

Warwickshire Waste Partnership - 2010

Joint Waste Committee

Report of the Strategic Director for Environment and Economy on behalf of the Officers Group

Summary

This report evaluates the advantages of becoming a Joint Waste Committee arrangement between all partners, or staying within its present format. The report asks the members of the Partnership to consider the options laid out to move the partnership forward and chose the option which is most likely to deliver the goals of the Municipal Waste Management Strategy.

Recommendation

That Members of the Partnership:

1. Consider the advantages and disadvantages of becoming a Joint Waste Committee.
2. Agree to advance partnership working to deliver the goals of the Municipal Waste Management Strategy either through.
 - (i) Becoming a Joint Waste Committee; or
 - (ii) Improving the current structure and working of the Partnership.

1. Introduction

- 1.1 At the Warwickshire Waste Partnership meeting in September 2010, Members asked for additional information on the advantages of becoming a Joint Waste Committee, over improving the more informal current working arrangements.
- 1.2 In 2007 Warwickshire Waste Partnership discussed becoming a Joint Waste Committee with an options appraisal report being presented. Issues were decided upon, such as the number of elected and non elected voting members, term of office, selection method and decision making. A Committee never came to fruition but greater partnership working between all Authorities in Warwickshire has meant the option still requires consideration.
- 1.3 Sub Regional working between Coventry CC, Solihull MBC and Warwickshire Authorities is also now progressing with some similar principles and aims for

greater joined up working on contracts and service provision while Authorities still retain their autonomy.

1.4 It is important in the current economic climate that the Warwickshire Waste Partnership is a driver to improve partnership working, as well as driving the Waste Strategy, pushing economic and performance benefits. This could be done through either.

- (i) A formal Joint Waste Committee (See section 3); or
- (ii) Refreshing and improving the current arrangements (See section 4).

2. Other Local Authorities

2.1 Most two tier authority areas operate various forms of Waste Partnerships. Some authorities, however, have moved to more formal arrangements for joined up service delivery. For example Somerset has a Waste Board managing recycling and waste services on behalf of all six authorities. Within their constitution, "Partner Authorities have each agreed and resolved that the board should discharge their respective statutory functions with respect to waste disposal, waste collection and recycling of waste". More details can be found at www.somersetwaste.gov.uk.

2.2 In addition, there are also a number of other Joint Waste Committees including Buckinghamshire, Kent, Thames Gateway, Greater Manchester and the West of England Joint Waste Management Committee. These Committees are public meetings and their minutes are published on their web sites.

2.3 The West of England Joint Waste Management Committee comprises of East Somerset Council, Bristol City Council, North Somerset Council and South Gloucestershire Council is also in operation "with the intention of facilitating the Authorities in working together to improve the quality and effectiveness of the discharge of their waste collection and disposal functions under Sections 45 to 51 of the Environmental Protection Act 1990".

3. Warwickshire Joint Waste Committee

3.1 For Warwickshire the question is now what would be the advantage of forming a Joint Waste Committee as opposed to improving the current structure and working of the Partnership, with an agreed business plan and programme of work. Members are being sent (electronically) a copy of the model report circulated at their last meeting in case they wish to refresh themselves as to the shape and purposes of the proposed joint committee.

3.2 The table below highlights a number of advantages of becoming a Joint Waste Committee and the advantages of staying as a partnership.

#	Advantages of a Joint Waste Committee	Advantages of staying as a Partnership
1.	An even greater level of joint working.	More flexibility to choose when joint working is appropriate.
2.	Overall joint Countywide targets for all to pool resources and work towards together.	Authorities retain responsibility for reaching their own targets.
3.	Greater emphasis on reducing overall waste which currently can conflict with the WCA/WDA structure i.e. WCA's receive recycling credits and have less incentive than the WDA to reduce overall waste	Authorities can focus on their own core functions i.e. collection authorities focus on collection and the disposal authority on disposal.
4.	Minutes and reports would need to be made public with meetings possibly also being open to the public which would increase openness and could increase the public's understanding of waste issues	Minutes and reports would remain closed from public viewing until after meetings take place, and meetings would remain in private, which would maintain confidentiality, and could lead to more frank discussion
5.	More flexible use of waste resources e.g. staff and funding can be used where they are most needed	Authorities keep all control of their resources to use within their own authority area.
6.	Cross border partnership working would make the best use of collection crews and rounds	
7.	Better use of economies of scale such as joint contracts or joint tenders for services	Authorities can choose when they want to participate in joint contracts and tenders and when they wish to do their own.
8.	Reduced officer time through reduced replication of work e.g. data recording, responding to enquiries for information and greater county wide promotional campaigns creating a strong joint identity.	Authorities retain their own education and communications campaigns and own identity.
9.	Authorities decide a framework or business plan for projects	Authorities retain their own business plan and projects.
10.	Each Council still remains in charge of its local service and is accountable to local residents.	Each Council still remains in charge of its local service and is accountable to local residents.
11.	Authorities decide what powers they wish to delegate.	

