

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: RESIDUAL WASTE REDUCTION PLAN 2020 – 22

REPORT OF: MANAGING DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 13 FEBRUARY 2020

SUMMARY OF REPORT:

This report provides, in Appendix 1, a draft Plan for the Authority to reduce residual waste and help north London residents to reduce their consumption-based emissions in the face of the Climate Emergency. The Plan covers a period of two years, with the possibility of extending it by a further year, and includes waste prevention activity and communications work delivered by North London Waste Authority (NLWA) to reduce the level of recycling contamination and thus increase recycling, supporting on-the-ground activity delivered by the constituent boroughs. The Plan delivers some of the activities included within borough Reduction and Recycling Plans (RRPs) required by the Mayor of the London.

RECOMMENDATION:

The Authority is recommended to approve the Residual Waste Reduction Plan set out in Appendix 1 on the basis that:

- a. the first six months' activities set out in paragraph 3.3 of this report below are agreed, allowing officers to progress to implementation from 1 April 2020;
- b. the detail of the activities proposed for the rest of the plan is reviewed and agreed on a rolling six monthly basis; and
- c. the metrics used for assessing the impact of the activities will be developed as set out in paragraph 3.1, and forthcoming activities are then assessed against these metrics.

SIGNED:  Managing Director

DATE: 3 February 2020

1. PURPOSE OF THE PLAN

- 1.1. The Residual Waste Reduction Plan 2020-22 ('the Plan') is North London Waste Authority's (NLWA's) plan of activity for waste prevention work and recycling communications. The aim of the Plan is to bring about a reduction in residual waste in north London. This report seeks approval for the Plan on the basis set out in the report.
- 1.2. The Plan covers the next two municipal years with a possible extension for a third, working alongside the seven constituent borough councils in north London, in order to reduce residual waste. The Plan will be implemented from April 2020.
- 1.3. As set out in the introduction to the Plan, the Joint Waste Strategy, agreed by NLWA and all seven constituent boroughs, expires at the end of 2020. The management of residual waste is not currently a matter for strategic development, as the Authority has agreed to progress the project for replacement of the current Energy from Waste plant with a new Energy Recovery Facility (ERF), and implementation of the project to deliver that has started. Therefore, it is proposed that a wider joint waste strategy, agreed between the Authority and the constituent boroughs, should be taken forward as the policies of central government are developed, and the implications for waste management of ceasing to be part of the EU are better understood. However, a focus on waste prevention and on increasing recycling remains a fundamental part of waste management in north London, and this paper therefore proposes actions in those arenas, with a view to taking the benefits of reduced residual waste both from an environmental and a cost perspective. Borough Reduction and Recycling Plans (RRPs) are an important part of planning actions, and this is reflected in the Plan set out in Appendix 1 below.
- 1.4. The objective of the Plan is "To reduce local authority collected waste arisings in north London, promote resource efficiency and the circular economy, minimise climate impacts and improve the local environment through a comprehensive and sustainable programme of waste prevention and recycling activities, and communications to encourage the same."

2. PLAN CONTENTS

- 2.1. The document contains the following:

Section 1: a description of the strategic and policy landscape. This section provides the background to the proposals to take forward this programme of work and, in particular, the environmental policy framework for the proposals.

Section 2: objectives of the Plan.

Section 3: provides the proposed scope of the work including waste prevention and supporting communications to reinforce waste prevention activity, and recycling communications.

Section 4: describes proposed waste prevention activities (including potential new activities). These reflect the changing policy background to the work, and the lively interest in environmental issues held by the public.

Section 5: relates to communications on recycling, both the direct outreach work and communications campaigns to encourage recycling.

Section 6: describes stakeholder engagement, first with the constituent boroughs in delivering the waste prevention activities, and then with other agencies and groups.

Sections 7 to 9: cover targets, resources (including the budget figure), and measuring success and impact.

Section 10: addresses equalities issues.

Four appendices provide more detail on the activities described.

3. PROPOSED ACTIVITIES

- 3.1. Proposals for activities to be carried out at the start of the Plan (the first six months) are identified within the proposed activities listed in Appendix 1 of the Plan. This is to allow planning for the start of the new financial year and to avoid a gap in waste prevention activity between the end of the 2016-20 Waste Prevention Plan and the commencement of this new Plan to reduce residual waste. An early review by the Members Recycling Working Group (MRWG) and an officer meeting on metrics to measure the impact of the Plan in April will lead to recommendations on prioritisation for the remainder of the first year. Officers would like to be better able to accommodate new exciting initiatives, such as Food Waste Action Week or proposals put forward by MRWG such as Low Plastic Zones, without compromising existing planned activity, and the proposed arrangements for six monthly review are intended to facilitate this. Progress review reports and resultant forward plans will be discussed with MRWG and will then be brought forward to Authority meetings for decision.
- 3.2. Plans for the first ever national 'Food Waste Action Week' have just been announced for the week of 11 May 2020. Alongside this a £1.15 million funding pot has been created to help business and not-for-profits change people's behaviour regarding food and transform food waste into other materials. Once further detail is known, this initiative is the type of activity that could be incorporated into the Plan which allows for a more flexible approach.
- 3.3. The proposed first six months' activities are:
 - 3.3.1. Develop a new schools waste prevention programme commencing in autumn 2020
 - 3.3.2. Commissioning behavioural change research and engagement with stakeholders to help shape both the waste prevention and recycling communications activities for the remainder of the Plan
 - 3.3.3. Food waste prevention outreach (face-to-face engagement with residents at events and presentations, including some events with cooking demonstrations in the summer)
 - 3.3.4. Recycling communications including both face-to-face engagement with residents and communications through other means such as advertising

- 3.3.5. Preparation for the next London Upcycling Show which showcases furniture reuse and repair
 - 3.3.6. Planning for a programme of clothing waste prevention taking account of feedback from research currently underway
 - 3.3.7. Launch and implementation of the 2020-21 Waste Prevention Community Fund which provides financial support for not-for-profit/charitable organisations which are delivering complementary waste prevention work
 - 3.3.8. Development of guidance documents and 'how to' guides to share best practice and enable the community to take action.
- 3.4. The activities proposed for the remainder of the Plan are set out in Appendix 1 of the Plan. The proposed activities take action to address four waste stream priorities namely: food, bulky waste, textiles and single-use products, particularly plastics. Activities include:
- 3.4.1. **Ongoing work** – outreach work, stalls and presentations to encourage waste prevention, as well as education work with schools and colleges
 - 3.4.2. **Enabling others** to spread the message through advice and training to community groups - including online resources
 - 3.4.3. **New initiatives** – including support for innovative and trial projects through the Waste Prevention Community Fund
 - 3.4.4. **High profile events and activities** – one-off events such as the North London Waste Prevention Exchange. Emphasis will be given to extending the reach and impact of these events such as through communications activity, reports and competitions.
- 3.5. The detail of additional activities beyond the first six months will be discussed with borough officers and MRWG and brought as necessary to a future Authority meeting to decision.
- 3.6. Communications work is focussed upon tackling the scourge of recycling contamination through a high-profile communications campaign which would be developed with input from borough colleagues.
- 3.7. Additional communications activity would promote and extend the impact of waste prevention activities and additionally include a new A-Z of recycling on the NLWA website, social media activity targeting specific contaminants, some videos about recycling and what happens to your recyclable waste. Potential additional activities could include a mobile display to help residents understand the sorting process at Materials Recycling Facilities (MRFs), and a recycling app to help people understand what materials can be recycled or alternatively promotion of an existing app. Further research is needed to assess the apps already in place.

4. EQUALITIES IMPLICATIONS

- 4.1. The equalities implications of the proposed actions are set out in Section 10 of the Plan. During the last Waste Prevention Plan period waste prevention work continued to reach a wide range of audiences with presentations adapted if required and venues selected to be fully accessible. A variety of venues and times for presentations was used to ensure that a wide range of audiences was reached. In addition an equalities section was included in the 2018-19 communications strategy setting out how the Equalities Act 2010 would be met: all new videos on the Authority's website have been filmed to include subtitles; all printed communications are made available online so that the size of the document is scalable and all imagery used in online communications and websites includes image titles that are understandable when used by screen readers; and the Communications team continues to ensure that online and printed communications material is fully accessible.
- 4.2. Going forwards the 2020-22 Plan will incorporate similar equalities considerations, a strategic appraisal of the activities included in the Plan and review and adaptation if necessary, to ensure that all residents have an equal opportunity to reduce residual waste.

5. COMMENTS OF THE LEGAL ADVISER

- 5.1. The Legal Adviser has reviewed this report and comments have been incorporated.

6. COMMENTS OF THE FINANCIAL ADVISER

- 6.1. Section 8 of the Appendix contains the costs for the first year of the plan. The second-year costs are assumed to be similar, with inflation added. These costs have been included in the proposed budget for 2020-21 which is included elsewhere on the agenda.
- 6.2. The plan proposed that the activities will be reviewed every 6 months. Should the planned activities change as a result of these reviews, any changes to the value and timing of the plan will be reflected in subsequent budget updates to the Authority.

