

# **Lead Portfolio Holder (Environment & Economy) Decision Making Session**

## **Agenda**

**Friday 25 March 2011**

**A Lead Portfolio Holder (Environment & Economy) Decision Making Session** will be held in Committee Room 1 at Shire Hall, Warwick on **Friday 25 March 2011 at 12.05 p.m.** or on the rising of the Portfolio Holder (Children, Young People & Families) Decision Making Session if that is later.

The agenda will be:

### **1. General**

#### **(1) Members' Disclosures of Personal and Prejudicial Interests.**

Members are reminded that they should declare the existence and nature of their personal interests at the commencement of the item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.

#### **(2) Minutes of Decision Making session held on 11 January 2011**

Enclosed.

### **2. Stratford Park and Ride – Proposed increase in fare**

Report of the Strategic Director of Environment and Economy enclosed.

### **3. Working Towards the Warwickshire Waste Partnership Business Plan 2010/11**

Report of the Strategic Director of Environment and Economy enclosed.

### **4. Any Other Urgent Business**

**JIM GRAHAM  
Chief Executive  
Warwickshire County Council  
March 2011**

Cabinet Portfolio Holder for Environment: Councillor Alan Cockburn

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## **Minutes of Portfolio Holder (Environment and Economy) Decision Making Session held on 11 January 2011**

### **Present:**

#### Decision Maker

Councillor Alan Cockburn (Portfolio Holder for Environment and Economy)

#### Officers

Glenn Fleet – Manager Waste Management.

Janet Purcell, Executive and Member Support Manager

### **1. General**

#### **(1) Member Declarations of Personal and Prejudicial Interests**

None.

#### **(2) Minutes of meeting held on 16 December 2010.**

##### **Resolved**

That the minutes of the meeting held on 16 December 2010 be approved as a correct record.

### **2. DEFRA Waste Management Consultation Responses**

Councillor Alan Cockburn, Cabinet Portfolio Holder for Environment and Economy, considered a report from the Strategic Director of Environment and Economy proposing a response to the Department for Environment, Food and Rural Affairs (DEFRA) consultation on controlled waste regulations.

Councillor Cockburn considered and agreed the draft response for submission to DEFRA.

##### **Resolved**

That the Cabinet Portfolio Holder (Environment and Economy) approves the response to DEFRA's consultation on the *'Review of Schedule 2 of the Controlled Waste Regulations (1992) – Proposal for amending and updating the legislation'*, as set out in the appendix to these minutes.

### **3. Any Other Urgent Business**

None.

The meeting rose at 12.18 p.m.

.....

Portfolio Holder (Environment and  
Economy)

Cabinet Portfolio Holder for Environment & Economy Decision Making Session  
11 January 2011 – Minute 2 - Appendix

# Warwickshire County Council

Consultation Response to Defra for

"Review of Schedule 2 of the Controlled Waste  
Regulations (1992) - Proposal for amending and  
updating the legislation"



**Option 1 - Do you agree with our assessment that publishing guidance on the current Controlled Waste Regulations (CWR) rather than amending the regulations would not be an effective means of tackling the problems with the legislation? If not, please set out why you would prefer guidance.**

WCC Response

Yes, WCC agrees. In the past guidance has often lead to more confusion, and solve few of the real problems with the Controlled Waste Regulations. The key issue of the disposal cost needs to covered through changes in legislation.

Introduction of new charges as laid out in the draft legislation, should be available to be introduce from 1 April 2011.

**Option 2**

**Question 1. Do you agree that waste from tents should be classified as commercial waste?**

WCC Response

Yes, WCC agrees. Tents do not produce day to day domestic waste, but are instead part of a commercially sold holiday experience.

**Question 2. Do you agree that waste from caravan sites or parts of caravan sites, not licensed for permanent domestic accommodation, should be classified as commercial waste?**

WCC Response

Yes, WCC agrees. Non permanent domestic caravans do not produce day to day domestic waste, but are instead part of a commercially sold holiday experience.

**Question 3. Do you agree that waste from properties used for the provision of self-catering accommodation and registered for business rates should be classed as commercial waste?**

WCC Response

Yes, WCC agrees. Holiday rental accommodations do not produce day to day domestic waste, but are instead part of a commercially sold holiday experience. They should be classed the same as caravans and tents.

**Question 4. Do you agree that local authorities should be entitled to charge charities for disposal of the waste they produce?**

WCC Response

Yes, WCC agrees. This is in accordance with the polluter pays principle. Local authorities should not be expected to blanket fund charities by providing free disposal. This does not encourage waste minimisation, reuse or recycling.

**Question 5. Do you agree that waste from premises used for public meetings should be classified as commercial waste?**

WCC Response

Yes, WCC agrees. This is in accordance with the polluter pays principle. Local authorities should not be expected to blanket fund public meeting places, especially when they are used for social and entertainment purposes. This does not encourage waste minimisation, reuse or recycling.

**Question 6. Do you agree that waste from Royal Palaces should be classified as commercial waste?**

WCC Response

Yes, WCC agrees. A palace is not a day to day domestic property.

**Question 7. Do you agree with the reclassification of non-clinical waste from GP surgeries?**

WCC Response

Yes, WCC agrees. This is in accordance with the polluter pays principle. The current system does not encourage waste minimisation, reuse or recycling. WCC also agrees that local authorities should not have a duty to collect Clinical Waste from medical establishments.

**Question 8. Do you agree that local authorities should have the power to charge educational institutions for disposal of their waste?**

WCC Response

Yes, WCC agrees. This is in accordance with the polluter pays principle. The current system does not encourage waste minimisation, reuse or recycling.

**Question 9. Do you agree that litter collected on premises occupied by educational establishments should be charged for in the same way as other non-hazardous waste generated on the site?**

WCC Response

Yes, WCC agrees. This is in accordance with the polluter pays principle. And will encourage waste minimisation, reuse and recycling.

**Question 10. Do you agree that local authorities should have the power to charge hospitals and nursing homes for disposal of their waste?**

WCC Response

Yes, WCC agrees. This is in accordance with the polluter pays principle. The current system does not encourage waste minimisation, reuse or recycling.

**Question 11. Do you agree that the term 'care home' is equivalent to 'residential home', and that 'nursing home' is equivalent to care home with nursing?**

WCC Response

Yes, WCC agrees.

**Question 12. Do you agree that local authorities should have the power to charge residential homes for disposal of their waste?**

WCC Response

Yes, WCC agrees. This is in accordance with the polluter pays principle. The current system does not encourage waste minimisation, reuse or recycling.

**Question 13. Do you agree that local authorities should have the power to charge penal institutions for disposal of their waste?**

WCC Response

Yes, WCC agrees. This is in accordance with the polluter pays principle. The current system does not encourage waste minimisation, reuse or recycling.

**Question 14. Do you agree that decisions of collection and disposal charging are best made by individual local authorities, and therefore the discretion on whether to charge or not should be retained for collection and extended to the proposed new power to charge for disposal?**

WCC Response

No, WCC does not agree. The current system that exists in England and Wales regarding the plethora of different collection and recycling systems is much hated by the public. To give the option of further disparity on disposal charging would not be desirable. Making charging discretionary may even lead to some authority's being pressured into not charging by some national organisations.

WCC strongly believes in the polluter pays principle, as a tool for sustainable waste management. Making disposal charges discretionary undermines these core values.



**Question 15. Is there any reason why the duty to make arrangements, if asked, to collect waste from institutions listed in the table at paragraph 4 of the schedule should not be retained?**

WCC Response

No. This is an important duty, especially for those organisations in rural and marginally areas, that commercial companies are not interested in. It is essential however, that local authorities cover there costs from such collections, and they do not end up being subsidised by the council tax payer.

**Question 16. Do you agree with the principle of postponing the introduction of disposal charging? If so, do you consider twelve months to be an appropriate period of time?**

WCC Response

No, WCC does not agree. The current legislation has already been in place for too long resulting in Waste Disposal Authorities covering cost for other organisations. WCC strongly believes in the polluter pays principle, as a tool for sustainable waste management. Delaying any introduction of this legislation undermines these core values. As such WCC believes that any new legislation should take effect from 6<sup>th</sup> April 2011.

Organisations who in future will be charge disposal cost should face the increase in costs head on and i) work to reduce their waste production, and ii) maximise recycling on the remaining waste.

**Question 17. Do you think that the current definition of clinical waste in the regulations is useful? If not, what would you consider to be a better definition?**

WCC Response

Yes WCC believes that this is clear.

**Question 18. Is the new definition of a 'residential hostel' clearer? Does it exclude any types of hostel which you consider should be included?**

WCC Response

Yes WCC believes that this is clear.

**Question 19. Do the new regulations make it clear that waste arising from domestic caravans and vehicles at a transit site is household waste?**

WCC Response

Yes WCC believes that this is mainly clear. WCC would, however, like clarification as to whether i) the legislations is only referring to official sanctioned transits sites and ii) that transit sites can be subject to all the policies that councils have put in place regarding other domestic properties, such as no side waste, alternate week collections, limited residual waste capacity.

**Question 20. Do you agree that charity shops and re-use organisations should benefit from free waste disposal?**

WCC Response

No, WCC does not agree. WCC is strongly opposed to any such measures being introduced.

Charity Shops

Currently the majority of charity shops in Warwickshire do not receive free disposal. There are in the region of 100 charity shops in Warwickshire. Even if each of these shops only had a 240L bin of waste collected each week, this would cost WCC an additional £61,000 a year to dispose off. At the same time Warwickshire would see not tangible benefit for this increase in costs. While the government would see £54 from each tonne of this “free” disposal directly paid back to it from local authorities as landfill tax.

Charity shops primarily exist to raise money for charities, not to save waste from landfill. As such these shops should work independently from local authority support. If they are given “free” disposal due to the reuse element of there work, then why should second hand book shops, antiques shops, vintage clothing store or pawn shops not have the same service?.

Although WCC recognises the intention behind this proposal, it believes that if central government wishes to implement this scheme then it should be funded centrally, or at the very least be exempt from landfill tax.

