

WLWA 2023-24 Business Plan**SUMMARY**

This report concludes the WLWA 2023-24 Business Plan. The key points are:

- Since 2021 WLWA and the Environment Director's Board have been working towards a virtual single waste Authority to reduce the whole system cost of waste in West London. Residual waste growth of 5,632 total tonnes or 1.8 kgs/capita added cost to Boroughs of c£704,000 above the previous year.
- The organisation restructure is complete for the senior leadership team. Several vacancies remain in the Manager's group. The key priority for the senior leadership team was Strategic Priority 1 Organisational Excellence.
- WLWA's strategic focus on reducing cost by reducing waste and building a local circular economy has delivered a per tonne waste cost that is consistently lower than inflation but the number of tonnes of waste being discarded in West London continues to grow. Persuading residents to use the food waste recycling service is the most cost-effective method of reducing waste. WLWA will continue to use its data and circular economy and net zero projects to test out opportunities for radical change in support of Boroughs.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) *Approve the conclusion of the 2023-24 Business Plan.*
- 2) *Note the roll-over again of some activities to the 2024-25 Business Plan.*
- 3) *Re-iterate to Borough Councillors and Directors the importance of projects to increase food waste recycling and flats recycling and to promote the WLWA circular economy and net zero resource available to support those projects.*

1. Background – Since 2019, the Joint Municipal Waste Management Plan has focused on outcomes whilst we wait for clarity on new environmental legislation and regulations. WLWA has been working to deliver whole system cost improvements as a “single virtual waste authority” since 2021 and agreed a tactical framework plan with Boroughs in 2022. WLWA created and has been embedding its values of Leadership, Empowerment, Agility and Partnership to create the capacity internally to grow without duplicating cost. The 2024 annual report showcases the highlights of the past year as we build a circular economy to decarbonise and take climate action.

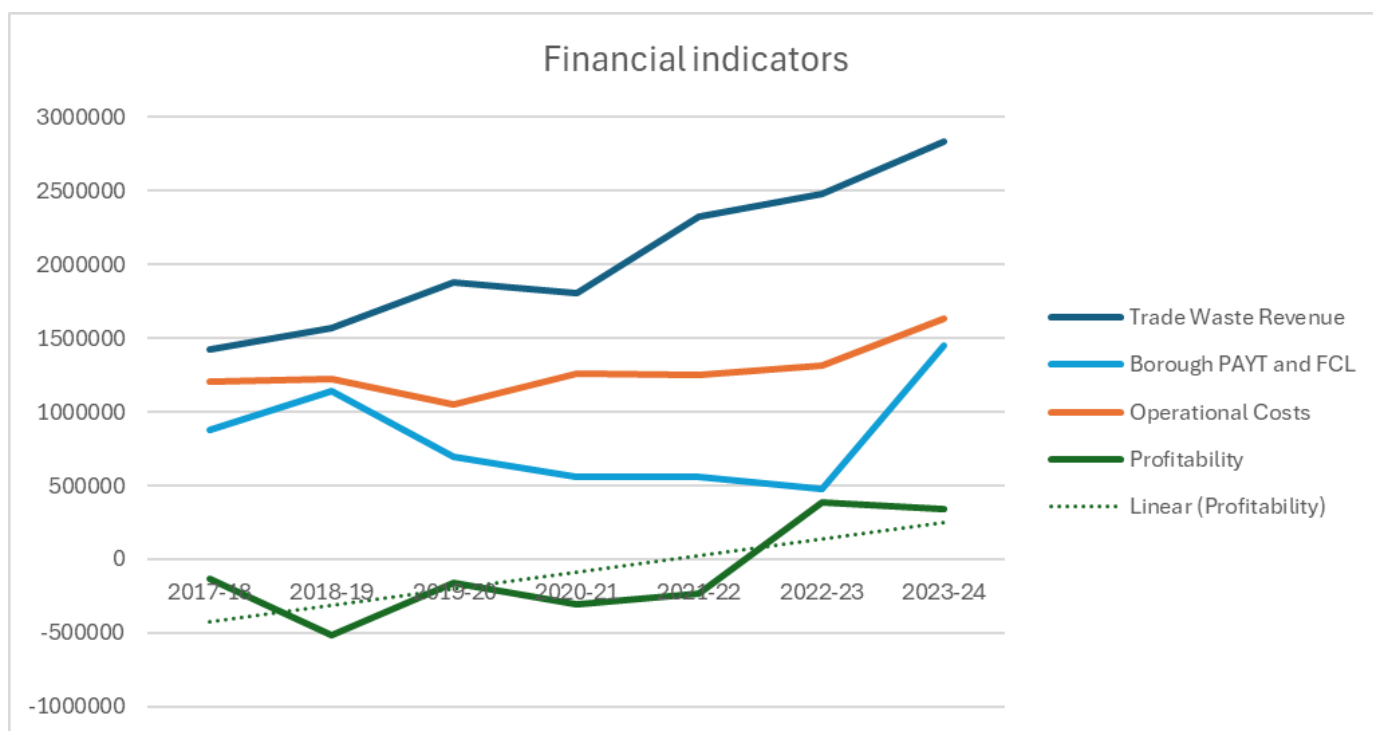
2. The 2023-24 Business Plan contained items rolled over from the 2022-23 Business Plan: Joint Plan for 2030, Infrastructure Investment Plan, and Extended Producer Responsibility Strategy, joint pieces of work with Boroughs taking a long view of the changes ahead. It introduced five strategic priorities to start to invest in and initiate the change of our waste management model. The strategic priorities are detailed in Appendix 1.