List of documents used:

None

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Appendix 1

Reducing consumption-based emissions in north London

DRAFT - residual waste reduction plan 2020 – 22

[Section 1: Strategic and policy framework for waste prevention and recycling](#)

[Section 2: Objective and Aims of the residual waste reduction plan](#)

[Section 3: Scope of the 2020-2022 plan](#)

[Section 4: Waste prevention activities](#)

[Section 5: Recycling communications](#)

[Section 6: Stakeholder engagement](#)

[Section 7: Targets](#)

[Section 8: Resources](#)

[Section 9: Measuring success and impact/value-for-money](#)

[Section 10: Equalities implications](#)

[Appendix 1 - Proposed activities for the 2020-22 plan](#)

[Appendix 2 - Schools programme](#)

[Appendix 3 - Outputs of the 2018-20 Waste Prevention Plan \(for 2018-19\)](#)

[Appendix 4 – Plans for extending the reach of waste prevention activity through communications](#)

Executive Summary

The Residual Waste Reduction Plan (the Plan) is NLWA's two-year plan of communications (including face-to-face outreach and presentations) and policy work to encourage a reduction in residual waste in north London, supporting borough activities and services in north London. The Plan is needed because the current waste prevention plan 2016-20 comes to an end in March 2020 and the North London Joint Waste Strategy which is an eight authority strategy (NLWA and the seven constituent borough councils) also finishes at the end of 2020 so there is a need for a strategic framework in which to set priorities for action.

This Plan differs from the previous prevention plan because the legislative and policy framework has changed since development of the last plan in 2016. Consumers are more aware of environmental issues, and there is also a need for this Plan to assist boroughs with delivering their own Reduction and Recycling Plans (RRPs) as required by the Mayor of London. The Plan is developed on a rolling basis, with some firm commitments to actions in the first six months which are detailed at the start of Appendix 1. The remainder of the Plan contains proposals for activities which the Authority could deliver for the remaining 18 months, with an allowance for a third-year extension (details in Appendix 1).

The aims and objectives of the Plan are set out in Section 2 and include providing residents with tools and advice so that waste prevention is embedded into everyday life, increasing understanding of recycling and actions to increase motivation to recycle correctly.

Details of the proposed waste prevention activities are included in Section 4. Waste prevention activities are organised into:

- ongoing activities such as stalls and presentations to community groups.
- training others to deliver these activities in order to extend the impact of what NLWA delivers already;
- 'New Initiatives' consisting of new projects funded through NLWA's Waste Prevention Community Fund, which provides financial support for community-led waste prevention work and an extension of Low Plastic Zones (a new initiative for 2019/20);
- high profile events, namely NLWA's annual Waste Prevention Exchange conference and London Upcycling Show and;
- ideas for additional new activities which have not been delivered before.

Communications work which is detailed in Section 5, includes:

- face-to-face communication with residents through outreach events and presentations about recycling, encouraging residents to recycle well, i.e. to reduce contamination
- funding for the seven borough councils to support localised initiatives to tackle recycling contamination with financial support from Biffa, the Authority's recycling contractor as well as;
- supporting activities such as social media work, videos, a mobile display and recycling app.
- The Plan also includes a proposal for a major new recycling communications campaign, set out in section 5.4 to tackle recycling contamination; research is

proposed before this campaign and the other activities in the Plan are developed further.

Partnership working is central to the delivery of the Plan and section 6 sets out details about how this will be achieved. Proposed targets, and a budget are also included in sections 7 and 8 respectively. The Appendices to this Plan set out more detail of proposed work.

The Plan assumes that the proposed work will be reviewed, considered by NLWA and Borough officers, and discussed in Member Recycling Working Group, before updates are presented for decision by the Authority as needed. This will allow development in the work programme to take account of changing national and local priorities.

Introduction

North London Waste Authority ('NLWA' or 'the Authority') is the statutory waste disposal authority for the seven north London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest (the constituent boroughs). It has statutory functions to dispose of waste collected by these seven constituent boroughs, and to provide locations for household recycling. In carrying out these functions, NLWA focuses on managing waste in line with the waste hierarchy – as set out in section 1 below – and on the environmental and cost benefits of reducing the volume of waste arising in the area, and specifically the volume of waste which is treated as residual waste. By encouraging north London consumers to reduce, reuse and recycle NLWA can help to reduce consumption-based emissions in the face of a climate emergency.

This plan to reduce residual waste (the Plan) covers waste prevention activity, including input into policy development as appropriate, and proposals to encourage recycling through communications programmes and face-to-face engagement with residents. The Plan has been developed to last for two years from April 2020 but contains express provision for the possibility of an extension into a third year, to allow for activities which could benefit from a longer timeframe. The Plan references the constituent borough Reduction and Recycling Plans (RRPs) and indicates that activities required to meet commitments in these plans will be prioritised. Many of the boroughs look to NLWA to deliver waste prevention activities included in their RRP.

The current North London Joint Waste Strategy, an eight-authority strategy (constituent boroughs and NLWA) sets out the strategic approach to waste disposal and treatment for waste collected in the north London area for the period 2004 to 2020. A key element of that strategy has been addressed through the achievement of a Development Consent Order for the construction and use of a replacement Energy Recovery Facility at the Edmonton EcoPark, planned to be in place from 2025, to treat all the residual locally collected waste. A replacement Joint Waste Strategy will be developed, but in order to do so, the central Government approach to the circular economy and to the encouragement of recycling is essential to support enforcement. As the national policy framework is developing, the strategy will be worked up once that landscape is clearer; it is hoped that this will be over the next year, but the legislative position will be monitored. The new Joint Waste Strategy will focus on activities to move all waste up the waste hierarchy. This Plan forms a short-term strategic approach from NLWA, after consultation with constituent boroughs, and it will inform the development of the next Joint Waste Strategy.

1. SECTION 1: STRATEGIC AND POLICY FRAMEWORK FOR WASTE PREVENTION AND RECYCLING

1.1 The focus of the current (2016-2020) Waste Prevention Plan has been on providing opportunities for the public to carry out waste prevention activities, and to raise awareness of the ways in which waste could be prevented, and reasons for doing so. The public agenda has moved considerably since that plan was agreed. Successes in those activities can now be moved on to a greater emphasis on embedding waste prevention into our community.

This means that we change the focus of NLWA activity from NLWA telling residents what actions they can do to prevent waste, to enabling residents to spread the messages and actions within the community.

Therefore, in setting out the specific activities for waste prevention for the next 2-3 years, the Plan contains proposals to provide materials so that workshops and events can be delivered directly by community groups or others and spread the reach of activities. This will be subject to an assessment and understanding of NLWA's liabilities and reputational risk if groups misuse NLWA materials or guidance.

1.2 The strategic and policy framework for waste prevention work is changing, and as central government policies develop, change and possibly accelerate over the period of this Plan it is important for NLWA to be able to respond. The proposals are designed to be flexible allowing the Authority to respond to such change through regular reviews of the work during the course of the Plan.

1.3 **Rationale for the Residual Waste Reduction Plan.** The main reasons for working on waste prevention and recycling are:

1.3.1 Preventing waste is a priority for national and regional government. It is at the top of the waste hierarchy, as the preferred activity to deliver sustainable outcomes. It is the most important action which individuals can do to minimise their waste impact on the environment.

1.3.2 In the face of a Climate Emergency we should prioritise action on waste prevention, with communications work to support the constituent boroughs in their planning and activities to increase recycling. Waste prevention and recycling both make a contribution to reducing consumption-based emissions and thus make a contribution to addressing the climate emergency.

1.3.3 Waste prevention and recycling work support a mission to preserve resources and the environment for future generations by exemplary planning, communication and innovation in managing north London's waste.

1.3.4 Each of the constituent boroughs has produced a Reduction and Recycling Plan (RRP), to meet London Mayoral requirements. NLWA's work over the next two years will assist each borough in delivering the reduction element of their plans and support constituent boroughs' recycling activity with communications aimed at reducing contamination

1.3.5 Waste prevention work reduces waste volumes and thus saves money. Building capacity in communities to take action on waste reduction will lead to lasting change and long-term benefits for both NLWA and the communities we serve.

1.3.6 Waste prevention work in north London assists with ambitions to move Londoners from consumers to users – the principal of dematerialisation being manifested through service provision rather than purchase of items.

1.4 **The operational and legislative environment** has changed significantly since 2016 when the current Waste Prevention Plan (WPP) started. As an example, in 2019, the government consulted on introducing a Deposit Return Scheme (DRS) which would financially incentivise consumers to return drinks containers after use. The government

estimated that a comprehensive DRS applied to all sizes of drinks containers would provide a total saving of £9,400 million to the UK, compared to not introducing a DRS, over the first ten years of the scheme. The savings to society would be realised from the net incremental material revenue from recycled containers, the reduction in dis-amenity of drinks containers thrown away; greenhouse gas emissions savings and the reduction in the cost of cleaning up litter. The environmental benefit and cost saving that a national DRS reuse initiative could deliver is much more significant than any localised publicity campaign that NLWA could deliver to tackle single-use drinks containers.

