

Appendix A – Review of JMWMS Vision and Objectives

In developing the Joint Municipal Waste Management Strategy (JMWMS), the Partnership started out by defining a vision, and then a set of strategic objectives aimed at fulfilling that vision.

However, it is essential that these are regularly reviewed to ensure that they still reflect the LWP's intentions particularly in light of emerging national policy.

Vision	To seek the best environmental option to provide innovative, customer-friendly waste management solutions that give value for money to Lincolnshire.
Still applies – The LWP still aspires to all elements of this vision.	
Objective 1	To improve the quality and therefore commercial value of our recycling stream.
Still applies – In line with national proposals, we are seeking to do this through initiatives such as twin-stream collections to produce clean paper and card.	
Objective 2	To move towards a common set of recycling materials.
Completed – The LWP have agreed a standard list of materials and this aligns with the initial list in national proposals. However, we will need to respond to any future changes made to the national list.	
Objective 3	To consider the introduction of separate food waste collections where technically, environmentally and economically practicable.
Still applies – This remains an ambition where technically, environmentally and economically practicable. It is critical that any nationally mandated rollout of separate food waste, which is currently proposed, covers the one-off and recurring costs of delivery of that service.	
Objective 4	To explore new opportunities of promoting waste minimisation and of using all waste as a resource in accordance with the waste hierarchy.
Still applies – The waste hierarchy remains a key driver. This "promoting" will include both communicating with the public and lobbying of government and manufacturers for changes to the wider picture. We have agreed to measure waste minimisation through a Key Performance Indicator (KPI) of the total kg of household waste produced per household. The direction of travel will enable us to see the impacts of our waste minimisation efforts.	
Objective 5	To contribute to the UK recycling targets of 50% by 2020 and 55% by 2025.
Still applies – Whilst it could be argued that the recycling rate is not a true reflection of environmental performance, it remains the headline national measure. This has been included as a KPI for measuring the Partnership's progress in implementing the JMWMS. We will endeavour to recycle as much as possible including food waste where it is practicable and/or becomes mandatory.	
Objective 6	To find the most appropriate ways to measure our environmental performance, and set appropriate targets.
Still applies – This will allow us to set targets which address progress towards our objectives rather than just chasing targets for their own sake. Further details are given in Appendix C.	
Objective 7	To seek to reduce our carbon footprint.
Still applies – This is a key way to measure the overall environmental impact of the services which we provide. Further details of the actions we're taking are given in Appendix C.	

Objective 8	To make an objective assessment of what further waste processing/disposal capacity is required and, as necessary, secure appropriate capacity.
Still applies – Whilst we have seen a fall in household waste quantities during 2020/21, it is as yet unclear whether this is a "new normal" or will return to pre-Covid levels. Also, we will need to ensure that we have sufficient capacity at specialist facilities for handling new collections such as food waste.	
Objective 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.
Still applies – Whilst the LWP consists of a number of separate authorities, it is essential that we continue to seek ways to work together to achieve the best outcomes for the people of Lincolnshire as a whole.	
Objective 10	To consider appropriate innovative solutions in the delivery of our waste management services.
Still applies – It is important not to be held back by sticking with existing practices where something new could improve things.	

Appendix B – Progress against the Vision and Objectives through the delivery of the Joint Municipal Waste Management Strategy (JMWMS) Action Plan

This section summarises how the work undertaken by the Partnership reflects the vision and objectives set out in our Waste Strategy for Lincolnshire.

To achieve the objectives of the Strategy, the projects sit under 4 main project streams:

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

This section details the progress against those actions plus additional activities undertaken by the partnership over the past year. It also describes how our Key Performance Indicators (KPIs) will be used to measure our progress towards achieving those defined goals.

