

# nlwa

north london waste authority



## North London Waste Prevention Plan

April 2010 - March 2012



## **Document Details**

### **Report prepared by:**

Dimitra Rappou

Waste Prevention Officer

Email: [dimitra.rappou@nlwa.gov.uk](mailto:dimitra.rappou@nlwa.gov.uk)

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## Strategic context

### 1.1 The North London area

The North London region covers approximately 30,000 hectares<sup>1</sup> and is served by the **North London Waste Authority** (NLWA). The NLWA is a waste disposal authority that arranges the disposal of waste collected in the seven constituent boroughs:

- London Borough of Barnet
- London Borough of Camden
- London Borough of Enfield
- London Borough of Hackney
- London Borough of Haringey
- London Borough of Islington
- London Borough of Waltham Forest

Household waste collected by each of the seven constituent boroughs is delivered to the NLWA for

disposal, either at the Edmonton energy from waste incineration plant, the Edmonton bulky waste facility, or for loading onto rail containers at the Hendon Rail Transfer Station for transport to landfill sites outside of London.

The NLWA also receives household kitchen and green waste which is composted at the in-vessel composting facility at Edmonton or third-party facilities outside London. The NLWA also coordinates the treatment of household dry recyclates from a number of North London boroughs. These materials are sent for sorting into their separate types (e.g. paper, steel cans, glass, aluminium cans etc) at materials recycling facilities and then onto factories, where they are made into new products.

### 1.2 North London demographics

The total population of the North London area is 1.7 million people, who live in 696,000 households. In the last two years there has been a slight increase

in the number of people living in north London, as shown in Table 1.

**Table 1: North London population changes**

	2006/07	2007/08	2008/09
<b>Population</b>	1,599,612	1,682,700	1,684,825
<b>Number of dwellings</b>	697,588	696,000	696,000

It is assumed that an increase in the population would lead to an increase in the amounts of waste produced, but the evidence in tables 1 and 3 suggests that this is not the case in the North London area, this could be due to the current recession.

The population of North London is highly diverse, with many different nationalities, cultures and

communities represented. Black, Asian and minority ethnic residents represent over 30% of residents of North London, and there are more than 200 languages in regular use. Table 2 contains detailed information on the ethnicity and deprivation within each of the seven constituent boroughs.

**Table 2: Ethnicity and deprivation in North London (GOL, 2009)**

Borough	Ethnicity – Largest Groups							Deprivation <sup>2</sup>
	Bangladeshi	Black African	Black Caribbean	Indian	Other	Pakistani	White	
<b>Barnet</b>		13,651		27,130	8,155		232,868	128
<b>Camden</b>	12,569	11,795			5,300		144,896	57
<b>Enfield</b>		11,884	14,590	10,887			210,949	74
<b>Hackney</b>		24,290	20,879	7,624			120,468	2
<b>Haringey</b>		19,879	20,570	6,171			142,082	18
<b>Islington</b>	4,229	10,500	8,550				132,464	8
<b>Waltham Forest</b>		12,630	17,797			17,295	140,803	27

### 1.3 Waste generation patterns

The North London Joint Waste Strategy estimates that the growth rate for municipal waste will increase by 3% per annum, until 2010, and will then increase by 2.5% per annum thereafter, although sensitivity modelling also shows the impact of lower rates of growth of 0.5%, 1% and 2% throughout the whole period. If the growth rate slows to just 2% per annum, 115,000 fewer tonnes will need to

be managed in 2020 compared to the principal amount that is modelled.

The amount of municipal waste produced in the North London area is shown in Table 3. Historically the waste stream had increased in size every year but in recent years this trend has changed.

**Table 3: Municipal waste collected (for reuse, recycling, composting and disposal) in North London**

	2006/07	2007/08	2008/09
<b>Tonnes of municipal waste collected</b>	958,600	947,793	905,768
<b>Growth rate</b>	-	-1%	-4%

Table 3 shows highlights that the growth rate of waste is currently in decline, meaning that less waste is produced than was previously expected.. This is likely to be due to the success of waste minimisation initiatives, the impact of the landfill tax and the drive to reduce packaging, as well as the most significant impact in the decline in economic activity in 2008/09 due to the current downturn.

In 2009, the NLWA commissioned Entec to undertake a waste composition exercise, with the aim of obtaining up to date baseline composition data on waste arisings across north London.

The results of the compositional analysis as presented in the interim report (2009)<sup>3</sup> can be seen in figure 1.

**Figure 1: North London waste compositional analysis**

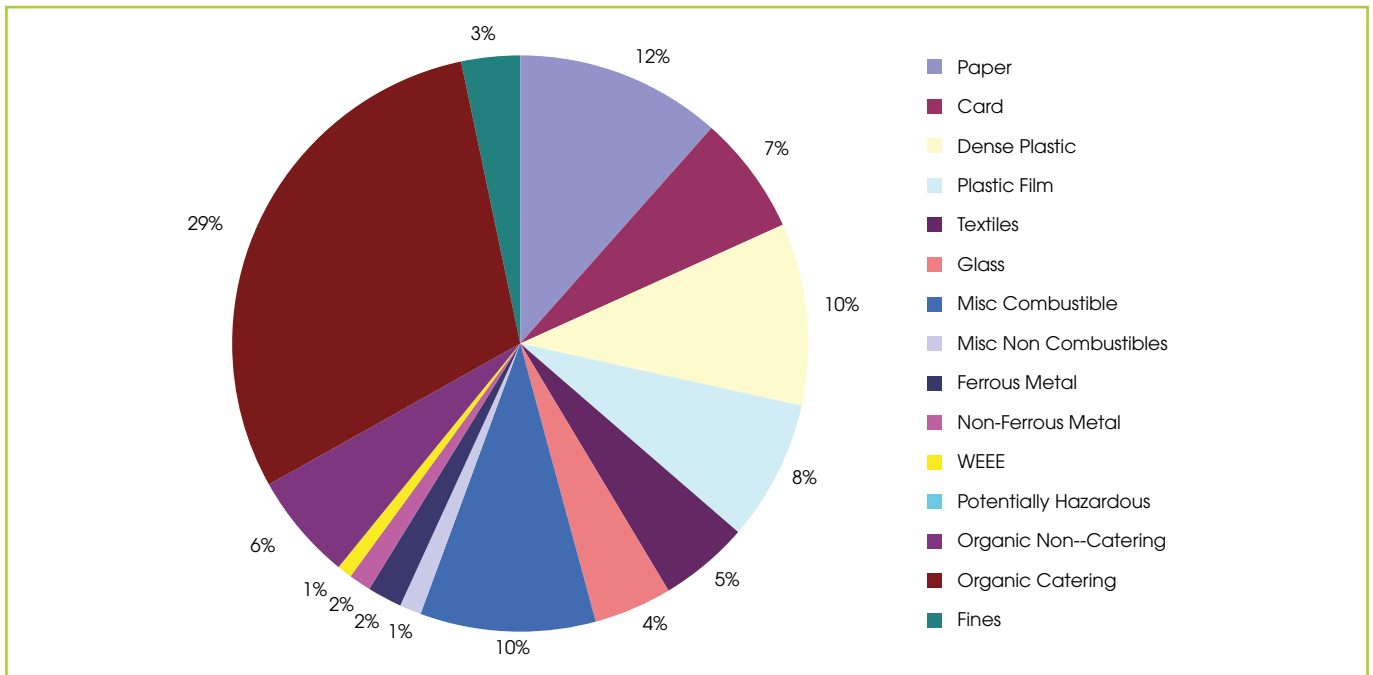


Figure 1 demonstrates that organic garden and food waste is the largest component from north London households, followed by paper and plastic.

The report also provided the following key results about North London’s waste:

- Average dry recyclables were 3.85 kg/hh/wk (of which 42.52% paper and 28.85% glass);
- Average garden waste was 1.35 kg/hh/wk (of which 78.47% garden waste and 20.26% catering waste);
- Average residual waste was 11.45kg/hh/wk;
- Average combined arisings were 16.65 kg/hh/wk.

