

*Brent Ealing Harrow*  
**Hillingdon Hounslow Richmond**  
*West London Waste Authority*

DRAFT JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY  
September 2005

**Volume 1: Core Report**



West London Waste Authorities and  
Constituent Boroughs

# Municipal Waste Management Strategy

## Volume 1: Core Report

September 2005

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*WEST LONDON JOINT WASTE STRATEGY*

*DRAFT FOR CONSULTATION*

This statement provides a summary of the policies of the West London Waste Authority and constituent boroughs formulated for the purposes of the joint Municipal Waste Management Strategy, in compliance with the Waste and Emissions Trading Act (section 32 (4)).

This Joint Municipal Waste Management Strategy (the Strategy) covers the West London Waste Authority area, encompassing the Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow, and Richmond upon Thames (Richmond). The West London Waste Authority (WLWA) and constituent Boroughs must produce a Strategy by law. The purpose of which is to set out how the authorities intend to manage municipal solid waste arisings between 2005 and 2020.

The Strategy should, in simple terms, answer three questions:

- where are we now?
- where do we want to be and when? and
- how do we get there?

This document provides a summary of the policies of the authorities with regard to the Strategy and is supported by a number of Annexes and technical reports which explain how and why these policies have been formulated and how they will be implemented. Together, they form West London's Strategy.

The Annexes:

- *Annex A* explains how the Strategy has been developed;
- *Annex B* reviews current waste management in West London and requirements for how waste should be managed;
- *Annex C* provides a summary of regional and local policies within which the Strategy must fit; and
- *Annex D* provides Action Plans for how the Strategy will be implemented and an assessment of the risks likely to be encountered.

Four technical reports are appended to the Strategy:

- Technical Report 1 provides the baseline assessment;
- Technical Report 2 provides a review of waste reduction and reuse options;
- Technical Report 3 provides a review of recycling and composting options; and
- Technical Report 4 provides a review of residual waste options.

West London needs to change the way it manages its waste. Like most other areas in the country, West London has relied upon disposing most of its waste in landfills until very recently. This now needs to change. Amongst other legal requirements, authorities must now meet statutory recycling and composting standards for waste from households by 2006 and must progressively reduce the amount of biodegradable municipal waste (BMW) landfilled each year between 2005 and 2020. This legislation will help reduce the impacts that waste has on our environment.

There are also sound financial arguments why more waste reduction, recycling, composting and recovery is needed. The amount of waste to be managed and the speed with which this grows has a major influence on cost. Reducing growth in waste will help to minimise costs. Further, the cost of disposing waste in landfills is rising year on year. The tax on landfilling waste alone is likely to almost double in the next six years and the penalty for not diverting sufficient amounts of BMW from landfill will be around £150 per tonne over the permitted amount. Measures to reduce the amount of waste arising and to divert material from landfill can be seen as investments which have the potential to save money over the medium to long term.

## 2.1

### *HOW HAS THE STRATEGY BEEN DEVELOPED?*

The Strategy has been developed by the WLWA and the six constituent London Boroughs, working together to produce a joint way forward. Local people were consulted during its development through a waste forum and a community panel. Specific stakeholders such as contractors, local environmental groups and the Greater London Authority were also involved in the process (see *Annex A* for details). To ensure that the Strategy is workable and appropriate, local planning officers and finance officers have been involved in determining the Strategy and elected members were involved throughout the process.

Developing the Strategy involved the examination of a variety of different options for waste reduction and reuse, recycling and composting and residual waste. These were based on assumptions of how waste would grow in future. *Annex B* provides further details. Local people, specific stakeholders and elected members were engaged in determining criteria and in reviewing the results from these three studies. Technical reports summarising the outputs of the studies have been appended to the Strategy. The environmental impacts of residual waste options assessed have been assessed for the short and long term.

Decisions have been taken to seek the best environmental outcome taking account of what is feasible and what is an acceptable cost. This statement and appended Action Plans summarise these decisions. It is intended that this Strategy provides a framework for managing wastes in the future and remains flexible to change. It is also intended that a co-ordinated approach to the challenges of waste reduction and reuse should be pursued, working with the ALG and the Mayor of London.