12.	Movement to more standardised collection systems to maximise promotional campaigns, make schemes easier for the public to understand and reduce costs.	Authorities retain their own collection systems and individuality.
13.	Greater decision making powers to ensure a consistent approach is taken by all.	Local decisions taken for local issues
14.	By working together, Warwickshire Joint Waste Committee could improve its image to partners/funders and be recognised as a lead provider of sustainable waste management services in the UK.	Authorities can retain their autonomy whilst increasing partnership working through the Waste Partnership and other forums.
15.	Warwickshire could speak with a single voice in dialogues at sub-regional and national level.	

3.3 To a large degree, this table sets out tendencies rather than absolutes. Items on the joint committee side of the table can often be achieved on the partnership side and vice versa. However, the alternative forms create a greater likelihood of one kind of outcome rather than another.

3.4 Experience with drafting the joint waste committee arrangements revealed that the greatest areas of anxiety were about being forced into contracts and other financial commitments and about keeping freedom to decide local waste collection arrangements. Addressing these anxieties meant that it would remain necessary for partner authorities to consent individually to many proposed decisions, taking away much of the dynamism and economies of a joint committee.

3.5 If partners did want to proceed with a joint committee, it may be best that the committee have no powers to enter contracts or other financial commitments. Joint working through contracts would still be possible but it would have to be achieved through “traditional” case by case agreements as at present. The joint committee would then be confined to formulating policy and co-ordinating and supervising an agreed programme of countywide actions. The joint committee would be a basic platform from which joint working could develop further at a time and speed of the partners’ choosing.

4. Improvements to Current Warwickshire Waste Partnership Arrangement

4.1 As an alternative to a Joint Waste Committee the Warwickshire Waste Partnership could focus on improving current partnership arrangements. The Partnership would be responsible for:-

- (i) Ensuring the joint Municipal Waste Management Strategy is relevant and fit for purpose
 - (ii) Ensuring the goals of the joint Municipal Waste Management Strategy are met
 - (iii) Setting, agreeing and monitoring a yearly business plan to meet the goals of the strategy approved by each authorities cabinet.
- 4.2 The yearly Business Plan would be the driver for greater partnership working. All partners would need to help produce, agree and implement the plan. This business plan will be the basis of the work of the Partnership, enabling it to focus on its goals and achievements. The business plan would need to be approved before April, and cover a 12 month period, with work streams being carried out by core working groups or task and finish groups where necessary.
- 4.3 To best ensure that the Business Plan can be implemented, a reorganisation of waste groups across the county with inclusion of the Waste Strategy Implementation Board would be recommended (see **Appendix A** section x). Use of three core working groups for strategy, communications and operations to be supplemented by task and finish groups where necessary. These groups would decide the frequency and location of meetings as well as linking in with sub regional working in the most efficient ways possible
- 4.4 It is important, however, that any reorganisation does not result in duplication and unneeded meetings. The Partnership can also investigate the use of teleconferencing where appropriate.
- 4.5 A draft business plan for 2011/12 can be seen in **Appendix A**. If the partnership wishes to follow this route to improved partnership working then further discussion regarding the Business Plan will be needed.

5. Conclusions

- 5.1 It may help Members to look at the Partnership Business Plan attached as Appendix A and at the paper circulated at their last meeting about the Sub-Regional Working Project and consider whether a joint committee or a partnership is the best mechanism for dealing with the challenges and opportunities described there.
- 5.2 There is no doubt that partnership working between authorities in Warwickshire is growing all the time with greater improvements being made for the benefit of all. If improved levels of recycling are to be achieved in the current economic climate, it is vital that this continues to be built upon. This could potentially include movement towards more shared working practices and clustered standardised collection systems for collective benefit where possible.
- 5.3 Sub regional working as well as partnership working across the county is crucial in improving economies of scale and improving services. It is important these opportunities be included in any future workings of the partnership.
- 5.4 With the current changes affecting national and local government it may be prudent to further improve Partnership working in waste both within

Warwickshire and sub-regionally. The Warwickshire Waste Partnership is uniquely placed to move this agenda for all the authorities in Warwickshire.

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Background Papers

Draft 2010/11 Warwickshire Waste Partnership Business Plan

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11 November 2010

Warwickshire Waste Partnership

Joint Committee

Model Report

RECOMMENDATION

That [the Executive]:

- (1) agrees to the establishment of a joint committee and the other arrangements for the discharge of waste management functions, including the delegations of executive functions to and the standing orders of the committee, contained in Appendix A to this report;
- (2) appoints the [member of the Executive with responsibility for waste management functions] to the committee and [another member of the Executive] as his or her substitute;
- (3) authorises the [member of the Executive with responsibility for waste management functions] or his or her substitute to give a written indication of support for a Part B Decisions in accordance with Clause 4.12 of the Partnership Agreement and Standing Order 2.3;
- [(4) approves the Budget and Business Plan for 2010/11 in Appendix B to this report;]
- [(5) recommends that Council agree to those arrangements (including authority to signify agreement to Part B decisions in writing) so far as they relate to the Joint Municipal Waste Strategy.]]
- [(6) authorises the [relevant officer] to make the necessary consequential changes to the Constitution of the Council.]