3. Delivery of the strategic priorities identified good feedback from employees and stakeholders but with very clear recommendations to improve clarity and capacity. The action

plan and outcome is detailed in Appendix 2 including the re-write of Strategic Priority 5 Organisational Excellence. In addition, we recognised that the budgeted programmes are delivering on priorities 1-4 but the whole system nature of what we are trying to achieve makes it complex to deliver and report. A lesson learned was to align Borough budget savings with programmes in future years.

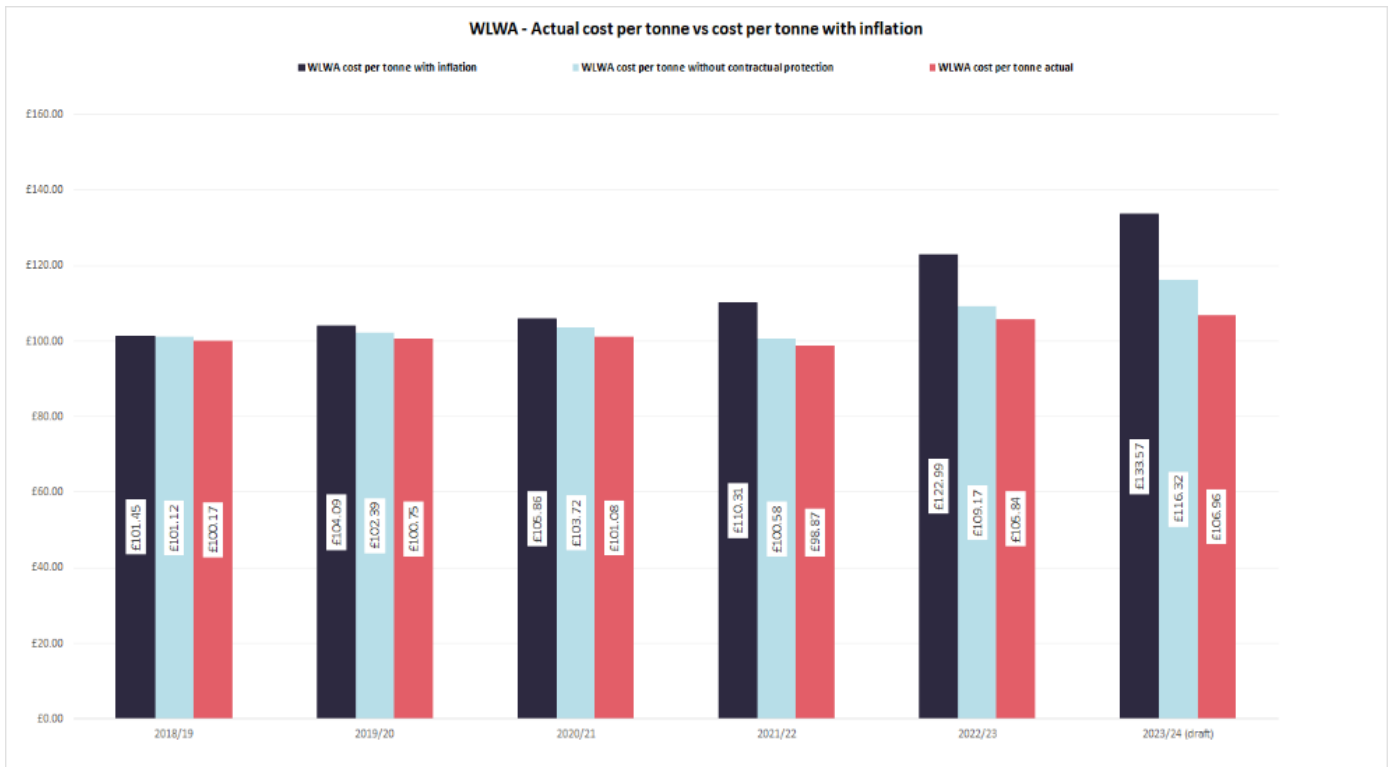
4. Financial Implications – The business plan is budgeted. It supports our financial principles of reducing costs, providing stability around WLWA levies, effective management of financial risk and creating infrastructure and collaborative projects with Boroughs to do so. The aim is to continue providing long term stability and predictability as per the finance strategy. The budget year FY23/24 had an approved budget of £2.8 million for three programmes of work, to be carried out over three financial years, ending in 2025/26. The funding has been allocated from the one third PPP income retained by the Authority as per the Finance Strategy and is to be used on initiatives and projects to drive residual waste down and mitigate against the risks of legislative change. Of the £2.8 million, £1.12 million was budgeted for in 2023/24. The actual spend was £0.36 million, leaving a balance of £0.76 million being incorporated into reserves retained by the Authority. The majority of the spend (£0.25 million) was for employees who had been working on gaining traction into the programmes, and the remainder was for consultancy and legal advice.