## 2.2 ENVIRONMENTAL APPRAISAL OF OPTIONS

The preparation of the Strategy included an appraisal of options for the management of residual waste that is entirely consistent with the concept of the Best Practicable Environmental Option (BPEO) as laid out in Waste Strategy 2000. The appraisal is included in *Technical Report 4*. As the Strategy development process started before 21<sup>st</sup> July 2004 and as the West London authorities intend to adopt the strategy before 21<sup>st</sup> July 2006, the document will not be subject to Strategic Environmental Assessment (SEA). The appraisal of options within the Strategy is, however, largely consistent with a formal SEA as it reports on environmental impacts of proposals within the context of sustainable development; examines alternative options; builds in consultation with local communities; and demonstrates, in the final report, how consultation responses have been taken into account. Further information on SEA is provided in *Annex A*.

The West London Boroughs are collaborating on a Joint Waste Development Plan Document (JWDPD) for all waste streams, including municipal solid waste (MSW). In accordance with Planning Policy Statement 10: Sustainable Waste Management (PPS10) the JWDPD will draw on the Strategy for options for MSW management. The JWDPD will be subjected to a Sustainability Appraisal/SEA in due course. It is the Strategy's intention to make available to this process as much information as possible concerning the impact of the Strategy's proposals, including the appraisal of options in the *technical reports*.

## 2.3 WHAT WASTES DOES THE STRATEGY COVER?

The Strategy addresses all of the waste arisings within the WLWA area that come under the heading of 'municipal solid waste' (MSW). This includes waste produced by households, as well as trade wastes, fly-tipped materials and abandoned vehicles.

West London's Strategy has been based on sound data and analysis for the latest year for which complete data are available (financial year 2004/5). A detailed review of West London's current waste management practices and performance is provided in *Annex B*.

The WLWA area collected some 826 000 tonnes of MSW in the financial year 2004/5. Around one sixth of the waste collected was recycled and composted, with remaining material being landfilled. *Table 3.1* summarises waste arisings in West London.

**Table 3.1** *Summary of Arisings & Waste Management 2004/05\**

	Brent	Ealing	Harrow	Hilling- don	Hounslow	Richmond	WLWA
Municipal waste ('000 tonnes)	131	164	122	157	140	112	826
Household waste ('000 tonnes)	117	144	106	131	107	86	691
Waste generated per household (kg/hhld)	1 121	1 201	1 272	1 295	1 186	1 087	1195
Household waste recycling rate (%)	14.3	14.0	18.8	27.3	17.4	24.4	20.06

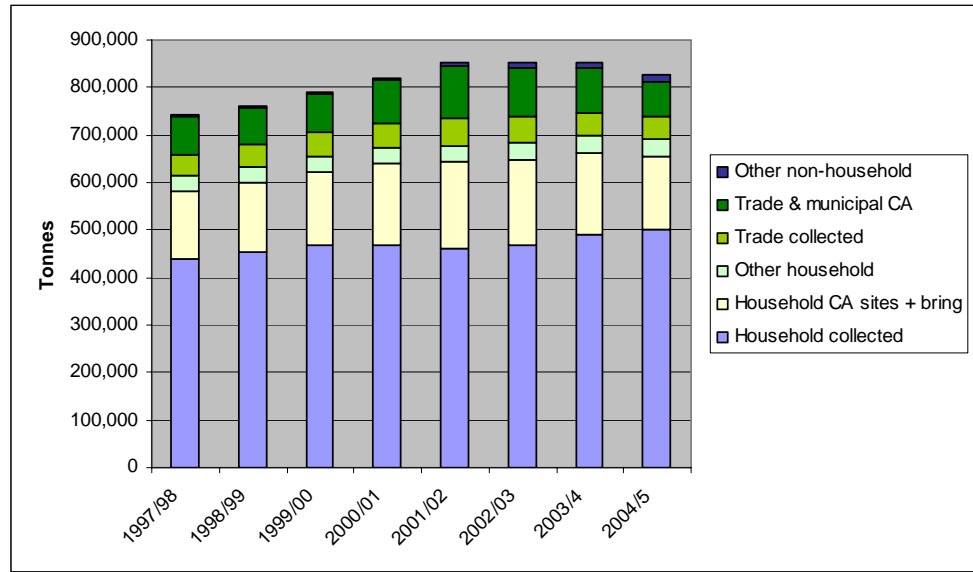
\*Arisings and performance data updated as of 24 August 2005, information derived from West London's Matrix C

### 3.1

#### TRENDS IN WASTE ARISING

*Figure 3.1* shows how municipal waste arisings in West London increased up to 2001/2 and have decreased in the last four years. This decrease reflects a decrease in civic amenity (CA) site and non-household waste arisings and has occurred despite the underlying increase in household waste collections shown in the figure. It is thought unlikely that this decrease will continue in future, without targeted waste reduction and reuse programmes.