1.0 Introduction

- 1.1 The Warwickshire Waste Partnership was created in 1998 as an informal Member forum to help formulate and integrate waste management strategy. It meets in private, although its minutes and most reports are subsequently made public.
- 1.2 The Partnership possesses no decision-making powers. If action is required, or a policy needs to be approved, the Partnership must make a proposal requiring adoption by each of the constituent authorities concerned.
- 1.3 The Partnership has worked well so far. It has brought both elected members and officers into closer working relationships and assisted the development of common policy positions such as the Joint Municipal Waste Strategy. However, in 2007 the Partnership began exploring the possibility of a more formal relationship which would allow it to develop a more ambitious vision of joint working.

- 1.4 The vehicle for joint working preferred by the Partnership was a joint committee and by early 2008 each of the constituent authorities had resolved to give in principle support to outline proposals. Since then, officers have worked on a detailed agreement including a set of standing orders for the joint committee. Support for the principle of a joint committee has been sustained despite the political changes seen in that period.
- 1.5 On 21st September 2010, the Partnership recommended that its constituent authorities agree to the detailed arrangements contained in Appendix B. This report seeks that agreement. If agreement is given, the aim is to have the first meeting of the joint committee in [date].
- 1.6 [This report also seeks approval to a Budget and a Business Plan for the remainder of 2010/11 to which this authority will contribute [£]. The proposed Budget and Business Plan is Appendix C to this report. If the joint committee is established as proposed, reports will be brought in [date] seeking approval for a Budget and a Business Plan for 2011/12.

2.0 The Justification for a Joint Committee

- 2.1 There is no legal obligation to create a joint committee. It is legally possible for the Warwickshire Waste Partnership to continue as a “talking shop” which can only recommend and request decisions from its constituent authorities. However, it is cumbersome and costly for all decisions to be made up to six times in each of the constituent authorities and such arrangements do not encourage the trust and ambition necessary for step change in joint working.
- 2.2 The Partnership recognised that closer partnership offered the following potential benefits in meeting the challenges facing waste disposal and waste collection authorities:
- economies of scale and integration
 - decisive strategic leadership
 - a single authoritative voice
 - consistency in provision and message
 - sharing of risk and reward
 - a dedicated executive capacity
 - increased trust and understanding
 - attractiveness to funding bodies.
- 2.3 Both the Government and the Audit Commission have encouraged improved strategic working through mechanisms such as joint committees. Although infrastructure projects will be the subject of freestanding legal agreements, the existence of a joint committee can help to give the confidence necessary for the large investments required for new facilities. This is reflected in the Memorandum of Understanding signed by the County Council and all of the Warwickshire districts and boroughs in [date].
- 2.4 This Memorandum of Understanding was seen by the Government as essential if it was to commit funding to the W2R and Project Transform proposals. It pledged the signatories to continued and improved joint working to be managed through the Warwickshire Waste Partnership. Whilst the Memorandum does not in terms require that the Partnership take the specific form of a joint committee, the ability of a joint committee to agree policies and

take executive decisions would equip the Partnership to perform the role envisaged in the Memorandum.

- 2.5 The Partnership tested the option of joint committee against other options including a joint waste authority. A joint waste authority is a body created by Ministerial order with the power to set a precept and the founding authorities retain no veto or other control over the use of the powers delegated to it. This would represent a bridge too far. By contrast, the joint committee is considered to be the “Goldilocks” option between the status quo and a joint waste authority.
- 2.6 The decisive considerations in favour of a joint committee were as follows:
- it is a flexible mechanism which allows gradual development at a pace determined by the constituent authorities
 - the delegation of carefully defined powers facilitates expedited and streamlined decision-making
 - it employs familiar and relatively low cost procedures with minimal additional bureaucracy
 - it is open and democratically accountable
 - the support provided by the lead authority creates the nucleus of dedicated and unified delivery capability
 - it meets the expectations of Government and other stakeholders and funding bodies
 - it represents an important psychological and cultural commitment to the principles of partnership
 - it preserves the identity and basic responsibilities of the constituent authorities.