Trade income and profitability at Abbey Road recycling centre (HRRC) was better than expected again and several years of data creates a case study of how to invest in and improve all HRRCs across the area better for circular economy, for trade and Borough customers and for savings.



The graph demonstrates investment in the site in 2018-19 with a short pay back period. Covid 19 in 2020-21 affected costs and income which was well managed, since then the site has created savings year on year including offering significant savings for Brent Council.

Overall, the WLWA cost per tonne increases less than inflation. This is due to contractual protections and operational decisions.



Boroughs deliver collected waste and WLWA can only influence waste growth or reduction with data, information and collaborative projects. Residual waste growth of 5,632 total tonnes or 1.8 kgs/capita added cost to Boroughs of c£704,000 above the previous year. Several Boroughs are reporting increases in trade waste tonnage being disposed of through the household waste system.

Collected Borough Waste



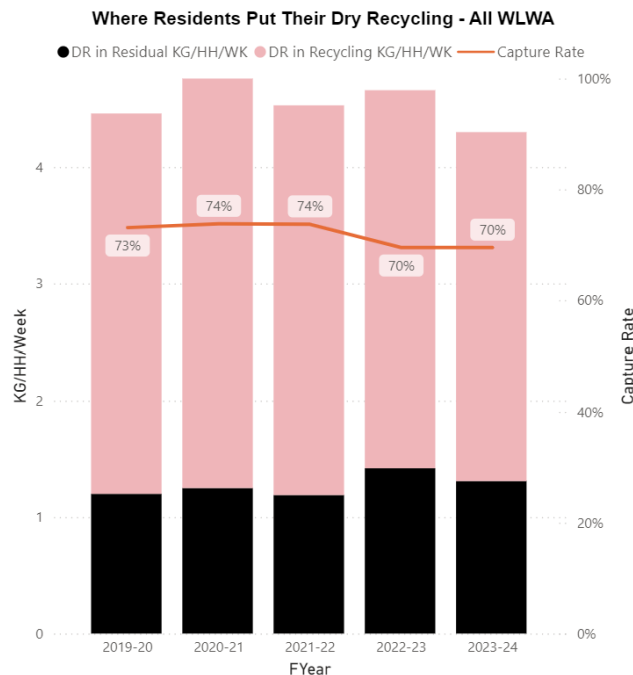
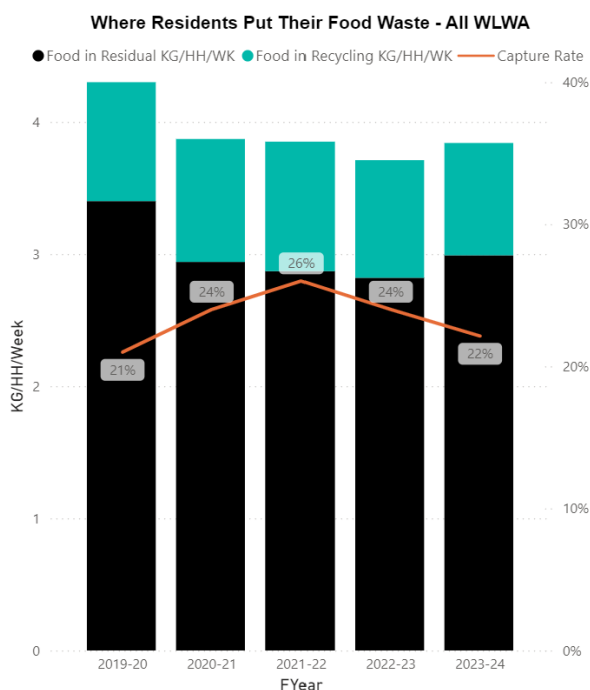
To understand reduced recycling per capita, factors should also be considered.