Figure 3.1 Arisings of Municipal Waste between 1997/8 and 2004/5

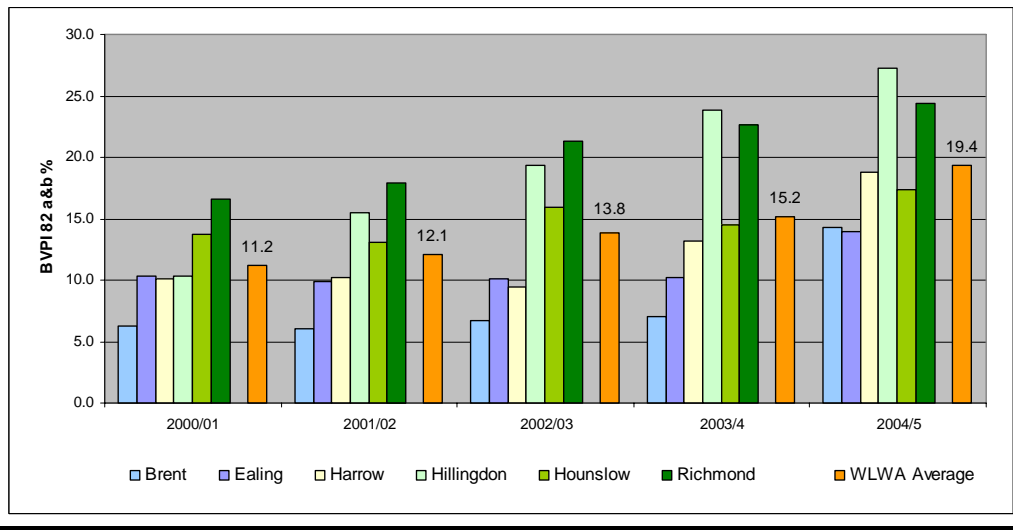


'Other non-household' wastes include fly-tipped waste and other, uncategorised MSW. 'Other household' wastes include special (bulky) waste collections, street sweepings and litter and clinical waste.

3.2 RECYCLING & COMPOSTING PERFORMANCE

Of the 699 000 tonnes of waste collected from households alone in 2003/4, some 17% was recycled or composted, just below the statutory performance standard of 18% for 2003/4, but a significant increase from the 11% recycling rate in 2000/1. Figure 3.2 shows how recycling and composting rates have increased across all West London authorities in the last five years.

Figure 3.2 Household Waste Recycling and Composting 2004/5



Services for the collection of a number of different materials, including recyclable or compostable materials, hazardous waste, end-of-life vehicles and electrical goods are provided across WLWA (*Annex B*). *Table 3.2* outlines the collection system operated by each constituent Borough.

**Table 3.2** *Constituent Boroughs' Waste Collection Infrastructure*

Borough	Details of Collections		
	Residual	Recyclables	Organic
Brent	Wheeled bin	Green Box	Wheeled Bin & degradable bags
	Weekly	Weekly	Fortnightly
Ealing	Black sack	Green box	Degradable bag
	Weekly	Weekly	Fortnightly (Seasonal)
Harrow	Wheeled bin	Green box	Wheeled bin
	Weekly	Fortnightly	Fortnightly
Hillingdon	Black sack	Clear plastic sack	Plastic sack
	Weekly	Weekly	Fortnightly
Hounslow	Black sack	Green box	Degradable bags
	Weekly	Weekly	Weekly (Seasonal)
Richmond	Black sack	Black box	Degradable bags / 240l bin
	Weekly	Weekly	By appointment

*Refer to annexes for further information on each Borough's collection system.*

In terms of waste transfer and disposal, in 2004/5,

- **76% (412 000 tonnes)** was delivered to two rail transfer stations which WLWA operate at Transport Avenue, Brentford, and Victoria Road, South Ruislip.
- **8% (43 000 tonnes)** was distributed between the Authority's Twyford transfer station and the Boroughs' CA sites.
- **14% (76 000 tonnes)** was delivered to private sector operated transfer stations at which WLWA has arrangements. And just over 1% (7,000 tonnes) was delivered to West London Composting Ltd's newly opened facility at Harefield.

