Multi-year project plan

ZERO WASTE

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Introduction

This project plan shows the activities for the coming years that De Haagse Hogeschool (HHS) will carry out as part of its ambition to be an educational institution that reduces its residual waste stream to 0% by 2030. With this ambition, De HHS is in line with the government-wide programme 'The Netherlands Circular in 2050'. Chapter 1 describes the reason setting this target, Chapter 2 describes De HHS's vision on sustainability. Chapter 3 describes the current (waste) situation within De HHS and chapter 4 the steps De HHS will take over the next 9 years.

Chapter 1: Background

Following the government-wide programme 'The Netherlands Circular in 2050', HHS has expressed its ambition to be a ZeroWaste educational institution by 2030. At a ZeroWaste educational institution, waste streams are reduced to 0%. This means that from 2030 no more waste streams will be disposed of, but raw materials will be offered. To achieve this, from 2030 all waste must be recycled and offered as (new) raw materials.

In doing so, the HHS has started to enter into a new waste collection contract in September 2020. For the tender for a new waste collection supplier, De HHS focused on the ZeroWaste objective. De HHS has thus started a search for a company that wants to think along with it how De HHS can achieve this objective and a company that helps De HHS to ultimately develop into a university of applied sciences without waste. Besides the waste collection contract, the objective is also reflected in the tender for the catering contract.

To become a ZeroWaste educational institution by 2030, we started focusing on circularity from the start of the new contracts by introducing source collection, among other things. Through source collection and post-sorting, reusable new raw materials are created from waste streams. In addition, post-separation will become part of the service to create mono-flows that lead to valuable and reusable raw materials. Preventing waste as much as possible remains evident, as does creating awareness among students, staff and visitors on how to deal with waste.

Waste services will be socially responsible and future-proofed. The profiling of the service provision contributes to the HHS's objectives and strengthens its image as a socially conscious organisation.

1.1 Situation Worldwide , Europe and the Netherlands

It is not only The Hague University of Applied Sciences that has the ambition to give sustainability an increasingly important role. Below is a general outline of the current situation with regard to sustainability, followed by a brief focus on the current situation for The Hague University of Applied Sciences.

Importance of sustainable processing

Over the past 100 years, the world's population has increased four times. This while the number of available raw materials has decreased (Ministry of Infrastructure and the Environment & Ministry of Economic Affairs, 2016). Given the economic extractability of raw materials is limited, resource shortages (based on current consumption) will occur in the near future. The shortage of raw materials and the current environmentally polluting way of extracting raw materials cause the need to think more consciously about the use of raw

materials Also, countries are increasingly becoming economically dependent on each other because certain raw materials can only be extracted in a limited number of countries (van de Stadt, 2013).

Worldwide

The 193 member states of the United Nations (UN) have adopted the Development Agenda for 2015 - 2030. The agenda consists of 17 goals. These SDGs are fully called the Sustainable Development Goals but are often abbreviated to SDGs. Goal number 12 is "Sustainable consumption and production", a key goal for sustainable resource use. The goals apply in all countries and to all people. The 193 countries signed up to keep global warming below two degrees Celsius, which includes these goals (Central government)

Europe

The EU, together with its member states, is determined to be at the forefront of implementing the UN Agenda 2030. The UN Sustainable Development Goals are included in the European Commission's 10 priorities. The first priority is the European Green Deal. The European Green Deal is the EU's plan to make the EU's economy sustainable. It provides an action plan to boost resource efficiency by shifting to a clean, circular economy, restoring biodiversity and reducing pollution (European Commission, s.a.).

The European Commission has written an action plan that includes a goal of recycling 75 per cent of packaging materials by 2030. The agreement came into force in 2020 and will be reviewed every five years (EuropeNow, 2018)

Netherlands

The Netherlands aims to have a fully circular economy by 2050 (central government). In 2016, it set the goal of using 50 per cent less primary raw materials by 2030. To achieve this goal, the government has set a number of strategic targets and drafted five transition agendas to make the aspiration a reality (Circular Economy Netherlands, s.a.). Although the Netherlands is taking measures, it appears to be far from sufficient. Currently, only 26 per cent of energy is gained from renewable sources. This puts the Netherlands behind the development of other countries in the European Union (EU) (Climate Agreement, 2020)

Chapter 2: Vision

The Hague commits as much as possible to waste prevention, recycling and caring for our (living) environment. This means transforming waste collection into raw materials collection. The waste that is nevertheless produced in the chain is made suitable for disposal in accordance with the waste hierarchy as much as possible. From our suppliers, employees and students we expect commitment and cooperation in this, the HHS makes a strong effort to facilitate all parties in this.

Waste collection at De HHS is carried out by a professional and forward-looking service provider (Renewi) that is aligned with the Unesco Social Development Goals:

- Clean water;
- Affordable and sustainable energy;
- Sustainable cities and communities;
- Responsible consumption and production;
- Climate action.

Waste collection is designed on the basis of the educational framework, institution plan, profiling pillars, FZ&IT ambitions and user expectations. Communication, information and the creation of awareness to realise

(partial) objectives are presented in a stimulating way, without going overboard with 'patronising'. Working towards a control model, chain cooperation, chain sustainability, raw materials collection and raw materials processing are five important pillars to achieve this mission.

