

Appendix 2:

Waste Strategy Implementation Plan Synopsis

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1. Introduction

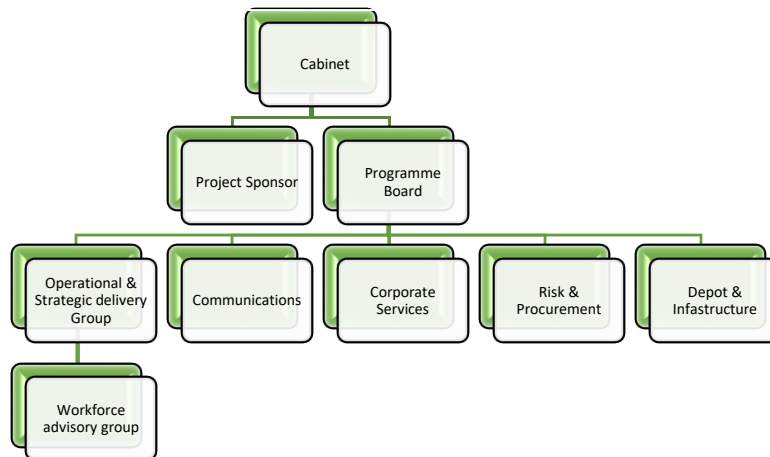
- 1.1 Carmarthenshire Waste Strategy 2021-2025 was approved by cabinet on 4th October 2021. This strategy outlines the Local Authorities objective to achieve a change in collection methodology in a phased approach by 2024. We are aiming to adopt the Welsh Government's recommended service profile for the collection of household waste, known as the Blueprint Kerbside Collection Methodology. This system achieves high rates of high-quality recycling, significant cost savings and improved sustainable development outcomes. This collection method will require Carmarthenshire's residents to separate their recycling into separate containers/bags and present on kerbside for collection.
- 1.2 Due to the magnitude of this service change, which will in time affect every household in Carmarthenshire which is over 91,000 households, and involve significant capital purchase, infrastructure development, workforce changes and HR implications it has been decided that the service change will be split into three phases:
- 1.3 **Phase 1 - Autumn 2022 [Aiming October 2022]**
 - 3 Black bags will be collected every 3 weeks from every household in Carmarthenshire, instead of fortnightly
 - Co-mingled recycling in blue bags [as currently] will be increased to be picked up weekly instead of fortnightly
 - Kerbside Glass collection will commence and will be collected every three weeks to mirror the residual waste. Some type of properties may not be included in the initial launch – these types of properties will be confirmed closer to the date, as Risk Assessments are currently being undertaken.
 - Food waste will continue to be collected weekly
- 1.4 **Phase 2 - Autumn 2024 [Aiming for October – November 2024]**
 - The 3 residual bags will continue to be collected every three weeks
 - Weekly Full kerbside sort to be launched to most of the County.
- 1.5 Full kerbside sort will include a container/sack for:
 - Paper, Newspaper and Magazines
 - Glass and jars
 - Card and cardboard
 - Plastic bottles, pots, tubs, trays and metal cans, tins and foil trays
 - Food waste
 - Batteries, textiles and small electrical items
- 1.6 **Phase 3 Post 2024 – 2025 Review**
 - Schedule removal of glass banks at current recycling sites
 - Review of specific properties that require further consideration.

2. Strategy Aim and Business objectives.

- 2.1 The Welsh Government is working to make Wales a greener, more equal, and more prosperous country. How waste is managed and the resources that are used has become even more crucial in the growing fight to tackle climate change.
- 2.2 The Welsh Government set statutory recycling targets for Local Authorities – this has increased household recycling from 5.2% (1998-99) to globally leading figures of 64% (2019-20).
- 2.3 As a County we just met the 2019/2020 recycling target of 64% with recycling Target set at 70% for 2024/2025. To achieve the 70% target, improvements need to be put in place, but as volume and recycling rates increase, we are under more demand to provide higher quality, un contaminated recycling materials to ensure that it can be used to make new products within the recycling markets. By moving to the blueprint methodology this will help us achieve these demands.
- 2.4 By increasing the recycling material collection to weekly, we will be decreasing the amount of recycling material that enters the residual waste stream.
- 2.5 Corporately, this waste service change sits within our Corporate plan where we have identified that we need to “look after the environment now and for the future” and feeds into the corporate strategy of our commitment of becoming a net zero carbon authority by 2030.