<sup>3</sup>Please note that this is the first of the seasonal surveys and may not be representative of the full year’s results

## 1.4 Development of the North London Waste Prevention Plan

The North London Waste Prevention Plan (NLWPP) has been prepared in consultation with borough officers. The plan builds upon the original North London Joint Waste Strategy Waste Prevention Implementation Plan (December 2008).

The NLWPP sets out a series of specific actions required, to deliver the strategic objectives for waste prevention, which are within the North London Joint Waste Strategy (NLJWS).

The focus of the NLWPP is on municipal waste, of which the majority is household waste, as well as some elements from commercial sources.

The NLWPP document sets out the key principles of the North London Joint Waste Strategy and

includes policies, aims, objectives and targets for waste prevention in North London. The NLWPP implementation will be through the action plan as described in Table 8, and its progress will be assessed via the monitoring plan outlined in Table 11.

Communications plans and activities are not included in the NLWPP and a separate plan will be produced to assist with communications planning.

Where possible, financial and resource implications for delivering the NLWPP have been outlined as well as anticipated benefits of implementing specific waste prevention activities (which exclude benefits from associated publicity).

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## 1.5 Timescales

This NLWPP replaces the North London Waste Prevention Implementation Plan, April 2008 to March 2010. In 2012 the NLWPP will be reviewed and a new plan will be developed for implementation from April 2012.

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## Policy and statutory drivers

### 1.6 Benefits of waste prevention

Waste prevention plays a key role in sustainable waste management and is seen as a beneficial waste management option which should be integral to any waste strategy. The Waste Strategy for England suggests that local authorities and

policy makers should now put more emphasis on waste prevention and re-use in order to achieve a reduction of disposal costs, CO2 emissions and a decrease in the demand for natural resources.

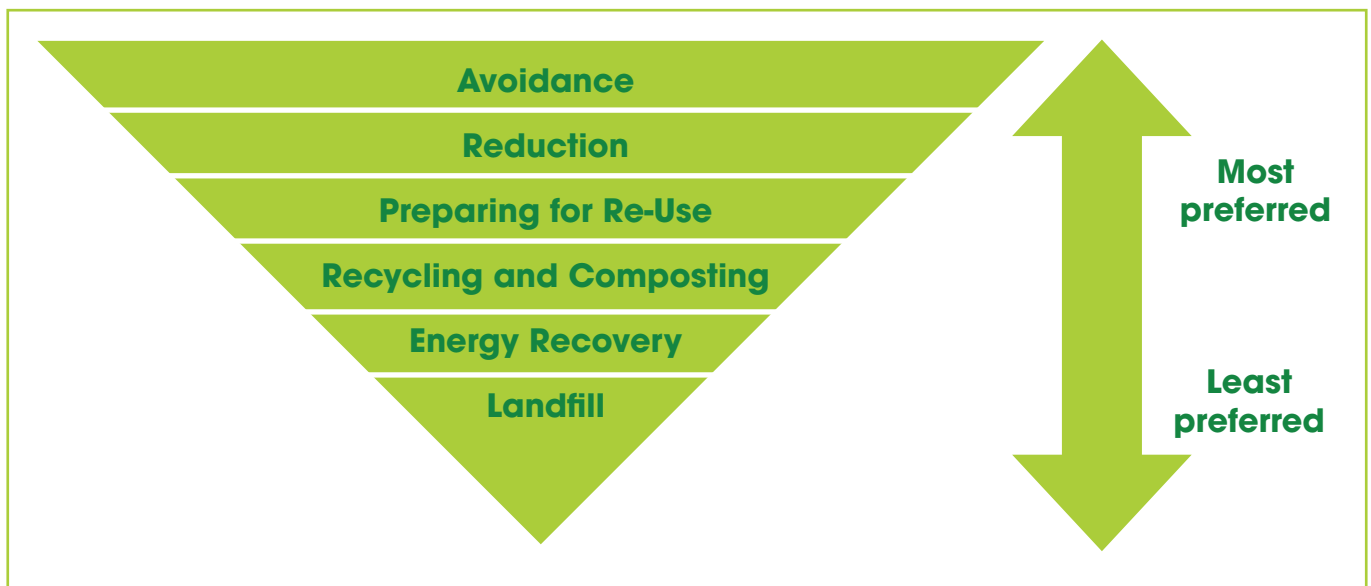
**There are environmental as well as socio-economic, financial and legal reasons for being concerned about waste prevention<sup>4</sup>.**

- **Environmental reasons:** Municipal waste is merely the final evidence of consumption which entails environmental footprints which are rarely sustainable.
- **Socio-economic reasons:** Production of waste appears to be the result of wasting natural resources and these resources are both limited and unequally distributed.
- **Financial reasons:** Reducing the quantities of waste produced means it should be possible to reduce the budget required for the collection, transportation and treatment of waste products.
- **Legal reasons:** The European framework directive on waste requires national waste prevention programmes to be drawn up.

The **‘Waste Hierarchy’** has for some time provided the framework for managing waste both locally, nationally and at a European level; it has recently been updated in the Waste Framework Directive and now distinguishes ‘preparation for reuse’ from ‘reuse’ and it is illustrated in Figure 2. (The

English Waste Strategy still includes the old version of the hierarchy, but as the Waste Framework Directive is transposed into UK Regulations, it can be anticipated that the hierarchy will similarly be updated in England).

**Figure 2: The waste hierarchy<sup>5</sup>**



However, achieving the top of the waste hierarchy is not easy. There are a number of barriers to waste prevention for household waste in the UK, which

impact on both the householders’ values, as well as time and convenience, which can be seen in Figure 3.

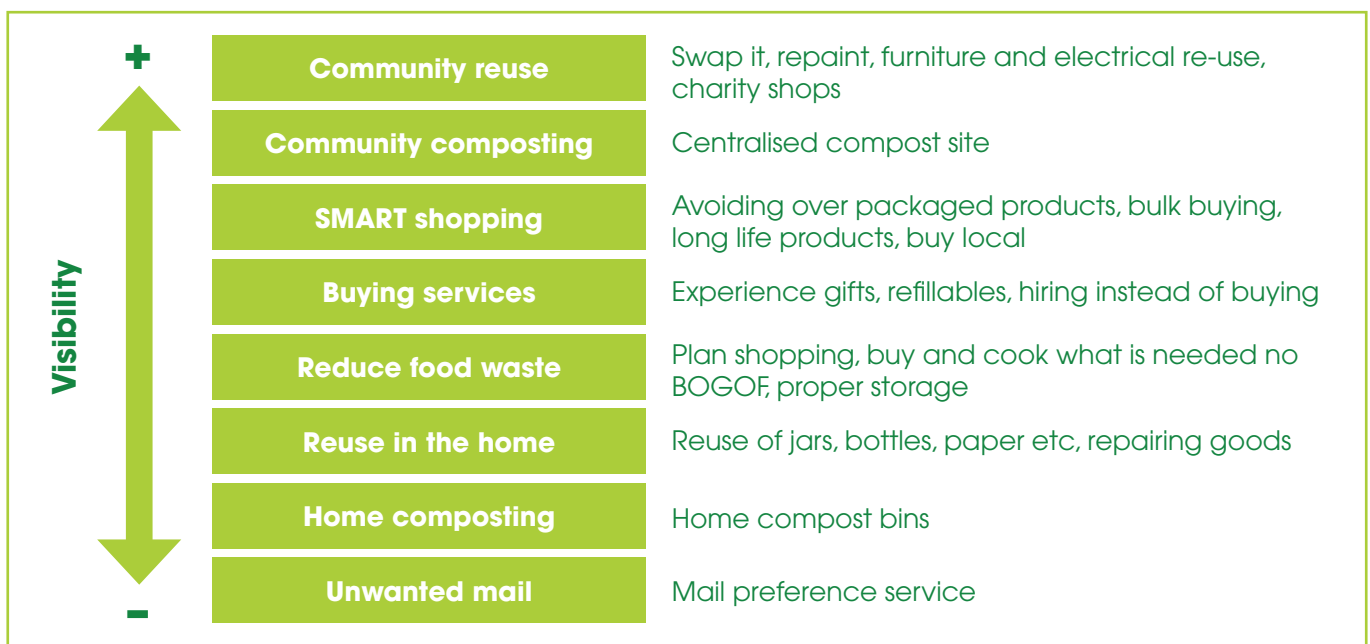
Figure 3: Barriers to participation in waste prevention activities<sup>6</sup>



Additionally, according to the Waste and Resources Action Programme (WRAP)<sup>7</sup>, waste prevention is a very personal behaviour, which often goes undetectable (e.g. when shopping) or out of the sight of others (at home), so that there

is no descriptive social norm to support it. Waste prevention is performed in the privacy of our own home and is personal as it is driven by deeply held beliefs and attitudes rather than social norms.