- 1.5 **Increase in community action.** The Plan will provide opportunities for residents who are keen to do more to prevent waste arising. NLWA, working with the constituent boroughs, has been delivering co-ordinated waste prevention work in north London since 2007. However, with the increase in public interest in the environment in the face of the climate emergency, residents are increasingly wanting to deliver and host education and outreach work themselves, and to carry out identified actions. As an example, in Haringey volunteers from 'Plastic Free Crouch End' have been signing up businesses to an action plan to help them reduce single use plastic in their business. The area is working towards being a Low Plastic Zone.
- 1.6 The Plan will engage with residents to support them in being part of the solution. By supporting the community to take action we have an opportunity to scale up the behaviour change work that we currently deliver.
- 1.7 **Need for flexibility in the face of the climate crisis.** With the increased concern about the environment as evidenced by global-wide Extinction Rebellion (XR) protests and greater media attention, the Plan must be adaptable and flexible, to be able to capitalise on the interest shown by policy makers, legislators and the local residents, and to maximise opportunities as they arise.
- 1.8 **The waste prevention element of the Plan will contain a rolling programme of activities which are reviewed regularly by a group of senior borough officers and the Members Recycling Working Group (MRWG)** with proposals for future periods of work put forward for comment and approval as necessary. Communications to support the waste prevention element of the Plan will be adapted accordingly.
- 1.9 **Taking account of borough priorities and their Reduction and Recycling Plans.** The Plan will take account of Constituent borough priorities and enhance (through associated communications work) the partnership between NLWA and the constituent boroughs in delivering the programme. Borough officers have requested that borough profiles should be raised through the NLWA waste prevention work. This might mean more joint NLWA/Borough branding for events and activities e.g. on presentations to community groups. This will make the most of borough links with local communities and ensure that the activities meet the objectives of each borough RRP. When deciding upon which activities to deliver, preference will be given to those activities which best support the borough RRP, and these activities will be included in the rolling programme of work as they develop within the constituent boroughs, working in partnership with NLWA.
- 1.10 **The NLHPP** – The Plan will be developed and delivered during a period when the NLHPP (North London Heat and Power Project) is underway. The NLHPP is NLWA's project to replace the existing energy from waste (EfW) plant at Edmonton, with a new

energy recovery facility (ERF). This residual waste reduction plan demonstrates clearly the Authority's aim to pursue actively and positively a range of measures to reduce waste and recycle more, which is fully compatible with the project to create new world class facilities on behalf of north London residents.

- 1.11 **Brexit** - the Plan will need to be responsive to specific policy and legislative changes arising from the UK leaving the European Union, and the impacts of this, in particular on policies such as the Circular Economy, which are not yet clear, the UK Environment Bill, or other legislative proposals.

2 SECTION 2: OBJECTIVES AND AIMS OF THE RESIDUAL WASTE REDUCTION PLAN

2.1 The objective of the Plan is:

“To reduce local authority collected waste arisings in north London, promote resource efficiency and the circular economy, minimise climate impacts and improve the local environment through a comprehensive and sustainable programme of waste prevention and recycling activities, and communications to encourage the same.”

2.2 The Plan aims to:

- 2.2.1 Prevent waste arising in the north London area;
- 2.2.2 Provide residents with tools and advice to embed waste prevention actions into everyday life;
- 2.2.3 Provide policy responses and engagement with national and regional strategy development on waste prevention, increase understanding of the impact of residual waste arisings and ways to prevent waste arising;
- 2.2.4 Increase understanding of the importance of recycling and how to recycle effectively;
- 2.2.5 Increase motivation to recycle correctly; and
- 2.2.6 Raise awareness of the need for government action to increase effective recycling.

3 SECTION 3: SCOPE OF THE 2020-2022 PLAN

3.1 The plan covers three distinct but closely related areas. By including all three within a scope of a single plan there is the chance to maximise the effectiveness of Authority expenditure and increase the impact of the Authority's work. The three areas are:

- 3.1.1 Waste prevention and recycling activities directly with the community
- 3.1.2 Communications plans to magnify the impact of waste prevention activities and to build greater awareness of, and interest in, the potential for waste prevention
- 3.1.3 Communications to increase recycling and grow the proportion of recyclable material which is recycled. This includes tackling the scourge of contamination

3.2 Each of these areas is addressed in turn in the paragraphs below and further developed in Sections 4 and 5.

Waste prevention activity

3.3 The focus of this part of the Plan is to support residents in **waste avoidance, repair and reuse**.

3.4 It is proposed that the **priority waste streams for action** are: - **food, bulky waste** (furniture, large electrical and electronic equipment), **textiles and single use products, particularly plastic**.

3.5 The rationale for these priorities is as follows:

3.5.1 Reduction produces relatively large carbon savings for these products because they contain relatively large amounts of embedded carbon e.g. growing cotton then transporting it to the UK as clothes.

3.5.2 Reduction can save residents money – particularly for food waste which is an essential daily need and therefore the savings resulting from reduction can be seen on a daily and weekly basis by everyone in north London.

3.5.3 They are waste types that touch all demographic groups in north London. Something like DIY waste or hazardous waste such as car batteries for example will not be generated by everybody because not everyone will carry out DIY work and not everyone owns a car.

3.5.4 These are the priority waste streams being targeted by Resource London to deliver the Mayor of London's Environment Strategy, so NLWA's action would be aligned with broader London-wide priorities, while retaining a distinct local flavour. This also provides opportunities to maximise impact and effectiveness through joint working.

3.6 It is not proposed to include home and community composting in the Plan. This is because (a) there is a well-established system whereby the constituent boroughs provide home composting units and (b) the majority of new housing growth in north London will be flats for which, home composting is not possible.

3.7 Waste prevention activities include:

3.7.1 **Ongoing work** – outreach work, stalls and presentations to encourage waste prevention, as well as education work with schools and colleges

3.7.2 **Enabling others** to spread the message through advice and training to community groups - including online resources

3.7.3 **New initiatives** – including support for innovative and trial projects through the Waste Prevention Community Fund

3.7.4 **High profile events and activities** – one-off events such as the North London Waste Prevention Exchange. Emphasis will be given to extending the reach and impact of these events such as through communications activity, reports and competitions.

3.8 Communications supporting waste prevention

3.8.1 Individual events are likely to involve the direct participation of relatively small numbers of people, often those who have an active interest in the particular reduction/reuse activity. We need to maximise our communications effort associated with waste prevention activity. This can achieve the following:

- 3.8.1.1 **Communications in the lead-up to an event** can increase awareness and participation. It can also attract media attention on both the event and the themes which NLWA is hoping to highlight and attract community groups who may want to deliver similar events themselves
- 3.8.1.2 **Communications after an event can expand the message** and demonstrate a “buzz” about the issue – showing interested members of the public that the theme of an event is important
- 3.8.2 We want to have dynamic social media and website presences which support wider messages that reuse, repair and upcycling should be ‘the norm’.
- 3.8.3 Appendix 4 contains detail of the proposed approach extending the reach of the waste prevention activities in Section 4 and which will apply to new activities as they are developed.

3.9 Communications to raise awareness and understanding about recycling in order to reduce contamination and increase participation in recycling.

- 3.9.1 This communications-led activity will be delivered to support an increase in our recycling rate to at least 50% of household waste, supported by face-to-face outreach work. The communications actions to supplement borough activity to increase recycling are outlined from section 5.

3.10 Underlying Principles and Features of the activities in the Plan

- 3.10.1 **Helping to deliver borough Reduction and Recycling Plans (RRPs)** – One of the key features of the proposed waste prevention activities is that they include elements that constituent boroughs have included in their RRP’s and are relying on the Authority to deliver:
 - 3.10.2 The waste prevention activities also **support residents in saving money**.
 - 3.10.3 The activities are intended to **take account of wider developments** (e.g. plans will be shaped to fit in with any emerging policies on producer responsibility).
 - 3.10.4 **Providing Value for money** is an important consideration and will be addressed in a number of ways. As some waste prevention issues achieve mainstream acceptance, so the Authority may helpfully replace some face-to-face activities delivered by NLWA’s outreach team with targeted communications activity, such as by using social media to promote activities to particular target audiences. This should include hard-to-reach communities and would mean the Authority not spending heavily on issues which are adequately recognised in mainstream culture. Also, in order to secure value for money NLWA will look to work more closely with partners where this can achieve greater value for money which may involve some change in approach to allow for effective joint working, such as joint branding. As an example, LWARB and its delivery partner QSA are working with four fashion retailers (3 corporates and one SME) to develop circular economy business models to be delivered in London, and there may be opportunities to work with them on this.
 - 3.10.4.1 A new way to enhance value for money could be to produce material which can be used by environmentally aware citizens and groups to encourage them to deliver activities through their own initiative – this way NLWA helps to grow capacity across north London. A balance should be struck between NLWA delivered activities and NLWA enabling others to deliver.

