



West London Waste Authority
Hugh Peart
Clerk
Civic Centre
Station Road
Harrow
Middlesex HA1 2XY
24 November 2021

If you require further information about this agenda please contact: Alison Atherton, Tel: 07825 726493, E-mail: alison.atherton@harrow.gov.uk.

West London Waste Authority

A meeting of the West London Waste Authority will be held in Council Chamber, Harrow Civic Centre, Station Road, Harrow, HA1 2XY on Friday 3 December 2021 at 10.00 am

Membership

Councillor Graham Henson, London Borough of Harrow (Chair)
Councillor Deirdre Costigan, London Borough of Ealing
Councillor Guy Lambert, London Borough of Hounslow
Councillor Eddie Lavery, London Borough of Hillingdon
Councillor Krupa Sheth, London Borough of Brent
Councillor Julia Neden Watts, London Borough of Richmond

Agenda

PART I - ITEMS FOR CONSIDERATION WHILE THE PRESS AND PUBLIC ARE IN ATTENDANCE

1. Apologies for absence
2. Declarations of interest

Members are reminded that if they have a pecuniary interest in any matter being discussed at the meeting, they must declare the interest. They may not take part in any discussion or vote on a matter in which they have a pecuniary interest.

3. Minutes of the meeting held on 24 September 2021 (Pages 5 - 10)
4. Health and Safety - Annual Review of performance in 2020 - 21 and the plans for 2021 - 2022 (Pages 11 - 70)
5. 2022 - 2023 Budget (Pages 71 - 92)
6. Circular Economy and Net Zero Carbon Update (Pages 93 - 102)
7. Finance Update October 2021 (Pages 103 - 108)

PART II - ITEMS FOR CONSIDERATION AFTER THE EXCLUSION OF THE PRESS AND PUBLIC

Nil

Recording and reporting on public meetings

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The Authority asks that you avoid recording members of the audience who are not participants at the meeting. The Authority will seek to facilitate this. However, anyone attending a public meeting does so in the knowledge that recording may take place and that they may be part of that record.

Hugh Peart
Clerk to the Authority

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- (5) Access the meeting agenda online at: <https://moderngov.harrow.gov.uk/ieListMeetings.aspx?CIId=288&Year=0>; and
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At a meeting of the West London Waste Authority held on Friday 24 September 2021 at 10.00 am at the Council Chamber, Harrow Civic Centre, Station Road, Harrow, HA1 2XY.

Present:

Councillor Graham Henson (Chair)

Councillor Deirdre Costigan, Councillor Guy Lambert, Councillor Eddie Lavery and Councillor Julia Neden Watts

Apologies for Absence

Councillor Krupa Sheth

116. Apologies for absence

Apologies for absence had been received from Councillor Krupa Sheth.

117. Declarations of interest

RESOLVED: To note that the following interest was declared:

Agenda Item 9 – London’s Community Kitchen

Councillor Guy Lambert declared, during the course of the meeting, a non-pecuniary interest in that he was a Trustees of a food bank in the London Borough of Hounslow. He would remain in the room whilst the matter was considered and voted upon.

118. Minutes of the meeting held on 25 June 2021

RESOLVED: That the minutes of the meeting held on 25 June 2021 be taken as read and signed as a correct record.

119. Finance Update July 2021

Members received a report which provided an update on financial and corporate matters.

Maria Grindley, Associate Partner, and Larisa Midoni, of Ernst & Young LLP, introduced the Authority’s Draft Audit results report, set out the context for meeting the new deadline for the publication of the final audited accounts of 30 September 2021 and acknowledged the considerable work involved in the preparation of the accounts and report. She drew Members’ attention to the Executive Summary, highlighted that the Pension Fund liability was an outstanding issue and outlined areas of audit focus.

In response to a Member’s question as to how food waste expenditure had been adjusted in the accounts, Jay Patel, Finance Director explained that this was a presentational issue and that the bottom line was not affected. He went on to outline the remainder of the report, advising that there had been a reduction in waste flows, a large

underspend on both waste transport and disposal costs and that all key performance indicators were on target (green). In terms of Treasury Management, the Finance Director reported a correction in that £68,000 investment income was returned. He also highlighted the Authority's low risk approach to treasury management.

The Finance Director reported that the recruitment exercise for an Independent Member of the Audit Committee had been successful with a strong field of applicants. Following interviews by the Chair of the Audit Committee and Treasurer, it was recommended that Robin Pritchard be appointed to this role. In response to a Member's question, the Finance Director indicated that the offer of remuneration for this role had elicited a greater number of applications.

A Member raised queries in relation to the key performance indicators (KPI) and questioned whether they were stretch targets and whether benchmarking with other similar organisations was undertaken. The Finance Director advised that, in terms of KPI 4, population growth was lower than growth in cost which had resulted in the indicator moving in the opposite direction. In response to a question on the People Development KPI, this was part year and the Authority had invested time and resources into the staff team and had changed the metrics. The management team were of the view that staff were progressing well. He confirmed that benchmarking exercises were carried out, particularly in terms of financial accounts figures, but that the West London Treasurers were keen for there to be more detailed reporting.

In response to a question on reserves, the Finance Director explained that in terms of high-level budget setting, these were set at the start of the year to enable the Authority to manage risk. This year, due to the level of activity, a buffer had been built up as a result of underspend which would enable the Authority to deal with issues of growth. There would be a slightly lower Pay As You Throw (PAYT) levy for the constituent authorities.

RESOLVED: That (1) the current financial position and forecast for 2021/22 be noted; (2) the 2021/22 Key Performance Indicator performance be noted; (3) the financial decisions taken under the Scheme of Delegation be noted; (4) Robin Pritchard be appointed as the new Independent Member of the Audit Committee; (5) the Treasury Management Outturn for 2020/21 and update for 2021/22 be noted; (6) the 2021/22 Statement of Accounts be approved.

120. Contracts and Operations Update

Members received a report which provided an update on the Authority's various waste treatment arrangements and procurements. Tom Beagan, Head of Service Delivery, outlined the content of the report and challenges faced by the service and advised that services had operated well despite severe staffing challenges over the summer period.

A Member expressed her gratitude to the officers for the support provided to Richmond following the fire at their reuse and recycling centre but also questioned whether communication with residents about the potential fire hazard caused by waste was adequate. She reiterated comments made the previous meeting in relation to ensuring easy access to the site by those on foot or cargo bike to encourage residents to do the right thing in relation to travelling to the HRRC.

In response to a Member's question in relation to Viridor's MRF, the Head of Service Delivery explained that the facility was specifically for dry mixed recyclables and that

other boroughs could join Ealing on the contract. He added that, in his view, there would be some changes to this aspect of the waste industry as a result of new legislation.

A Member stated that other boroughs appeared to attempt street waste bin recycling and flats above shops recycling and questioned whether any consideration had been given to this by officers. Emma Beal, Managing Director, advised that she wanted to develop a suite of recycling methods and that one borough in Essex was working hard in relation to on street bin recycling. The deposit return scheme was another method of tackling this issue. The Chair indicated that it would be useful to establish what other boroughs were doing in relation to street waste bin recycling.

In response to a Member's question about the information derived from the HRRC booking system, the Head of Service Delivery advised that details included where individuals had travelled from and what type of waste they brought to the HRRC. This enabled officers to identify areas requiring kerbside service improvements and helped improve the efficiency of running HRRCs. The Head of Service Delivery acknowledged the Member's suggestion that further information from the booking system is made available in the future.

Following the recent demonstrations around the M25, the Head of Service Delivery confirmed that long term contingency plans were in place to address and manage such incidents.

RESOLVED: That the report be noted.

121. Procurement Update

Members received a report which provided an update on the Mattress Recycling Services procurement.

RESOLVED: That Managing Director, following consultation with the Chair and Chief Technical Officer, be authorised to award the Mattress Recycling Services procurement.

122. Projects Update

Members received a report which provided an update on the Authority's main projects.

Sarah Ellis, Operations Manager, outlined the content of the report and advised that it was currently Recycle Week and that WEEE was now to be known as E Waste.

Members made comments and asked questions which were responded to as follows: -

- Options for funding the collection of e-waste were being explored in conjunction with Traid who were currently offering a collection of e-waste alongside a booked textile collection.
- The Projects Director would progress the meetings with the Lead Members and Environment Directors on his return from leave.
- The economics of both E Waste and TRAIID were challenging but the Member's comments about mixed messages and potential conflicts of interest were noted.
- A Member's comment that there had recently been a shortage of cardboard and suggestion that the quality of tape used might impact on reuse/ recycling potential was noted and would be given consideration.
- The Environment Bill was currently in the House of Lords, but some delay was possible due to amendments.

- In terms of textiles, if other countries would not accept them it was still important to sort and remove from general waste. The grade/ quality of the textiles affected to route through refuse/ recycle/ reuse. There was currently no funding to assist with this work, a carbon project.

RESOLVED: That the report be noted.

123. Circular Economy Update

Members received a report which provided an update on the Authority's Circular Economy activity.

RESOLVED: That the report be noted.

124. London Community Kitchen - Presentation and Site Visit

The Chair welcomed Taz Khan, London's Community Kitchen, and Glen Hearnden, Chair of Harrow VCS Forum to the meeting.

Taz Khan gave a presentation, stating that the mission of London's Community Kitchen was 'Zero waste, zero hunger'. He explained that Harrow Council had worked with the voluntary sector during the pandemic helping those in need, that the service had been delivered in a different way and he outlined what had been achieved. The conversation had now started with the Authority and that a virtual food sharing app was being considered.

During the presentation, Members were informed that work was underway in Harrow to create the first urban farm. The aim was to bring the community together, run a programme 'from plant to plate', educate children from an early age so that they understood where food came from and to encourage allotments in school grounds.

Glen Hearnden explained that in terms of waste, partnership was key. Food outlets now knew where to take any leftover food but inevitably some ended up in waste. Taz Khan added that the urban farm would be able to use food waste due to anaerobic plants so this would remove food from landfill.

In response to a Member's question as to the source of the food received by London's Community Kitchen, Taz Khan advised that there was a vast network of organisations that had excess food including supermarkets, hotels, restaurants, Billingsgate and Spital Fields markets. In terms of markets, any produce not sold on the day had to be disposed of and whilst the Kitchen could not accept all of it, it could take some. He added that due to the negative stigma in relation to the term 'foodbank', the preferred term was 'surplus foodmarket' so that those in need could see that they were doing a service by accepting the food which would otherwise would have gone to waste. Glen Hearnden went on to explain that the Kitchen was a pathfinder to other services.

In response to a Member's question, Emma Beal, Managing Director, stated that the Authority was funded to take waste from households and was encouraging people to waste less. Consideration as to how the Authority could assist this project without becoming a free waste disposal service.

The Members thanked Taz Khan and Glen Hearnden for their presentation and attendance and requested that the presentation be circulated following the meeting.

RESOLVED: That the presentation be noted.

125. Exclusion of the Press and Public

RESOLVED: That in accordance with Part I of Schedule 12A to the Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) for the reasons set out below:

<u>Item</u>	<u>Title</u>	<u>Reason</u>
10.	Contracts and Operations Update - Appendix	Information under paragraph 3 (contains information relating to the financial or business affairs of any particular person (including the authority holding that information)).

126. Contracts and Operations Update - Appendix

Members received a confidential appendix to the Contracts and Operations Update report.

Members expressed support to an approach where additional income resulting from the changes described in the report was re-invested improvement projects.

RESOLVED: That (1) the decision explained at recommendation 1 of the confidential appendix be noted;
(2) the negotiating position set out in Section 3 of the officer report be approved;
(3) the Managing Director, following consultation with the Treasurer and Chair, be authorised to accept an offer and agree Heads of Terms.

The meeting finished at 12.25 pm.

The minute taker at this meeting was Alison Atherton.

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Health & Safety: Annual review of performance in 2020-2021 and the plans for 2021-2022

SUMMARY

This report reviews the Authority's Health & Safety arrangements for the year **2020-2021**, presents the Authority's Health & Safety Plan for **2021-2022** and presents the updated Health and Safety Policy for approval.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Note the Annual Health & Safety Performance Review 2020-2021 and Action Plan for 2021-2022 (Appendix 1)
- 2) Agree the adoption of the updated Health and Safety policy documents (Appendix 2)

1. Introduction

The Authority has Health & Safety duties and responsibilities which are detailed in a range of Health and Safety legislative requirements. This includes the development and management of the Authority Health and Safety Policy, as well as supporting procedures and associated guidance documents. The documented system is subject to an annual review which includes a review of the Health and Safety Policy and the annual action plan.

2. Performance review and action plan

Appendix 1, the annual performance review and action plan shows:

- An analysis of reported hazards and incidents in 2020-21 and 2021-22
- A summary of the actions completed last year (2020-21)
- The actions for the current year (2021-22) and current progress against them

The analysis of hazards and incidents shows that incidents have reduced since 2020-21 and five out of the six incidents were caused by driving, three of which were strikes against the height barrier by HRRC customers. The two other driving incidents were minor property damage incidents caused by site staff which have been fully followed up. The sixth incident was related to a wasp sting. Incidents overall are very low and the hazard reporting system is well used. Inspections from the HSE and an internal audit by Ealing have given high levels of assurance to the health and safety systems and their application at Abbey Road.

Significant progress was made against last year's action plan, which was very wide-ranging and included a large focus on Covid-19 prevention. A detailed assessment is set out in Appendix 1. Two items were not completed and have been moved on to the 2021-22 action plan, these relate to wellbeing guidance and guidance on lone/transient working, and are currently in progress.

Good progress is being made against the current year’s action plan, which includes expanding the health and safety forum to include Boroughs and other organisations, and guidance on the organisation’s expanding Circular Economy programme. The action plan can be found in Appendix 1.

- 3. **Health and Safety Policy** -The Policy (Appendix 2) has been updated to incorporate the management of Covid-19 throughout the document, and some minor changes in the roles and responsibilities.
- 4. **Financial and Risk Implications** –The work identified in the action plan will require investment by the Authority as described in the budget reports. Procurement rules will be followed.
- 5. **Legal Implications** – There are no legal implications as a result of this report.
- 6. **Impact on Joint Waste Management Strategy (JMWMS)** – Health & Safety will impact on and be influenced by all the JWMS policies, but in particular: Policy 7: The West London Waste Authority and constituent Boroughs will seek to provide waste management services that offer good value, that provide customer satisfaction and that meet and exceed legislative requirements.

Contact Officers	Sarah Ellis, Operations Manager sarahellis@westlondonwaste.gov.uk	01895 545517
	Emma Beal, Managing Director emmabeal@westlondonwaste.gov.uk	01895 545515

Report Date: 05/10/2021

Compiled by:
Kevin Kerin CMIOSH IMaPS MIIRSM
Chartered Safety and Health Practitioner

Annual Health & Safety Performance Review 2020-2021 and proposed Action Plan for 2021-2022

Executive Summary

This annual report details the good progress made against the health and safety initiatives agreed in the Action Plan for the period 2020-2021, as well as the dynamic development of the agreed actions, with enhanced health and safety works.

The report also details the ongoing initiatives identified by West London Waste Authority in their proposed Action Plan for the period 2021-2022, as part of the organisations' continued efforts to strive for best practice in the field of occupational health and safety risk management across the organisation.

The initiatives detailed in the 2021/22 Action Plan continue to be driven through the process of risk assessment, helping to ensure safe systems of work are fully developed and implemented through a programme of information, training and supervision; as detailed in the headline requirements of the organisation's Health and Safety Policy and associated supporting guidance documents.

Where We Are Now

Covid-19 – Ongoing Risk Management Processes

The Covid-19 pandemic continues to figure largely in the development and management of risk controls during the 2020/2021 period. The high-level risk profiling of the virus in relation to both operational and non-operational activities within the organisation has enabled the full development of Covid-19 risk assessments and guidance information for both areas of the organisation.

The success of the collective involvement of USP and West London Waste in respect of Covid-19 has been reflected in the two successful visits to the Abbey Road Site by the Health and Safety Executive; who were satisfied with the level of Covid-19 risk controls on site.

The satisfaction of the HSE in relation to these visits as well as the maintenance of operational capability during these challenging times further demonstrates the success of the developed risk management system in relation to Covid-19 controls.

There will be a continued process of monitoring and review as part of the dynamic risk management approach to ensure the risks associated with Covid-19 continue to be managed, and amended where needed, in accordance with UK Government advice.

Our Health and Safety management system has recently been audited by Ealing Council Audit and investigations team. Although the Audit report is yet to be formally reviewed and final report issued, early indications are that the organisation achieved a 'substantial assurance' level of governance. This level of governance further demonstrates the significant efforts and achievements made with health and safety within West London Waste Authority.

Progress made against the action plan for the period 2020-2021

As detailed in the table in figure 1, all Action Plan initiatives for 2020-2021 have been completed with the exception of:

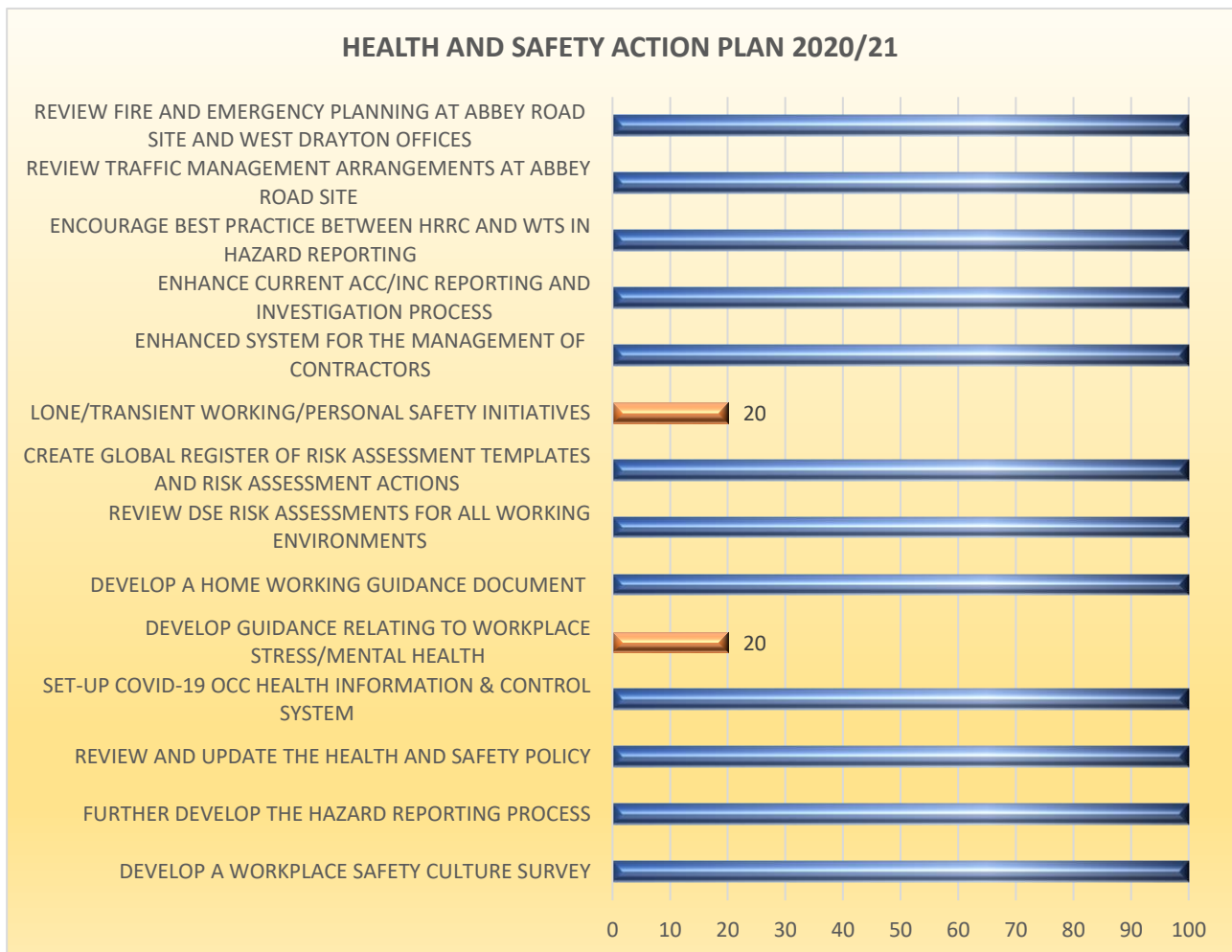
- Develop guidance relating to workplace stress and mental health.
- Lone/transient working/personal safety initiatives

These two initiatives were paused to ensure focus was made on Covid-19 health and safety initiatives for both operational and non-operational activities. These two initiatives have therefore been transferred to the 2021-2022 action plan for completion.

