

**Business Plan 2017 - 2020**

**SUMMARY**

This report provides details of the Authority's Business Plan for the year 2018/19. It provides a list of the key activities started in 2017 which using the strength of the Borough Partnership shapes our approach to market risk and maximising assets.

**RECOMMENDATION(S)**

The Authority is asked to:-

- 1) *Note the progress made in 2017*
- 2) *Approve the updates in the Business Plan 2017-20*

**1. Background** –The Authority has the statutory responsibility to arrange for facilities for the receipt and recycling, treatment or disposal of the waste which is collected by the boroughs, provision of Household Re-use and Recycling Centres (HWRCs), and the transport and disposal of the waste received at those sites. The Authority and Boroughs manage approximately 650,000 tonnes of waste per annum including waste streams for reuse, recycling, composting, waste treatment and disposal.

The Authority and Boroughs committed in 2005 to a joint municipal waste management strategy (JMWMS) which has reduced total waste per head of population, reduced waste for disposal and increased recycling and composting. The specific policy aims of the joint strategy have largely been delivered, the most recent significant milestone being the delivery of energy from waste infrastructure which moves residual waste out of landfill and up the waste hierarchy. The remaining target to be achieved by 2020 is the aim to recycle and compost 50% of municipal waste which is known to be very challenging given Local Authority funding pressures, ongoing volatility in recycling markets and the effect of waste reduction / circular economy activity.

**2. 50% recycling and composting by 2020** - In support of JMWMS Policy 3 The Authority is developing waste minimisation proposals which aim to remove waste from the residual waste to; achieve a permanent waste reduction, increase recycling and increase composting. Working in partnership with West London Alliance the Authority and constituent Boroughs are developing joint waste collection projects which target waste reduction, recycling and composting.

**3. Future Joint Strategy** – The Authority and Borough Partners are now preparing for a new joint waste management strategy from 2020 which will consider: Borough regeneration plans, the London Environment Strategy (LES), emerging government strategies, planning for a circular economy, regional commercial waste and growth including the old oak common development, Heathrow expansion, HS2 and Crossrail. Existing and proposed Authority contracts support the development of a commercial waste collection strategy but the development of infrastructure to serve commercial waste in London is hampered by a lack of publicly available commercial waste data.

**4. Added Value** –Five areas were identified in 2017 where West London Waste Authority can lead activity to increase efficiency and improve negotiating positions:

1. Waste data inputting, analysis and reporting,
2. Waste Minimisation including projects to support the increased quality of recycling,
3. Joint procurement of recycling offtake through a Materials Recycling Facility from 2020,
4. Master-planning and harmonising the HRRC and Transfer Station offer for local people,
5. Joint procurements and marketing of waste and recycling materials.

In 2018 a new project area has been added, working with West London Alliance to develop:

6. A joint collections strategy which aligns with the joint waste disposal strategy

**5. Borough Partnership** – As part of the Authority’s commitment to collaboration and transparency, borough officers will be included in information sharing, project development and invited to comment through the Borough Partnership Meetings.

**6. Financial Implications** – Financial provision has been included within the approved 2018-2019 budget for business plan activities for this year as set out in the appendix to this report.

**7. Risk Management** – The proposals detailed in this business plan will be aligned with the requirements of the Authority’s T&C Regulations.

**8. Health and Safety Implications** – Health and Safety considerations form part of the project development process. Where appropriate advice will be sought from the Authority’s advisors.

**9. Legal Implications** – As a local authority the Authority is required to act in accordance with the Public Contracts Regulations 2015. Many of the arrangements will involve the Authority entering into a formal contract.

**10. Impact on Joint Municipal Waste Management Strategy** – The provision of good quality waste management treatment and other support services is vital to the delivery of policy 3 to reach 50% recycling and composting by 2020, supported by policies 7 to provide waste management services that offer good value, that provide customer satisfaction and which meet and exceed legislative requirements and policy 8 which is a commitment to work together to achieve the aims of the strategy and to share equitably the costs and rewards of achieving its aims.

Background Papers	
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