3.0 An Overview of the Arrangements

- 3.1 The detailed arrangements are in Appendix A. They comprise two linked documents.
- 3.2 The first document is the Partnership Agreement, which is a legally binding agreement between all the partner authorities. The Partnership Agreement sets out the practical arrangements necessary to support the joint committee, such as contributions to its budget and appointing a Lead Partner to implement decisions of the joint committee, as well as normal contractual provisions such termination and resignation.
- 3.3 The second document is the Constitution of the joint committee. This contains standing orders which set out rather standard procedures for membership, voting, chairing, etc. as well as the delegations and objectives of the joint committee.
- 3.4 The joint committee would not be able to alter or depart from the Partnership Agreement and its Constitution. Any alteration or departure would require the express approval of the constituent authorities. However, the joint committee would be allowed to supplement its standing orders with a Protocol dealing with more minor procedural matters. At the end of Appendix A is a list of the kinds of matters with which a Protocol might deal.
- 3.5 The key features of the arrangements are as follows:

- each authority will have one member with one vote
- there is a Core Budget to cover basic running costs
- the County Council pays 50% of the Core Budget and the other authorities pay 10% each
- any additional spending is funded from a Projects Budget with financial contributions agreed on a case by case basis
- neither the Core Budget nor the Projects Budget is available unless it has been approved by every authority each year
- each authority would also be asked to approve a Business Plan each year
- the committee will have the power to agree countywide waste policies (including the Joint Municipal Waste Strategy) but only with unanimous support from its members
- the committee will act as a forum for the exchange of information and views and formulating recommendations for action
- the committee can undertake other initiatives and projects provided that the constituent authorities approve the funding and any contracts
- one of the authorities will act as a “Lead Partner” to provide general practical support to the joint committee and to implement projects
- a Lead Partner may hold money and other assets and enter contracts and grant agreements on behalf of the joint committee
- the joint committee would be called the Warwickshire Waste Partnership.

3.6 The joint committee would be given a general delegation of such powers as are necessary to perform its allotted responsibilities. Although the terms of the delegation are wide, the interests of each constituent authority are protected through a series of safeguards:

- the joint committee can use its powers only to achieve the Objectives set out in Annex 1 to the Constitution
- certain types of decision listed in Part B of Annex 2 to the Constitution can only be made and implemented with unanimous support from the members of the committee
- expenditure is limited to what is in an approved Budget
- no authority can be committed to a contract without its specific agreement
- the committee cannot change waste collection arrangements in any district or borough
- serious disputes can be referred to a joint meeting of the committee and the Leaders and Chief Executives of its constituent authorities
- an authority can resign on six months’ notice to expire the following 1st April
- the authorities can agree to terminate the joint committee entirely at any time.

3.7 These safeguards ensure that the joint committee cannot become a runaway train. In effect, each constituent authority has its hand on the brake. However, the arrangements are designed to be flexible so that the constituent authorities can go at whatever speed is comfortable for them. At the outset, the Core Budget will be only £7,400 (at 2010/11 prices) and there is no Project Budget. However, the joint committee can gradually build its role, with the consent of the constituent authorities, as opportunities for joint working are identified and confidence in the arrangements grows.

- 3.8 The remainder of this report highlights and gives further explanation of some specific aspects of the arrangements. Where changes have been made from the original proposals given in principle approval by this authority in [date] these are identified.

4.0 Membership and Decision-Making

- 4.1 Each constituent authority must appoint its Portfolioholder with responsibilities for waste to the joint committee, together with a substitute who must also be from its Executive. The joint committee would meet quarterly and an Officer Strategy Group would also have regular meetings.
- 4.2 It was originally proposed that the joint committee would be able to appoint non-voting co-opted members. On further investigation, that is not technically possible. Instead, the joint committee would recommend that the Lead Partner appoint a specified co-opted member.
- 4.3 It was also originally proposed that the County Council representative would chair the joint committee. Instead, it is now proposed that the joint committee elect its Chair at the start of each year in the usual manner. The Chair would have a casting vote.
- 4.4 It was also originally proposed that ordinary decisions would require a two-thirds majority and that certain decisions (called “Part B Decisions”) would require unanimity. On further investigation, it has been concluded that the relevant legislation requires that joint committee decisions be made by a simple majority. Therefore, all decisions will be made by a simple majority, which with six members is the same as a two thirds majority. However, for all practical purposes, Part B Decisions will still require unanimous support. This is because delegations to the committee are subject to a limitation that the powers to make Part B Decisions are not available unless all members of the committee have indicated their support either by voting or by written notice. To back this up, the Partnership Agreement provides that none of the constituent authorities can implement or be required to finance or comply with a Part B Decision which does not have such unanimous support.

5.0 The Lead Partner

- 5.1 The joint committee is not a legal entity in the same way as a local authority and thus it cannot own property, employ staff, have a bank account and enter contracts. Therefore, one of the constituent authorities must carry out these functions on its behalf as the “Lead Partner”.
- 5.2 At the outset, the County Council will act as the Lead Partner to ensure that the joint committee has the professional and administrative support that it needs. The Core Budget will cover part of the cost to the County Council. However, the arrangements allow for any of the other constituent authorities to take over some or all of the functions of the Lead Partner either generally or in relation to some specific project.
- 5.3 At the time of the original proposals, it was envisaged that a Partnership Manager might be appointed. Whilst that cannot be ruled out for the long term future, it is not a realistic possibility now.

