

Waste Partnership for Buckinghamshire

Joint Waste Strategy 2014-20



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January 2015
Details correct at
time of agreement

Foreword

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

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

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

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

Waste management is not solely influenced by finance. Environmental aspects are an important factor to consider, alongside providing a service appropriate for the taxpayer and the charity sector.

Education regarding waste and recycling for our future generation is high on our agenda, as this is fundamental to achieving a sustainable future for Buckinghamshire.

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



Lesley Clarke
The Chairman of the Joint Waste Committee for
Buckinghamshire
January 2015



Introduction to the Waste Partnership

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

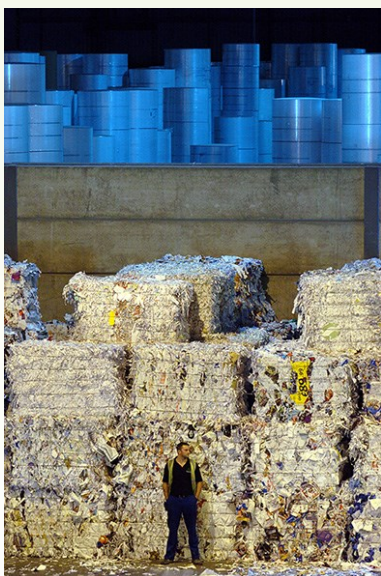
The work of the Partnership is overseen by the Joint Waste Committee, which comprises two Members from each authority, including the relevant Portfolio Holder. Members meet regularly throughout the year (on at least three occasions), and all key decisions, including joint-budgetary or financial decisions,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

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

- Building has commenced on an 'Energy from Waste' plant at Calvert, which will significantly reduce the need for using landfill sites as a method of waste disposal.
- New collection schemes have successfully been rolled out across the districts.

- The Partnership's joint fly-tipping initiative has gone from strength to strength, and key convictions have been publicised in local media and is acclaimed internally.
- The introduction and delivery of a waste prevention programme covering garden, food and bulky waste streams.

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



Our Objectives

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

Communicating and delivering an excellent service to local residents and businesses

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

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

Local government funding is being cut, and financial considerations are now at the fore of the delivery of all public sector services. We must, as local authorities, look to maximise any opportunities for income generation, and the waste and resource industry will be fundamental to this approach. Waste is now viewed across the sector as a resource, a

commodity to be targeted to achieve value for money. Many large-scale private companies are generating profits from processing household waste material, and it is important that we do not miss any opportunity to help fund our service delivery.

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

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



High environmental performance is a priority for our partnership

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

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

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

Effective education is fundamental to our approach

Getting the right messages out to residents and businesses is a fundamental requirement behind our partnership approach to waste management.

Targeted educational communications and campaigns increase awareness of the type of services that each authority provides, and advocate the waste prevention and reduction messages.

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

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

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

Delivery Plan

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

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

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

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

Key Targets: As a partnership, we have established some key targets to achieve over the coming years. These targets are intended to be read as joint targets, that we will seek to achieve as a partnership. Both targets are tied together; rising recycling rates should be achieved in tandem with falling residual waste generated per household, to identify that residual waste reduction is directly and positively impacting on recycling rates.

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

Monitoring: As a partnership, we want to monitor some key, joint indicators of waste management.

These are not targets, and should not be read as such.

Indicator	Past years		Starting Point	Current year expectation	Long-term expectation
	2011/12	2012/13	2013/14	2014/15	2019/20
Food waste tonnages	No data	4,005	11,172	16,948	18,456
Municipal waste sent to landfill (%)	57.6	55	49	45	<5%

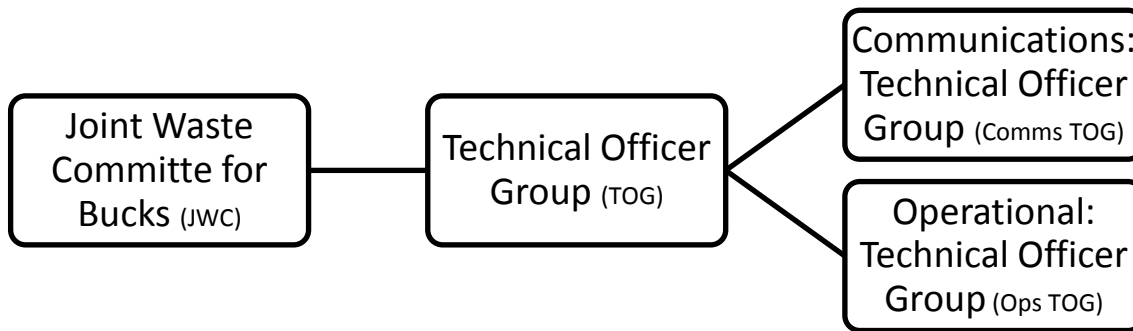
The monitoring of Commercial and Industrial Waste in these figures will be reviewed after the EfW plant has come online.

Membership & Governance

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

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

The organisational structure of the Partnership



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

The **Technical Officer Group (TOG)** is made up of senior officers, representing the five authorities and the Waste Partnership Officer. This group is responsible for advising the JWC

on work streams, updating on projects, and guiding the work plans of the two officer groups; the Operational and Communications Technical Officer Groups.

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

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

The **Waste Partnership Officer** is a joint-funded post, reporting directly to the Chairman and Vice-Chairman of the JWC. The Waste Partnership Officer is responsible for liaising with members and officers at each authority, providing a neutral point of contact, and will assist with the work plan for the Operational and Communications TOGs. This post will also be responsible for taking on projects as decided by the JWC, and for reporting and presenting to the JWC on an 'ad hoc' basis.

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

Agreed roles within the Partnership:

Chairman and Vice-Chairman of the JWC – Members of the Cabinet of the partner authorities

Secretariat – Chiltern District Council

Treasurer – South Bucks District Council

Waste Partnership Officer*

Waste Reduction Officer's (1.2FTE)*

**Joint-funded posts*

Governance documents

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

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

Web Addresses

www.recycleforbuckinghamshire.co.uk

Social Media

www.facebook.com/recycle4Bucks

www.twitter.com/recycle4Bucks

[Link to Memorandum of Understanding](#)

[Link to Constitution](#)



WASTE PARTNERSHIP
FOR BUCKINGHAMSHIRE

Designed by Communications and Marketing, AVDC.



South Bucks
District Council