Figure 4: The level of visibility of waste prevention activities



Apart from the social norms barrier, recent research by Defra<sup>8</sup> showed that there are many other considerations that should be taken into account when trying to examine barriers to participation on waste prevention initiatives. These include:

- Lack of motivation;
- Inconvenience;
- Cost;

- Lack of interest;
- Weak 'know-how' skills and sense of powerlessness; and
- Dominance of recycling norm.

These barriers will provide a useful indication when considering actions needed to engage the public in waste prevention initiatives. This will be examined in more detail in Section 4.

Enviros and Momenta (2003), define household waste prevention as **“minimising the quantity (weight and volume) and hazardousness of household-derived waste within north London”**

which will be used for the purposes of this plan so as to avoid the environmental impacts and costs of recycling services and processes.

**This encompasses:**

- **Avoidance:** not producing the waste in the first place e.g. buying only the food you need.
- **Reduction:** reducing the amount of waste produced, e.g. composting left-over food scraps.
- **Re-use:** reusing a product without undertaking a reprocessing step which would occur in recycling e.g. use your leftover food to create new dishes.

## 1.7 Legislation and policy drivers on European, national and regional level

As the environmental impact of waste has increased, a raft of local, regional, national and European legislation and guidance has been issued indicating how it should be managed in a more sustainable way. The summary of the policies and

laws that underline the case for waste prevention on a European, national and regional level, are identified in Table 4, whilst the strategic processes that have been considered on a local level are described more detail in Section 2.3.

**Table 4: Legislation and policy drivers**

Level	Driver	Description
European	The Waste Framework Directive (2006/12/EC) <sup>9</sup>	<p>This directive established the fundamental principles for waste management in Europe, which must be reflected in National, Regional and Local Strategies.</p> <p>The key principles are:</p> <ol style="list-style-type: none"> <li>1. The Waste Hierarchy - as discussed above, this principle suggests that preventing waste will normally be the best environmental option for waste management and so therefore should be considered before reducing, reuse, recycling and composting, energy recovery and finally disposal to landfill.</li> <li>2. Regional Self-Sufficiency - this principle requires that waste be dealt with in the region where it arises. Currently all waste that is sent for landfill by the NLWA is treated outside of London, and a significant proportion of the recyclable and compostable waste also goes elsewhere.</li> <li>3. The Proximity Principle - this principle requires that waste be treated as close to the point of generation as possible, to minimise the environmental effects of transporting waste. (The interpretation of this principle has now changed slightly within England).</li> <li>4. The Polluter Pays Principle- this principle requires that the cost of disposing of waste must be borne by the party generating that waste.</li> </ol> <p>The Framework Directive led to the development of the Waste Strategy 2000 (for England and Wales) and its 2007 update, Waste Strategy for England, 2007.</p>

<sup>9</sup>THE Directive has subsequently been updated by the Waste Framework Directive (2008/98/EC)

Table 4: Legislation and policy drivers (cont)

Level	Driver	Description
European	The Landfill Directive (1999/31/EC)	<p>The Landfill Directive requires improvements to landfill management, bans specified hazardous, corrosive and clinical materials from being landfilled together with other waste and requires the pre-treatment of all waste before landfill.</p> <p>The Landfill Directive also requires that the amount of biodegradable municipal waste sent to landfill is reduced. These reductions have been implemented through the Landfill Allowance Trading Scheme (LATS) discussed below.</p>
European	The Waste Electrical and Electronic Equipment Directive (2002/96 /EC)	<p>This Directive sets targets for the collection, recycling and recovery of all electrical products – everything from mobile phones to washing machines.</p> <p>By July 2007, collection systems had to be introduced to separately collect electrical and electronic appliances for recycling and reuse, with a target of 4kg of household electrical and electronic good to be collected for recycling per head of population per year.</p>
National Requirements	Waste Strategy for England 2007	<p>The Waste Strategy for England 2007 sets out the framework for waste management in England, including recycling targets, incentives and actions to stimulate infrastructure investment. While the Waste Strategy for England 2007 sets 'reduction' targets, these are based on reducing the amount of residual waste and do not consider wastes that are recycled or composted. As such, these targets do not focus on the total amount of waste arising and may effectively provide further incentive to increase recycling and centralised composting without necessarily promoting actions to reduce the generation of waste in the first place.</p>
National Requirements	The Waste Minimisation Act 1998	<p>The Waste Minimisation Act 1998 is a key driver for waste prevention at the National level. It allows a local authority to "do, or arrange for the doing of, ... anything which in its opinion is necessary or expedient for the purpose of minimising the quantities of controlled waste, or controlled waste of any description, generated in its area" (Defra, 2001).</p> <p>The intention behind the Act was to clear up any legislative uncertainty about whether councils could actually carry out initiatives to reduce the amount of waste (as opposed to recycling it).</p>
National Requirements	The Waste and Resources Action Programme (WRAP)	<p>The previous Waste Strategy for England and Wales - Waste Strategy 2000 also established WRAP – the Waste and Resources Action Programme – to help develop end-markets for reuse and recycling of rubbish. Initially WRAP worked to improve specifications and to develop standards for specific recycled materials and to intervene in the market where necessary to develop new infrastructure. They have since been given a much larger role in assisting the Government to deliver change in the country's waste management practices.</p>

**Table 4: Legislation and policy drivers (cont)**

Level	Driver	Description
National Requirements	Landfill Tax	<p>Landfill Tax is a tax payable for each tonne of waste sent to landfill and was introduced by the Government in 1996 to encourage diversion of waste away from landfill towards more sustainable management options such as prevention, recycling and composting. There are two rates of tax; a lower rate for solid inert waste and a higher rate all other wastes.</p> <p>When the Landfill Tax was first introduced it was set at a rate of £7 per tonne for 'active' waste and £2 per tonne for 'inert' material. However, during 2007 the Government announced further increases from the prevailing rate of £24 per tonne (active) and £2 (inert) in 2007/2008 to £32 and £2.50 respectively in 2008/2009, £40 and £2.50 in 2009/2010 and £48 and £2.50 in 2010/2011.</p>
National Requirements	Landfill Allowance Trading Scheme (LATS)	<p>The Landfill Allowance Trading Scheme (LATS) came into effect in 2005 and is designed to meet the requirements of the Landfill Directive (mentioned above) by allocating a limited number of landfill allowances to each Waste Disposal Authority (such as the NLWA). The total number of allowances reduces in coming years to limit the amount of biodegradable waste sent to landfill to 75% of 1995 levels by 2009/10, 50% of 1995 levels by 2012/13 and 35% of 1995 levels by 2019/20.</p> <p>If NLWA successfully reduces the amount of waste sent to landfill beyond our allocation of allowances, we can sell the allowances we don't need to other authorities across the country. Similarly, if we send more to landfill than our allocation permits, we will have to buy surplus allowances from other waste disposal authorities. The actual price of the allowance is determined by supply and demand. There are automatic fines of £150/tonne if we send more waste to landfill than permitted by the allowances we hold (including both our original allocation and any additional allowances we have purchased).</p>
Regional Requirements	The Mayor's Municipal Waste Management Strategy (Mayor's Strategy)	<p>The Municipal Waste Management Strategy was published in September 2003. The Strategy contains policies to manage London's waste through to 2020; however the proposals to implement the policies are generally focused on the period up to 2005/06. The draft successor strategy was currently published in January 2010 and is currently being reviewed.</p> <p>The Strategy discusses the importance of the waste hierarchy and contains policies and proposals for the sustainable reduction, recovery, treatment and disposal of waste. The North London Joint Waste Strategy is required to be in conformity with the London Mayor's Strategy.</p>
Regional Requirements	The London Plan	<p>The 'London Plan-Spatial Development Strategy for Greater London' was developed in 2004 and sets out policies to accommodate the expected growth of the city in a sustainable way through a framework which considers social, economic and environmental impacts. Policy section 4 of the London Plan relates specifically to waste management including issues surrounding spatial planning and site selection. Policy 4 also discusses the development of partnerships between the London Mayor, government, boroughs, statutory waste disposal authorities and operators to minimise waste generation.</p>

## 1.8 Local drivers and strategic processes

**On a local level the following processes and strategies have been considered for the development of this plan:**

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### 1.8.1 North London Waste Authority procurement process

In tonnage terms, the NLWA is the largest waste disposal authority in London and the second largest in the UK with almost 1 million tonnes of municipal solid waste arising in our area per annum. The existing waste disposal contract between the NLWA and LondonWaste Limited ceases in 2014 and the NLWA has embarked on the process to secure new waste disposal and recycling arrangements from that time.

