



**Performance and Finance Select  
Committee**

**16<sup>th</sup> February 2010**

For Information

Wards Affected:  
ALL

**Report Title: Waste Collection Strategy**

This report provides an update on the development of a revised Waste Collection Strategy for Brent.

**Background.**

The council is currently revising its Waste Collection Strategy. This work is being undertaken as part of the Waste & Recycling Gold Review, an element of the council's Improvement and Efficiency Programme. It seeks to deliver £1.2million efficiency savings in waste management over the next 2 years.

As part of that process we are assessing our current waste and recycling systems and devising new methods of collection for implementation in 2011. These are intended to deliver £500,000 savings and a diversion rate in excess of 40%.

There is an urgent need to update the council's strategy to prepare the borough to meet a range of waste management challenges in the period to 2020. This urgency is driven by internal and external factors.

Internal drivers include:

- Reducing the cost of what is currently considered a high cost service.
- Providing recycling services that are accessible to all residents (e.g. flats recycling scheme and organic collection scheme).

External drivers include:

- The increasing cost of waste to landfill and the need to reduce that cost by both increasing the amount of waste that is recycled and by reducing the amount that is produced overall.
- The need to meet National Indicators for waste.
- The need to meet the objectives of the National Waste Strategy for England.
- The need to meet any requirements of the Mayor of London's Waste Strategy.
- The need to reconfigure collection systems to deliver material streams that are compliant with the West London Waste Authority Joint Municipal Waste Management Strategy.
- The need to establish clear objectives that shape the development of both the existing and future waste services contracts.

## Objectives.

The Project Board will offer a draft strategy to the Corporate Management Team on the 13<sup>th</sup> May. It will then be submitted to the council's June Executive for approval to enter into a programme of consultation. This will enable an amended draft to be submitted to the October Executive. Implementation of the Strategy's action plans will then begin. It is intended that all collection changes will be fully implemented by April 2011.

## Progress to date.

1. A Project Plan has been developed.
2. A Project Team and Project Board have been established.
3. A comprehensive Business Plan has been approved by the Improvement and Efficiency Programme Board.
4. A workshop to develop a range of collection options was held on the 9<sup>th</sup> December. This was organised by Brent officers but involved other key stakeholders including representatives from neighbouring boroughs, the Waste and Resources Action programme (WRAP), the West London Waste Authority and Veolia. The aims and objectives of the workshop were to:
  - consult with colleagues and critical friends on our approach to the development of the new waste collection strategy for Brent
  - shortlist collection options to be further appraised
  - strengthen partnership working opportunities
  - share ideas and good practice as well as avoid repeating mistakes that others have already made

The workshop shortlisted a number of collection options for residual waste, recycling waste and organic waste for composting.

## Next Steps.

1. Consultants have been appointed to further appraise these options. They have been asked to
  - **Assess the options shortlisted at the workshop and agree with Brent which of those should be taken forward for further assessment.**
  - **Undertake a modelling exercise to determine waste projections for the period 2010-2020.**

This should consider household waste only, take into account Brent's historical data and have regard to other relevant published information, particularly national and regional data. It should seek to identify a number of different scenarios.



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- **Undertake a desk analysis of Brent's housing stock.**  
This should review data held by Brent and determine which collection option is most appropriate. This should consider street level properties only.
- **Undertake a cost analysis of the options.**  
This should present the cost implications of each combination of options identified. This should consider all relevant set-up costs, ongoing collection costs, spend relating to waste transfer, treatment and disposal and, in particular, be geared to delivering the council's savings target. This exercise will be undertaken in partnership with Veolia and the West London Waste Authority.
- **Undertake a carbon impact analysis of the options.** This should present the carbon implications of each combination of options identified and take into account the impact of collection, transport and treatment.

This work should fully appraise all the options and conclusively recommend the optimum combination of collection systems for Brent.

2. Whilst this work is being undertaken, officers will continue to develop the wider strategy document. This will cultivate policy options for waste reduction and re-use, waste communications, recycling from flats, community engagement, the Re-use and Recycling Centre, neighbourhood recycling sites and schools.

### Timetable.

#### **February / March**

- Waste forecasting - Consultancy carries out waste forecasting analysis and produces final report with recommendations
- Housing stocks requirements – Consultancy carries out analysis of housing stock and produces final report with recommendations
- Carbon impacts of collection options – Consultancy carries out analysis of carbon impacts and produces final report with recommendations
- Financial impacts of collection options – Consultancy carries out analysis of financial impacts of collection options and produces final report with recommendations
- Preferred policy - review information from consultant's reports and identify preferred policy option for collection systems for street level and flatted properties.
- Review findings and recommendations of the Veolia waste contract review
- Develop wider strategy policy options.

#### **April**

- Away day with officers, stakeholders and critical friends to present Brent's preferred policy option for collection systems
- Draft headline strategy production and first annual action plan
- WRAP and project board review draft headline strategy and action plan and provide comments

#### **May**

- Submit report and strategy to CMT for approval



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### **June / July / August**

- Executive meeting - to gain approval for consultation on draft headline strategy and first year action plan
- Consultation takes place

### **September**

- Consider stakeholders' responses and review draft headline strategy and action plan

### **October**

- Executive meeting - new waste collection strategy and action plan formally adopted by the council.
- Implementation of first year action plan.



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