A. OPERATIONAL IMPROVEMENTS AND PROJECTS

Improving the quality of the mixed dry recycling in Lincolnshire **(contributing to achieving JMWMS objectives 1, 2, 5, 7, 8 and 10)**

The Mixed Dry Recycling (MDR) mix is consistent across each of the Waste Collection Authorities (WCAs) with the exception of ELDC who do not accept glass at kerbside as a local agreement is in place. Over the last 12 months we have established a dedicated sampling station at one of the Waste Transfer Stations in the county which now allows us to get real time data in respect of the waste composition within the mixed dry recycling. This information has allowed us to design and deliver targeted and relevant engagement and communications activities to help improve the quality of the mixed dry recycling in Lincolnshire. The initial results show that in areas where this engagement has been focused to date contamination in the recycling has decreased from 32% to approximately 21% in the first instance.

A consistent communications campaign has been designed building on the national Let's Recycling branding and incorporating the 'Lincolnshire recycles' marque across all partners. Working with the Lincolnshire Residents Recycling panel which was established in 2020 our materials now focus on the "#RightThingRightBin" message. Communications have been tested and redesigned using a mixture of words and pictures as well as translations into multi-lingual formats. This work will continue to expand over the forthcoming year.



Various methods of engagement and communication continue to be developed and coordinated across the county with monitoring to assess their effectiveness and impact.

We continue to capture recycling rates and report these (see the "Measuring Performance" section of this report) and the impact of education, engagement and communications will continue to be measured and reported on across future years.

Twin Stream Recycling Implementation

(contributing to achieving JMWMS objectives 1, 2, 4, 5, 8 and 10)

Following a successful trial to consider the benefits of collecting paper and cardboard separately from the remainder of the Mixed Dry Recycling, the LWP agreed to implement the twin stream recycling collections on a district-by-district basis across the county.

As well as introducing separate collections of paper and cardboard, the focus is equally on improving the quality of the mixed dry recycling (linked to the action above).

The following objectives are the key drivers for the project:

- Improve the quality of MDR and Paper/cardboard collected
- Educate the public
- Positively impact on residual weights and composition

To support the implementation we have established a Performance & Improvement team where officers engage directly with the public, both in a reactive and a proactive manner to help educate and engage with the residents of Lincolnshire to meet the focus of the Waste hierarchy to Reduce, Reuse and Recycle waste more efficiently.

Boston BC were the first to implement the separate collections of Paper & Cardboard district-wide and concentrate efforts to improve the quality of the remaining mixed dry recycling in Spring 2021 and will be followed by North Kesteven DC in Autumn of the same year. The other WCAs will follow at approximately 6 month intervals. This allows the changes to be embedded in each area.

Food Waste Collections

(contributing to achieving JMWMS objectives 1, 2, 3, 4, 5, 7, 8 and 10)

In June 2018, the partnership commenced a trial of collecting food waste separately to the remainder of the household waste. The government's Resources and Waste Strategy shows that there is a drive towards mandating this as a means of waste collection in the future. In order to address a number of issues including falling recycling rates, capacity of the Energy from Waste (EFW) facility and contamination of dry recyclables, South Kesteven District Council and the County Council have been undertaking this project on behalf of the Partnership.

Including assessing the amount of food waste collected, the impact on the different waste streams, recycling rates and customer participation, 4260 households were selected to participate in the trial. These households demonstrate a representative sample of urban, rural and semi-rural properties within the district. Food waste has been collected weekly from the identified households in addition to the continued alternate-weekly co-mingled dry recyclables and residual waste collections. Different collection methodologies have been tested to understand their effectiveness, the efficiency of different vehicle types and resource requirements, and the outputs of these experiments are being analysed. The collected food waste is being tipped at Grantham Waste Transfer Station and then transported to an anaerobic digestion plant where it is converted into energy and soil conditioner product.

In Summer 2020 the LRF food waste trial came to an end and South Kesteven District Council took the decision to keep the food waste collection going. This service continues under agreement with Lincolnshire County Council. The Partnership continues to monitor this initiative and will be using the experience from the food waste collection service to support decisions that will be required when taking into account the potential impacts of the national Resources and Waste Strategy.

Common Set of Recycling Materials
(contributing to achieving JMWMS objectives 1, 2, 4, 5)

Two half yearly reviews of the recycling materials have been undertaken to ensure that the consistency of items recyclable across the districts is maintained. Each WCA now publish on their websites a consistent set of wording and direction informing residents of the correct disposal route for their waste.

