

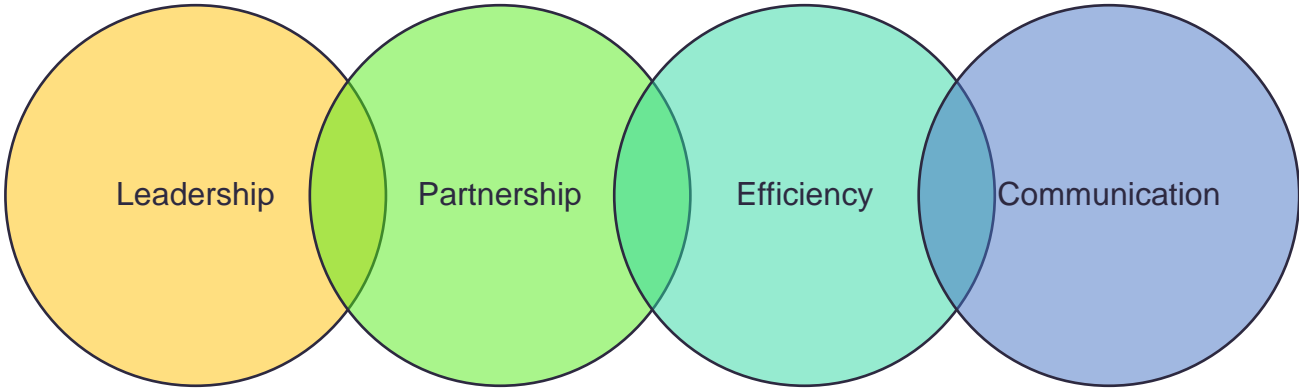
West London Waste Authority Business Plan 2020-2025



West London Waste
Treating waste as a valuable resource

Our purpose is to be **Leaders** in treating waste as a **valuable resource**.

Our values are:



We are focusing on the following United Nations Sustainable Development Goals:



Contents

- 1.1 Role and Services3
- 1.2 Partnership4
- 1.3 Climate Emergency5
- 1.4 Strategy5
- 1.5 Projects6
- 1.6 Five year Business Plan7
- 1.7 Delivery Schedule.....8

1.1 Role and Services

Since the creation of West London Waste Authority in 1986, it has provided waste treatment and disposal services to the six boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames.

Our statutory duties are to arrange:

- Facilities for the receipt and recycling, treatment or disposal of the waste which is collected by the boroughs;
- The provision of Household Re-use and Recycling Centres (HRRCs) and the transport and disposal of the waste received at those sites; and
- The storage and disposal of abandoned vehicles, which are removed by the boroughs.



In 2010, we established a waste minimisation team to promote waste reduction across the six boroughs. Following in 2016, we added five new project areas to innovative opportunities to treat waste as a valuable resource and to build an internal consultancy capability for all west London boroughs to call upon for projects and to manage materials, bringing greater efficiency and effectiveness in the sub-region.

Our project areas of focus are:



1.2 Partnership

West London Waste works with NAWDO, the National Association of Waste Disposal Officers and with one officer currently hold responsibility as the vice-chair and another officer with the role of the policy and advisory committee (P&A) member. The Authority is also part of the LEDNet, the London Environment Directors network.

Working with our boroughs to deliver the Joint Municipal Waste Management Strategy 2005-2020 has resulted in lessons learned in:

- Recycling and composting targets which are calculated on gross tonnes, with no baseline and counteracts with waste reduction, the primary activity. Success in the future will need to be measured on a kgs/household/week basis.
- Waste data flow information is often reported too late to make collective decisions in a timely way. We need to develop more up to date reporting that can be shared.
- Attempts to change behaviour and increase reuse have delivered small changes in percentage and highlighted the need for changes in law and increased funding, i.e. the plastic bag tax and extended producer responsibility.

Supporting the broader environmental responsibilities of Boroughs, WLWA is a shared resource working within existing partnership structures in west London. On waste specific matters, meetings and boards give all partners formal opportunities to provide input, monitor and challenge progress of the critical activities contained in this business plan and risks and opportunities as they arise.

West London Alliance Leaders and Chief Executives Boards

- By invitation and to link waste with climate emergency and the wider environmental agenda in west London.