- 3.10.4.2 It will remain important to consider during the regular review points how individual activities perform in terms of diverting waste from the material streams that are most costly (per £ spent) to collect and dispose of. This may result in prioritisation of core activities to achieve greater reach.
- 3.10.5 **Spreading activity across all seven boroughs** - The Plan will be to deliver one 'launch' of an activity in each constituent borough over the two years of the Plan so that each borough receives both an approximately equal share of the ongoing activities and also has an event which is more high profile.
- 3.10.6 **Additional research and tighter targeting of activities** - It is proposed to consider additional research, in particular relating to behaviour change theory and how best to achieve the greatest impact. This could lead to the delivery of more targeted activities and communications, possibly fewer more targeted activities, supported by communications which have increased effectiveness.
- 3.10.7 **Limited focus on business waste prevention** - The waste prevention plan has historically allocated limited resources to business waste prevention. It is not proposed that this changes for the Plan, as the volume of business waste managed through the Authority (and therefore the cost) are comparatively low.
- 3.10.8 **Flexibility of the plans** – The regular reviews of this Plan will create greater responsiveness – for example when there is an opportunity to develop an activity reflecting a new theme of public interest, there is a clear chance to update the plan and review priorities. Plans for the country's first 'Food Waste Action Week' were announced on 31 January 2020, whilst this Plan was being prepared, alongside a £1.15 million funding pot to help business and not-for-profits change people's behaviour regarding food and transform food waste into other materials. Once further detail is known, this initiative is the type of activity that could be incorporated into the Plan. The Plan's overarching objectives will allow activities to be added or taken out, with an assessment of their relative priority set against the criteria/measures of success identified.

4 SECTION 4: WASTE PREVENTION ACTIVITIES

4.1 The emphasis will be on the following activities as follows:

Ongoing activities:

- 4.1.1 Continue the current programme of outreach work (face to face communication with residents to encourage a reduction in food waste, increase recycling and reduction in single use plastic waste); waste education work in schools and clothes swaps on a scale which is similar to previous years albeit with additional supporting communications work. Policy responses and engagement with national and regional strategy development on waste prevention will also be continued.
- 4.1.2 The proposed list of ongoing activities incorporates activities that NLWA and the constituent boroughs have delivered for several years. However, amendments will be made, in order to improve impact and/or efficiency. Examples include: working with councils outside the north London area, to share information and best practice; and developing an updated website and management system for reusable nappy

vouchers which will bring the north London system in line with the pan-London administration platform and improve the ease with which officers can extract information to validate payments.

4.1.3 The detail of these activities is included in Appendix 1.

Enabling others - activities:

4.1.4 **Enabling activities include training, drop-in sessions and how-to guides** to show other organisations how to deliver waste prevention projects already being delivered by NLWA. As a first step, further research will be required to identify north London community groups which may want to work on waste prevention and who could help us to shape the content and structure of some training and guidance documents.

4.1.5 Some research will be needed to develop a programme of working with community groups which enables NLWA to work with borough colleagues to upskill existing community groups to deliver activities within the Plan

New initiatives:

4.1.6 New initiatives will include projects that will be funded through the Waste Prevention Community Fund – a budget established to support community groups developing and delivering projects which are in line with the Plan.

4.1.7 It is proposed to continue the Low Plastic Zones project under which businesses in an area make a commitment to reducing the amount of single-use plastic that they use in their business. Once 50% of the businesses in an area have made such a commitment and demonstrated action, the area can be accredited as a Low Plastic Zone. NLWA officers will continue to work with businesses in some additional zones that had been identified for action by constituent borough officers during 2020.

High profile events and activities:

4.1.8 **North London Waste Prevention Exchange** – this is an annual conference to share best practice and waste prevention information. It is recommended that this event continues to be included in the Plan as it raises the profile of NLWA on waste prevention, brings learning to the waste prevention community, and provides development opportunities to NLWA staff and borough colleagues.

4.1.9 **London Upcycling Show** – this is now firmly fixed as a part of the Plan programme of activities in each year. The details included in the table in Appendix 1 suggest some proposed amendments to the show for consideration which would potentially make it more impactful.

New initiatives – new ideas

4.2 Following discussion by officers and MRWG, a number of ideas for new initiatives are put forward for delivery during the two-year Plan. It is proposed that these ideas are considered and prioritised if agreed, during the first six months of the Plan. The principles set out in paragraph 3.10 will be taken into account when reviewing the new ideas.

5 SECTION 5: RECYCLING COMMUNICATIONS

5.1 This section the Plan details the proposed communications activities to increase recycling in north London, in support of borough activities. NLWA recycling promotion activities currently include both face-to-face communication with residents and other types of communication such as social media campaigns, leaflets and advertising etc. NLWA's Waste Prevention outreach team delivers the stalls and presentations to encourage residents to recycle more and provides advice on recycling as well as delivering work on food waste reduction. The Communications team provides the recycling information to support and enhance the outreach activity. The recycling information and advice is focussed on raising awareness about what can recycled and what happens to the material. However, there would be benefit in refreshing the content to make it more engaging to people visiting the stalls and attending presentations. It is also proposed to shift the focus of the dry recycling presentations and stalls to focus on reducing contamination, rather than upon raising awareness of recycling. Recycling stalls which focus on a single contaminant like crisp packets, tissue, polystyrene, sweet wrappers – could be a bit of a gimmick, further details of which are included in Appendix 4.

5.2 **The Authority will also work with Biffa**, NLWA's recycling contractor who are keen to support recycling activity in north London through support for efforts to reduce recycling contamination.

5.3 Other proposals to enhance communication supporting recycling and tackling contamination are:

5.3.1 **A new A-Z of recycling on the NLWA website** – developed as a searchable widget that recognises different ways of describing an item and gives the correct answer. This could then be embedded in borough websites, so that the information on what can and cannot be recycled is more detailed than at present. It may be possible to adapt an existing recycling tool which does this.

5.3.2 **Social media activity targeting specific contaminants**

5.3.3 **Some videos about recycling** and what happens to your recyclable waste.

5.3.4 **A mobile display** to help residents understand the sorting process at MRFs.

5.3.5 **A recycling app** to assist residents with recycling. There are a some apps already on the market which do this which may be suitable to promote so a first stage of work will be to identify and assess what it already available before developing something new for north London. However, there will be a cost to localising information such as to north London. There is also the possibility of customising a voice activated electronic assistant (such as Alexa) to answer questions about what is recyclable in north London.

5.3.6 A further suggestion is whether it would be possible to incorporate recycling in a more interactive way into the existing schools programme. As young people can't visit MRFs there may be a way to make what happens to the recycling at a MRF more immediate and interesting. Officers had the idea to commission a company to produce **a theatrical show about recycling** which explains what happens at a MRF (incorporating some educational learning points such as magnetism and eddy

currents). These shows could maybe take place at the start or the end of a school day with the possibility of parents attending which would broaden the impact.

5.4 Proposals for a new major recycling communications campaign

5.4.1 Rationale

- 5.4.1.1 During the past year there has been increased attention on waste prevention, recycling and methods of disposal, within the wider context of a climate emergency, both among the general public and the media. Six of the Authority's constituent boroughs have declared a climate emergency. Communications activity will take account of this shift.
- 5.4.1.2 The Authority, in partnership with its constituent boroughs, works to provide a waste management solution based on the waste hierarchy - reduce, recycle, recover. Both the messaging and the communications activity delivered should emphasise how this approach is part of the solution to the climate emergency in a coherent, comprehensive and compelling manner. The hashtag #partofthesolution which NLWA has been using is a good example of this. A more coherent and joined up approach to communicating the waste management solution will support both the Authority's current operations and the work to deliver a new energy recovery facility (North London Heat and Power Project).
- 5.4.1.3 Increased interest has given rise to a need for clear leadership on key issues around recycling and waste prevention – both in terms of providing practical guidance and advice, and in terms of demystifying and authenticating recycling processes; this is the space that a large proportion of the Authority's communications activity should seek to occupy.
- 5.4.1.4 Members have given a clear steer that the climate emergency should provide an overarching framework for all communications activity but that the tone of that activity should be positive/optimistic.
- 5.4.1.5 There is a need to take a partnership approach to some of the communications challenges the Authority faces. For example, tackling contamination successfully will require a co-ordinated effort, involving the Authority, the constituent boroughs and the Authority's contractors.

5.4.2 Underpinning activity

- 5.4.2.1 There should be ongoing regular communications to promote recycling which provides the background to a larger campaign. Ongoing communications are described below. More detail on creative ideas will be brought to future Member meetings. The activity is likely to take the form of both digital and non-digital communications.

5.4.3 Digital communications

- 5.4.3.1 Production of a separate social media strategy to include: daily tips and advice on waste prevention and recycling, delivered via social media; short social media campaigns, targeting key issues, for example, Christmas and Halloween waste, contamination by food waste in recyclable material, reusable alternatives such as reusable baby wipes, menstrual cups etc., and appreciation for committed recyclers; Developing and sharing new and existing video content about what happens to

waste, what happens to recycling (myth-busting, what happens at a materials recovery facility and at a reprocessing plant), and how to recycle better; Regular content on key policy issues and consultations; More sharing of borough digital content about waste prevention and recycling; Provision of social media toolkits to enable the constituent boroughs to share Authority content; and Developing a mobile application (an 'app') or customising (a) voice activated electronic assistant (such as Alexa) to help residents determine whether materials are recyclable or not.

5.4.3.2 This activity will be monitored via social media metrics, assessing the number of people reached with social media activity, and the number of people viewing and engaging with the Authority's content on social media, the app and on the website.

5.4.4 Non-digital communications

5.4.4.1 Design and print of supporting materials for any outreach or targeted engagement activities tackling contamination delivered by Authority officers, borough officers or contractors, to enable a coherent approach; and

5.4.4.2 Proactive and reactive media relations activity – a joint programme of media activity which includes the North London Heat and Power Project and wider NLWA activity. The Authority has recently procured a more comprehensive media monitoring service with an associated press release module which allows us to set up and save bespoke lists of journalists and then issue media releases to relevant lists, track the open rates of the email from NLWA and resultant media coverage. The new media monitoring service will enable improved monitoring and reporting on social media and media activity, as well as better targeting of journalists and influencers.