Reuse Organisations

WCC believes that reuses organisations should not benefit from “free” disposal. Instead WCC believes that the system of reuse credits should be made more universal for profit organisations which run schemes which directly divert waste from landfill for the benefit of the local authority, i.e. third sector furniture reuse schemes’. WCC does not believe that reuses credits shops be paid to charity shops, as these primarily exist to raise money for charities, not to save waste from landfill.

If “free” disposal is offered to all reuses organisations then would it also be available for second hand book shops, antiques shops, vintage clothing store or pawn shops, that do a small amount of refurbishing?

**Question 21. Do you consider that the restriction of free waste disposal to waste originating from a domestic property is practical?**

WCC Response

No WCC does not. It would be an unenforceable logistical nightmare.

As outlined in the response to question 20 (above) WCC is strongly opposed to “free” disposal being introduced for charity shops or reuse organisations.

**Question 22. If you are a waste disposal authority, would you be willing to accept all goods from charity shops for free disposal in order to reduce the administration burden? If so, do you think the legislation should refer to all goods, rather than specifying goods originating from domestic properties?**

WCC Response

No, WCC would not be. As outlined in the response to question 20 (above) WCC is strongly opposed to “free” disposal being introduced for charity shops or reuse organisations. As such it would not want to take any of these disposal costs on, especially those originating from non domestic properties.

It is also unclear to WCC if new goods which many charity shops sell such as crafts, cards, jewellery, and the associated packaging would be eligible for free disposal.

**Question 23. Are any safeguards necessary to ensure that commercial waste is not channelled through charity shops and reuse organisations in order to avoid disposal charging?**

WCC Response

As stated in the response to question 21 this proposed scheme would be an unenforceable logistical nightmare. WCC can not see what safeguards could be put in place which would have any real effect.

**Question 24. Do you agree that the new structure is clearer? Please identify any wastes which are missing from the new Schedule which you believe should be listed in these Regulations**

WCC Response

Yes WCC agrees that the new structure is clearer. There are, however, some areas which WCC believes need to be considered further.

- If establishments such as transit sites, charity shops and reuse organisations, storage units etc are to be treated as “household” waste, then may the councils use the same policies and collection methods, as it does for its standard domestic collections. i.e.

- i. Alternate Week Collection
  - ii. Limited size of bin and introducing no side waste policies
- Does waste arising from properties vacated by tenants which landlords clear, class as domestic or commercial waste? If said landlord has withheld the security deposit for such clearance and thus effectively taken payment, does this change its status? In this regard if the local authority is acting as a landlord do the same rules apply?

**Question 25. Is the proposed hierarchy clear and easy to follow? Please highlight any conflicts between the tables, or perverse consequences of the proposed hierarchy.**

WCC Response

Yes, WCC agrees. There are, however, some areas which WCC believes need to be considered further.

- Why does the proposed new legislation allow a collection charge for green waste but no disposal charge? - In two tier areas this could create conflict as a break even service for a WCA could result in an increase in cost to a WDA. If this collection service can be charged for then why not disposal? The ability to charge for both elements of this service may prove more encouraging for home composting.
- Why does the proposed new legislation allow a collection charge for clinical waste but no disposal charge? – In two tier areas this could create conflict as a break even service for a WCA could result in an increase in cost to a WDA. If this collection service can be charged for then why not disposal?
- Why have storage units been included as household waste? – WCC does not fully understand what waste this would affect, and what the term “private storage premises” covers. The ambiguity could lead to conflict.

**AGENDA MANAGEMENT SHEET**

**Name of Committee**                      **Lead Portfolio Holder Decision-Making  
(Environment and Economy)**

**Date of Committee**                      **25 March 2011**

**Report Title**                              **Stratford Park and Ride**

**Summary**                                  As part of the County Council's Savings Plan, the Stratford Park and Ride has been earmarked for a reduction in revenue support by £60,000 between 2011-12 to 2013-14.

One of the proposed measures contributing towards the aim of achieving the savings requirement is to increase the cost of the adult return fare from £1.50 to £1.70 in 2011-12.

This report requests that the Lead Portfolio Holder grants approval to proceed with the increasing the adult return fare from £1.50 to £1.70.

**For further information please contact**                      Nigel Whyte  
Principal Transport  
Planner/Project Manager  
Tel. 01926 735674  
nigelwhyte@warwickshire.gov.uk

**Would the recommended decision be contrary to the Budget and Policy Framework?**                      ~~Yes~~/No

**Background Papers**                      NONE

**CONSULTATION ALREADY UNDERTAKEN:-**                      *Details to be specified*

Other Committees                       .....

Local Member(s)                       Councillor P Balaam  
(With brief comments, if appropriate)                      Councillor R Cockings  
Councillor R Hobbs  
Councillor K Rolfe

- Other Elected Members  Councillor H Walton  
Councillor R Sweet  
Councillor J Whitehouse
  
- Cabinet Member  Councillor A Cockburn.....  
(Reports to The Cabinet, to be cleared with  
appropriate Cabinet Member)
  
- Chief Executive  .....
  
- Legal  I Marriott  
L Arben.....
  
- Finance  L Firmstone  
J Height .....
  
- Other Chief Officers  .....
  
- District Councils  .....
  
- Health Authority  .....
  
- Police  .....
  
- Other Bodies/Individuals  .....

**FINAL DECISION**                      **YES/NO**      (*If 'No' complete Suggested Next Steps*)

**SUGGESTED NEXT STEPS :**

*Details to be specified*

- Further consideration by  .....  
this Committee
  
- To Council  .....
  
- To Cabinet  .....
  
- To an O & S Committee  .....
  
- To an Area Committee  .....
  
- Further Consultation  .....

**Lead Portfolio Holder Decision-Making (Environment and  
Economy)  
25 March 2011**

**Stratford Park and Ride**

**Report of the Strategic Director for  
Environment and Economy**

**Recommendation**

That the adult return fare at the Stratford Park and Ride to be increased from £1.50 to £1.70 on 9<sup>th</sup> May 2011.

**1. Introduction**

- 1.1 As part of the County Council's Savings Plan, the Stratford Park and Ride has been earmarked for a reduction in the level of revenue support by £60,000 between 2011-12 to 2013-14. One of the potential measures that has been identified to achieve the required savings is to increase the adult return fare from £1.50 to £1.70 in 2011-12.
- 1.2 Table 1 shows the increased income that would arise in a full year from the fare increase if patronage remains unaffected. The adult return fare was increased from £1.30 to £1.50 in April 2009 and this did not reduce patronage. However, following this further fare increase patronage will be monitored and the effect of the increase will be kept under review.
- 1.3 Bus Concession pass holders can travel free on the park and ride. The Park and Ride receives a percentage of the full fare as reimbursement for concession holders who travel on it. The methodology for concessionary fare reimbursement is under review. The amount shown in Table 1 as increased income from concessionary fares is calculated using the current methodology.
- 1.3 It is proposed that all fares other than the Adult return fare should remain unchanged for 2011-12. The full range of proposed fares is given in Table 2.

<b>Table 1 – Change in Revenue for a Fare Increase from £1.50 to £1.70</b>	
	Full Year Increase in Revenue
Adult Return Fare Paying Passengers (assuming no loss of patronage)	£9,500
Concessionary Fare Reimbursements (using current reimbursement methodology)	£7,500
<b>Total</b>	<b>£17,000</b>

<b>Table 2 - Proposed Schedule of Charges from 9<sup>th</sup> May 2011</b>	
Description	Return Fare
Adult	£1.70
Child	£0.75
Mini Family Ticket (1 Adult and up to 2 Children)	£1.70
Maxi Family Ticket (2 Adults and up to 4 Children)	£3.00
Group Ticket (up to 5 Adults)	£5.00
Weekly Season Ticket	£6.00
Monthly Season Ticket	£22.00
Quarterly Season Ticket	£60.00
Annual Season Ticket	£200.00

PAUL GALLAND  
 Strategic Director for Environment and Economy  
 Shire Hall  
 Warwick

9 March 2011





- Legal  Ian Marriott
- Finance  .....
- Other Chief Officers  .....
- District Councils  All five Warwickshire District/Boroughs through the Warwickshire Waste Partnership
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION**                      **YES** *(If 'No' complete Suggested Next Steps)*

**SUGGESTED NEXT STEPS :**

*Details to be specified*

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  .....
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

## Lead Portfolio Holder Decision Making – Environment and Economy

-25 March 2011

### Working Towards the Warwickshire Waste Partnership Business Plan

#### Report of the Strategic Director for Environment and Economy

##### Recommendation

That the Lead Portfolio Holder for Environment and Economy approves the Warwickshire Waste Partnership Business Plan 2011/12

#### 1. Background

- 1.1 In December 2010 the Warwickshire Waste Partnership discussed a proposed Business Plan for 2011/12. Partners were in favour of moving forward with the Business Plan, following the inclusion of some additional data from each authority. The Partners agreed to submit the additional information and then endorse the Business Plan through their individual committee process. This report seeks Warwickshire County Council's endorsement through the Lead Portfolio Holder for Environment and Economy, to work towards the Business Plan for 2011/12.

#### 2. Summary of the Warwickshire Waste Partnership Business Plan

- 2.1 The Warwickshire Waste Partnership Business Plan for 2011/12 can be seen in **Appendix A**.
- 2.2 The Warwickshire Waste Partnership (the Partnership) is the group of Councils in Warwickshire that collect and dispose of the County's municipal waste. The Partnership comprises all five District and Borough Councils (Waste Collection Authorities), as well as the County Council (Waste Disposal Authority).
- 2.3 The Partnership has set short and medium term objectives. The key medium term objectives for the partnership to be achieved by 2015 are to:
1. Reduce the amount of municipal waste produced in Warwickshire to 500 kg per head, with no more than 200 kg per head of residual waste.