Reduction of Fly-tipping

A new Environmental Crime Partnership has been established to tackle fly-tipping across Lincolnshire. This multi-agency panel consists of representatives from organisations including:

- The eight councils of the LWP,
- North Lincolnshire and North East Lincolnshire Councils,
- Lincolnshire Police,
- The Environment Agency,
- The National Farmers Union, and
- Other key stakeholders.

Working together, this group will allow us understand the overall picture better through the sharing of intelligence and data. We will then be able to plan a strategic approach to ensure that waste criminals are not able to slip through the cracks between the areas our individual responsibilities, or simply to move from one area to another.

The group have already begun meeting together on a regular basis, and are looking at the best ways to achieve our aims of reducing fly-tipping and making sure that we catch those who persist in polluting our county.

B. COMMUNICATION, EDUCATION AND ENGAGEMENT

Communications plan

The LWP partners Communications Officers regularly meet to develop and deliver a consistent set of communications. We have been working hard to ensure that we use consistent branding and messages county-wide to promote the same message to our residents. Some of the successful projects we have worked on, and continue to deliver include:

- Twin stream recycling messages
- Reducing MDR contamination – Right Thing Right Bin
- SCRAP campaign /flytipping
- Usage of the Household Waste Recycling Centres

- Waste Wednesday videos

In addition, over the last 12 months we have worked hard to deliver a robust set of communications in response to the Covid-19 pandemic.

Residents Recycling Panel

A resident recycling communications panel was established in 2020 and consists of over 700 members. These residents have contributed to the creation of the 'Right Thing, Right Bin' campaign, helping to ensure that the literature and communications that are produced are written in customer friendly language, use an appropriate mix of pictures and written word and maximise the effect of the communications that we issue.

The panel have also supported us in giving ideas around what the public most commonly want to know about and the outputs include:

- What happens to our waste
- What can and cannot be recycled and why
- Information on the access to services including HWRCs

Using other communications networks

We will also look to engage with other groups who may be able to help spread our messages. This may include Parish Councils (via the Lincolnshire Association of Local Councils, LALC), schools and other organisations.

C. ASSETS AND INFRASTRUCTURE

Review of HWRCs

Following reviews of the capacity and suitability of the HWRCs across the county a new HWRC has now been approved at Tattershall. This will replace the existing facility at Kirkby-on-Bain and it is anticipated that this will open in Spring 2022.

Review of future disposal and treatment facilities

The upcoming Environment Bill due before Parliament later in 2021, coupled with the outcomes from the Food Waste collection in South Kesteven have directed us to look at the future needs for disposal in the county, not only of food waste but also to understand the impact on the remaining waste streams. Initial work has been undertaken to look at the options and feasibility and this work continues and will form an important part of the future plan for the partnership.

D. PERFORMANCE AND GOVERNANCE

Managing performance to measure environmental impacts (contributing to achieving JMWMS objectives 4, 6 and 7)

In order to ensure delivery of both our strategic objectives and our ongoing waste services, the strategy requires that we measure performance by means of a suite of key performance indicators

that demonstrate the effectiveness of the strategy and its actions in delivering Waste Services in Lincolnshire.

Full progress to date is reported in the Measuring Performance section of this report.