The transference of the workplace stress and mental health initiative has allowed for enhancements to be made, aligning with the organisation’s HR programme for Mental Health and Wellbeing Strategy. Employee wellness will also figure significantly across the developed system through the process of review and continual improvement.

The lone/transient working/personal safety initiative is now being developed to include the non-operational members of staff, with the general easing of Covid restrictions and a controlled return to core activities.

Fig 1



What We Have Achieved

Specific Detail on Completed 2020/21 Action Plan Initiatives

We have developed a structured and robust health and safety management system, supported fully with detailed quality documentation, shared with all personnel.

Develop a Workplace Safety Culture Survey

A workplace safety culture survey has been developed along with a training module. Due to the requirement for 'frontline' training modules to be provided to the new staff (i.e. Asbestos Awareness, Fire Safety, Manual Handling, emergency plan training, plant/vehicle signalling, Covid training), the culture survey will be rolled out once these modules have been completed.

Further Develop the Workplace Hazard Reporting Programme

The hazard reporting programme in place has seen numerous enhancements during the action plan period. The programme has been migrated onto the Formstack platform, enhancing the speed of reporting and notification to identified members of senior management and health and safety advisor, thereby enhancing the timeframe in which to action hazards raised.

Since the migration of the hazard reporting programme onto the Formstack platform in February 2021 there have been 108 hazards reported by members of staff.

The ongoing drive operationally for the reporting of hazards on site by members of staff is now also being used by staff during their visits to other sites outside of West Drayton and Abbey Road sites.

Monthly Reporting

A detailed monthly hazard observation report has also been developed, which is issued to West London Waste Senior Management Team confirming the number of hazard observation cards completed during the month, as well as location and the type of hazards reported. This proactive system also allows for the analysis of any trends which become apparent, leading to targeted works to address these trends.

Review Fire & Emergency Planning at Abbey Road and West Drayton

The fire risk assessments for both Abbey Road and West Drayton have been completed, and continue to be monitored and reviewed. The fire risk assessment for Abbey Road has been enhanced with the addition of DSEAR (Dangerous Substances Explosive Atmospheres) Regulation's which brings the site's fire safety system to a high state of compliance and fire risk management.

Review and Update of Health and Safety Policy

The health and safety policy has been updated which now includes the enhanced system for Covid-19 risk management. This updated document has been reviewed by the Senior Management Team, pending a full re-implementation. Extensive Health and Safety Policy Guidance Notes have also been reviewed as part of the wider annual policy review.

Set- up Covid-19 Occupational Health Information & Control System

Significant advancements have been made with this control including:

- Production of information guidance documents for working from home;
- Occupational health/wellness questionnaire for home-based staff;
- Risk assessment, Covid-19 review reports for the returning of Staff to the West Drayton office including a staff rota system, to enable a phased and controlled return of staff numbers to the office;
- Information documents for all staff returning to West Drayton on the developed controls;
- Multiple reviews and implementation of dynamic controls for the Abbey Road WTS and HRRC, enabling safe and controlled works on site in relation to the management of Covid-19 thereby helping protect both West London Waste employees and users of the site;
- Monthly reviews of Covid-19 risk assessments and staff information, generated in-line with UK Government Covid-19 guidance.

Review of DSE Risk Assessments for All Working Environments

DSE risk assessments and guidance information was distributed to all staff across the organisation for both operational and non-operational areas. Returned risk assessments were reviewed and controls recommended where needed, along with one-to-one follow-up calls with staff requiring this level of support. DSE risk assessments were also distributed and completed by relevant staff members at Abbey Road.

Create Global Register of Risk Assessment Templates & Risk Assessment Actions

A range of activity-specific risk assessment templates have been developed for activities across the organisation. These templates have been uploaded onto Formstack and are being well used.

Any risk assessment actions are identified at the time of the assessment and actioned in an agreed timeframe.

Enhanced System for the Management of Contractors

A well-developed risk management programme has been created, along with a 'Management of Contractors Safe Working Guidance'. This document provides a step-by-step process of managing contractors, from the initial selection, through to supervision on site.

Enhance the Accident and Incident Reporting System

The accident/incident reporting process has been developed and migrated onto the FormStack platform. The migrated system allows for all accidents and incidents to be reported via Formstack, and investigation reports to be completed along with any witness reports and photos. High-quality training has been completed, allowing for a more detailed understanding of the accident/incident reporting system by staff.

Review of the Traffic Management Arrangements at Abbey Road

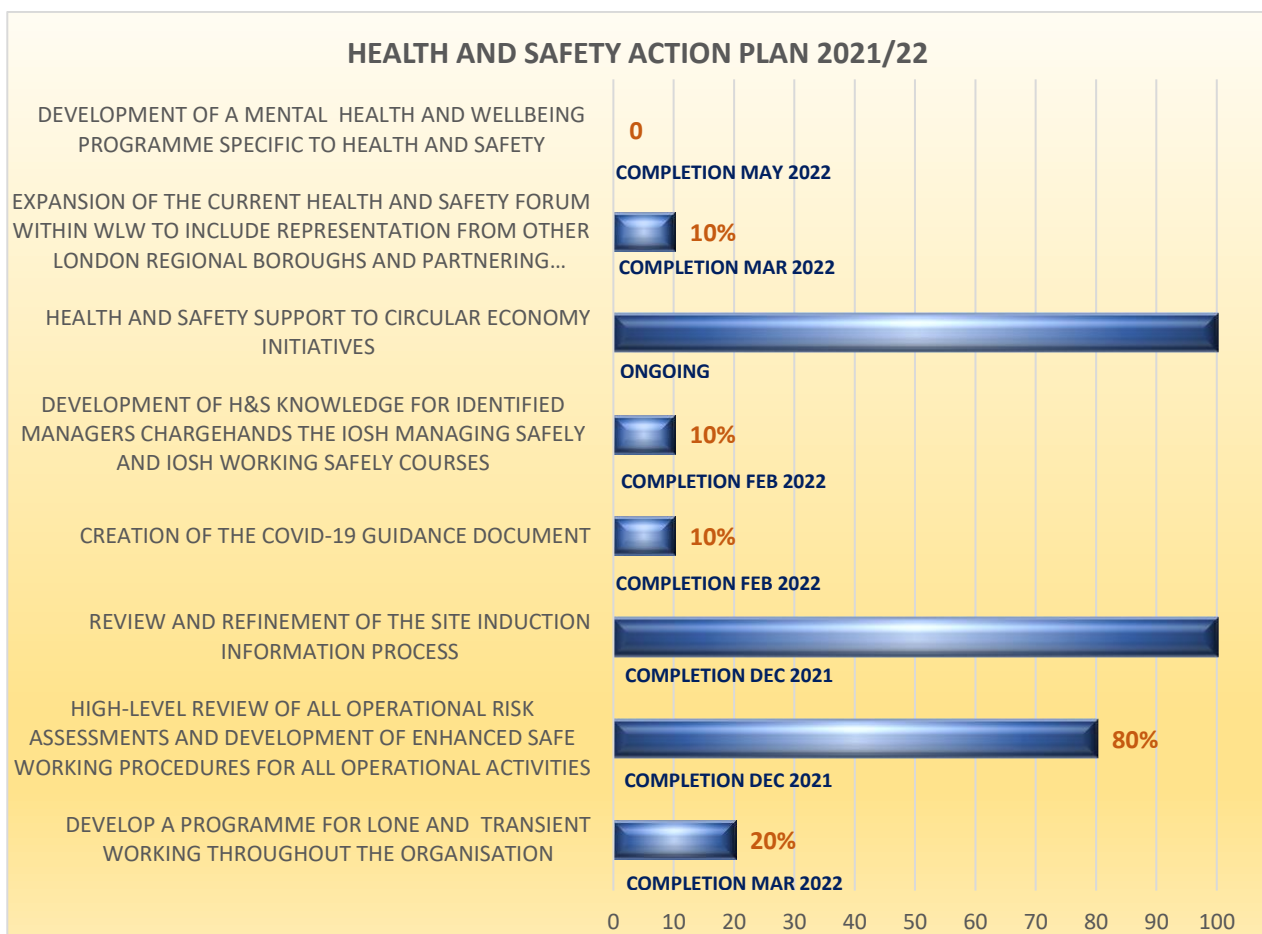
There have been a number of reviews of the traffic management arrangements at Abbey Road. Driven by the hazard reporting process where members of staff have identified and reported any deviations to the plan by visiting vehicles, this system is aiding significantly in preventing incidents in relation to traffic management and pedestrian safety. The success of the hazard reporting process in this instance has resulted directly in a significant reduction in traffic related incidents at the Abbey Road site.

Review Fire & Emergency Planning at Abbey Road & West Drayton Offices

The fire risk assessments for both Abbey Road Site and West Drayton Offices have been reviewed and amended in both 2020 and 2021. Emergency evacuation procedures for the West Drayton Offices were reviewed as part of the risk assessment review.

The fire and emergency plan for Abbey Road has been reviewed and updated. The implementation of the emergency plan is currently being completed, with all staff and Fire Wardens at Abbey Road being trained in a range of emergency scenarios including fire, spillage, accidents & incidents and explosive materials.

Health and Safety Action Plan – 2021/22



Health and Safety Action Plan 2021-2022

Ref	Action required	Person(s) Responsible	Agreed Timescale	Further action details	Progress against action	Percentage completion
1	Develop a programme for lone and transient working throughout the organisation.	H&S Advisor. Operations Manager.	March 2022	<p>The programme will include a risk assessment-based approach, including guidance documentation and training regarding the personal safety protocols for lone/transient working, which will also include initiatives for maximising personal safety when lone/transient working.</p> <p>The risk assessment process (including the development of training modules) has been started in relation to personal safety and avoiding aggression for staff at the Abbey Road site.</p> <p>This risk assessment process and applicable training will be developed to meet the needs of the West Drayton office staff members.</p>	<p>This action was detailed as part of the previous 2020/21 action plan. Due to the need to develop the Covid-19 pandemic, Development time for this initiative was transferred to the development and implementation for operational health and safety controls for Abbey Road as well as for the development of working at home guidance and risk assessment-based controls.</p>	20%
2	High-level review of all operational risk assessments and development of enhanced Safe Working Procedures for all operational activities.	H&S Advisor. Management Team. Site Manager.	December 2021	<p>The high-level review of the current bank of operational risk assessments will allow for the refinement of risk information and controls for operational activities.</p> <p>The development of detailed Safe Working Guidance documents, based on the refined risk controls from the risk assessment review process, will allow for a fuller understanding of required risk controls by operational personnel.</p> <p>Reviewed risk assessments and Safe Working Guidance document</p>	<p>The high-level review of the operational risk assessments has been completed and implemented. Approximately 80% of the new Safe Working Guidance documents have been drafted and are being reviewed with the site team and implemented across the HRRC and WTS staff at a steady rate.</p>	80%

				will be reviewed by the Site Manager and Chargehands and fully integrated with all operational personnel.		
3	Review and refinement of the site induction information and process.	H&S Advisor. Site Manager.	September 2021.	<p>The site induction process and information at Abbey Road will be reviewed and updated.</p> <p>In addition to the review of the induction information, a system will be developed, which identifies the relevant risk assessments and safe working guidance documents which need to be included as part of the induction process, depending on the inductee's area of works. This reviewed and refined induction process will provide a demonstrable process of induction which includes targeted risk information and controls to be issued.</p>	This action is complete.	100%
4	Creation of the Covid-19 guidance document.	H&S Advisor. Management Team.	December 2021	<p>It is foreseeable that the option to work from home (wherever possible to do so) will remain and has been re-introduced by the Government, as a strategic step in avoiding further National/Regional lockdown measures.</p> <p>The development and implementation of a focussed guidance document will formalise and extend the current risk controls as detailed in the updated health and safety policy for the organisation and will include agreed procedures and guidance on initiatives including occupational wellness (linked to the wider WLWA Mental Wellbeing Strategy as developed by the Organisations HR).</p>	<p>As part of the current initiative for working at home we have provided a risk assessment-based approach to home working, with DSE workstation risk assessments, home working employee survey, and guidance on working from home as an interim measure.</p> <p>The creation of a dedicated guidance document for working from home will aid in the longer-term ability to work from home as needed, with added support of the initiatives as detailed within the health and safety policy</p>	10%

				Standards to be achieved in relation to home working as well as procedures for reporting any occupational ill health issues which may occur whilst working from home will also form part of this initiative.		
5	<p>Initiatives for the development of health and safety knowledge for identified Managers, Chargehands through the IOSH (<i>Institution of Occupational Safety and Health</i>) Managing Safely and IOSH Working Safely Courses respectively.</p> <p>Initiatives for the development of health and safety knowledge for all non-managerial and supervisory staff through the IOSH Working Safely Course. (<i>Institution of Occupational Safety and Health</i>)</p>	H&S Advisor. Management Team.	February 2022	This initiative will enable the up-skilling of key members of the organisation who have local management control for either Abbey Road or West Drayton sites. This is an internationally recognised certificated course administered by Institution of Occupational Safety and Health (IOSH) and will aid in widening the levels of understanding of workplace health and safety standards, thereby enhancing current health and safety initiatives including hazard reporting and ownership of individual and collective health and safety standards.	Costings are currently being	10%
6	Provide health and safety support to circular economy initiatives developed by the organisation which includes aiding relevant charities/supply chain to improve their standards of health and safety compliance.	H&S Advisor. Management Team.	Ongoing	Provide the required health and safety support to circular economy initiatives through the development and issuing of risk assessment-based controls and guidance information.	This action has already been initiated through the development of health and safety standards to be achieved through collaborative working with members of the WLWA team and other suppliers, in relation to laptop reconditioning and bike repair programmes, and will be increased as further circular economy initiatives are developed. This ongoing action will include active involvement in each circular economy initiative, supporting relevant charities/supply chain in completion of risk assessment and safe working procedures, to	Ongoing

					enable identified initiatives to the developed and implemented safely.	
7	Expansion of the current health and safety forum within WLWA to include representation from other London regional Boroughs and Partnering Organisations.	H&S Advisor. Management Team.	March 2022	The current operational health and safety forum run at the Abbey Road will be expanded to include attendance from all other regional London Boroughs and Partnering Organisations on Best Practice and Occupational Wellbeing Initiatives.	In development	10%
8	Development of a mental health and wellbeing programme specific to health and safety.	H&S Advisor. Management Team.	May 2020	<p>The issue of mental health and wellbeing is of paramount importance when it comes to West London Waste Authority staff. With this in mind, a series of mental health and initiatives will be developed and rolled out as part of the 2021/22 Action Plan, including but not limited to:</p> <ul style="list-style-type: none"> • The production of the mental health and wellbeing guidance document; • Resilience training; • The appointment and training of mental health first aiders; • Reviewing of the current risk assessment process to include the identification and control of psychosocial risks in the workplace. 		

Action Plan Initiatives already completed

Review and Refinement of the Site Induction Process

In addition to the review of the induction information, a system has been developed, which identifies the relevant risk assessments and safe working guidance documents which need to be included as part of the induction process, depending on the inductee's area of works.

Health and Safety Support to Circular Economy – Ongoing

There are a number of areas where health and safety support has been given to circular economy initiatives, including laptop refurbishment and bike repair. Health and safety support has involved technical advice and guidance on subjects of risk assessment and risk control, as well as enhancement of on-site controls for visitors/charities and supply chain. This is an ongoing initiative which includes early involvement and discussions when developing circular economy initiatives.

On-going initiatives

Mental Health and Wellbeing

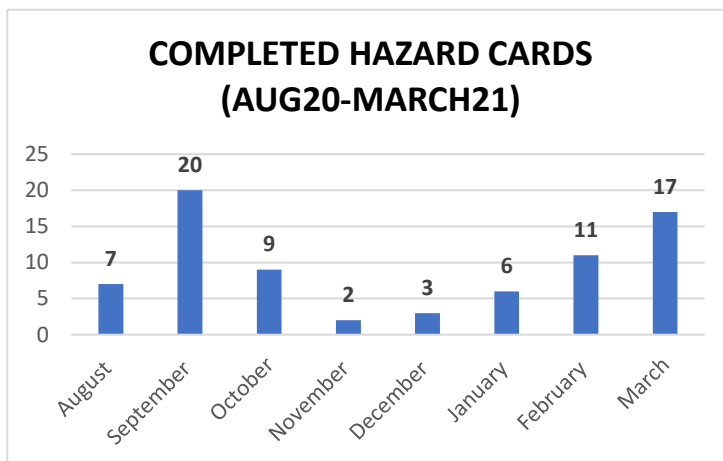
The issue of mental health and wellbeing is of paramount importance when it comes to West London Waste Authority staff. With this in mind, a series of mental health and initiatives will be developed and rolled out as part of the 2021/22 Action Plan, including but not limited to:

- The production of the mental health and wellbeing guidance document;
- Resilience training;
- The appointment and training of mental health first aiders;
- Reviewing of the current risk assessment process to include the identification and control of psychosocial risks in the workplace.

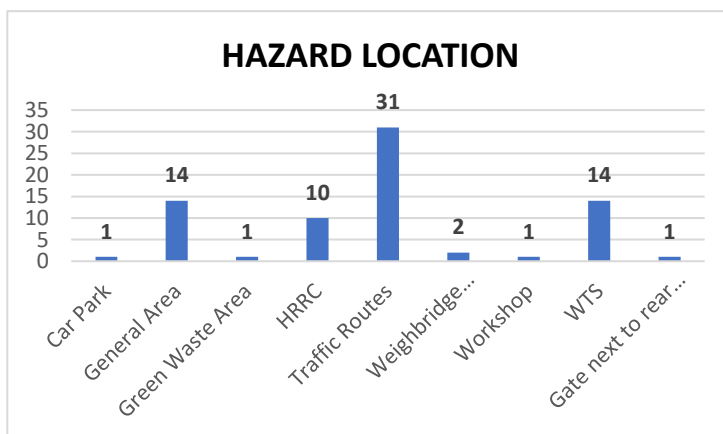
Health and Safety Statistics

As mentioned above, the Hazard Reporting and Accident/Incident reporting systems have received numerous enhancements over 2020-21. This section is therefore dedicated to the statistics in respect of Hazard Observation Cards and Incident/Accident forms completed.

Hazard Observation Cards

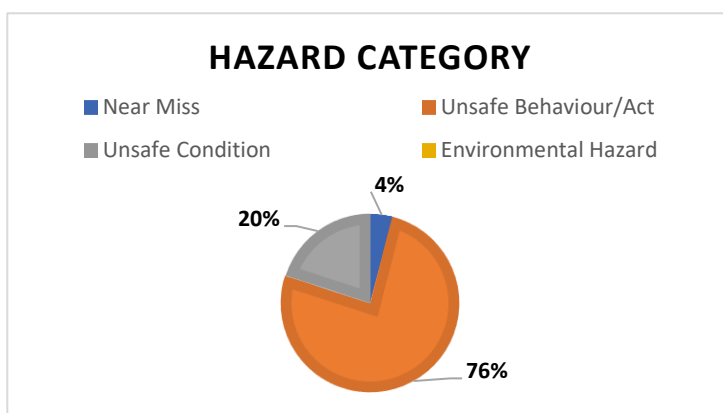


This table confirms the hazard cards completed from August 20 - March 2021. The data has been collated from August, when enhancements were made to the reporting system, which resulted in monthly reports being produced for the Senior Management Team.



Those hazard locations confirmed as 'general area' relate to items such as traders not wearing PPE, visitors not following pedestrian routes etc.

