

**Strategic Review of WRA  
Business Plan 2019 – 2021  
Updated June 2019**

**Executive Summary**

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## 1. Introduction

The Wood Recyclers Association (WRA) has now been in existence for over 18 years and has continuously grown its membership from circa 50 in the early years to the current 104 (1086 including 4 reciprocal memberships and 1 lifelong member) representing wood recycling (59), wood recovery (10), service companies (34) providing equipment and other products/services to the industry and other associated UK and European trade association representatives (4) who are members on a reciprocal/FOC basis. Estimates from a recent Anthesis report (see Annex 9.1) state that the amount of waste wood produced in 2015 was 5.7 million tonnes. The WRA believe that this number is closer to 4.5 million tonnes with circa 3.753million tonnes of this being processed in 2018 and WRA membership accounting for 3.4 million tonnes of this (based on annual statistic returns for 2018), representing just over 90% of the industry.

Established in 2001, its overall aim is to promote the interests of its member companies and the wood recycling sector in the UK, by:

- providing an effective voice for the wood recycling industry in the UK
- influencing Environmental legislation
- promoting the sector to policymakers
- assisting members to understand and respond to changing market conditions, legislation and regulation
- Raising industry standards
- Developing wood sector bespoke and flexible solutions
- providing a forum for the exchange of non-competitive information
- acting as a research and statistical library for wood recycling and other relevant market information
- proactively engaging with other Trade associations in both the UK and Europe

## 2. WRA Vision, Mission and Objectives

The overall vision and mission for the WRA are:

**Vision: The Waste Wood recycling sector is used as the exemplar of best practice in the UK recycling/reprocessing industry**

**Mission: To be the 'go-to' organisation for wood recycling/recovery and waste wood generally in the UK**

Specific objectives to help us achieve this are:

1. To increase revenue to at least £113 k per annum and target a surplus of 10% of revenue by the end of 2019
2. To increase our recycling/reprocessing membership so that it represents over 90% of the market (by volume) by the end of 2019
3. To ensure that our membership represents 95% of waste wood biomass capacity supply by the end of 2019
4. To maintain our 100% membership coverage of the panel board industry through the Wood Panel Industry Federation
5. To raise overall standards in the industry and produce guidance on key issues such as Fire Prevention Plans and Waste Wood Classification – FPP Guidance to be in place by end 2018; WWC Guidance to be in place by end September 2019
6. To improve the quality of WRA statistical, market and scientific information – first stage of this is to get 100% return rate from members for 2019 waste wood statistics

### 3. WRA Strategy

The strategies for achieving these objectives are:

- Developing relationships with key stakeholders
- More evidence/science – possible collaboration with academic institutions
- Continued dialogue with the regulator but from a positive, collaborative perspective
- Industry-wide collaboration – already doing this on waste wood classification work
- Collaboration with our European counterparts – BAV, FEDEREC and others
- Reviewing of WRA resources and support required and role of Board Members
- Adding value to all types of membership of the WRA, i.e. for recycling, recovery and service members
- Continued focus on pro-active media relations with agreed key messages
- Engagement and interaction with all members through site visits and involvement in working groups etc.
- Reviewing potential new sectors for membership
- Targeting of non-members in the industry