Review of the JMWMS Objectives

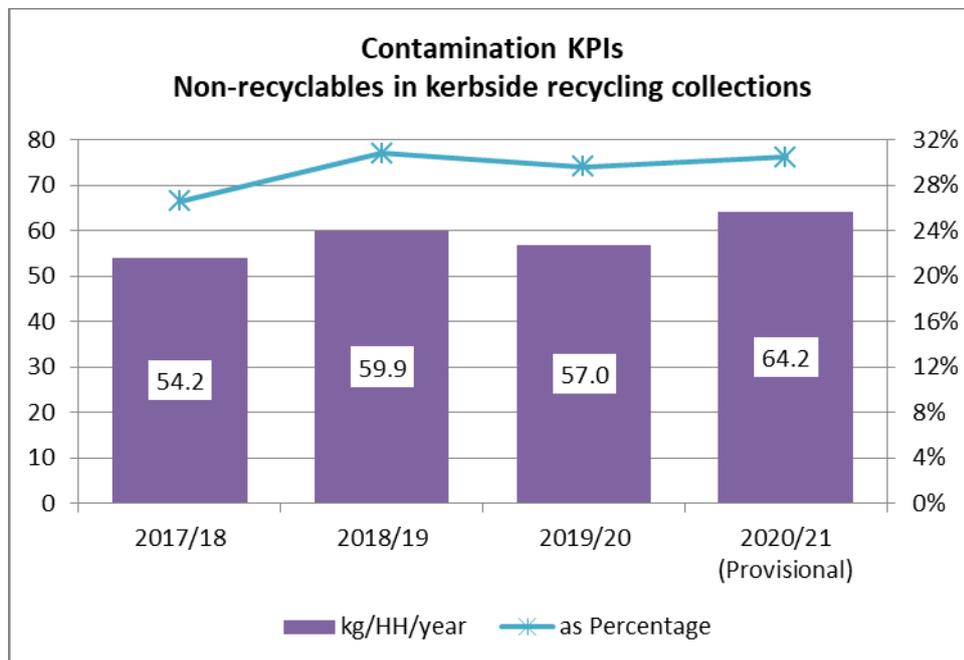
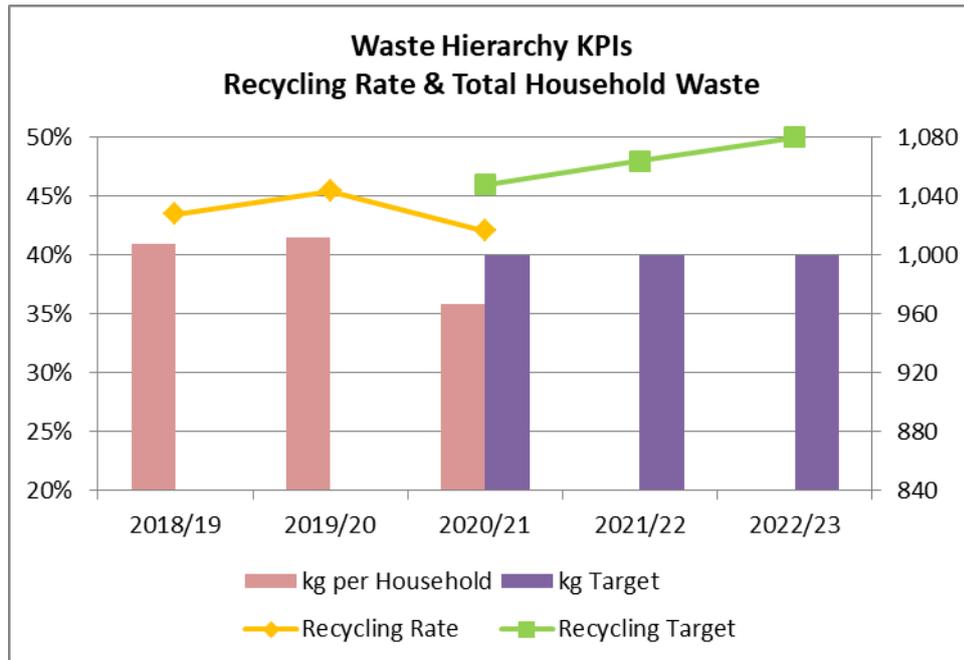
A review of the objectives outline in the JMWMS has been undertaken to ensure that these remain relevant and will deliver the outcomes that were defined in the strategy.

Appendix C – Measuring Performance

Performance Summary (See the below text for further details).