To underpin this mission, the current situation (0 measurement) of the year 2019 is used. Here, 2019 has been chosen because 2020 & 2021 have not been representative years due to Covid-19

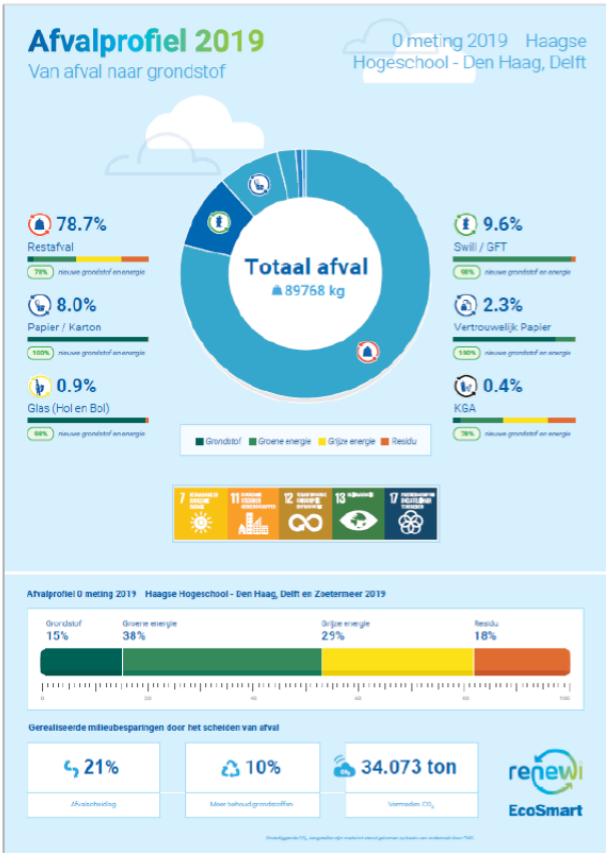
2.1 Current situation 2019 (0 measurement):

The 0 measurement is based on the year 2019. The year 2019 was chosen because this year is as least affected by Covid-19 and we expect this year to be similar to the year 2022. In 2019, there was normal complete occupancy over a full year.

2.2 Current situation regular waste (waste reporting):

Regular waste involves the following streams: Cup, GFT / Swill , Glass, Paper & Cardboard , PMD , KGA, Residual waste, Confidential paper and Electronic waste.

Nul meting 2019:



Afvalstroom	Hoeveelheid	Percentage
Bekers karton	0 kg	0%
GFT / Swill	40.560 kg	10%
Glas	3.850 kg	1%
Paper & Karton	33.783 kg	8%
PMD	0 kg	0%
KGA	1.750 kg	0%
Restafval	332.500 kg	79%
Vertrouwelijk papier	9.825 kg	2%
Electronisch afval	0 kg	0%
Totaal	**422.268 kg**	**100%**

Results 2021:

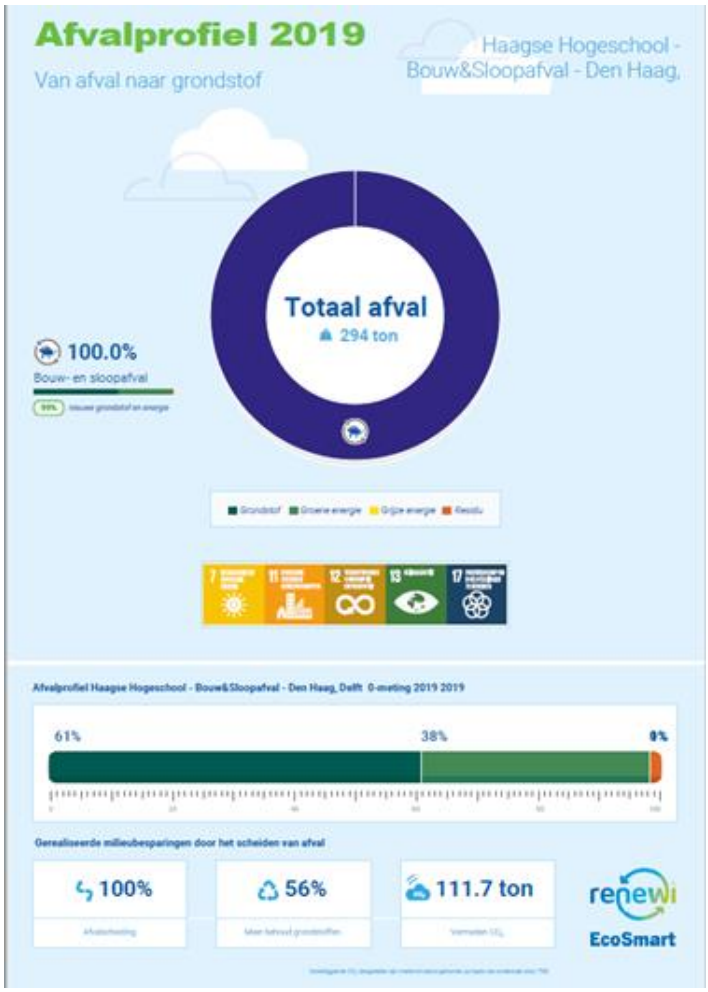
Resultaten 2021

Afvalstroom	Hoeveelheid	Percentage
Bekers karton	4.146 kg	3%
GFT / Swill	7.660 kg	5%
Glas	1.195 kg	1%
Hout / Pallets	120 kg	0%
Paper & Karton	33.577 kg	22%
PMD	14.752 kg	10%
KGA	1.518 kg	1%
Restafval	71.724 kg	48%

It can be seen that after implementation of the waste separation units, we also get different results. The steam residual waste is reducing from 78.7% residual waste in 2019 to 47.8% residual waste on 31 December 2021. This means we are on the right track towards the 40% residual waste target by the end of 2023.

