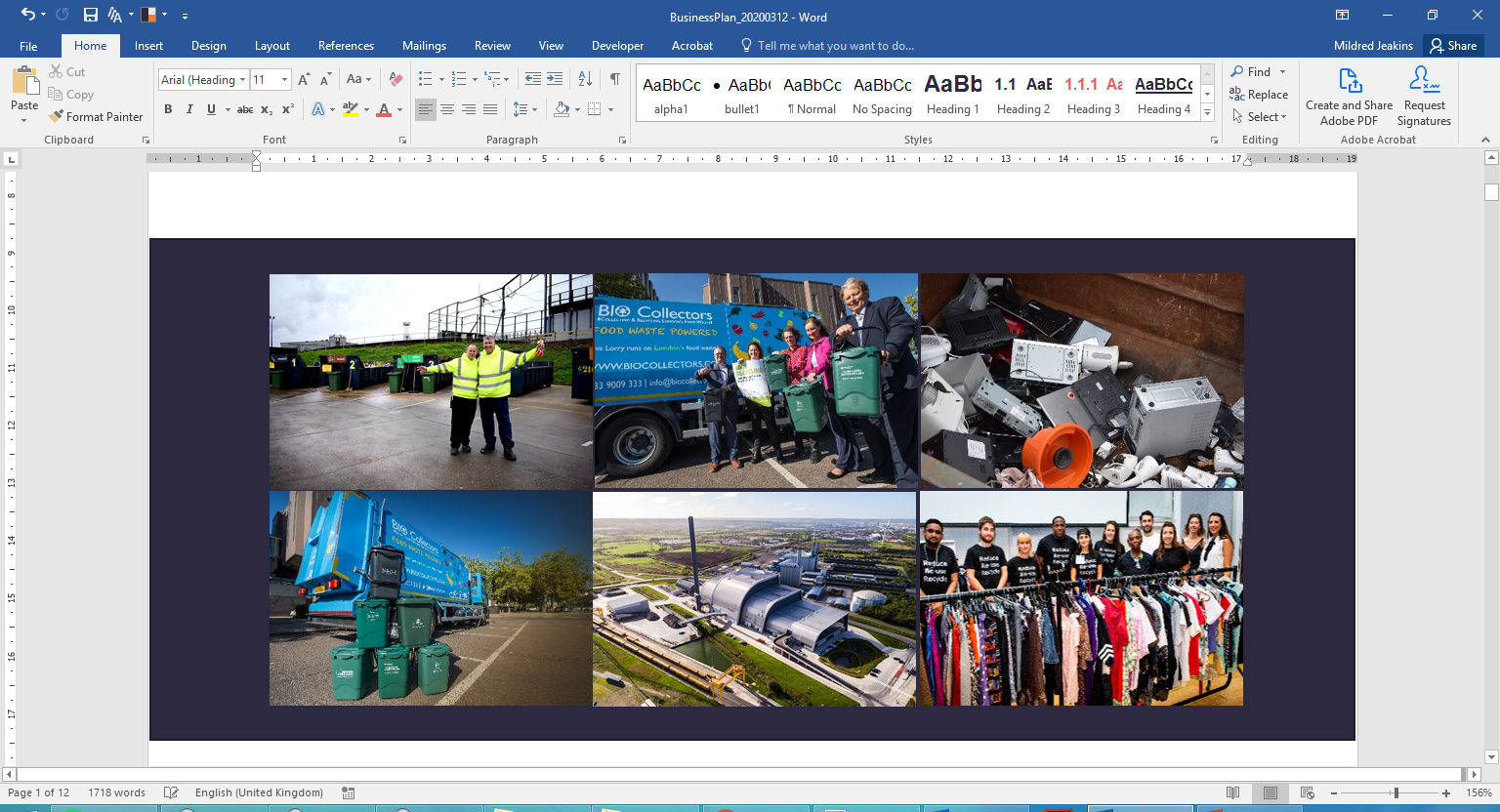
**West London Waste Authority**

Business Plan 2020-2025

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**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:**



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## 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:

## 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.

## 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.

## 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:

## 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.

## 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:

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

## 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 | Finance Director / Head of Service Delivery / Carbon Manager | March 2021 | WLWA carbon reduction plan  Create Circular Economy team |
| *Support borough joint climate emergency actions* | *Head of Service Delivery / Carbon Manager* | *March 2025* | *Integrate circular economy with joint action plans at sub-regional and pan-London level..* |
| 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 | Circular Economy 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 | Circular Economy 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 | Waste Minimisation Surveys |
| Build a Data Hub for West London | Finance Director | March 2023 | Self-service launched Sept 2020  Data Hub  Access to information for decision-makers |
| Review new sources of data relating to projects | Projects Director / Circular Economy 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 2022 | Transition plan at Vic Rd by March 2021  Sites development plan |
| Increase food waste recycling at Borough schools | Waste Minimisation Coordinator | | Removed due to Covid 19 | Integrated into Borough food waste recycling plans |
| Develop joint training programmes in waste and carbon literacy for WLWA and Boroughs | Managing Director / HR Manager | | March 2022 | The Future of Waste skills and development plan  Joint training and development |
| Deliver the projects programme | Projects Director | | March 2023 | Projects Report  Updated JMWMS and Business plan |
| *Support the Harrow led TEC-LEDNet “Reducing Consumption emissions” programme* | *Managing Director*  *Carbon Manager* | | *March 2023* | *Baseline activities in London to reduce consumption emissions. Define reducing consumption emission by 2/3* |
| 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 Rd) Shared EPR Plan for West London |
| **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 | Circular Economy / Carbon Manager | | Sept 2021 | Efficiency review report |
| Use MI reporting to report and record resource efficiency between WLWA and Borough sites | Operations Manager | | March 2021 | Weekly waste report  Increased diversion from waste |
| Increase the efficiency of waste flows in west London | Operations Manager | | March 2021 | Transport saving in 2021 budget |
| 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 |
| *Annual employee engagement survey* | *HR Manager* | | *March 2025* | *Share and report survey results* |
| **Key** | |
| Grey coloured rows indicates task complete | |
| Underlined text indicates changed text or date | |
| *Text in italics indicates a new activity* | |