

Joint Municipal Waste Management Strategy 2020-2035

SUMMARY

This report provides an update on the 2020 progress of the new Joint Municipal Waste Management Strategy for the Authority and the Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames for the years 2020-2035.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Confirm or update the strategic objectives set in 2019 by WLWA Members in section 5
- 2) Note the 2020 Outcomes in appendix 2
- 3) Approve the 2021 WLWA Plan in appendix 3 and note the draft 2021 Joint Plan for discussion with the Environment Directors Board
- 4) Approve the key messages relating to where we want to be in the future in appendix 4

1. Background – The Authority and Boroughs committed in 2005 to a Joint Municipal Waste Management Strategy (JMWMS) which included waste prevention, reuse, recycling, infrastructure and contracts. The only strategic objective not completed was to reach 50% recycling and composting. The lessons learned from this strategy were: Failure to meet the 50% recycling rate is not only a local issue, it is part of a national trend; A significant increase in food waste recycling is needed; Building food waste recycling habits is a long, slow process of change and is particularly challenging without a supportive national policy; The weight of dry recycling put out for collection has dropped by 0.05 tonnes per household per annum due to packaging regulations; Analysis demonstrates that the way the recycling and composting rate is calculated on gross tonnes, with no baseline in 2005, counteracts with waste reduction, the primary activity; and Understanding the trends in kgs/household/week basis is an important metric in the future.

2. Waste Trends - The long-term waste picture and individual Borough trends can be seen in appendix 1. The data is taken from waste data flow and relates to the year 2019-20. The weekly monitoring of waste provides unaudited data that is more up to date. kgs/household/week has increased during Covid 19 due to increased home working and homeschooling and residents have diverted increased waste through the range of recycling collection systems. Our attempts to change behaviour and increase reuse have delivered small changes in percentage and highlighted the need for changes in law and increased funding such as the plastic bag tax and extended producer responsibility for packaging expected in 2023. WLWA Officers will, with the constituent Boroughs attempt to identify household and commercial waste streams. This is important because: not all growth is bad growth, and the 65% recycling target by 2030-5 is a municipal waste target, incorporating household and commercial waste.

- 3. 2020-2035 JMWMS** - In 2019 when the national policy framework was still emerging, each of the six West London Boroughs declared a climate emergency and ambition of carbon neutrality by 2030. West London Waste Authority is supporting the joint climate emergency officers group and shaping a carbon neutral waste strategy to support the Borough commitments. The readiness of the waste industry to change, and the link between economy and carbon and waste means that delivery on waste targets sits at the heart of every Boroughs ambition to be carbon neutral.
- 4. Targets** – The long-term targets set for JMWMS are transformational and require us to think differently and take an experimental approach to change whilst constantly communicating with partners to move together and collectively mitigate the risk of change.
- Carbon neutral by 2030 (Borough Climate Emergency targets)
 - 65% recycling: by 2035 (UK Government target) by 2030 (GLA target)
 - Net-zero greenhouse gas emissions by 2050 (UK Government target)
 - Zero vehicle emissions by 2050
- 5. JMWMS Strategic Outcomes** – In September 2019, the Authority members shared their Borough priorities. The strategic outcomes created were:
- Effective and efficient operations focused on - **WHERE WE WANT TO BE IN THE FUTURE**
 - Our climate emergency response is to focus on - **NO MORE WASTE**
 - Recognise the only workforce we have is our - **RESIDENTS and COLLEAGUES**
 - Tackling clean streets and flytipping because – **WASTE IS A CRIME**
 - We can't wait for legislation – **BE PROACTIVE**
 - Joined up and consistent - **USING HIGH-QUALITY DATA**
- 6. Environment Future Vision** - In October 2019 the Borough Environment Directors held a future-vision workshop which is being developed through the West London Environment Directors Board. The outcomes include:
- Financial stability
 - Better transport
 - Carbon neutral by 2030
 - More recycling
 - Smart City Models
 - A Virtual Single Waste Authority
 - Greening communities
 - Collaborative models in the sub-region and pan London
- 7. 2020 Outcomes** – Delivery of the business plan in 2020-21 surpassed expectations, largely due to extensive collaborative working during the pandemic. WLWA Members, the Environment Director's Board and the Climate Emergency Officers Group have been meeting fortnightly throughout the year. The collaborative outcomes delivered are: the shared data platform, £3m funding for food waste projects, Abbey Road transformation, Waste minimisation at HRRCs supported by the booking system, additional bulky waste collections and supporting the climate emergency officers group. Appendix 2 demonstrates how these outcomes deliver against the strategic objectives set by Members and Environment Directors.

