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| WEST LONDON WASTE AUTHORITY |  |
| Report of the Projects Director and Waste Minimisation Manager  | 4 December 2020 |
| **Projects and Waste Minimisation Update**  |
| SUMMARYThis report provides an update on the Authority’s waste minimisation, efficiency and joint working projects. |
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| **RECOMMENDATION(S)**1. *The Authority is asked to note the information within this report.*
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1. **Introduction -** The West London Waste programme has been designed to deliver efficiency enhancement with a whole system, data driven approach in line with our Mission and Purpose highlighted in our Business Plan.

The delivery of the projects is in conjunction with the constituent Boroughs to derive the greatest benefit from joint working in West London. This report covers the main project updates with governance of the wider programme managed through the WLWA senior management team.

1. **Data** – officers are capturing data in the following areas to measure performance and inform efficiency projects:-
* Waste Data Flow (borough data reporting), near live dashboards
* HRRC - resource performance, usage, vehicle movements, carbon
* Collections - routing data, diversion from residual, bin sensor/smart bin
* Waste Composition food waste, kerbside capture rates
* Market and legislative drivers - Sector Deal, Resources and Waste Strategy
1. **Joint working**

The Projects and Waste Minimisation Teams are working with Boroughs and Operations to deliver an efficiency and waste minimisation culture across the whole system. Effective engagement with residents and a consistent message/approach across all sites in West London helps deliver the wider system benefits from food waste and resource capture at both sites and kerbside.

The Projects team primary focus for the next 12 months is delivery of the Food Waste Investment Fund which was approved to deliver the Boroughs Business Cases and the associated waste and carbon reduction across the system.

* Regular engagement with Environment Directors and their teams
* Food data dashboard design for monitoring trend and performance
* Procurement of the infrastructure for critical path delivery

The HRRC sites (seven) in West London are operated by the Boroughs with the Brent HRRC (Abbey Rd) operated by WLWA. This has been identified as an area where joint working could deliver carbon and financial benefits with a combined approach, please see Appendix 1.

Officers have identified potential opportunities through joint procurement and will be engaging with the markets to establish potential economies of scale of services and commodities, for example:

* Fuel (fuel oil, DERV etc.)
* HRRC material off-take (Metals, card, paper, gas cylinders)
* Staffing cover/agency
* Reuse services
* Site infrastructure (LED lighting, weighbridge, CCTV, security)

Officers will update the procurement register if any of the projects are viable following analysis of data from Boroughs and market testing.

The Projects and Waste Minimisation teams are working with the team at Abbey Rd to pilot new ways of working to meet the minimum 65% diversion from residual/recycling rates targets as an exemplar blueprint for wider waste operations.

Officers are working on collections consultancy services for several Boroughs for rerouting and new service design. This work is building on the current sensor smart routing projects and informing on operational efficiencies and potential infrastructure development works.

This development work is designed to ensure the infrastructure in the region can be optimised for the medium and long term with sufficient capacity and flexibility to deliver on the recycling targets, the outcomes of the Resources and Waste Strategy and enhance the green recovery.

1. **Risk –** The development of Projects is inherently linked to the identification of risk and opportunity within existing operations, technological and legislative change. The following risks are expected to deliver change.

The Covid-19 lockdown has created an increased risk to all projects therefore the full programme is under constant review with a priority on joint working and delivery of savings.

There are still further consultations and a revised timetable for legislation is expected, related to the Resources and Waste Strategy, which must be considered during the development of all projects.

There is expected to be an impact on the collections fleet from 2030 due to the legislative change regarding internal combustion vehicles.

1. **Financial Implications –** During the budgeting for the 2020/2021 year there was no requirement for an additional bulky waste service or a booking system at the HRRCs. The delivery of these projects will be unbudgeted in 2020/21. The cost impact is currently unknown but it is expected to be low. The projects overall impact on the whole system is expected to help mitigate some of the costs due to Covid-19.
2. **Staffing Implications –** The Projects and Waste Minimisation teams are leading the development of change projects and as such we are seeking to up skill the members of both teams. This will ensure we have both the technical skill and capacity to manage the rate of change required and capitalise on the opportunities arising in the short to medium term.
3. **Health and Safety Implications –** The Projects Team has moved predominantly to working from home during the Covid-19 pandemic. All fieldwork has been risk assessed for the tasks to be completed and have had additional Covid-19 controls included in the mitigation measures.

Members of the Waste Minimisation Team have moved to working on the Abbey Rd site during the pandemic and have all had the required inductions to operate on the site including the update for operations during the C19 pandemic.

1. **Legal Implications -** None
2. **Joint Waste Management Strategy**

The projects mentioned in this report are intrinsically linked to the Authority’s Joint Waste Management Strategy. The projects are driving the design of the new policy through data, best practice and identification of opportunities as well as delivering change to meet the desired outcomes and targets in the Strategy.

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**Annex 1**

Using this data officers are investigating the whole waste system in the West London region and working with the Environment Directors on the fortnightly calls to identify more joint working initiatives designed to deliver service and cost benefits.

These include:

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| **Benefit** | **HRRC** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** |
| Pool resourceOvertime/agency review and reduction | Staffing cover  |   |   |   |   |   |   |   |
| Ops savingsVehicle movement reductionCarbon saving | Haulage/compaction |   |   |   |   |   |   |   |
| Trade service increaseDisposal saving | System abuse |   |   |   |   |   |   |   |
| Increased RevenueMaterial off-take QCBest Value | Material offtake |   |   |   |   |   |   |   |
| Increase revenueOptimise trade service | Area Trade arrangement |   |   |   |   |   |   |   |
| Admin time savingReporting automation and accuracy | Weighbridge upgrade |   |   |   |   |   |   |   |
| Increased RevenueDisposal savingCarbon benefit | Reuse (saving + income) |   |   |   |   |   |   |   |
| Carbon ReductionWaste reductionVehicle movement reduction | Bulky waste service |  |  |  |  |  |  |  |
| Cost reductionEconomy of scale | Consumable procurement (Fuel etc.) |  |  |  |  |  |  |  |

Officers are continuing with the pilot scheme for the bulky waste services and are currently achieving c.60% diversion from residual as well as significant reductions in vehicle movements reducing carbon and improving the traffic flow on the HRRCs.

The Waste Minimisation Team has been busy supporting the diversion and analysis of recyclables at Abbey Road HRRC and the development and delivery of circular economy projects. These include absorbent hygiene products, HRRC reuse, library of things and HRRC data analysis.