

PAPER NO. WRWA **23-17**

WESTERN RIVERSIDE WASTE AUTHORITY

MEETING	14 th June 2023
REPORT AUTHOR/ DATE	Deputy General Manager (Rachel Espinosa-Tel 020 8871 8882) 6th June 2023
SUBJECT	Report by the Deputy General Manager on progress on the development of the Joint Municipal Waste Management Strategy.
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STATUS	Open
BACKGROUND PAPERS	<p>Paper No. WRWA 22-26 – September 2022</p> <p>Paper No. WRWA 22-37 – November 2022</p> <p>Paper No. WRWA 23-06 – February 2023</p> <p>Paper No. WRWA 23-08 – February 2023</p>

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EXECUTIVE SUMMARY

1. The report provides an update of the work undertaken and in progress to develop the Joint Municipal Waste Management Strategy for WRWA and the Constituent Councils (“CC”s).

RECOMMENDATIONS

2. This report is for information only.

INTRODUCTION

3. At the February 2023 meeting of this Authority, a progress report (Paper No. WRWA 23-06) was provided on the procurement of Technical Advisors to support the delivery of a new Joint Municipal Waste Management Strategy (“JMWMS”).
4. On 6th March 2023 a committee of the Authority (Paper No. WRWA 23-08) appointed Ricardo Energy and Environment to support the development of the JMWMS.
5. This report provides an update of the work delivered to date and a timetable of upcoming tasks. It also reports on the delivery team, member sign-off requirements and adoption of the final JMWMS document by WRWA and by each CC.

ADDITIONAL INFORMATION

DELIVERY STRUCTURE

6. As a Joint Strategy, the JMWMS delivery team consists of Ricardo’s team, WRWA officers, CC officers and directors and WRWA members. WRWA officers are facilitating meetings, managing the consultants work programme, as well as providing technical expertise to feed into group sessions.
7. Technical officers from the CCs are also providing technical expertise. CC directors and WRWA members are engaging, providing expertise and opinions in group meetings or on specific topics. WRWA is following guidance from Ricardo’s approach in the tender submitted, about the format, content and attendees of these meetings, according to the level of technical detail and topics discussed.
8. Table 1 below shows the meetings due to be scheduled over the next six months to the end of December 2023. The Ricardo team is expected to attend all of the

meetings below. As facilitators and project managers of the work, WRWA officers will also attend all meetings.

Table 1 – Meetings Schedule

Date (w/c)	Subject	Attendees
7/08/23	Forecasting - methodology	Technical Officers
14/08/23	Forecasting - methodology	Directors + Members
21/08/23	Forecasting - results	Technical Officers
28/08/23	Forecasting - results	Directors + Members
11/09/23	Collections options selection	Technical Officers
18/09/23	Collections options selection	Directors + Members
13/11/23	Collections initial modelling results	Technical Officers
11/12/23	Whole system modelling results & evaluation criteria	Technical Officers
11/12/23	Whole system modelling results & evaluation criteria	Directors + Members

GOVERNANCE STRUCTURE

9. The work programme to deliver the JMWMS consists of a sequence of logical tasks that flow from one into the next. In particular the modelling exercise is an iterative process and technical sign-off is required at the end of each stage before moving to the next phase.
10. The process for technical sign-off involves: provision of recommendations on assumptions from the consultants to WRWA and CC technical officers; review of the assumptions by the WRWA/CC technical team; joint decision-making through informal meetings and workshops. CC directors and WRWA members are consulted on technical decisions to inform sign-off.
11. Non-technical tasks require sign-off through input from CC directors and WRWA members. Appendix 1 provides information of the milestones and Member decisions required.
12. The JMWMS is scheduled to be adopted by this Authority at the meeting due in November 2024. It is expected that each CC will report regularly on progress through its' own committee cycles and the timetable should be reflected on their Forward Plans. Each CC will adopt the final Strategy document at appropriate committees towards the end of 2024.

PROGRESS UPDATE

13. An inception meeting was held with the consultant's delivery team on 15th March 2023 and following that the project plan and road map to deliver tasks was agreed, in line with the tender proposal submitted. The summary timetable of milestones and tasks to February 2024 is set out in Appendix 1.
14. Work is progressing according to plan towards completing the first three milestones in the project plan. Interactive sessions were held with CC technical officers (13th April) and WRWA members (24th April) to explore the vision and ambition of the JMWMS. A follow-up meeting was held with CC directors (16th May) to discuss the outcomes of the two sessions and the process for resolving any areas of divergence.
15. Directors advised running a joint session with members, directors, officers from the CCs and the WRWA team to agree a draft 'Vision Statement' and resolve target setting for the JMWMS. This meeting will be held during early July.
16. The Ricardo team is currently finalising the baseline modelling with input from CC officers and meetings are scheduled with each CC to sign-off each Borough's baseline models before moving onto the next modelling task, forecasting. The baseline year for modelling purposes is the financial year 2022/23. During the two vision workshops, a 15-year Strategy duration from 2025 to 2040 was favoured, which will be reflected in the future modelling of collection and waste management service options.

UPCOMING TASKS

17. Following sign-off of the baseline waste flows, the consultants will continue with a comprehensive modelling exercise to support the vision and ambition setting for the JMWMS. The modelling is due for completion by the end of December 2023.
18. Firstly, forecasting of future waste quantities and composition will be projected, which will include waste expected to be collected by the CCs and managed by the WRWA during the JMWMS period, 2025-2040. This will account for projections of housing growth within the four boroughs, estimates of waste reduction and reuse activities, estimates of the impact of a Deposit Return Scheme S and Extended Producer Responsibility schemes. The outcome will be a 'whole system' waste flow model for the plan period.
19. Subsequent modelling of a set of options for how collection services may be provided by the CCs, will give the range of performances expected to be achieved

by dry mixed recycling, food and garden waste collection services. Therefore, how much waste is likely to be recycled and diverted away from residual treatment and disposal.

LINK TO PROCUREMENT STRATEGY

20. The Procurement Strategy timetable is inter-linked with the JMWMS work with regard to the expected waste quantities and composition to be collected and managed. As such, the 'whole system' waste flow model outputs feed into the Procurement Strategy 'Outline Business Case' (OBC).

COMMENTS OF THE TREASURER

21. The costs of the technical advice will be met from within existing approved budgets as set out in the current approved budget paper (Paper No. WRWA 23-01).

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Wandsworth SW18 1JS

RACHEL ESPINOSA
Deputy General Manager

6th June 2023

APPENDIX**JMWMS Progress Report and Task Sign off Process to February 2024**

Date	JMWMS Milestone	Task	Sign-off
Complete	1. Inception & Roadmap	Agree project plan & timeline	WRWA
In progress – by /09/23	2. Vision Setting	Identify priorities & set ambition	Members
27/09/2023	WRWA Authority meeting	Vision Sign off	Members
In progress – by 31/05/23	3. Modelling	Baseline waste flow model complete	WRWA & Technical Officers
11/08/23		Agree forecasting methodology	WRWA & Technical Officers
31/08/23		Forecasted waste flow model complete	WRWA
22/09/23		Agree collection options	WRWA & Technical Officers
06/10/23		Agree waste treatment options	WRWA & Technical Officers
17/11/23		Collections model complete	WRWA
22/12/23		Whole system model (collection & treatment) complete	WRWA
23/02/24		4. Options Appraisal & Sensitivities	Environmental assessment of options
	Agree preferred option(s)		WRWA & Technical Officers
	Sensitivity analysis		WRWA & Technical Officers
	Vision Review		Members
February 2024	WRWA Authority meeting	Modelling results Vision Review Sign off	Members