

## THE STRATEGIC PYRAMID

COMPANY  
PURPOSE

COMPANY  
VISION/MISSION

COMPANY GOAL

COMPANY  
STRATEGIC  
PRIORITIES

THEMATIC GOAL

We exist to be **leaders in 'treating waste as a valuable resource'**

We believe in **a carbon neutral West London** and our mission - in pursuit of that vision - is to **create the new accepted model for how waste and resources are managed; we are going to redefine how people perceive and understand waste.**

Long-term (5-10 years): **A carbon neutral West London**

Medium-term (3-5 years): **Deliver and prove a repeatable model that changes people's understanding of waste, increases access to waste management services, and improves the perceived value of waste amongst citizens.**

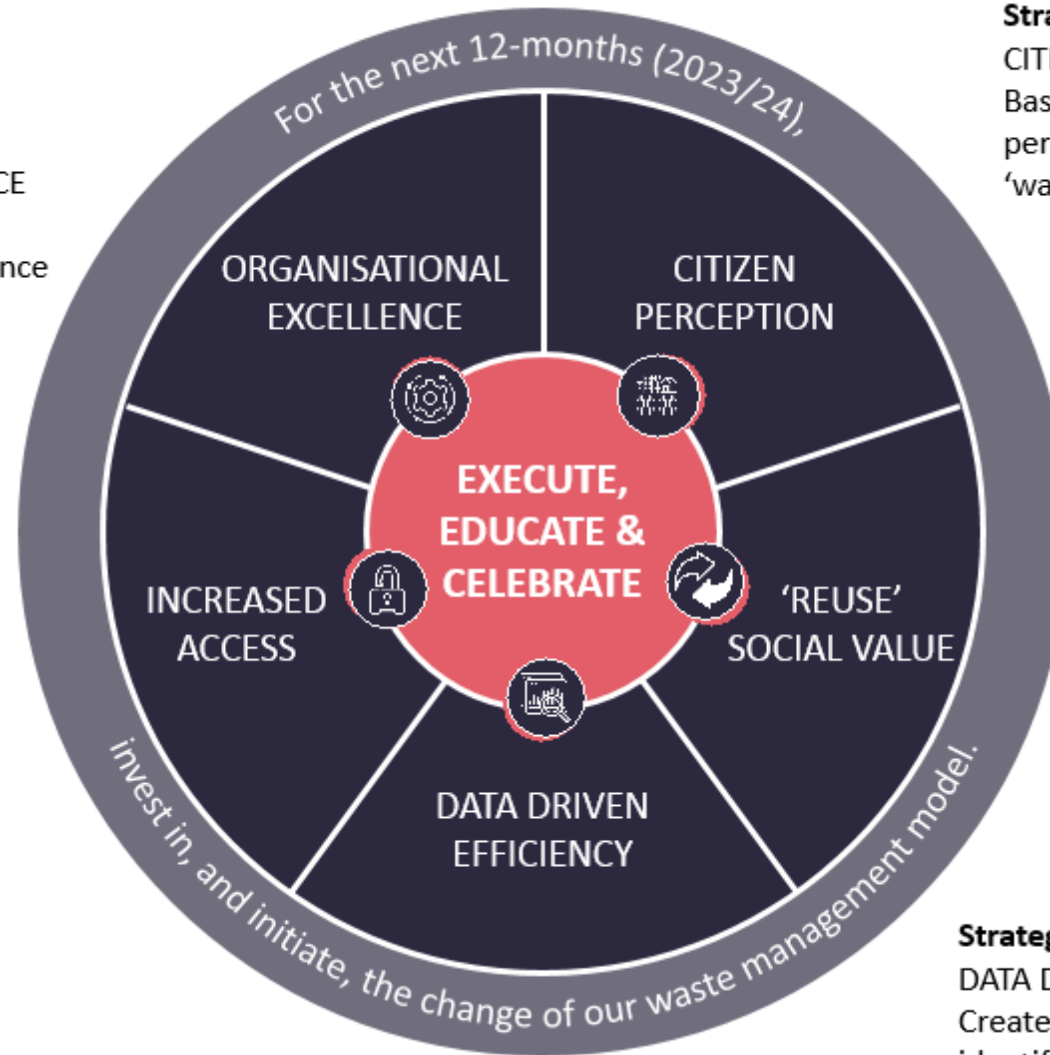
Short-term (twelve months): **Invest in, and initiate, the change of our waste management model.**

1. **Citizen perception;** Baseline West London citizen's perception of the value of 'waste'.
2. **Reuse;** Measure and scale up the 'social value' of 'reuse' in order to maximise value and educate more effectively.
3. **Data driven efficiency;** Create a digital twin of waste services to identify and implement improvements.
4. **Access to services;** Expand food, reuse, e-waste and textile waste capture to include more of West London.
5. **Organisational excellence;** Invest in, and improve, our people, systems and governance to drive greater outcomes.