5.4.5 Three communications strands to the high-profile recycling campaign

5.4.5.1 Having established underpinning activity as described above, a high-profile recycling campaign would support more targeted and specific communications around the North London Heat and Power Project.

5.4.5.2 Residents are now exposed to many competing messages about sustainable living; any communications from the Authority therefore need to stand out – striking a balance between being original and highly visible while being based on a sound evidence set. This follows the approach taken by the Authority in delivering its Save Our Stuff recycling campaign between 2016 and 2019.

5.4.5.3 It is proposed to deliver a high-profile recycling campaign with three separate but connected strands, summarised as 'encourage, enable, execute'. By having three separate strands the campaign will be offer leadership on different elements of recycling behaviour (e.g. contamination, motivation to recycle) without over-complicating or confusing messages.

5.4.5.4 The precise activity will depend on the approach chosen and it is recognised that to achieve cut-through i.e. to reach people effectively, that it may be necessary to narrow down the focus; however, a specialist agency could be contracted to develop and deliver a creative campaign or the campaign could be delivered in-house following the behavioural change research mentioned earlier.

5.4.5.5 Depending on the approach taken there is potential for the campaign (or the separate strands) to involve a significant cross-borough focus, with delivery adapted to suit the

needs of each borough. In that case constituent boroughs would therefore need to take an active role in supporting the planning and delivery of the campaign. As a minimum, communications toolkits would be provided to enable constituent boroughs to deliver localised versions of campaign activity.

5.4.5.6 While more detail on creative ideas and implementation will be brought to future meetings, proposals for each strand are outlined below:

(1) Encourage: Calling on north London residents to recycle properly and reduce the number of contaminants they put in their recycling bin would be the basis of the first strand. One option for delivering this message would be by harnessing ‘pester power’ to increase motivation to recycle well in the context of the climate emergency. A child-led campaign (including on development of artwork) would tap into the momentum generated by young activists and provide an appealing, non-threatening voice through which the Authority can demand behaviour change around recycling and contamination. Involving north London children in a campaign would generate positive PR potential and feed into the joint programme of media activity outlined in section 5.4.4.2. This strand could focus on either one contaminant, e.g. food waste, or multiple contaminants, e.g. food waste, nappies and textiles. The campaign could be linked to wider, regional campaigns run by organisations like London Recycles and their #recyclewell campaign.

(2) Enable: Myth-busting and practical advice would be the basis of the second strand. This second strand would seek to support the messaging and activity of the first strand by providing more instructional information and advice to residents to enable them to recycle properly - and to have faith that their efforts are not in vain by emphasising UK processing and showing how recyclable material is turned into new products. This element is likely to make use of visual ‘evidence’ (imagery and video) to demonstrate the importance and impact of recycling well – e.g. ‘what happens to your recycling’. Messaging for this strand could cover a range of topics, including practical advice on mixed dry recycling, food waste recycling, and contamination, and myth-busting information around UK processing.

5.4.5.7 **(3) Amplify:** The third strand of the campaign would focus on executing the campaign well and calling for additional powers to tackle deliberate and problematic contamination of recycling. Further work would involve consideration of what changes would make most impact and to provide more detail about what powers would be required.

5.4.5.8 Each of these strands could be connected by a creative link, e.g. using children to explain the issues at hand.

5.4.6 **Measuring impact**

5.4.6.1 Monitoring the outputs and outcomes of a high-profile campaign will depend on the specific activity and channels used. However, this sort of campaign lends itself to multiple metrics for measuring success, including reach and engagement levels, attitudinal surveys, uptake of services, and changes to recycling tonnages and contamination levels.

5.5 **Messaging**

- 5.5.1 Messaging for all communications activity will focus on the Authority's reduce, recycle, recover approach to waste management in the context of the climate emergency. The tone will be positive and will emphasise the benefits of a 'circular economy' approach, as well as any personal benefits for residents.
- 5.5.2 Building on this the Authority is proposing a shift in tone away from just encouraging residents to reduce and recycle to one that positions action on climate change as inevitable and essential, with the Authority taking a lead role in delivering that action and facilitating others to take action through its resources and activities.
- 5.5.3 This approach to messaging can be encapsulated in the use of a hashtag, which the Authority has recently started using - #partofthesolution – across the Authority's communications and across North London Heat and Power Project communications. #partofthesolution aims to reiterate the Authority's overall solution to the climate emergency, based on a reduce, recycle, recover approach to waste management.

5.6 Branding

- 5.6.1 Given recent work to merge the Authority's two websites into one coherent presence, officers have been working on refreshing the Authority's corporate brand identity and campaign branding into one coherent look and feel to support that website. The proposal to merge the website and update the brand identity for a single new website aims to:
 - 5.6.1.1 make clearer the link between Authority and constituent borough activity, creating a more joined up presence;
 - 5.6.1.2 resonate better with the public;
 - 5.6.1.3 reposition the Authority as a leader on recycling and waste prevention (rather than as a disposal authority that conducts a single waste campaign under Wise Up To Waste); and
 - 5.6.1.4 help the Authority deliver a new energy recovery facility position that new facility as part of the solution that includes waste prevention and recycling.

6 SECTION 6: STAKEHOLDER ENGAGEMENT

- 6.1 The programme of waste prevention activity has been guided by discussions with borough officers, a roundtable meeting with third sector partners, as key stakeholders for the implementation of the programme, discussion with both Resource London and London Waste and Recycling Board (LWARB) and Authority Members via the MRWG.

6.2 Ongoing engagement with the constituent boroughs

- 6.2.1 Ongoing engagement with the constituent boroughs will continue throughout the delivery period. This will include borough engagement via waste prevention and communications officers. Waste officers will also meet to review progress. An initial meeting is planned for April 2020 to discuss the metrics by which the impact of the work will be evaluated. Thereafter, the structures to ensure effective borough involvement will be established. Oversight and review of the delivery of the Plan against targets will be carried out on a six-monthly basis. These engagement mechanisms should ensure that the inbuilt flexibility enables us to deliver a plan

which is responsive to and capitalises on opportunities as they arise and that NLWA's work supports the delivery of borough RRP's.

- 6.2.2 With a rolling programme of activity, it will be helpful if live progress reporting can be accommodated, enabling borough officers to customise the information to their own borough and to pull out the information they require at any point in time. The development of an online portal (paragraph 9.6) to share live data on waste prevention activity progress with borough colleagues will assist with this.
- 6.2.3 The communications activity outlined above has been developed with a view to putting more emphasis on enabling constituent boroughs to deliver communications activity; this could be through localised delivery of north-London-wide communications campaigns led by the Authority, or through the provision of communications toolkits to borough communications teams.
- 6.2.4 This approach to communications would be supported by a refresh of the Authority's branding, which aims to give the constituent boroughs a more visible presence in Authority materials and activities (see section 5.6 above). This approach will ensure that communications activity benefits from positive associations with constituent borough branding and vice versa.
- 6.2.5 The Authority would continue to provide a leadership/co-ordination role for the constituent boroughs, ensuring consistent messaging, agreed statements, research data and detailed information are available to support and inform borough activity.
- 6.2.6 The level of involvement required from constituent borough officers will depend on the final programme of activity agreed as more detailed plans are developed within Communications and Waste Prevention. Constituent boroughs will be kept informed as plans develop.

6.3 Improved scheduling with constituent borough activities

- 6.3.1 Constituent boroughs would like a **long-term calendar of programme activities** (looking a year in advance) ideally including relevant constituent borough activities and a **forward plan of communications activities** that they can join or support. This would help constituent boroughs to allot resources to support activities. However, it may not be possible to provide the level of detail that constituent boroughs ideally require due to the lateness with which events are announced and therefore plans are able to be finalised and due to the fact that where work is tendered it is sometimes necessary to work with the contractor's recommended timetable, which may be different to that proposed in a longer-term plan.
- 6.3.2 In addition, with waste prevention work, constituent borough officers would like more regular reporting of progress. It is proposed that the Authority investigates the opportunity to create a **shared online portal** with different access rights, which allows borough waste prevention officers access to up-to-date statistics on the activities delivered within the plan.
- 6.3.3 For both recycling communications and waste prevention there is a need to establish the criteria against which reviews will be conducted. This will be established in the early months of the Plan in consultation and agreement with borough colleagues. The proposal is that a forward plan and increased co-ordination is delivered by the new Plan for 2020/22.

6.4 Other stakeholders

6.4.1 Ongoing engagement with stakeholders will include agencies, community groups, contractors and policy influencing bodies. Examples of proposed activity are:

6.4.1.1 Liaison with the MRF contractor regarding support to recycling communication, particularly communications to reduce recycling contamination;

6.4.1.2 Working with the charity clothing reuse charity TRAIID to deliver an upcycling competition - the shortlisted and winning entries for which will be displayed in the window of one of TRAIID's stores in north London.