2. Recycle, compost and reuse 60% of our municipal waste by 2015.
  3. Increase recycling by all Partners to a minimum of 40%.
  4. Give Warwickshire an effective voice in dialogue with Government and other agencies with the capacity to influence sustainable waste management.
- 2.4 The Partnership will support these objectives through, but not be limited to the following options:
- (i) Promoting awareness and behavioural change relating to recycling to increase capture rates and quality.
  - (ii) Using new methods for communications.
  - (iii) Ensuring landfill avoidance such as home composting and reuse shops at HWRCs.
  - (iv) Investigation into food waste collection for NBBC and NWBC.
  - (v) Supporting Kerbside recycling collections.
  - (vi) Considering alternate weekly collections of residual waste where and when appropriate.
  - (vii) Improved Household Waste Recycling Centre (HWRC) facilities.
  - (viii) Increasing the range of materials collected via HWRCs and scheme to reduce recyclables being put into the residual waste stream.
- 2.5 The short term objectives for 2011/12 are to:
1. Update the Strategy following the release of the updated guidance from Government.
  2. To assess the best way to monitor the sustainability of Warwickshire's municipal waste management.
  3. Review the Partnership's position of the delivery of recycling and waste collections, and road map its future delivery.
  4. To work sub-regionally to improve value for money on joint procurement, either as a whole partnership or in clusters.
  5. Reduce the amount of municipal waste produced in Warwickshire to 530 kg per head, with no more than 265 kg per head of residual waste.
- 2.6 The Partnership will use the 2010/11 Business Plan as the main source of reference for Elected Members, Officers, Stakeholders and others interested in the work of the Warwickshire Waste Partnership. Once all Partners have endorsed the Business Plan through their Committee Process, the Partnership will monitor its progress and achievements.
- 2.7 To achieve the targets laid out above, action plans may need to be developed. Each target will be allocated a "Member Champion", who will help to guide and monitor achievements against the target along side the Lead Officer. The Partnership will also require individual Officers, or the relevant Officers Working Group, to provide regular monitoring reports to the Partnership, as well as potentially providing individual authorities' scrutiny committees with reports as and when requested.
- 2.8 Updates and reports on each target will be reported at the Partnership meetings throughout the year.

### **3. Financial implications**

- 3.1 All work which the Business Plan contains relating to Warwickshire, is within agreed work programmes and budgets.
- 3.2 Working in partnership towards the goals of the Business Plan will help partners seek and realise savings through joint working.

PAUL GALLAND  
Strategic Director for Environment and Economy  
Shire Hall  
Warwick

15/03/2011

# Warwickshire Waste Partnership

*Working together for a more sustainable future*

## Business Plan 2011/12

*March 2011*



# Warwickshire Waste Partnership Business Plan 2011

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## Glossary of terms

<b>Commercial Waste</b>	Waste classed as arising from non household sources according to the Controlled Waste Regulations 1992
<b>Composting</b>	An aerobic (in the presence of air) biological process in which organic wastes, such as garden and kitchen waste, are converted into a stable material which can be applied to land to improve soil structure and enrich the nutrient content of the soil.
<b>Composting (in vessel)</b>	Shredded waste is placed inside a container through which air is forced. This method allows good control of temperature, moisture and aeration leading to rapid composting although it will need a period of outdoor maturation. Kitchen waste can only be composted in vessel.
<b>Composting (Windrow)</b>	Shredded waste is placed in elongated heaps, called windrows, normally outdoors. The windrows are turned mechanically periodically to aerate the composting waste. The process takes at least 16 weeks, at the end of which the compost represents about half the weight of the input material
<b>EfW</b>	Energy from Waste
<b>Household Waste</b>	Waste classed as arising from household sources according to the Controlled Waste Regulations 1992 Covers: waste from household collections, street sweeping, bulky waste collections, hazardous household waste collections, litter collections, separate garden waste collections, waste from Civic Amenity Sites and waste collected separately for recycling/composting schemes
<b>HWRC</b>	Household Waste Recycling Centre - A facility provided by the Local Authority that is accessible to local residents for the deposit of household waste that is not collected by the normal household waste collection round.
<b>Incineration</b>	Sometimes known as mass-burn incineration, is the controlled burning of waste, either to reduce its volume or its toxicity. Can include energy recovery to produce heat or power. Ash residues still tend to be disposed of to landfill
<b>Industrial Waste</b>	Waste from any factory and from any premises occupied by an industry
<b>Inert Waste</b>	Waste which, when deposited into a landfill site, does not undergo any significant physical, chemical or biological transformation
<b>Landfill Sites</b>	Land in which waste is deposited
<b>Landfill Tax</b>	A levy on landfill site operators with the explicit environmental objective of reducing the UK's reliance on landfill as a means of disposal. The level of the tax is £48 a tonne during 2010/11 and rises each year. A lower rate of £2.50/tonne applies to waste which is inactive.
<b>LATS</b>	Landfill Allowance Trading Scheme - The Landfill Allowance Trading Scheme introduces significant and innovative changes in waste policy and practice for the diversion of biodegradable municipal waste from landfill.

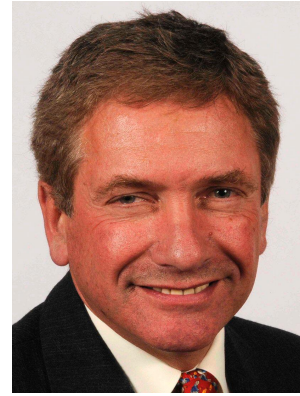


## Warwickshire Waste Partnership Business Plan 2011

<b>Municipal Waste</b>	Any waste controlled or directed by a Waste Collection Authority or a Waste Disposal Authority
<b>PPE</b>	Personal protective equipment
<b>Recycling</b>	The segregation, collection and reprocessing of waste materials into the same products or different ones
<b>Residual Waste</b>	The elements of the waste stream that remains after recycling or compostable materials have been separated or removed
<b>Re-Use</b>	Can be practised by the commercial sector with the use of products designed to be used a number of times, such as re-usable packaging. Householders can purchase products that use refillable containers, or re-use plastic bags
<b>Trade Waste</b>	Waste classed as arising from non household sources according to the Controlled Waste Regulations 1992
<b>Transfer Station</b>	A facility where deposited bulked up and transported to a disposal or reprocessing point
<b>Waste Hierarchy</b>	Suggests that: the most effective environmental solution may often be to reduce the amount of waste generated - <i>waste reduction</i> ; where further reduction is not practicable, products and materials can sometimes be used again, either for the same or different purposes – <i>re-use</i> ; failing that, value should be recovered from waste, through <i>recycling, composting or energy recovery from waste</i> , only if none of the above offer an appropriate solution should waste be <i>disposed</i>
<b>Waste Minimisation</b>	Action to prevent waste being produced in order to minimise or reduce the amount of waste requiring final disposal. Minimising waste saves on collection and disposal costs and helps to reduce the demand for raw materials
<b>WCA</b>	Waste Collection Authority
<b>WCC</b>	Warwickshire County Council
<b>WDA</b>	Waste Disposal Authority
<b>WDF</b>	WasteDataFlow
<b>WEEE</b>	Waste Electrical and Electronic Equipment

**Foreword by Councillor Alan Cockburn**

**Chair, Warwickshire Waste Partnership**



This Business Plan sets out the route map for the Warwickshire Waste Partnership over the coming years, to continue to implement the principles of the Warwickshire Municipal Waste Management Strategy.

This document lays out our partnerships objectives and strategies, to manage Warwickshire waste in ways that are environmentally, economically and socially sustainable. If everyone used resources the way we did in Warwickshire and the rest of the western world, we would need 2.7 planets to support the human race. This is simply not sustainable. The Warwickshire Waste Partnership believes that we should be able to live within our means, only using our fair share of the earth's resources and sustaining Warwickshire legacy for generations to come. Waste has a very large part to play in this!

Over the last decade the way which we manage waste in Warwickshire has change significantly. As partners we must continue work together to meet the clear targets we have set ourselves for minimising and recycling waste. In the current economic climate, however, we are all looking at ways to work more efficiently. By working together we will strive to achieve better value more integrated waste management within Warwickshire.

Together we now recycle, reuse or compost over 48% of our household waste. I would like to thank the public and other stakeholders, for recycling more waste than ever and looks forward to working with them to tackle the challenge of further improvements

The next few years will provide us with a number of milestone events and will require us to work in a transparent and honest manner in the true spirit of partnership. In doing so, we will achieve our objectives and more, working towards sustainable waste management for our County and our people and contributing to the unique and beautiful environment which is Warwickshire.

A handwritten signature in blue ink, appearing to read 'Alan Cockburn', written in a cursive style.

Councillor Alan Cockburn  
Chair, Warwickshire Waste Partnership

## **Executive Summary**

The Warwickshire Waste Partnership (the Partnership) is the group of Councils in Warwickshire that collect and dispose of the County's municipal waste. The Partnership comprises all five District and Borough Councils (Waste Collection Authorities) as well as the County Council (Waste Disposal Authority). The vision of the Warwickshire Waste Partnership is to:

1. To manage Warwickshire waste in ways that are environmentally, economically and socially sustainable.
2. To respect the limits of our environment - using only our fair share of the earth's resources and sustaining Warwickshire legacy for generations to come
3. To embed the principles of the Waste Hierarchy into every day life in Warwickshire
4. To provide high quality waste service fit for the 21st Century to all our residents

To achieve this vision the partnership has set short and medium term objectives. The key medium term objectives for the partnership, to be achieved by 2015 are to:

1. Reduce the amount of municipal waste produced in Warwickshire to 500 kg per head. With no more than 200 kg per head of residual waste
2. Recycle, compost and reuse 60% of our municipal waste by 2015
3. Increase recycling by all Partners to a minimum of 40%
4. Give Warwickshire an effective voice in dialogue with Government and other agencies with the capacity to influence sustainable waste management

The Partnership will support these objectives through, but not be limited to, the following options:

- Promoting awareness and behavioural change to increase capture rates and quality
- Using new methods for communications
- Landfill avoidance such as home composting and reuse shops at Household Waste Recycling Centres (HWRCs)
- Investigation into food waste collection for Nuneaton and Bedworth Borough Council (NBBC) and North Warwickshire Borough Council (NWBC)
- Kerbside recycling collections
- Considering Alternate Weekly Collections of residual waste where and when appropriate
- Improved HWRC facilities
- Increasing range of materials collected via the HWRCs and scheme to reduce recyclables being put into the residual waste stream

The short term objectives for 2011/12 are to:

1. Update the Municipal Waste Management Strategy for Warwickshire following the release of the updated guidance from government

2. To assess the best way to monitor the sustainability of Warwickshire municipal waste management
3. Review the Partnerships position on the delivery of recycling and waste collections, and road map its future delivery
4. To work sub-regionally to improve value for money on joint procurement either as a whole partnership or in clusters
5. Reduce the amount of municipal waste produced in Warwickshire to 530 kg per head. With no more than 265 kg per head of residual waste

The Partnership will use the 2010/11 Business Plan to as the main source of reference for elected members, officers, stakeholders and others interested in the work of the Warwickshire Waste Partnership. Once all Partners have endorsed the Business Plan through their Committee process the Partnership will monitor its progress and achievements.