The cost of new waste management, recycling and disposal facilities for the length of any new contract post 2014 is likely to be very high, with these costs being primarily passed onto the constituent boroughs. As such, there is a strong commitment amongst NLWA and the constituent boroughs to focus on waste prevention, in order to minimise the amount of waste that must be handled and paid for.

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### 1.8.2 North London Waste Plan

The North London Waste Plan is currently being prepared by the seven constituent boroughs in their separate capacity as local planning authorities. The plan, will identify the planning considerations for future waste disposal, composting and recycling

sites in North London, until 2020. A first round of public consultation occurred in summer 2007, with further consultation in January and February 2008 and a second round was carried out in October and November 2009.

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### 1.8.3 North London Joint Waste Strategy (NLJWS)

The NLJWS provides the strategic framework for municipal waste management in North London for the period 2004 - 2020. The Mayor's first draft of the NLJWS was published in 2004 (Mayor's Draft, September 2004), but was subsequently updated and adopted by all eight partners (Barnet, Camden, Enfield, Hackney, Haringey, Islington, Waltham Forest and the NLWA) in February 2009.

The NLJWS sets out the targets for reducing, reusing and recovering a greater proportion of the municipal waste which is generated in the North London Waste Authority area and for reducing the amount which is sent for disposal to landfill.

Implementing the strategy involves working in partnership with local authorities and local communities, to provide the services and facilities required to make the improvements we need at the most efficient scale of operation and finance. This involves action and investment in waste minimisation, recycling and composting and recovering energy from waste.

Furthermore, the NLJWS set outs how the NLWA, in partnership with the seven constituent boroughs, is going to manage waste up until 2020.

Our aim for North London is to achieve:

- A 50% recycling and composting rate by 2020, and
- No more than 35% of our 1995 arisings to be sent to landfill by 2020.

The NLJWS lists 12 actions that are related to waste avoidance, waste reduction, waste re-use and home composting, which form the top half of the waste hierarchy. These actions (as detailed in the NLJWS) are set out in Table 5.

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**Table 5: NLJWS Waste prevention related targets**

Area	Action
Waste Prevention	4.A The Partner Authorities are gravely concerned about the year-on-year growth in waste and would urge greater action from Government to minimise waste and will lobby Government to achieve this.
Waste Avoidance	4.A2 The North London Partner Authorities will actively support Business Networks encouraging demonstrably effective waste prevention and minimisation amongst local businesses.
	4.A3 The North London Partner Authorities will seek external funding or regional support to develop a packaging waste prevention campaign with local manufacturing companies.
Waste Reduction	4.B1 The Partner Authorities will seek external funding to run waste prevention public awareness campaigns across North London throughout the period of this Strategy.
	4.B2 The Partner Authorities will share good practice on waste prevention activities and will have regard to the effects on waste arising when introducing new waste services.
	4.B3 The Partner Authorities support a move to a tonnage-based levy system provided the transitional financial impact on Partner Authorities is minimised. (Please note that since the publication of the original North London Joint Waste Strategy this has now happened, as noted above.)
	4.B4 The Partner Authorities will consider the opportunities presented by offering incentives and rebates to residents for reducing waste and will review the need for direct and differential charging for waste during the implementation of this Strategy.
Waste Reuse	4.C1 The Partner Authorities will continue to actively support the development of best practice in waste reuse and will encourage the development of community sector and other partnerships to deliver effective reuse services.
	4.C2 The Partner Authorities will continue to support bids for external funding of reuse services and will seek to develop a means of rewarding effective reuse services directly through a reuse "credit", to reflect the avoided or deferred cost of disposal.
Home Composting	4.D1 The Partner Authorities will provide a concerted and on-going promotional campaign to encourage home composting throughout the period of this Strategy, offering residents purpose-built bins at subsidised rates and providing support to residents wishing to compost at home.
	4.D2 The Partner Authorities will aim to ensure that 25% of all residents with gardens compost at home by 2014 to divert approximately 40,000 tonnes from the waste stream.
Community Composting	4.E The Partner Authorities will actively support appropriate community compost projects in North London, particularly where these contribute to statutory compost targets, through patronage of bids for external funding, direct support and through payment of third party recycling credits.

#### 1.8.4 Constituent borough Waste Prevention Plans

All seven North London boroughs run waste prevention programmes, with many publishing detailed waste prevention strategies and plans. These programmes and plans are, by necessity, focussed on each individual borough. While this focus allows the delivery of practical actions that achieve direct benefits for each borough, it

also limits the amount of attention given to the opportunities for cross-regional programmes and actions. The development of the NLWPP is intended to identify opportunities for cross-regional project work and actions, where the NLWA and constituent boroughs can cooperate for the benefit of North London residents.

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#### 1.8.5 Roles and responsibilities

The NLWA and the seven constituent boroughs all share responsibility for working towards waste prevention goals in North London, but they have slightly different roles.

The NLWA is a single purpose authority with a responsibility to dispose of waste collected by the seven constituent borough councils. The boroughs, on the other hand, have responsibility to collect waste and recyclable material from the community, as well as a wide variety of social, environmental, health, economic, infrastructure and regeneration responsibilities.

The 12 implementation actions (4A1 to 4E) listed in the NLJWS and outlined above were considered

by Members of the North London Joint Waste Strategy - Strategy Implementation Board and with borough officers. From these actions, four (i.e. 4A, 4A3, 4B1 and 4C1) were identified as being primarily the responsibility of NLWA. The remaining actions were identified as being either the responsibility of the constituent borough councils alone, or a joint responsibility between the boroughs and the NLWA.

In addition to these overall draft NLJWS objectives, key performance indicators (KPIs) and targets have been developed for all the actions listed in the Waste Prevention Action Plan, which is described in Section 4.

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## Aim and actions of the NLWPP

The aim of this plan is to reduce municipal waste arisings in North London through a comprehensive and sustainable programme of waste prevention activities.

The specific actions required to achieve this aim are:

- **To identify** key steps, activities and priorities;
- **To produce** a waste prevention timetable for each activity;
- **To identify and promote** partnerships to support the promotion and delivery of the waste prevention activities identified in the plan; and
- **To develop** a monitoring and evaluation plan in order to assess the effectiveness of the 2-year action plan.

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## Developing and refining the best options for 2010-12

When looking into the best options for North London it is important to keep in mind that the NLWA is a single purpose authority focused on waste and any decisions made by Members of the Authority must

demonstrably focus on achieving that purpose. As such, chosen activities will focus on benefits to the Authority with regards to tonnage diversion.

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### 1.9 Gap analysis

Initially, a gap analysis is used to assess shortfalls in present and planned provision of waste prevention actions. The progress of the initiatives that were identified in the North London Waste Prevention Implementation Plan – April 2008 to March 2010 are also described, as knowing what waste prevention activities have taken place will help us identifying opportunities for improvement.

The gap analysis looks at the issues surrounding present and future activities and their relative effectiveness by using a star rating, with one star representing very limited and five stars excellent effectiveness, as described in Table 6.