Those placed in 'traffic routes' relate to visitor driver related instances (i.e. visitors missing the turning into the HRRC, speeding on site, exiting site via the wrong lane etc).

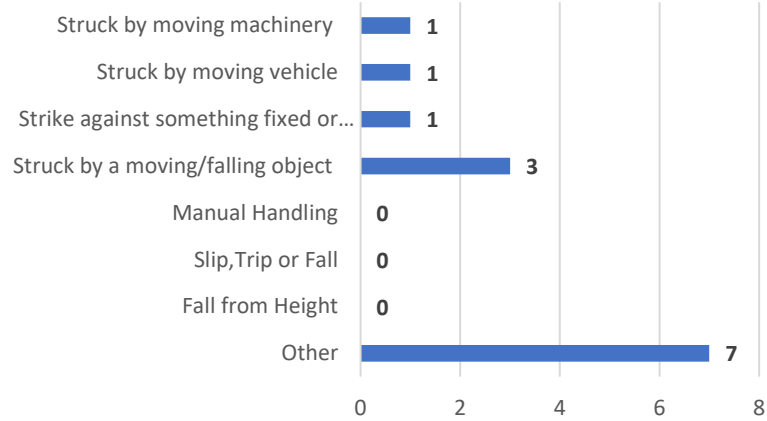


Hazards on site are split into the 4 categories highlighted in the table. Only 4% of hazard observation cards completed related to a near miss. Furthermore, 76% of cards completed related to an unsafe behaviour/act. The majority of these related to the unsafe behaviour/act of visitors to site (both residents and traders) which included some of the items highlighted above. Finally, there were no hazard cards completed in respect of an environmental hazard.

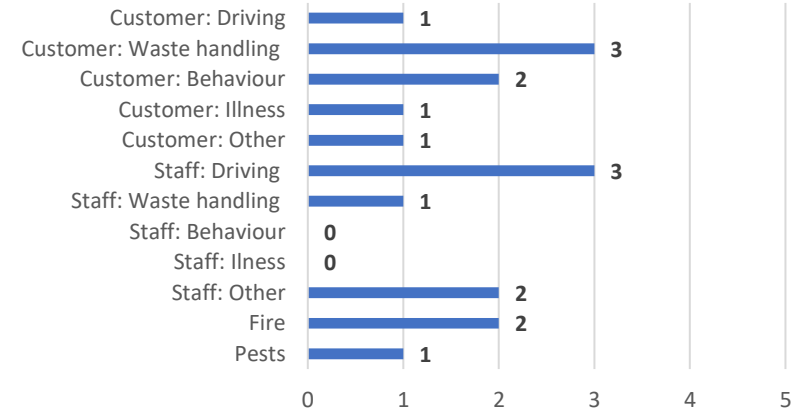
Incident Data

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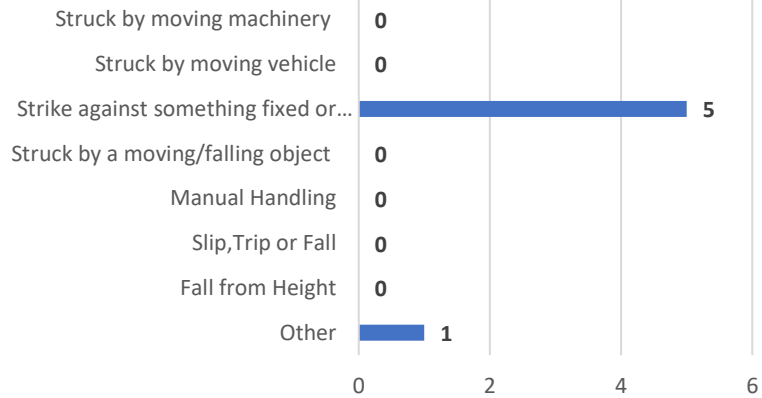
INCIDENT TYPE (APR19-MARCH20)



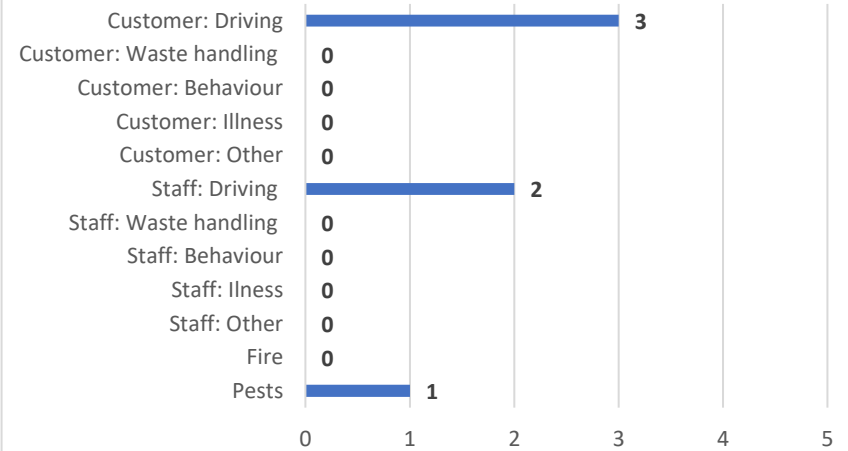
INCIDENT CAUSATION (APR19-MARCH20)



INCIDENT TYPE (APR20-NOV21)



INCIDENT CAUSATION (APR20-NOV21)



There were 11 incidents recorded for the period Apr 19-Mar 20, with 6 being recorded between Apr 20-Nov 21. Whilst we have seen a reduction in the overall number of incidents, there has been increase in the amount of vehicle related incidents, from 3 to 5.

There has been an increase in customers driving incidents, from 1 to 3. This has caused the increase in driver-related incidents since the previous report.

All three incidents related to customers driving into the height barrier on their exit from the HRRC. Two instances of this were down to customers leaving the HRRC with their vehicle boots still open, with 1 instance where a van attempted to leave the HRRC, despite the vehicle being above the height barrier level.

There has been a reduction in staff driving being a causation for incidents, reducing from 3 to 2. The 2 incidents in question related to a lapse in concentration by the drivers, resulting in the netting being caught in the Liebherr 360 grab machine, and a post being struck by the Liebherr 360, when the feet were being extended. Each of these incidents were fully investigated and discussed with respective drivers.

In Summary, the downward trend in incidents shows a further improvement in the management of risk, brought about proportionate investigation and sharing lessons learned from these incidents. The understanding of what may have gone wrong, how we can learn from these incidents and what we need to reduce the likelihood future incidents.

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West London Waste

Treating waste as a valuable resource

Health and Safety Policy

August 2021

Document Control

Document title: West London Waste Health and Safety Policy

Produced by: Kevin Kerin CMIOSH IMaPS IIRSM OSHCR.
 Chartered Safety and Health Practitioner
 Universal Safety Practitioners Limited

Issue: 5.0

Date of first issue: February 2011

Date of current issue: August 2021

Date of next review: July 2022 (or as dictated by legislative or Organisational requirements).

Issue	Review Date	Changes to Policy
1.0	June 2017	Policy Review and Update
2.0	June 2018	Update of organisational structure and competent person
3.0	March 2019	Policy review and Update
4.0	July 2020	Policy Review and Update, refinement of roles and responsibilities and Covid-19 Management procedures.
5.0	August 2021	Annual Review and Update

1 Foreword – by Chair of the West London Waste

West London Waste is fully committed to excellence and continuing improvement in the management of health and safety and consider it prime importance to safeguard the health, safety and welfare of its employees and others in all of its operations.

We recognise and fully accept our responsibility in providing strategic health and safety governance and actively and reactively approving the distribution of resources, as necessary, to resolve health and safety risks.

This document sets out West London Waste's Policy on Health and Safety, outlining the roles and responsibilities for health and safety at all levels and describing the general arrangements, instructions and rules to be followed by all of our employees to ensure a safe working environment for themselves and others.

The Director will implement this policy document on behalf of the Organisation and will produce and maintain a signed Health and Safety Policy Statement. The Director will also develop an annual Health and Safety Plan to be approved and monitored by the Organisation.

Managers are required to attach site-specific Safe Working Procedures, Risk Assessments and instructions to the policy document and issue them to the employees directly in their care.

We require all Managers, and Contractors to adopt a pro-active risk-based approach to managing health and safety by completing the necessary risk assessments and embedding key operational health and safety precautions and safe working practices within their day-to-day operations.

We expect every member of staff to be fully committed to creating a positive health and safety culture within the Organisation and in turn we fully welcome and encourage employee involvement in the identification of health and safety risks and improvements.

It is the duty of each of West London Waste's employees to familiarise themselves with this Policy and the relevant safe operational procedures and instructions that apply to their place of work.

By these actions we will not only prevent accidents but also bring about continuing improvements in our overall business performance and meet our associated legal, moral, social and economic responsibilities.

Signed by the Chair on behalf of all members of the Organisation.



A handwritten signature in blue ink, appearing to read 'Graham Henson', written over a horizontal line.

Councillor Graham Henson

Insert date

2 Health and Safety Policy – Statement of Intent

West London Waste recognises and accepts fully, its responsibility to ensure the health safety and welfare of its employees and others who may be affected by its undertakings.

Effective health and safety management is of primary importance, standing above other systems and procedures within the Organisation. We will develop, implement, manage and continuously improve effective health and safety management systems and procedures to identify foreseeable hazards and risks and develop effective control measures.

Managers will provide adequate resources, in the form of time, manpower and finances in the pursuit of health and safety excellence and will lead by example, to promote a positive and improving health and safety culture through effective communication with individuals and contractors under their direction.

All employees will receive a high level of health and safety training and information, to enable them to carry out their work in a safe and controlled manner. Work will be supervised and support given by specialist suppliers.

All staff members are expected to raise perceived short falls in health and safety, challenge the status quo and offer ideas for improvement. All staff members must follow safe systems of work and safe working procedures, contribute to the development of risk assessments and take full advantage of the health and safety training, information, and protective equipment provided.

Members of the public, contractors or others using our sites are expected to follow the site health and safety rules under the direction of site staff.

Employees identified as not following agreed safe systems of work, potentially putting themselves, their fellow employees or others who may be affected at risk will be subject to West London Waste's disciplinary procedure. Deliberate or wilful disregard of health and safety procedures by any person within the Organisation will be treated as gross misconduct.



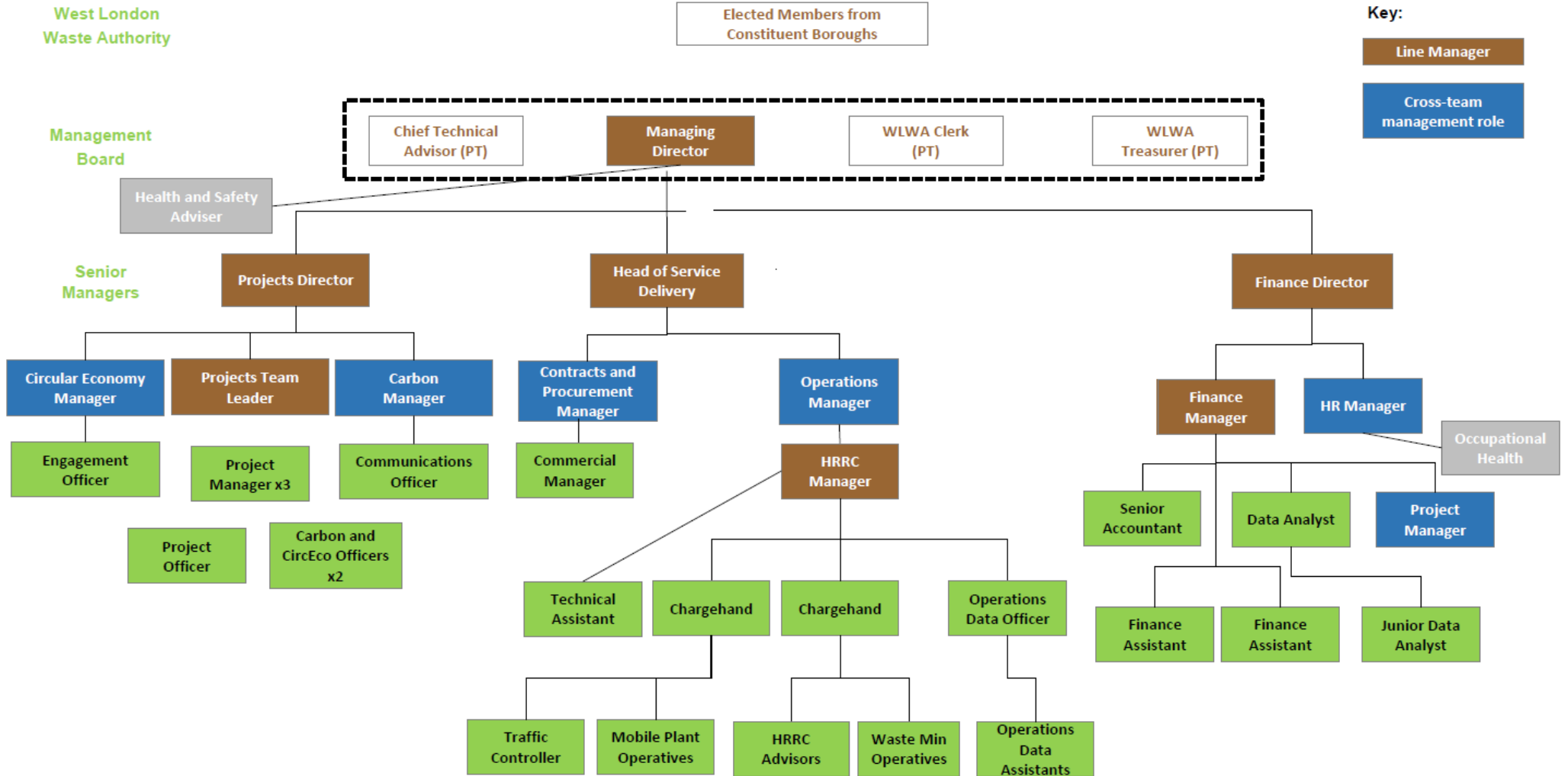
A handwritten signature in blue ink, appearing to be 'EMMA BEAL', written over a light blue grid background.

Emma Beal
Managing Director
Date:

3 Organisational Structure

WLWA Line Reports Chart (no assumptions of hierarchy, grade or pay should be assumed from this chart)

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Covid-19 – Occupational Health-related Health and Safety Initiatives

The presence and escalation Nationally of the Covid-19 Pandemic has presented significant health and safety and operational issues across the organisation. As such, this health and safety policy has been updated to reflect the risk assessment-driven initiatives which have been developed across the organisation to manage the medium-to-long term. initiatives which have been developed by the organisation, to combat the risks of spread of the infection, whilst keeping all members of staff and contractors safe, as well as all users of the Organisation's sites.

As an occupational health risk, Covid-19 has been subject to risk assessment, and the formalisation of safe systems of work including the production of information, instruction, training and supervision.

This developed system has also provided information to users of our sites, by way of health and safety information signage.

Covid-19 procedures and responsibilities for ensuring continued compliance with internal procedures required to ensure 'Covid Security', have been detailed as 'occupational health initiatives' within this document.

As with all other health and safety issues impacting the organisation, the developed occupational health initiatives, relating to the Covid-19 pandemic will be maintained and updated dynamically as reflected within this Health and Safety Policy and all supporting documentation.

3.1 Health and Safety Responsibilities

3.1.1 Managing Director

The Managing Director has overall responsibility for facilitating the development, implementation and review of the health and safety management function within West London Waste. With the aid of West London Waste's appointed Health and Safety Advisor, external specialist consultants and members of West London Waste's Senior Management Team, the Managing Director will be responsible (so far as is reasonably practicable) for ensuring they:

Policy

- a. Facilitate the production, maintenance and review of this health and safety policy document, ensuring, through consultation, that the policy remains relevant to the undertakings of the organisation;
- b. Ensure that as part of the above activity, this health and safety policy document is distributed and brought to the attention of all employees within the organisation, and to all interested third parties;
- c. Ensure that they appoint a qualified health and safety professional, to act in the role as 'competent person', and aid in the management and coordination of health and safety and occupational health matters as detailed in this health and safety policy.

Communication

- d. Consult with all employees of West London Waste (either directly or through the organisations' management structure, on operational matters including health and safety issues;
- e. Communicate with members of West London Waste's Senior Management Team (including the appointed Health and Safety Advisor where required) on issues which cannot be readily resolved, requiring Managing Director level input;
- f. Communicate with the Board of West London Waste on any health and safety issues which cannot be resolved at Managing Director level.

Process

- g. Facilitate the development process of for all documentation and systems of work supporting this health and safety policy, including risk assessments, safe working instruction, emergency procedures and guidance documents and toolbox talks;
- h. Take into account, resources necessary to maintain health and safety standards, when compiling budgetary requirements, including human resources and specialised skills, organisational infrastructure, technology and financial resources.
- i. Facilitate the development, allocation and communication of roles and responsibilities, accountabilities, and delegated authorities, as part of an effective occupational health and safety management system (OHSMS).

Training and Information

- j. Ensure that the appointed Health and Safety Advisor has the required levels of skill, knowledge and experience, to enable full completion of their duties;
- k. Ensure a programme of health and safety training and information (including refresher training) is developed, with the assistance of the appointed Health and Safety Advisor and (where appropriate) specialist consultants, for all employee, management and supervisory levels within the West London Waste.

3.1.2 Senior Managers

(Head of Service Delivery, Finance Director and Projects Director)

In their role as part of the Senior Management Team, Senior Managers as detailed above will have a delegated responsibility, through the Managing Director, for the day-to-day management of health and safety standards across West London Waste. To this end, Senior Managers will be responsible for ensuring (so far as is reasonably practicable) that they:

Policy

- a. Ensure effective distribution of this health and safety policy document, throughout their areas of responsibility;
- b. Ensure that as part of the above activity, this health and safety policy document, as well as any other relevant health and safety documentation and guidance is distributed and brought to the attention of all interested third parties, including contractors and consultants;

Communication

- c. Communicate with the Managing Director on health and safety issues which cannot be readily resolved, requiring Senior Manager level input;
- d. Liaise with the appointed Health and Safety Advisor on all health and safety issues impacting their areas of responsibility, including the development and implementation of risk assessment, safe systems of work, information and training.
- e. Ensure that all occupational health Covid-19 related information and safe working procedures are developed, with the assistance of the appointed Health and Safety Advisor, and distributed to personnel within their respective areas of responsibility.

Process

- f. Work with the appointed Health and Safety Advisor, to facilitate the process of development for all documentation and systems of work supporting this health and safety policy, including both occupational health initiatives and works procedure risk assessments, safe working instructions, emergency procedures and guidance documents;
- g. Take into account, resources necessary to maintain health and safety standards, when compiling budgetary requirements, including human resources and specialised skills, organisational infrastructure, technology and financial resources;
- h. Ensure new contractors, agencies and consultants are only engaged after they have been subject to appropriate assessment, regarding their skills, knowledge and experience in respect of health and safety, as detailed in the Control of Contractors guidance documentation.
- i. Participate in and support West London Waste's Health and Safety audit and inspection process;

Training and Information

- j. Ensure a programme of health and safety training and information (including refresher training) is implemented with the assistance of the appointed Health and Safety Advisor and (where appropriate) specialist consultants, for all employee, management and supervisory levels under their control.
- k. This training and information will include a number of toolbox talks, derived from the process of risk assessment, for all tasks representing significant risk.
- l. The Health and Safety Advisor will facilitate the compilation and maintenance of a health and safety training matrix on all health and safety subjects covered throughout the organisation.

3.1.3 Appointed Health and Safety Advisor

As required under the Management of Health and Safety at Work Regulations (Regulation 7(1), West London Waste should appoint a Competent Person (for the purposes of competent health and safety advice) to advise on relevant health and safety management issues impacting the organisation.

