

Public Document Pack

		LINCOLNSHIRE WASTE PARTNERSHIP	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

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A Meeting of the Lincolnshire Waste Partnership will be held on Thursday, 8 July 2021 at 10.30 am as a Virtual meeting via Microsoft Teams

The meeting can be viewed via the following link: [Agenda for Lincolnshire Waste Partnership on Thursday, 8th July, 2021, 10.30 am \(moderngov.co.uk\)](https://moderngov.co.uk/agenda/2021/07/08/lincolnshire-waste-partnership-meeting-8-july-2021)

MEMBERS OF THE COMMITTEE

Voting Councillors: D McNally (Lincolnshire County Council), R Gambba-Jones (South Holland District Council), B Bushell (City of Lincoln Council), M Foster (East Lindsey District Council), M Head (North Kesteven District Council), Dr P Moseley (South Kesteven District Council), Owen Bierley (West Lindsey District Council) and Richard Wright (Greater Lincolnshire Leaders and CX's), R A Wright (Lincolnshire Leaders and CX's)

Non-Voting Officers: Steve Bird (City of Lincoln Council), Victoria Burgess (East Lindsey District Council and Boston Borough Council), David Steels (North Kesteven District Council), Emily Spicer (South Holland District Council) and Ady Selby (West Lindsey District Council)

AGENDA

Item	Title	Pages
1	Election of Chairman	
2	Election of Vice-Chairman	
3	Apologies for Absence	
4	Declaration of Interests	
5	Minutes of the meeting held on 19 November 2020	3 - 10

Item	Title	Pages
6	Partner Updates <i>(To provide an opportunity for Partners to update the Partnership on any issues which may be of interest)</i>	
7	Governance - Review of LWP Terms of Reference and LWP Programme Delivery Manager Role <i>(To receive a report which enables the Partnership to consider its Terms of Reference and also the role of the LWP Programme Delivery Manager)</i>	11 - 20
8	Performance Measures Update <i>(To receive a report from Matthew Michell, Waste Strategy Manager (LCC) on the performance statistics to date)</i>	21 - 24
9	Joint Municipal Waste Management Strategy Action Plan Update <i>(To receive a report which updates the Partnership on the progress against the Joint Municipal Waste Management Strategy Action Plan)</i>	25 - 30
10	Defra consultations and their potential impacts on LWP partners <i>(To receive a report by Matthew Michell, Waste Strategy Manager (LCC), which sets out the waste policies proposed by Defra through their Resources and Waste Strategy and subsequent consultations)</i>	31 - 34
11	Lincolnshire Waste Partnership Forward Plan <i>(To provide the Partnership with an opportunity to identify any items they wish to consider at future meetings)</i>	35 - 36

Debbie Barnes OBE
 Chief Executive
 30 June 2021



LINCOLNSHIRE WASTE PARTNERSHIP 19 NOVEMBER 2020

PRESENT:

COUNCILLOR E J POLL (LINCOLNSHIRE COUNTY COUNCIL) (CHAIRMAN)

District Councillor Roger Gambba-Jones (South Holland District Council) (Vice-Chairman), District Councillor Yvonne Stevens (Boston Borough Council), District Councillor Bob Bushell (City of Lincoln Council), District Councillor Martin Foster (East Lindsey District Council), District Councillor Mervyn Head (North Kesteven District Council), District Councillor Dr Peter Moseley (South Kesteven District Council) and District Councillor Owen Bierley (West Lindsey District Council)

Officers in attendance:-

Victoria Burgess (East Lindsey District Council), Charlotte Paine (South Holland District Council), David Steels (North Kesteven District Council), Ian Yates (South Kesteven District Council), Ady Selby (West Lindsey District Council), Matthew Michell (Waste Strategy Manager), Rachel Stamp (LWP Programme Manager), Nicole Hilton (Assistant Director - Communities) and Rachel Wilson (Democratic Services Officer)

44 APOLOGIES FOR ABSENCE

No apologies for absence were received.

45 DECLARATION OF INTERESTS

There were no apologies for absence at this point in the meeting.

46 MINUTES OF THE MEETING HELD ON 9 JULY 2020

RESOLVED

That the minutes of the meeting held on 9 July 2020 be signed by the Chairman as a correct record, subject to it being noted that Councillor Dr P Moseley was in attendance.

47 PARTNER UPDATES

Each Partner authority was provided with the opportunity to update the rest of the Partnership on any developments or updates which may be of interest to the Partnership. The following was noted:

**LINCOLNSHIRE WASTE PARTNERSHIP
19 NOVEMBER 2020**South Kesteven District Council

It was reported that the second wave of Covid-19 was starting to have an effect on activities. However, the partnership working and the officer working group had helped with the resilience of the team. Officers and crews had been affected, which had had an impact and the authority had had some live positive cases, but the arrangements which had been put in place had helped to manage this, and with the testing arrangements, people were able to return to work quicker.

It was also reported that capacity for booking bulky items had needed to be doubled as demand had increased by 35 - 40%. There had also been a 42% increase in the volume of fly tipping. Green Waste had managed to continue and had been well received by the customers.

Lincolnshire County Council

The Energy from Waste facility successfully completed its annual scheduled shut down for maintenance.

A lot of hard work was carried out during the first lockdown to set out safe working practices at facilities, waste transfer stations etc., had all been reinstated to protect the workforce as much as possible and maintain services.

Continuing to Progress detailed work on potential sites for replacement recycling centres in the capital programme.

It was also reported that some preparatory work had commenced in relation to the second round of consultations coming out from Defra. The authority would be looking at the technology choices there would be for Anaerobic Digestion, and that work would be starting shortly. The first sampling and composition audits on waste streams arising in Lincolnshire had taken place at the waste transfer station at Boston. Officers were currently in the process of recruiting full time staff, to be able to carry out this work which would give full and detailed information on the waste and recycling in Lincolnshire, which would help to inform the decisions going forward, particularly in light of the changes due to be introduced by the Government in 2023.

West Lindsey District Council

The value of the partnership working which had taken place was reiterated, and it was noted that there had been good work from the officer working group.

It was reported that there had been two confirmed cases of Covid-19 within the operational staff. It had been possible to isolate both individuals and the vehicle they used.

In relation to the new depot, ground would be broken the following week, and it was expected that the build would be completed in late summer/early autumn 2021. Operations would be moved there immediately. Photo voltaic cells had also been added to make it as sustainable as possible.

In relation to the paper and card trial, a report would be brought to members in January/February with a decision expected to be made mid-2021.

It was reported that all services were currently running as normal, bulky uptake and garden waste uptake had increased. Fly tipping rates remained very high, but seemed to have flattened.

City of Lincoln Council

The comments around joint working were echoed, particularly the Officer Working Group, and particularly in respect to all the health and safety implications around Covid-19. Cases within the authority remained extremely low which allowed all the services to continue as normal.

Fly tipping remained high and remained an issue, and it had been flagged up through the Strategic Officer Working Group.

South Holland District Council

It was reported that bulky waste collections for the last three months were up 170% so capacity had been doubled. Fly tipping had increased by 112% overall, and the figures for October showed that fly tipping was up by 156% compared to the previous year. The garden waste service had also been expanded to enable the district to support residents further with kerbside collections.