8. 2021 WLWA Plan and Joint Plan - To build on the 2020 work WLWA will focus on: Continuing to maximise the opportunities offered by the food waste funding; Continuing the Abbey Road transformation, piloting better transport and carbon neutral projects; Creating a new Circular Economy Team which incorporates waste minimisation, carbon reduction and creating social value by closing the loop between waste and resources; A coordinated smart city approach to HRRC, fly-tipping, bulky waste and circular economy with Brent Council.

Appendix 3 demonstrates how the 2021 Plan builds on the outcomes from 2020. The boxes contained within a black border are subject to approval from all Boroughs eg The remaining three Boroughs joining in the waste data flow (WDF) automation project; A shared EPR Plan to double recycling and maximise the value of EPR funding for all Boroughs; Transform more HRRCs to unlock financial and carbon savings, increase recycling and increase resilience; The circular economy team will be available to all Boroughs to create social value by closing the loop between waste and resources and providing training at HRRCs; Pilot a sub-regional coordinated smart city approach to HRRC, fly-tipping and bulky waste, using shared booking systems and customer interfaces to meet strategic objectives and improve the customer experience.

9. The Future of Waste – The existing WLWA Business Plan has been updated to incorporate the progress made to date. WLWA is assisting constituent Borough colleagues to collaborate sub-regionally to develop joint policies which will enable us to meet the challenging targets set in section 4. This scale of change is complex and needs consideration of the wider implications of change for each Borough. WLWA has developed key messages that focus our attention on the future to ensure we know where we are going as we develop plans on how to get there. The wider sub-regional approach is subject to approval by the relevant Boroughs as projects are developed. A “Future of Waste” green skills, training and development programme for all WLWA staff including at the HRRC / for all Boroughs including graduates, management training, joint training and secondments to offer long term resilience and plan for the future. The first draft WLWA Skills Plan is in appendix 5.

10. Policy context – The Local and National policy in place includes the London Environment Strategy, the Clean Growth Strategy, the Industrial Strategy, the 25 year Environment Plan, the Resources and Waste Strategy and most recently, the Environment Bill. The Environment Bill 2019-21 is at the report / third reading stage in the House of Commons, progress has been paused and will be restarted early in the next session before progressing to the House of Lords. The Environment Bill creates the enabling legislation, allowing the government to create regulations relating to deposit return schemes, extended producer responsibility, charges for single use plastic items and incorporates the EU circular economy legislation requiring the separate collection of glass, metal, plastic, paper and card, food waste and garden waste. The second round of consultations on the regulations relating to consistency, extended producer responsibility and deposit return schemes is expected in March 2021.

11. Other context – Due to the coronavirus pandemic, all sectors and organisations are facing transformative change. There is a significant amount of information available on which organisations managed the pandemic best and what this teaches us about planning for the future. Gartner, Inc.’s 2021 HR Priorities Survey of more than 750 HR leaders found that 68% of respondents cited building critical skills and competencies as their number one priority in

2021. The survey, conducted from June through August 2020, found the other top HR priorities for 2021 are: organizational design and change management (46%), current and future leadership bench (44%), the future of work (32%) and employee experience (28%). A Financial Times webinar featuring speakers from senior industry representatives from Rolls Royce, Saint-Gobain, Unilever and Citrix examined how leaders in the manufacturing sector can create a future modern workplace which optimises productivity, underpinned by a culture that ensures people remain at the heart of the organisation. They identified the importance of change management, digital skills, adaptability and incorporation of automation.

12. Next steps

Continuing to develop our collective understanding of what good looks like in 2035 is the next step for the JMWMS development and describing how the necessary changes will affect various themes:

- **People**, e.g. flats, houses, businesses, public realm, access to facilities, collection systems, managing change,
- **Infrastructure**, e.g. space for sorting, waste reduction, reuse, recycling, niche materials, organic waste, commercial waste,
- **Technology**, e.g. decarbonising, chemical recycling, approach to risk, costs and benefits, legislation, efficiency, data,
- **Legislation**, e.g. Commercial waste, reuse, extended producer responsibility, deposit return schemes,
- **Partners**, e.g. Government departments including Defra, HCLG, BEIS; Contractors, Producers (supply chain), consumers.