To achieve the targets laid out above action plans may need to be developed. Each target will be allocated a "Member Champion", who will help to guide and monitor achievements against the target, along side the Lead Officer. The Partnership will also require individual officers or the relevant the officers working group to provide regular monitoring reports to the Partnership, as well as potentially providing individual authorities scrutiny committees with reports as and when requested.

Updates and reports on each target will be reported at the Partnership meetings throughout the year.

## **Section A - Background**

### **1. Our Vision**

**The vision of the Warwickshire Waste Partnership is to:**

- ☆ To manage Warwickshire waste in ways that are environmentally, economically and socially sustainable.
- ☆ To respect the limits of our environment, using only our fair share of the earth's resources and sustaining Warwickshire legacy for generations to come
- ☆ To embed the principles of the Waste Hierarchy into every day life in Warwickshire
- ☆ To provide high quality waste services fit for the 21<sup>st</sup> Century to all our residents

#### **1.1 The Warwickshire Waste Partnership**

The Warwickshire Waste Partnership (the Partnership) is the group of Councils in Warwickshire that collect and dispose of the County's municipal waste. The Partnership comprises of all five District and Borough Councils (Waste Collection Authorities) as well as the County Council (Waste Disposal Authority).

In 2005 the Partnership adopted the Joint Municipal Waste Management Strategy for Warwickshire (the Strategy). This document is underpinned by a vision to work together to minimise the amount of waste generated and manage what is produced in ways that are environmentally, economically and socially sustainable. The Strategy sets out the strategic framework for the management of municipal waste and confirms the local authority's commitment to working together. The first review of the Strategy was planned for 2010 but due to a delay in government guidance has been rescheduled for 2011. The review will address developments in legislation, policy and market forces and take account of the improvements in performance achieved by the partner authorities over the past five years.

The Partnership has seen Warwickshire's recycling rate increase significantly over the past five years. The improvements have resulted in levels of recycling and composting performance that range between 27% and 60% across the Partnership.

Waste continues to be one of the most challenging areas facing local government today. Although Warwickshire has surpassed the Government's 40% recycling targets in 2009/10 by recycling, composting and reusing over 48% of household waste there is still much work for the Partnership to do.

## 1.1.1 Partnership Members

The partner authorities are:

- North Warwickshire Borough Council (NWBC)
- Nuneaton and Bedworth Borough Council (NBBC)
- Rugby Borough Council (RBC)
- Stratford District Council (SDC)
- Warwickshire County Council (WCC)
- Warwick District Council (WDC)

The District and Borough Councils are Waste Collection Authorities (WCAs) and the County Council is a Waste Disposal Authority (WDA).

The Partnership is made up of elected Members and Officers from all of these authorities. The group was established in 1998, when it was known as the Warwickshire Waste Forum. It was set-up to forge closer working relationships between the County and District/Borough Councils, particularly with respect to developing the joint Municipal Waste Management Strategy.

In 2005, the Warwickshire Waste Forum became the Warwickshire Waste Partnership, with a formal Memorandum of Understanding being adopted to promote closer Partnership Working between the Authorities.

## 1.2 **Warwickshire Waste Partnership Objectives**

The Partnership has both short and medium term objective to reach its visions.

### 1.2.1 Medium Term Objectives 2011 – 2015

The key medium term objectives for the partnership to be achieved 2015 are to:

- ☞ Reduce the amount of municipal waste produced in Warwickshire to 500 kg per head. With no more than 200 kg per head of residual waste
- ☞ Recycle and compost and reuse 60% of our municipal waste by 2015
- ☞ To increase recycling by all Partners to a minimum of 40%
- ☞ Give Warwickshire an effective voice in dialogue with Government and other agencies with the capacity to influence sustainable waste management.

The Partnership will support these objectives through, but not be limited to the following options:

- ☞ Promoting awareness and behavioural change to increase capture rates and quality
- ☞ Use new methods for communications

## Warwickshire Waste Partnership Business Plan 2011

- ☞ Landfill avoidance such as home composting and reuse shops at HWRCs
- ☞ Investigation into food waste collection for NBBC and NWBC
- ☞ Kerbside recycling collections
- ☞ Considering Alternate Weekly Collections of residual waste where and when appropriate
- ☞ Improved HWRC facilities
- ☞ Increasing range of materials collected via HWRCs and scheme to reduce recyclables being put into the residual waste stream

### 1.2.2 Short Term Objects 2011/ 2012

The short term objectives for 2011/12 are to:

- ☞ Update the Municipal Waste Management Strategy following the release of the updated guidance from government
- ☞ To assess the best way to monitor the sustainability of Warwickshire's municipal waste management
- ☞ Review the Partnerships position on the delivery of recycling and waste collections, and road map its future delivery
- ☞ To work sub-regionally to improve value for money on joint procurement either as a whole partnership or in clusters
- ☞ Reduce the amount of municipal waste produced in Warwickshire to 530 kg per head. With no more than 265 kg per head of residual waste

More details on how these will be achieved can be found in section B and C of this document.

### 1.2.3 Authority Targets 2011/ 2012

As well as those where working in Partnership is required, each Partner also has targets and goals which they are working towards. Although these are individual targets and goals, knowledge and help may sometimes be needed from other Partners or the Partnership as a whole. The tables below set out these targets and goals and their timescales.

*Table 1 (below) – NBBC Goals and Targets for 2011/12*

Nuneaton and Bedworth Borough Council		
<b>Recycling</b>	Introduction of a two weekly, "one bin" kerbside recycling system for houses and trial of comingled collection from flats.	2011
<b>Recycling</b>	Participation survey (2 <sup>nd</sup> part)	2011
<b>Refuse Collection</b>	Introduction of an alternate week refuse collection service for houses.	2011

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*Table 2 (below) – NWBC Goals and Targets for 2011/12*

North Warwickshire Borough Council		
<b>Recycling</b>	Revised Kerbside Recycling - Service to include plastics and cardboard recycling – Continued promotion of the service	2010/11
<b>Recycling</b>	Participation survey (2 <sup>nd</sup> part)	2011
<b>Collection Efficiency</b>	Study of collection rounds to ensure optimal routing. Appraisal of alternative collection schemes via route optimisation modelling.	2011

*Table 3 (below) – RBC Goals and Targets for 2011/12*

Rugby Borough Council		
<b>Recycling</b>	Introduction of kerbside textile collections	June 2011
<b>Collection Efficiency</b>	Restructure collection rounds to maximise efficiency	May 2011
<b>Recycling</b>	Targeting promotions in challenging areas such as high density housing	March 2012

*Table 4 (below) – SDC Goals and Targets for 2011/12*

Stratford District Council		
<b>Recycling</b>	60% combined recycling & composting rate in 2011/12	March 2012
<b>Waste Minimisation</b>	Waste Reduction - Reduce number of Kg per property from 2010/11 figure	March 2012
<b>Recycling and Waste Minimisation</b>	When results of waste analysis known, target material for recycling and/or diversion	March 2012

*Table 5 (below) – WCC Goals and Targets for 2011/12*

Warwickshire County Council		
<b>HWRCs</b>	To successfully bring six HWRCs in-house and procure a recyclables framework	1 <sup>st</sup> December 2011
<b>Street Sweepings</b>	To successfully procure a facility to recycle street sweepings	December 2011
<b>Lower House Farm</b>	To successfully procure a design and build contract for the Lower House Farm HWRC and Transfer Station, and commence building	March 2011