As part of the district council's network, work had taken place with Defra on the Environment Bill and sharing this with the Officer Working Group.

North Kesteven District Council

It was reported that the district had not seen any impacts of Covid-19 in terms of the ability to deliver services, kerbside collections had continued. Partners were advised that a report was due to be considered by the Executive regarding paper and card collections with an ambition of starting this in autumn of 2021. The report would be looking for member buy in for this and would also include how local communities would be consulted. It was hoped to have these results by March/April 2021. A route review of rounds was also planned and it was hoped that this would be integrated with any changes to collection regime.

An Environmental Crime Partnership Working Group meeting had been organised for the following week, involving the public sector, police, environment agency and other agencies. The aim was to take the SCRAP campaign and positive messages forward. Very good responses had been received. It was noted that it was likely that the Police and Crime Commissioner would organise a follow up meeting in 2021.

East Lindsey District Council

At the last full Council meeting, members agreed to bring the fleet maintenance in-house. A workshop had been leased from LCC and it was hoped that equipment could be purchased from the current contractor. An agreement was also reached to purchase two additional RCV's to cover when current fleet were in for service and maintenance. Officers were working towards the commencement of this operation from April 2021.

There were some staffing issues similar to other authorities, it was hoped that these absences could be covered due to the garden waste programme entering its winter phase.

An increase in bulky item collection had also been seen, however, there had not been as much as an issue with fly tipping as other authorities had experienced.

The Chairman commented that the Household Waste Recycling Centres (HWRC's) had continued to remain open during the second lockdown. In relation to complaints, since the sites had reopened, the numbers had jumped from 1 last year to 70 this year, due to changes that had had to be made to continue the services. However, this number was small compared with the number of transactions that had taken place.

It was acknowledged that major changes had taken place at the Household Waste Recycling centres and it was queried whether it was planned to carry out any customer satisfaction work. It was noted that this would be covered under one of the other papers on the agenda.

A discussion took place regarding the booking system at the HWRC's and it was noted that it was this system which had allowed the sites to reopen and continue operating through the pandemic.

It was confirmed that the HWRC at Boston had had to close for a day due to covid-19 related staffing issues. It was also suggested whether the introduction of a late night opening at HWRC's could be considered, and it was confirmed that this would be looked into when operations were being planned for 2021 onwards.

48 PERFORMANCE MEASURE UPDATE

Consideration was given to a report by the LCC Waste Strategy Manager which updated the Partnership on the new Key Performance Indicators (KPI's) which measured progress against the vision and objectives set out in the Joint Municipal Waste Management Strategy (JMWMS). The KPI's related to four strategic themes:

- Waste hierarchy –prioritisation of waste minimisation and recycling
- Contamination – recycling contamination rate (kerbside recyclables)
- Carbon – overall LWP waste management carbon footprint (per head)
- Customer friendly – satisfaction with waste collections/HWRC's

The Partnership was guided through the report and the performance against each indicator outlined. Members were provided with the opportunity to ask questions to the officers present

in relation to the information contained within the report and some of the points raised during discussion included the following:

- It was commented that there had been a reduction in tonnage per household, but kerbside collections were up by 30% and it was queried if this was due to the increased number of people working from home. Members were advised that more was now understood about green waste collections, and a huge increase in the uptake of green waste had been seen, as well as an increase in the volume.
- It was noted that kerbside collections had increased but there was less waste coming through. It was noted there was still a need to better understand what was happening and why.
- In terms of paper and card, it was noted that a lot more people were having items delivered and it was queried whether there was an indication of whether this would have an impact on the recycling rates. It was commented that there were projections that the kerbside dry recycling would see an increase on the previous year. It was noted that there were a lot of factors that could influence tonnages, such as the weather could impact on green waste. The Covid-19 pandemic had had a dramatic effect on all waste disposal authorities, not just Lincolnshire.
- It was noted that when the Household Waste Recycling Centres (HWRC's) reopened, Spalding's bookable slots filled up quickly, but it took the other sites a few weeks to catch up. The total tonnages, did show that overall waste was down, and this included any fly tipping.
- It was reported that it was planned to develop a dedicated carbon management plan for the Lincolnshire Waste Partnership, and work on a green masterplan was also underway.
- A residents panel had also been formed, which had 650 people on it. Waste Wednesday's were also continuing through social media. There was a significant amount of engagement with the public taking place.

RESOLVED

1. That the Lincolnshire Waste Partnership notes the charts and commentary in relation to the Waste Hierachy
2. That the Lincolnshire waste Partnership notes that data from the new sampling station would be presented at the next meeting of the Lincolnshire Waste Partnership.
3. That the Lincolnshire Waste Partnership approves the development of a draft LWP Carbon Management Plan for consideration at the next meeting.
4. That the Lincolnshire Waste Partnership agrees to postpone user-satisfaction benchmarking pending a return to more normal post-COVID time, but continues with public engagement.

49 JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY ACTION PLAN UPDATE

Consideration was given to a report by the LWP Programme Manager which updated the Partnership on the Joint Municipal Waste Management Strategy Action Plan. It was reported that following a review of the current actions and the service requirements going forward, the action plan had been reformatted into four key areas which were:

**LINCOLNSHIRE WASTE PARTNERSHIP
19 NOVEMBER 2020**

- A) Operational Improvements and Projects
- B) Communication, Education and Engagement
- C) Assets and Infrastructure
- D) Performance and Governance

It was reported that the two stream trial (separate paper and trial card collection) would continue. The households had been involved in this trial for just over one year now. A lot of the sampling of the quality of material collected was showing it to be of exceptionally high quality. There had also been an improvement in the mixed dry recycling in the trial areas, following public engagement activity. However, there was not yet enough data to identify any trends.

It was also reported that the Communications Group was working well together to provide consistent messages across the county, and they were maintaining the SCRAP fly tipping campaign.

It was queried whether there was more that could be done to encourage people to recycle, when the country was back to more normal times, possibly through working with schools as children were the next generation of recyclers. It was queried whether there were simple projects which could be introduced into schools. It was noted that some preliminary work had been done with schools and universities. It was suggested that it could be introduced through Children's Services, and the Schools Liaison team, and information could be included within the newsletter which was sent to all schools.

RESOLVED

That the Lincolnshire Waste Partnership note the contents of the action plan and continue to receive on-going updates on the progress at future meetings of the Lincolnshire Waste Partnership.

50 REVIEW OF JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY OBJECTIVES

Consideration was given to a report by the LCC Waste Strategy Manager, which updated the Partnership on progress since the objectives in the Joint Municipal Waste Management Strategy were formally adopted in January 2019. It was reported that much had happened since the objectives were agreed (including COVID-19 and evolving national policy), and so a review had been undertaken to ensure the continued relevance of the Strategy and to consider the LWP's progress towards meeting those objectives and whether the objectives needed updating or adding to.

It was highlighted that the second round of consultations from Defra were expected shortly, and there may be a need to review the objectives in light of what waste management may look like in 2023.

It was commented that there was still a need for more work around upcycling, and it was queried whether there was a benefit to promoting repurposing or reusing items, as there were a lot of items which were thrown away which would still be of use to other people.