Performance against agreed Key Performance Indicators (KPI)

	Previous Performance		Current Year (2020/21)				Future Targets	
	2018/19	2019/20	Full Year Estimate	Target	On Target?	Direction of Travel	2021/22	2022/23
Recycling Rate (%)	43.5%	45.4%	42.1%	46%	Worse (below)	Worse (falling)	48.0%	50.0%
Total Household Waste (kg per household)	1,008	1,012	967	1,000	Better (below)	Better (falling)	1,000	1,000
Recyclables Contamination (%)	30.8%	29.6%	30.5%	n/a (targets tbc)	n/a (targets tbc)	Worse (rising)	n/a (targets tbc)	n/a (targets tbc)
Recyclables Contamination (kg per household)	59.9	57.0	64.2	n/a (targets tbc)	n/a (targets tbc)	Worse (rising)	n/a (targets tbc)	n/a (targets tbc)



Development of Key Performance Indicators (KPIs)

The Partnership have identified, as Strategic Objective 6, the need to find a better way to measure environmental performance, and this is also a key strand in the government's Resources and Waste Strategy (RAWS).

In line with the Strategy Vision and Objectives, the Partnership have agreed to develop a suite of Key Performance Indicators (KPIs) which measure our performance in the following themes:

1. Waste Hierarchy – The extent to which we've handled waste higher up the hierarchy.
2. Carbon – In line with our objective to reduce our carbon footprint.
3. Contamination – Measuring progress in reducing non-recyclables in our kerbside collections of recyclables.
4. Customer-friendly – Measured by how satisfied customers are with our services.

Theme 1 – Waste Hierarchy

The LWP have agreed two measures relating to how we comply with the "Waste Hierarchy".

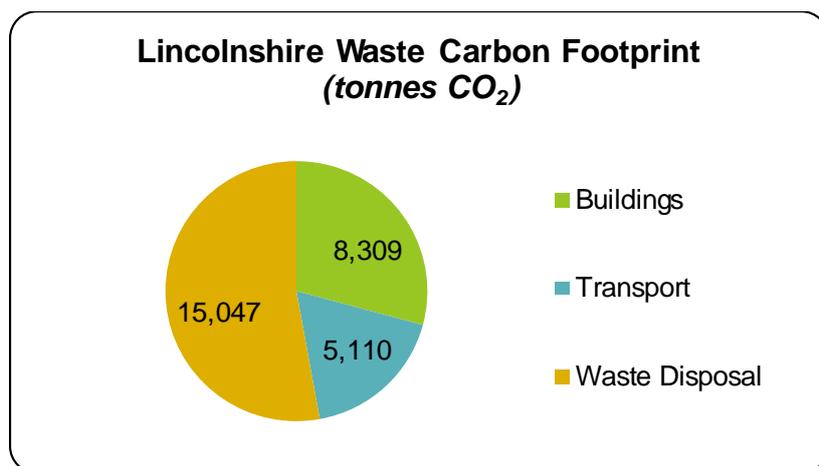
Recycling rate of "waste from households"	
Related JMWMS Objective:	Objective 5 – To contribute to the UK recycling targets of 50% by 2020 and 55% by 2025.
Details:	Uses the same definition as that used for the national recycling rate, and includes recycling, reuse and composting from all sources, not just kerbside collections.
2020/21 Performance:	Actual: 42.1% (45.4% in 2019/20) Target: 46% (higher is better)
Commentary:	We have seen a considerable fall in throughput at our HWRCs. Since the HWRC recycling rate is higher than at kerbside, this has meant we've recycled less waste. The impact is largely due to Covid (e.g. HWRC closures during lockdown) but HWRC throughput continues to be lower than 2019/20 so we may be seeing a "new normal". If that is the case, we will need to consider how we might be able to tackle the situation and recycle more.
Our plans:	We are seeking to increase our recycling rate through: <ul style="list-style-type: none"> • <i>Simplifying the message</i> on what can and can't be recycled through our kerbside collections. • Introducing <i>separate collections of food waste</i> in 2024 in line with emerging national policy. • Introducing <i>separate collections of paper and card</i>. As this rolls out further, we hope to produce cleaner material which is easier to recycle.