2.3 Conversion waste:

During renovations, 2 streams are released respectively: construction & demolition waste and/or pure rubble. Our sorting plant sorts construction & demolition waste into various recyclable streams. The pure rubble is submitted directly to a final processor for recycling. The 0 measurement below of 2019 did not yet have this sorting and consists exclusively of construction & demolition waste.



Afvalstroom	0-meting	t/m Q1-2021	t/m Q2-2021	t/m Q3-2021	Doelstelling 2023
Bouw & Sloopafval	294,2 ton	74,6 ton	127,2 ton	219,6 ton	nvt
Zuiver Puin	0 ton	0 ton	0 ton	18,1 ton	nvt

Afvalstroom	Hoeveelheid	Percentage	Aantal transporten
Bouw & Sloopafval - Den Haag	208.830 kg	88%	17
Zuiver puin - Den Haag	18.150 kg	8%	1
Bouw & Sloopafval - Delft	10.800 kg	5%	3
Zuiver puin - Delft	0 kg	0%	0
Totaal	**237.780 kg**	**100%**	**21**

The following quantities of waste were disposed of during the various renovations.

Chapter 3: Problem and objective

From the current situation, it can be seen that 79% of regular waste is currently still disposed of as residual waste. Whereby residual waste cannot be reused and is mostly incinerated. In addition, we see that construction and demolition waste is not yet reused. Both forms of waste require drastic changes if we want to achieve De HHS's mission of being fully ZeroWaste by 2030. To give this clear shape, this can be summarised in the following problem:

"In the current situation, The HHS produces ***too much*** waste that can ***NOT*** be reused or recycled."

With this, De HHS's goal of being completely ZeroWaste by 2030 is still a long way off and requires drastic measures inside and outside De HHS. The following principles are central to achieving De HHS's objective:

1. Produce less (e.g. use less paper)
2. Recycling (making new paper from it, downcycling to shreds for the cat litter box)
3. Responsible disposal. Non-recyclable is incinerated (generates energy, for example)

Chapter 4: Action plan

To achieve the goal of The HHS, an action plan has been drawn up in this chapter. This will involve working in different phases with the ultimate goal of being fully ZeroWaste by 2030. The three different phases are depicted in this chapter.