13. Financial Implications – There are no quick fix solutions to the scale of change needed to achieve carbon neutral by 2030. By focusing on where we want to be in the future, constant process improvement, streamlining, joint working and collaborative change is an attempt to create change without causing a substantial increase in costs. Reducing waste, empowering residents and creating synergies can save money to be reinvested in further improvements. Data analysis and experimentation allow us to discard projects that do not work or are not affordable and to progress projects that help us to achieve our objectives. All of the work identified can be incorporated in the annual process of long-term financial planning and budget setting if constituent Boroughs can make the changes without impact on their existing budgets. This level of detail is not yet known. Increasing participation in food waste recycling to deliver long term cost and carbon savings is vital to manage the increased cost of additional waste resulting from Covid 19.

14. Legal Implications – A legal requirement exists for two-tier areas (including in Greater London) to have a JMWMS, keep it under review, consult as deemed appropriate and have regard to the LES. It should also be a high-level document to provide a strong vision whilst maintaining sufficient flexibility to meet the evolving requirements of national and regional policies.

15. Impact on Joint Municipal Waste Management Strategy – Included in the report

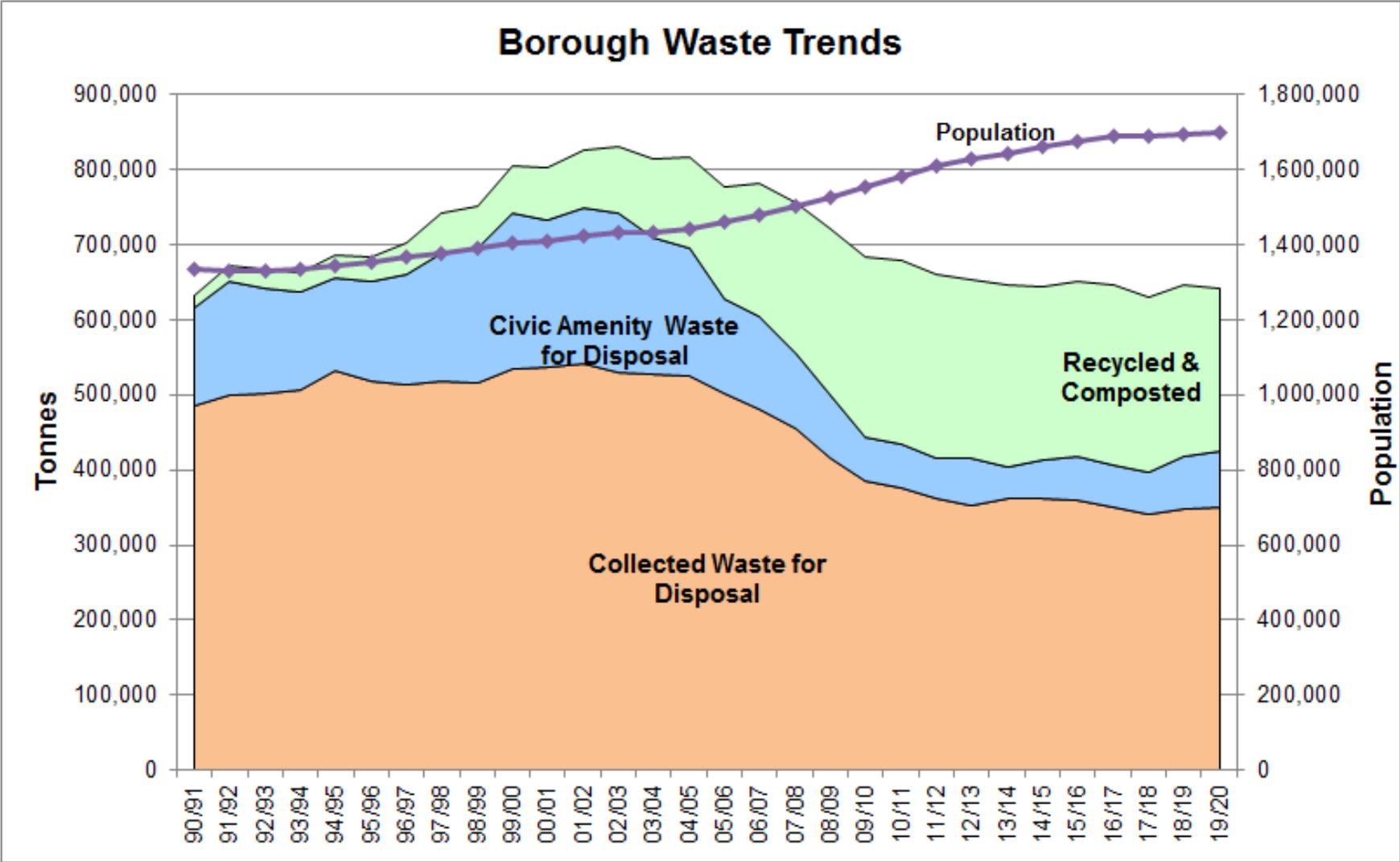
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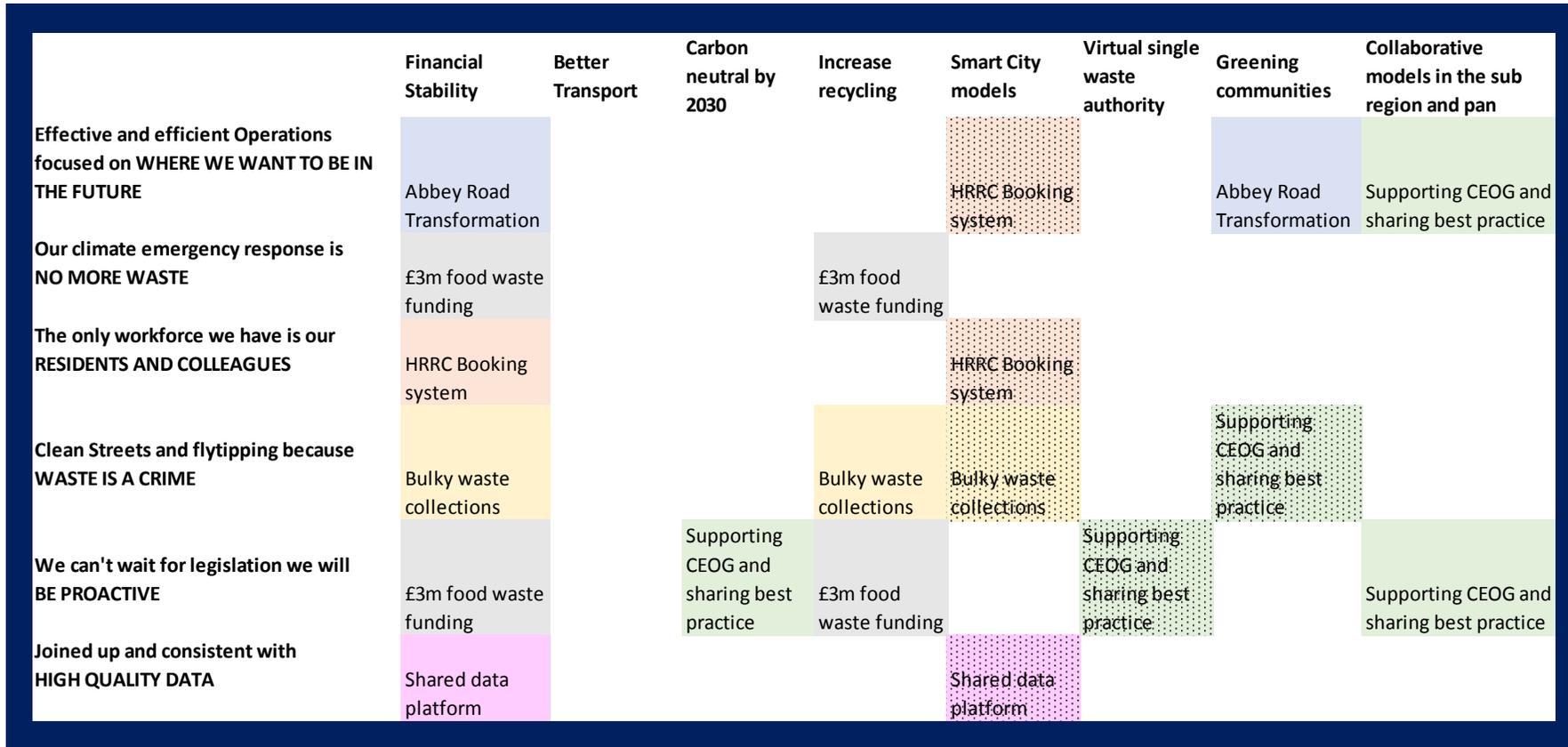
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Appendix 1 – Waste Trends