Dry recycling: packaging producers are incentivised to create more lightweight packaging. Boroughs should be commended for capturing 70% of dry recycling using the current systems.

Improving recycling from flats will increase the capture of dry recycling.

Food waste recycling: food waste recycling results in food waste reduction because people see what they are throwing away. There is room for improvement because only approximately 22% is being captured by our current systems.

Asking all residents to use the food waste recycling systems will improve this figure.



6. Risk Management – Risks were managed in year. The programme start was delayed and there is a continued risk of waste growth if these programmes do not progress. Progress is difficult and complex due to the “whole system” need to integrate with Boroughs’ plans.

Specific business plan risks evident at the end of 2023-24 to be addressed in the 2024-25 Business Plan report are:

- Some significant business plan items have been rolled over again into 2024-25.
- Program delays increase the risk of future costs.
- WLWA Managers Group has been significantly under resourced for much of the year affecting delivery.

5. Health and Safety Implications – The amount and scale of change on the recycling centres (HRRCs) sites was recognised as a H&S risk and managed in year. The Health and Safety Advisor focused on the change programmes and circular economy as part of the work programme. Investment in infrastructure is needed at HRRCs. Managing all sites as a single contract will reduce risk to WLWA and Boroughs.

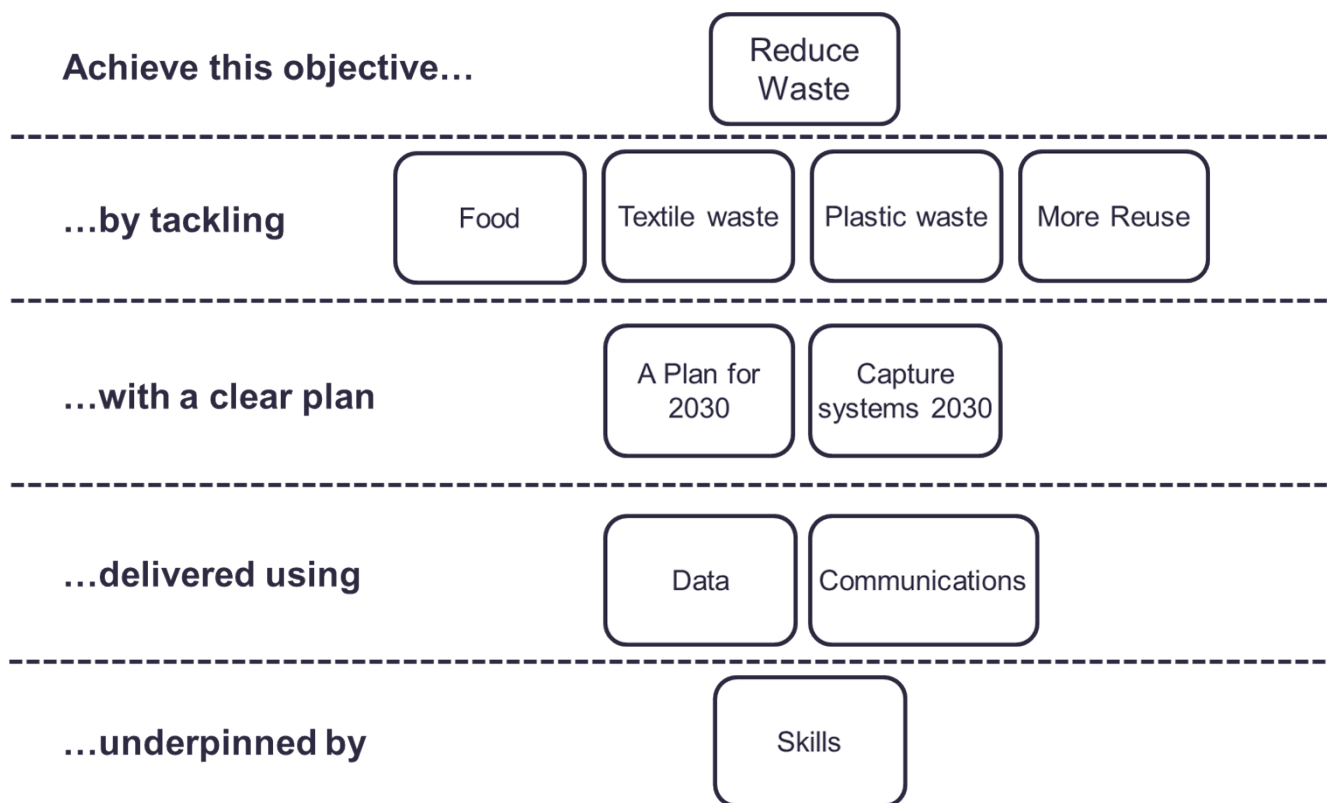
6. Legal Implications – The scope and scale of legislative change taking place in waste is demonstrated in the Waste Network Chairs timeline in Appendix 3.