In addition to the waste delivered by the constituent Boroughs, WLWA's three transfer stations also received a total of 23 000 tonnes of commercial waste, which was delivered for disposal by the private sector.

Figure 3.3 shows the location of key waste management facilities within West London. This shows that there are limited existing facilities for managing West London's waste by recycling, composting or solutions that do not involve transfer of waste to landfills outside the capital.

**Figure 3.3** *Location of Waste Facilities in West London*



In line with sustainable development, the West London Waste Authority and the London Boroughs of Brent, Ealing, Harrow, Hounslow, Hillingdon and Richmond-upon-Thames are committed to changing the way waste is managed. The authorities' objectives are to:

1. manage waste in accordance with the waste hierarchy: reduce waste first, then reuse, recycle and compost resources, then recover energy and, as a last resort, dispose of waste ;
2. manage waste at the nearest appropriate facility by the most appropriate method or technology;
3. make changes to the way waste is managed now to prevent environmental degradation, rather than postpone decisions;
4. manage waste in a way that protects human health and the environment;
5. manage waste in a way that meets the needs of West London's population now without compromising the ability of future generations to meet their own needs;
6. deliver services that offer value for money, not necessarily the cheapest service;
7. develop flexible services, so that new technological developments and legal requirements can be incorporated;
8. minimise the costs of waste management while complying with legislative requirements;
9. exceed performance required by current targets, to reduce the risk of failure and to put in systems that allow West London to be ahead of the game;
10. work together to develop coordinated services and infrastructure for waste collection, treatment, transfer and disposal and to share the costs and rewards of implementing the strategy; and
11. work together to encourage waste reduction and reuse initiatives within the wider community.

**4.1****POLICIES**

This section sets out the policies formulated for the purposes of the Strategy. A separate document sets out Action Plans for achieving the Strategy objectives and meeting these.

By law, the West London authorities need to consider the guidance of the Secretary of State and the Mayor of London's Municipal Waste Management Strategy in preparing policies for their Strategy. Currently, this means taking account of Waste Strategy 2000 (as revised July 2005), consultation guidance

on preparing strategies, PPS10 and Rethinking Rubbish in London. These documents are changing, however, and any future policy development will need to take account of revisions (particularly to the national and London waste strategies) and anticipated guidance on preparing waste strategies.

#### *Compliance with National Legislation*

Current and future policy development should also take account of other national, regional and local guidance and the Best Value Performance Plans and Corporate Plans, Aims, Objectives and Strategies of all the authorities. *Annex A* explains how this has been incorporated into the current Strategy.

**Policy 1: Current and future policy development will have regard to the National and Mayor of London's Municipal Waste Management Strategies and other relevant national, regional and local guidance.**

#### *Waste reduction and reuse*

Waste reduction and reuse is at the top of the waste hierarchy. By reducing waste and reusing materials, the authorities will reduce the overall cost of waste management and help to achieve statutory requirements. In the past, waste reduction and reuse has not had a sufficiently high profile and therefore it is important that the Strategy provides a commitment to prioritise these activities.

**Policy 2: West London Waste Authority and its constituent Boroughs will prioritise waste reduction and waste reuse.**

#### *Recycling & Composting*

Though the authorities are performing relatively well in terms of recycling and composting (17% of household waste in 2003/4), more needs to be done. There are statutory targets to achieve 27% recycling and composting locally by 2005/6. Nationally, there are targets to achieve 30% household waste recycling and composting by 2010 and 33% by 2015. In London the Mayor aspires to higher targets for recycling and composting and considers they can be achieved in the longer term.

The authorities have agreed to set a challenging target for recycling: to recycle half the municipal waste arising by 2020. These targets are placed on all waste (municipal, including some commercial) collected by the Boroughs, rather than just waste produced from households. Interim targets to achieve these aims are set out in the Action Plans.