Environment Directors and Treasurers Boards

- Held bi-monthly to link the waste strategy with the financial and environmental strategies in west London.

Borough Partnership Meetings

- Held five times a year to review and support progress of projects, review and refresh the action plans within the JMWMS and review Authority reports.

Operational Meetings

- HRRC best practice groups and site user groups are held monthly to ensure continuous improvement of the service and operations

Contract Meetings

- Monthly meetings with contractors review performance, identify efficiencies and explore opportunities. For the Authority's largest contract a Stakeholder Liaison Committee discusses projects, opportunities and service provision at a strategic level.

1.3 Climate Emergency

West London Waste has a unique role to play supporting boroughs to join up appropriate sub-regional work and utilise lessons learnt from the waste minimisation experiences of the past. West London Waste is project managing the joint meetings of the borough climate emergency leads to assist with collective efficiency and speed of transition. This will have the added benefit of ensuring the future of waste and resources is joined up locally, defined within the scope and needs of carbon reduction and climate emergency targets and ensuring targets are aligned.

1.4 Strategy

The London Environment Strategy and Resources and Waste Strategy provide the long term targets our new joint municipal waste management strategy (JMWMS) created by WLWA, and the six boroughs should deliver. The Environment Bill is in progress through parliament, and we expect Regulations to follow on consistency, deposit return schemes and extended producer responsibility for packaging.

The current JMWMS provides the vision for the Authority's service delivery to achieve our purpose. It is the foundation for this business plan. It is being developed in line with the developing national policy and legislative framework, and as the legislative situation develops, we will update and formalise the JMWMS.

The strategic outcomes identified in the JMWMS are:

Effective and efficient operations focused on	• <i>Where we want to be in the future</i>
Our climate emergency response is to focus on	• <i>No more waste</i>
Recognise the only workforce we have is our	• <i>Residents and colleagues</i>
Tackling clean streets and flytipping because	• <i>Waste is crime</i>
We can't wait for legislation	• <i>Be proactive</i>
Joined up and consistent	• <i>Using high quality data</i>

1.5 Projects

- **Data** – the data project has delivered a new suite of Management Information reports which can be used by all stakeholders in the delivery of services, reimagining of new services, empowering local residents and businesses to create a thriving green economy.
- **Waste Minimisation** – waste minimisation projects have demonstrated the need to scale up food waste projects, accentuated the growth of textiles and WEEE in the waste stream despite increased collections, and delivered digitalisation of smart communications which streamlined customer interactions and bin inventory activities for collaborative learning.
- **Sites** – the Abbey Road site provides an HRRC for Brent Council and a waste transfer station for local tradespeople. Treating waste as a valuable resource has delivered savings to Brent Council, increased resource productivity, less waste and more sorting. Also resulting in less £ cost and less CO2e cost per tonne to WLWA.
- **Collections** – the collections project delivered a concept of a joined-up service with three weekly rubbish collections which provided a significant annual saving to the boroughs. The project identified that more information is needed, in particular the potential for reduced food waste and data from communal bins.
- **Recycling** – the recycling project delivered a substantial and ongoing market testing of the recycling market which is informing our approach to the changes expected to follow the Environment Bill and WLWA procuring recycling services on behalf of LB Ealing.

- **Procurements** – the procurement work has delivered a Dynamic Purchasing System and a new strategic approach to procurements which will enable WLWA and boroughs to take opportunities and understand the risks associated with the recycled materials market.

1.6 Five-year Business Plan

Our five-year business plan will:

- Influence the direction of waste and resources management in England
- Deliver phase 1 of the west London joint municipal waste management strategy
- Place waste within the context of climate emergency and carbon reduction strategies
- Focus on reducing food waste whilst recycling legislation is pending
- Build our knowledge, experience and opportunity to turn data into information
- Help boroughs to maximise the quality and quantity of recycling collected post-2023
- Improve the management of resources through our sites and HRRCs

Our ten and fifteen-year business plans will develop with the ongoing projects and are intended to:

- Create more recycling infrastructure
- Reduce our carbon footprint
- Use our combined sites more effectively for separating and managing resources
- Join up our operations for improved sub-regional services

Using our values as a guide, the key themes for this business plan have been identified as follows:

Leadership and Communication	Partnership	Efficiency
<ul style="list-style-type: none">• We will treat waste as a valuable resource and prepare for the future by examining data, challenging the status quo and communicating the results of our projects transparently.	<ul style="list-style-type: none">• We will build resilient partnerships and share in the risk and reward of procurements and projects.	<ul style="list-style-type: none">• We will minimise waste in all our activities by continuously improving our infrastructure, operations and contracts and encouraging others to treat waste as a valuable resource.