7. Impact on Carbon reduction - The carbon impact is being monitored every 15 months using the waste composition analysis and is informing circular economy and net zero projects. The CO₂eq associated with consumption for waste being burned for energy will grow if waste tonnes grows. The last three years’ data is shown in Appendix 4.

8. Impact on Environment Directors Priorities - The Environment Directors priorities were created in September 2022, the business plan delivers on each of the four pillars, prioritising dealing with the financial challenges whilst delivering on climate change.

Priority	Key points raised within this report
Bringing residents with us	Citizen perception is designed to redefine how people perceive waste.
Sustainable decision making	Data driven Efficiency and Governance are designed to support WLWA and Boroughs with a virtual single waste authority with excellent data for benchmarking and decision making.
Climate adaptation and decarbonisation	Our vision is a carbon neutral West London and our mission is to create the new accepted model for how waste and resources are managed.
Dealing with financial challenges whilst delivering on climate change	Reducing waste reduces cost. Moving waste into food waste recycling reduces cost. Waste reduction and cost reduction programmes are creating an investment plan to manage increased ETS cost in the future

9. Impact on Joint Municipal Waste Management Strategy – The business plan has delivered on the tactical framework agreed in March 2022. Specifically, improvements in skills, data, communications, planning and at Abbey Road HRRC, reduced waste and therefore increased savings.



Background Papers	
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Appendix 1 Strategic Priorities

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**

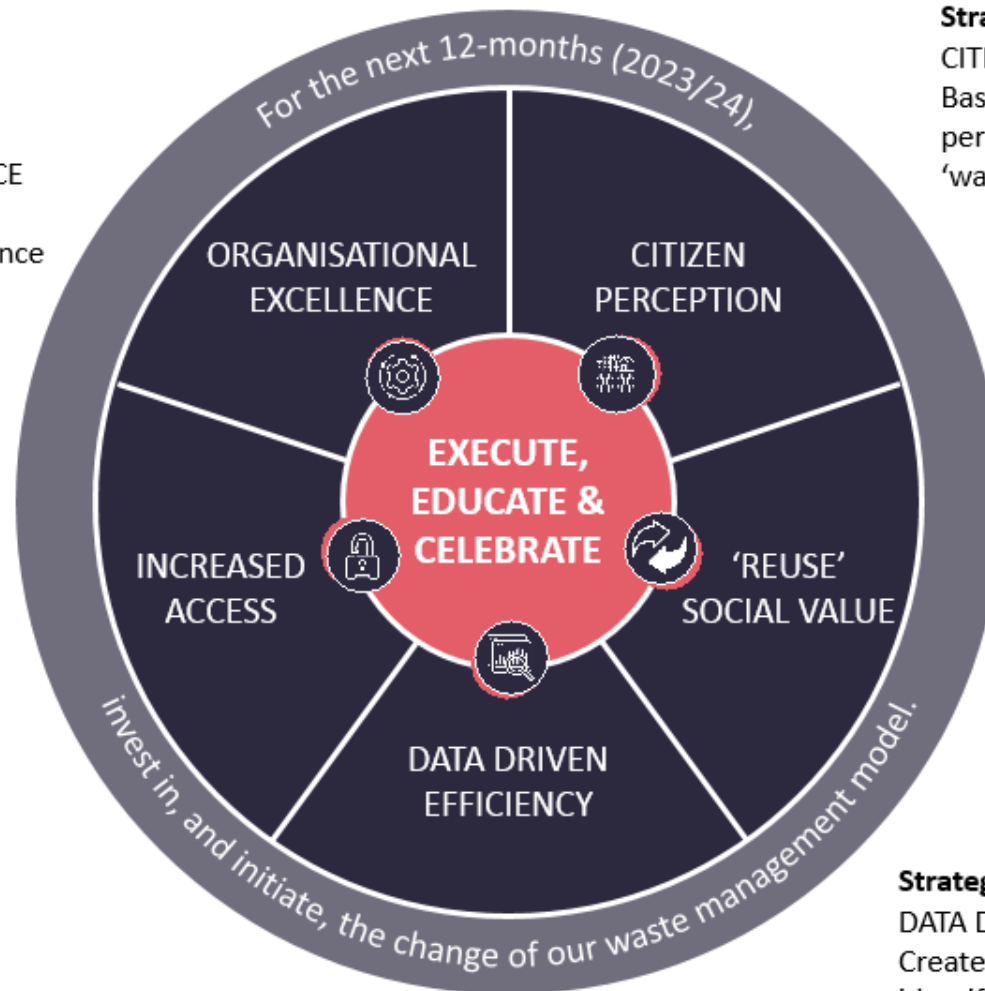
Medium-term (3-5 years): **Deliver and prove a repeatable model that changes people's understanding of waste, increases access to waste management services, and improves the perceived value of waste amongst citizens.**