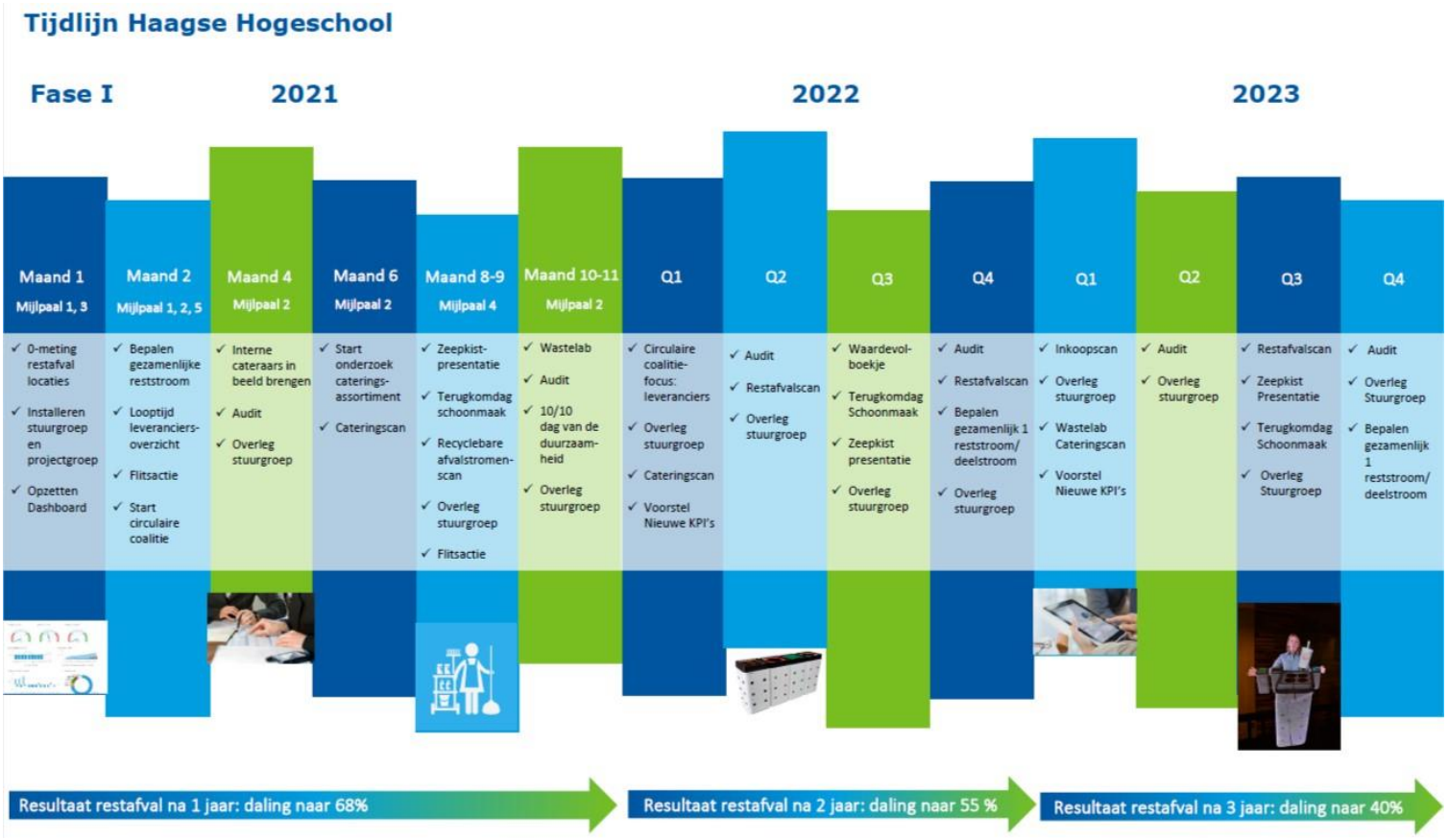
Figure 1. 10-year plan - 3 phases

Phase 1 runs from year 1 to 3 with a focus on EcoLight services , Phase 2 runs from year 4 to 6 with a focus on a full service and finally phase 3, which runs from year 7 to 10 and focuses on "the Last mile".

4.1 Phase 1:

In phase 1, there are clear points on which we will focus. These points are identified as milestones in Figure 2 below.

Figure 2. Phase 1 - Milestones first 36 Months



In phase 1, the focus is on EcoLight service, the EcoLight service means that in the first three contract years (2021,2022 & 2023) we will reduce the current residual waste rate from 79% to 40%. We will achieve this by:

- Establishing a solid project organisation;
- Setting up the right services with the current cleaning company;
- Ensure proper set-up and communication around ZeroWaste projects;
- Launching the first ZeroWaste project;

(All steps are done we in agreement and consultation with Eco-smart)

(See table and notes below)

Onderdeel	Wat gaan we doen?	Wanneer gaan we het doen	In aanneemsom?	Wat levert het op	Connecting	Caring	Curious	Gevraagde investering Haagse Hogeschool
Organisatie	Installeren stuurgroep + 4x per jaar overleg	Dec '20 tot einde contract	Ja	Wederzijds commitment en controle op voortgang	x	x	x	2 mdw. Totaal ca. '16 uur/jaar
	Installeren projectgroep + periodiek overleg	Dec '20 tot einde contract	Ja	Duidelijke afbakening van taken, bevoegdheden en verantwoordelijkheden	x	x	x	1 mdw. Totaal ca. '48 uur/jaar
	Opzetten dashboard	Dec '20 tot einde contract	Ja	Inzicht en stuur informatie	x			
Dienstverlening	Start dienstverlening EcoLight	Jaar 1, 2 en 3	Ja	Adviseren, motiveren en controlen afvaltaken schoonmaakbedrijf		x		
	Takenpakket EcoSmart medewerkers	Jaar 1, 2 en 2	Ja	Wat zijn de taken, bevoegdheden en verantwoordelijkheden van de medewerkers die worden ingezet	x			
Continues Improvement & KPI's	KPI dashboard	Dec '20 tot einde contract	Ja	Biedt inzicht en stuurinformatie	x	x		
	Training & coaching	Jaar 1, 2 en 3	Ja	Diverse trainingen en opleidingen om het kennis en bewustwordingsniveau van de schoonmaak medewerkers verder te vergroten	x		x	4 uur per schoonmaak mdw/jaar
Zero Waste Projecten	Circulaire coalitie - Leveranciers	Jaar 2	Ja	Structureel samenwerkingsverband met leveranciers	x		x	2 mdw. Totaal ca. '16 uur/jaar

Organisation:

Install committee

In this phase, we envisage a deployment for 3 days a week of project leader from ecosmart (Medior) and 1 day a week of a Zero Waste Coach (Senior). As both have no hierarchy or decision-making authority within our organisation, it is important to start by setting up a steering committee. The steering committee sets out expectations within the organisation, provides support from knowledge carriers within The Hague University of Applied Sciences (project team) and is responsible for monitoring progress in this project.

Install project group

To support the Zero Waste Coach and to also achieve support within the various management layers of The Hague University of Applied Sciences, it is important to form a project group from here.

Depending on the steps to be realised, the composition of the project group may vary. They have the necessary knowledge and background of matters within and outside The Hague University of Applied Sciences. Involving them makes them an integral part in achieving objectives. The designated Zero Waste Coach will chair this project group, discuss topics, set out the steps to be taken or pilots with them.

Every potential change goes through the above process. The advice provides insight into which change, the impact and, if applicable, a business case. On this, the steering committee gives a go or no-go. With a go, implementation and realisation will follow, to be evaluated after a period and the actual results monitored.

Setting up

Using an online reporting tool, we will gain insight into the progress. The steering group will use the dashboard produced by the reporting tool to monitor progress and make adjustments where necessary.

Services:

Launch of services

From 1 December 2020, we will start using the service 'EcoLight' to fully supervise the internal waste collection/separation process with cleaning continuing to do the physical work. Preparations for this have already been carried out during the implementation period so that we can start immediately.

To achieve good (internal) waste collection/separation, it is absolutely prerequisite that the cleaning company, does separate waste rounds. They ensure that special collection carts (EcoStewards) are available, with which different waste streams can be and remain easily and properly separated. These cleaning staff form the so-called "waste care team.

It will be discussed in consultation whether waste collection can take place during the day, to further increase communication and awareness.

The duties of ecoSmart employees are described in Annex 1.