Coordinating directly with both the Managing Director and Operations Manager, as well as Senior and Site Managers, the appointed Health and Safety Advisor, will be responsible for:

Policy

- a. Ensuring that this health and safety policy, together with all supporting health and safety guidance documentation is subject to periodic review and update as required, to ensure all health and safety management processes remain in date and relevant to the undertakings of the organisation;
- b. Ensuring that all reviewed and updated and additionally developed health and safety guidance is brought to the attention of the Managing Director, for distribution to all relevant management and personnel throughout West London Waste;
- c. Supporting all Senior and Site Managers on the implementation and review of health and safety initiatives and procedures, as detailed in this health and safety policy and supporting guidance documentation;
- d. Working with appointed, Chargehands and any union-appointed Health and Safety Representatives of non-union appointed Representatives of Employee Safety, on the implementation and review of risk assessments, safe working procedures, and all other health and safety initiatives.

Communication

- e. Supporting the Managing Director Ensuring that reports on West London Waste's health and safety performance are presented to the Board of West London Waste on at least an annual basis for review and used as a basis for continuous improvement;
- f. Ensuring the Managing Director and Operations Manager are advised regarding changes in health and safety legislation and industry guidance on health and safety impacting West London Waste;
- g. Supporting Senior and Site Managers on the completion of risk assessments and method statements, forming a basis for all agreed safe systems of work and safe working procedures;
- h. Presenting the findings of an accident investigation reports which have been carried out, for any significant incidents or injuries, which may occur.
- i. Ensure affective communication with any union appointed Health and Safety Representatives and non-union appointed Representatives of Employee Safety, to ensure inclusion as needed with these representatives.

Process

- j. Ensuring a system for the completion of risk assessments and method statements is in place, together with a process for bringing to the attention of the Operations and Site Manager, as well any other Senior Managers as appropriate, the findings of risk assessments, ensuring the development of safe systems of work, including appropriate information and training;
- k. Carry out regular health and safety inspections of West London Waste's operational sites, with feedback reporting and analysis of any issues identified, to the Operations Manager;
- l. Developing and implementing a system of health and safety audits for the organisation, which should be carried out on an annual basis, with feedback to the Managing Director;
- m. Developing, with the assistance of the Managing Director, a timebound system for the management and close-out of any audit findings, arising from completed audits;
- n. The ongoing development and implementation of risk assessment-based safe working procedures, in-line with the requirements of the health and safety policy including any occupational health initiatives for the control of the Covid-19 virus, specific to all workplaces and activities under the control of the Organisation;
- o. The development, implementation and review of risk assessments and any emergency procedures as appropriate for West London Waste's operational sites;
- p. Providing qualified and competent support of West London Waste, in its role as 'Client' for any construction-related works which are carried out, ensuring the relevant members of West London Waste's Senior and operational management team are supported and advised as required, on compliance issues, as detailed in the requirements of the Construction (Design and Management) Regulations 2015;
- q. Fulfilling the duty holder position of 'Principal Designer' for all construction projects, falling within the remit of the aforementioned Regulations;
- r. The completion of any incident investigations on behalf of West London Waste, for accidents, incidents, near misses, cases of occupational ill health or dangerous occurrences, which may occur, involving members of West London Waste's employees, sub-contractors or members of the public, on any of West London Waste's operational sites/workplaces;
- s. Analysing of accident, incident and injury report data, including near misses, or minor injuries and the compiling of statistical information for both the Managing Director and Operations Manager;
- t. Notification to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, of any reportable injuries, diseases and dangerous occurrences, as required.
- u. Working with relevant Senior and/or Site Managers, on the health and safety management arrangements, needed, including the completion of specific risk assessments and safe working procedures (including induction) required, for the temporary engagement of young persons, for the purposes of work experience etc.

- v. Working with Senior and/or Site Managers and Chargehands in respect of the completion of specific risk assessments, leading to the development of safe systems of work for any pregnant workers or nursing mothers, employed by West London Waste;

Training and Information

- w. The development and implementation of training initiatives, including refresher training for the West London Waste including, induction training, Manual handling, fire safety and emergency procedures, Supervisory and Management health and safety requirements, and any other health and safety training requirements as identified through health and safety policy requirements, risk assessment and method statement control measures, and audit findings.
- x. This training and information will include a number of toolbox talks, derived from the process of risk assessment, for all tasks representing significant risk.
- y. The Health and Safety Advisor will facilitate the compilation and maintenance of a health and safety training matrix on all health and safety subjects covered throughout the Organisation.
- z. To support any non-union appointed Representative of Employee Safety and union appointed Health and Safety Representatives, with detailed information, which they will need, to ensure full inclusion on the union and non-union health and safety function within the organisation.

3.1.4 Managers

Managers, will have local management control of personnel and activities within their areas of responsibility, and as such will be responsible for ensuring, so far as is reasonably practicable, (with the assistance of the appointed Health and Safety Advisor and Senior Management) that they:

Policy

- a. Ensure that this health and safety policy, and all supporting guidance documents, are brought to the attention of all persons under their control;

Communication

- b. Give assistance to members of their staff who bring to their notice health and safety matters, which they are unable to resolve;
- c. Monitor and review the adequacy of risk assessments and best practice by means of consultation with the workforce, local safety inspections, defect reports etc;
- d. Ensure that all developed occupational health Covid-19 related information and safe working procedures are brought to the attention of all personnel within their area of responsibility, with the assistance of the appointed Health and Safety Advisor.
- e. Ensure that staff are aware of and comply with emergency/contingency plans;
- f. Encourage safety representatives to engage in 3 monthly inspections of work areas and operational activities;

- g. Ensure that all safety related incidents and injury accidents are recorded and reported promptly and accurately to Senior Managers and the appointed Health and Safety Advisor;
- h. Consult regularly with union appointed Health and Safety Representatives and non-union appointed Representatives of Employee Safety (where appointed) on relevant health and safety matters;

Process

- i. Demonstrate their commitment to the continual improvement of occupational health and general safety performance, by setting a personal example and promoting a positive health and safety culture within the workforce;
- j. Deploy resources at their disposal to resolve health and safety matters;
- k. Ensure that service specific risk assessments are undertaken, completed, and continually reviewed, in association with the appointed Health and Safety Advisor.
- l. Monitor contractors' safety performance on a regular basis as required by this health and safety policy, and as specifically detailed in the guidance document (supporting this health and safety policy) on Control of Contractors;
- m. Ensure that all work equipment is properly selected, used, inspected and maintained;
- n. Provide necessary levels of supervision of staff and operations under their control or responsibility;
- o. In association with the appointed Health and Safety Advisor, produce local safe working procedures and guidance documents, which are based on risk assessments, safety inspections, accidents and other relevant information;
- p. Periodically observe all work activities to ensure safe working procedures are being fully adhered to.
- q. Ensure workplace inspections are carried out every three months (and on a more frequent basis if the level of risk requires it) and make provision for necessary remedial action when unsatisfactory conditions are identified;
- r. With the assistance of the appointed Health and Safety Advisor, investigate accidents, incidents and contributory factors and review safe methods of working and risk assessments and implement remedial actions to prevent a recurrence;
- s. Review the effectiveness of remedial action following an accident;
- t. Ensure that all required health and safety records are maintained;
- u. Participate in and support West London Waste's Health and Safety audit and inspection process;

Training and Information

- v. Identify staff safety training needs from Health and Safety Advisor s reviews, team meetings, toolbox talks and Appraisal and risk assessment processes;

- w. Stimulate interest and enthusiasm for health and safety matters amongst the staff under their control;
- x. Ensure that all staff under their control (including new and transferred, permanent, temporary and agency staff) are inducted in health and safety instructions, as well as any local codes of practice and the risk assessments applicable to the work they undertake;
- y. This training and information will include a number of toolbox talks, derived from the process of risk assessment, for all tasks representing significant risk.

3.1.5 Site Manager

Manager, will have operational management control of personnel and activities within their area of responsibility, and as such will be responsible for ensuring, so far as is reasonably practicable, (with the assistance of the appointed Health and Safety Advisor and Senior Management) that they:

Policy

- a. Ensure that this health and safety policy, and all supporting guidance documents, are brought to the attention of all persons under their control;

Communication

- b. Give assistance to members of their staff who bring to their notice health and safety matters, which they are unable to resolve;
- c. Monitor and review safety critical operations and the adequacy of risk assessments and best practice by means of consultation with the workforce, and the Health and Safety Advisor;
- d. Ensure that staff are aware of and comply with emergency/contingency plans;
- e. Encourage safety representatives to engage in 3 monthly inspections of work areas and operational activities;
- f. Ensure that all safety related incidents and injury accidents are recorded and reported promptly and accurately to the Operations Manager and appointed Health and Safety Advisor;
- g. Consult regularly with union appointed Health and Safety Representatives and non-union appointed Representatives of Employee Safety (where appointed) on relevant health and safety matters;

Process

- h. Demonstrate their commitment to the continual improvement of occupational health and safety performance, by setting a personal example and promoting a positive health and safety culture within the workforce;
- i. Deploy resources at their disposal to resolve health and safety matters;
- j. Ensure that all site or service specific risk assessments are undertaken, completed,

and continually reviewed, in association with the appointed Health and Safety Advisor.

- k. Ensure all occupational health initiatives specific to Covid-19, including risk assessments, toolbox talks and site-specific controls are implemented and maintained for the site.
- l. Monitor contractors' safety performance on a regular basis as required by this health and safety policy, and as specifically detailed in the guidance document (supporting this health and safety policy) on Control of Contractors;
- m. Ensure that all work equipment is properly selected, used, inspected and maintained;
- n. Provide necessary levels of supervision of staff and operations under their control or responsibility for safety critical operations;
- o. Periodically observe all work activities to ensure safe working procedures are being fully adhered to.
- p. Ensure workplace inspections are carried out every three months (and on a more frequent basis if the level of risk requires it) and make provision for necessary remedial action when unsatisfactory conditions are identified;
- q. With the assistance of the appointed Health and Safety Advisor, investigate accidents, incidents and contributory factors and review safe methods of working and risk assessments and implement remedial actions to prevent a recurrence;
- r. Review the effectiveness of remedial action following an accident;
- s. Ensure that all required health and safety records are maintained;
- t. Participate in and support West London Waste's Health and Safety audit and inspection process;

Training and Information

- u. Identify staff safety training needs from Health and Safety Advisor s reviews, team meetings, tool box talks and Appraisal and risk assessment processes;
- v. Stimulate interest and enthusiasm for health and safety matters amongst the staff under their control;
- w. Ensure that all staff under their control (including new and transferred, permanent, temporary and agency staff) are inducted in health and safety instructions, codes of practice and the risk assessments applicable to the work they undertake;
- x. Bring to the attention of the Senior Managers and appointed Health and Safety Advisor, any health and safety issues they are unable to resolve.

3.1.6 Charge-hands and Team Leaders

Charge-hands and Team Leaders will have day-to-day supervisory control of employees, and their activities, and as such, will be responsible for ensuring, so far as is reasonably practicable, (With the assistance of their respective Managers and appointed Health and Safety Advisor, where needed) that they:

Policy

- a. Ensure that all staff under their supervision are aware of, understand and comply with West London Waste's health and safety policy and local instructions, operational procedures, rules and guidance documents, relative to the work undertaken.

Communication

- b. Discuss relevant health and safety subjects, on safe systems of work and risk assessment controls and toolbox talks with employees under their control.

Process

- c. Working with the Site Manager and appointed Health and Safety Advisor, help produce local safe working procedures in the form of toolbox talks and other guidance documents (as needed), which are based on risk assessments, safety inspections, accidents and other relevant information;
- d. Working with the Site Manager and appointed Health and Safety Advisor, ensure that all site or service specific risk assessments are undertaken, completed, and continually reviewed
- e. Regularly observing all work activities to ensure safe working procedures are being fully adhered to;
- f. With the aid of the appointed Health and Safety Advisor, carry out workplace inspections every 3 months, bringing the results of these inspections to their relevant Manager;
- g. Assist in the resolution of health and safety problems brought to their notice by staff, appointed Health and Safety Advisor, or Safety Representatives;
- h. Refer matters which they cannot satisfactorily resolve to their immediate supervisor or Manager.

Training and Information

- i. Providing adequate supervision and instruction to their staff to enable them to work safely and advise the Manager of training needs where identified.

3.1.7 All Employees

West London Waste will strive to ensure the health, safety and welfare of their employees while they are at work. To enable the organisation to ensure this provision is effectively implemented, employees are reminded of their legal responsibilities (under the Health and Safety at Work Act 1974) to:

- a. Take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts or omissions;
- b. Co-operate as necessary with the appointed Managers and appointed Health and Safety Advisor, to enable them to comply with West London Waste's statutory health and safety duties;
- c. Ensure that they do not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare.

In addition to these legal duties, all employees are required to:

- d. Report accidents, incidents, near misses or dangerous occurrences immediately to their line manager and recording them fully in the accident/incident book
- e. Take action to stop others acting in an unsafe or dangerous manner
- f. Contact their Manager or Team Leader of Chargehand, should they notice an unhealthy or dangerous situation;
- g. Attend safety training courses as and when arranged;
- h. Make the most of all training which is given, and follow all safe systems of work and control measures which have been implemented;
- i. Make proper use of equipment, safety devices, personal protective equipment as provided; It is important that employees do not under any circumstances carry out activities or operate machinery and plant, that they are not trained to use, which could cause danger to themselves or affect the safety of other persons, including members of the public;
- j. Co-operate with the investigation of accidents by Health and Safety Executive Inspectors or investigators acting for West London Waste.

General WLWA safety instructions and site-specific instructions will be issued to all employees informing them of:

- i. Their duty while at work;
- ii. Their responsibility for obeying instructions;
- iii. Their responsibility for reporting of accidents, incidents and dangerous occurrences;
- iv. The action to be taken on discovering a fire or hearing a fire alarm;
- v. The wearing of appropriate personal protective equipment (PPE);
- vi. The required training and authorisation to operate vehicles, plant and equipment;
- vii. The hazards to be aware of when handling wastes, and
- viii. Their responsibility for maintaining good standards of housekeeping.

3.1.8 Health and Safety Representatives

Union Appointed Health and Safety Representatives

West London Waste welcomes the involvement and representation of their employees from recognised trades unions, in the form of union appointed and trained Health and Safety Representatives, as identified in the Safety Representatives and Safety Committees Regulations 1977 (as amended).

As identified in the Regulations and supporting guidance, health and safety representatives from recognised trades unions will be trained by the union in their required role, giving them the required standard of training to enable them to fulfil their role, as union appointed Health and Safety representative.

Where appointed, Union Health and Safety Representatives will:

- a. Represent employees generally on specific matters that will affect their health, safety and welfare;
- b. Represent employees when Health and Safety Inspectors from HSE or Local Authorities consult with them;
- c. Investigate accidents, near misses, and other potential hazards and dangerous occurrences in the workplace;
- d. Investigate complaints made by an employee they represent about their health, safety or welfare in the workplace;
- e. Present the findings of investigations; Carry out inspections of the workplace;
- f. With at least one other appointed representative, request in writing that a health and safety committee set up; and
- g. Attend Health and safety Committee meetings

Representatives of Employee Safety

West London Waste also recognises, that there may be employees who are not members of a recognised union. In order to ensure that all employees across West London Waste are equally represented, on health and safety issues, West London Waste welcomes the appointment of a non-union Employees of Employee Safety as detailed in the Health and Safety (Consultation with Employees) Regulations 1996 (as amended).

In line with the requirements as detailed in the above legislation, West London Waste will enable the appointment of a Representative of Employee Safety from the existing workforce, enabling them to:

Make representation to the organisation on:

- a. Potential hazards and dangerous occurrences, brought to their attention by the workforce;
- b. General matters affecting the health and safety of employees they represent;
- c. Represent employees in dealings with health and Safety Inspectors

West London Waste will ensure that elected representatives receive the training they need to carry out their roles, as is reasonable in the circumstances, and will pay any reasonable costs to meet this training, including travel and subsistence costs.

West London Waste will also give the Representative of Employee Safety paid time necessary to carry out their functions and allow candidates reasonable time, with pay, to carry out their functions as a candidate in an election, as well as time to consult employees on health and safety.

3.1.9 Occupational Health Advisors

Appointed Occupational Health Advisors will provide the following services:

Health screening, including:

- Reviewing completed staff post job offer health questionnaires with any conditions of concern;
- Arranging medicals where health problems have been identified;
- Providing baseline lung function tests for staff exposed to airborne contaminants;
- Providing baseline hearing tests for staff exposed to noise
- Provide skin analysis for staff exposed to hazardous substances
- Provide eyesight, blood pressure and urinalysis tests for drivers
- Identification of D4 medicals check requirements for vehicle and mobile plant drivers
- The provision of health clearance/ fitness for work forms on completion.

Sickness Absence Management, comprising of:

- Assessment of employees who have been off work for a prolonged period of time, or who have had persistent intermittent absence, for their continued capability to work and/ or fitness to return to work.
- Issue of a written report of the employees' fitness to work / return to work date/ recommended work restrictions.

Biennial Health MOTs for all staff, comprising of:

- Mental health, stress and anxiety discussion
- Health questionnaire and wellbeing discussion,
- Body mass index,
- Blood pressure measurement,
- Vision screen,
- Hearing test,
- Blood sugar;
- Cholesterol test.

Annual Health Surveillance, include the following:

- **Audiometry** for staff at risk from exposure to noise, the need for which will be determined by West London Waste's Noise Risk Assessments
- **Respiratory Surveillance** for staff at risk of exposure to airborne contaminants, the need for which will be determined by West London Waste's air quality risk assessment, including frequency and duration of exposure to determine if respiratory health surveillance for chronic obstructive pulmonary disease is required.
- **Skin Surveillance** for staff exposed to used engine oil and degreasing agents and at risk of irritant contact dermatitis or sensitisation to latex glove use.

Ongoing Occupational Health advice and consultation to managers. Telephone and e-mail advice will be available to managers between 9am – 5pm, Monday to Friday.

Occupational Health advice is available when required on policy development.

Refer to section 3.2 of West London Waste's Arrangements for a detailed overview of how these functions will be carried out.

4 Health and Safety Arrangements

4.1 Appointment of Health and Safety Assistance

As detailed in section 2.2.3, (Appointed Health and Safety Advisor), West London Waste has made this appointment, to aid in the effective management of health and safety issues impacting the Organisation, and to aid compliance against all relevant health and safety legal standards.

This appointment has been made to ensure a dedicated resource for management and development of the current health and safety management system which the organisation has in place for health and safety.

In addition, any formally appoint of a qualified Health and Safety Advisor will enable the organisation to use this person/company's credentials in relation to third party accreditations etc, as West London Waste's competent person for health and safety management.

Specific detail regarding the outputs of the appointed Health and Safety Advisor is detailed in section 2.2.3 of this health and safety policy.

4.2 Health Surveillance

Regulation 6 of MHSWR requires that employees undergo health surveillance where appropriate.

West London Waste has appointed Staywell Occupational Health Ltd to provide health surveillance to its employees as part of an overall occupational health service as outlined in section 2.2.8. The Organisation may change its service provider from time to time.

These functions will be carried out as follows:

4.2.1 Post job offer health screening

A pre-employment health questionnaire will be completed for all new employees. Medicals are not routinely required unless a health problem has been identified on the questionnaire.

Process

Questionnaires will be returned directly as part of the recruitment process for screening by HR personnel.

If this initial screening identifies that an employee requires a further medical assessment an appointment will be issued for them to attend should they be offered the job. The job offer will be made subject to satisfactory assessment/health clearance.

On completion of the assessment a health clearance/ fitness for work form will be sent to the line manager.

4.2.2 Sickness Absence Management

Employees who are off work for a prolonged period of time, or who have persistent intermittent absence will be referred to the Occupational Health service in order to assess their continued capability to work and/ or fitness to return to work. This will include looking at any adjustments to enable an earlier return to work.

Process

On receipt of a written referral, the Occupational Health team will send out an appointment letter to the employee, either by post or email, which will be copied to their manager.

If further medical information is required from the employee's GP or hospital specialist, consent will be obtained from the employee to request this.

Following assessment, a written report of the employees' fitness to work / return to work date / work restrictions will be issued to the line manager.