Household Waste Collection (kilograms per household)	
Related JMWMS Objective:	Objective 4 – To explore new opportunities of promoting waste minimisation and of using all waste as a resource in accordance with the waste hierarchy.
Details:	Includes all sources, not just kerbside collections.
2020/21 Performance:	Actual: 967kg (1,012kg in 2019/20) Target: 1,000kg (lower is better)

Commentary:	Whilst, as a result of the Covid pandemic, we have seen an increase in waste collected through kerbside collections, the fall in HWRC throughput has been greater than that. This is good news (waste minimisation) but it is unclear whether this can be sustained as a "new normal" or if things will return to pre-Covid levels.
Our plans:	We are seeking to maintain, or even lower this rate through: <ul style="list-style-type: none"> • Including messages about waste minimisation alongside our other waste-related publicity.

Theme 2 – Carbon

This will be measured by calculating our carbon footprint. Our 2019/20 Annual Report included, as a baseline, our 2017/18 footprint of 28,466 tonnes of CO₂. The graph below shows how the total emissions are split between buildings, transport and waste disposal:



Key findings

- Waste disposal is the highest contributor to the carbon footprint making up nearly 53% of all carbon emissions.
- Waste to landfill makes up over 58% of those emissions from waste disposal highlighting it as a significant impact on the carbon footprint.
- The overall amount of waste sent to landfill as expressed in tonnes only makes up 4% of all the waste we dispose of, revealing landfill as hugely carbon intensive.

What we've done in 2020/21

- The LWP has agreed to create a Carbon Management Plan (CMP) that will detail how the LWP will reduce their emissions. This has unfortunately had to take a back seat during the last 18 months due to Covid-19.
- Lincolnshire County Council have developed a Green Masterplan, and this provides a number of elements which can feed into our CMP, including the principles:
 - Don't waste anything
 - What are the wider opportunities?
 - Take responsibility and pride

What we're doing next

- Work on our CMP will begin by updating the initial assessment of the LWP carbon footprint to give a truer measure of the overall relative environmental impacts of different service options, including the impacts of making any changes (e.g. providing new buildings and vehicles). This will also give a baseline figure against which to compare our future performance.
- We'll then move on to considering how best to reduce our carbon emissions including reducing waste, improved logistics and treating waste as environmentally as possible.

Theme 3 – Contamination

The LWP have provisionally agreed two measures relating to the level of non-recyclable materials in our kerbside collections of recyclables. Whilst, in light of the impact of Covid on our services, it has been deemed inappropriate to set targets at this time, we have begun measuring them in order to set a baseline.

Recyclables Contamination (%)	
Related JMWMS Objective:	Objective 1 – To improve the quality and therefore commercial value of our recycling stream.
Details:	Shown as a percentage, the quantity of non-recyclable material contained in our kerbside recycling collections.
2020/21 Performance:	Actual: 30.5% (29.6% in 2019/20) Target: No target set (due to Covid) (lower is better)
Commentary:	Whilst there has been a small increase, the impacts of Covid-19 on the quantity and type of wastes produced and placed into collections makes this year an anomaly. However, it is encouraging to see that the proportion of non-recyclables has not increased dramatically.
Our plans:	We are seeking to reduce contamination through: <ul style="list-style-type: none"> • Simplifying the message on what can and can't be recycled through our kerbside collections. • Introducing separate collections of food waste in 2024 in line with emerging national policy. • Introducing separate collections of paper and card. As this rolls out further, we hope to produce cleaner material.

Recyclables Contamination (kg per household)	
Related JMWMS Objective:	Objective 1 – To improve the quality and therefore commercial value of our recycling stream.
Details:	Shown as a kg per household over the year as a whole, the quantity of non-recyclable material contained in our kerbside recycling collections.
2020/21 Performance:	Actual: 64.2kg (57.0kg in 2019/20) Target: No target set (due to Covid) (lower is better)

Commentary:	During the Covid pandemic, we have seen an increased quantity of waste in all kerbside collections. Thus, although contamination has increased, so too has the quantity of material recycled from those increased collections.
Our plans:	See above in percentage measure.

Theme 4 – Customer-friendly

We had intended to undertake a survey of public satisfaction with our kerbside collections and HWRC services. However, since the focus in 2020/21 has been continuing to provide those services within the constraints of the pandemic, it is felt that such a survey could produce anomalous results. The idea will be revisited once the situation becomes more normal.