Appendix 2 – 2020 Outcomes

The table identifies the WLWA Members Strategic Objectives and those of the Environment Directors Board. The 2020 Outcomes resulting from a year of strong collaborative work are plotted and colour coded to demonstrate progress in all areas of the WLWA strategic objectives. Many of the Environment Directors Board objectives have progressed especially financial stability and smart city models.



KEY	Shading indicates potential
Shared data platform	
£3m food waste funding	
Abbey Road Transformation	
HRRC Booking system	
Bulky waste collections	
Supporting CEOG and sharing best practice	

Appendix 3 – Planning for 2021

Waste is a whole system which doesn't recognise Borough boundaries or differences between collection/disposal Authorities. The change expected to result from EPR is transformative and will benefit from flexibility and willingness to change to achieve better transport, carbon neutral and smart city models.

If joint working (indicated with a black box) is not possible, WLWA and Brent Council will pilot some of these approaches at Abbey Road.

	Financial Stability	Better Transport	Carbon neutral by 2030	Increase recycling	Smart City models	Virtual single waste authority	Greening communities	Collaborative models in the sub region and pan London
Effective and efficient Operations focused on WHERE WE WANT TO BE IN THE FUTURE	[HRRC] Transformation	Increase capacity at TS	Abbey Road Transformation	[HRRC] Transformation	HRRC Booking system		[HRRC] Transformation	Supporting CEOG and sharing best practice
Our climate emergency response is NO MORE WASTE	Abbey Road Transformation		Textiles and plastics	£3m food waste funding		Circular Economy		Circular Economy
The only workforce we have is our RESIDENTS AND COLLEAGUES	New Booking systems?			HRRC Booking system	HRRC Booking system	Circular Economy		
Clean Streets and flytipping because WASTE IS A CRIME	Fly-tipping project?			Bulky waste collections	Bulky waste collections		Supporting CEOG and sharing best practice	
We can't wait for legislation we will BE PROACTIVE	Shared EPR Plan?		Supporting CEOG and sharing best practice	£3m food waste funding		Supporting CEOG and sharing best practice		Supporting CEOG and sharing best practice
Joined up and consistent with HIGH QUALITY DATA	Automate Waste Data Flow	HRRC Booking system		Shared EPR Plan?	Bulky waste collections			

KEY	Shading indicates potential	Opportunities
Shared data platform	[Pink dotted pattern]	Need to automate waste data flow for all Boroughs
£3m food waste funding	[Blue dotted pattern]	Model for shared EPR Plan and infrastructure funding
Abbey Road Transformation	[Light blue dotted pattern]	Unlocks Smart City models
HRRC Booking system	[Orange dotted pattern]	Pilots Smart City models
Bulky waste collections	[Yellow dotted pattern]	Relies on transformation of sites
Circular Economy	[Green dotted pattern]	Relies on transformation of sites
Increase capacity at TS	[Grey dotted pattern]	More rail, less road transport of materials

1. WLWA is focused upon where we want to be in the future

- a) The future of waste is the provision of high quality materials for re-manufacturing through multiple complex supply chains.
- b) The future of manufacturing is resilient dynamic supply chains, machine learning and digital communications between organisations.
- c) The future of work is adaptable organisations, continuous training and development and empowered and engaged employees.

2. Waste materials will assist other industries transition to net zero by 2050

- a) Maximising the quality of materials supplied for re-manufacturing will speed up the transition of manufacturing industries to decarbonise.
- b) Maximising the separation of waste especially food waste supports the production of alternative industrial fuel and reduces the need for eg pet coke mining.
- c) Local Authority regeneration projects can source low carbon concrete and cement using solid recovered fuel (SRF) sourcing dry non-recyclable waste.

3. Food waste recycling, commercial recycling and properties with communal bins are vital to meet 65% recycling targets.

- a) The 65% recycling target is for municipal waste. A coherent sub-regional approach to commercial waste will maximise synergy savings and protect Boroughs from being left with the rubbish.
- b) The main barriers to recycling dry materials are economic and a lack of demand linked to poor quality materials.
- c) WLWA has invested in food waste recycling and piloting projects to improve recycling from properties with communal bins.