4.2.3 Driver Health Assessments

Employees who drive plant vehicles on site will be given driver health assessments on an annual basis. The assessment will comprise of a health questionnaire, blood pressure measurement, vision screen, and a urine test.

Although a Group 2 license is not required to drive vehicles on site, as good practice West London Waste will adhere to the DVLA medical standards applicable to those who drive mobile plant vehicles. This will require drivers to complete a D4 medical form through their GP at these intervals:

- on commencement of the post (unless drivers have already completed one in their previous job and can provide evidence)
- five yearly from aged 45yrs – 65yrs
- annually from the age of 65

Process:

a. Current employees:

D4 records will be maintained by the Finance Team and employees will be reminded to obtain a D4 from their GP in advance of expiry. The Organisation will reimburse employees for the GP charge for this service. Employees will return a copy of the D4 form to the Finance Team.

Notification of continued fitness to drive, including the need for repeat D4 medical form completion will be forwarded to the Site Manager.

b. New employees:

New employees will be required to obtain a D4 from their GP before commencement of employment and provide it to the Finance Team. The Organisation will reimburse the new employee for the GP charge for this service.

4.2.4 Health Surveillance

a. Audiometry:

The Control of Noise at work Regulations requires the employer to provide health surveillance (hearing test) where the risk assessment indicates a risk from exposure to noise.

The Regulation guidance states *'there is strong evidence to show that regular exposure above the upper exposure action values can pose a risk to health. Where exposure is between the lower and upper exposure action levels, the employer should provide health surveillance if you find out that an individual may be sensitive to noise'* e.g. family history, previous hearing tests, showing signs of hearing loss.

A review of West London Waste's Noise Risk Assessment will be used to determine which staff should undergo audiometric testing.

Process

Relevant employees will be required to attend a regular hearing test arranged by the Organisation. Each employee will be informed of their results in writing and if any hearing deficit is identified, they will be referred to their GP for further assessment.

A report on the group results of the audiometric screening will be forwarded to the relevant Manager.

b. Respiratory Surveillance

Relevant employees working in the plant maintenance and tipping areas are intermittently exposed to airborne chemical and dust contaminants, including welding fumes, vehicle exhaust fumes and dust and fibres from tipping operations. Exhaust ventilation is used and PPE provided.

Process

Employees will be required to attend an annual lung function test arranged by the Organisation. Each employee will be informed of their results in writing and if any issue is identified, they will be referred to their GP for further assessment.

A report on the group results of the respiratory screening will be forwarded to the relevant Manager.

All new employees will attend Occupational Health for a baseline lung function test on commencement in post.

c. Skin Surveillance

Relevant employees involved in plant maintenance may be exposed to used engine oil and degreasing agents, and are also at risk from irritant contact dermatitis or sensitisation secondary to latex glove use, therefore annual skin surveillance will be provided.

Process

Employees will be required to attend an annual test including completion of a questionnaire arranged by the Organisation. Each employee will be informed of their results in writing and if any issue is identified, they will be referred to their GP for further assessment.

A report on the group results of skin surveillance will be forwarded to the relevant Manager.

4.2.5 Vaccinations

a. Hepatitis A and B:

There is risk assessed sorting and handling of wastes by hand. Control measures and protective equipment is in place. WLWA will be direct employees to their Doctors to encourage up to date vaccination, if there is a charge for the vaccination, WLWA will reimburse the employee. There should be clear guidance available for employees on what action to take in the rare event of a needle stick injury

b. Tetanus:

Tetanus vaccinations are administered as part of the childhood immunisation programme and in the UK most people have received all their vaccines by the age of 15yrs. Routine 10 yearly tetanus boosters are no longer recommended. Should an employee sustain a tetanus prone injury at work, their GP or treating A&E doctor will assess the requirement for a booster dose of vaccine to cover the risk from the injury.

However, information on vaccinations are part of the pre-employment and ongoing surveillance questionnaires, and any UK or foreign staff that are identified as without basic immunisation will be referred to their GP.

4.2.6 Ongoing OH advice and Consultation to Managers

OH advice can be requested from the Finance Team who will arrange for the OH Advisor to provide appropriate advice and support.

4.3 Drivers and Mobile Plant Operators

Refer to West London Waste's Driving at Work Policy and applicable risk assessments.

4.4 Risk Assessment

The requirements for employers to provide safe 'plant' and systems of work is detailed in the general duties of employers, within the Health and Safety at Work etc Act 1974.

As part of the development safe systems of work, the subject and requirements for the process of risk assessment are further detailed in the Management of Health and Safety at Work Regulations 1999, which require an assessment of the risks to the health and safety of employees and to anyone else who may be affected by the employers' operations. Employers having five or more employees are required by law to record the significant findings of the assessments.

Risk assessments should be 'suitable and sufficient'; and be sufficient in detail to allow for the full identification of hazards, risks and control measures. Identified risks should also be quantified for foreseeable risk level. Control measures should be proportionate and capable of controlling risk at source. They should also be formal control measures, used throughout the organisation, when carrying out the assessed task.

When carrying out risk assessments and implementing control measures, a hierarchy of risk controls should be used:

- 1) Elimination** Redesign the job or substitute a substance so that the hazard is removed or eliminated. For example, duty holders must avoid working at height where they can.

- 2) Substitution** Replace the material or process with a less hazardous one. For example, use a small MEWP to access work at height instead of step ladders. Care should be taken to ensure the alternative is safer than the original.

- 3) Engineering Controls** Use work equipment or other measures to prevent falls where you cannot avoid working at height. Install or use additional machinery such as local exhaust ventilation to control risks from dust or fume. Separate the hazard from operators by methods such as enclosing or guarding dangerous items of machinery/equipment. Give priority to measures which protect collectively over individual measures.

- 4) Administrative Controls** These are all about identifying and implementing the procedures you need to work safely. For example: reducing the time workers are exposed to hazards (e.g. by job rotation); prohibiting use of mobile phones in hazardous areas; increasing safety signage, and performing risk assessments. This includes giving adequate information and training to employees and information to others who may be affected by the risk.

5) Personal Protective Clothes and Equipment

Only after all the previous measures have been tried and found ineffective in controlling risks to a reasonably practicable level, must personal protective equipment (PPE) be used. For example, where you cannot eliminate the risk of a fall, use work equipment or other measures to minimise the distance and consequences of a fall (should one occur). If chosen, PPE should be selected and fitted by the person who uses it. Workers must be trained in the function and limitation of each item of PPE.

Policy

West London Waste will ensure that the process of risk assessments will be carried out for all activities, processes, plant, substances and equipment, risk assessments will be carried out and recorded in the following ways:

Process

- a. All activities carried out by staff will be risk assessed by the appropriate level of management e.g. Charge-hand, Team Leader, Site Manager or Manager using an agreed format and reviewed by West London Waste's appointed Health and Safety Adviser.
- b. Where necessary, expert external consultants will be commissioned to carry out surveys, audits and risk assessments in specialist areas, including:
 - Fire Risk Assessment
 - Asbestos
 - Legionella and water hygiene
 - Noise
 - Air quality monitoring
- c. Manufacturer's / supplier's risk assessments will be adopted for hired specialist mechanical equipment.
- d. Contractors will be required to supply their own risk assessments for their activities and equipment.

Communication

The results of risk assessments and applicable safe working procedures will be communicated to all West London Waste staff and (where appropriate) shared with contractors and others who may be affected by identified risks.

Training and Information

Proportionate health and safety training will be given to identified employees, to enable them to carry out identified risk assessments. This training will be backed up with proportionate information, guidance and signage where appropriate.

4.5 Fire / Emergency Procedures

Regulation 8 of MHSWR requires that employers establish appropriate procedures to be followed in the event of serious and imminent danger. This is generally taken to mean procedures in case of fire. This includes procedures for making contact with any necessary external services in accordance with regulation 9 of MHSWR, particularly as regards first-aid, emergency medical care and rescue work.

All premises owned, leased, rented or occupied by West London Waste for the purposes of business will comply with the Regulatory Reform (Fire Safety Order) 2005. A fire risk assessment will be undertaken for each place of work by a competent person. Adequate warning devices, signs, information, fire extinguishers, fire exits, escape routes and fire drill procedures will be in place as detailed in the fire risk assessments.

All employees of West London Waste have a duty to raise the alarm in the event of fire and to follow their local site-specific fire safety emergency procedures.

All workers have a duty to conduct their operations in such a way as to minimise the risk of fire. This involves observing no smoking areas, keeping combustible materials separate from sources of ignition, ensuring security arrangements are maintained, and electrical equipment is tested, and maintained, as detailed in relevant risk assessments and the reporting of defects.

All works vehicles will be equipped with fire extinguishers. A competent person will annually check all vehicle and office extinguishers. Defective equipment will be immediately replaced.

The misuse of, or wilful damage to, or obstruction of fire exits or fire extinguishers will result in disciplinary action.

It is the responsibility of the Managers and Chargehands at Operational Sites to ensure that fire procedures are communicated onsite (e.g. by posting a copy of the fire procedures notice in the weighbridge office or rest area and verbally during induction etc).

The fire assembly points are:

Britannia Court

The Green, opposite the main entrance to the Britannia Court

Abbey Road Site

At the red gate at the entry to the site before the vehicle checkpoint

West London Waste has compiled fire risk assessments for Abbey Road and West Drayton sites. Fire Risk assessment for Abbey Road includes assessment under Dangerous Substances and Explosive Atmospheres (DSEAR) Regulations

4.6 Safety Information for Employees

Regulation 10 of MHSWR requires that employees are provided with information regarding health and safety risks and any measures to be taken to reduce those risks.

Safety information for employees is provided in the form of:

- Risk assessments;
- Safe Working Method Statements;
- Specific policies and procedures attached as appendices to this policy

Staff receive induction training when joining the organisation. Records of issue are kept with personnel files.

The statutory notice 'Health and Safety Law – What You Should Know' poster is displayed at the West Drayton Office and on specific Health and Safety notice boards in both the Weighbridge and rest/mess areas of the, Twyford operational site.

4.7 Consultation with Employees

A clear process of consultation with all members of the workforce is identified in job related health and safety responsibilities. Regular meetings between the Managing Director, Managers and Staff will communicate concerns of the workforce to the senior management team.

The senior management team will consult the workforce through the chain of responsibility and by direct consultation with members as specific issues arise. In a bid to expedite health and safety initiatives, and discussion points, the organisations' Senior Management will involve both the appointed Health and Safety Advisor and any appointed Union or non-union representatives in consultations on health and safety issues.

Employees should never hesitate to draw attention to any aspect of health and safety that concerns them. If staff are reluctant to raise issues with their manager, because they are concerned that it will lead to confrontation or reprisals, West London Waste has a whistle blowing policy that allows staff to raise concerns with senior management in strict confidence.

4.8 Communication and Induction Training

The management team, in association with the appointed Health and Safety Advisor, will ensure every employee is made aware of the Health and Safety Policy and guidance documents through a company 'Induction and Training Programme'.

Each employee will be made aware of and assisted in fulfilling their health and safety responsibilities by their immediate line manager through consultation.

The management team will communicate changes to the Health and Safety Policy and Guidance Documents to all employees through the chain of responsibility outlined above or through direct briefings.

4.9 Employee Health and Safety Induction

Where new members of staff are employed or existing members significantly change jobs they will be provided with training and information to ensure they undertake their roles safely.

The Induction Training will cover all aspects of safety management and a record will be kept of their induction. Key aspects of Health and Safety Induction will be undertaken **before** work starts by their line Manager.

4.10 Staff Training

Employees of West London Waste must be adequately trained and informed to perform their job effectively, safely and efficiently. The organisation is committed to providing the highest quality service to their customers and this is best achieved through a trained, informed and motivated work force.

To achieve this, West London Waste will ensure employees are trained in current safe working practices in line with their job requirements. Individual training requirements will be reviewed annually and after promotion or re-deployment. Employee training records will be updated and maintained in the company's main office.

Refresher training and job specific training will be scheduled according to good practice and changes in working activities.

Training will be at West London Waste's expense and where practicable undertaken in normal working hours.

4.11 Safety of Young People

Young workers under the age of 18 will be individually assessed as part of a Young Person's risk assessment. This risk assessment will deal with the specific working processes and activities the young persons will be required to carry out. Due to the age and lack of overall risk perception of young persons, there are a range of activities and items of equipment which cannot be undertaken or used. In addition, the engagement of young persons will require the close supervision of their activities.

West London Waste has compiled Guidance on Young Persons, which should be read in conjunction with this health and safety policy.

4.12 Control of Substances Hazardous to Health (COSHH)

It is the policy of West London Waste to comply with the Control of Substances Hazardous to Health Regulations and the Hazardous Waste Regulations where they apply.

CoSHH risk assessments will be undertaken for all substances identified through ongoing review, and will include all works involving exposure to hazardous substances. These assessments will be based on manufacturers' Safety Data Sheets (MSDS) together with a review of the applicable working activity involving the use of the identified substance. These

risk assessments and associated MSDS information will be shared with all personnel identified as at risk through the risk assessment process by the Site Manager and Chargehands/Team Leaders. Suitable records are maintained on site for these information sharing processes.

COSHH assessments will be held as close to the hazardous substance as practicable. All workers who will come into contact with hazardous substances will be adequately trained and informed of the health and safety issues relating to that type of work.

As part of the risk assessment process and documentation, the following areas will be assessed and suitable information detailed within the assessment and manufacturers safety data sheet (MSDS):

- Agreed method of use;
- Any restrictions on use;
- First aid and firefighting procedures needed
- Storage arrangements
- PPE and respiratory protection required for the safe use of the substance.

Risk assessments will be monitored and reviewed periodically.

Managers must inform the appointed Health and Safety Adviser of any new substances requiring assessment before use.

4.12.1 Flammable Liquids

The management of flammable liquids is managed in two elements:

1. Those received from customers at operational sites:
 - Used engine and cooking oils.
2. Those held and used by West London Waste:
 - Greases and oils for the maintenance of on-site plant and equipment;
 - Red diesel, held in above ground, double-bunded storage tank (3,000 ltrs).

Risk assessments under the Control of Substances Hazardous to Health Regulations (supported by manufacturers safety data sheets (MSDS) are to be carried out and reviewed as appropriate, or as dictated by process change and control measures brought to the attention of all personnel.

Flammable liquids must only be stored in an approved metal or plastic container. This must be kept secure when not in use. Authorised key holders must be identified.

Hazardous waste storage areas MUST be secured, adequately ventilated and clearly signed. All storage areas are to be subject to review, in line with the review of the COSHH risk assessment

4.12.2 Biological Hazards

Some naturally occurring substances may present a hazard and there is a duty to assess the risk of contamination and put in place such controls as are applicable. Hazard examples include plant saps (Hogweed, Staghorn Sumac), animal faeces, leptospirosis, wood dusts. Attention must be paid to preventing these substances being transferred via clothing or tools to employee's homes, vehicles or other premises.

These risks and agreed control measures will be brought to the attention of all persons identified as being at risk from these biological hazards, by means of training, and information.

4.12.3 Needles and other contaminated items

Increasingly our works brings us into contact with a variety of potentially harmful items left by others onsite. In the case of needles/sharps, condoms, disposable nappies or other potentially contaminated items there is a risk of cross infection to those exposed to them. Managers **MUST** assess the risk of such items occurring onsite and take appropriate action and make staff aware.

Pick sticks and sharps containers are provided on operational sites to avoid handling and ensure safe disposal.

In the event of needle stick or other potentially contaminated injury, encourage the wound to bleed (do not suck), wash wound with soapy water, dry and cover the wound, report the incident to your manager and seek medical advice.

In the case of soiled condoms, sanitary towels, disposable nappies etc; avoid handling the items and if possible quarantine the area. If the items have to be moved wear disposable gloves to handle the items or a pick stick and dispose in a sealed polythene bag. If accidental contamination occurs wash the contaminated area with plenty of soap and water.

4.13 Personal Hygiene

The nature of West London Waste's operations requires employees to work in dirty and dusty conditions, which exposes them to substances potentially harmful to health.

Appropriate welfare facilities are available at all sites and these should be used as required and before any meal or refreshment break.

In locations where welfare facilities are not immediately to hand, alternative facilities must be available such as waterless skin cleanser, hand wipes or similar.

4.14 Manual Handling Operations

It is the policy of West London Waste to comply with the Manual Handling Operations Regulations 1992.

Wherever possible, equipment is provided to avoid or reduce the need for manual handling.

Where manual handling cannot be avoided, manual handling risk assessments taking into account the task, the load, the working environment, the capability of the individual concerned and other factors such as PPE will be undertaken by West London Waste's appointed Health and Safety Advisor s.

Suitable measures to control the risks will be implemented e.g. avoid handling, reduce load size, mechanical assistance, ergonomic work principles, assisted lifting and all other possible steps will be taken to reduce the risk of injury to the lowest level possible.

Management will ensure individual employees are adequately trained to make their own dynamic manual handling assessment. All employees will receive manual handling training from the appointed Health and Safety Advisor, within 2 months of starting work for the company.

Individuals may refuse to undertake a lifting task if they feel it is unsafe to do so. It is the management's responsibility to support the individual decision and implement additional controls as required.

West London Waste has compiled guidance on Manual Handling and risk assessment, which should be read in conjunction with this health and safety policy.

4.15 Workplace Inspections

It is the policy of West London Waste to comply with the Workplace (Health, Safety and Welfare) Regulations.

The organisations' Management Team in association with the appointed Health and Safety Advisor, will conduct regular visual inspections of the workplace, and information, reports generated for any major exceptions

In addition, inspections will be conducted in the relevant areas whenever there are significant changes in the nature and / or scale of our operations.

Workplace inspections will also provide an opportunity to review the continuing effectiveness of the policy and to identify areas where revision of the policy may be necessary.

4.16 Access and Egress

- A safe means of access to and from all workplaces must be maintained at all times.
- All internal walkways/traffic routes and access egress doors must be kept clear of obstructions.
- Worksites must be managed and maintained to minimise trip hazards for workers and the public.
- Works areas, and pedestrian/vehicular traffic routes must be adequately lit, with enhanced lighting and signage at pedestrian crossing points.
- Public paths, open spaces and highways must be left clear of debris.
- Work activities, stock piles and stores MUST not endanger the public at any time.

4.17 Visitors

Visitors to offices and operational sites must be included in the emergency procedures. West London Waste has a 'Duty of Care' to ensure the health and safety of those people invited or otherwise who enter premises controlled by the organisation.

- The individual being visited has responsibility for the visitor's health and safety during the visit. Visitors should be required to sign in on arrival and sign out on departure.
- Visitors to West Drayton offices should be accompanied, in compliance with the local procedures on site.
- Where a visitor enters an 'operational' area at one of West London Waste's Waste Transfer sites they must be accompanied at all times by a representative of West London Waste.
- The visitor must be briefed by the Site Manager, Chargehand or Team Leader of the hazards, risks and emergency action plan.
- Any work likely to endanger the visitor must stop or the visitor excluded until it is safe to enter the work site.
- The visitor must be provided with the PPE requirements for the location, as identified in the risk assessments.
- The Site Manager retains responsibility for the visitor's health and safety whilst they are on the work site.

4.18 Control of Contractors

All contractors, subcontractors, agency staff and consultants will be issued with this policy and are subject to it.

Where contractors or other persons are present on West London Waste premises they will be informed of any known hazards and made aware of emergency action plans.

4.18.1 Information required by the client

Risk Assessments and Method Statements

Where appropriate contractors may be required to submit risk assessments and method statements as part of their safe system of work and will typically contain:

- the safety element of an overall work method statement
- a task safety analysis
- the significant findings of the risk assessment

The purpose of a risk assessment and method statement is to enable West London Waste to monitor contractor competency and health and safety performance and contract workers to carry out their tasks in a safe manner, understand the hazards and risks associated with the work and comply with the controls in place to reduce risk.