RESOLVED

That the Lincolnshire Waste Partnership note and approve the findings of the review that:

- The objectives were still valid and were in line with emerging national policy;
- The LWP was making good progress towards achieving most of the objectives, although Covid-19 had had a negative impact on some, particularly the recycling rate.

51 LINCOLNSHIRE WASTE PARTNERSHIP FORWARD PLAN

RESOLVED

That the Lincolnshire Waste Partnership receive and note its Forward plan for 2021-2022.

The meeting closed at 12.00 pm

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LINCOLNSHIRE WASTE PARTNERSHIP

8 July 2021

SUBJECT : Governance - Review of LWP Terms of Reference and LWP Programme Delivery Manager Role

REPORT BY: Rachel Stamp

CONTACT NO: 07786 110782

BACKGROUND INFORMATION

The Terms of Reference for the Lincolnshire Waste Partnership are to be reviewed regularly as stated within them. In order to bring this review in line with the AGM of the LWP the TOR are detailed below with discussion suggestions for review.

The LWP put into place the role of Programme Delivery Manager in 2019 and this is also an opportunity to review the requirements of this post.

1. TERMS OF REFERENCE

The current Terms of Reference for the LWP, last reviewed by this forum in March 2020 are detailed below:

1. The main roles of the Lincolnshire Waste Partnership shall be to:
 - a. To focus all Stakeholders on the delivery of the objectives set out in an agreed Joint Municipal Waste Strategy.
 - b. Monitor performance against the objectives set out in the agreed waste strategy
 - c. To provide a mechanism through which to assess the impacts of change on all stakeholders in the control and management of waste, be that residents, business, or other third parties, are fully considered before individual decisions are taken.

- d. To ensure close communication between partners, and consistent messages to Stakeholders.
 - e. To agree a Lincolnshire position in respect of national waste management issues, and to lobby in support of this position when required.
 - f. To provide a framework for sharing and learning
 - g. To establish a culture with values in support of the agreed waste strategy.
 - h. By way of a clear voting structure, make clear the majority view of the Partnership, so that all partners can determine their own authority's actions in that context.
2. The Lincolnshire Waste Partnership shall be comprised of one member and one officer from each Council outlined below, who should be the strategic lead for waste matters; but each Local Authority shall have only one vote.
 - a. Boston Borough Council
 - b. City of Lincoln Council
 - c. East Lindsey District Council
 - d. Lincolnshire County Council
 - e. North Kesteven District Council
 - f. South Holland District Council
 - g. South Kesteven District Council
 - h. West Lindsey District Council
3. The Council member from each authority may represent that council, regardless of its structure, but they must be authorised to represent the views of that authority as a whole, such that the group may take it that any view they express individually shall represent the position of the authority, unless caveated appropriately for the record.
4. Substitutes for councillors are permitted. Where a Councillor cannot attend, a councillor substitute must be provided in order to have voting rights. An authority may make their views known through their attending officer, but they will not be able to cast a vote on behalf of an absent councillor.
5. The Lincolnshire Waste Partnership will also include one elected member and one officer representing the Greater Lincolnshire Leaders and Chief Executives group, who will be the strategic lead for waste matters.
6. A representative from the Environment Agency shall be invited to attend the Lincolnshire Waste Partnership meeting as observer, and to provide technical guidance.
7. Members of the partnership shall be required to: -
 - Attend meetings prepared and briefed

- Act in support of clause 1 of the ToR
 - Act in a supportive manner to colleagues of the partnership - Challenge constructively
 - Declare any concerns on issues, stating how they would wish to see them resolved
 - Respect confidences
8. Membership of the partnership is open to any neighbouring authority where, by majority vote, the partnership feel it would be of benefit.
 9. The quorum for the Lincolnshire Waste Partnership shall be five elected members.
 10. A Chairman and Vice Chairman shall be elected on an annual basis. Where there is no opposition, the Chairman's and Vice Chairman's terms of office may be extended for another year.
 11. The Lincolnshire Waste Partnership can set up working parties to look at and report back on particular issues. The working parties will, where appropriate, include individuals drawn from outside the Partnership.
 12. Lincolnshire County Council will provide Secretariat support for the Partnership, and minutes will be distributed not later than three weeks after each meeting.
 13. The Partnership shall meet formally three times per year, with additional meetings being held as necessary. All meetings for the year ahead shall be diarised at the start of the Municipal Year.
 14. The Annual General Meeting of the Lincolnshire Waste Partnership will be the first scheduled meeting after the AGM of Lincolnshire County Council. The Chairman and Vice Chairman for the forthcoming year will be elected at this meeting.
 15. The Partnership will be supported by the Lincolnshire Waste Partnership Officer Working Group which will meet not less frequently than four weeks before and four weeks after a meeting of the Partnership, and these meetings will be diarised for the year ahead.
 16. The Lincolnshire Waste Partnership will review its governance and the Terms of Reference every two years in the spirit of robust self-assessment and identify where/if changes are appropriate in order to permit the partnership to better meet its main roles.

17. Provisions of the Local Government Access to Information Act 1985 shall be applied to meetings of the Partnership and consequently, meetings shall be open to the public and press, except when matters relating to confidential and exempt information, as defined in the Act, are likely to be disclosed.

FOR DISCUSSION

Members to review the TOR and in particular to discuss the following amendments:

Point 10 – Whether the term of office should be extended to a period of two/four years. If amended would also need to review point 14.

Point 13 – In light of the upcoming challenges and potential changes that the Environment Bill may impose to increase the regularity to 4 formal LWP meetings per annum.

2. LWP PROGRAMME DELIVERY MANAGER ROLE

In 2018 the LWP agreed to establish a full time post, the LWP Programme Delivery Manager. This post was jointly funded by the authorities across the partnership and there have been some amendments to these contributions since its inception. The incumbent postholder has now taken a role directly employed by LCC and therefore the substantive post of the LWP Programme Delivery Manager is vacant.

FOR DISCUSSION

Members to review the requirements of the role in light of the changes that the Environment Bill will impose and consider the following options:

1. To disestablish the post
2. To recruit to the existing job role
3. To review and amend the requirements of the role in light of the changing landscape of Waste Services across the partnership

RECOMMENDATIONS

1. That the LWP reviews and makes any appropriate changes to the Terms of Reference.
2. That the LWP reviews the requirements of the LWP Programme Delivery Manager role to ensure adequate support to the partnership in delivering against the JMWMS.

APPENDICES

Appendix A – LWP Programme Manager Job Description

JOB DESCRIPTION & PERSON SPECIFICATION

Director Area: Place	Job Ref Number: 02620
Service Area: Waste Management	Grade: 11 (click here for value)

Job Title:
LWP Programme Delivery Manager

PURPOSE OF JOB:

Effective Programme & Project leadership is fundamental to the Lincolnshire Waste Partnership (LWP) being able to successfully deliver its strategic objectives and individual projects to the people of Lincolnshire in a timely and cost effective manner.

The post holder will be responsible for effective leadership of the successful delivery of the benefits of the LWP programme(s) and projects which are set up to achieve a structured approach to the delivery of the waste service programmes and projects performance.

The post holder will be responsible for ensuring that the programmes and projects make real and lasting improvements and collectively make the greatest contribution to Lincolnshire Waste Partnership’s strategic objectives and targets. The post holder will act as programme manager for individual programmes and projects as required.