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

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

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

Strategic Priority 5 was re-written incorporating feedback from the Leaders and Managers two away days in Sept 2023 and made priority 1.

Appendix 1 Business Plan 2023-24 Action Plans

Lessons learned action plan

Need identified	Progress	RAG
Single point accountability for strategic priorities.	Complete 5 Sept 2023	G
Business planning to inform budget planning 2024-25.	Complete and reviewed.	G
Improve Strategic Priority 5 Organisational Excellence.	Complete 5 Sept 2023	G
Restructure senior leadership team.	Restructure complete. Job Descriptions updated and evaluated. Training and development analysis complete.	G
Review Management structure.	Complete on paper. 3 unfilled posts	G
Offer budget savings meetings to all Boroughs	Meetings offered to all and held with 5/6.	G

Recommendations following employee engagement survey action plan

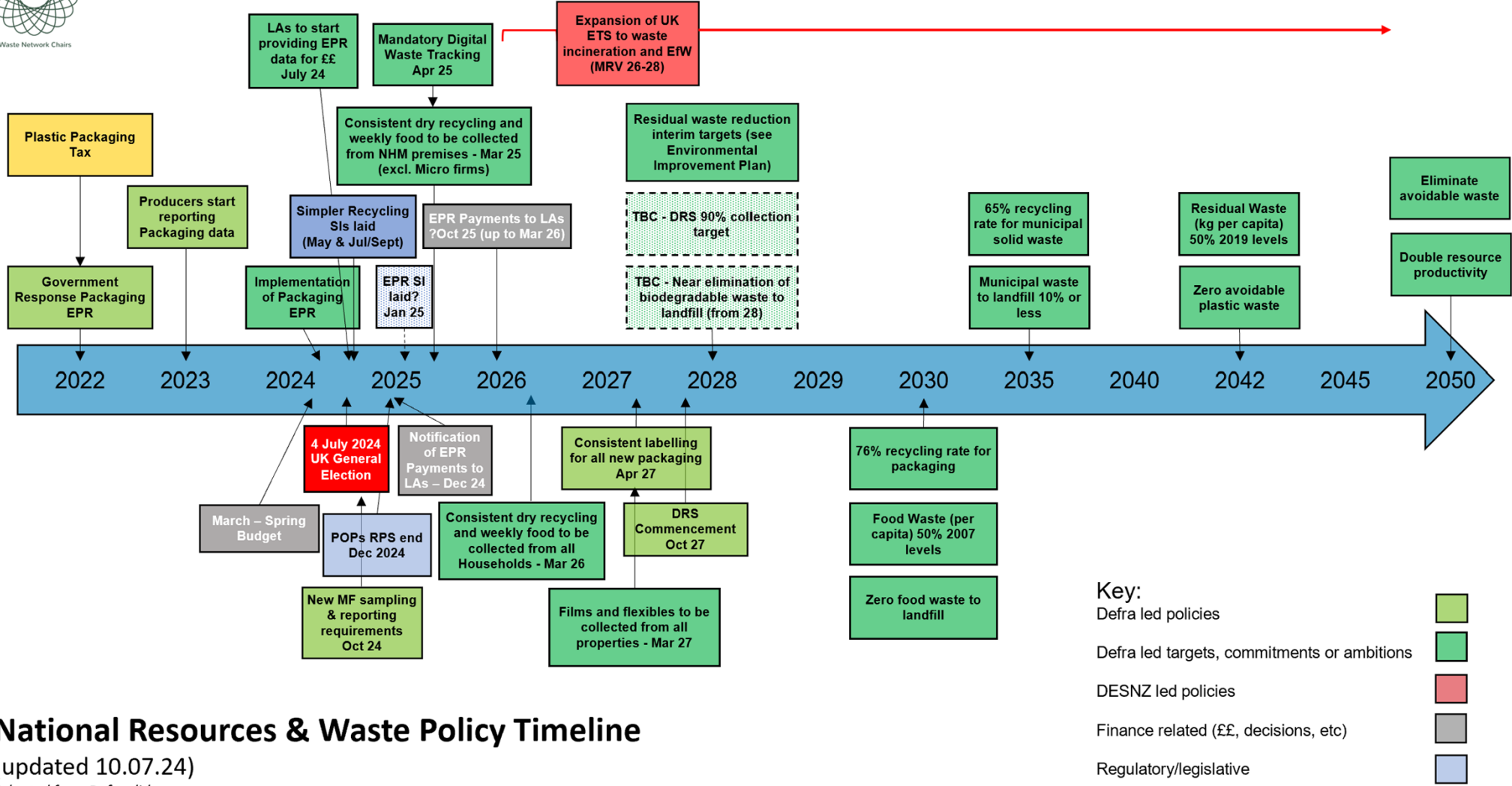
Recommendation	Action	Date	RAG
CULTURE			
Put specific emphasis on changing the climate by tackling resource issues and creating something for people to enjoy	Consider resources during Budget setting for 2024-25	Complete but vacancies and overstretch remain.	R
	Half day sports day event.	Complete 5 July 2023	G
	Inclusive Team Meeting with Abbey Road Ops.	Complete 19 Sept 2023	G
Reset what the culture needs to be and bake it into systems and processes that mean people are held accountable.	Include governance in Strategic priority 5.	Complete 5 Sept 2023	G
	Review / implement formal and informal governance improvements.	Strategic Support Officer started March 2024	A
	Key accountabilities written into Job Descriptions	Complete for SLT Managers in progress	A
Address the rise in control and its opposing nature to the company values.	SLT charter and commitment to Managers to set clear objectives and measures and stick to them.	Complete 5 Sept 2023 Reviewed June 2024	G