- 5.4 Officers of all the constituent authorities will contribute their time and expertise to decision-making by the joint committee, the development of its policies and the delivery of specific projects. Where some project would require a significant amount of work for officers of an authority outside the normal scope of their responsibilities, the other authorities involved in that project could agree to contribute towards the cost. However, no authority could be forced to contribute to such costs because an authority cannot be obliged to contribute funding which is not in a Budget which it has approved.

6.0 Budgets and Contracts

- 6.1 The constituent authorities will be asked to approve a three year rolling Budget and Business Plan each year. The Budget would be split into a Core Budget and a Projects Budget.
- 6.2 The Core Budget is a contribution towards the basic running costs of the joint committee and the full year cost in 2010/11 would have been £7400. The Core Budget is funded 50% by the County Council and 10% by each of the districts and boroughs. The contributions are paid directly to the Lead Partner.
- 6.3 The Projects Budget would cover any specific initiative which the constituent authorities, or some of them, have agreed to fund. There is currently no Projects Budget. However, in future years the Projects Budget might include initiatives such as an education campaign, a research study, preparing a funding bid, joint purchasing of supplies or even establishing a new facility or service. The Projects Budget would indicate what financial contributions would be required from the authorities participating in each initiative. It is not possible to lay down some general formula for how much each authority contributes. All these decisions are matters for the authorities to decide on a case by case basis.
- 6.4 When approving Budgets, the constituent authorities might agree to block funding which leaves the joint committee with discretion as to how exactly it is used or they might be precise about a particular project. It is quite likely that projects that involve substantial legal and financial commitments will also be the subject of separate legal agreements between the authorities which set out rights, risks and liabilities in more detail than is possible in general purpose arrangements such as those now proposed.
- 6.5 If the joint committee incurs expenditure which is not in an approved Budget, it cannot require any of the constituent authorities to contribute to the cost unless it is "urgent expenditure" or payable under an indemnity or is part of the settlement necessary when a partner resigns or the joint committee is terminated.
- 6.6 Urgent expenditure is "expenditure which the Lead Partner (following such consultation with other Partners as is practicable in the circumstances) reasonably considers it necessary to incur before variations to the approved Budget can be agreed in order to protect the interests of the Partnership or to ensure the legality and propriety of its actions."
- 6.7 An indemnity might arise if, for example, the Lead Partner delivering a project finds itself being sued by some third party and has to defend itself. In such circumstances, the other authorities participating in that project might be

called upon to make a fair and reasonable contribution to the legal costs (so long as the Lead Partner has not been guilty of some negligence or wrongdoing). This kind of indemnity arrangement is standard in contracts which require one party to act on behalf of tohers.

- 6.8 Whilst a project which is in the Projects Budget will be overseen by the joint committee, there is no legal restriction stopping constituent authorities from pursuing a joint project entirely outside the framework of the joint committee (so long as the project is consistent with the general Objectives in Annex 1 to the Constitution).
- 6.9 The joint committee might also bid for grant funding from a source such as the Government. Such an initiative would not, strictly speaking, have to be included in an approved Budget in advance if no financial contribution is required from constituent authorities. This gives the joint committee some valuable flexibility to respond to external funding opportunities arising at short notice. However, any such initiative is subject to the fundamental rule that no contractual commitment can be made on behalf of an authority without its consent. Thus the joint committee could not appoint an authority as the accountable body, or make delivery promises, or accept clawback liabilities, on behalf of an authority without its consent.

7.0 Scrutiny

- 7.1 The Partnership does not recommend the creation of a joint scrutiny body at this stage but the arrangements promise a review of this issue in the light of experience. However, the joint committee will be subject to the same rules that apply to local authority committees about openness. Also, the scrutiny mechanisms in each constituent authority will apply to decisions such as approving the Budget and Business Plan each year, the annual performance report and accounts supplied to each authority and the performance of the Portfolioholder appointed to the joint committee

8.0 Conclusion and Recommendation

- 8.1 The Warwickshire Waste Partnership recommends a statutory joint committee as an important step towards meeting the challenges faced by all the waste authorities in the county. Accordingly, approval is now sought for the detailed arrangements with the aim of the first meeting taking place in [date].

Warwickshire Waste Partnership

Working together for a more sustainable future

Business Plan 2011/12

*1st Draft
November 2010*



Warwickshire Waste Partnership Business Plan 2011

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Glossary of terms

Commercial Waste	Waste classed as arising from non household sources according to the Controlled Waste Regulations 1992
Composting	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.
Composting (in vessel)	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.
Composting (Windrow)	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
EfW	Energy from Waste
Household Waste	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
HWRC	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.
Incineration	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
Industrial Waste	Waste from any factory and from any premises occupied by an industry
Inert Waste	Waste which, when deposited into a landfill site, does not undergo any significant physical, chemical or biological transformation
Landfill Sites	Land in which waste is deposited
Landfill Tax	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.
LATS	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.