The post holder will be required to work across all the LWP organisations and service areas, to plan and deliver solutions that meet the objectives of the Joint Municipal Waste Management Strategy (JMWMS.)

TEAM STRUCTURE:



MAIN DUTIES:

Responsible for all activities associated with the management of strategic waste programmes or projects including:

- | | |
|----|---|
| 1. | <p>Governance:</p> <ul style="list-style-type: none"> • Responsible for defining the LWP project and programmes Governance framework • Defining the project and Programme goals based on the JMWMS and the direction of the LWP • Describing the scope and boundaries of the project(s) and programme(s) • Ensuring the integrity of all programmes • Assigning projects to ProjectManagers |
|----|---|

	<ul style="list-style-type: none"> • Reporting progress of the programme(s) to the LWP, Officer Working Group & Sponsors • Approving changes in project status e.g. giving permission to start a new project or phase
2.	<p>Resource Management & Allocation:</p> <ul style="list-style-type: none"> • Ensuring appropriate allocation of resources and skills to meet all key projects and programmes • Facilitating the resourcing and appointment of individuals and resources to Project Delivery Teams • Effective management of Programme resources • Managing appropriate budget • Approving projects' budgets and timescales • Ensuring that the outputs for the projects meet the requirements and are of appropriate quality, on time and within budget • Ensuring a co-ordinated approach to resource management across the LWP to ensure effective programme delivery
3.	<p>Stakeholder Leadership:</p> <ul style="list-style-type: none"> • Communicating and engaging with stakeholders and ensuring high satisfaction levels • Being the partner of choice, by delivering partnership targets • Managing stakeholder expectations • Managing strategic partners and stakeholders contribution • Develop strategic partnerships for waste across the LWP and exert influence over their resources and services to maximise waste service improvements
4.	<p>Programme and Project Management:</p> <ul style="list-style-type: none"> • Managing both strategic and day-to-day issues and risks of the programme(s)/project(s) • Initiating extra activities or interventions when issues arise • Planning and designing the programme(s)/project(s) and proactively monitoring its progress and performance, resolving issues and initiating corrective actions • Ensuring projects are formally closed • Managing dependencies, interfaces and conflicts within the projects and Functions • Applying the learning from project delivery reviews to the whole programme • Continuously improve, innovate and promote the work of LWP with all stakeholders

PERSON SPECIFICATION			
Requirements	Where identified*	Essential	Desirable
Relevant professional qualification or equivalent	A	✓	
Degree level education	A	✓	
Related qualification or experience in procurement, legal, finance, project management	A/I		✓
Programme and project management skills using recognised standards and methodologies such as MSP, APMP and PRINCE2	A		✓
An adept and adaptable communicator that brings leadership, forward thinking and innovation to allocated roles	A/I	✓	
A highly credible performance manager that can lead, coach and develop people, including succession planning and managing under-performance	A/I	✓	
Influencing and negotiating skills to ensure high level buy-in; commitment and resources to key programmes	A/I	✓	
Subject matter specialist in a valid service area and/or a capability leader within a people, process or technical environment	A/I	✓	
Experience in running and/or contributing to assurance reviews, Health Check and lessons learned workshops	A		✓
Maturity and experience in a high level quality delivery at this grade	A/I		✓
The ability to question and influence the direction of the organisation	A/I		✓
Ability to operate at a strategic level	I	✓	
A clear understanding of partner organisations and processes	I	✓	
Experience of complex change programmes, involving technology-enabled transformation or service-delivery transformation	I		✓
Contract and commercial knowledge	A/I	✓	
Significant knowledge of Demand and Resource management	A/I	✓	
Knowledge and credibility to blend strategic and business content within the context of performance improvement initiatives	I		✓
Excellent communication and interpersonal skills in meetings, presentations and workshops	I	✓	

Time management and team working ability are essential	A/I	✓	
Presentation, written and verbal communication, numeracy skills are essential	A	✓	
Facilitation skills to promote creative thinking and problem solving by service delivery staff and service area specialists	I	✓	

*A = Application form T = Test/Assessment I = Interview P = Presentation

GENERAL

The postholder is required to take personal responsibility for contributing to organisational transformation and changes in ways of working, maximising the benefits and efficiencies for both internal and external customers, including the promotion and use of self-service to achieve maximum cost effectiveness.

Other Duties - The duties and responsibilities in this job description are not exhaustive. The post holder may be required to undertake other duties within the general scope of the post. Any such duties should not substantially change the general character of the post. Duties and responsibilities outside of the general scope of this grade of post will be with the consent of the post holder.

Safeguarding - All employees need to be aware of the possible abuse of children and vulnerable adults and report concerns through appropriate channels.

Job Details:	
Job Title	LWP Programme Delivery Manager
Identifier	02620
Director Area	Place
Service Area	Waste
Section	
Date	13/10/2020
Analyst Name	
Job Status	
Score	616
Grade	Grade 11
Description	

Factor Levels:	
Supervision/Management Of People	4.1
Dispersal Awarded	Yes
Creativity & Innovation	5
Contacts & Relationships	6
Decisions - Discretion	4
Decisions - Consequences	3
Resources	1
Work Demands	3
Physical Demands	1
Working Conditions	1
Work Context	1
Knowledge & Skill	6

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Agenda Item 8



LINCOLNSHIRE WASTE PARTNERSHIP

8 JULY 2021

SUBJECT :	Performance Measure Update
REPORT BY:	MATTHEW MICHELL LCC WASTE STRATEGY MANAGER
CONTACT NO:	01522 552371

BACKGROUND INFORMATION

In November 2019, the Lincolnshire Waste Partnership (LWP) agreed to use a suite of new Key Performance Indicators (KPIs) to measure progress against the vision and objectives set out in their Joint Municipal Waste Management Strategy (JMWMS). These KPIs will relate to four strategic themes:

- Waste Hierarchy – How well we are doing to prioritise waste minimisation and recycling
- Contamination – Recycling contamination rate (kerbside recyclables)
- Carbon – Overall LWP waste management carbon footprint (per head)
- Customer friendly – Satisfaction with waste collections / Household Waste Recycling Centres (HWRCs)

This report is the latest in a series of regular updates on each theme, and includes commentary on the impact of the Covid-19 epidemic on performance. It should be noted, however, that it is not yet clear how much of that Covid-19 impact is temporary or to what extent we are now seeing a "new normal" (e.g. more working from home) which may continue in the longer term.

KEY PERFORMANCE INDICATORS (BY TOPIC)

Topic – Waste Hierarchy

Two KPIs have been agreed by the LWP:

- Recycling rate of "waste from households" (percentage); and
- Household Waste Collection (kilograms per household).