3. Governance around the Waste Service Change project

- 3.1 Given the magnitude of the project from procuring interim vehicles, finalising long term service costs, agreeing funding from Welsh Government, it has been paramount to agree a governance structure for the project.
- 3.2 This governance structure will ensure that the decision-making process regarding infrastructure investment and operational issues is clear, concise, effective, transparent and accountable. Key links will continue to be strengthened with other Strategies within the Local Authority such as the “Route towards becoming a Net Zero Carbon Local Authority Strategy by 2030.”
- 3.3 The Governance structure that has been agreed can be seen below:



3.4 Workstreams

3.5 It has been agreed that there are five workstreams as part of the governance. Each workstream will appoint its own convenor/chair and be responsible for delivering a set of actions outlined and agreed by the Programme Board. The chair of each workstream will attend the Programme Board. While the project workstreams will be fundamentally internal to the Council, there are opportunities for partner representation when it proves worthwhile or necessary (for instance WRAP Cymru, CWM, WG)

3.6 As you can see below each workstream has its remit to successfully achieve the end goal of the project, with a project manager collating and managing agenda and action logs from each of the workstreams.

Operational and Strategic Delivery Group	Communications Group	Corporate Services	Depot & Infrastructure	Risks & Procurement	Workforce Advisory Group
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4. Resources

4.1 A waste Transformation Project Manager was employed at the beginning of October 2021, to project manage the waste service change. The project manager has been identified as the person who has the responsibility for the successful initiation, planning, design, execution, monitoring, controlling of the project by also ensuring that critical areas are controlled such as the scope, schedule, resource, finance, Quality and risks.

4.2 The project manager ensures that the governance structure is adhered to with agendas, action logs circulated to its members and ensuring that key tasks are completed and assigned to the identified key person.

4.3 Regular meetings are undertaken between the Project Manager, Head of Service, and the Director of Environment to evaluate progress and identify any key concerns.

4.4 We also have WRAP Cymru CCP team supporting us in the Waste Service Change by:

- Undertaking options modelling and business planning to support decisions taken on future of service
- Providing support and technical advice to develop detailed mobilisation plans to achieve the agreed service changes by 2024
- Supporting Waste Transfer Station/ Household Waste Recycling Centre (HWRC) development and permitting
- Providing support to market materials collected for recycling
- Providing guidance and advice on service change communications
- Specific practical support on relevant operational issues

5. Project mobilisation plan

5.1 Due to the magnitude of this waste service change the project manager has been working closely with WRAP Cymru to develop a project mobilisation plan, which provides the framework and schedule for the project to reach its goal. As the project has been split into three phases it has been agreed that there will be three separate project plans.

5.2 A project mobilisation plan has been derived to ensure phase 1 is successfully rolled out with phase 2 and phase 3 mobilisation plans in the process of being developed.

5.3 The mobilisation plan for phase 1 can be split into three stages:

5.4 Stage 1 – Vehicle Procurement

- Electric/Diesel split & number
- Glass collection vehicles
- Routing
- Delivery of vehicles
- Contingency
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5.5 Stage 2 – Planning

- Design, planning and construction of operational arrangements.
- Design of glass boxes, procurement & delivery
- Contingency measures
- H&S and safe working practices including training
- Comms
- Glass Vehicle Routing
- Wrapping of vehicles (livery)

- Transport and tip off arrangements.
- Logistics
- Permits
- HR considerations.
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5.6 **Stage 3 – Delivery**

- Roll Out of weekly recycled co-mingled blue bags and 3 weekly residual and glass collection - October 2022
- 5.7 The project plan breaks each of these stages into detailed actions, with a responsible person assigned to complete each task by an identified date. The project manager will monitor the project plan to ensure tasks are completed on time and the project is kept on track. The mobilisation plan provides guidance and direction to the service change and ensures key actions are identified, accounted for and identifies accountability for each task. It is the mobilisation plan that governs the agenda for the workstreams to ensure objectives are met and also for transparency.

6. **Communication Plan**

- 6.1 Due to the magnitude of this project a communication plan sits outside the project plan and again is split into three different phases. Both our internal comms team and the communication Officer from WRAP Cymru are jointly responsible for the communication plan with our project manager actively involved.
- 6.2 The communication plan records who must receive what specific information, when this information must be supplied and which channels must be used for this purpose, for both within the Local Authority and external.
- 6.3 It also holds the branding information for the waste service change including designs for kerbside boxes and wrapping of vehicles.

7. **Conclusion**

- 7.1 To conclude, there will be three phases to this waste service change with Phase 1 detailed planning currently under way in preparation for implementation from October 2022.
- 7.2 As we near completion of phase 1, the project manager, with WRAP Cymru will commence the project plan for phases 2 and 3.