Continues Improvement (CI) and KPIs :

The project leader will monitor the quality delivered on a daily basis. This will be recorded through audits and, where necessary, the project leader will consult and adjust the waste care team. We call this Continues Improvement: a little better every day and, through direct contact with the shop floor, short on time, making concrete adjustments and improvements.

In each phase of the Zero Waste Roadmap, different focus areas will emerge. Improving and evaluating these, we record in the KPI dashboard.

KPI dashboard

	KPI	Meetreferentie	Doelstellingen	Q1	Q2	Q3	Q4
1	Overall KPI	Realisatie van de (deel-) doelstellingen om de ambitie zero-waste op restafval en maximale circulariteit in 2030 te behalen.	Realisatie circulaire coalitie leveranciers				
			Samenwerking met facilitaire partners				
			Vermindering restafval naar 40% einde fase 1				
2	Opdrachtgevers-tevredenheid	Samenwerking met onderwijs en lectoraten	Opzetten stuurgroep en projectgroepen				
		Uitvoering adviestrajecten	Periodiek informeren stuurgroep m.b.t. voortgang en beslissingsmomenten				
			Realisatie en bijhouden dashboard				
		Uitvoering regiecontract	Implementeren stuurgroepbeslissingen				
3	Kwaliteitsborging	Realisatie succesvolle implementatie	Voorbereidingen implementatie conform voorstel				
			Implementatie verlopen conform implementatieplan				
			Communicatieplan bij Livegang verlopen conform voorstel				
			Opzet en opleiding dienstverlening conform implementatieplan				
		Jaarlijks aanpassing/ bijstelling deeldoelstellingen	Jaarlijkse training afvalzorgteam (workshops / terugkomdagen)				
			Periodieke audits voor bijsturing afvalzorgteam (2 x per jaar)				
		Jaarlijks nieuw voorstel KPI's	Jaarlijks voorstel nieuwe KPI's				
4	Duurzaamheid	CO2 reductie	Aantoonbare CO2 reductie door vermindering van verbranding restaval en verhoging recycling conform CO2 management gegevens V3				
		Recycling, upcycling, terugwinning, nieuwe grondstof	Per mijlpaal kiezen we tenminste 1 reststroom of deelstroom welke hoger in de 10R waardering staat				
		Restafvalvermindering	Jaarlijks aantoonbare restafval reductie conform prognose dashboard				
			Behalen percentage restafvaldoelstellingen op einde van mijlpalen				
5	Prijs/ indexering	Informeren van De HHs (februari - maart van lopend contractjaar) over ontwikkelingen die prijsverhogende effecten teweeg brengen.	Informeren tijdens stuurgroep bijeenkomsten				
			Definitieve indexering in decoember ieder kalenderjaar				

Training &

Another important part of Continues Improvement is training and coaching the waste care team. This is therefore where EcoSmart devotes a lot of attention, time and energy. Among other things, they do this by increasing waste/resource knowledge through workshops, giving and providing feedback on audit results and holding so-called 'soapbox meetings'. (short knowledge session)

The contents of the workshops , Return Days, audit results and soapbox meetings are described in Annex 2.

Zero Waste Projects:

In each phase, we ensure that one Zero Waste Project is carried out that specifically contributes to actually reducing the amount of residual waste. Awareness, communication, knowledge transfer, coaching and the like are all very useful, but do not directly lead to (residual) waste reduction. To actually get into action mode, we are starting the project 'the Circular Coalition'.

The Circular Coalition is a proven successful project approach, through which we ensure that, as The Hague University of Applied Sciences, we really take concrete steps towards ZeroWaste. In doing so, we focus on a different part of the stakeholders in each phase. In the 1e phase (starting in contract year 2, 2022), we start with the Suppliers.

Circular coalition - focus:

What is important in a Circular Coalition is that within the chain of procurement, suppliers and service providers that not only their own operations are optimised, but the processes between them must also be aligned to the customer's needs.

Optimising one's own operations without considering other links in the chain often results in sustainability targets not being met.

It is therefore important to form a sustainable chain relationship with the suppliers of The Hague University of Applied Sciences as early as this phase. Here, we focus on the waste and raw materials (packaging materials) that are 'brought in' to The Hague University by the various suppliers.

In several meetings, over a 12-month period, we look together at existing innovations. Innovations that we either realise ourselves or as a chain for the prevention of waste, then possible return logistics and finally maximum recycling in order to see waste streams not as unusable waste but as raw material for new products. In this way, we ensure that all suppliers of The Hague University of Applied Sciences become waste-free.

4.3 PHASE 2

During this phase, we as HHS will go from 40% to 15% residual waste. We will manage this by using the full service of EcoSmart employees. In addition, as an extension of the steps in phase 1, we will take additional steps to achieve the reduction in residual waste. The additional steps are described in the table below and explained in detail.