Table 6: Gap analysis

NLJWS applicable Action	Initiative	Already implemented (NLWPP 08-10)	Present Effectiveness Score	Potential direct reduction in waste arisings	Future Potential Effectiveness Score
4.A	Urge greater action from Government to minimise waste	<p>In August 2007, a Sub-committee, of the House of Lords Science and Technology Select Committee, announced an inquiry to look at sustainable approaches to waste reduction and invited submissions of evidence. The resultant consultation involved looking at the way in which materials are designed and used, the business framework that supports the implementation of new technologies, the legislation in place to incentivise sustainable production, and consumer attitudes towards waste reduction.</p> <p>The Authority was one of two local authorities responding in writing to the consultation.</p>	+++	+	+++
4.A.2 4.A3	Support Business Networks and encourage waste prevention amongst local businesses	<p>The partners have not specifically supported Business Networks in the last three years, but have continued to engage with businesses in a number of ways:</p> <p>During reporting year 2008/09 the London Borough of Enfield ran an event for local businesses on packaging waste reduction and the legislation surrounding the same.</p> <p>During 2008/09 the partners also published a Waste Prevention Guide for Businesses which was subsequently updated in 2009/10.</p> <p>A series of posters was also produced for businesses encouraging waste prevention.</p>	+++	++++	++++

Table 6: Gap analysis (cont)

NLJWS applicable Action	Initiative	Already implemented (NLWPP 08-10)	Present Effectiveness Score	Potential direct reduction in waste arisings	Future Potential Effectiveness Score
		<p>The partners continued to support business initiatives to prevent and minimise waste and continue to seek external funding in this area. However, no external funding was identified that the Authority could apply directly for but the seven constituent boroughs were updated on funding opportunities available, e.g. Zero Waste Places from BREW.</p> <p>The initial suggestion for waste awareness training and support to borough trade waste officers however was not agreed by technical officers as a suitable approach.</p>			
4.B1	Seek external funding to run waste prevention public awareness campaigns	<p>All waste prevention activity between 2006/07 and 2009/10 was funded directly by the Partner Authorities. However, some of the Partner authorities were included in a Waste and Resources Action Programme (WRAP) home composting scheme which provided subsidised home composting bins.</p> <p>A funding bid was submitted to WRAP in November 2008 and the Authority was awarded a £200,000 to run a year long Love Food Hate Waste campaign in north London which will be delivered by March 2010.</p>	++++	+++++	++++
4.B2	Share good practice on waste prevention activities	Good practice has been shared amongst the NLWA and the constituent boroughs at Waste Prevention and the Waste Education Officer Groups where Officers discuss waste prevention and waste education activities in north London	+++	+++	+++

Table 6: Gap analysis (cont)

NLJWS applicable Action	Initiative	Already implemented (NLWPP 08-10)	Present Effectiveness Score	Potential direct reduction in waste arisings	Future Potential Effectiveness Score
		<p>and share information and experience with other local authority areas. Both groups meet on a quarterly basis and occasionally invite guest speakers.</p> <p>The Authority and most link officers from the constituent boroughs attend the Real Nappy for London steering group meetings which meets quarterly.</p> <p>The Authority has also shared good practice by presenting findings from Watch Your Waste Week to London's Recycling Officers Group (LROG) in October 2009. The West London Waste Authority invited the NLWA to present its waste prevention programme and a presentation was delivered at their quarterly Waste Minimisation Meeting in November 2009.</p>			
4.B3	Move to a tonnage-based levy system	<p>From 1st April 2006 the Authority started to move to a system where it 'levies' each borough on the basis of tonnes of waste handled, a 'tonnage based levy', (rather than on the previous council tax basis).</p> <p>This action has now been completed.</p>			
4.B4	Offer incentives and rebates to residents for reducing waste	<p>The Authority currently pays the administration charge on behalf of the four boroughs who signed up to the Real Nappy for London scheme along with paying £54.15 for any child in north London that signed up to use Real Nappies. For 2009-10 we estimate expenditure</p>	++++	++++	++++

Table 6: Gap analysis (cont)

NLJWS applicable Action	Initiative	Already implemented (NLWPP 08-10)	Present Effectiveness Score	Potential direct reduction in waste arisings	Future Potential Effectiveness Score
		<p>of approximately £65,000 on Real Nappy subsidies.</p> <p>The Love Food Hate Waste campaign delivered in 2009-10 incorporated many incentives for north London residents, such as a recipe competition for recipes that were made from leftover food. Prizes were offered for the best 21 recipes which were then featured in a cookery book.</p> <p>During Watch Your Waste Week north London residents were offered incentives in order to reduce the amount of waste they produce. Those that took part in the Week's Challenge to reduce their waste and returned their completed data record sheet and evaluation form were offered an organic vegetable box.</p>			
4.C1	Support best practice and encourage partnerships with the third sector	The Reuse Capacity in London project is currently being continued in north London. A promotional campaign with tenants and officers for Housing Associations to increase furniture reuse has been identified and the project will be delivered by end of March 2010. During 2008-09, the NLWA awarded £55,133 to the Community and Voluntary sector (the figures excludes amounts paid in Reuse and Recycling Credits).	++++	+++++	+++++

Table 6: Gap analysis (cont)

NLJWS applicable Action	Initiative	Already implemented (NLWPP 08-10)	Present Effectiveness Score	Potential direct reduction in waste arisings	Future Potential Effectiveness Score
4.C2	Reuse and Recycling Credits	The NLWA continues to support charities and other third sector organisations by paying reuse and recycling credits for waste that is diverted from landfill by these organisations. In 2008-09, £114,001 were paid in reuse and recycling credits to 11 organisations and 2,062 tonnes were diverted as a result of the scheme.	+++++	+++++	+++++
4.D2, 4.D1	Home composting	By 31 March 2009, Boroughs had distributed a total of 42,196 home composting units and wormeries to residents in the area. This coverage represents 28% of the total number of residents with gardens, exceeding the aim to provide 25% of all residents with gardens with home composting units.	+++	+++++	+++++
4.E	Community composting projects	The amount of funding awarded to composting projects depended upon the quality and the number of bids received and the level of funding already allocated to other activities. During 2008/09 four community projects were funded, of which three community projects were composting initiatives.	+++	+++++	+++++
Key: + very limited, ++ poor, +++ moderate, ++++ good, +++++ excellent					

As a result of the gap analysis, four key areas for each activity were assessed, i.e.:

- Ease of implementation
- Connection with other projects
- Local conditions
- Longevity

These criteria were identified as key areas for assessing priorities according to the Household Waste Prevention Toolkit (2006) and were used to prioritise options and formulate specific objectives. The above criteria led to the **ranking matrix** by

using a numeric scoring system which is described in Table 7. For each activity a value of 1-5 was given for each question. A total score was then calculated and a score of 20 would mean an activity was of the highest priority.

The impact of each objective and cost benefit analysis has not been included in the key areas for assessment but they will be analysed in detail, when more specific objectives are identified. Objective 4.B.3 (Move to a tonnage-based levy system) hasn't been included in the table as this action was completed in 2008-09.

**Table 7: Ranking Matrix of Applicable NLJWS Actions**

NLJWS Action	Initiative	Ease of implementation	Connection with other projects	Local conditions	Longevity	Total Score
4.A	Urge greater action from Government to minimise waste	4	2	4	3	13
4.A2 4.A3	Support Business Networks and encourage waste prevention amongst local businesses	3	3	3	4	13
4.B1	Seek external funding to run waste prevention public awareness campaigns	3	4	4	4	13
4.B2	Share good practice on waste prevention activities	4	4	4	3	15
4.B4	Offer incentives and rebates to residents for reducing waste	2	4	3	4	13
4.C1	Support best practice and encourage partnerships with 3rd sector	3	4	4	4	15
4.C2	Reuse and Recycling Credits	4	3	4	3	14
4.D2 4.D1	Home composting	3	4	3	4	14
4.E	Community composting projects	4	4	3	4	15

**Key: 1=very poor, 2= poor, 3= neither poor or good, 4= good, 5= very good**

## 1.10 Project selection and anticipated benefits

After having established gaps and priorities, the specific objectives are identified, as well as the level of priority, costs and anticipated benefits, which is outlined in Table 8.

One of the biggest challenges with waste prevention involves trying to establish quantitative targets and quantifying results of the waste prevention efforts. A combination of methods was used to achieve this.