Detailed actions under each theme are shown in the tables that follow.

1.7 Business Plan: Delivery Schedule: 2020-2025

Theme 1: We will treat waste as a valuable resource and prepare for the future by examining data, challenging the status quo and communicating the results of our projects transparently.

Key activities	Owner / Support	To be completed by	Outcomes from activities
Establish a carbon reduction plan for WLWA and support borough joint climate emergency actions	Managing Director / Head of Service Delivery	March 2021	WLWA carbon reduction plan Integrate waste into joint action plans
Hold food waste value stream mapping exercises with each borough	Head of Service Delivery / Projects Director	March 2021	Individual Borough programmes Food waste Invest to save proposals
Trial data visualisation techniques to explain complex information to residents and colleagues	Waste Minimisation Manager	March 2022	More discussions with residents about waste resources and recycling
Deliver the waste minimisation plan to reduce food waste, textile waste and single-use plastics	Waste Minimisation Manager	March 2023	15 month review of waste composition Embedded carbon measurements
Establish a waste minimisation culture at Abbey Road HRRC	Operations Manager / HRRCs Manager	March 2025	Training and development programme Improved diversion from waste
Build a Data Hub for West London	Finance Director	March 2023	Data Hub Access to information for decision-makers
Review new sources of data relating to projects	Projects Director / Waste Minimisation Manager	March 2025	Annual review Information for integration into Data Hub

Key

Grey coloured rows indicates task complete

Underlined text indicates changed text or date

Text in italics indicates a new activity

Theme 2: We will build resilient partnerships and share in the risk and reward of procurements and projects.

Key activities	Owner / Support	To be completed by	Outcomes from activities
Deliver new weighbridge software at Abbey Road and offer to all HRRCs	Operations Manager / HRRCs Manager	March 2021	New weighbridge software Improved reporting
Redesign WLWA owned sites to increase food waste capacity	Projects Director	March 2021	Sites development plan
Increase food waste recycling at Borough schools	Waste Minimisation Coordinator	March 2021	Increased food waste collected from schools
Develop joint training programmes in waste and carbon literacy for WLWA and Boroughs	Managing Director / HR Manager	March 2022	Joint training and development
Deliver the programme of the projects	Projects Director	March 2023	Projects Report Updated JMWMS and Business plan
Review Strategic Procurement Programme	Contracts Manager	March 2025	Annual review Joint procurements with boroughs
Automate and simplify management information reports	Finance Director	March 2023	Self-service reporting for Boroughs Automation of processes
Use the budget setting process to deliver better use of resources in west London	Finance Director	March 2025	Food waste investment plan Splitting waste flows from WTD (Abbey Road)

Key

Grey coloured rows indicates task complete

Underlined text indicates changed text or date

Text in italics indicates a new activity

Theme 3: We will minimise waste in all our activities by continuously improving our infrastructure, operations and contracts and encouraging others to treat waste as a valuable resource

Key activities	Owner / Support	To be completed by	Outcomes from activities
Use technology to monitor waste, recycling and food waste use of bins at communal sites	Project Manager	March 2021	Communal sites waste flows report
Review efficiency of WLWA processes and operations	Waste Minimisation Manager	March 2021	Efficiency review report
Use MI reporting to report and record resource efficiency between WLWA and Borough sites	Operations Manager	March 2021	Monthly report Increased diversion from waste
Increase the efficiency of waste flows in west London	Operations Manager	March 2021	Monthly report Waste flow reporting
Increase capacity for rail transfer through transfer stations	Projects Director / Operations Manager	March 2022	Contract variation
Provide Waste Data Flow reporting service for all Boroughs	Finance Director	March 2022	Aligned Borough waste data flow reporting Automated uploads
Increase capacity of SERC	Head of Service Delivery	March 2023	Contract variation

Key

Grey coloured rows indicates task complete
Underlined text indicates changed text or date
Text in italics indicates a new activity