Onderdeel	Wat gaan we doen?	Wanneer gaan we het doen	In aanneemsom?	Wat levert het op	Connecting	Caring	Curious	Gevraagde investering Haagse Hogeschool
Dienstverlening	Full service EcoSmart dienstverlening	jaar 4 tot einde contract	Ja	Dedicated afvalzorgteam met duidelijke verantwoording en kennis.	x	x	x	
	Takenpakket EcoSmart locatiemedewerkers (junior)	jaar 4 tm einde contract	Ja	Wat zijn de taken, bevoegdheden en verantwoordelijkheden van de medewerkers die worden ingezet tbv de interne afval-/grondstoffeninzameling	x			
Continues Improvement & KPI's	Samenwerking in One FM	jaar 4 tm einde contract	deels	FM samenwerking ontzorgt de Haagse Hogeschool	x		x	
	Optimaliseren container configuratie	jaar 4 tm einde contract	deels	Zekerheid van continuering van het integrale afval-/grondstoffenbeheer		x		
	Training & coaching	jaar 4 tm einde contract	Ja	Diverse trainingen en opleidingen om het kennis en bewustwordingsniveau van onze eigen medewerkers verder te vergroten	x		x	
	Change Management	vanaf jaar 4 tot einde contract	Ja	in stand houden behaalde zero waste mijlpaal 1	x	x		
Zero Waste Projecten	Circulaire coalitie - Overige stakeholders	jaar 4	Ja	Structureel samenwerkingsverband met overige stakeholders	x	x	x	2 mdw. Totaal ca. '16 uur/jaar

Services:

Full-service EcoSmart services

An absolute prerequisite for taking the next steps in Phase 2 is to convert EcoSmart's advisory/support role to operational responsibility. This means that they will do internal waste collection themselves.

From the 4e contract year, they will deploy EcoSmart site employees (junior) for this purpose. Some of these will be employees we have trained at the cleaning company, supplemented by new employees.

On balance, the number of hours spent on waste/raw material collection will remain at least the same. This is therefore a shift of FTEs and not an expansion.

The branch package Ecosmart site staff is described in Annex 3.

Continues Improvement (CI) and KPIs :

During the CI Programme in the 2nd phase of the Zero Waste Roadmap, the following topics will receive additional attention:

Cooperation with other facility

Taking over EcoSmart's services from CSU also means that cooperation with the other facilities partners must remain well secured. We have therefore already joined the facilities coalition that has already been converted within The Hague University of Applied Sciences.

Optimising container configuration (Container space)

During the contract years, there is continuous evidence of changing
composition of waste and raw materials.

Sometimes new raw materials will be added, waste streams will also disappear and the ratio of waste to raw material streams will also change.

It is EcoSmart's job and responsibility to predict these adjustments and make the necessary adjustments accordingly. This assures The Hague University of Applied Sciences of a continuous and efficient process.

Training &

EcoSmart site staff are waste/resource specialists. That is why they continuously invest in training and coaching to get and keep our employees and partners at that level.

They train and coach staff specifically on hospitality, communication and waste knowledge. Talking to people about waste separation and behaviour, discussing the results achieved and being able to answer practical questions on site helps enormously in creating support for waste separation and the perception that students and staff have about waste collection and circularity. The EcoSmart site staff will be present during the day and clearly recognisable by their (sustainable) corporate clothing.

In addition, some of their employees are trained in disciplines such as VCA and BHV. BHV, in particular, is a proven added value for achieving joint efforts between various suppliers and De Haagse Hogeschool. For example, at a large educational institution, our employees are part of this client's BHV team. This too creates a 'Facility Coalition' feeling.

Change

Another important item that will be included in the CI programme from year 4 onwards is the additional focus on change management. How do we retain the changes deployed? From experience at other organisations, they know that retaining the change is at least as difficult as deploying it. The Zero Waste Coach is responsible for this. Especially in this phase, the relationship between steering from figures and the connection with the shop floor and daily practice is crucial. The results will be included in the KPI dashboard and fed back to the steering group.

Zero Waste Projects:

Circular coalition - Other

In the 4e contract year, a Circular coalition will be put together again. Here the focus is on all stakeholders except the suppliers (with whom we have already gone the programme) and the Procurement Department (with whom we will do this programme in phase 3).

We divide the 'Other' group into four groups:

- Public spaces / students
- Teachers, teachers' rooms and classrooms
- Practice rooms
- Workplaces / employees

These 4 groups have a lot of synergy, which is why we put them together in this Circular coalition. Making the areas where these stakeholders operate residual waste-free, together with all other programme points, will result in reduction of residual waste to around 15% by the end of the 6e contract year.

We will give a lot of attention and ask for students' involvement in this coalition. A great opportunity to include their participation or input in an internship, or as a project that can earn credits.

After six years of good cooperation, De Haagse Hogeschool has a large part of its processes and (supplier) agreements in place to such an extent that a culture change has taken place within the school. By organising processes differently, concrete, measurable results have been achieved and the

organisation ready to go 'the Last Mile'!

4.4 PHASE 3

The final step towards Zero Waste is the most difficult one and, for a lot of organisations and service providers, still uncharted territory. It therefore requires a systematic step-by-step plan to get there. EcoSmart has this experience and knows what it takes to achieve this together with HHS.

Cooperation is central to this, with choices to be made in the general and common interest of The Hague University of Applied Sciences and its stakeholders.

Besides, achieving this milestone alone is not enough. How do you ensure that you remain a ZeroWaste organisation, even in the years after 2030. To this end, they have up an independent certification, where through annual audits, its continuity is guaranteed.