One of the most commonly used methods is - estimating the quantity of waste reduced at source. Estimating the quantity assumes that there is a constant relation between private consumption and waste generation although the complexity of factors determining waste generation is high<sup>10</sup>.

Progress in waste prevention can be effectively tracked through 'rates'. For the purpose of this plan, diversion rates were used where possible to indicate the portion of a waste stream which is managed

through waste prevention as opposed to disposal. Cost benefit analysis was also carried out in order to measure further the benefits arising from the implementation of the waste prevention plan.

However it should be noted that even though some impacts can be measured with a satisfactory degree and accuracy, some others can only be estimated and have a lower degree of accuracy. There are a number of actions (e.g. action 4.A: Lobbying) for which the impact in terms of tonnage diversion and/or cost benefit analysis could not be carried out because they are either policy measures without direct tonnage implications or for some actions baseline data could not be established. However, these actions may result in changes in policies and practices, increase in knowledge of waste prevention or attitudinal change, all of which will benefit North London residents in the long term.

Table 8: Actions and anticipated benefits

NLJWS Applicable Action	Waste Prevention Initiative	Priority	Type of Measure	Specific actions	Anticipated benefits	Costs	
						Y1 2010- 2011	Y2 2011- 2012
4.A	Urge greater action from Government to minimise waste	Medium	Organisational measure	Continue to submit responses to government consultation processes, promoting the waste hierarchy and waste prevention considerations.	Successful lobbying may result in changes in governmental policies and practices for the financial and environmental benefit of north London residents.	-	-
			Organisational measure	Effectively engage with appropriate representatives and urge greater action when attending national waste related conferences.	This activity cannot be translated in tonnage diversion from disposal, therefore no cost benefit analysis can be carried out. However, the potential outcomes from taking a more proactive position in lobbying could directly impact upon waste growth in north London.	-	-
4.A2 4.A3	Support Business Networks and encourage waste prevention amongst local businesses	Medium	Voluntary incentive	Update written reference material prepared in 2009-10 to reflect current programmes and infrastructures.	Reduction in costs is anticipated as the amount entering the waste stream will be reduced. The benefits are indirect and medium term, hence cost-benefit ratio cannot be assessed.	£1,000	£1,000
			Voluntary incentive	Investigate opportunities for more support materials that can be provided to trade waste officers which can then be offered to trade waste customers. Deliver a campaign targeting shops which will be aimed at the reduction of single use shopping bags and the promotion of reusable shopping bags.	Promotion of reusable shopping bags has a prevention potential of <b>1kg/person/year</b> . Since its quantitative waste prevention impact may not be high, reusable shopping bags are an emblematic material which is very popular with the public and easy to implement. Hence it provides a good starting point to educate the public on the bigger impact activities. If 35 shops agree to participate (5 per borough) and they promote the scheme to 200 customers the scheme will result in direct diversion of <b>7 tonnes</b> . The extent of practice for always using a reusable shopping bag according to Defra's Evidence Review is only <b>23%</b> so there is much potential for improvement. If a further <b>10%</b> of north London residents use reusable bags, this action could result in <b>208 tonnes</b> reduction in waste produced by plastic bags.	£7,000	-
			Voluntary incentive	Briefing session in each constituent borough where trade waste officers will be informed on the trade waste supporting material and its proper use or if it cannot be delivered in-house to commission an organisation to run the scheme.	Costs required to cover venue and audio visual equipment (if delivered internally) or to cover management costs if the activity is tendered. Tonnage diversion cannot be estimated.	£3,500	£3,500

Table 8: Actions and anticipated benefits (cont)

NLJWS Applicable Action	Waste Prevention Initiative	Priority	Type of Measure	Specific actions	Anticipated benefits	Costs	
						Y1 2010- 2011	Y2 2011- 2012
			Organisational measure (year 1) and Voluntary incentive (year 2)	Monitor available research relating to packaging waste and identify fastest growing types of retail packaging that can be targeted by a waste prevention campaign. Research to be carried out in 2010-11. Campaign to be delivered in 2011-12.	Promotion of actions against unnecessary packaging can result in reduction in waste of <b>5kg/person/year</b> . If 35 trade waste customers agree to take part and involve 200 of their customers each, it can result in immediate diversion of <b>35 tonnes</b> . It is expected that more people are going to be affected indirectly and examples from Europe show that 13% of the population can change their purchasing habits after stores implemented sustainable waste management practices. This in north London could potentially result in <b>1,357 tonnes</b> reduction from disposal <sup>11</sup> .	-	£7,000
4.B1	Seek external funding to run waste prevention public awareness campaigns	Medium	Organisational measure	Approach organisations such as WRAP and seek funding for waste prevention campaigns.	Waste arisings will be reduced as a result of this action, although direct benefits are going to be determined by the duration, target material and amount of funding.	-	-
4.B2	Share good practice on waste prevention activities	High	Awareness raising programme	Following the WRAP funded Love Food Hate Waste campaign in 2009-10 which was delivered across north London, continue to support food waste reduction programmes by running a series of Love Food Hate Waste events across all seven constituent boroughs.	According to WRAP, continuation of the Love Food Hate Waste campaign in north London can increase the percentage of committed food waste reducers by <b>10%</b> and divert <b>3,753 tonnes</b> of food waste by March 2011. The NLWA contribution will further complement the pan-London food reduction campaign which is planned for next year. <b>Cost per tonne: £4</b>	£15,000	£15,000
			Awareness raising programme	Support the ACR+ 100kg waste reduction campaign by renewing the membership and taking part in the European Week for Waste Reduction (EWWR).	Evidence from ACR+ shows that if authorities target the four priority waste streams with the highest potential, i.e. organic, paper, packaging and products with high reuse potential, they can achieve a reduction of <b>70-140 kg/person/year</b> . This in north London can be translated to <b>75-150 tonnes</b> of waste diverted from disposal directly and potentially <b>2,233-4,466 tonnes</b> indirectly <sup>12</sup> . The EWWR in 2010 will run from 20th to 28th November 2010 but dates for 2011 may be different. Following recent findings from Defra, it is proposed to target one material during EWWR which has high waste reduction potential, i.e. organics. The other three waste priority streams as identified by ACR+ will be targeted by different waste prevention actions and they are covered elsewhere in Table 8. <b>Average cost per tonne: £5.60.</b>	£20,000	£20,000

Table 8: Actions and anticipated benefits (cont)

NLJWS Applicable Action	Waste Prevention Initiative	Priority	Type of Measure	Specific actions	Anticipated benefits	Costs	
						Y1 2010- 2011	Y2 2011- 2012
			Voluntary incentive	Promote junk mail opt-outs, such as the Mail Preference Service and encourage action versus unaddressed mail. A survey carried out by the Direct Mail Association in 2008 showed that 68% of	According to Defra's Evidence Review, whilst 'no junk mail' schemes can divert <b>5kg/person/year</b> they can also provide an emblematic waste stream which is effective in leading the waste prevention debate and educating the public on the bigger impact activities. Approximately 3% of waste generated by UK households each year is as a result of unwanted mail <sup>13</sup> . Of this, 40% is free newspapers,	£7,000	£5,000
				people do not want to receive unaddressed mail.	30% comes from organisations the recipient already has some dealings with, while direct marketing or flyers form the remaining 30% or less.  This amounts to approximately <b>18kg per household</b> per year. If <b>10%</b> of households are encouraged to sign up to recognised services for avoiding unwanted mail, <b>1,252 tonnes</b> of waste could be diverted from disposal in north London.		
			Educational measure	Continue to hold quarterly Waste Prevention Officer meetings.	Experience from Europe suggests that regions can benefit from undertaking in depth case studies on the planning, implementation and evaluation of waste prevention programmes and the analysis and synergies between waste prevention efforts <sup>14</sup> . It is therefore proposed that along with the quarterly meetings, the Waste Prevention Officer group exchanges waste prevention policy experience by visiting a related waste facility or a waste prevention exemplar project e.g. ACR+ awarded regional project, which can then be replicated in north London.	£3,000	£3,000
			Awareness raising programme	Promote behavioural change and awareness raising through a structured and resourced waste prevention education programme in schools across north London.	Results from the last two years' Watch Your Waste Week were consistent and suggested that schools can improve their performance and achieve 50% reduction in waste through the implementation of waste reduction initiatives. Schools have the potential to halve their waste from 1tn to 0.5tn a week and implementation of initiatives in two schools in each one of the seven constituent boroughs can result in reduction of <b>280 tonnes</b> <sup>15</sup> a year. <b>Cost per tonne diverted is £71</b> but it excludes the impact on parents as reaching children can be a way to educate entire households. If these pupils take the waste prevention message home and their parents change their consumer habits and reduce their waste by 10%, this action could potentially divert a further <b>250</b> <sup>16</sup> <b>tonnes</b> from disposal.	£18,000	£18,000