A method statement should contain the following information:

- a description of the work to be carried out
- the location of the work
- the timetable of the works
- the safe system of work to be adopted
- the safe access and egress routes for personnel, plant and materials
- any mechanical plant, access plant and lifting plant that will be used, with details of where it will be sited, how it will be used and copies of test certification where applicable
- the name of the competent person responsible for supervising the work and copies of that person's competency certification
- the names of the persons carrying out the work, their level of competency and copies of their competency certification
- the health and safety risks associated with the work
- the steps to be taken to remove or control the risks identified in the above step
- the effect of the proposed work on the client's business continuity and the steps that will be taken to minimise the disruption
- the actions to be taken in the event of an emergency situation arising
- the names and telephone numbers of the persons that are to be contacted in the case of an emergency
- risk assessment for the task and equipment used as appropriate.

A copy of the contractor's own safety policy will also be requested as part of West London Waste's contractor competency checks.

4.18.2 Information required by the contractor

West London Waste will provide site details as listed below:

- location of the work and site boundaries
- condition of the workplace
- hazardous substances present
- ground conditions
- location of mains electricity and other services
- current work practices and procedures
- current high-risk activities (e.g. storage of highly flammable liquids)

- current emergency procedures and arrangements
- specified fire arrangements and procedures
- existing work rules
- activities of other contractors which may affect the work
- environmental considerations
- site set up
- security procedures and the requirements relating to any statutory notifications of work (such as the reporting of accidents)

4.18.3 Evaluation of the contractor's safety arrangements

Managers will be responsible for evaluating any potential contractor's competency and their safety arrangements using the contractor evaluation procedure, pre- commencement or pre-tender documentation. West London Waste has compiled guidance on the Control of Contractors, which should be read in conjunction with this health and safety policy.

4.19 Construction (Design and Management) Regulations (CDM)

The CDM Regulations 2015 focusses on the health and safety management procedures required for construction works. The Regulations and supporting guidance documents specify what is termed as "construction" as well as identifying key duty holders, with agreed outputs, during the pre-construction and construction phases of the works.

Projects which last more than 30 days and have more than 20 people involved in the project simultaneously, or for projects lasting more than 500-person days, will be notifiable to the HSE, resulting the raising of the statutory F10 Project notification document. This document must be displayed on site for the duration of the works.

West London Waste has compiled guidance on the Construction (Design and Management) Regulations, which should be read in conjunction with this health and safety policy.

4.20 Work Equipment (PUWER)

It is the policy of West London Waste to comply with the Provision and Use of Work Equipment Regulations and the Lifting Operations and Lifting Equipment Regulations.

West London Waste will ensure that all equipment used in the workplace is safe and suitable for the purpose for which it is used. All workers will be provided with adequate information and training to enable them to use work equipment safely.

Only those persons with adequate training will be authorised to use the equipment and all work equipment will be maintained in good working order and repair. All employees are responsible for ensuring equipment issued to them is inspected and maintained in accordance with the manufacturer's handbook, industry best practice or management recommendations. The inspection and maintenance of this equipment will be logged and records will be monitored to ensure compliance.

All work equipment will be clearly marked with health and safety warnings where appropriate.

Any lifting activities will require a lift plan to be carried out as part of the planning process for the works. This lift plan must be carried by a qualified Appointed Person, as party of the planning for the lifting operation.

4.20.1 Defective Equipment

Equipment will be withdrawn from use if it is defective and repaired or replaced as soon as practicable. It is the individual employee's responsibility to ensure that management is informed of equipment defects and the equipment is withdrawn from service if it is unsafe.

A replacement policy will operate to ensure equipment is maintained to the highest standard and meets current good practice. For this policy to be effective managers will be responsible for the correct maintenance and inspection of that equipment.

4.21 Control of Noise at Work

West London Waste is committed to protecting the hearing of its employees and those affected by its operations. To that end where employees are exposed to machinery and operations with a noise output that exceeds 80dB(A) a noise risk assessment will be completed and adequate hearing protection supplied to staff affected by it. (Noise INDG363)

Health surveillance for individual employees will be provided in accordance with the schedule described in 3.2.

All employees must wear their ear protection where directed to do so and when working in noisy environments that exceed 80dB(A).

All machinery that exceeds 85 dB(A) must carry the Mandatory Blue Sticker indicating ear defence must be worn.

Where the public or other people are at risk from noise caused by West London Waste's operations an effective 'Ear Protection Zone' (EPZ) must be enforced with signs and/or barriers.

West London Waste has compiled guidance on the Control of noise at work, which should be read in conjunction with this health and safety policy.

4.22 Personal Protective Equipment (PPE)

It is the policy of West London Waste to comply with the Personal Protective Equipment at Work Regulations 1992.

Where employees are exposed to risks that cannot be controlled by other means they will be provided with suitable, properly fitting and effective personal protective equipment.

This equipment will meet all current safety standards and will reflect the risk assessment for the tasks undertaken. Adequate training and information in the use of that PPE must be

available at the time of issue.

Employees will maintain all personal protective equipment provided by West London Waste in good working order.

Defects to any personal protective equipment will be reported to the management and the item withdrawn from service. Misuse, negligence, wilful damage or loss of personal protective equipment issued to employees may result in disciplinary action. In such cases PPE will be replaced or repaired at cost to the employee.

Where personal protective equipment is issued or identified in the risk assessment employees must use it. Failure to do so may result in injury and will result in disciplinary action. Site Managers, Chargehands or company safety representatives may exclude persons from the work site where appropriate PPE is not worn.

PPE issue and condition are subject to recorded checks.

West London Waste has compiled guidance on Personal Protective Equipment, which should be read in conjunction with this health and safety policy.

4.23 Waste Disposal

All areas of work will be kept tidy and must not block emergency access or escape routes.

Potentially hazardous or flammable waste must be separated from other waste materials. All waste materials must be disposed of in accordance with The Environmental Protection Act, the Control of Substances Hazardous to Health Regulations and the Hazardous Waste Regulations.

Staff will use the waste disposal and recycling facilities provided to sort and properly dispose of items.

4.24 Smoking

West London Waste operates a no smoking policy in all buildings, vehicles, external operational areas and public spaces. Smokers are required by law to refrain from smoking wherever non-smokers may be affected and within any enclosed spaces.

Smoking includes electronic cigarettes.

Smoking is strictly prohibited in all vehicles and within 15 metres of any areas where fuel or combustibles are stored or disposed of.

Appropriate signage will be clearly displayed within all vehicles, at the entrances to and within West London Waste buildings.

4.25 Accident Reporting and Investigation

It is the policy of West London Waste to record all incidents, near misses and accidents

(including property damage) and comply with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)1995

BY RECORDING NON-INJURY INCIDENTS, YOU COULD PREVENT SOMEONE BECOMING INJURED IN THE FUTURE.

West London Waste has compiled guidance on accident investigation and accident reporting, which should be read in conjunction with this health and safety policy. In-line with the afore-mentioned policy, this reporting and investigation process, includes the procedural requirement to members of the Senior Management Team to be notified following incidents requiring investigation.

4.25.1 Incidents and Injuries

All injuries and incidents occurring at work will be recorded on West London Waste's Accident and Incident Report Form available from the local manager. The details contained within the accident report are confidential and will be held securely at the relevant site and a copy held, regardless of the site, at the main office.

It is the responsibility of the local manager to carry out an initial investigation of all accidents / incidents and implement and necessary remedial actions to help prevent a reoccurrence. Details of this should be recorded on the reverse of the accident / incident report form.

The appointed Health and Safety Advisor will review each accident or incident as soon as practicable after they are reported and recommend any additional or improved action where applicable.

West London Waste has compiled guidance on accident investigation and accident reporting, which should be read in conjunction with this health and safety policy.

4.25.2 Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 1995 (as amended 2013)

Any notifiable injury, disease or dangerous occurrence that falls within the scope of RIDDOR 95 must be reported to Head Office and the appointed Health and Safety Adviser immediately.

The relevant Site or Head Office manager will complete Form F2508A online via the RIDDOR Web Site (www.riddor.gov.uk) ideally immediately or otherwise within 15 days of the injury, dangerous occurrence or employee incapacity.

Injuries which occur, may be reportable, based on injury category and severity (such as fractured limbs etc). Injuries which are not classed as 'major' injuries, but result in the person being absent for over 7 days (not including the day of the incident) will become reportable, within the 15-day reporting threshold.

All fatalities must be reported immediately.

Notification may be made by telephone in the case of fatalities, or where a member of the public is injured and requires hospital or medical attention.

West London Waste has compiled Guidance on RIDDOR reportable incidents, which should be read in conjunction with this health and safety policy.

4.25.3 Accident Investigation

West London Waste sees accident investigation as a valuable tool in the prevention of future accidents. If an accident is reported to the HSE an internal investigation procedure will be implemented within 24 hours.

The procedure will be:

- a) The accident is reported to the Line Manager, Managing Director and Health and Safety Adviser immediately.
- b) A Senior Manager or a delegated officer will investigate the accident using the HSE Investigating accidents and incidents (INDG245) methodology.
- c) The accident / incident report form will be completed if not done so already.
- d) Written eyewitness statements will be gathered.
- e) All team members involved will be interviewed and interview minutes recorded as appropriate.
- f) All job sheets, risk assessments, inspection and maintenance logs will be collected and copied.
- g) All eyewitness accounts will be collected as near to the time of the accident as is reasonably practicable. Any person required to give an official statement has the right to have a legal or works representative present at West London Waste's expense.
- h) The investigating officer will compile an initial report within 3 working days of the accident occurring.
- i) The completed report will then be submitted to and analysed by the senior management team and recommendations made for improvements to safety procedures where required. A copy of the report will be available to those affected for comment.

Assistance in carrying out the investigation will be provided by the Health and Safety Adviser if required.

Where necessary, reports will be submitted to West London Waste lawyers and / or insurance broker who will advise on liability, proceedings and quantum of damages. If employees are found to have failed to follow health and Safety requirements and procedures further action may be taken under West London Waste's Disciplinary Procedure

A follow up report will be completed after a reasonable period of time examining the effectiveness of any new measures adopted.

4.26 First Aid

Only individuals with current First Aid at Work (FAW) or Emergency First Aid at Work (EFAW) qualifications are permitted by West London Waste to perform first aid.

Individuals with the necessary qualifications will not put themselves in unnecessary danger in order to administer first aid.

First aid kits will be identified as part of the site emergency action plan and everyone onsite will know the location of the first aid kits, risk assessment and emergency information.

First aid stations are located in all vehicles/premises. All first aid stations will be clearly marked and easily accessible by all employees during all working hours.

Each operational site will have the capacity to have at least one First Aid at Work trained person on duty at all times during normal operating hours to take charge in the event of illness or injury. The FAW first aider should be supported by sufficient fellow FAW or EFAW trained colleagues.

West London Waste has compiled Guidance on First Aid, which should be read in conjunction with this health and safety policy.

4.26.1 First Aid Kits

All company vehicles must carry a First Aid Kit that is adequate for the job undertaken and the number of team members. First aid kits should be as described in the First Aid Regulations.

The Manager/ first aider must ensure that First Aid kits are replenished immediately after use.

Local Site Managers will ensure that each kit is checked and recorded as part of the routine 3 monthly site inspections. The contents will be renewed before expiry dates.

All those driving their private vehicles or hired vehicles on West London Waste business must carry a first aid kit.

4.27 Display Screens and Workstations

West London Waste will comply with the Health and Safety (Display Screens Equipment) Regulations where applicable.

All office-based staff on both sites have been formally assessed in relation to workstation set-up and use of display screen equipment. Following an update in the government guidance on Covid-19, the option for personnel to work from home still exists as part of the wider risk assessment process for Covid-19 within the Authority. To ensure a continued level of governance is maintained in respect of working from home, generation and issuing of guidance to those persons working from home on DSE and management of working standards will be maintained.

4.28 Lone Working

West London Waste has compiled Guidance on lone working, which should be read in conjunction with this health and safety policy.

4.29 Electrical Equipment

All fixed electrical installations shall be subject to 5 yearly inspection and testing and all portable electrical equipment shall be subject to annual visual inspection and testing by a competent person. Managers and Site Manager shall ensure these inspections are carried out and recorded where necessary.

4.29.1 Extension Cables and Outdoor Use

Extension cables shall only be used as a temporary connection and incorporate an earth monitoring device.

Where the use of an extension lead becomes frequent or permanent, this must be reported to the local manger so that arrangements can be made to install further sockets or implement other control measures to avoid the use of the extension lead.

Extension leads used outside in potentially damp or wet conditions must be connected to the mains supply via an 110v transformer which is connected as close as possible to the main supply.

Outdoor extensions and appliances must be rated to IP65 and be plugged into a Residual Current Device (RCD) that has been tested before use.

4.30 Working at Height

Where ever possible the 'Risk of Falling' shall be eliminated and where this is not possible it shall be reduced. Where work may need to be carried out at **height a risk assessment** must be undertaken with the following hierarchy of risk considered and appropriate controls applied where practicable.

Wherever possible, collective protection should be chosen over individual protection such as harnesses etc.

4.30.1 Eliminate Falling

Use long handled tools to reach inaccessible areas. Adequate training and risk assessment must be in place for the safe operation of any tools used in this work environment. Particular attention must be paid to falling objects, stable footing and manual handling. The choice of access method will need to consider factors such as: duration and nature of the task, cost effectiveness, site suitability and training requirements.

4.30.2 Permanent Fixed Access

Where access is routinely required and it is practicable e.g. vehicle sheeting, consideration must be given to providing adequate walk ways or gantries easily accessible and constructed with adequate edge protection, i.e. kick boards and hand rails.

4.30.3 Temporary Working Platforms (Including Step Ladders and airline steps)

- These include working platforms, trestles, scaffolding, cradles and mobile platforms.
- Scaffold and platforms must be erected and periodically inspected by a competent person.
- Any scaffold, step ladders or trestle platform must not be used as a Work Place unless proper edge protection is provided.
- Do not use the top platform of a step ladder unless it is designed with special handles.
- Do not work from ladders unless you can hold onto the ladder and it is safe to do so. Do not overreach and ensure the ladder is correctly positioned and restrained. Where this cannot be achieved reconsider your access method or supplement with work restraint or fall arrest system.

4.30.4 Ladders and Step Ups

Refer to INDG402 Employers Guide to Ladders. ALL ladders, step ladders, step ups must be uniquely marked and a register maintained indicating their location and their periodic inspection.

Ladders must be inspected prior to use and given a thorough inspection by a designated and competent person authorised to do so every 3, 6 or 12 months as indicated below.

4.30.5 Inspection Interval:

This is assigned by the inspector based on the known use of the ladder and its condition.

- 3 months:** Heavily or Frequently used ladders are subject to daily use or ladders beginning to show significant wear which is likely to deteriorate significantly within 6 months.
- 6 months:** Moderate or Occasionally used ladders are subject to weekly use or ladders beginning to show signs of wear which is likely to deteriorate significantly within 12 months.
- 1 Year:** Infrequently used ladders subject to monthly use which are in good condition.

All employees using lean to, extendable and step ladders must have received adequate training and be authorised to do so.

4.31 Lifting Operations and Lifting Equipment (LOLER 98)

West London Waste will comply with the Lifting Operations and Lifting Equipment Regulations 1998. All climbing or lifting operations will be risk assessed and where possible the risk from falling eliminated.

Wherever lifting operations are required, these will be in relation to either maintenance or construction activities which will be undertaken as part of a controlled project-related safe system of work, which will be managed by both the Site Manager and the appointed Health and Safety Advisor.

In line with the requirements of the Lifting Equipment and Lifting Equipment Regulations, a process-specific risk assessment will be produced by West London Waste in their role as the 'Client'. Contractors involved in the lifting process will produce a Lift Plan as required, which will include the specifics of the works.

The works and applicable risk assessments for the process will be reviewed between the contractor and the Health and Safety Advisor, prior to the works being commenced.

Specific guidance has been produced for West London Waste Managers in relation to the safe process of lifting operations and lifting equipment.

4.32 Vehicles and Driving

West London Waste has compiled guidance on driving at work, which should be read in conjunction with this health and safety policy.

4.33 Drugs and Alcohol

Refer to West London Waste's Drugs and Alcohol Policy.

4.34 Working Time Regulations

Working time is any period during which a worker is working, at the employer's disposal and carrying out their activity or duties, any period when the worker is receiving relevant training and any additional periods that the employer and workers agree by relevant agreement.

Employees will not be required to work more than an average of 48 hours in a seven-day period unless they have signed an individual opt out agreement to do so. The average is normally calculated over a 17-week rolling reference period but this can be successive 17-week periods if this is specified in a relevant agreement.

4.34.1 Call Out / Night Work

Where emergency or other call out attendance is required the manager requesting the work will ensure the employee is 'fit' to undertake the work i.e. the employee is not put at increased risk from fatigue.

Managers must ensure that employees are given adequate daily and weekly rest periods in

normal working situations and especially in emergency or call out situations.

4.34.2 Young Workers

Workers under the age of 18 are considered as Young Workers and may not ordinarily work more than 8 hrs per day or 40 hours per week. They may not opt Out of the Working Time Regulations.

West London Waste has compiled Guidance on young workers, which should be read in conjunction with this health and safety policy.

4.35 Enforcement and Disciplinary Procedures

Employees or contractors who contravene company health and safety requirements or procedures will be notified in writing. West London Waste reserves the right to exclude from site, temporarily or permanently, any personnel who breach company health and safety requirements or statutory legislation.

Contravention of health and safety requirements will be dealt with under the scope of West London Waste's Disciplinary Procedure. Breaches of health and safety requirements may be treated as gross misconduct resulting in dismissal.

Full details of West London Waste's disciplinary policy and procedure are available on the staff intranet.

4.36 Stress

West London Waste recognises that the health and safety performance, conduct and relationships with other persons at work may be affected by work related stress. West London Waste adopts a proactive approach to stress management within the workplace applying the following rules: -

- a. Induction training will include advice to employees on the health risks associated with stress at work.
- b. Manager / Chargehands will make every effort to identify persons with possible stress related problems, and will assess the need for an individual stress assessment at the employee's annual appraisal.
- c. Persons with problems will be counselled by their manager or agreed third party suitably qualified in occupational health to establish the extent of the problem and determine a rehabilitation programme if appropriate.
- d. Advice will be given to employees on the methods of controlling temporary work-related stress through simple breathing and relaxation exercises.
- e. Where work related stress is identified, regular monitoring of the situation will be undertaken.

The guidance provided in HSE publication, 'Stress at Work' HSG116 will be followed as appropriate.

4.37 Expectant Mothers

When the need arises risk assessments shall be undertaken in respect of new or expectant mothers and ensure potential harm to the mother or unborn child is eliminated or controlled to acceptable levels. Reference will be made to the HSE publication 'New and Expectant Mothers at Work - A Guide for Employers' HSG122.

4.38 Hazard Reporting and Workplace Standards

As part of the continual improvement process for health and safety standards within the organisation, a hazard reporting process has been developed and implemented for both West Drayton and Abbey Road sites.

This hazard reporting process, developed as part of the organisations' drive for wider inclusion of the workforce and individual ownership in respect of health and safety standards within the workplace. Driven through the process of training and information for all personnel, this system is managed through the Formstack platform.

Regular feedback on numbers of hazards along with breakdown on hazard type, as well as actions taken at the point of observation is supplied to the Senior Management Team on a monthly basis.

Hazards reported also helps drive training initiatives within the organisation as well as managing workplace standards, which at site level are undertaken by Chargehands on a twice daily frequency. Documentation supporting these safety walk rounds are completed and records retained by the Site Manager.

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2022/23 Budget

SUMMARY

This report sets out the 2022/23 budget proposal for consultation with boroughs

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Note the 2022/23 budget for consultation with boroughs
- 2) Note the payment of £0.2 million per borough for agreed improvements, principally HRRC diversion rates
- 3) Note the Pay As You Throw (PAYT) rates in section 15 and the PAYT levy made up of two components totalling of £50.4 million
- 4) Note the Fixed Cost Levy (FCL) of £14.2 million in section 16
- 5) Note the recommended trade and construction prices in section 17 and delegated authority to the Treasurer to change these in year should the need arise
- 6) Note the new proposed capital budgets in section 18
- 7) Note the target level of reserves of £9.2 million to act as a buffer for managing risks and avoiding supplementary levies, in section 19
- 8) Note the Medium and Long Term Financial Plan in section 20

1. Introduction

1.1 The Authority is required to set an annual budget including levies and charges. It is also required to issue a demand to constituent boroughs by 15 February each year. This report sets out the draft budget which will be subject to consultation with constituent boroughs. Following consultation, the final budget will be reported to the January meeting for approval. The PAYT and FCL charges will then be levied.