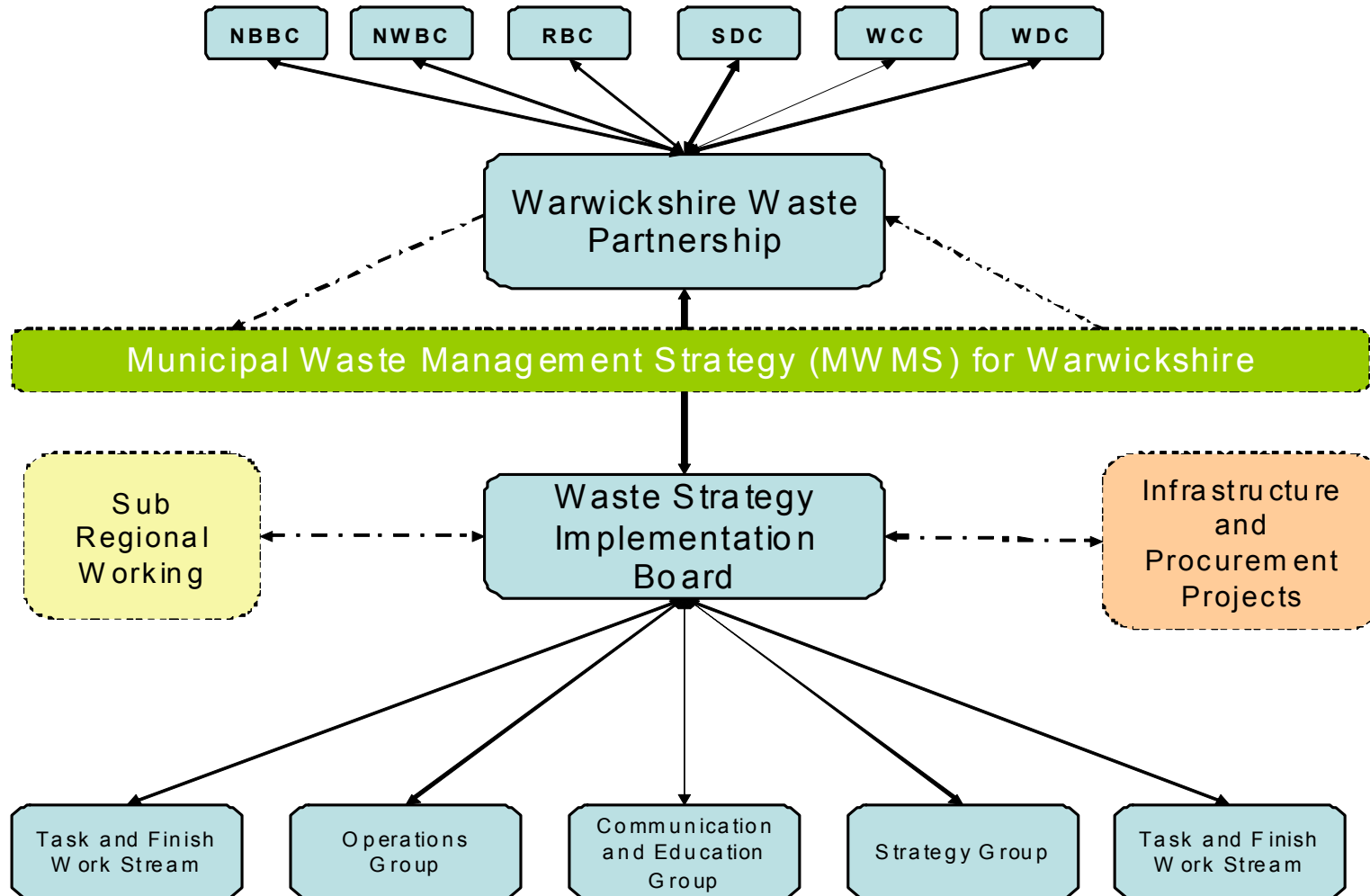


## Warwickshire Waste Partnership Business Plan 2011

*Table 6 (below) – WDC Goals and Targets for 2011/12*

Warwick District Council		
<b>Community Recycling Officers</b>	To target areas where participation in kerbside recycling is low, using promotional materials, road shows and door stepping.	Ongoing
<b>Recycling on the Go</b>	To measure the success of the scheme which encourages the separation of recyclable litter into separate compartments, rather than mixed in traditional litter bins.	April 2011
<b>Service Developments</b>	Continue to develop and implement recycling initiatives including textile sacks, textile banks, recycling small WEEE, recycling from schools and flats etc	Ongoing
<b>Service Developments</b>	Carry out review of services and move additional properties to the main alternate week collection scheme	June 2011
<b>Contract Tendering 2013</b>	To complete contract modelling of the waste collection services, including an assessment of alternative recycling schemes.	August 2011

1.3 Partnership Structure



## 2. The Role of the Business Plan

So why does the Warwickshire Waste Partnership need a business plan?

### 2.1 Purpose of the Business Plan

This Business Plan will provide an understanding of how the principles of the Warwickshire Municipal Waste Management Strategy will be translated into action plans to achieve the goals sought by the Partnership. The Business Plan sets the direction and provides the overarching management tool to facilitate budgeting, resource allocation, communication strategy, staffing, marketing and performance monitoring.

### 2.2 Role of the Business Plan

This Business Plan will be the main source of reference for elected members, officers, stakeholders and others interested in the work of the Warwickshire Waste Partnership.

The Business Plan mainly covers in detail the financial years 2010/11, however, it also outlines goals for 2011/12 to 2014/15. Once all Partners have endorsed the Business Plan through their Cabinets the Partnership will monitor its progress and achievements.

### 2.3 Time Table

The Waste Strategy and Partnership Manager (Warwickshire County Council) will be responsible for co-ordinating the Business Plan on behalf of the Partnership on an annual basis. Table 7 below outlines the timescales for the Business Plan.

*Table 7 (below) – Timescale for the drafting, endorsing and monitoring the Warwickshire Waste Partnership Business Plan*

Date	Task/Action	Who
7 <sup>th</sup> December 2010	Draft of the Warwickshire Waste Partnership Business Plan presented and discussed at Warwickshire Waste Partnership	Warwickshire Waste Partnership
December 2010	Updates made to draft business plan. Copies circulated for final comment.	Waste Strategy and Partnership Manager
January to March 2011	Agreement sort to endorse Warwickshire Waste Partnership Business Plan from all Partner's Cabinets/Executives	All Partners
8 <sup>th</sup> March 2011	Warwickshire Waste Partnership Business Plan endorsed at Warwickshire Waste Partnership meeting	Warwickshire Waste Partnership
2 <sup>nd</sup> April 2011	Work starts on work streams highlighted in the Business Plan	All Partners
14 <sup>th</sup> June 2011	Update on implementation of the Business Plan and performance monitoring	Warwickshire Waste Partnership

## Warwickshire Waste Partnership Business Plan 2011

27 <sup>th</sup> September 2011	First discussion on 2012/13 targets and objectives	Warwickshire Waste Partnership
	Update on implementation of the Business Plan and performance monitoring	
6 <sup>th</sup> December 2011	Draft of the Warwickshire Waste Partnership Business Plan 2011/12 presented and discussed at Warwickshire Waste Partnership	Warwickshire Waste Partnership
	Update on implementation of the Business Plan and performance monitoring	
December 2011	Updates made to draft business plan. Copies circulated for final comment.	Waste Strategy and Partnership Manager
December 2011 to March 2012	Agreement sort to endorse Warwickshire Waste Partnership Business Plan from all Partner's Cabinets/Executives	All Partners
6 <sup>th</sup> March 2012	Warwickshire Waste Partnership Business Plan endorsed at Warwickshire Waste Partnership meeting	Warwickshire Waste Partnership
	Update on implementation of the Business Plan and performance monitoring	

### 3. Background on current waste management arrangements within Warwickshire

Waste dealt with by members of the Partnership falls in to two main categories

- ☉ **Household Waste** – This includes waste from household kerbside i.e recycling, composting and residual waste, street sweeping, bulky waste collections, hazardous household waste collections, litter collections, and waste from HWRCs and local recycling centres (bring sites)
- ☉ **Municipal Waste** - This includes all household waste, as well as, any other collected directed by a Waste Collection Authority or a Waste Disposal Authority such as trade waste, and inert waste i.e. rubble and hardcore,

For the purpose of this Business Plan waste referred to is Municipal unless otherwise stated.

#### 3.1 Total Waste Arisings

Over the last 50 years waste production has growth significantly. Over the last three years, however, total municipal waste in Warwickshire has started to fall. In 2008/9 there was a 7,326 tonne fall in total municipal waste, this continued in 2009/10 with a 4,385 tonne fall, despite a growth in the population in Warwickshire.

The figures in the tables below set out the levels of waste arising in Warwickshire in 2009/10.

Table 8 (below) - Total municipal waste arisings in Warwickshire (2009/10)

	NBBC	NWBC	RBC	SDC	WDC	WCC	TOTAL
<b>Residual</b>	36,596	26,045	19,529	21,711	25,092	31,403	<b>152,271</b>
<b>Composting</b>	8,738	5,116	9,711	16,487	13,432	11,622	<b>65,106</b>
<b>Recycling</b>	8,925	2,994	10,575	14,272	10,963	16,076	<b>63,845</b>
<b>Reuse</b>	0	0	3.4	0	0	2,732	<b>2,735</b>
<b>TOTAL</b>	<b>54,259</b>	<b>34,156</b>	<b>39,818</b>	<b>52,468</b>	<b>49,486</b>	<b>57,774</b>	<b>292,602</b>

\* Other technologies refers to residual waste which has been disposed by Incineration (with or without energy recovery), made into Refuse Derived Fuel, or tyre repossessing

## Warwickshire Waste Partnership Business Plan 2011

Table 9 (below) – kg of municipal waste per head in Warwickshire (2009/10)

	NBBC	NWBC	RBC	SDC	WDC	WCC	TOTAL
<i>Population</i>	121,200	62,200	91,000	117,800	134,600	526,700	<b>526,700</b>
<b>Residual</b>	302	419	215	184	186	60	<b>289</b>
<b>Composting</b>	72	82	107	140	100	22	<b>135</b>
<b>Recycling</b>	74	48	116	121	81	31	<b>134</b>
<b>Reuse (Inc. reused inerts)</b>	0	0	0.03	0	0	5	<b>5</b>
<b>TOTAL</b>	<b>448</b>	<b>549</b>	<b>438</b>	<b>445</b>	<b>368</b>	<b>117</b>	<b>539</b>

\* Other technologies refers to residual waste which has been disposed by Incineration (with or without energy recovery), made into Refuse Derived Fuel

### 3.2 Waste Collection Authority (WCA) Kerbside collection systems

#### 3.2.1 Household Waste Collections

All the District and Borough Councils in Warwickshire provide kerbside collections of recyclables, compostables and residual waste. With in this, however, there are variation in the materials collected, method of collection and the frequency of collections. These are due to a variety of reasons including local needs, political views and times at which new schemes were introduced. The difference in collection policies has lead to a variation in recycling and composting performance and possibly also a variation in waste arisings (see table 3, above). Table 4 below sets out some of the key areas of the method of collecting household waste across the partnership.