Performance against these is shown on the below charts as follows:

- Up to and including 2019/20 = Confirmed actual performance
- 2020/21 = Projections based on year to date performance
- Targets = Agreed by LWP in November 2019

Chart 1 – Overall LWP performance

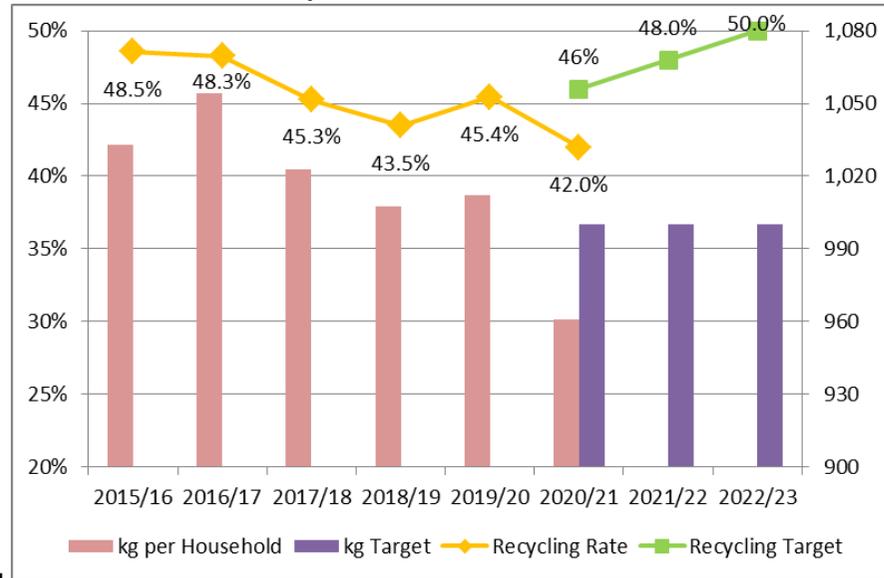
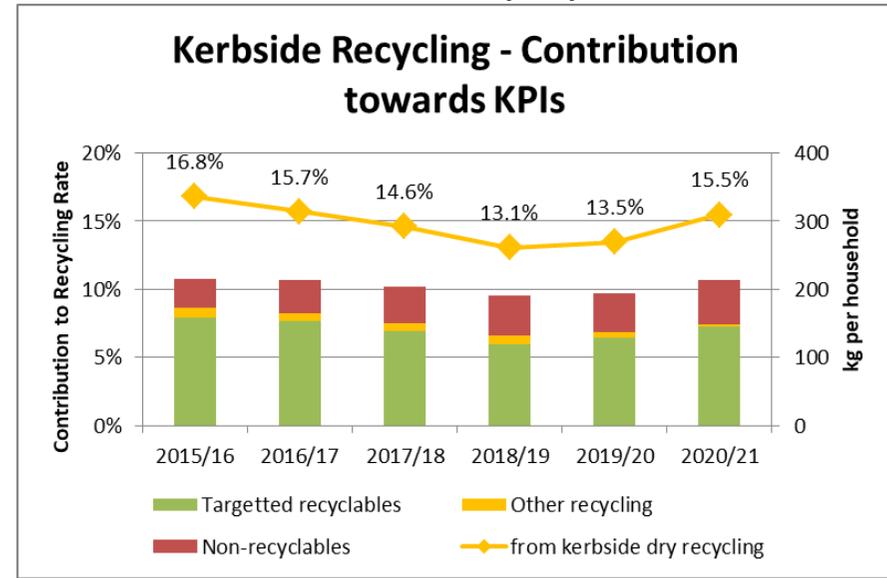


Chart 2 – Contribution of kerbside dry recyclables



Targeted recyclables = paper; card; plastic (bottles, pots, tubs, trays); metal cans; glass
 Other recyclables = other recycled plastics (film, rigid); other metals; small paper
 Non-recyclables = fines; other non-recycled material

Chart 3 – Contribution of composting

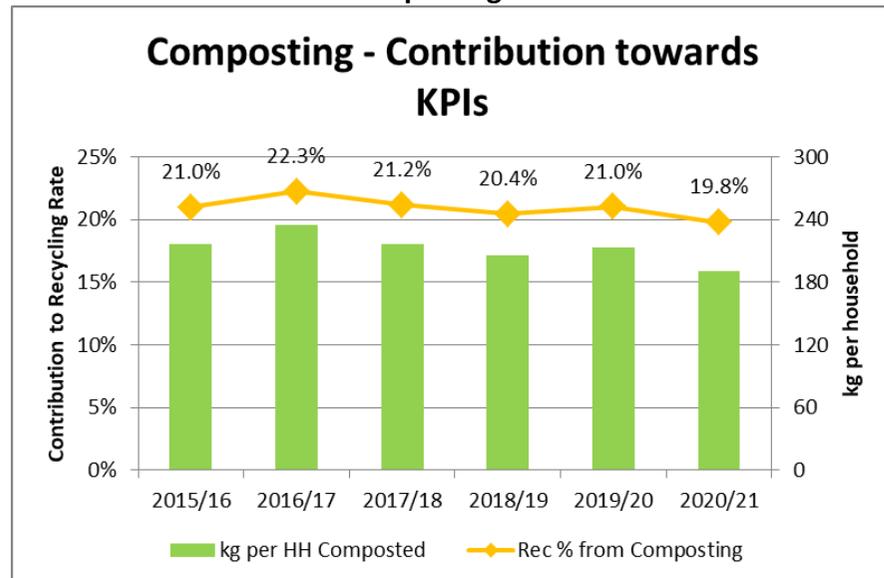
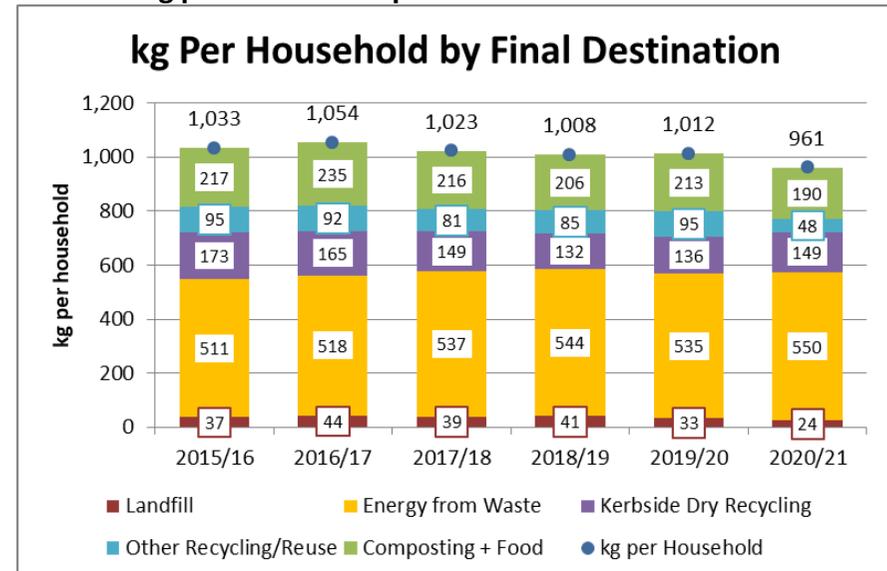


Chart 4 – kg per household split to show final destination



Recycling rate of “waste from households” (percentage)	
Overall (Chart 1)	Negatively impacted by the closure of HWRCs during Covid-19 lockdown. Despite prompt reopening and the relaxation of some Covid-19 restrictions, HWRCs continue to see reduced quantities of all materials, including recyclables, and thus contribute less to the overall rate. Through improvements in service and communications, we're still targeting 50% in 2022/23 and 55% in 2025/26. However, success may depend on whether HWRC recycling returns to "normal".
Kerbside Recycling (Chart 2)	Kerbside recycling continues to improve, both in quantity and in contribution to the overall recycling rate.
Composting (Chart 3)	The percentage contribution of composting is forecasted to be the lowest for a number of years, again because of reduced green waste at HWRCs.