**Policy 3: Jointly, the West London Waste Authority and constituent Boroughs will aim to recycle and compost at least:**

- 28% of municipal waste by 2006/7;
- 40% of municipal waste by 2010; and
- 50% of municipal waste by 2020.

**These targets will aim to be reached from a base of meeting statutory**

**performance standards for household waste recycling and composting in each authority by April 2006. The Action Plans will set intermediate targets.**

The Mayor's Municipal Waste Management Strategy proposes that authorities provide all households with a collection of three materials for recycling. The Household Waste Recycling Act requires two materials to be collected separately by 2010. To deliver high levels of recycling, the West London waste authorities will aim to exceed this requirement and provide all households with recycling collections of at least four materials by 2008.

**Policy 4: The collection authorities will serve all households with recycling collections of at least four materials by 2008.**

#### *Landfill*

West London relies upon landfill to manage waste. The National and London waste strategies require authorities to recycle and recover more and landfill less. The authorities are also required, by law, to reduce the amount of biodegradable municipal waste sent to landfill by specific amounts each year. Authorities can choose to meet these requirements or to trade with other authorities who can divert more (using the Landfill Allowances Trading Scheme). The plan for how the West London authorities will meet these requirements (through recycling, composting, trading, residual waste treatment) is set out in the Action Plans.

**Policy 5: West London Waste Authority and its constituent Boroughs will reduce biodegradable municipal waste landfilled with regard to the Landfill Allowance Trading Scheme.**

#### *Residual waste management*

It is certain that the WLWA cannot meet the requirements for reducing biodegradable municipal waste landfilled through waste reduction, reuse, recycling and composting alone. A new way of managing remaining (residual) waste will be needed. In choosing and procuring the best option, or options, the authorities will keep the waste hierarchy in mind and will find an option that provides value for money and long term reliability.

**Policy 6: West London Waste Authority and constituent Boroughs will seek a residual waste management solution in accordance with the waste hierarchy, that presents value for money and that offers reliability in the long term.**

#### *Other waste management services and streams*

Other waste management services such as street cleaning, bulky waste management and trade waste collections will be managed in line with best value and provide customer satisfaction and meet legislative requirements. There are also requirements that West London need to meet for particular waste streams. These streams include hazardous waste, electronic equipment,

abandoned vehicles and clinical wastes. Separate Action Plans have been provided for these streams.

**Policy 7: The West London Waste Authority and constituent Boroughs will seek to provide waste management services that offer good value, that provide customer satisfaction and that meet and exceed legislative requirements.**

*Sharing burdens*

It is important that all the authorities work together to achieve the aims of the strategy and to ensure that burdens and rewards fall to authorities in an equitable manner.

**Policy 8: The West London Waste Authority and constituent Boroughs will work together to achieve the aims of this strategy and are committed to share equitably the costs and rewards of achieving its aims.**

## 5.1 HOW TO ACHIEVE OUR AIMS

The authorities recognise that major changes will need to be made in order to implement the objectives of the Strategy. A range of options for waste reduction and reuse, recycling and composting and residual waste treatment have been considered during the development of the Strategy. *Technical Reports 2-4* provide further detail on these analyses.

Changes to waste management in West London will be significant. In the short term, there will need to be a clear focus on tackling waste reduction and reuse and improving levels of recycling and composting. The Strategy encapsulates the waste management hierarchy and is underpinned by the desire to decouple economic growth from waste generation. Reduction and reuse initiatives that make a useful impact on reducing waste generated have been assessed and are already being explored and implemented by the Boroughs. The Strategy includes an ambitious timeline for the roll-out of new collections for recycling and composting material in order to meet obligations under LATS. It sets a target of 40% recycling and composting for 2010 that represents a significant challenge for the Boroughs. This demands substantial progress to be made towards this target year on year from 2005/06. The Action Plans in *Annex D* present the way forward for the implementation of collections across the Boroughs in the short-term, with decision points regarding further fundamental improvements such as the introduction of kitchen waste collections and a shift to fortnightly collections of residual waste. *Table 5.2* summarises the key elements of these plans.