Onderdeel	Wat gaan we doen?	Wanneer gaan we het doen	In aanneems om?	Wat levert het op	Connecting	Caring	Curious	Gevraagde investering Haagse Hogeschool
Stappenplan Last Mile	1. Opzetten Projectorganisatie	Jaar 7	ja	Bestendigen Stuurgroep + evt. uitbreiding	x		x	extra mdw in de stuurgroep (+8u/jaar)
	2. Nulmeting restafval	Jaar 7	ja	Herijking; inzicht stand van zaken dat moment		x		
	3. Circulaire coalitie - Inkoop	Jaar 7	ja	Vanaf dit moment kopen we geen afval meer in	x	x	x	
	4. Ambassadeursafdeling naar 0% restafval	Jaar 8	ja	Voorbeeldfunctie voor de rest van de organisatie + het stellen van een nieuwe norm	x	x	x	
	5. Volledige uitrol overige afdelingen	Jaar 9	ja	Alle lessons learned zijn meegenomen. De gehele Haagse Hogeschool heeft geen restafval meer.	x	x	x	
	6. Realisatie Afvalvrije School	Jaar 10	ja	Free publicity als koploper in het onderwijs op het gebied van zero waste en circulariteit	x	x	x	
	7. Certificering	Jaar 10	ja	De officiële erkenning als Zero Waste Haagse Hogeschool	x	x	x	
	Continuïteit en borging	> 2030	nee	De zekerheid van borging van hetgeen bereikt	x	x	x	1 mdw. Totaal ca. 1 dag/jaar

Project approach:

Step 1 - Setting up project organisation

The Steering Committee has already been installed at the beginning of the Zero Waste Roadmap. It may be a consideration to add an additional member to the Steering Committee, which has a more 'overall competence', across disciplines. In this Last Mile phase, the role of the Zero Waste Coach (Senior) becomes more intensive.

Step 2 - Zero measurement of residual waste

The first action is to determine the starting points, the 0 measurement. This is where the current state of all waste-related issues is determined. Such as separation within the various departments and service providers (shop floor, restaurant, repro, etc). This will be in costs, kilograms and deployment of service providers.

In order to determine whether The Hague University of Applied Sciences is ready to enter this phase, it is desirable to carry out another 0 measurement. What is the state of affairs at the time we actually start the Last Mile.

From the baseline measurements, the results achieved are determined and whether follow-up steps need to be carried out to secure the final goal.

Step 3 - Circular coalition -

We are launching the Circular Coalition for the 3^{e} time. This time with the Procurement department. As the last stakeholder, we will start discussing and exploring where the improvement potential lies. An intensive and interesting process, where economic and ecological choices have to be made

Step 4 - Ambassadors department towards 0% residual waste

The next step is the so-called outside-in approach, where we appoint one department as ambassador department. The ambassador department is determined by the steering committee. A delegate from this department sits on the steering committee for this purpose. Appointing such a department sets an example and a new standard for the entire Haagse Hogeschool.

For the ambassador department, a project plan is also first set up this following the research into processes, behaviour and policies. This is followed by the Go/No go and realisation of the plan. This also includes extensive guidance to the employees in the department.

For our Zero Waste Coach, the ambassadors department provides insights into specific features and will use these in the move to fully roll out across all education departments.

Step 5 - Full roll-out of other departments to 0% residual waste

If the realisation of 0% residual waste in the ambassador department is completed then the next step is to roll out in all departments. That is, with all the lessons learned from the ambassador department incorporated into the project plan for rollout in all departments. Due to the size of

The Hague University of Applied Sciences, this will be done in phases. In advance, the steering committee will also give a Go or No go on this.

Step 6 - Achieving waste-free schools

All facilities and departments have been converted to a residual waste-free environment. This is followed by a period of stabilisation and monitoring of the processes. Where necessary, adjustments can be made where things still threaten to go wrong. It also gives the customer the opportunity to implement all policy adjustments, etc. in their quality systems to eventually move on to the next step.

Step 7 - Certification

Once all the previous steps have been realised and the processes have been secured, this will be tested by an external certification agency. If all test conditions are met, the official seal of approval and certificate will be awarded!

In the period after 2030, the certification agency will audit annually, to test De Haagse Hogeschool's status as a 'ZeroWaste organisation' or waste-free school. By daring to look differently at existing processes and agreements and with a lot of energy from enthusiastic staff, students and suppliers, De Haagse Hogeschool may call itself an officially certified ZeroWaste educational institution in 2030.

Chapter 5: Communication

We drew up a communication plan for the entire Zero Waste Roadmap. Because each phase of this roadmap has its own communication needs. We have drawn up an outline planning, in which the actual implementation will take place in consultation with the communications department of The Hague University of Applied Sciences.

The diagram below is certainly not set in stone, but with it we show you what the possibilities and desired goals might be and give you an insight into what costs are or are not included.