Household Waste Collection (kilograms per household)	
Overall (Chart 1)	Although kerbside has increased, this has fallen overall due to the closure of HWRCs during Covid-19 lockdown, and continued reduced throughput at HWRCs.
Kerbside Recycling (Chart 2)	Although we have seen increased contamination tonnage in 2020/21, we are also seeing an increased quantity of target materials in our Mixed Dry Recycling (MDR).
Composting (Chart 3)	The quantity of green waste presented for composting has fallen. This may partly be down to growing conditions as, although considerably down on 2019/20, tonnage is only 6% less than 2018/19. However, as with all materials, HWRCs have seen a large fall in garden waste input whilst kerbside tonnage has gone up.
By Destination (Chart 4)	<p>Whilst it is good that we have received less waste overall, kerbside has been higher than 2019/20.</p> <ul style="list-style-type: none"> • Landfill/Energy from Waste – Overall non-recycled quantity has increased but, due to a shortened annual closure, less has been sent to landfill. • Kerbside dry recycling – Moving upwards for the last 2 years after a previous decline. • Other recycling/reuse – Greatly reduced due to Covid-19 - related HWRC closures and continued reduced throughput. • Composting – Lower, though much of this may simply be weather-related. (see also Chart 3)

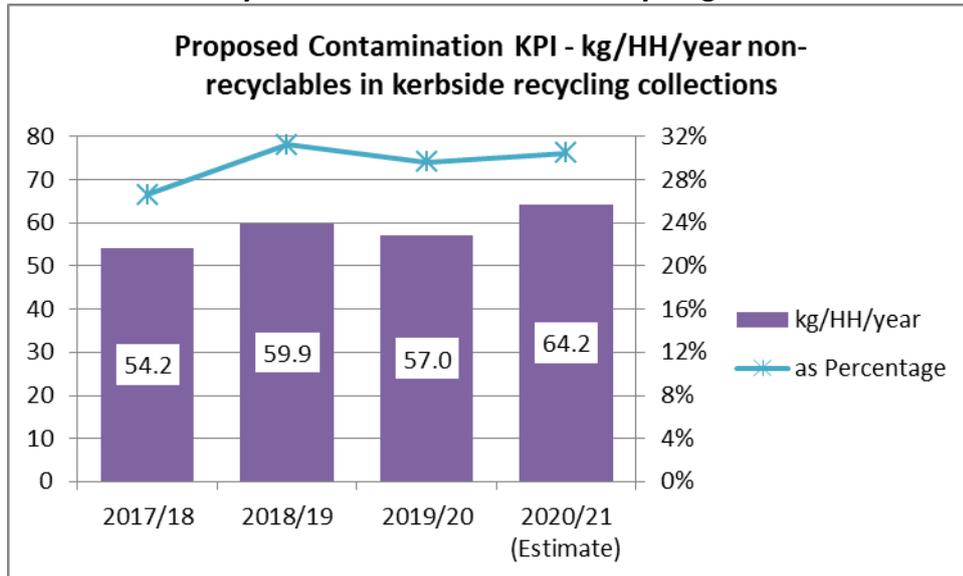
Topic – Contamination

As reported previously, the new sampling station at Boston Waste Transfer Station will allow us to start to analyse in more detail:

- The differences between our various waste streams – e.g. the impact of twin-stream collections, and
- Exactly what non-recyclables are in the recycling collections – That will better enable us to tackle the biggest issues.

In the meantime, we have compiled the figures received from sampling by our MRF contractor of the mixed recyclables which we send them. The below chart shows this data both in kg per household and as a percentage of the total collected.

Chart 5 – Non-recyclables in kerbside mixed recycling collections



Whilst it is bad news that the actual quantity (kg per household) of contamination has increased compared to 2019/20, that rise is much smaller on a percentage basis. As well as the increase in non-recyclables, we are receiving more of the targeted recyclables in kerbside collections.

Other Topics – Carbon & Customer-friendliness

Given the need to focus on maintaining services during the pandemic, work on these has largely been on the back-burner during 2020/21. It is anticipated that this will resume during 2021/22.

RECOMMENDATIONS

That the Lincolnshire Waste Partnership (on each theme):

1. Waste Hierarchy – Notes the charts and commentary provided.
2. Contamination – Notes the charts and commentary provided on overall levels. Although delayed by Covid-19 impacts, data from the new sampling station will follow soon.
3. Carbon & Customer-friendliness – Notes that we hope to resume work these topics during 2021/22.



LINCOLNSHIRE WASTE PARTNERSHIP

8 July 2021

SUBJECT : Joint Municipal Waste Management Strategy Action Plan Update

REPORT BY: Rachel Stamp

CONTACT NO: 07786 110782

BACKGROUND INFORMATION

The JMWMS Action plan details the actions and projects in place to deliver the objectives of the JMWMS adopted in January 2019. The objectives were agreed as:

1. To improve the quality and therefore commercial value of our recycling stream
2. To move towards a common set of recycling materials
3. To consider the introduction of separate food waste collections where technically, environmentally and economically practicable
4. To explore new opportunities of promoting waste minimisation and of using all waste as a resource in accordance with the waste hierarchy
5. To contribute to the UK recycling targets of 50% by 2020 and 55% by 2025
6. To find the most appropriate ways to measure our environmental performance, and set appropriate targets
7. To seek to reduce our carbon footprint
8. To make an objective assessment of what further waste processing/disposal capacity is required and, as necessary, secure appropriate capacity
9. To regularly review the LWP governance model in order to provide the best opportunity to bring closer integration and the implementation of the objectives set by the strategy
10. To consider appropriate innovative solutions in the delivery of our waste management services

DISCUSSIONS

The action plan is laid out to deliver 4 key areas, these being:

- A. Operational Improvements and Projects
- B. Communication, Education and Engagement
- C. Assets and Infrastructure
- D. Performance and Governance

The programme detail is as below:

Project reference	Project/ Workstream	Lead Officer(s)	JMWMS objectives associated	Update
A1	Food Waste Trial	Gary Smith (SKDC) Mike Reed (LCC)	1/2/3/4/5/7/10	The trial is being hosted by South Kesteven DC who are continuing with collections and will report back regularly to the LWP
A2 Now complete – implementation in action A8	Two Stream Trial (Separate Paper & Card Collections)	Rachel Stamp (LCC) Victoria Burgess (BBC) David Steels (NKDC) Charlotte Paine (SHDC)	1/2/4/5/7/8/10	The separate collection of paper and card commenced in September 2019. Implementation is now a new project – reference A8 Implementation of Revised Recycling Stream Collections
A3	Improving the quality of the MDR stream	All	1/2/4/5/7/8/10	Work now being delivered under action A8
A4	Common Set of Recycling Materials	Rachel Stamp (LCC)	1/2/4/5	A common set of recycling materials was agreed in August 2019. All WCAs have received an update list of these items as well as a revised A-Z list of common items for publication on their websites. This list will be reviewed quarterly or as appropriate and revised accordingly. The list has been reviewed for accuracy and no changes made at this time. Going forward this action will also take into account any changes that occur as a result of the National consultations due to be issued later this year by Defra.
A5	Reduction of Flytipping	David Steels (NKDC)	4/5	LWP are now actively working as part of the Environmental Crime Partnership which is a multi-agency partnership tackling fly-tipping across Greater Lincolnshire. Regular updates will be included in the ongoing action plan.
A8	Implementation of Revised Recycling Stream Collections	Rachel Stamp (LCC)		An implementation programme has now been developed and is in delivery phase – a separate agenda item covers the progress of this project.