Beyond 2010, and as LATS allowances reduce dramatically, a recycling and composting based Strategy will prove insufficient for WLWA to meet its obligations. Whilst the Strategy requires continued progress on raising recycling and composting rates towards a 2020 target of 50%, achievable rates will not be enough to prevent a LATS shortfall without a new residual treatment facilities becoming operational. The shortfall is likely to amount to approximately 150 000 tonnes of residual waste.

The appraisal of residual waste options <sup>(1)</sup> shows that the options that offer the best performance and fit with the circumstances of WLWA are mechanical biological treatment (MBT) and energy from waste (EfW). New MBT and EfW facilities will take many years to implement, EfW longer so than MBT. It is extremely unlikely that any new plant, of a significant size, could be operational before 2010, and it could well be 2013 or later before capacity to divert residual waste from landfill comes on stream. This delay beyond the date at which the new contracts are let has significant implications for WLWA's LATS strategy. Options for bridging the gap include: the

(1) *Technical Report 4*

procurement of an interim small-scale MBT plant; procuring EfW capacity from outside the West London area; or paying LATS penalties/trading permits.

Table 5.1 provides a summary of the main costs, benefits and risks associated with the key options for residual waste management. Costs are indicative and are presented as aggregated figures over the Strategy time period.

**Table 5.1 Indicative Costs, Benefits and Risks of Waste Management Options <sup>(1)</sup>**

<b>Long Term Option</b>	<b>Indicative Potential Cost (aggregated 2006-2020)</b>	<b>Indicative Avoided Cost (aggregated 2006-2020)</b>	<b>Principal Risks</b>
<i>Baseline scenario – ‘do nothing’ <sup>(2)</sup></i>	<ul style="list-style-type: none"> <li>• c £770 million baseline waste collection costs</li> <li>• c £480 million LATS fines</li> <li>• c £730 million landfill tax and gate fees</li> </ul>		<ul style="list-style-type: none"> <li>• LATS penalties</li> <li>• Unknown market price for LATS permits</li> </ul>
<i>High recycling, MBT long term treatment technology</i>	<ul style="list-style-type: none"> <li>• c £750 000 promotion of reduction/reuse*</li> <li>• c £172 million rec/comp collection additional to baseline</li> <li>• c £170 million MBT gate fees (inc RDF disposal)</li> <li>• c £370 million landfill tax and gate fees</li> </ul>	<ul style="list-style-type: none"> <li>• c £14 million avoided collection/disposal through reduction/reuse</li> <li>• c £480 million avoided LATS fines</li> </ul>	<ul style="list-style-type: none"> <li>• Market for RDF</li> <li>• Large capacity requirement (approx 400ktpa)</li> </ul>
<i>High recycling, EfW long term treatment technology</i>	<ul style="list-style-type: none"> <li>• £750 000 promotion of reduction/reuse*</li> <li>• c £172 million rec/comp collection additional to baseline</li> <li>• c £75 million EfW gate fees</li> <li>• c £400 million landfill tax and gate fees (inc hazardous)</li> </ul>	<ul style="list-style-type: none"> <li>• c £14 million avoided collection/disposal through reduction/reuse</li> <li>• c £480 million avoided LATS fines</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of facility</li> <li>• Large capacity requirement (approx 240ktpa)</li> </ul>
<b>Interim Option</b>	<b>Indicative Cost (aggregated 2006-2013)</b>	<b>Indicative Avoided Cost (aggregated 2006-2013)</b>	<b>Principle Risks</b>
<i>Procurement of small MBT plant</i>	<ul style="list-style-type: none"> <li>• c £20 million MBT gate fees (inc RDF disposal)</li> </ul>	<ul style="list-style-type: none"> <li>• c £15 million avoided LATS fines</li> </ul>	<ul style="list-style-type: none"> <li>• Market for RDF</li> </ul>
<i>Procurement of EfW capacity outside West London</i>	<ul style="list-style-type: none"> <li>• c £6 million EfW gate fees</li> </ul>	<ul style="list-style-type: none"> <li>• c £15 million avoided LATS fines</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of capacity on appropriate timescale</li> </ul>
<i>LATS payment/trading in interim period</i>	<ul style="list-style-type: none"> <li>• c £15 million LATS fines</li> </ul>		<ul style="list-style-type: none"> <li>• LATS penalties</li> <li>• Unknown market price for LATS permits</li> </ul>

\*Based on the four options for reduction and reuse assessed (Technical Report 2)

(1) All cost assumptions can be found in *Technical Reports 2-4*.