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Municipal Waste	Any waste controlled or directed by a Waste Collection Authority or a Waste Disposal Authority
PPE	Personal protective equipment
Recycling	The segregation, collection and reprocessing of waste materials into the same products or different ones
Residual Waste	The elements of the waste stream that remains after recycling or compostable materials have been separated or removed
Re-Use	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
Trade Waste	Waste classed as arising from non household sources according to the Controlled Waste Regulations 1992
Transfer Station	A facility where deposited bulked up and transported to a disposal or reprocessing point
Waste Hierarchy	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>
Waste Minimisation	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
WCA	Waste Collection Authority
WCC	Warwickshire County Council
WDA	Waste Disposal Authority
WDF	WasteDataFlow
WEEE	Waste Electrical and Electronic Equipment

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 of 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 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 and compost and reuse 60% of our municipal waste by 2015
3. To 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
- Use new methods for communications
- 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 appropriate
- Improved HWRC facilities
- Increasing range of materials collected via HWRC's and scheme to reduce recyclables being put into the residual waste stream

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 municipal waste management
3. Review the Partnerships position of the delivery of recycling and waste collections, and road map its future delivery
4. To work sub-regionally to improve values 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

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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 Cabinets 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 provide individual authorities scrutiny committees with reports as and when requested.

Updates and reports on each target will be reported at the Partnership meetings through 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 service fit for the 21st 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 resulting 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.

3.3.1 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 (WCA's) 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

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- ☞ 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 appropriate
- ☞ Improved HWRC facilities
- ☞ Increasing range of materials collected via HWRC's 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 Strategy following the release of the updated guidance from government
- ☞ To assess the best way to monitor the sustainability of Warwickshire municipal waste management
- ☞ Review the Partnerships position of the delivery of recycling and waste collections, and road map its future delivery
- ☞ To work sub-regionally to improve values 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		
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>

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

North Warwickshire Borough Council		
Recycling	Revised Kerbside Recycling - Service to include plastics and cardboard recycling – Continued promotion of the service	2010/11
Recycling	Participation survey (2 nd part)	2011
Route Optimisation	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		
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>

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

Stratford District Council		
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>

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

Warwickshire County Council		
HWRCs	To successfully bring 6 HWRCs in-house and procure a recyclables framework	1 st December 2011
Street Sweepings	To successfully procure a facility to recycle street sweepings	December 2011

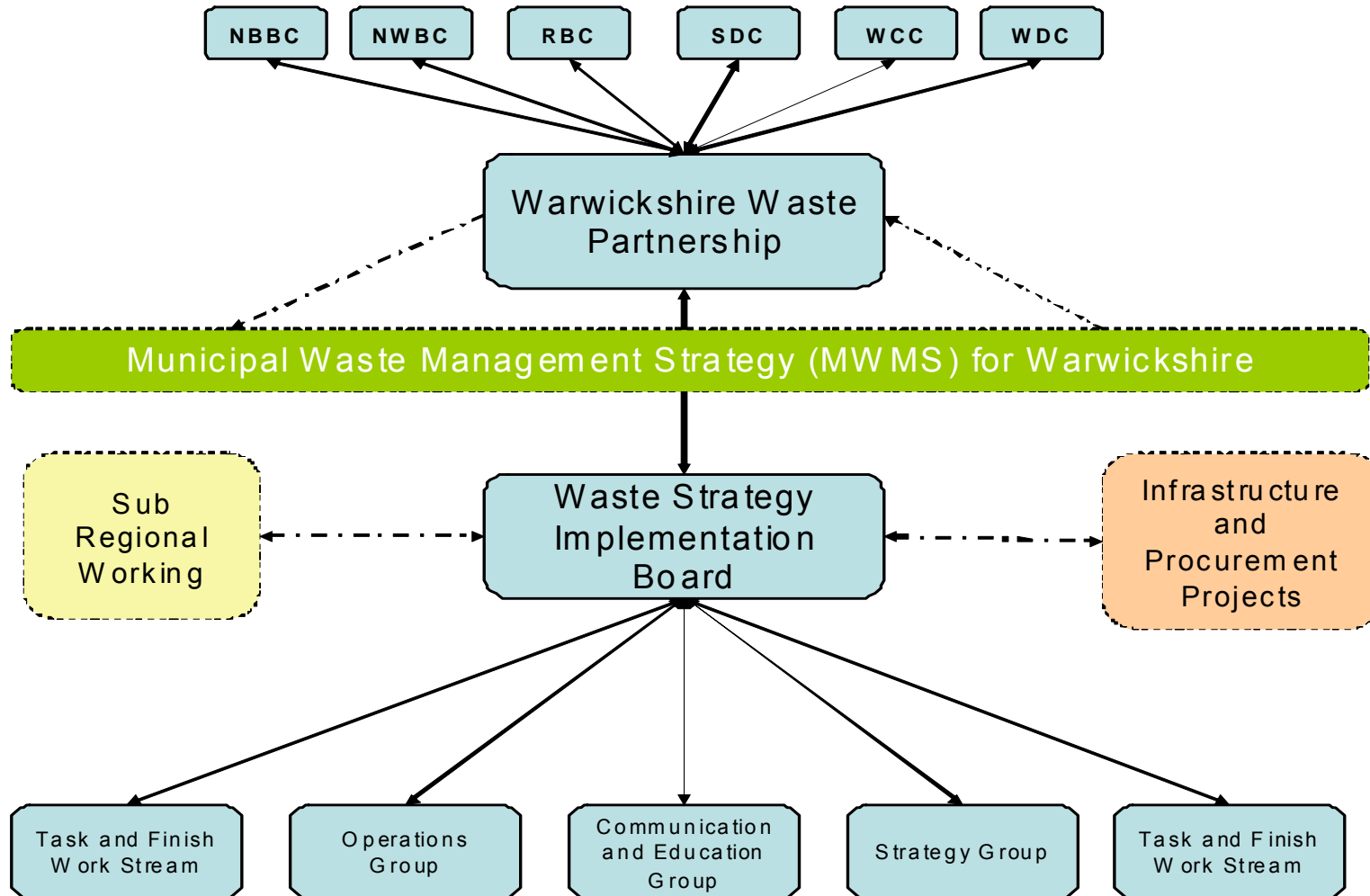
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Lower House Farm	To successfully procure a design and build contract for the Lower House Farm HWRC and Transfer Station, and commence building	March 2011
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Table 6 (below) – WDC Goals and Targets for 2011/12