B1	Delivery of annual communications calendar	Rachel Stamp (LCC) All WCAs and WDA		THE LWP Communications Working group are working consistently to deliver joined up communications.
B2	Bespoke communications to support specific projects	As required		Communications have been delivered successfully to support: <ul style="list-style-type: none"> • Reduction in MDR contamination • Promotion of paper and card separation • SCRAP campaign • Waste Wednesday Reactive communications are delivered as required
C1	Review of HWRCs	Mike Reed (LCC)	1/5/7/8	As part of the ongoing review of assets, the requirement to identify sites to replace those which are not fit for purpose or which are reaching end of life is an ongoing project. A potential site for the replacement for Kirkby on Bain has been identified and works are ongoing to progress this project.
C2	Review of WTS facilities	Mike Reed (LCC)	1/7/8	Upcoming changes to the waste system and infrastructure will affect the impact on Waste Transfer Stations which will continue to be evaluated as revised waste collections and disposal are required.
C3	Provision of future disposal and treatment facilities	Mike Reed (LCC)	7/8/10	Consideration is being given to the options for future treatment and disposal facilities including: <ul style="list-style-type: none"> • Identifying opportunities for treating waste and recycling close to the point of collection (the proximity principle) to reduce carbon footprint and minimise transport impact • Investigate renewable energy opportunities for power, heating and transport fuel that can be delivered by a multi service operational infrastructure development LCC are continuing the feasibility of these options and seeking to engage a consultant to develop a full technical options appraisal.
D1	Key Performance Indicators	Matthew Michell (LCC)	5/6/7	A suite of key performance indicators has been agreed by the partnership. A full report appears on this meeting agenda as a standalone item.
D2	Governance of LWP	Rachel Stamp (LCC)	9	There are terms of reference for each of the stakeholder working groups within the partnership and these are reviewed annually. Minutes of each meeting are recorded accordingly.
D3	Annual Report	Matthew Michell/ Rachel Stamp (LCC)	9	The current annual report is being prepared and a draft will be circulated for comment by end July 21.

RECOMMENDATIONS

That the Lincolnshire Waste Partnership (LWP) reviews the contents of the action plan and receive ongoing updates to the progress of the partnership at future LWP meetings.

APPENDICES

Appendix A – Update on Twin Stream Implementation



UPDATE ON THE TWIN STREAM IMPLEMENTATION

Background Information

In July 2019, the LWP agreed to commence a trial to collect paper and cardboard separately from the rest of the mixed dry recycling. The aims of the trial included:

- Improving the quality and volume of paper & card recycled
- By reducing contamination the separated paper & card will be made into paper again, which can be repurposed many times, rather than just into a single use product
- Changing customers' behaviours
- Using the opportunity to improve quality of the MDR stream

Following the success of the trial a decision was taken in 2020 to implement the model across the whole of the county on a district by district basis.

Update on Progress

The implementation has started in Boston Borough. In March 2021, a householder engagement pack was sent to all households which information including details of what changes were coming, why those changes were being implemented along with a new leaflet advising of the contents acceptable in each waste stream and a new collection calendar. 240l black bodied, purple-lidded bins were delivered to the majority of households March 2021 for the separate paper and cardboard.

The implementation has been accompanied by a robust schedule of communications and engagement to all residents, staff and elected members to support the implementation and give as much information as possible.

The first collections under the new scheme began in April and to date have seen the following results:

BOSTON BOROUGH COUNCIL PAPER & CARDBOARD WEEKLY RESULTS			
	week commencing 26/4/21	week commencing 24/05/21	week commencing 21/6/21
No. of households in round	30742	30742	30742
Bin not out	968	382	275
Wrong bin presented	950	105	17
Total purple bins presented correctly	28824	30255	30450

Presentation rate	93.8%	98.4%	99.1%
Contaminated	561	324	252
% contaminated/rejected (of those presented)	1.9%	1.1%	0.8%
% presented bins collected (acceptable)	98.1%	98.9%	99.2%
Tonnage collected	108.52	132.44	149.58

The paper and card collections have shown good participation and quality rates with the paper mill reporting consistently high quality in the materials sent to them.

BOSTON BC MDR DAILY RESULTS		
Date	week commencing 10/5/21	week commencing 7/6/21
No. of households in round	30742	30742
Bin not out	41	41
Wrong bin presented	0	0
Total purple bins presented correctly	30701	30701
Presentation rate	99.9%	99.9%
Contaminated	0	3147
% contaminated/rejected (of those presented)	0.0%	10.3%
% presented bins collected (acceptable)	100.0%	89.7%
Tonnage collected	258.24	247.52
WTS Sample station daily average target materials	65%	80%
Levels of contamination from sample station	35%	20%

In the first collection of mixed dry recycling, contaminated bins were tagged with advisory messages and households informed of the items unacceptable in their bins. The samples taken at the LCC sample station showed an average contamination rate of 35%. On the second collection, contaminated bins were tagged and rejected at kerbside however the sampling showed that the overall contamination rate had reduced to 20% showing significant improvements in quality.

A full programme of communications and engagement has, and continues to support this implementation and including the Right Thing Right Bin campaign which has evolved from the national Recycle Now concept. We have adopted the Lincolnshire Recycles marque which uses colours, typography and style from the national branding, making it easily recognisable. With the help of a recently formed 'Residents Recycling Communications Panel', we have created, tested and developed a resident focused education/information campaign – Right Thing, Right Bin to not only support this project but that is also being adopted across all WCAs to help give clear, consistent and recognisable messaging across the county. It is now being used across the partnership on marketing materials and social media.

The second district roll out in North Kesteven is due to be implemented in September 2021 with the remaining WCAs to follow at 6 monthly intervals thereafter.



Agenda Item 10



LINCOLNSHIRE WASTE PARTNERSHIP

8 JULY 2021

SUBJECT :	Defra consultations and their potential impacts on LWP partners
REPORT BY:	MATTHEW MICHELL LCC WASTE STRATEGY MANAGER
CONTACT NO:	01522 552371

BACKGROUND INFORMATION

This paper sets out the waste policies which Defra have proposed through their Resources and Waste Strategy and subsequent consultations. In addition to specific duties imposed by these policies, they also result in a number of decisions which need to be taken by Lincolnshire Waste Partnership (LWP) partners.

DISCUSSIONS

Waste Strategy for Lincolnshire

During 2018 the Lincolnshire Waste Partnership (LWP) developed a joint waste strategy (formally adopted in 2019) which set out 10 key objectives including:

- To improve the quality and therefore commercial value of our recycling stream,
- To consider the introduction of separate food waste collections where technically, environmentally and economically practicable, and
- To make an objective assessment of what further waste processing/disposal capacity is required and, as necessary, secure appropriate capacity.