Table 10: Kerbside Residual waste collection arrangements

		NBBC	NWBC	RBC	SDC	WDC
<b>Residual Waste</b>	<b>Standard Bin Size</b>	240 Litre	240 Litre	240 Litre	240 Litre	180 Litre
	<b>Collection Frequency</b>	Weekly	Weekly	Fortnightly	Fortnightly	Fortnightly
	<b>No Side Waste Policy?</b>	Yes	Yes	Yes	Yes	Yes
	<b>No. of properties on communal bin collections</b>	8%	5%	1,895	1,100	8,000
	<b>No. of properties on sack collections</b>	130	413	70	2,840	6,400

## Warwickshire Waste Partnership Business Plan 2011

Table 11: Kerbside Recycling waste collection arrangements

		NBBC	NWBC	RBC	SDC	WDC
<b>Recycling</b>	<b>Standard Bin Size</b>	-	-	240 Litre	240 Litre	-
	<b>Standard Box Size</b>	35 Litre	55 Litre	-	-	55 Litre
	<b>Reusable sacks used as standard ?</b>	Yes	Yes	No	No	Yes
	<b>Method of collection</b>	Kerbside Sort	Kerbside Sort	Co-Mingled	Co-Mingled	Kerbside Sort
	<b>Collection Frequency</b>	Weekly	Fortnightly	Fortnightly	Fortnightly	Fortnightly
	<b>Materials Collected</b>					
	Paper	✓	✓	✓	✓	✓
	Cardboard	✓	✓	✓	✓	✓
	Mixed Ridged Plastics	✓	✓	✓	✓	-
	Just Plastic Bottles	-	-	-	-	✓
	Cans	✓	✓	✓	✓	✓
	Glass	✓	✓	✓	✓	✓
	Textiles	✓	✓	-	-	✓
	Drink cartons	-	-	✓	✓	-
	Aerosols	✓	✓	✓	✓	✓
	Aluminium Foil/containers	✓	✓	✓	✓	✓
	Batteries	✓	-	-	-	✓
	Engine Oil	✓	-	-	-	✓
	<b>Collection Vehicle</b>	Stillage and RCV	Stillage	RCV	RCV	Stillage
	<b>% of properties with collection</b>	95%	100%	98%	100%	87%

## Warwickshire Waste Partnership Business Plan 2011

Table 12: Kerbside Recycling waste collection arrangements

		NBBC	NWBC	RBC	SDC	WDC
<b>Composting</b>	<b>Standard Bin Size</b>	240 Litre	240 Litre	240 Litre	240 Litre	240 Litre
	<b>Collection Frequency</b>	Fortnightly	Fortnightly	Fortnightly	Fortnightly	Fortnightly
	<b>Number of bins allowed</b>	Unlimited but officer visits to assess after 2 <sup>nd</sup> bin	1	2	2	Unlimited
	<b>Charge for extra bins?</b>	-	No	No	TBC	1st bin free of charge then each subsequent bin £31.50
	<b>Materials Collected</b>					
	Garden Waste	✓	✓	✓	✓	✓
	Food Waste	-	-	✓	✓	✓
	<b>Collection Vehicle</b>	RVC	RVC	RVC	RVC	RVC
	<b>% of properties with collection</b>	95%	100%	92%	100%	77%

### 3.2.2 Trade Waste Collections

Residual trade waste is collected by three of the collection authorities;

- ☞ North Warwickshire Borough Council
- ☞ Nuneaton and Bedworth Borough Council
- ☞ Rugby Borough Council

In addition trade recycling is also offered by Rugby Borough Council. Current 80 commercial customers have taken advantage of this service

In Stratford a trade recycling service was established by the Council's waste contractor with funding from WCC.

In Warwick, businesses have to make their own arrangements with private waste contractors to have their waste removed.

### 3.3 Waste Collection Authority (WCA) Bring Sites

All waste collection authorities in Warwickshire maintain a bring bank network. These vary in size depend on the kerbside collections. Today bring sites make up a much small portion of the WCAs recycling rate than 5 years ago. There are currently 126 bring scheme sites located across Warwickshire, e.g. at supermarkets, car parks and



## Warwickshire Waste Partnership Business Plan 2011

shopping centres. Table 13 shows the number of bring bank schemes in each area and the range of materials collected.

*Table 13: Bring bank schemes in Warwickshire (2007/08)*

	NBBC	NWBC	RBC	SDC	WDC		
<b>Total Number of Sites</b>	42	22	30	6	26		
<b>Materials Collected</b>							
<b>Paper</b>	<i>Sites</i>	7	9	-	-	21	
	<i>Tonnes</i>	<b>98</b>	<b>201</b>	-	-	<b>103</b>	
<b>Card</b>	<i>Sites</i>	2011 all sites to take paper and card		2	-	-	4
	<i>Tonnes</i>	-	<b>2</b>	-	-	<b>1.56</b>	
<b>Glass</b>	<i>Sites</i>	42	20	-	-	26	
	<i>Tonnes</i>	<b>241</b>	<b>214</b>	-	-	<b>394</b>	
<b>Plastic</b>	<i>Sites</i>	-	2	-	-	4	
	<i>Tonnes</i>	-	<b>15</b>	-	-	<b>1</b>	
<b>Metal</b>	<i>Sites</i>	22	11	-	-	26	
	<i>Tonnes</i>	<b>5</b>	<b>12</b>	-	-	<b>13</b>	
<b>Textiles</b>	<i>Sites</i>	7	9	12	6	10	
	<i>Tonnes</i>	<b>51</b>	<b>40</b>	<b>35</b>	<b>1</b>	<b>95</b>	
<b>Books</b>	<i>Sites</i>	-	7	2	-	2	
	<i>Tonnes</i>	-	<b>4</b>	<b>1</b>	-	-	
<b>Co-Mingled</b>	<i>Sites</i>	-	-	30	6	-	
	<i>Tonnes</i>	-	-	<b>908</b>	not recorded separately	-	
<b>In-house or Contracted?</b>	Contracted	Primarily Contracted	In- House	Contracted	Contracted		

In 2008 all of Stratford District sites become co-mingled, and 2009 all of Rugby Boroughs Councils site.

### 3.4 Household Waste Recycling Centres

The County Council currently provides nine Household Waste Recycling Centres (HWRC). These are spread across the county, with at least one site located in each district/borough area.

- ⌚ North Warwickshire Borough – Grendon HWRC
- ⌚ Nuneaton and Bedworth Borough – Judkins HWRC
- ⌚ Rugby Borough – Hunters Lane HWRC

- ☞ Stratford District – Burton Farm, Shipston, Stockton, Wellesbourne HWRCs
- ☞ Warwick District – Cherry Orchard and Princes Drive HWRCs



Figure 14: Location of HWRC in Warwickshire in 2009/10

Seven of these HWRCs are run by private companies under the terms of agreed contracts. The remaining two sites at Burton Farm near Stratford Upon Avon and at Hunters Lane in Rugby, are operated directly by the Authority through the Waste Management Group. The contract for six the sites run by HW Martins end in November 2011. The timetable for re-tendering these sites has led to the need to review the current service provision. The contract for the site run by Waste Recycling Group Ltd ends in March 2012.

### 3.4.1 Household Waste Acceptance

As can be seen from table 15 (below), most sites accept the majority of household wastes which are not classed as hazardous. Hazardous chemicals, for example, are restricted at the HWRCs and as such can only be taken to Princes Drive. Householders taking hazardous waste here must complete a form (available on the website, by email or by phone).

Asbestos is accepted at the largest sites, but only in small amounts. A resident may take up to three small pieces a month, wrapped and sealed to these sites. Anyone with more than this must pay for disposal of through a private contractor

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Tyres are not accepted free of charge at any HWRC. They are not deemed to be household waste, and as such, it is recommended that they are taken back to Garages. Tyres are, however, accepted as commercial waste for a charge at Princes Drive.

*Table 15: Household Waste accepted at HWRC in Warwickshire in 2009/10*

Material	Burton Farm	Cherry Orchard	Grendon	Hunters Lane	Judkins	Princes Drive	Shipston	Stockton	Wellesbourne
Asbestos				√	√	√			
Automotive batteries	√	√	√	√	√	√	√	√	√
Books	√	√		√		√			
Cardboard	√	√	√	√	√	√	√	√	√
Cardboard beverage packaging	√	√	√	√	√	√	√	√	√
Chemicals						√			
Chipboard and mdf	√	√	√	√	√	√	√	√	√
Engine Oil	√	√	√	√	√	√	√	√	√
Gas bottles/ Cylinders						√			
General MSW	√	√	√	√	√	√	√	√	√
Glass (bottles and jars)	√	√	√	√	√	√	√	√	√
Green garden waste only	√	√	√	√	√	√	√	√	√
Household batteries	√	√	√	√	√	√	√	√	√
Ink & toner cartridges	√	√	√	√	√	√	√	√	√
Mobile phones	√	√	√	√	√	√	√	√	√
Other Scrap metal	√	√	√	√	√	√	√	√	√
Paint						√			
Paper	√	√	√	√	√	√	√	√	√
Plasterboard	√	√	√	√	√	√	√	√	
Plastic Bottles	√	√	√	√	√	√	√	√	√
Plastic Mixed	√	√	√	√	√	√	√	√	√
Rubble and Hard core	√	√	√	√	√	√	√	√	√
Soil	√	√	√	√	√	√	√	√	√
Telephone directories	√	√	√	√	√	√	√	√	√
Textiles & footwear	√	√	√	√	√	√	√	√	√
Tyres									
Vegetable Oil	√	√		√		√		√	
WEEE - Cathode Ray Tubes	√	√	√	√	√	√	√	√	√
WEEE - Fluorescent tubes and other light bulbs	√	√	√	√	√	√	√	√	√
WEEE - Fridges & Freezers	√	√	√	√	√	√	√	√	
WEEE - Large Domestic App	√	√	√	√	√	√	√	√	
WEEE - Small Domestic App	√	√	√	√	√	√	√	√	√
Wood (including treated)	√	√	√	√	√	√	√	√	√

**3.4.2 Trade Waste/ WCA Waste Acceptance**

The foremost waste which is currently tipped at the transfer stations is “street sweepings”, that result from the districts and boroughs road cleaning activities. This material consists primarily of sand and soil generated during the routine cleaning of roadways but may also contain some high levels of seasonal leaf or blossom and other miscellaneous wastes such as litter. Due to the techniques used to by street sweeping vehicles, when this waste is tipped it often has a higher than average water content. This can cause difficulty at the sites due to the significant moisture loss which can occur between the sweepings being brought in (and weighed at the weighbridge) and unloaded, and them being bulked up and combined with other waste to leave the site. i.e. not weighed separately. This will put a disproportionate weight to “sweepings” as apposed to the HWRC general waste.