6.4.1.3 Discussion with LWARB and Resource London about policy development with regard to the circular economy, and specific activities which are supportive of the aims and objectives of this Plan. In particular we have discussed whether north London could replicate the results of a Resource London project to reduce food waste and increase recycling of unavoidable food waste, called TRiFOCAL - Transforming City FOod hAbits for Life. Discussion has also taken place about the Love Not Landfill textiles campaign and on communications working more closely with the London Recycles campaign.

6.4.1.4 Engagement with community groups concerning provision of toolkits for dissemination of waste prevention principles and activities. The charity Hubbub for example produced a toolkit for other community groups wanting to develop pop-up clothing re-use stores based upon their experiences of delivering the NLWA funded 'Street Store' project. The charity Groundwork also produced a report on setting up a furniture reuse project based upon their experiences of establishing the 'LOOPS' furniture reuse projects, two of which are located in north London. However, these guides have not been promoted and no face-to-face training has been delivered to other groups which might want to replicate these projects. Other toolkits may be developed by NLWA for community groups wanting to deliver waste prevention activities.

6.4.2 Ongoing liaison with schools as part of the schools programme but also working with schools on other projects, for example one of the winners of the London Upcycling Show this year has given a presentation to local school children about her experience; and possibly developing more long-term relationships with some further education colleges and universities in north London.

7 SECTION 7: TARGETS

7.1 The targets for the Plan will depend upon the final balance and prioritisation of activities. However, as an indication of the scale of activity a summary of the achievements from 2018/19 are listed in Appendix 3. The targets set for 2018-19 are also included in Appendix 1 where relevant to the proposed activities for 2020-22.

7.2 As noted above, it is proposed to have a workshop with borough colleagues to discuss the metrics by which the impact and value-for-money of the programme of activities will be assessed.

8 SECTION 8: RESOURCES

8.1 The actions will be considered in regular reviews with senior officers and the MRWG over the two-year Plan period and agreed actions detailed on a rolling six monthly basis giving an opportunity for resources to be considered regularly. However, for the purposes of budgeting it has been assumed that there would need to be a slight increase in the budget to deliver the programme compared to 2019-20. This increase, which includes inflation, is incorporated into the budget put forward to the February 2020 Authority meeting. The budget proposed for year one of the Plan totals £865,000 (consisting of £519,000 for the waste prevention work and £346,000 for communications activity). The budget for year two would be similar i.e. year one budget plus inflation. This budget is proportionate to estimated requirements. Staffing levels are proposed to be similar to the present, with an additional person in the Waste Prevention team to focus upon community engagement and development of work with community groups. The overall strengthening of the Authority communications team will allow for greater responsiveness in planning and delivering the communications objectives. It will also mean that communications are considered and incorporated at the outset of every waste prevention activity.

9 SECTION 9: MEASURING SUCCESS AND IMPACT / VALUE-FOR-MONEY

9.1 Some indication of suitable targets for each activity is included in Appendix 1, but a more comprehensive monitoring regime against a set of targets will be developed as the programme is finalised with borough input. Some monitoring will be carried out against assumed residual waste avoidance. Communications will also be monitored against known communications measurement frameworks such as impressions, reach and engagements with social media posts. Communications impact can be compared to the previous year e.g. amount of press coverage in 2020/21 compared to 2019/20, social media engagements in 2020/21 compared to 2019/20 and traffic to, and downloads from, the website compared to the previous year.

9.2 Behavioural change work will be measured where possible with pre and post engagement survey work and media monitoring will continue to measure the amount of positive coverage achieved. In addition, the impact of policy work will be assessed by looking at the proportion of comments made by NLWA which are included in the final policy or strategy that is adopted. However, it is impossible to show a direct causal impact of communications and engagement work. Proxy measures and estimates based upon well-known metrics and using examples from initiatives being undertaken by other authorities will therefore be used to ensure that we have the best evidence of impact that we can achieve.

9.3 Officers also consider that it would be best to determine the value-for-money of proposed activities in the plan by using professional judgement. This will include monitoring and measurement where possible. However, a focus on undertaking activities with proven £/tonne diverted will tend to promote a cautious plan, repeating existing activities, whereas innovative and entrepreneurial proposals will rarely have a track record to demonstrate £/tonne diverted. Professional judgement assessments will be made by both Authority and appointed Borough officers at an appropriate level of seniority and with an appropriate understanding of the matters under consideration. Also, as the plan is updated, Members will have the chance to agree or reject proposals. The assessment of cost/benefit should account for the full costs (including overheads, non-dedicated staff

costs and Borough costs) of delivery where they are not already captured in the programme budget line.

9.4 Monitoring/Reporting

9.4.1 Monitoring the outputs/activities is still necessary so each Borough can ensure that a fair proportion of the activities are conducted in their area. The monitoring of outcomes is still necessary to report against RRP KPIs and, to promote specific activities internally. However, the previous attempts to measure indirect outcomes and put tonnages/costs against them more broadly is too subjective and eats into the budget so in officers' view should be discontinued.

9.4.2 On a practical level it is proposed that NLWA **consider purchasing some PDAs** (personal digital assistants) **or iPads** so that feedback from residents can be recorded directly at events, and downloaded electronically after the events, rather than as currently using paper evaluation sheets from which the information is manually transposed into electronic form.

9.5 Where reports are produced these should be short and concise with photo evidences. Report templates could be produced for each individual project where necessary and then populated with results from each borough.

9.6 **It is proposed that a shared portal is developed** so that at any point in time constituent boroughs can see how many events and activities have been delivered in their borough. This would reduce the workload associated with responding to requests for borough specific information at different points in the Authority year, outside of the regular reporting schedule. The portal could be used to provide communications materials – social media packs and communications schedules to borough colleagues so that NLWA activities can be communicated to borough colleagues in a timely manner.

9.7 MRWG has already suggested that measured outputs and outcomes could include a wider range of measures appropriate to the activity such as:

9.7.1 'We're helping x community groups to do x'

9.7.2 'We're helping y borough to do y'

9.7.3 And, 'We're delivering a z'

9.8 The development and delivery of the programme of work, including the assessment of the value of new activities will be kept under review by the MRWG. A six-monthly proposal of recommended upcoming activities could be put forward to the MRWG before implementation so that Members are provided with an opportunity throughout the delivery of the Plan to comment and make suggestions.

10 SECTION 10: EQUALITIES IMPLICATIONS

10.1 NLWA has an equality objective which provides an over-arching framework for equalities for the work that the Authority delivers: we will aim to ensure that we provide a waste disposal service that is fair, open to all and promotes equality of opportunity.' The objective was reviewed in 2017-18 and is reviewed every four years as required by the

2011 Regulations; the next review is due in 2021-22 and any changes will be incorporated into the activities carried out under this Plan.

- 10.2 NLWA is conscious of its obligations to comply with the Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017/353 (2017 Regulations) which came into force on 31 March 2017. The Act and associated Regulations provide protection on the grounds of age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. The 2017 Regulations also impose reporting requirements on public authorities specified in schedule 2.
- 10.3 When planning activities, the overarching requirements of statute, and the equality objective, are fully taken into account.
- 10.4 During the last plan period waste prevention work has continued to reach a wide range of audiences with presentations adapted if required and venues selected to be fully accessible. A variety of venues and times for presentations is also used to ensure that a wide range of audiences is reached. In addition an equalities section was included in the 2018-19 communications strategy setting out how the Equalities Act 2010 will be met: all new videos on the Authority's website have been filmed to include subtitles; all printed communications are made available online so that the size of the document is scalable and all imagery used in online communications and websites includes image titles that are understandable when used by screen readers; and the Communications team continues to ensure that online and printed communications material is fully accessible.
- 10.5 Going forwards the new 2020-22 plan will incorporate similar equalities considerations, a strategic appraisal of the activities included in the plan and review and adaptation if necessary, to ensure that all residents have an equal opportunity to reduce residual waste. This appendix details the proposed activities for the 2020-22 plan and proposed key performance indicators (KPIs) where possible.

Appendix 1: Proposed activities for the 2020-22 Plan

The proposed first six months' activities are:

- Develop a new schools waste prevention programme commencing in autumn 2020
- Commissioning some behavioural change research and engagement with stakeholders to help shape both the waste prevention and recycling communications activities for the remainder of the Plan
- Food waste prevention outreach (face-to-face engagement with residents at events and presentations, including some events with cooking demonstrations in the summer).
- Recycling promotion including both face-to-face engagement with residents and communications through other means such as advertising
- Preparation for the next London Upcycling Show which showcases furniture reuse and repair
- Planning for a programme of clothing waste prevention taking account of feedback from research currently underway
- Launch and implementation of the 2020-21 Waste Prevention Community Fund which provides financial support for not-for-profit/charitable organisations which are delivering complementary waste prevention work.
- Development of guidance documents and 'how to' guides to share best practice and enable the community to take action

Thereafter it is proposed that the Plan includes:

Waste prevention activities

Ongoing activities proposed 2020-22			
Activity	Proposed improvements and changes compared to the 2016-20 Plan	Proposed KPIs	Two-year targets 2020-22
<p>Outreach –face-to-face engagement with residents. Face-to-face communication has been proven effective for food waste reduction in particular as it provides the opportunity to talk about a range of different actions as well as the chance to outline solutions to</p>	<p>The outreach work can be extended by working with others and by supporting people in different ways. For example, a behavioural change networking group initiated by Hampshire County Council (and attended by NLWA officers) has recently circulated details of a new online Google Group for sharing ideas, resources and best</p>	<p>Numbers of people engaged Number of events Number of community groups engaged/</p>	<p>20,000 face-to-face conversations about food waste reduction 30 events per borough including some additional events with cooking demonstrations 5,000 recycling conversations</p>