These objectives have since been transposed into an ever-evolving Action Plan of ongoing projects.

Resources and Waste Strategy for England (RAWS)

In December 2018, the UK Government published their national strategy, and those RAWS proposals have since given rise to the following five policy themes:

- Consistency of collections – Standardising collections from households and businesses, including dry recyclables, food waste, and garden waste.

- Enhanced Producer Responsibility (EPR) – Packaging producers to fund collection and recycling of certain items, resulting in significant funding for local authorities.
- Deposit Return Scheme (DRS) – Charging a deposit on drinks containers which can be reclaimed on returning the container (e.g. bottle) for recycling.
- Plastic packaging tax – Producers pay a tax on any packaging containing less than 30% recycled plastic.
- Waste prevention – Various proposals to promote this.

Government have since undertaken consultations (in some cases multiple rounds) on each of these themes, and LWP partners have worked together to respond to them, generally supporting the concepts but, where necessary, expressing concerns over some of the details.

We have been encouraged, though not surprised, to see many synergies between the national proposals and the LWP's Strategy and Action Plan, in particular:

- Consistency of collections
 - Food waste – It is proposed that it becomes mandatory to provide separate collections. The LWP have already been trialling this and are assessing how best to rollout the necessary collections and recycling.
 - Standard list of recyclables – Most materials on the list are already collected by the LWP.
 - Separate collections of each material – It may still be possible to collect some recyclables together and our twin-stream collections are a move in the right direction.
- Waste prevention
 - Reuse – The proposed Waste Prevention Programme for England seeks to promote this. LCC are aiming to support more reuse through their HWRC network.

The proposals from the other themes will have major impacts on the quantity and mix of wastes which we receive, and on our budgets – Income and expenditure.

Impacts on LWP partners

The combined impacts of UK Government proposals and ongoing/proposed LWP projects are set out in each of the following sections.

Food Waste

Defra are proposing to make it mandatory for all households and businesses to receive a weekly separate collection of food waste from 2024. The LWP supports this in theory because it would divert a significant tonnage (possibly up to 30kTe per annum) away from residual waste to recycling. However, trial collections and modelled calculations have demonstrated that there would be significant financial implications:

- Collections – Our Waste Collection Authorities (WCA) would face a huge additional cost – e.g. new vehicles and extra crews. Defra have indicated they will fund the costs of "new burdens" but it is not yet clear how those payments will be calculated, particularly in two-tier areas.
- Disposal – LCC have begun a project to provide the necessary recycling capacity for this food waste.

Since the proposals now seem almost certain to become law, LWP partners have already begun to consider how best to comply. It is essential that WCAs and WDA coordinate their efforts to ensure that their plans dovetail effectively.

Dry Recycling

A number of the current proposals will impact us in terms of materials and/or costs:

- Consistency of collections – For the time being, our WCAs current collections, particularly moving to twin-stream collections, are in line with the proposals. However, we need to be aware that future legislation may require them to go even further – e.g. separate collection of all materials. That would totally transform the materials which LCC has to handle, and thus the infrastructure required.
- EPR – This looks set to provide a useful income stream both to WDAs and to WCAs as packaging producers fund the collection and disposal of their packaging. However, it should be noted that this funding may be subject to achieving targets and providing an "efficient and effective" service, meaning that collection and disposal practices may have to change to be eligible for the funding.
- DRS – As well as putting additional burdens on local businesses to provide takeback, this will divert a large quantity of recyclables away the local authority system.
- Plastic packaging tax – We may see a change in the quantity and type of packaging material which comes to us for recycling.
- Waste prevention – If the proposals are successful, this may reduce the quantity of material which we have to recycle.

Given the interactions between these various changes, and the details which are yet to be finalised, it is difficult to forecast the overall impacts. However, the main impacts would appear to be:

- Material quantity – Less recycling due to diversion by DRS.
- Material mix – Loss of drinks containers.
- Income – Additional funding through EPR, although other funding streams may reduce by an equivalent amount.
- Costs – Likely to change, both for collections and for recycling/disposal. However, the multiple interactions between various elements make this difficult to quantify at present.

Garden Waste

Defra are proposing to remove the ability of WCAs to charge for collection of garden waste. The LWP have objected to this on the basis that charges reflect the "producer pays" principle of waste management and, far from being "free" as described in Defra's consultation on "consistency", the collections would then be funded through taxation of all residents, including those who have no garden.

If this proposal comes into force, the largest impact will clearly be on WCAs who will lose a significant income stream. However, there may also be a significant impact on WDAs. Whilst Defra are convinced that "free" collections will divert garden waste which is being lost to residual collections, and thus that composting would provide a disposal saving, sampling shows that very little garden waste is currently in our residual waste. Thus, the majority of any increase in composting may be new waste, possibly diverting from home composting.

Waste Prevention

Whilst, technically, reuse is lower down the waste hierarchy (i.e. less preferable) than prevention, Defra's draft Waste Prevention Programme includes proposals to promote reuse. LCC's HWRCs are an ideal place to support reuse, and it is intended that this is incorporated alongside other proposals to improve the performance and reduce costs of this service.

It is, however, too early to quantify the capital costs or any possible savings/income from an extended reuse offering.

OPTIONS

Defra will, at some point, publish the results of their consultations, and these may change the final details of the policies. However, in the meantime, the LWP need to prepare on the basis of the proposals as they stand. In some cases, there will be a number of options which fulfil the requirements, and these options will be proposed and assessed when appropriate.

RECOMMENDATIONS

Initially LWP partners need to continue, both jointly and individually, to respond to government consultations and thus seek to influence policy decisions in the best interests of the people of Lincolnshire. Beyond that, in order of priority:

1. Food Waste – Prioritise preparing for collections and processing capacity by 2024 in line with emerging legislation.
2. Dry Recycling –
 - a) Continue with rollout of twin-stream collections to align with national policy and achieve cost savings.
 - b) Assess and respond to changes in collections and waste composition arising from national policies including Consistency, EPR and DRS.
3. Garden Waste – Prepare for the possibility of additional collections and increased tonnage from "free" collections.
4. Waste Prevention – LCC to assess options for increasing reuse at HWRCs in line with the Waste Hierarchy and to achieve savings.



Lincolnshire Waste Partnership

Forward Plan 2021 - 2022

8 July 2021(AGM)		
Election of Chairman	<i>Democratic Services Officer</i>	LCC
Election of Vice-Chairman	<i>Democratic Services Officer</i>	LCC
Performance Update	Matthew Michell, <i>Waste Strategy Manager</i>	LCC
Governance Review	Rachel Stamp <i>Waste Projects and Partnerships Manager</i>	LCC
Progress of the Joint Municipal Waste Management Strategy Action Plan	Rachel Stamp <i>Waste Projects and Partnerships Manager</i>	LCC
Update on Defra Consultations	Matthew Michell <i>Waste Strategy Manager</i>	LCC

18 November 2020		
Performance Update	Matthew Michell, <i>Waste Strategy Manager</i>	LCC
Future Meeting Dates 2022	<i>Democratic Services Officer</i>	LCC

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