

## **AUTHORITY REPORT: REVIEW OF THE ELWA IWMS**

### **1. Confidential Report**

1.1 No

### **2. Recommendation:**

2.1 Members are asked to note the report.

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### **3. Purpose**

3.1 This report outlines the procedure to be adopted to review the authority's Integrated Waste Management Strategy (IWMS).

### **4. Background**

4.1 The authority approved the IWMS in 1996 and conducted a review in 2005-06, as part of the Best Value Performance Planning regime, to confirm its continued validity (copy IWMS attached at Appendix A).

4.2 The strategy provides objectives and targets for the authority and constituent councils in the pursuit of the vision: "To provide an effective and efficient waste management service that is environmentally acceptable and delivers services that local people value".

4.3 The strategy provides the framework for the waste disposal PFI contract and the waste collection practices of the constituent councils. Also, it reflects the national and regional priorities associated with effective waste management.

### **5. Current Position**

5.1 The previous review of the strategy was undertaken some ten years after the original drafting and acknowledged changes in waste legislation. In recent months, Defra has reviewed the national waste policy and the Mayor of London has published his Municipal waste Management Strategy. Appendix B is a document published by Defra outlining the implications for local authorities of their review. Appendix C is a version of the implementation plan of the Mayor of London's strategy, which includes the implications for ELWA.

5.2 Both feature affirmation of the waste hierarchy, the move towards a zero waste economy and view waste from the perspective of it being a resource.

5.3 ELWA is nine years in to a 25-year contract specifically designed to deliver the IWMS, therefore there is little scope to make significant changes to the strategy. Nevertheless, these latest developments, together with elected members desire to consider waste disposal options post-contract, make it appropriate to once again review the IWMS.

5.4 At least two other statutory waste disposal authorities are undertaking similar reviews and we intend to explore how we can take advantage of their national research to aid our review. The stages of the review are broadly:

a) Analyze current strategy

- Achievement of current aims and objectives
- Contract performance
- Barriers to, and options for, improved performance
- How strategy fits with other local and national strategies
- Changes since previous review requiring reflection in strategy

b) Determine and agree revised strategic objectives

- Consult with members and officers
- Identify technical, environmental, political, commercial, social and regulatory risks
- Identify revised aims and objectives
- Consider actions required to achieve revised aims and objectives
- Determine roles of ELWA and constituent councils

c) Consult with wider stakeholders

- Residents
  - Local government
  - Central government
  - Business community
- d) Analyze consultation responses
- e) Produce final draft of revised strategy
- Determine action plan to deliver strategy
  - Seek member approval
- f) Publish revised strategy

5.5 Our intention is to commence the review in April and use the July authority workshop as the opportunity to consult with members. Whilst the above stages include consultation with wider stakeholders, the circumstances of ELWA being part-way through a long-term contract limit the likelihood of a fundamental change in direction. Therefore, we will consider whether such wider consultation is required following the July workshop. We aim to produce the revised strategy for member approval by the end of the calendar year.

## **6. Conclusion**

6.1 A review of the IWMS is required to ensure it remains valid in light of changing national, regional and local priorities. Also, the authority and constituent councils should be alert to developments in waste management technology, in order to be prepared for when the current waste disposal contract comes to an end. Whilst this is unlikely to be the final review of the IWMS before 2027, it should help keep the authorities focused on delivering effective and efficient waste management services.

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## **7. Relevant officer:**

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## **8. Appendices attached:**

Appendix A: ELWA's Integrated Waste Management Strategy

Appendix B: Government Review of Waste Policy 2011 – what it means for Local Authorities

Appendix C: The implications for ELWA of the Mayor of London's Municipal Waste Management Strategy

## **9. Background papers:**

None

## **10. Legal considerations:**

10.1 The review of the IWMS will help ensure ELWA continues to comply with the legal and regulatory framework associated with waste management.

## **11. Financial considerations:**

11.1 Any costs associated with the review of the IWMS will need to be contained within the ELWA budget.

## **12. Performance management considerations:**

12.1 Undertaking the review will not adversely impact on the achievement of objectives.

12.2 The revised IWMS will include amended aims and objectives for the authorities.

## **13. Risk management considerations:**

13.1 The review of the IWMS should help mitigate the following strategic risks:

- a) S1 - Corporate divisions and disagreements
- b) S2 – Breakdown of relationship with contractor
- c) S5 - Failure to effectively manage waste in accordance with regulations
- d) S7 - New statutory requirements

e) S8 - Contract no longer affordable

f) S12 - Failure to deliver improved levels of contractual performance

13.2 The review of the IWMS should help mitigate the following operational risks:

a) O9 – Failure to meet stakeholder expectations

b) O10 – Increased risk of enforcement notice due to failure to comply with regulations

c) O14 - Poor performance of collecting authorities

**14. Follow-up reports:**

Yes – updates at future authority meetings until approval of the revised IWMS.

**15. Websites and e-mail links for further information:**

[www.defra.gov.uk/environment/waste/review/](http://www.defra.gov.uk/environment/waste/review/)

[www.defra.gov.uk/publications/files/pb13542-action-plan-.pdf](http://www.defra.gov.uk/publications/files/pb13542-action-plan-.pdf)

**16. Glossary:**

IWMS – Integrated Waste Management Strategy

PFI – Private Finance Initiative

Defra – Department for Environment Food and Rural Affairs

**17. Approved by management board**

23 January 2012

**18. Confidentiality:**

No