*Table 16: Trade Waste accepted at HWRC, and materials accepted into the transfer Stations in Warwickshire in 2009/10*

<b>Material</b>	Hunters Lane HWRC	Hunters Lane Transfer Station	Princes Drive HWRC	Princes Drive Transfer Station
<b>Asbestos</b>	√		√	
<b>Clinical</b>		√		√
<b>Residual Waste</b>		√		√
<b>Bio Waste</b>		√		√
<b>Street Sweepings</b>		√		√
<b>Tyres</b>			√	
<b>Gas Bottles</b>	√		√	
<b>Trade Waste - Residual</b>	√		√	
<b>Trade Waste – Green Waste</b>	√		√	
<b>Trade Waste - Glass</b>	√		√	
<b>Trade Waste – Paper</b>	√		√	
<b>Trade Waste – WEEE</b>	√		√	
<b>Trade Waste - Metal</b>	√		√	
<b>Trade Waste - Cardboard</b>	√		√	
<b>Trade Waste – Gas bottles</b>			√	
<b>Trade Waste – Inerts</b>	√		√	
<b>Trade Waste – Plaster Board</b>	√		√	

Trade waste is accepted at the sites, although this is not positive from a Landfill Allowance (LATS) view point. All waste which the Council collects and sends to landfill, including business waste, will count against the allowance that it has been given by

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government. The acceptance of trade waste at the sites does, however, provide a important facility to small businesses to dispose of their waste and recyclables. This also provides an income stream for the council at the Hunters Lane site.

### 3.4.3 HWRC 2010/11 Tonnages by Site

As can be seen in table 17, the amount of waste that each HWRC deals varies considerably.

*Table 17: Waste tonnage collected at HWRCs in 2009/10*

	Burton Farm	Cherry Orchard	Grendon	Hunters Lane	Judkins	Princes Drive	Shipston	Stockton	Wellesbourne
<b>Composting</b>	1,427	1,022	1,132	1,893	1,102	4,278	390	127	274
<b>Landfilled</b>	2,362	1,840	1,473	3,730	4,026	3,033	984	383	658
<b>Other Technologies*</b>	0	19	0	5	0	169	0	7	0
<b>Inert and Soil (landfilled)</b>	913	818	701	447	2,579	2,430	418	219	285
<b>Recycling</b>	1,682	1,858	1,355	1,913	2,818	4,947	878	368	568
<b>Reuse (Inc. reused inerts)</b>	12	65	0	1,051	0	211	65	13	62
<b>TOTAL</b>	<b>6,397</b>	<b>5,622</b>	<b>4,661</b>	<b>9,104</b>	<b>10,548</b>	<b>14,988</b>	<b>2,735</b>	<b>1,118</b>	<b>1,838</b>

*\* Other technologies refers to residual waste which has been disposed by Incineration (with or without energy recovery), made into Refuse Derived Fuel*

The sites split are into three categories

- ☉ Primary Sites – Those with a throughput of over 9,000 tonnes a year i.e. Hunters Lane, Judkins and Princes Drive.
- ☉ Secondary Sites – Those with a through put of between 4,000 and 9,000 tonnes a year i.e. Burton Farm, Cherry Orchard and Grendon
- ☉ Tertiary Sites – Those sites with a through put under 3,000 tonnes a year i.e. Shipston, Stockton and Wellesbourne

The Primary sites have on average a six times greater though put than the average tertiary site.

The only site measuring significant amounts of reuse is Hunters Lane, this is due to over 1,000 tonnes on inert material being sent for aggregate uses.

3.4.4 HWRC Recycling Rate by Site

As can be seen in table 18 (below), during 2009/10 the recycling rate varied markedly across the sites. The large variations between the “Site Recycling Rate” and the “NI192 Recycling Rate”, in the main, are due to inert waste such as soil and rubble, even if this waste has come from a household is classed as construction and demolition waste. This is a non- household waste category. The NI192 rate only refers to waste which is classed as Household waste by the Controlled Waste Regulation 1992. At the majority of sites this inert waste was landfilled, due to the low cost (around £6 a tonne) and the location and availability of sites.

Table 18: Recycling Rate at HWRCs in 2009/10

	Burton Farm	Cherry Orchard	Grendon	Hunters Lane	Judkins	Princes Drive	Shipston	Stockton	Wellesbourne
<b>Municipal Recycling Rate</b>	48%	52%	53%	45%	37%	45%	55%	45%	55%
<b>NI 192 Recycling Rate</b>	56%	60 %	61%	54%	49%	75%	48%	55%	48%

3.4.5 HWRC 2010/11 Site Visit Numbers

In 2010 vehicle counting equipment was installed at seven of the HWRCs. This has enabled us to gain a snap shot of the vehicles passing through the site each day within hour time slots. Although, to date, there is only data covering a small period of time, as this increases analysis will continue.

Using the limited data to hand thus far, the information has been extrapolated to give an estimate for what the year site usage may be. This has been done by taking the number of site visits for between April and September and dividing it between the sites tonnage throughput for the same months. This average weight of waste per visit was then divided over the site throughput for the whole year.

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*Table 19: Visits to HWRC between April and June and estimated yearly site usage*

	Burton Farm	Cherry Orchard	Grendon	Hunters Lane	Judkins	Princes Drive	Shipston	Stockton	Wellesbourne
<b>Q1 Usage</b>	60,964	56,060	50,454 est.	53,351	92,105	115,132	23,350	6,877	13,982
<b>Q2 Usage</b>	58,942	52,543	47,288 est.	51,255	88,414	110,518	23,235	6,300 est.	13,544
<b>Average weight deposited per visit</b>	34kg	28kg	26kg est.	46kg	46kg est.	46kg	37kg	31kg	35kg
<b>Est. Yearly Usage</b>	210,221	198,160	172,000**	199,453	300,000 est.	325,043	78,161	37,652	51,297
<b>Weekend Usage*</b>	33%	39%	36%**	38%	N/A	35%	23%	78%	30%
<b>Weekday Usage*</b>	67%	61%	64%**	62%	N/A	65%	77%	22%	70%

\* Adjust for bank holidays  
\*\* Estimated from 2005 Data

By far the busiest sites are Princes Drive and Judkins, which concurs with the tonnages passing through the site. It is estimated that around 45% of all visits to the HWRCs pass through these two sites alone.

The least busy site is Stockton with under 1.5% of all HWRC traffic passing through the sites. Due to the site only being open Saturday to Monday the weekend/weekday usage ratio is skewed. Weekend usage at the sites open all day, seven days a week is between 30% and 39%

### 3.5 Other Waste Streams

As well as the main waste streams detailed above the authorities within the partnership also deal with other wastes.

#### 3.5.1 Street Sweepings

In Warwickshire we dispose of over 10,000 tonnes of street sweepings to landfill each year. Street sweeping are classed as household waste, and as such are current included on the residual proportion of National Indications such as NI192.

#### 3.5.2 Cleansing Waste

Street cleansing and litter is often higher in the public's awareness than other environmental issues and when asked about the state of their local environment will highlight issues around the aesthetic qualities of their street environment such as litter and dumped rubbish.

Many of the Warwickshire District and Borough Councils are currently trialling or installing "Recycle on the Go" litter bins. The aim is to get recycling bins in public

places, not only to increase the levels of recycling within street cleansing, but also to provide a clear message to the public about the need to recycling in all walks of life.

### 3.5.3 Bulky Waste

Organised collections of furniture and household appliances take place in all Borough and District Councils, but the current arrangements vary significantly along with the charges for the collection. HWRCs offer free disposal of large household items, but the items need to be taken to the site and not all residents may have access to suitable transport.

Currently the majority of bulky waste collected at the borough and district councils is sent to landfill. Reuse could be further encouraged through the collection system by linking more with community groups and the reuse charities shops at the HWRCs.

### 3.5.4 Clinical Waste

Clinical waste is produced in the home as a result of a number of factors including long-term medical conditions, recovery from a hospital stay or following the receipt of healthcare treatment from healthcare professionals. Clinical waste produced by individuals who treat themselves at home is classed as household waste. Where health care workers visit to provide healthcare, however, clinical waste produced may remain the responsibility of the primary care trusts or local health trusts. The legislation that state these waste classifications is currently under review by Defra.

Whilst the quantity of clinical waste collected by local authorities within Warwickshire is relatively low, it involves sensitive issues often involving frail and vulnerable customers. Therefore there is a need to provide a suitable collection service for clinical waste produced in the home. In addition syringes/needles and the like discarded in public places that have been collected during street cleansing activities need to be included as clinical waste and disposed of appropriately.

### 3.5.5 Hazardous Waste

Many households use hazardous materials such as paint, paint thinners and strippers, medicines and pet care products, garden chemicals, batteries, motor products such as engine oil and brake fluid. Historically, some building products contained asbestos and many garden sheds and garages were constructed of asbestos cement sheeting. It is essential that hazardous materials are handled through suitable arrangements, to reduce the exposure risk of personnel working in close proximity of such waste.

Currently the only place which accepted Hazardous Waste in Warwickshire is Princes Drive HWRC. Householders taking hazardous waste here must complete a form (available on the website, by email or by phone).

### 3.5.6 Fly-Tipping

Fly-tipping is the unauthorised 'deposit of waste on land'. Although of high public concern, it is likely that the increasing cost and tightening regulatory requirements on the handling of waste will inevitably increase the risk of materials being fly-tipped, particularly the more hazardous wastes.

The law has been considerably strengthened in order to allow Local Authorities to deal with environmental problems with the Environmental Protection Act 1990, the Crime and Disorder Act 1998, the Anti-social Behaviour Act 2003, and the Clean Neighbourhood and Environment Act 2005, providing enhanced powers and penalties. Nevertheless fly-



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tipping remains a continuing problem and must be considered as anti social behaviour, an environmental crime and at its worst can lead to serious pollution of the environment and harm to human health. It imposes significant costs on Local Authorities, which must then be recovered through the Council Tax.

### 3.6 Existing waste management contracts

Within the Partnership there are a number of disposal and collection contracts in place. The length of contract remaining will influence where potential savings through greater joint working may take place. Table 20 and 21 highlights current contracts which are relevant to this Business Case.

