



**Performance and Finance  
Select Committee**

**28<sup>th</sup> October 2008**

**Report from the Director of  
Environment and Culture**

For Information

Wards Affected:  
ALL

**Waste Strategy Development**

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

**Background.**

The current waste strategy was adopted by the council in 2005. The revision will set out ways in which Brent will seek to meet the requirements of the new Waste Strategy for England.

Other major drivers for improvement include the annual Landfill Tax increase set at £8 per tonne and the Landfill Allowance Trading Scheme (LATS) which significantly limits the amount of municipal waste that can be disposed of to landfill. Failure to reduce the landfilling of waste to a level within an agreed allocation could see Brent being subject to significant fines.

The strategy will provide a framework for decisions to be taken on the management of municipal solid waste (MSW) in Brent over the next 10 years. It will cover only municipal waste and will seek to conform with the 'Zero Waste' vision that has been set out by the West London Waste Authority (WLWA) and with the overall requirements of the National Waste Strategy for England.

**WLWA Zero Waste.**

WLWA have set out a new aspiration to recycle and compost 70% of municipal waste. Whilst 2020 has been suggested, WLWA and the boroughs have yet to agree a realistic date by which this rate of diversion can be achieved.

**Waste Strategy for England.**

The main requirements of the National Waste Strategy include the following:

- More effective incentives for individuals and businesses to recycle waste, leading to at least 40 per cent of household waste recycled or composted by 2010, rising to 50 per cent by 2020. This is a significant increase on the targets in the previous waste strategy, published in 2000.
- A strong emphasis on waste prevention with householders reducing their waste (for example, through home composting and reducing food waste) and business helping consumers, for example, with less packaging. There is also a new national target to help measure this - to reduce the amount of household waste not re-used, recycled or composted from 22.2 million tonnes in 2000 to 12.2 million tonnes by 2020 - a reduction of 45 per cent.

- A challenge to see recycling extended from the home and office and taken into public areas like shopping malls, train stations and cinema multiplexes, so that it becomes a natural part of everyday life.
- These proposals will mean that local authorities will have to commission or provide convenient recycling services for their residents and commercial customers and advice and information on how to reduce waste. They will also have to work with their communities to plan and invest in new collection and reprocessing facilities.

The objectives for Local Authorities appear to be:

- More emphasis on waste prevention and reuse.
- Meet and exceed the Landfill Directive diversion targets for biodegradable waste.
- Increase diversion of non-municipal waste.
- Secure the investment in infrastructure needed to divert waste from landfill.

## **The Process in Brent.**

The revision of the strategy is set out as an objective in the **StreetCare Service Plan for 2009/2010.**

It is now also included as a Gold project in the council's new **One Council Improvement and Efficiency Action Plan 2010-2014.** It is intended that a revised **Strategy will include a set of fully considered proposals designed to deliver a recycling rate in excess of 40% by the end of 2011 and much greater rates of diversion for the period up to 2020.** These proposals will be ready for consideration by the new Administration in early June 2010.

The timetable, and the main actions to be undertaken, are set out below.

# **1. Process of preparing the strategy - COMPLETE**

## **General**

- Project team and strategy development team set up
- Time period that strategy covers identified
- Assess the need for external agencies support and at what stage this support would be required (eg waste compositional analysis)

## **Members involvement**

- Plan prepared for involving members throughout the strategy development
- Full council or executive meeting dates identified and dates plotted
- Decision making structures and process of adopting the strategy set



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## **Partnership arrangements and critical friends involvement**

- Meetings with Veolia set up
- Meetings with GLA set up
- Meetings with WLWA set up
- Meetings with planning set up

## **Communities and external stakeholders involvement**

- Plan for how to engage citizens and stakeholders developed
- Consultation
- Consultation plan developed and timed

## **2. Self assessment – (NOVEMBER-DECEMBER 2009)**

### **Literature review**

- To include: European Directives, WS2007, PPS10, London Plan, Mayor of London's MWMS, WLWA Joint MWMS, Policy and good practice reports
- Review other local authorities strategies
- Links to council corporate policies
- Community strategy, LAA, LDF, Regeneration, Planning guidance, Urban design, previous Brent strategies and targets

### **Map of priorities against time**

- To include: Targets, LATS, Contracts, Infrastructure, Local/external drivers, Procurement, Land use planning

## **3. Where are we today? – (NOVEMBER-DECEMBER 2009)**

### **Policy and Legal requirements**

- Review legal and policy requirements
- Horizon scanning for upcoming legislation and policy
- Brief summary of main requirements included in headline strategy
- Contextual information

### **Socio-economic and geographical data**

- Evidence Base

### **Customer satisfaction**

### **Communications**

- Review communications and waste awareness (ie education in schools)



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### **Current waste contracts**

- Existing contracts reviewed (identify limitations; approaches to renegotiating etc)

### **Enforcement activity**

- Review current enforcement structures and benchmark against other local authorities
- Non household waste

### **Existing collection infrastructure**

- Description of collection infrastructure to cover full range of collection methods.
- Description of collection service (eg frequency, container types, coverage, existing policies etc)
- Costs of existing services set out
- Understand the spatial configuration of infrastructure to inform improvements in waste handling and logistics

### **Waste data collection**

- Review data management system: collation, recording, reconciliation and reporting.
- Waste data analysis
- Performance against existing targets.
- Comparison with other local authorities
- Analysis of historic data for specific sub streams
- Attempts made to explain movements in historic data
- Waste forecasting
- Carry out forward projections.
- Limitations in projections identified (sensitivity analysis)
- Forward projections under Business as Usual (gap analysis)
- Risk assessment

### **Summary report produced to include analysis of:**

Current situation; Past growth rates; Factors influencing future waste production; Gap analysis; Forward projections of arisings.

## **4. Where do we want to get to? (JANUARY -FEBUARY 2010)**

### **Setting, testing and refining objectives and targets**

- Working objectives are agreed
- Working objectives are refined once information on performance, potential costs and what is achievable is made available from the appraisal of options



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### **Targets established**

- Final objectives, targets and policies set out on reduction, reuse, recycling and composting and residual waste

## **5. What do we need to do to get there? (MARCH-MAY 2010)**

### **Appraisal of options and initiatives**

- Criteria established for assessing options with reference to stages of the hierarchy

### **Prevention and Reuse**

- Research available good practice
- Wide range of options for waste prevention and reuse identified.
- Options assessed against a range of criteria
- Effects of initiatives selected used to develop waste projections (eg revised tonnage forecast, composition)
- Risk assessment

### **Recycling and composting**

- Research available good practice
- Options for separate collection of recyclables and compostables identified, to cover all main waste streams and treatment options
- Markets considered (working with Veolia and WLWA)
- Measures to enhance materials captures and system performance considered and adopted where appropriate
- Different options for recycling assessed
- Requirement for new treatment facilities considered
- Potential to treat non-municipal wastes considered
- Options assessed and evaluated against a range of criteria
- Quantity and composition of waste calculated based upon estimated impact of initiatives selected (eg revised tonnage forecast, composition, LATS balance)
- Risk assessment

### **Residual waste treatment**

- Link with WLWA and constituent authorities

### **LATS strategy**

- Link with WLWA and constituent authorities

### **Output of Options Appraisal**

- The output of the options appraisal provides an evidence base to support the strategy objectives and targets and inform the development of action plans.



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## 6. Revise headline strategy (MAY – JUNE 2010)

For discussion



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