Onderdeel	Wat gaan we doen?	Wanneer gaan we het doen	In aanmerking?	Wat levert het op	Connecting	Caring	Curious	Gevraagde investering Haagse Hogeschool
Communicatie	Leaflet + appel	dag 0	ja	bewustwording van de start van het 10-jarenplan van de HHS tot een zero waste onderwijsinstelling	x	x	x	
	Animaties via narrow casting	1e 3 weken na start	ja	Renewi stelt speciaal voor HHS ontwikkelde animatie ter beschikking om op diverse kanalen te kunnen delen	x		x	
	Posters/banners neerzetten	1e 3 weken na start	ja	op enkele strategische plekken komen banners te staan om de start onder de aandacht te brengen	x	x	x	
	Serious gaming app	op verzoek	nee	Renewi kan een custom made gaming app leveren, waarmee studenten en medewerkers bewustwording, kennis en feedback kunnen geven op de middelen en dienstverlening	x		x	1-5k€ (afhankelijk van aantal deelnemers)
	Hologram	op verzoek	nee	Om extra bewustwording te creëeren kan er gedurende een bepaalde periode een holgram worden ingezet			x	2-3k€ (1-malig)
	Walking bins / afval obers	op verzoek	nee	Bijvoorbeeld tijdens introductieweken nieuwe studenten, kan fysieke aanweizgheid van de Walking Bins of Afvalobers bewustwording vergroten en daarmee gedrag beïnvloeden		x	x	ca. 5k€ (1-malig)
	Zero waste events (incl afvalhengelen)	op verzoek	nee	Het neerzetten van een stand met informatie en interactie dmv Afvalhengelen	x		x	1-2k€ (1-malig)
	Tafel bordjes	op verzoek	ja	Op diverse strategische plekken (iom HHS) zetten we tafelbordjes neer met communicatie over afvalscheiding en -middelen		x	x	
	Guerilla-marketing acties	op verzoek	nee	Als ludieke 'guerilla marketing actie' kunnen we bijv. WC rollen uitdelen om connectie tussen weggooi gedrag en producten te benadrukken	x	x	x	ca. 2k€ (1-malig)
	Circulaire stand / flits acties	ieder nieuw college jaar	ja	Evt. in samenwerking met andere FM partijen, tijdens de introductiedagen extra aandacht geven (en daarmee cultuur versterkend!) aan hoe we bij de HHS met afval omgaan.	x	x	x	
Signing (Qubics)	Magneetflappen WEL/NIET afval		nee	Extra communicatie over wat er wel/niet in het inzamelmiddel mag			x	ca 5-10 euro per magneetflap
	Boven-/achterborden WEL/NIET afval		nee	Extra communicatie over wat er wel/niet in het inzamelmiddel mag (meertalig mogelijk)			x	ca. 300 euro voor Qubic XL 6 stuks
	QR codes met acceptatievoorwaarden		ja	Inzamelmiddelen voorzien van een QR code waarachter de acceptatievoorwaarden zitten	x		x	
	Nudging dmv voetjes		nee	Minder zwerfafval door routing naar inzamelmiddelen te benadrukken	x		x	ca. 1k€ (1-malig)
	Tijdelijke woblers		ja	Eenvoudige items die we op de inzamelmiddelen plakken om tijdelijk extra aandacht te geven aan (een betere scheiding van) een afavalstroom	x		x	

Annex 1.

Tasks of EcoSmart

During years 1 to 3, we do not yet deploy junior employee(s). In this phase, the Project Leader (Medior) and the Zero Waste Coach (Senior) will fulfil their advisory and expert roles. The division of roles and tasks is as follows:

Project leader - The project leader acts at the operational/coaching level, is present 3 days a week and provides the following tasks:

- Coaching cleaning staff;
- Ensures optimum of services in close consultation with cleaning;
- Conducts audits for quality improvement and improvement actions;
- Performs administration and waste recording;
- Conducts waste analyses in cooperation with the Zero Waste Coach for steering on waste separation;
- Conducts informative talks or information sessions with students, teachers and staff;
- Actively participates in various project groups.

Zero Waste Coach - The Zero Waste Coach works at the tactical/strategic level and spends an average of 8 hours per week and has the following duties:

- Project-based adjustments towards a ZeroWaste educational institution;
- Conducts consultations with all disciplines (suppliers, teachers, students, employees, procurement, management) in the organisation;
- Conducts supply chain consultations with all suppliers;
- Conducts waste analyses and makes improvement proposals to the steering committee from there;
- Monitors and conducts improvement discussions where ;
- project groups;
- Monitors progress via dashboard;
- Communicates achieved milestones with the steering committee;
- Conducts information interviews, training and improvement sessions with the project leader;
- Submits improvement procedures to The Hague University of Applied Sciences;
- Ensures auditing and final certification of The Hague University of Applied Sciences in close consultation with The Hague University of Sciences.

Annex 2

Workshops - return days (once a year)

During the implementation, the cleaning staff involved were trained by EcoSmart and given the basic knowledge related to waste/resource collection.

As training is a matter of repetition, and there may also be some turnover of employees, we organise 'return days', where we refresh the knowledge.

During this training, the following aspects come up (again):

- Basic knowledge of waste and what to it;
- Looking at waste with different eyes: what is properly separated and what is not;
- Method of collection and cleanliness;
- Use of facilities in the container area;
- Cleaning and fault finding;
- Communication and adjustment.

This training is repeated annually and points are further explored. New employees thereby parallel the existing employees in this waste care team.

Feedback of audit results (twice a year)

The results of the audits are not only reflected in the reports and dashboards for The Hague University of Applied Sciences, but are actually used to provide direct feedback to the cleaning,staff and their managers. We do this by periodically joining a daystart or departmental meeting.

Soapbox meetings (periodic)

Complementary to the workshops, EcoSmart organises (spontaneously) so-called 'soapbox meetings'. This they literally stand on a soapbox on the shop floor, for example at the coffee machine, and address the cleaners and explain about waste and raw materials. A fun, low-threshold way to impart knowledge.

If getting groups of employees together, for example because of COVID-19, is not possible, we can also use a hologram for this. This attracts a lot of attention and is completely 'corona-proof'.

Annex 3

Tasks of EcoSmart staff

Their duties are as follows:

- Ensure daily emptying of all collection devices;
- Ensure the cleanliness and functionality of these collection tools;
- Deliver rolling containers and empty them where necessary;
- Weigh all outgoing waste streams and record these weights;
- Keep up the environmental site so that it always neat and clean;
- Report findings or deviations to the project manager