Table 8: Actions and anticipated benefits (cont)

NLJWS Applicable Action	Waste Prevention Initiative	Priority	Type of Measure	Specific actions	Anticipated benefits	Costs	
						Y1 2010- 2011	Y2 2011- 2012
			Educational measure	Promote the sharing of good practice, educational materials and resources on waste prevention activities across north London by holding quarterly Waste Education Officer meetings.	There is a range of waste education centres in London and Officers will benefit by visiting them. It is also proposed to join a The London Environmental Education Forum (LEEF) which is a networking organisation that aims to support, facilitate and promote environmental education across London. Members benefit from information sharing through regular training events and emails and the quarterly newsletter keeps members up to date on suitable legislation and development opportunities as well as receiving support for relevant campaigns. Costs to cover venue hire which may be required to hold meetings in other educational establishments. It also covers site tours, training and LEEF membership. No direct tonnage diversion can be estimated.	£1,000	£1,000
4.C1	Support best practice in reuse and encourage partnerships with 3rd sector	High	Voluntary incentive	Continuation of the Reuse Capacity in London report.	Evidence shows that there is significant potential to capture many more items for reuse. Only 15% of bulky waste is reused and a further 25% recycled, leaving more than 1 million tonnes going to landfill or incineration <sup>17</sup> . At national level authors suggest that between <b>a quarter and a third</b> of bulky waste would be feasible if best practice approaches were adopted, including better integration of third sector and local authority infrastructure <sup>18</sup> . It is therefore proposed to continue the reuse work that started in 2008-09 following the Reuse Capacity in London report and also investigate the opportunity for and benefits of letting a pan-north London furniture reuse contract.	£12,000	£12,000
			Voluntary incentive	Work with existing textile reuse organisations to deliver a pan-north London textile reuse campaign.	It is widely recognised that there are a lot of opportunities and growth potential for reuse activities by involving third sector organisations. The UK generates 1.5 to 2 million tonnes of clothing waste a year, of which only <b>16% is recovered</b> for reuse or recycling <sup>19</sup> . <b>5%</b> of north London's waste (45,741 tonnes/year) is textiles and each person in north London wastes <b>27kg</b> of shoes and textiles a year. Promotion of second hand trade has prevention potential of 5kg/person/year <sup>20</sup> . Therefore textile reuse projects have high reuse potential and can divert <b>8,675 tonnes/year</b> from immediate disposal.	£12,000	£12,000

Table 8: Actions and anticipated benefits (cont)

NLJWS Applicable Action	Waste Prevention Initiative	Priority	Type of Measure	Specific actions	Anticipated benefits	Costs	
						Y1 2010- 2011	Y2 2011- 2012
4.D1	Home composting	Medium	Economic instrument	At the time of writing, and since the cessation of WRAP home compost bin subsidies, local authorities across the country can no longer offer subsidised home composting units to their residents unless they pay for the subsidy themselves. A pending Waste Improvement Network framework contract may provide an alternative. Regardless of the outcome of the above, it is proposed to support a campaign to encourage home composting and if no discounted bins are available, to look into options for providing alternatives to residents that wish to purchase compost bins.	Home composting bins can divert on average 150kg of waste per annum. Even though composting has high potential in tonnage diversion, no funding for this activity is allocated for 2010-11, until definite plans and agreements derive by WIN's procurement exercise. £15,000 has provisionally been allocated for work in 2011-12 but specific actions will be identified towards the end of the first year.		£15,000
<b>Sub-total of Waste Prevention Initiatives</b>						<b>£99,500</b>	<b>£122,500</b>
4.B4	Offer incentives and rebates to residents for reducing waste (not including reuse and recycling credits)	Medium	Economic instrument	Provide and promote a financial incentive to parents opting out to use reusable 'Real Nappies' on their babies. NLWA to continue to pay £54.15 per child using 'Real Nappies' and support the development of the 'Real Nappy for London' scheme by covering administration costs for participating boroughs and attending the Real Nappy for London Steering Group meetings.	Based on data received for April 2009 to December 2009, a total of <b>769</b> vouchers and cash back claims have been issued which resulted in <b>295 tonnes of waste diverted</b> from disposal. Annualised this equates to <b>394 tonnes of waste diverted</b> from disposal.	£92,000	£92,000

Table 8: Actions and anticipated benefits (cont)

NLJWS Applicable Action	Waste Prevention Initiative	Priority	Type of Measure	Specific actions	Anticipated benefits	Costs	
						Y1 2010- 2011	Y2 2011- 2012
4.C1	Support best practice in reuse and encourage partnerships with 3rd sector	High	Organisational measure	Following the decision to cease funding to the Resource Forum, it is suggested to hold two Roundtable events to facilitate better communication and understanding between the government, community and businesses. The event will meet the partnership objectives and will be focused on an up-to-date waste related subject.	The aim of the events will be to reach approximately 100 people across all three sectors, with an approximate cost of <b>£120/attendee</b> but this figure excludes people targeted via associated publicity and the cost is lower than the average cost per attendee when delivered by the Resource Forum.	£15,000	£15,000
4.E	Community composting projects	High	Economic instrument	Support initiatives and provide direct financial support for programmes for community reuse, recycling and composting projects. Community composting can complement home composting or replace it where home composting is not viable, for example in areas of flats or multi-occupancy houses with very limited or no garden space. (All applications to date for 2009-10 have been for waste prevention projects, but it is proposed that the remit of the north London 'Community Projects Fund' remains as at present - therefore supporting recycling projects too).	Previously funded community composting activities showed average cost of £46.97 per tonne and provided an organics collection service to an extra 1,950 households. Costs to include associated management costs for the delivery of the project by an external organisation.	£36,000	£36,000

Table 8: Actions and anticipated benefits (cont)

NLJWS Applicable Action	Waste Prevention Initiative	Priority	Type of Measure	Specific actions	Anticipated benefits	Costs	
						Y1 2010- 2011	Y2 2011- 2012
	Sub-total of 'Other Recycling Initiatives'					£143,000	£143,000
	Total				2010/11:  <b>Diversion in tonnes = 5,796 - 5,871 direct</b>  <b>Diversion in tonnes = 9,727 - 11,960 indirect</b>  <b>Cost per tonne diverted = £20.28 - £24.93</b>  (This excludes any additional costs which may be incurred by the constituent boroughs in delivering the relevant activities)	£242,500	£255,500

<sup>11</sup> Calculation based on average of 3 people per household. 13% in north London is equivalent to 90,480 households= 271,440 residents that can potentially divert 271,440x5kg= 1357.2 tonnes of packaging waste

<sup>12</sup> Calculation based on the Love Food Hate Waste Roadshows where 1,077 were affected directly during one-to-one conversations at roadshows and another 31,900 indirectly via OTS.

<sup>13</sup> Waste Strategy 2007.

<sup>14</sup> ACR+ (2009) Quantitative Benchmarks for Waste Prevention: A guide for local and regional authorities in support of the new Waste Framework Directive.

<sup>15</sup> Calculation based on 40 weeks in a school year and average reduction of 50%, from 1 tonne to 0.5 tonne in one week.

<sup>16</sup> It is assumed that the 14 schools have an average of 300 pupils each and the total number of pupils reached via the project is 4,200. 10% of average residual waste in north London is 59.5kg. Therefore, if 4,200 are affected this can result in 250 tonnes diverted from disposal.

<sup>17</sup> This figure is just an estimate based upon tonnage projections from various projects. There are no official waste statistics on reuse. WRAP recently commissioned work to size and characterise reuse to support its work in the sector.