1.2 It is worth noting that an additional stage was included in this year's budget setting process. Line managers were required to submit and present their plans for the coming year and budget proposals to a senior leadership team challenge session. This was part of the work to develop and empower our people and adjustments resulting from that first challenge session are reflected in this report.

1.3 The budget incorporates tonnage forecasts received from boroughs and the spending plans received from Authority managers. The managers' spending plans incorporate delivery of business plan objectives and have been scrutinised and adjusted following a budget challenge session held with the Chair and Chief Officers on 19 November.

1.4 This report has also been shared and discussed with borough Environment Directors and Finance Directors.

2. Executive Summary

2.1 In overall terms boroughs will see a reduction in total levies of almost £0.5 million. Furthermore, each borough will also receive a payment of £0.2 million for principally HRRC improvements.

2.2 The main driver for this positive position is that a one-off benefit of £2 million is expected next year from our PPP income sharing arrangements.

2.3 The 2022/23 budget proposes to pass on the £2 million benefit to boroughs through reduced levies and by contributing towards some of boroughs costs which are aligned to the Authority's strategic objectives.

2.4 The table below sets out the 2022/23 budget and the movement from the 2021/22 budget. The latest 2021/22 forecast is also included to provide context and illustrate the current level of activity.

	2021-22 budget £ 000's	2021-22 forecast £ 000's	2022-23 budget £ 000's	Changes in budgets £ 000's
Costs				
WTD - Waste Transport and Disposal	50,363	46,789	49,671	(692)
Funding of borough services	0	0	1,200	1,200
Depreciation	9,240	9,240	9,809	569
Financing Cost	5,230	5,230	5,105	(125)
Premises	2,620	2,666	2,672	52
Employees	2,252	2,346	2,648	396
MRF Service Costs	2,469	2,012	2,148	(321)
Supplies and Services	968	1,038	1,183	215
Revenue Funding of Debt	941	941	962	21
Concession Accounting Adjustments	(4,382)	(4,382)	(4,473)	(91)
Total costs	69,701	65,881	70,925	1,224

Income				
Levies	65,119	62,381	64,649	(470)
MRF service income	2,469	2,012	2,148	(321)
Other Income	2,113	2,512	2,128	15
PPP one off benefit	0	0	2,000	2,000
Total income	69,701	66,905	70,125	1,224

Total (surplus)/deficit	0	(1,024)	0	0
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2.5 The budget headings are per our usual format for regular budget monitoring reports. The most notable movements relate to the one-off benefit. Note that the MRF activities have a neutral effect with costs being passed through to Ealing for the services provided.

2.6 Plans for the coming year and an explanation of budget items follows.

3. Focus for 2022/23

- 3.1 One area of focus is the pass on of the PPP one off benefit to boroughs, in a way that is aligned to the Authorities strategic objectives.
- 3.2 So, £200,000 will be paid next year to each borough for improvements in services, principally HRRC operations (an area of strategic focus for the Authority) to drive better diversion rates. The improvements will be agreed between borough Officer's and the Authority's Senior Management Team using diversion targets. This also provides a catalyst for boroughs to make continuous long-term savings. The agreed use of funds will be reported to the Authority.
- 3.3 The remainder of the one off benefit (i.e. £0.8 million) will directly offset waste disposal spending and therefore reduce the overall costs and consequently the levies which boroughs will have to pay. This is reflected in the overall 0.7% reduction in levies.
- 3.4 Elsewhere in the budget, the circular economy hub project is another area of particular focus for 2022/23 with interest from borough colleagues. A scalable and flexible solution using adapted shipping containers has previously been reported. This provides the opportunity to move containers from location to location and provide a range of options to meet the needs of any borough site.
- 3.5 So the plan for the coming year includes continuing to work with borough colleagues and investing in container based solutions, procuring and refitting them as workshops, shops and community spaces. The aim is to have at least two circular economy hubs up and running by the end of 2022/23.

4. Waste Transport & Disposal (WTD)

- 4.1 The WTD budget accounts for the majority of the entire WLWA budget and makes up 71% of the overall spend. Strategically, this is where most of the significant saving opportunities can be found.
- 4.2 The 2022/23 WTD budget is £49.7 million, a small reduction of £0.7 million.
- 4.3 The residual waste budget is the key driver and represents 85% of the WTD costs (or 61% of all Authority costs – hence the strategic significance). For 2022/23 this is based on boroughs' forecasts of residual waste which are 2.5% lower than the 2021/22 budget and reflects the current volumes disposed continuing throughout next year.
- 4.4 Looking at the complete picture, the 2022/23 budgeted tonnage is made up of the following materials:

Material	2021/22 Budget Tonnes	2022/23 Budget Tonnes	Change
Residual	444,814	433,711	(11,103)
Mixed organic	857	0	(857)
Green	54,127	53,610	(517)
Wood	15,256	17,694	2,438
Kitchen	39,747	39,300	(447)

Other	7,816	11,849	4,033
Budgeted tonnages	562,617	556,164	(6,453)

4.5 The only notable service change relates to Hillingdon moving from a mixed organics collection to separate kitchen and green collections which will result in cost savings that will flow through to Hillingdon through the PAYT levy. No other significant service changes were advised with borough forecasts reflecting current volumes of throughput. Note that these tonnages will be refined with boroughs for the final Authority paper in January, but in overall terms numbers are not expected to change materially.

4.6 To calculate the budgeted spend, RPIX of 3.0% a mid-range forecast has been applied to contractor prices where there is a contractual indexation requirement. Published forecasts including HM Treasury range from 1.9% to 5.2% and the Chancellors recently reported 4% expectation have been used to benchmark.

4.7 It is worth noting that within the main PPP contract this impact is partly mitigated by the pricing mechanism which dampens the overall effect of inflation – a very effective feature of the contract. This is highlighted in the sensitivity analysis in section 20. Where contracts are due for procurement, procuring managers have used best available market information to estimate rates for the coming year.

5. Depreciation

5.1 The budget for 2022/23 of £9.8 million is £0.6 million higher than in 2021/22. This principally reflects property asset valuations and indexation agreed with auditors for the latest audited accounts.

5.2 The largest element of depreciation relates to the SERC (Sevenside Energy Recovery Centre) and totals £8.4 million. It should be noted that for depreciation calculations, the SERC has to be separated out into its main components and each key component has to be depreciated over its own expected life.

5.3 Depreciation for the remaining assets have been calculated using the audited accounts and subsequent change in the asset registers (i.e. additions and disposals).

6. Financing

6.1 The financing costs reflect the interest paid on mortgages. These have reduced from £5.2 million in 2021/22 to £5.1 million for 2022/23 primarily as a result of the payment profile of repayment mortgages. With repayment loans a fixed sum is paid every year comprising of both interest and principal repayment. The interest element will continue to fall over coming years, conversely the principal repayment will rise.

6.2 The largest component of financing costs relates to borrowing from boroughs for the construction of the SERC and totals £4.6 million. The loans are at arm's length and from a borrowing perspective the boroughs are like any other lender with the loan agreements specifying the relationship with the Authority and including a rate of interest of 7.604%.

6.3 The interest on loans for the purchase of transfer station freeholds makes up the balance of £0.5 million and represents a PWLB loan at 2.24%.

7. Premises

7.1 The budget for 2022/23 of £2.6 million is almost the same as the budget in 2021/22.

7.2 The largest component of the premises costs are business rates which account for £2.3 million of this budget of which SERC rates make up £1.4 million and transfer stations £0.8 million.

8. Employees

8.1 The 2022/23 budget of £2.6 million is £0.4 million higher than the 2021/22 level. This growth relates to a range of employee costs including an increase in the establishment, wage inflation (2%), National Insurance (1.5%) and learning & development.

8.2 The 2022/23 establishment is planned to increase to 40.1 full time equivalent (FTE) posts a growth of 1.8 from the previous year. Putting this into context the Authority employed 42 FTE in 2014/15 and over the last few years FTE numbers have been just below 40. The size of the staffing establishment numbers remains small and stable whilst providing the resource to drive forwards business plan objectives and undertake the increasing volume, variety and complexity of work.

8.3 A breakdown of the establishment by area of activity is provided below:

Activity	2021/22	In year changes	Current	2022/23	Change from 2021/22
Contracts/Operations	18.6	1.0	19.6	20.0	1.4
Corporate Services	8.7	0.4	9.1	10.1	1.4
Projects	11.0	0.9	11.9	10.0	(1.0)
Total	38.3	2.3	40.6	40.1	1.8

9. Supplies & Services

9.1 The 2022/23 budget for Supplies & Services is £1.2 million and is £0.2 million more than the 2021/22 level.

9.2 A wide variety of spends make up this total, the most notable being sums set aside for a range of projects including circular economy hubs, waste minimisation activities, carbon survey and support. These form the largest part of the supplies and services budget with spending determined by the progress with the projects. Therefore, spending may not all materialise in 2022/23 and there is a potential for out-turn savings.

9.3 Other notable items include spending for external audit, insurances and borough services (e.g. committee services, treasury etc.).

9.4 Budgets for some minor costs have been stripped out.

10. Revenue Funding of Debt

10.1 The loan which financed the purchase of the transfer station sites is a typical repayment loan. It is made up of two components – an element for the interest on the loan (see Financing Costs) and an element repaying the loan principal.

- 10.2 The Revenue Funding of Debt is the element repaying the sites loan and totals £1.0 million for 2022/23. This is marginally higher (£20,000) than 2021/22 reflecting that within a typical repayment loan, the amount of principal repaid increases over time and amount of interest falls.
- 10.3 It is worth providing the following brief recap of the revenue funding of debt which was detailed in Authority papers recommending the site purchase a number of years ago.
- 10.4 It is a requirement for public bodies to ultimately fund the cost of assets through levies and taxes. For the Authority this is achieved through a combination of the depreciation charge and revenue funding of debt.
- 10.5 Typically the acquisition of assets result in an annual depreciation charge. This annual expenditure is recovered through the levy mechanism and therefore the levies over the life of the asset fund its purchase.
- 10.6 However, the acquisition of the sites freehold is essentially a purchase of land. For land, accounting rules do not allow a depreciation charge. This means that in order to fund the purchase through levies a different (but comparable to depreciation) annual charge is made – the revenue funding of debt.

11. Concession Accounting Adjustments

- 11.1 Essentially under a PPP arrangement a contractor pays for the construction of an asset and then recovers its investment over a long period through its operational charges to the local authority (i.e. its price per tonne).
- 11.2 There are very specific and detailed accounting requirements that govern this type of arrangement. This is because the underlying nature of this transaction is that the local authority *essentially* owns the asset for a period of time and the contractor is *essentially* a lender financing the construction of the asset.
- 11.3 The key feature of the accounting is the calculation of a concession accounting adjustment to separate out the disposal and financing costs, followed by stripping out from expenditure a notional sum for the repayment of any underlying borrowing by the contractor.
- 11.4 The concession accounting adjustments over the term of the contract were agreed with the auditors EY. For 2022/23 they total £4.5 million, compared to £4.4 million in 2021/22. This accounting adjustment reduces overall costs and levies by £0.1 million.

12. Growth and Savings

- 12.1 The majority of Authority spending is committed under long term contracts (e.g. PPP) or agreements (e.g. loans) or governed by accounting requirements (e.g. depreciation). This leaves less opportunity for savings.
- 12.2 However, as part of the budget setting process at an operational level, a variety of measures (including the newly introduced managers challenge session with the Senior Management Team) have ensured savings across areas where managers are able to exercise some control.

12.3 The tables below identify the growth and savings which are included within the 2022/23 draft budget. The tables separate out real growth and savings from other movements reflecting longer term decisions.

12.4 Summary table:

	£ 000's
Net budgeted costs/levies 2021/22	65,119
Growth	3,367
Savings	(4,211)
Other movements	374
Budgeted costs/levies 2022/23	64,649

12.5 Growth table:

Area	Explanation	Growth £ 000's
Waste Transport and Disposal	Increased prices for contracts under procurement including transport (£374,000) and green waste (£579,000) and movements in volumes and prices for mattresses (£322,000) and other materials (£119,000)	1,394
Funding of borough services	Payments for borough HRRC improvements (£1,200,000)	1,200
Premises	Increased utility costs (£24,000) and rates (£23,000), repairs and maintenance (£19,000), permits and licences (£26,000) and other minor items (£17,000)	109
Employees	Growth in establishment, salary inflation (2%) national insurance (1.5%) and increments (£294,000), growth in learning and development (£80,000), recruitment (£20,000), other minor items (£2,000)	396
Supplies and Services	Increased external audit fees (£48,000), new food waste bin cleaning operations (£25,000), system licences including routing software, IT infrastructure and HR system (£56,000), rise in insurance premiums (£15,000), increase in fuel oil and site machinery costs (£38,000), circular economy hub project (£35,000) and other minor movements (51,000),	268
		3,367

12.6 Savings table:

Area	Explanation	Saving £ 000's
Waste Transport and Disposal	Principally reduction in volume of residual waste forecast by boroughs (£1,721,000), improved haulage compaction to reduce transport costs (£110,000), separating black bag and bulky waste at HRRCs (£130,000), segregation of recyclables (£125,000)	(2,086)
Premises	Reduction in share of SERC rates	(57)

Supplies and Services	Reducing miscellaneous costs (£25,000), consultancy (£20,000), telephony (£4,000) and leasing costs (£4,000)	(53)
Other Income	Site rental (£12,000) and other minor improvements (£3,000)	(15)
PPP one off benefit	From PPP income sharing arrangement	(2,000)
		(4,211)

12.7 Other movements table:

Area	Explanation	Increase / (Decrease) £ 000's
Depreciation	Reflecting property valuations agreed with auditors for the last accounts	569
Financing Costs	Reflecting reducing interest in repayment mortgages for SERC with boroughs	(125)
Revenue Funding of Debt	Reflecting rising repayment of principal in repayment mortgage for sites with PWLB	21
Concession Accounting Adjustment	Reflecting adjustments agreed with auditors for the last accounts	(91)
		374

13. PAYT / FCL split

13.1 PAYT costs relate to waste that boroughs collect and deliver to transfer stations and FCL costs are those which relate to waste from HRRC sites and the Authority's running expenses.

13.2 Both also include an element for the recovery of SERC financing costs, depreciation, rates and concession accounting adjustments.

13.3 The breakdown of the budget between PAYT and FCL activities is as follows:

PAYT (disposal cost)	2021/22 £000's	2022/23 £000's	Change £000's
Waste Transport and	43,871	41,894	(1,977)

Disposal			
PAYT Levy (disposal)	(43,871)	(41,894)	1,977
Total	0	0	0

PAYT (SERC cost)	2021/22 £000's	2022/23 £000's	Change £000's
Depreciation (SERC)	6,889	7,204	315
Financing Costs (SERC)	4,078	3,976	(102)
Premises (SERC)	1,247	1,194	(53)
Concession Accounting Adjustment (SERC)	(3,772)	(3,838)	(66)
PAYT Levy (SERC)	(8,442)	(8,536)	(94)
Total	0	0	0

FCL	2021/22 £000's	2021/22 £000's	Change £000's
Waste Transport and Disposal	6,492	7,777	1,285
Employees	2,252	2,648	396
Premises	1,373	1,478	105
Supplies and Services	968	1,183	215
Depreciation	2,351	2,605	254
Financing	1,152	1,129	(23)
Revenue funding of Debt	941	962	21
Concession Accounting Adjustment	(610)	(635)	(25)
Non Levy Income	(2,113)	(2,128)	(15)
PPP one off benefit	0	(2,000)	(2,000)
Funding borough services	0	1,200	1,200
FCL Levy	(12,806)	(14,219)	(1,413)
Total	0	0	0

13.4 Note the PAYT has been split to show its two main components.

14. Levy Setting

14.1 The levy to boroughs is made up of 3 parts

1. PAYT (disposal) – Rates (£/tonne) for different materials which reflect the average prices paid to contractors, charged to boroughs initially on the basis of budgeted tonnes but then reconciled and adjusted (with rebate/charge) at the end of each quarter to reflect the actual tonnages.

2. PAYT (SERC) – this is the apportioned recharge of SERC costs. The cost is initially apportioned and charged on the basis of budgeted tonnes then at the end of every quarter recalculated using the actual tonnage with any adjustment being rebated/charged to the borough.
3. FCL (fixed) – this is the recharge for all other costs (i.e. HRRC, overheads, an element of SERC costs etc) apportioned on the basis of boroughs tax base from their final approved CTB1 returns.

Details of these follow in the next two sections.

15 PAYT Levy Income

15.1 As identified above the PAYT is made up of two components and therefore the PAYT levy is too. Combined the PAYT levy will total £50.4 million (from the table above £41,894 plus £8,536).

15.2 The table below shows the proposed disposal rates for waste in 2022/23.

Material (Disposal)	2020/21 £ per tonne	2022/23 £ per tonne
Residual	104.91	101.09
Gully	55.93	57.31
Food	10.92	9.98
Green	29.09	40.00
Mixed food and green	50.45	N/A
Wood	42.37	50.93
Rubble	45.19	45.08
Soil	45.95	46.35
Gypsum	93.93	93.93
Mattresses (per mattress)	4.41	4.40

15.3 In addition to this, the Authority manages non-household waste from HRRC sites and incurs transport costs. On a similar basis the average transport charges for 2022/23 are provided below.

Material (Transport)	2021/22 £ per tonne	2022/23 £ per tonne
Residual (collected)	8.34	11.26
Other recyclables (collected)	10.93	15.34

15.4 These rates represent the average cost (or estimated cost for contracts due to be procured) to the Authority for the disposal and transport of materials. They reflect the blended price expected to be paid to a number of contractors.

15.5 Procurement for new transport and green waste contracts next year are expected to result in an increase in prices due to the specific market challenges for these materials which are summarised below. The procurement process will as usual include borough input and publication of tenders to encourage competition to achieve the best prices and quality.

15.6 For transport, the general market conditions are challenging with rising driver salaries due to driver shortages, rising fuel prices and long delays for delivery of new vehicles meaning new market entrants and new bidders will have obstacles to overcome simply to bid.

15.7 For green waste the challenge is more localised. The supply of local processors is limited (hampering competition) and the cost of transporting waste to processors further afield is compounded by the transport market issues described above. These factors contribute towards expectations of significantly higher prices.

15.8 These rates are applied to the 2022/23 tonnage forecasts from boroughs and result in a monthly charge to them. Each quarter end a reconciliation exercise will take place to adjust for the actual amount of waste that each borough delivers, so boroughs only pay for the volume of waste actually disposed.

15.9 Using tonnage forecasts from boroughs, the PAYT charges for 2022/23 are as follows:

Borough	2021/22 PAYT disposal charge £000's	2022/23 PAYT disposal charge £000's	Increase / (decrease) £000's
Brent	7,928	7,790	(138)
Ealing	8,775	8,159	(616)
Harrow	6,108	6,130	22
Hillingdon	8,002	8,169	167
Hounslow	7,657	6,799	(858)
Richmond	5,401	4,847	(554)
Total	43,871	41,894	(1,977)

15.10 It is worth noting that the above levies use borough forecasts for the volumes of waste, including any implications from service changes. The borough's PAYT tonnage forecasts for residual waste, the largest component of PAYT, are provided below:

Borough	2021/22 budgeted tonnage	2022/23 budgeted tonnage	Growth tonnage
Brent	73,980	73,970	(10)
Ealing	81,141	78,103	(3,038)
Harrow	54,898	55,653	755
Hillingdon	67,552	68,726	1,174
Hounslow	69,732	62,093	(7,639)
Richmond	48,544	44,993	(3,551)
Total	395,847	383,538	(12,309)

15.11 As previously reported the 2021/22 borough tonnages were forecast at the peak of the pandemic when collected waste volumes were at their highest. The 2022/23 borough forecasts reflect the current generally lower levels of collected residual waste. This is a key factor for the reduction.