*Table 20: Details of current contract arrangements*

Type of contract	Authority	End Date	Details
All Collection	WDC	2013	The current contract for waste collection and street cleansing will end on 31 <sup>st</sup> March 2013.
All Collection	SDC	2015	Current contract 7 years with option for a 7 year extension.
Recycling Collection	NWBC	2013	
Recycling Collection	NBBC	2014	
MRF	RBC	2014	5+2 years Pure - Ettington
HWRCs	WCC	November 2011	The current contract for 6 HWRCs will end on 30 <sup>th</sup> November 2011
Haulage Hunters Lane	WCC	November 2011	This contract has been procured to end at the same to as the above HWRC contract
Nuneaton HWRC	WCC	April 2012	The current facility will close in April 2012 to make way for a newly built facility
WEEE	WCC	November 2011	This contract has been procured to end at the same to as the HWRC contract
Monitoring of old Landfill Sites	WCC	1 <sup>st</sup> March 2011	

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*Table 21: Current Known Procurements for New Services*

Type of contract	Authority	Start Date	Details
<b>Lower House Farm HWRC and Transfer Station</b>	WCC	April 2012	The provision of a HWRC to replace the current facility at Grendon and transfer station to support NWBC, NBBC and South Staffordshire
<b>Recycling Framework</b>	WCC	November 2011	To enable the selling of materials from the HWRCs and potential other areas in the sub-region
<b>Street Sweepings Recycling</b>	WCC	December 2011	Joint procurement with Coventry to recycle the street sweepings from the whole county
<b>Tyre Disposal</b>	WCC	1 <sup>st</sup> April 2011	To replace current informal arrangements
<b>Bio-waste</b>	WCC	2011/12	Investigations into options for the north of the county
<b>Residual Waste</b>	WCC	2013	Procurement of residual waste capacity post Project Transform

## **Section B – The Business Plan**

To achieve the targets laid out in this section action plans may need to be developed. The Partnership will require individual officers or the relevant the officers working group to provide regular monitoring reports to the Partnership, as well as potentially provide individual authorities scrutiny committees with reports as and when requested.

### **Target 1 - Update the Strategy following the release of the updated guidance from government**

Updating Warwickshire's Municipal Waste Management Strategy, any relevant consultations needed, and agreement by all partners.

#### **B.1 Link to Partnership Vision and Medium Term Objects**

Working towards and achieving this targets supports the Partnership Vision of:

- ☆ To manage Warwickshire waste in ways that are environmentally, economically and socially sustainable.
- ☆ To respect the limits of our environment - using only our fair share of the earth's resources and sustaining Warwickshire legacy for generations to come
- ☆ To embed the principles of the Waste Hierarchy into every day life in Warwickshire
- ☆ To provide high quality waste service fit for the 21st Century to all our residents

Its also supports the Medium Term Objectives of:

- ☉ Reduce the amount of municipal waste produced in Warwickshire to 500 kg per head. With no more than 200 kg per head of residual waste
- ☉ Recycle and compost and reuse 60% of our municipal waste by 2015
- ☉ To increase recycling by all Partners to a minimum of 40%
- ☉ Give Warwickshire an effective voice in dialogue with Government and other agencies with the capacity to influence sustainable waste management.

#### **B.2 Timescales**

To publish updated Municipal Waste Management Strategy by March 2011

#### **B.3 Lead Officer and Supporting Member**

Member Champion: *To be confirmed*

Lead Officer: Kitran Eastman - Warwickshire County Council

#### **B.4 Monitoring And Evaluation**

Monitoring and evaluation of this target will done by comparing project progress against the agreed milestone in its project plan.

## **Target 2 - To assess the best way to monitor the sustainability of Warwickshire municipal waste management**

Alongside the review of the Warwickshire's Municipal Waste Management Strategy, to investigate into options for the most suitable way to measure the sustainability of Warwickshire's municipal waste management. Following this investigation to present to the Partnership potential options for approval.

### **B.1 Link to Partnership Vision and Medium Term Objects**

Working towards and achieving this targets supports the Partnership Vision of:

- ☆ To manage Warwickshire waste in ways that are environmentally, economically and socially sustainable.
- ☆ To respect the limits of our environment - using only our fair share of the earth's resources and sustaining Warwickshire legacy for generations to come
- ☆ To embed the principles of the Waste Hierarchy into every day life in Warwickshire

Its also supports the Medium Term Objectives of:

- ☉ Reduce the amount of municipal waste produced in Warwickshire to 500 kg per head. With no more than 200 kg per head of residual waste

### **B.2 Timescales**

To complete investigations and present report to the Partnership by March 2011

### **B.3 Lead Officer and Supporting Member**

Member Champion: *To be confirmed*

Lead Officer: Kitran Eastman - Warwickshire County Council

### **B.4 Monitoring And Evaluation**

Monitoring and evaluation of this target will done by comparing project progress against the agreed milestone in its project plan.

## **Target 3 - Review the Partnerships position of the delivery of recycling and waste collections, and road map its future delivery**

To carry out a review of current waste systems and taking into account new developments, drivers and legislation present a road map for the potential development of future waste systems in Warwickshire.

### **B.1 Link to Partnership Vision and Medium Term Objects**

Working towards and achieving this targets supports the Partnership Vision of:

- ☆ To manage Warwickshire waste in ways that are environmentally, economically and socially sustainable.
- ☆ To respect the limits of our environment - using only our fair share of the earth's resources and sustaining Warwickshire legacy for generations to come
- ☆ To embed the principles of the Waste Hierarchy into every day life in Warwickshire
- ☆ To provide high quality waste service fit for the 21st Century to all our residents

Its also supports the Medium Term Objectives of:

- ☉ Reduce the amount of municipal waste produced in Warwickshire to 500 kg per head. With no more than 200 kg per head of residual waste
- ☉ Recycle and compost and reuse 60% of our municipal waste by 2015
- ☉ To increase recycling by all Partners to a minimum of 40%

### **B.2 Timescales**

To complete investigations and present report to the Partnership by March 2011

### **B.3 Lead Officer and Supporting Member**

Member Champion: To be confirmed  
Lead Officer: To be confirmed

### **B.4 Monitoring And Evaluation**

Monitoring and evaluation of this target will done by comparing project progress against the agreed milestone in its project plan.

## **Target 4 - To work sub-regionally to improve values for money on joint procurement either as a whole partnership or in clusters**

To continue working under the "total place" banner on sub regional waste collection and disposal issues for the benefit of all Partners

### **B.1 Link to Partnership Vision and Medium Term Objects**

Working towards and achieving this targets supports the Partnership Vision of:

- ☆ To manage Warwickshire waste in ways that are environmentally, economically and socially sustainable.
- ☆ To provide high quality waste service fit for the 21st Century to all our residents

Its also supports the Medium Term Objectives of:

- ☞ Give Warwickshire an effective voice in dialogue with Government and other agencies with the capacity to influence sustainable waste management.

## **B.2 Timescales**

To be confirmed

## **B.3 Lead Officer and Supporting Member**

Member Champion: *To be confirmed*

Lead Officer: Sean Lawson – Rugby Borough Council

## **B.4 Monitoring And Evaluation**

Monitoring and evaluation of this target will be done by comparing project progress against the agreed milestone in its project plan.

## **Target 5 - Reduce the amount of municipal waste produced in Warwickshire to 530 kg per head. With no more than 265 kg per head of residual waste**

To push the continuation of the current fall in waste per head through waste minimisation schemes and campaigns

### **B.1 Link to Partnership Vision and Medium Term Objects**

Working towards and achieving this target supports the Partnership Vision of:

- ☆ To manage Warwickshire waste in ways that are environmentally, economically and socially sustainable.
- ☆ To respect the limits of our environment - using only our fair share of the earth's resources and sustaining Warwickshire legacy for generations to come
- ☆ To embed the principles of the Waste Hierarchy into every day life in Warwickshire

It also supports the Medium Term Objectives of:

- ☞ Reduce the amount of municipal waste produced in Warwickshire to 500 kg per head. With no more than 200 kg per head of residual waste

### **B.2 Timescales**

To report progress against target to each Partnership meeting

### **B.3 Lead Officer and Supporting Member**

Lead Officer: *To be confirmed*

Supporting Member: *To be confirmed*

**B.4 Monitoring and Evaluation**

Monitoring and evaluation of this target will be done through the data collected for and entered into WasteDataFlow by all Partners. Data will be collated by Warwickshire County Council in consultation with other Partners.

**Section C – The Implementation Options**

	A. Waste Prevention and Minimisation	B. Reuse	C. Recycling	D. Recovery and Disposal
	<b>Review of Waste Strategy</b>			
Communications & Education	A.1 – Love Food Hate Waste Campaign (with sub region) A.2 – Home Composting (Including Master Composters/Gardeners) A.3 – No waste gifts A.4 – Sort before you go @ HWRCs	B.1 – Promotion of Reuse Shops B.2 – Promotion of Free-cycle, ebay etc	C.1 – Increasing capture Rates C.2 – Increasing participation rates C.3 – Sort before you go @ HWRCs	D.1 – How much does waste cost campaign
Infrastructure	A.5 – Home Compost Bins Distribution/Green bin swap A.6 – New developments to provide home compost bins A.7 – Municipal parks and gardens composting material at source	B.3 – Expansion of HWRC charity reuse shops B.4 – Increase bulky waste reuse, potential with the 3 <sup>rd</sup> Sector	C.4 – HWRC improvements C.5 – The future for green and bio waste collections C.6 – New street sweepings contract C.7 – The future for recycling collections	D.2 – The future for residual waste collections D.3 – W2R Project D.4 – Review the need for Transfer Stations
Procurement	A.8 – LA procurement polices	B.5 – New HWRCs reuse shops	C.8 – New HWRCs Contracts C.9 – Street Sweepings C.10 – (JPO) Tyres, Fuel, Agency Staff, Training, Vehicles and simmlar C.11 – (JPO) Route analysis, cross board collections	D.5 – Procurement of residual waste capacity for 2013 D.6 – (JPO) Clinical Waste D.7 – (JPO) Tyres, Fuel, Agency Staff, Training, Vehicles and simmlar D.8 – (JPO) Route analysis, cross board collections

\*JPO – Joint Procurement Options