Execute, Educate and Celebrate!

**Strategic Priority 5;**  
ORGANISATIONAL EXCELLENCE  
Invest in, and improve, our people, systems and governance to drive greater outcomes.

**Strategic Priority 4;**  
INCREASED ACCESS  
Expand food, reuse, e-waste and textile waste capture to include more of West London.



**Strategic Priority 1;**  
CITIZEN PERCEPTION  
Baseline West London citizen's perception of the value of 'waste'.

**Strategic Priority 2;**  
'REUSE' SOCIAL VALUE  
Measure and scale up the 'social value' of 'reuse' in order to maximise value and educate more effectively.

**Strategic Priority 3;**  
DATA DRIVEN EFFICIENCY  
Create a digital twin of waste services to identify and implement improvements.

Enviro Board priorities	<b>Bringing the community with us</b>		<b>Dealing with financial challenges</b>		<b>Climate Adaptation and decarbonisation</b> CEOG / Circular Economy / One World Living			
WLWA/ Borough policies	Communications	HRRC harmonisation/Doubling recycling infrastructure	Data / Smart Cities	Food / EPR	Internal change			Accountable
Priorities	Citizen Perception	Reuse Social Value	Data Driven Efficiency	Increased Access to Excellent Services	Organisation Excellence			
					People	Systems	Governance	
	Director Projects	Director Ops	Head of Finance	Director Projects	Managing Director			
					Director Ops	Head of Finance	Director Projects	

Strategic Priorities 1-4 are being updated and refined by the Accountable owners.

Strategic Priority 5 has been re-written. Feedback from the Leaders and Managers two away days will be incorporated to develop next steps.

# Strategic Priority 5; ORGANISATIONAL EXCELLENCE

What are we trying to achieve and how will we know whether we have achieved it?

STRATEGIC PRIORITY:	2023/24 OBJECTIVE;	WHY?;	MEASURES; METRIC THAT DETERMINE OUR SUCCESS	NEXT STEPS; ACTIONS WE SHOULD/MUST TAKE:
<p><b>SP5; OPERATIONAL EXCELLENCE</b></p> <p><i>Invest in, and improve, our people (1-3), systems (4-6) and governance (7-9) to drive greater outcomes.</i></p> <p><b>ACCOUNTABLE: Emma</b> <b>RESPONSIBLE: Tom (People)</b> <b>Sapna (Systems)</b> <b>Peter (Governance)</b></p>	<p>By the end of 2023/24 we want to have,</p> <ol style="list-style-type: none"> <li><b>Established</b> charters of behaviour within teams eg SLT, Managers Group, and the strategic priorities teams .</li> <li><b>Delivered</b> a self-service HR system for Managers and employees.</li> <li><b>Increased</b> the management skills of Managers and Leaders.</li> <li><b>Created</b> an IT strategy.</li> <li><b>Delivered</b> a self-service data system for internal and external use</li> <li><b>Increased</b> the data decision making and data visualisation competencies of all employees.</li> <li><b>Established</b> informal policies, processes and procedures of governance.</li> <li><b>Reviewed</b> the formal governance rules, policies and procedures</li> <li><b>Increased</b> the governance skills of Managers and Leaders.</li> </ol>	<p>This is of importance to WLWA because:</p> <ul style="list-style-type: none"> <li>Investment in our people, systems and governance underpins all of the other priorities</li> <li>They support the building of the culture we want at the core of the organisation.</li> <li>They help us differentiate ourselves as an employer of choice.</li> <li>Each element creates a stable base from which to deliver a great service to each other and our customers.</li> <li>Ultimately, they enable us to deliver on our strategy.</li> </ul>	<p>We will know we have achieved this, if by the end of 2023/24 we have,</p> <ol style="list-style-type: none"> <li><b>Delivered</b> charters with high levels of compliant behaviour.</li> <li><b>Agreed</b> updated HR policies and reported back through Lattice reporting and appraisals.</li> <li><b>Reported</b> employees annual feedback.</li> <li><b>Agreed</b> the IT strategy at all levels inc Members.</li> <li><b>Reported</b> monthly on use of Power BI data use (individual, manager, team).</li> <li><b>Agreed</b> a draft house style for data reporting and visualisation.</li> <li><b>Reviewed</b> the use of the Nine Habits of Trust, Five steps of Critical thinking, "I intend to", Coaching, Lean and Six Sigma, Data driven decision making and Insights.</li> <li><b>Agreed</b> a draft plan to update formal governance rules, policies and procedures.</li> <li><b>Recorded</b> agendas, minutes and decision making at SLT and Managers group.</li> </ol>	<ol style="list-style-type: none"> <li>x</li> <li>x</li> <li>x</li> <li>x</li> </ol>