(2) Based on 2003/04 figures for recycling and composting

The Strategy will therefore require an initial procurement of residual waste treatment and/or disposal capacity to bridge the LATS gap expected from 2010 – 2013 or thereabouts. The cushion that this will provide places WLWA in a position of strength with regard to the trading of LATS allowances, and creates a safety net in terms of diversion from landfill should one or more of the Boroughs be unable to match the demands of the recycling and composting based approach through until 2010. The initial procurement should use the same basis as a reference case as recommended for the main procurement for new contracts in 2008: MBT or EfW. *Annex D* and *Table 5.2* also provide information on the Strategy and decision points for residual waste management.

**Table 5.2** *Summary of Plan for achieving Strategy Aims*

<b>Date</b>	<b>Action</b>
2005/6	<ul style="list-style-type: none"> <li>• active promotion of waste reduction &amp; reuse initiatives</li> <li>• improve efficiencies in existing recycling/composting services to meet BVPIs</li> <li>• prepare detailed plans for achieving strategy aims</li> </ul>
2006/7 – 2009/10	<ul style="list-style-type: none"> <li>• continue to promote waste reduction and reuse initiatives and improve participation</li> <li>• improve recycling and composting services to achieve 40% MSW recycling by 2010</li> <li>• divert biodegradable municipal waste from landfill</li> <li>• secure residual treatment capacity to help meet requirements to reduce biodegradable municipal waste landfilled</li> <li>• use Landfill Allowance Trading Scheme (buy/borrow) to meet any shortfall between performance and required reduction in biodegradable municipal waste sent to landfill.</li> <li>• prepare new collection contracts (Brent, Hounslow) and new disposal contract (2008) to be consistent with the Strategy.</li> <li>• work to bring forward the date by which non-landfill residual waste treatment infrastructure can be secured. WLWA will not meet LATS after 2010 without this.</li> </ul>
2009/10 – 2012/13	<ul style="list-style-type: none"> <li>• continue to promote waste reduction and reuse</li> <li>• improve recycling and composting rates to achieve 43% MSW recycling by 2013</li> <li>• continue to improve recycling and composting collection systems, through initiatives such as making recycling compulsory</li> <li>• recycling &amp; composting strategy becomes insufficient to meet LATS</li> <li>• maintain capacity outside West London for residual waste treatment</li> <li>• construct / secure non-landfill residual waste treatment infrastructure</li> </ul>
2012/13 – 2019/20	<ul style="list-style-type: none"> <li>• improve recycling and composting rates to achieve 50% recycling by 2020</li> <li>• dedicated residual waste treatment infrastructure is likely to become available by this date</li> <li>• sell landfill allowances to others</li> </ul>

## 5.2 *SUPPORT FOR THE ROUTE MAP*

There is strong corporate support for making the actions within the Strategy happen. The changes required are being considered for inclusion in budgets for 2006/7. At the time of drafting the Strategy itself has not been adopted by all constituent Authorities, but is being submitted for approval.

## 5.3 *MONITORING PROGRESS & REVIEW OF PLANS*

By law (WET Act, section 32 (2)) the WLWA and constituent Boroughs are required to keep the policies formulated under the joint Municipal Waste Management Strategy under review. The authorities' plan for making this happen is to update the Action Plans each year as a minimum, at the same time as Best Value reviews are prepared. If the Action Plans no longer fit with the overarching Strategy, this will trigger a review of the high-level document.

At the latest, the overarching document will be revised in 2008, before the implementation of the new contract, in line with the Mayor's Municipal Waste Management Strategy and before the first key year (2009) for reducing biodegradable municipal waste landfilled. This revised document will be subject to Strategic Environmental Assessment. Thereafter, the Strategy will be reviewed every five years, or in line with revisions to the Mayor's Municipal Waste Management Strategy.

The Action Plans provide the next steps in Strategy development, further details of how progress against the Strategy will be measured and actions for how the authorities will maintain a close working relationship with local people and key stakeholders.