Ongoing activities proposed 2020-22			
Activity	Proposed improvements and changes compared to the 2016-20 Plan	Proposed KPIs	Two-year targets 2020-22
overcome barriers to action.	practice on food waste prevention. This group is for organisations supporting volunteers to promote Love Food Hate Waste communications and/or composting in their local area. The group would be a useful platform of support for NLWA		80 recycling events in total
Waste education work in schools. The primary school curriculum and approach to teaching allows for a whole school and cross-subject approach to delivery, such as is currently adopted in the NLWA waste education programme. Through that approach we can have a valid expectation that multiple classes will participate and that a whole school impact can be achieved. The activities and context for this workstream are set out in Appendix 2.	The proposed programme of activity for 2020-22 will provide distinct offers for primary and secondary school levels. Although we would still expect a whole school influence of some sort, the programme will be realistic and impact may need to be achieved through communication materials around the school, via school publications that families and wider staff can access, or via social media.	Number of pupils and teachers and other adults engaged	Work with 28 schools (4 per borough) on a waste education programme
Continued programme of textile repair and reuse activities including clothes swaps, but with more emphasis on	There is a need to resolve liability concerns regarding NLWA supporting community groups reliant on volunteer assistance to deliver events. In principal NLWA should embrace	Number of events supported or delivered by NLWA	14 Swish and Style events (two in each borough) to promote reuse, repair and

Ongoing activities proposed 2020-22			
Activity	Proposed improvements and changes compared to the 2016-20 Plan	Proposed KPIs	Two-year targets 2020-22
working with community groups and providing guidance for others to deliver similar activities than in the past. Reach could be extended by running clothes swapping and repair events in north London universities and further education colleges.	volunteer assistance in repair and reuse activities where appropriate. Within the 2020-21 budget an additional officer has been included to act as a community liaison lead to help scale up activity.		upcycling of textiles Guidance document on how to run swishing events
Reusable nappy subsidies – programme of subsidies provided to parents and carers of babies in reusable nappies, with the value of the subsidy reflecting the avoided disposal cost to NLWA of landfilling disposable nappies.	An updated website and subsidy administration system will be developed during the first year of the WPP. This will make the NLWA administration consistent with the Real Nappies for London centralised database and website, which has already been updated.	Number of redeemed vouchers or cash backs	No targets set as yet
Policy responses and engagement with national and regional strategy development on waste prevention as well as engagement with ACR+ (Association of Cities and Regions for Recycling and Sustainable Resource Management) to keep abreast of waste prevention		Number of consultation responses and proportion of actions/changes NLWA recommends that are included in the final draft	No targets set but possibly an assessment of the proportion of changes requested by NLWA that are incorporated into the final documentation

Ongoing activities proposed 2020-22			
Activity	Proposed improvements and changes compared to the 2016-20 Plan	Proposed KPIs	Two-year targets 2020-22
policy development and best practice across Europe.			

Enabling others - activities proposed for 2020-2022			
Activity	Proposed improvements and changes compared to the 2018-20 Plan	Proposed KPIs	Two-year targets 2020-22
Guidance events/activities, training, drop in sessions and 'how to' guides to show other organisations how to deliver waste prevention projects already being delivered by NLWA.	Further research will be required to identify north London community groups wanting to work on waste prevention and who could help us to shape the content and structure of some training and guidance documents. Training could include delivering an event and using the event as a learning opportunity for community groups keen to deliver a similar event themselves. NLWA could also facilitate get-togethers on a particular waste stream, helping people network with each other. As an example, the 'Restarters' network of volunteer electrical repairers in north London have a social media 'Meetup' group which NLWA has joined. They have asked to meet up with NLWA to discuss joint working opportunities. Borough officers will be instrumental: In Islington for example borough officers have visited a number of	How-to guides and training sessions - Number of groups taking up delivery of NLWA activities	Cascade training to 14 organisations

Enabling others - activities proposed for 2020-2022			
Activity	Proposed improvements and changes compared to the 2018-20 Plan	Proposed KPIs	Two-year targets 2020-22
	community centres and hubs. They have looked at different aspects such as swishing, give and take, repair cafes, film clubs, food topics, upcycling and craft, communication channels, audiences for each group and recycling provision. Some of the centres would feel confident to deliver some of the activities that NLWA currently provides if we could provide toolkits or training to staff and volunteers.		

New initiatives			
Activity	Proposed improvements and changes compared to the 2018-20 Plan	Proposed KPIs	Two-year targets 2020-22
Waste Prevention Community Fund – Value £60k to be maintained to support new initiatives. The Fund was reviewed by the Members Recycling Working Group (MRWG) in October 2019 and considered to be useful.	Following a review of the promotion of the 2019-20 Fund officers have identified some changes required for 2020-22 to ensure that the Fund receives more applications than in the past.	Proportion of money allocated to community projects Spread of supported projects across the seven constituent boroughs and/or across waste streams	£120k Fund to be spent on a range of community led waste prevention projects

New initiatives			
Activity	Proposed improvements and changes compared to the 2018-20 Plan	Proposed KPIs	Two-year targets 2020-22
<p>Low plastic zones – it is recommended that the results of the trial of this project in 2019 should be reviewed prior to expanding this project.</p>	<p>MRWG has indicated a preference for the Plan to include development of additional Low Plastic Zones. Other expansion opportunities include work in schools. The charity Hubbub is delivering a project to reduce single use plastic in participating schools in London. NLWA could perhaps replicate this project across some participating north London schools.</p>	<p>Number of zones accredited in the year (and schools taking up initiatives to reduce single-use plastic)</p>	<p>One new zone in each participating borough</p>

High profile events and activities			
Activity	Proposed improvements and changes compared to the 2018-20 Plan	Proposed KPIs	Two-year targets 2020-22
<p>North London Waste Prevention Exchange – an annual conference to share best practice and waste prevention information. It is the only such event in England.</p>	<p>In 2020 the Authority is working with Environment Media for the first time to deliver the event. The Waste Prevention Exchange brings learning and development opportunities to NLWA staff and borough colleagues and raises the profile of NLWA on waste prevention.</p>	<p>Number of attendees</p>	<p>100 attendees per year</p>
<p>London Upcycling Show – this is now firmly fixed as a part of the WPP</p>	<p>As noted below, the show could be extended possibly with panel discussions about upcycling from</p>	<p>Number of attendees and number of competition entrants</p>	<p>350 attendees Number of entrants to be confirmed</p>

High profile events and activities			
Activity	Proposed improvements and changes compared to the 2018-20 Plan	Proposed KPIs	Two-year targets 2020-22
programme of activities in each year.	various industries, along with the workshops showing how to repair or upcycle an item. The discussions can be filmed to create a live webinar or to later act as an offline webinar to educate people unable to attend the London Upcycling Show		dependent on number of entry categories

New initiatives – new ideas – activities not delivered before			
Activity	Proposed improvements and changes compared to the 2018-20 Plan	Proposed KPIs	Two-year targets 2020-22
Refill stalls	LB Camden is trialling some pop-up refill stalls - the stalls are designed to go onto the borough's street markets. They sell unpackaged goods and provide information on reducing packaging, single use waste and eliminating unnecessary plastic. LB Camden will trademark the brand and expand the concept to many stalls if the prototype design is a success. The trial includes four different styles of stall made from old furniture collected from the north London reuse and recycling centres. If the stalls are a success it may be possible to roll them out to the other constituent boroughs in north London.		New proposal, did not feature in the 2018-20 plan so targets cannot be set until further discussion is carried out
Making the most of the electrical and electronic repair directory	Two years ago NLWA supported the development of an electrical and electronic repair directory – a directory of reliable electrical repairers in north London. On the basis that the directory is updated, some budget could be allocated to promote the directory more extensively over the next two years, perhaps including research into people who have used the directory and the repair services included within it.		Not delivered in 2018-20 so targets cannot be set until further discussion is carried out

New initiatives – new ideas – activities not delivered before			
Activity	Proposed improvements and changes compared to the 2018-20 Plan	Proposed KPIs	Two-year targets 2020-22
Doing something different with clothing waste reduction	Universities and colleges would be ideal locations for clothing waste reduction initiatives. One idea is to run a project to promote the 'capsule wardrobe'. The principle would be to promote the use of fewer longer lasting clothes, along the lines of the stylist Marie Kondo who advocates keeping minimal items that are mixed and matched, rather than buying new ensembles on a regular basis. Another idea would be to hold a stall at a market that looks a bit like a clothes stall but it's actually just tips and take-aways for people to take home e.g. explaining the idea of a capsule wardrobe and demonstrating how many looks you can get out of just a few items. The programme of activity could be launched to culminate in the London Upcycling Show.		New proposal, did not feature in the 2018-20 plan so targets cannot be set until further discussion is carried out
Extending the London Upcycling Show	In Redcar each year there is a 'Festival of Thrift' – a three-day event focussing on reuse and upcycling. Going forwards it may be possible to consider extending the London Upcycling Show into something larger or longer perhaps with a year-long promotion of a trail of reuse shops to visit in north London which is launched at the show. https://www.hemingwaydesign.co.uk/power-festival-thrift/ For two years now we have supported, through the Waste Prevention Community Fund, a Festival of Sustainable Fashion delivered by LCRN (London Community Resource Network). It may be sensible to review the London Upcycling Show and combine some work on clothing upcycling with the London Upcycling Show (which has focussed on furniture to date). A research questionnaire is currently being circulated to assess whether visitors to the Festival of Sustainable Fashion would like another event next year, or whether they would prefer a pop-up 'shop' where there is a permanent swish underway which might have more impact. Initial results suggest that		Targets listed above for current show so targets cannot be set until further discussion is carried out