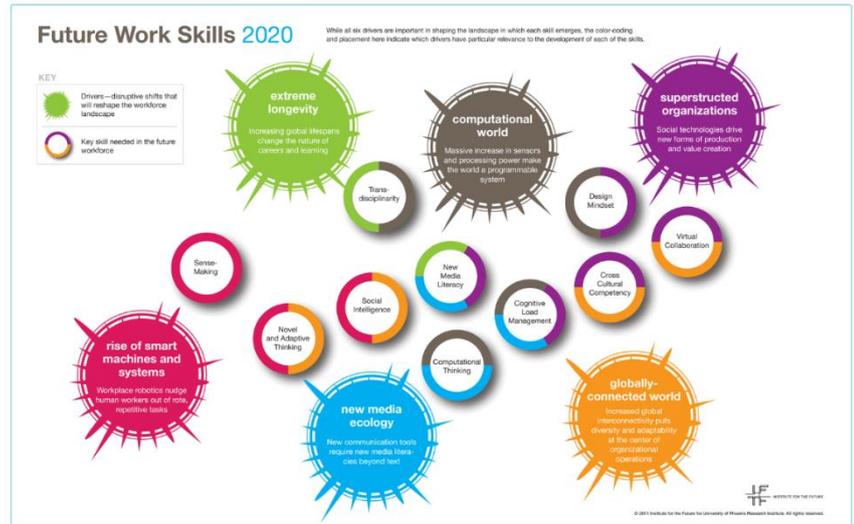
4. WLWA's role is to promote and facilitate a decade of change involving all the 1,790,000 residents and 100,000 businesses in West London

- a) If our residents and businesses willingly supply high quality materials we can optimise the value of materials and increase recycling rates.
- b) WLWA's Future of Waste training and development will focus on managing change, data and information, supply chain communications, digitising and automation.
- c) WLWA's Future of Waste training and development focuses on developing existing employees and ensuring change from within. It is inclusive and encourages diversity

Appendix 5 Skills Plan – Combining what we know, with how we work

The appraisals process identifies skills gaps and resident skills and maps these against the organisational needs which are categorised as:

- generic skills
- values based skills, and
- core FUTURE skills



The Core skills identified in 2021 to support improvement in future work skills are:

1. Lean and Six Sigma
2. Coaching
3. Insights
4. Judgement and Decision making
5. Business Analytics

These can be mapped in the spreadsheet against the different organisational needs. The example below shows core FUTURE skills mapped against values. The spreadsheet will be continuously updated to identify progress and gaps and the people and the organisation develops.

West London Waste Skills Plan 2020 - 2021						
Org objective	Core	Method	Qtrly Forecast	RAG	Trainer/ support	Date completed
Efficiency	Process Improvements	Lean Six Sigma			Catalyst Consulting	
	Policies and Procedures	Objectives			Manager	
	Project and Programme Management	Procure			Catalyst Consulting	
Partnership	Prioritising / Time Management	Mentoring/Coaching				
	Data Experimentation	Procure				
	Stakeholder management	Internal				
Leadership	Active Listening / Voice of the Customer	Lean			Catalyst Consulting	
	Coaching Up and sideways	Coaching				
	Report Writing and Presenting	Objectives				
Communication	Contract Management	Procure				
	Coaching with 360 degree feedback	Mentoring/Coaching			Dream & Leap	
	Team Dynamics	HPT / Insights			Performance Catalyst	
Skills for the Future (Forbes 20)	Motivation and change	Insights / Coaching				
	Operational Management	OTJ				
	KPIs / Business Analytics	Various				
Skills for the Future (Forbes 20)	Insights	OTJ			Performance Catalyst	
	Managing virtual relationships	Insights			Performance Catalyst	
	Group Mentoring	Mentoring/Coaching			Managers	
Skills for the Future (Forbes 20)	Data Visualisation	Various				
	Organisational assessment + engagement survey	Survey			Dream & Leap	
	Complex problem solving					
Skills for the Future (Forbes 20)	Critical thinking					
	Creativity					
	People management	Management and Leadership			Dream & Leap	
	Coordinating with others					
	Emotional intelligence					
	Judgement and decision making					
	Service orientation					
	Negotiation					
	Cognitive flexibility					