LEADERSHIP			
Complete a comprehensive 360 on all leaders and managers where honest and candid feedback is provided about each other and over whether people are behaving in accordance with the company values.	Two away days for Managers and Leaders resetting what the culture needs to be.	Complete 4-5 Sept 2023	G
	Review Leadership and Management structure	Complete and repeat for next budget.	G
	Comprehensive 360	27 March 2024	G
CLARITY			
Run a workshop with middle managers to understand where confusion lies and to identify where greater clarity is needed.	Strategic priorities reviewed. Clear accountability and responsibility for delivery of the strategic priorities.	Complete 4-5 Sept 2023	G
Run a workshop with employees to understand how the organisation can become more 'people centric' again.	Plan using lessons learned from the Leaders and Managers away days and the DEI training initiative.	18 March 2024	G
DIVERSITY			
Run a DEI training initiative and discover more about the incidents that led to people feeling like they have been on the receiving end of discriminatory behaviour	Suitable training organisation identified. Planning call diarised. Training initiative and feedback	18 March 2024	G

Strategic Priority 5 Organisational Excellence

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

Appendix 3 Waste Network Chairs Timeline of changing legislation



National Resources & Waste Policy Timeline

(updated 10.07.24)

Adapted from Defra slide

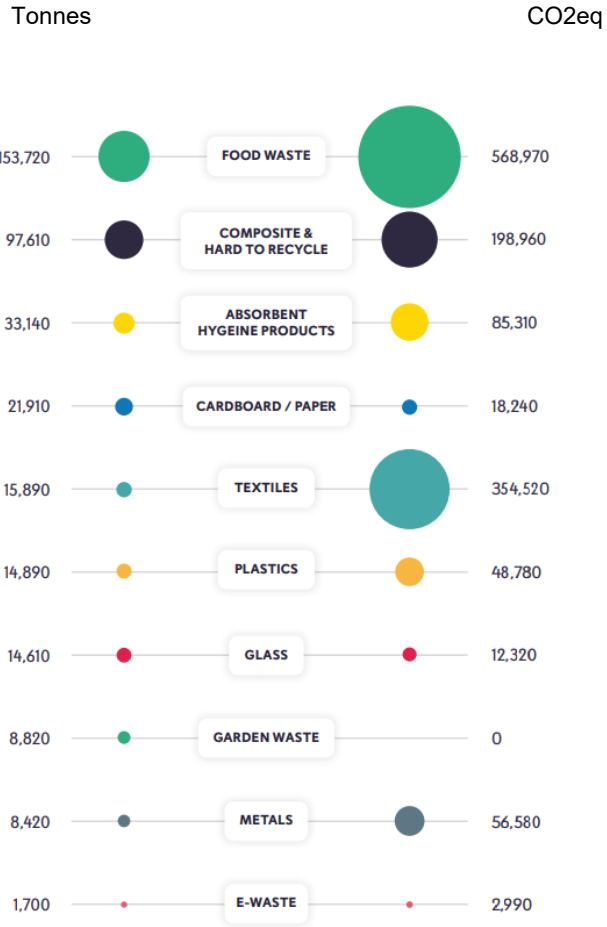
Appendix 4 Waste Composition Analysis

WLWA 2021 Waste Composition Analysis

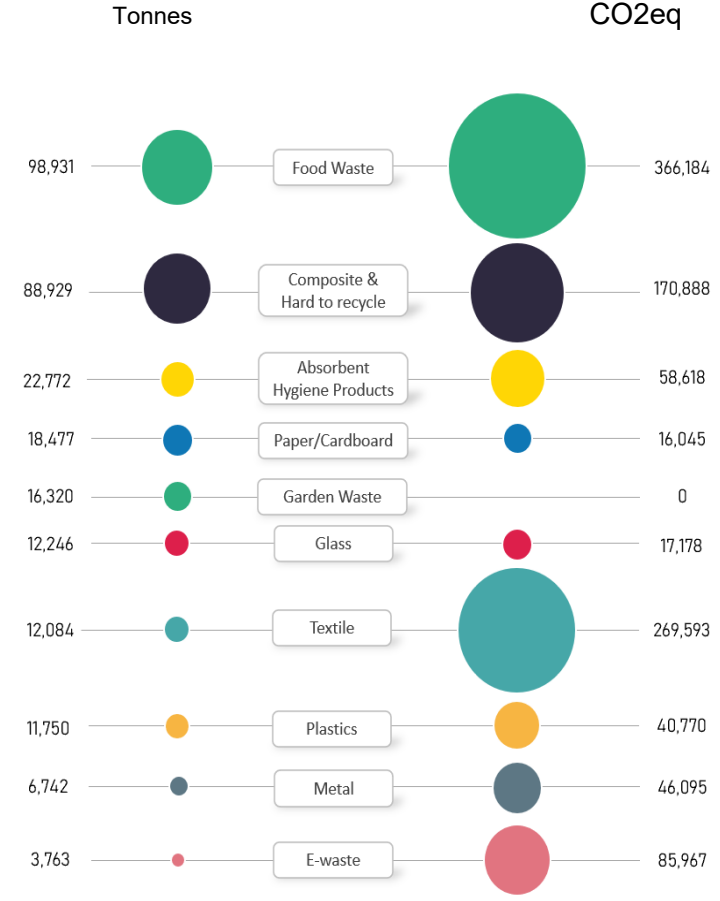
WLWA 2022 Waste Composition Analysis

WLWA 2023 Waste Composition Analysis

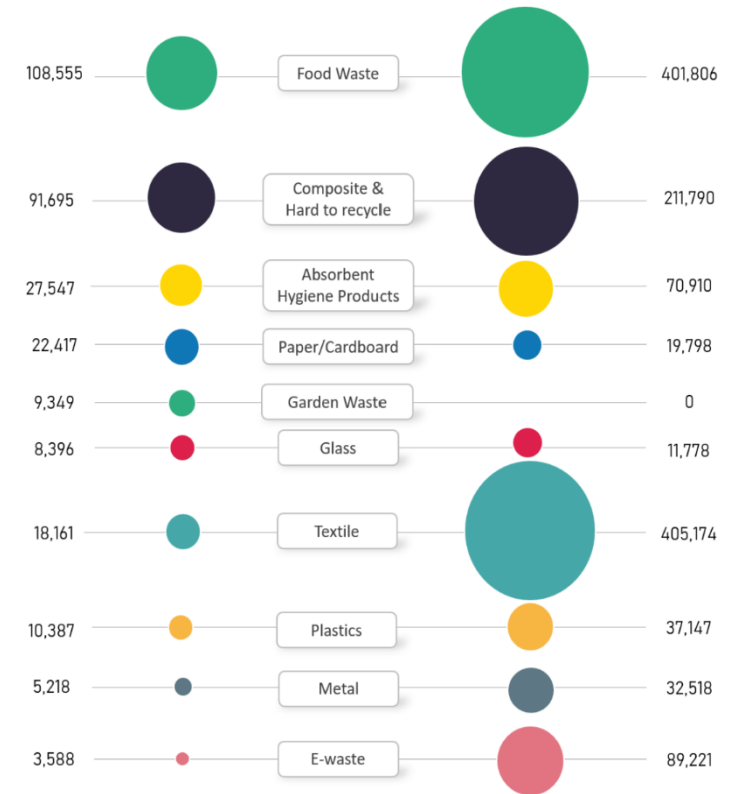
(e-waste had an incorrect formula in 2021)



(e-waste formula corrected for 2022)



Tonnes



CO2eq