reduce or prevent green, food and bulky waste arisings</p>	<p>Our joint communications technical officer group will promote educational material that has been nationally developed and tested, for example 'Love Food, Hate Waste' and 'Fresher for Longer'.</p> <p>We will support WRAP, and other national campaigns locally</p>

**Key Indicators :** As a partnership, we have established some key indicators to achieve over the coming years. indicators are joint indicatorsWe will seek to achieve these and where possible exceed as a partnership by working together. Both Indicators are tied together ie rising recycling/ composting rates should be achieved in tandem with falling residual waste

Indicator	Description	Past years		Starting Point	Current Year Aspiration	Mid-point Aspiration	Long-term Aspiration
		2011/12	2012/13	2013/14	2014/15	2016/17	2019/20
<b>Household waste sent for recycling, reuse or composting (%)</b>	District Councils & BCC (HWRCs)	45.3	48	53.97	55	57	60+
<b>Residual waste generated per household (kg)</b>	Average residual waste per HH, from kerbside and HWRCs	620	571	520	500	480	450

**Monitoring:** As a partnership we will also monitor the following indicators to help guide future work of the Waste Partnership.

Indicator	Past years		Starting Point	Current year expectation	Long-term expectation
	2011/12	2012/13	2013/14	2014/15	2019/20
<b>Food waste tonnages</b>	No data	No data	4441 (estimate)	TBC	TBC
<b>Municipal waste sent to landfill (%)</b>	57.6	55	49	45	<5%

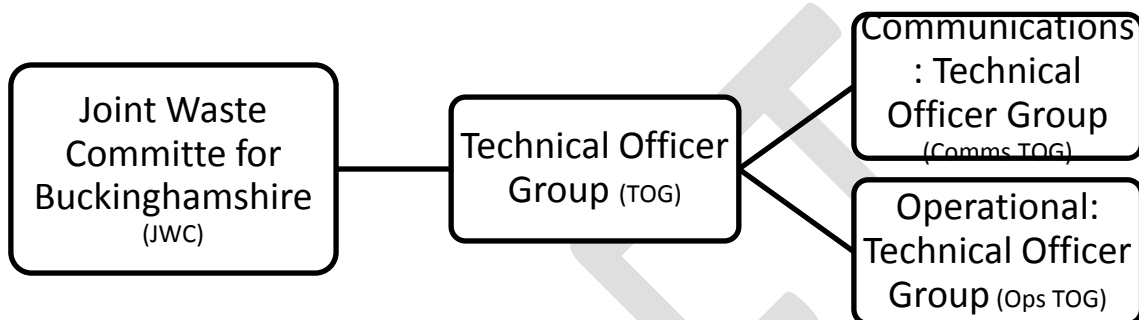
The monitoring of Commercial and Industrial Waste will be reviewed after the EfW plant has come online.

## Membership & Governance

There are five local authorities within the partnership: Aylesbury Vale District Council (AVDC), Chiltern District Council (CDC), South Buckinghamshire District Council (SBDC) and Wycombe District Council (WDC), and Buckinghamshire County Council (BCC).

Local authority sovereignty is guaranteed; the Waste Partnership for Buckinghamshire does not hold any powers to make decisions on individual authority's service arrangements.

### The organisational structure of the Partnership



The **Joint Waste Committee for Buckinghamshire (JWC)** meets at least three times in a calendar year. This group is made up of elected members; the Cabinet Member with waste management responsibility at each authority, plus one deputy for each. These members have the right to vote on joint decisions. Officers who sit on this Committee do not have the right to vote on decisions, but may contribute to discussions. Each Council contributes to a joint fund, the use of which is governed by the members of the joint committee. Key decisions are routinely made by this Committee, but each authority within the partnership retains autonomy over their respective waste services.

The **Technical Officer Group (TOG)** is made up of senior officers, representing the five authorities, and the Waste Partnership Officer. This group is responsible for advising the JWC on work streams, updating on projects, and guiding the work plans of the two officer groups; the Operational and Communications Technical Officer Groups.

The **Operational Technical Officer Group (Ops TOG)** is made up of operational officers, representing the five authorities. This group is responsible for delivering the work streams of the partnership, in addition to ensuring effective and joined-up working practices on initiatives that have require a partnership approach.

The **Communications Technical Officer Group (Comms TOG)** is made up of communications officer from each authority, and jointly-funded 'Waste Prevention Officers'. The group is responsible for delivering communications and education projects, designed to prevent and reduce waste arisings, and to encourage residents to dispose of all waste material in the correct way.

The **Waste Partnership Officer** is a joint-funded post, reporting directly to the Chairman and Vice-Chairman of the JWC, and the designated lead technical officer. The Waste Partnership Officer is responsible for liaising with members and officers at each authority,

providing a neutral point of contact, and will assist with the work plan for the Operational and Communications TOGs. This post will also be responsible for taking on projects as decided by the JWC, and for reporting and presenting to the JWC on an 'ad hoc' basis.

The **Waste Prevention Project Officers** are jointly-funded posts, reporting directly to a senior officer at Buckinghamshire County Council. They represent the Partnership at the 'Comms TOG', and provide a technical service with the responsibility to promote, advise and contribute to all aspects of waste reduction activity on behalf of the Partnership.

#### **Agreed roles within the Partnership:**

Chairman and Vice-Chairman of the JWC – Councillor (elected for a minimum of two years, rotating every two years between the county and the districts)

Secretariat – Chiltern District Council

Treasurer – South Buckinghamshire District Council

Waste Partnership Officer\*

Waste Prevention Officer (1.5FTE)\*

*\*Joint-funded posts*

#### **Governance documents**

A 'Memorandum of Understanding' has been signed by representatives of each authority in the partnership, which demonstrates the shared commitments each member authority has made. This was reviewed in 2014 as part of this strategic refresh, and signed by the portfolio holder at each partnership authority. This document includes our 'guiding principles' on how we will work together as a partnership.

The procedural rules of the Joint Waste Committee can be found in the 'Constitution of the Buckinghamshire Joint Waste Committee' document, which was agreed and signed off by all parties in 2004.

#### **Web Addresses**

To be included:

Link to Partnership webpage

Link to Memorandum of Understanding

Link to Constitution