Warwick District Council		
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>
<i>To be completed</i>	<i>To be completed</i>	<i>To be completed</i>

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 th 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 th March 2011	Warwickshire Waste Partnership Business Plan endorsed at Warwickshire Waste Partnership meeting	Warwickshire Waste Partnership
2 nd April 2011	Work starts on work streams highlighted in the Business Plan	All Partners
14 th June 2011	Update on implementation of the Business Plan and performance monitoring	Warwickshire Waste Partnership

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27 th September 2011	First discussion on 2012/13 targets and objectives	Warwickshire Waste Partnership
	Update on implementation of the Business Plan and performance monitoring	
6 th 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 th 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 propose of this Business Plan waste referred to is Municipal unless otherwise stated.

3.2 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
Residual	36,596	26,045	19,529	21,711	25,092	31,403	152,271
Composting	8,738	5,116	9,711	16,487	13,432	11,622	65,106
Recycling	8,925	2,994	10,575	14,272	10,963	16,076	63,845
Reuse	0	0	3.4	0	0	2,732	2,735
TOTAL	54,259	34,156	39,818	52,468	49,486	57,774	292,602

* 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

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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	526,700
Residual	302	419	215	184	186	60	289
Composting	72	82	107	140	100	22	135
Recycling	74	48	116	121	81	31	134
Reuse (Inc. reused inerts)	0	0	0.03	0	0	5	5
TOTAL	448	549	438	445	368	117	539

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

3.3 Waste Collection Authority (WCA) Kerbside collection systems

3.3.1 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
Residual Waste	Standard Bin Size	240 Litre	240 Litre	240 Litre	240 Litre	180 Litre
	Collection Frequency	Weekly	Weekly	Fortnightly	Fortnightly	Fortnightly
	No Side Waste Policy?	<i>Awaiting info</i>	<i>Awaiting info</i>	YES	<i>Awaiting info</i>	<i>Awaiting info</i>
	No. of properties on communal bin collections	8%	5%	1,895	<i>Awaiting info</i>	6%
	No. of properties on sack collections	<i>Awaiting info</i>	<i>Awaiting info</i>	70	<i>Awaiting info</i>	6,000

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Table 11: Kerbside Recycling waste collection arrangements

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

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Table 12: Kerbside Recycling waste collection arrangements

		NBBC	NWBC	RBC	SDC	WDC
Composting	Standard Bin Size	240 Litre	240 Litre	240 Litre	240 Litre	240 Litre
	Collection Frequency	Fortnightly	Fortnightly	Fortnightly	Fortnightly	Fortnightly
	Number of bins allowed	<i>Awaiting info</i>	<i>Awaiting info</i>	2	<i>Awaiting info</i>	<i>Awaiting info</i>
	Charge for extra bins?	<i>Awaiting info</i>	<i>Awaiting info</i>	No	<i>Awaiting info</i>	<i>Awaiting info</i>
	Materials Collected					
	Garden Waste	✓	✓	✓	✓	✓
	Food Waste	-	-	✓	✓	✓
	Collection Vehicle	<i>Awaiting info</i>	<i>Awaiting info</i>	RVC	<i>Awaiting info</i>	<i>Awaiting info</i>
	% of properties with collection	<i>Awaiting info</i>	<i>Awaiting info</i>	92%	<i>Awaiting info</i>	<i>Awaiting info</i>

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

3.4 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 shopping centres. In 2009 all Rugby Brought Councils site became co-mingled. Table 13 shows the number of bring bank schemes in each area and the range of materials collected.