<sup>18</sup> Defra (2007) WR0103: Eunomia Research and Consulting, The Environment Council, Atlantic Consulting. Household Waste Prevention Policy Side Research Programme.

<sup>19</sup> Defra sustainable clothing roadmap, <http://www.defra.gov.uk/environment/business/products/roadmaps/clothing.htm>.

<sup>20</sup> Defra 2009, WR1204 Household Evidence Review.

## 1.11 Programme timetable

The waste prevention programme timetable for 2010-11, has been produced in a Gantt style format. The timetable is described in Table 9 and includes timings for planning, reporting and reviewing.

**Table 9: Waste Prevention programme timetable for 2010-11**

Initiative/Project	April	May	June	July	August	September	October	November	December	January	February	March
Respond to consultations	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Lobbying	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Partnership events						Blue	Blue				Blue	Blue
Seek external funding	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Monitor packaging related research	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Furniture reuse project								Blue	Blue	Blue		
Textile Reuse						Green	Green					
Business waste prevention guide		Green	Green									
Trade waste officers briefing								Green	Green			
Reusable shopping bags					Green	Green						
Junk mail opt-outs		Green	Green									
Real Nappy subsidies	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Community Projects Fund	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
Love Food Hate Waste events			Blue	Blue								
European Week for Waste Reduction						Blue	Blue	Blue				
School waste prevention programme					Green	Green	Green	Green				
Waste Prevention Officer meetings		Green			Green			Green			Green	
Waste Prevention Officer training						Green	Green					
Waste Education Officer meetings		Green			Green			Green			Green	
<b>Key</b>												
	initiative to be led by NLWA but to be externally contracted											
	activity to take place throughout the year or when opportunities arise											
	activity to be delivered by NLWA officers											

The implementation of the plan falls into the duties of NLWA’s Waste Prevention Officer. The activities highlighted in yellow represent those that are either happening throughout the year or when opportunities arise and will be delivered by NLWA’s Waste Prevention Officer. The activities that will be tendered externally are highlighted in blue and the activities that will be delivered by NLWA are highlighted in dark green.

Even though NLWA will be leading on this plan, a number of key stakeholders and partners will participate in all stages, from planning to implementation and reviewing, which are described in the section that follows.

## Project partners

Identifying major partners from the beginning is important when planning and delivering a waste prevention plan. International experience suggests that waste prevention is most effective when a complementary package of measures is in place and there is a collaboration between public, private and third sector organisations.

A number of possible partners were identified, which include local authorities, national bodies, local businesses, the community and voluntary sector, as outlined in Table 10.

**Table 10: Project partners**

Type of body	Potential partner
Local Authorities	Waste management departments Education services Leisure and parks department Library services Economic regeneration departments
National and Regional bodies	WRAP GLA Defra
Voluntary and Community sector	London Community Resource Network Community composting network Real Nappies For London Women’s Environmental Network Reuse Networks Freecycle and Freegle Network
Local businesses	Restore Community Projects Nappy Ever After Waste Management companies Manufacturers and retailers

Secondary partners include all other stakeholders described above, as well as waste management contractors, media organisations and academic institutions. Their role may not be vital for the development of the activities, but their contribution could be significant, as they could share good practice and provide valuable feedback.

## Monitoring and Evaluation

Measuring the success of waste prevention activities is a challenging procedure as at present there is no common set of tools or indicators that can be widely used by local authorities, central funding agencies and other stakeholders to measure the relative and absolute impact of waste prevention initiatives .

Given that we have chosen a number of targets and Key Performance Indicators (KPIs) to assist with the monitoring and evaluation of the plan, it is important to understand how we define the two terms.

**Targets** can be defined as usually desired or promised levels of performance. They may specify a minimum level of performance or define aspirations for improvement. Targets are time bound, they define a desired, promised, minimum or aspirational level of service and they are measured via performance indicators.

**Indicators** specify how the achievement of targets will be measured and verified. They provide the basis for monitoring activity progress.

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### 1.12 KPIs and Targets

A series of KPIs and targets were selected in order to monitor the impact of the activities against the initial objectives. In this way progress of specific targets could be measured which could then get linked to actions identified at the NLJWS. For a full description please see Table 11.

**Table 11: Monitoring of waste prevention activities**

Initiative	KPI	Target	Monitoring Method	Frequency
Respond to consultations	Number of responses	N/A	Record responses	Review six-monthly
Lobbying	Number of events attended	N/A	Record numbers	Review six-monthly
Furniture Reuse Project	To be agreed	To be agreed	Compositional analysis	To be agreed
			Participation	
Textile Reuse Project	To be agreed	To be agreed	Compositional analysis	To be agreed
			Participation	
Business waste prevention guide	Number of guides distributed	700 guides	Borough distribution database	2 months after delivery to boroughs
Trade waste officers briefing	Number of events held	7 events	Feedback form	At the end of each event
Seek external funding	Number of applications submitted	N/A	Record applications	Review six-monthly
Love Food Hate Waste events	Participation in planned activities	1000 people	Record numbers	At the end of the project
	Food waste tonnage diverted	3,753 tonnes	Compositional analysis	At the end of the project
European Week for Waste Reduction	Participation in planned activities	1000 people	Record numbers	During the project
	Increase in knowledge	50% increase	Survey	1 month after the end of project
Promote junk mail opt-outs	MPS registrations	10% increase	Uptake	Review six-monthly
Waste Prevention Officer meetings	Number of meetings held	4 meetings	Record numbers	Review quarterly
Waste Prevention Officer training/visit	Satisfaction	75% satisfaction	Feedback forms	At the end of the training
	Increase in knowledge	90% of participants stating that the training increased their knowledge	Projects carried out as a result	Six months after the training was held

**Table 11: Monitoring of waste prevention activities (cont)**

Initiative	KPI	Target	Monitoring Method	Frequency
Respond to consultations	Number of responses	N/A	Record responses	Review six-monthly
School waste prevention programme	Number of schools participating	14 schools	Record numbers	At the end of the project
	Number of children attending	4,200 pupils	Record numbers	At the end of the project
	Increase in knowledge	50% increase	Feedback forms	1 month after the end of the project
Reusable shopping bags	Number of shops participating	35 shops	Record numbers	At the end of the project
	Number of bags delivered	7,000 bags delivered	Record numbers	At the end of the project
Partnership event	Participation	75-100 people	Registration records	At the end of the event
	Satisfaction	75% satisfaction	Feedback forms	At the end of the event
Waste Education Officer meetings	Number of meetings held	4 meetings	Record numbers and attendance by borough.	Review quarterly
Real Nappy subsidies	Number of claims	900 claims	Record uptake	Review quarterly
Community Projects Fund	Number of applications	7 applications	Record numbers	Review quarterly
	Number of people affected	2000 people	Record numbers	At the end of the project
	Cost per tonne diverted	£less than 150	Average cost from all applications	At the end of the project
Monitor packaging related research	Number of related articles	N/A	Record numbers	At the end of year 1

### 1.13 Reviewing and reporting

Analysed data will be disseminated to all project partners and progress reports will be reported in line with the monitoring schedule as previously proposed. The plan will be thoroughly reviewed and assessed after its first year to ensure that aims and objectives are met.

If the plan is failing to deliver on these objectives, consideration will be given to improving the

performance of existing activities or looking into other alternatives as well as identifying opportunities for further partnership working.

At the end of each implementation year a final report will be produced which will be widely distributed to all partners and stakeholders, as well as other interested parties and opinion formers.

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## Conclusions

The NLWA needs to provide a clear plan that focuses on issues associated with increased waste and the need for personal action and support the implementation of a two-year waste prevention action plan in North London.

This plan has identified key activities and priorities in planning and implementing the projects. The project partners as well as a number of secondary partnerships will play a crucial role to ensure that the identified activities will be actively supported.

Finally, the monitoring and evaluation plan will assist in assessing the effectiveness of the project and help to overcome problems and limitations that may arise. It will also provide an opportunity to plan and prioritise waste prevention actions and activities post 2012.

Therefore it is suggested that the North London Waste Authority adopts the waste prevention plan outlined, and ensures that it will be regularly reviewed and updated in consultation with lead officers, Members and partners.