New initiatives – new ideas – activities not delivered before			
Activity	Proposed improvements and changes compared to the 2018-20 Plan	Proposed KPIs	Two-year targets 2020-22
	something more permanent is likely to be preferable.		
Longer term repair café	Another suggestion is to host a longer-term repair café or series of repair events at a single venue. IKEA Greenwich's 'sustainability lab' offers regular repair, swishing and upcycling events (including a swish for Christmas decorations) and 'think do' in Camden offered a range of talks, activities and workshops over the six weeks it was in operation. We could investigate a more permanent location as a focus for reuse and repair, perhaps in Enfield near to the EcoPark, demonstrating that NLWA delivers more than the NLHPP.		Investigatory research completed by end of 2020 with recommendation for 2021

Appendix 2: Schools' programme

This appendix sets out the further detail of the proposed schools programme for 2020-22.

1. The context that the next school programme will be delivered in is significant, as with all areas of our waste prevention work. We need to tap into areas of interest that are already on school agendas such as the Global Goals for Sustainable Development (GGSD), citizenship and sustainability. These topics are not compulsory areas of learning in England; however, many schools adopt them into their learning programmes. The unique offer from NLWA is that we are real world experts operating a vital community service, that on the whole probably passes most residents by. School communities will be aware of their local Council taking rubbish and recycling away, but where does it go to then? This opens a broad area of new learning for school communities. This area of waste management is beyond what is normally taught in schools and packaged in the right way could be quite an attractive offer. We want to create learning opportunities that really focus on waste prevention in the context of the climate emergency and resource depletion, finding solutions within a circular economy, taking action on tangible issues, as well as inspiring young people especially at the secondary school level, to take an active interest in the area of waste prevention and management, perhaps even in terms of future education and employment opportunities.
2. The GGSD 12 is focused on responsible consumption and production, to ensure sustainable consumption and production patterns. Through the government's commitment to the GGSD, it has committed to reduce waste in the UK and ensure the sustainable management and efficient use of the UK's natural resources. This, linked to the global youth action on the climate emergency, has created an opportunity for us to create a tangible connection between a global, national and local priority, something that young people could be inspired to take action on. There is an abundance of free educational resources for all levels relating to the GGSD, and it is a recognisable hook to link the work of NLWA to an educational offer.
3. The education programme would benefit from a less prescriptive approach to what should be delivered, and targets will need to be set accordingly to measure the essence of what the school community experiences. Allowing potential contractors to bid within a more open scope would encourage fresh thinking and possibly widen the pool of potential bidders. The NLHPP has a wealth of educational opportunities associated with it and that should be seen as an asset that could form one of the themes for the new programme, especially for secondary schools.
4. Scale of the programme is an important factor. The current programme is an intensive approach with few schools, which has the benefit of potentially creating lasting behaviour change, however, across the area it has a relatively small impact. The new programme could operate on differing levels. We could seek a contractor who would deliver a lighter touch area wide reaching offer, for example through social media or online interaction, and a contractor that could deliver an in-school intensive offer. Key to getting return on the investment in the programme and building capacity within the school communities to act on waste prevention, is creating a continuing offer. As there is a plethora of online resources and sites for schools to access information for lesson planning, we would not

want to try and create another online resource, as that would be an intensive to build and maintain. Rather, we should try and communicate and support through existing networks such as school Heads meetings, school subject lead meetings, or other existing school and educational networks. NLWA could periodically provide updated data on the Wise Up To Waste website or on a new information sharing platform in a school accessible format that would provide new ideas for learning or approaches to waste management at school.

5. At both primary and secondary level, the education programme has the potential to provide opportunities for participants to apply critical thinking and problem solving.
6. It is proposed that the waste education programme is developed in more detail for discussion with borough officers and NLWA Members but that the primary and secondary school programmes are separate. Early stage scoping work will also include looking at the TRiFOCAL project, a three-year European project which included work in London. The aim of the project was to look into new approaches to behaviour change that aim to prevent food waste, encourage recycling of inedible food and promote healthy sustainable eating.

Appendix 3 – Outputs of the 2018-20 Waste Prevention Plan (for 2018-19)

Waste Prevention:

- 13,510 residents spoken to about food waste prevention of which 95% of a sample interviewed said they would reduce their food waste as a result of their conversation with us.
- 114 outreach events attended to discuss food waste prevention;
- 3,560 north London residents were engaged in conversations about recycling; 55 events attended to discuss recycling;
- 21 repair cafes delivered at which 235 items were repaired;
- 14 schools participated in a waste education programme resulting in an average waste reduction of 56% from participating schools (28.5 tonnes in total);
- 341 people attended the London Upcycling Show and 119 the North London Waste Prevention Exchange;
- 699 reusable nappy vouchers claims made in the year resulting in 340 tonnes of disposable nappy waste avoided as a result of the scheme;
- Seven community waste prevention projects supported through the Waste Prevention Community Fund
- 7 Waste Less, Lunch Free events attended by 2,589 north London residents
- 449 attendees at the launch of the Save a Crust project and associated cookery workshops
- 7 Give and Take Days, attended by 406 residents and diverted 5.6 tonnes from disposal

Communications

- Social media engagement included – 2,100 Twitter followers, 932 Facebook likes and 299 on Instagram;
- More than 190,000 people reached with the seasonal food waste campaign – ‘Chill Out This Summer’, of whom more than 16,000 actively engaged with the posts by either liking, sharing or commenting and 575 people entered the associated campaign competition;
- 241,599 unique page views on the Wise Up To Waste website in the year, increasing from 162,870 the previous year – a 48% increase;
- Over 4 million views of the Authority’s recycling communications campaign advert including the additional burst of advertising in 2019/20; 60% of those who remembered seeing the advert said they ‘would think differently/think again’ about recycling;
- More than 170 articles/features, both print and broadcast published for three waste prevention activities in the year. Working with a specialist PR agency to raise the profile of three of NLWA’s waste prevention projects, namely plastic waste reduction, Repair Cafés and the food waste reduction campaign, ‘Save a Crust’ resulted in extensive regional, national and trade media coverage.

Appendix 4 – Plans for extending the reach of the waste prevention activity through communications

Waste prevention directed communications - plans for extending the reach of the activities through directed communications

1. Communications activity will be used to maximise the effectiveness of waste prevention activity. This work will include:
 - 1.1. Promotion of events to increase attendance, e.g. London Upcycling Show, North London Waste Prevention Exchange
 - 1.2. Campaigns to promote projects and increase engagement, e.g. clothes swapping events
 - 1.3. Promotion of outreach and education activities
 - 1.4. Social media activity to raise awareness of and encourage waste prevention behaviours through practical advice, linked to key projects where appropriate.
 - 1.5. Provision of communications toolkits to enable borough officers to promote waste prevention and recycling activities in their borough.
 - 1.6. Maximising the appeal of waste prevention material on our website and social media to help normalise reuse and repair and create a buzz around the waste prevention agenda.
2. Communications activity will largely be focused on awareness raising and reaching as wide an audience as possible to achieve penetration on both event attendance and key messages. This will complement the approach of targeting waste prevention activity to specific groups and then extending the reach of that activity through widespread communications activity.
3. In order to ensure flexibility, the approach to communications will be agreed as early as possible in the scoping and planning phases of each project so that communications can be rolled out quickly to support the project.
4. Part of this promotional activity is expected to be achieved by ongoing input from a specialist PR agency tasked with securing media and social media coverage of key projects to extend their reach.
5. Communications activity will include efforts to encourage residents to go to the new Authority website. A single website incorporating both the corporate and the consumer facing elements will allow NLWA the opportunity to streamline its messaging, reduce the costs (of hosting and updating), update the visual imagery on the website (the use of illustrated characters, as on the Wise Up To Waste website now looks very dated) and to update the site to the required accessibility standards. The Authority's new website will be positioned as an essential resource for north Londoners seeking authoritative, innovative and practical advice on positive waste behaviours.
6. Face-to-face communication with residents, will remain at a similar level as currently (40 recycling events (2,500 face-to-face discussions) and minimum 20 workshops /annum). However, the approach to the recycling stalls themselves could potentially be changed to gain more impact. Recycling stalls which focus on a single contaminant like crisp packets, tissue, polystyrene, sweet wrappers could be a bit of a gimmick e.g. free

packets of crisps given away if people play a game or answer a quiz. Such a focus would provide the opportunity to hammer the message home and explain how recycling works.

7. Monitoring of this activity will largely be project dependent and will include measures such as event attendance, social media and website metrics on numbers of people reached and levels of engagement, as well as the uptake of services promoted.