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

	NBBC	NWBC	RBC	SDC	WDC	
Total Number of Sites	42	22	30	6	26	
Materials Collected						
Paper	<i>Sites</i>	7	9	-	-	<i>Awaiting info</i>
	Tonnes	98	201	-	-	103
Card	<i>Sites</i>	-	<i>Awaiting info</i>	-	-	<i>Awaiting info</i>
	Tonnes	-	2	-	-	1.56
Glass	<i>Sites</i>	42	20	-	-	<i>Awaiting info</i>
	Tonnes	241	214	-	-	394
Plastic	<i>Sites</i>	-	2	-	-	<i>Awaiting info</i>
	Tonnes	-	15	-	-	1
Metal	<i>Sites</i>	22	11	-	-	<i>Awaiting info</i>
	Tonnes	5	12	-	-	13
Textiles	<i>Sites</i>	7	9	12	6	<i>Awaiting info</i>
	Tonnes	51	40	35	7	95
Books	<i>Sites</i>	-	7	2	-	-
	Tonnes	-	4	1	-	-
Co-Mingled	<i>Sites</i>	-	-	30	-	-
	Tonnes	-	-	908	-	-
In-house or Contracted?	<i>Awaiting info</i>	<i>Awaiting info</i>	In- House	Contracted	<i>Awaiting info</i>	

3.5 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.

3.3.1 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

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.

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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)	√	√	√	√	√	√	√	√	√

3.3.2 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

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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

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

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 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.

3.3.3 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
Composting	1,427	1,022	1,132	1,893	1,102	4,278	390	127	274
Landfilled	2,362	1,840	1,473	3,730	4,026	3,033	984	383	658
Other Technologies*	0	19	0	5	0	169	0	7	0
Inert and Soil (landfilled)	913	818	701	447	2,579	2,430	418	219	285
Recycling	1,682	1,858	1,355	1,913	2,818	4,947	878	368	568
Reuse (Inc. reused inerts)	12	65	0	1,051	0	211	65	13	62
TOTAL	6,397	5,622	4,661	9,104	10,548	14,988	2,735	1,118	1,838

* 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.

3.3.4 HWRC Recycling Rate by Site

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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
Municipal Recycling Rate	48%	52%	53%	45%	37%	45%	55%	45%	55%
NI 192 Recycling Rate	56%	60 %	61%	54%	49%	75%	48%	55%	48%

3.3.5 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
Q1 Usage	60,964	56,060	50,454 est.	53,351	92,105	115,132	23,350	6,877	13,982
Q2 Usage	58,942	52,543	47,288 est.	51,255	88,414	110,518	23,235	6,300 est.	13,544
Average weight deposited per visit	34kg	28kg	26kg est.	46kg	46kg est.	46kg	37kg	31kg	35kg
Est. Yearly Usage	210,221	198,160	172,000**	199,453	300,000 est.	325,043	78,161	37,652	51,297
Weekend Usage*	33%	39%	36%**	38%	N/A	35%	23%	78%	30%
Weekday Usage*	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%

3.6 Other Waste Streams

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

3.3.1 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.

3.3.2 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 Warwickshire's 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.

3.3.3 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. Household Waste Recycling Centres 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.

3.3.4 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 id 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.

3.3.5 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 Hazadous 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).

3.3.6 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.

3.7 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	<i>Awaiting info</i>
All Collection	SDC	20??	<i>Awaiting info</i>
Recycling Collection	NWBC	20??	<i>Awaiting info</i>
Recycling Collection	NBBC	20??	<i>Awaiting info</i>
MRF	RBC	2014	5+2 years Pure - Ettington
MRF	SDC	20??	<i>Awaiting info</i>
HWRCs	WCC	November 2011	The current contract for 6 HWRCs will end on 30 th 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 st March 2011	

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Table 21: Current Known Procurements for New Services

Type of contract	Authority	Start Date	Details
Lower House Farm HWRC and Transfer Station	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
Recycling Framework	WCC	November 2011	To enable the selling of materials from the HWRCs and potential other areas in the sub-region
Street Sweepings Recycling	WCC	December 2011	Joint procurement with Coventry to recycle the street sweepings from the whole county
Tyre Disposal	WCC	1 st April 2011	To replace current informal arrangements
Bio-waste	WCC	2011/12	Investigations into options for the north of the county
Residual Waste	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.5 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.6 Timescales

To be confirmed

B.7 Lead Officer and Supporting Member

Member Champion: *To be confirmed*

Lead Officer: Sean Lawson – Rugby Borough Council

B.8 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
	Review of Waste Strategy			
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 rd 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