15.12 It is worth repeating that should borough waste volumes be higher or lower than forecast, then each quarter boroughs will be charged or refunded a sum to ensure they pay only for what is actually delivered.

15.13 The second, PAYT (SERC) component relates to the £8.5 million SERC cost, equivalent to £23.14 per tonne (2021/22: £21.47). This will initially be apportioned and levied on the basis of 2022/23 budgeted residual waste tonnages excluding gully waste. A quarterly exercise will then adjust this sum to reflect the actual residual tonnages delivered that quarter with a reimbursement or additional charge. The initial apportioned annual charge is summarised below.

Borough	2021/22 PAYT SERC charge £000's	2022/23 PAYT SERC charge £000's	Growth £000's
Brent	1,527	1,646	78
Ealing	1,771	1,738	5
Harrow	1,080	1,239	61
Hillingdon	1,564	1,530	80
Hounslow	1,281	1,382	(91)
Richmond	946	1,001	(39)
Total	8,169	8,536	94

16. FCL Income

16.1 The FCL charge primarily relates to the costs of managing the treatment and disposal of household waste delivered to HRRC sites. It also includes the Authority's administration and nets off other income. These costs are apportioned to the boroughs.

16.2 The apportionment calculation initially uses provisional Council Tax base figures provided by the boroughs. However, when charging, the FCL costs will be apportioned using the final borough approved Council Tax base. Borough Council Tax base figures may not all be published in time for the January Authority meeting and therefore the FCL charges will be finalised shortly afterwards.

16.3 On this basis the draft FCL (fixed) charge is as follows:

Borough	2021/22 FCL charge £000's	Estimated 2022/23 Council Tax base	2022/23 FCL charge £000's	Change £000's
Brent	2,205	98,176	2,448	243
Ealing	2,348	104,520	2,607	259
Harrow	2,000	89,044	2,221	221
Hillingdon	2,269	101,038	2,520	251
Hounslow	1,971	87,775	2,189	218
Richmond	2,013	89,612	2,235	222
Total	12,806	570,165	14,219	1,413

16.4 The FCL (fixed) sum will not change over the course of the year. The Authority bears any loss or surplus resulting from overspend or underspend.

17. Other Income and one-off benefit

17.1 The 2022/23 budget is £2.1 million, which is marginally better than 2021/22.

17.2 The majority of the income is from trade waste (£1.5 million). The proposed main trade and construction charges per tonne at Abbey Road are largely unchanged and are provided below.

Type of waste	2021/22 £	2022/23 £
Trade waste residual and wood	160.00 for account customers and £165.00 for others	160.00 for account customers and £165.00 for others
Trade waste recycling	80.00	80.00
Asbestos (Households only)	272.00	272.00
Mattresses (per mattress)	15.00	15.00
Bulky items	218.00	218.00
Gas bottles from commercial sources	5.00	5.00
Fire extinguishers from commercial sources	5.00	5.00
Fridges from commercial sources	40.00	40.00

17.3 Changes and further charges may be introduced during the year in response to market conditions and where appropriate in consultation with LB Brent. It is recommended that delegated authority be given to the Treasurer to change charges in year should the need arise.

17.4 Other income includes an agency fee which passes on the costs of running the Abbey Road HRRC to the local borough. This is being maintained at current levels.

17.5 In terms of the £2 million one-off benefit from the PPP contract. This is a result of the recent increase in electricity prices which means that Suez generate more income from the power produced by the SERC. This in turn means that the level of income reaches a threshold (per the PPP contract) above which Suez have to give some of that income to the Authority.

17.6 We have estimated that should electricity prices remain at the current levels, that this benefit would equate to £2 million. Market information indicates that this is likely. However, electricity prices can move down as well as up. Therefore to ensure boroughs receive a benefit in 2022/23 and have certainty for planning, any difference between this estimate and the final outcome will be managed through reserves.

18. Capital

18.1 The new capital budget requirements for 2021/22 are listed below:

- £500,000 DMR and food recycling infrastructure at Abbey Road – increasing options for material contracts and improving recycling and diversion rates from residual treatment. This essentially upgrades and future proofs Abbey Road for EPR.

- Circular economy hub solutions including shipping containers (£90,000)

18.2 It is worth noting the following existing capital budgets. These are balances remaining on budgets for capital works still in progress/to be commenced, which were previously approved by the Authority and will be rolled forward until completion or eliminated if not required.

- Abbey Road improvements (£546,000) including CCTV fire & ANPR systems, solar panels, mobile plant for bulky waste, shuttering/re-concrete of contamination bay, mechanical pallet mover, new main gate, electric van charging point, LED lighting and water service improvements.
- Victoria Road bulking facilities (£1,000,000) representing 50% of the capital budget to complete work to increase bulking and sorting capacity to enhance and localise material value and reduce whole system bulking costs.
- New weighbridge software (£20,000)
- Textile/Nappy collection facilities (£10,000)
- Resurfacing work at Transport Avenue and Victoria Road (£290,000)

19 Reserves

19.1 Reserves represent an organisations net worth. They provide a buffer for an organisation to manage risks, for example the fluctuations in the level of activity or costs – these variances in costs lead to surpluses and deficits being absorbed within reserves. On this basis, the Authority’s approach to reserves has been to build up sufficient reserves to act as a buffer against risk.

19.2 The added benefit of reserves is that they can be used to stabilise pricing by removing the need for “in year” price reviews. For boroughs and indeed the Authority, this pricing stability / predictability facilitates much better planning and budgetary control.

19.3 For 2022/23 the proposal for reserves is cautious given the continuing uncertainties resulting from the pandemic and risk in relation to the PPP one off benefit.

19.4 So considering reserves in overall terms, identifying known risks facing an Authority provides a useful basis for determining a suitable level of reserves for managing risk. The specific risks and potential costs and likelihood that could be associated with them are as follows:

Risk Description	Mitigations	Likelihood	Financial Risk (£000's)
The budget is based on assumptions of indexation/ inflation, particularly in relation to contracts. There is a risk of higher costs due to higher than anticipated indexation/inflation, particularly the impact of utility prices and driver shortages on prices.	Use of reputable forecasts e.g. HM Treasury	High	£2,500 (representing approx. 5% of WTD costs)
An extremely challenging insurance market for the waste sector leading to difficulties in	Essentially a sum to self insure should it not be possible to secure	Medium	£1,400 representing the value of the

insuring activities	some/all insurances		largest insured asset (Abbey Road)
Borough FCL tonnages are higher than budgeted resulting in an under-recovery of HRRC disposal costs through the FCL charge which is fixed	Using data and working closely with borough colleagues to try and forecast tonnages accurately	Medium	£900 (based on residual FCL tonnages at 20% in excess of budgeted levels)
Risks / costs will arise from the complex PPP contract as a result of terms that are unclear or ambiguous in relation to the day to day operation and running of services.	Team and professional advisors with experience and knowledge of detailed contract terms	Medium	£700 (based on previous experience of contractual issues)
With a large number of competitors ready to receive trade waste, there is a risk that price competition could lead to a reduction in planned trade and construction income despite more competitive pricing	Ongoing monitoring of trade income and market place	Medium	£300 (representing 20% of trade income)
Whilst the contractor bears most of the risk in the event of the loss/closure of a transfer station, in major events like this there is a possibility of unforeseen additional costs in implementing and operating alternative arrangements. Therefore it would be prudent to set aside something for these uncertainties.	Contract terms, contractor business continuity plans and contingency arrangements, insurances	Medium	£1,400 (representing 2 weeks of residual waste disruption in our biggest contract)
PPP one off benefit not being realised	Ongoing monitoring of the market place for wholesale electricity prices and third party waste	Low	£2,000 (representing the budgeted savings and income)
Target level for reserves to manage risks			£9,200

19.5 The target level of reserves for 2022/23 of £9.2 million compares to £7.4 million in 2021/22. The main change relates to the new £2.0 million risk of the PPP one off benefit not materialising.

19.6 Ultimately, the level of reserves is a judgment based on the nature of risk facing an organisation and its risk appetite. On the basis of the risks identified above and appreciating that there are unknown risks which could materialise, the proposed level represents a prudent and not overly cautious target for reserves.

19.7 The forecast reserve position for the year ending 31 March 2022 is:

	£000's
Total Reserves 31 March 2021 per accounts	15,616

Less Revaluation Reserve (artificial gain/not realisable)	(7,768)
Reserves available to manage risks 31 March 2021	7,818
Forecast surplus for 2021/22	1,024
Forecast position for 31 March 2022	8,842

19.8 Provided that no risks materialise and something close to the £8.8 million forecast position is achieved for 2021/22, the Authority will be close to its target level, within £0.4 million.

19.9 In comparison other London waste Authorities hold reserves ranging from £31 million to £98 million. The scale of these may reflect particular risks they face or be sums set aside for specific projects.

19.10 It should be noted that the Authority has a good history of passing on excess reserves to boroughs as reflected in the comparison above. On the basis there are no forecast excess reserves, for 2022/23 all reserves should be retained and no disbursement is proposed.

20 Medium and Long Term Plan

20.1 The plan has been updated to incorporate the proposed budget and uses long term base case assumptions of 0.5% for the annual growth in residual tonnages to reflect population increases, and 2.0% for inflation, the long term HM Treasury target.

20.2 The key outputs can be found in Appendix 1 and this shows a healthy financial position. The assumptions are then flexed to identify the key factors effecting the Authority's finances. This identifies changes in the residual waste tonnages as the key strategic factor determining the growth in costs and levies. Inflation is far less of a cost driver as a result of the dampening effect of the PPP contract pricing mechanism.

20.3 The financial model also a flavour of the impact of the government's Resource and Waste Strategy (RWS). These are provided in the sensitivity analysis in Appendix 1 which highlights the funding for Extended Producer Responsibility as potentially having the greatest direct financial impact for the Authority.

20.4 The sensitivity analysis also identifies the opportunity to drive down costs/levies and improve the carbon impact by extracting food waste from the residual waste stream.

20.5 The key messages from the plan are consistent with last year and are positive.

- The volume of residual waste is the key driver of spend/levies so should be a key area of strategic focus
- The effect of inflation is dampened by the PPP contract
- The Authority will be debt free at the end of the plan and will maintain healthy cash balances to manage any liquidity risk
- The RWS and food waste provide financial opportunities to reduce cost/levies

21 Financial Implications

21.1 These are included in the report.

21.2 It is a statutory requirement for the Authority to set a balanced budget (Local Government Finance Act 1992) and to set the levy for constituent boroughs by 15 February (Joint Waste Disposal Authorities (Levies) Regulations 2006).

22 Legal Implications

22.1 There are no legal implications of this report

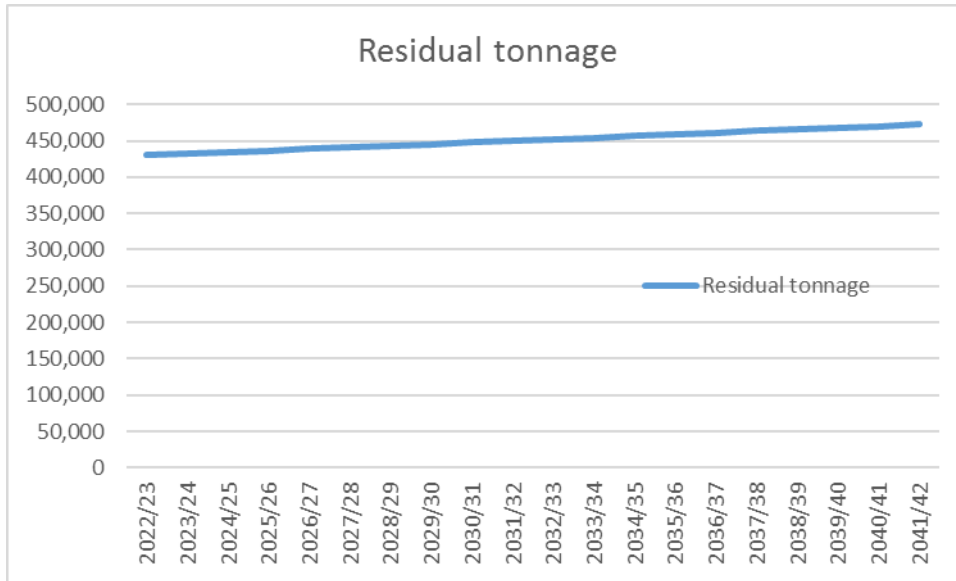
Contact Officers	Jay Patel, Finance Director	01895 54 55 11
	jaypatel@westlondonwaste.gov.uk	
	Ian O'Donnell, Treasurer	
	ianodonnell@westlondonwaste.gov.uk	
	Emma Beal, Managing Director	01895 54 55 15
	emmabeal@westlondonwaste.gov.uk	

Appendix 1

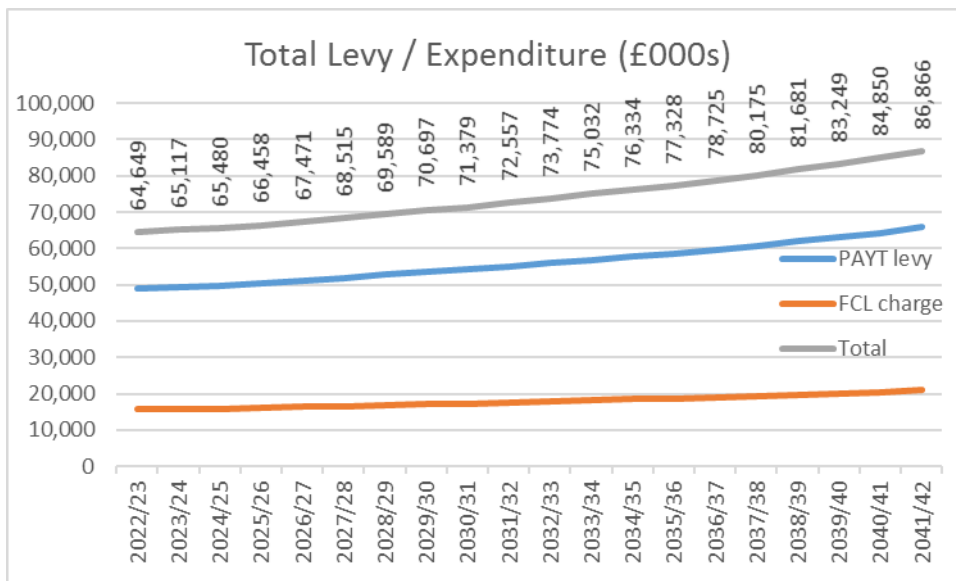
Outputs

Using the proposed budget and base assumptions, the medium and long term financial model then gives us some outputs, for example, how our costs (and consequently levies to boroughs) change over time, or how our loan and cash balance changes over time. The main outputs are provided below and illustrate that affecting residual waste tonnages is the key.

Tonnage – The chart below illustrates the impact of the base assumption of 0.5% annual growth in residual tonnage to reflect population growth. Over the life of the plan, the residual tonnage rises from 430,020 to 472,763 tonnes.



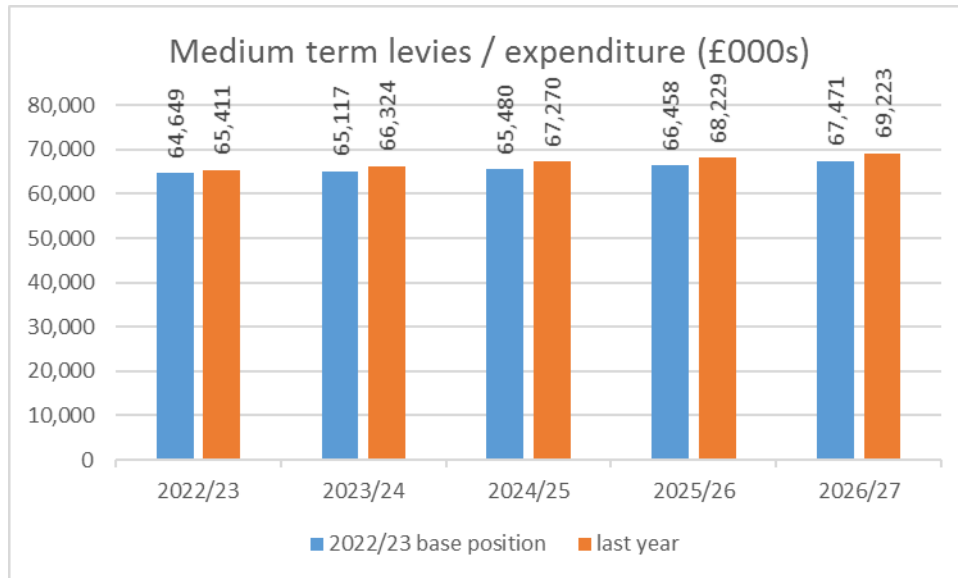
Overall expenditure – This equates to the total levies charged to boroughs and the chart below has been split to show the PAYT and FCL as well as the total. The chart illustrates the growth in overall expenditure and levies over time.



This chart above illustrates an average annual growth of 1.6% over the long-term which is significantly lower than the 2.5% underlying long term growth assumptions in the plan, principally inflation RPIX (2.0%) and annual growth in tonnages (0.5%) to reflect population rises.

This growth is contained as a result of the way the PPP contract is structured. This is because the first 235,000 tonnes is essentially protected from 90% of the effect of inflation. This significantly dampens the effect of inflation on residual waste costs over the whole life of the contract.

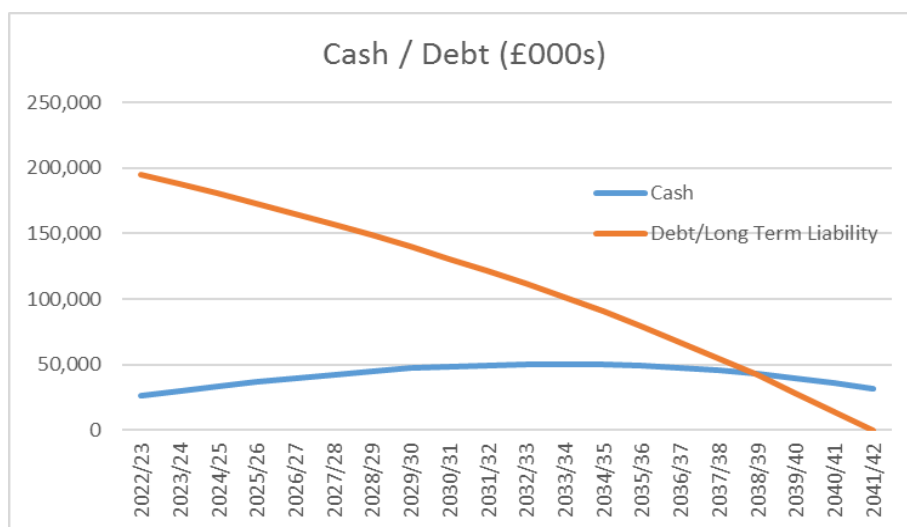
The dampened growth in costs and levies is further illustrated in the medium term in the chart below.



The table above shows an average growth in levies of 1.1% per year over the next 5 years. Boroughs may want to consider using this as an estimate of the increase in the WLWA levies within their medium term financial plans.

It also shows how the current medium term plan compares to the plan reported last year and this shows a consistent picture.

Debt / long-term liabilities and cash – The following chart illustrates the movement in the debt / long-term liabilities as they are paid / settled. The repayments commence at a low level and progress at increasingly larger sums, resulting in the debt/long term liability curve. The effect of the financing is reflected in the cash balances which build up in early years and fall in later years.



At the end of the plan, the Authority will be debt free.

Sensitivity Analysis

The two tables below illustrate that the impact of the change in residual waste volumes is the key driver of costs/levies with changes in inflation having a much smaller impact. This is because the effect of inflation is considerably dampened by the long term PPP contract.

Residual tonnages.

Residual waste growth assumption	Average rise in costs / levies over 5 years
-5%	-3.9%
-2%	-1.2%
-1.5%	-0.8%
-1%	-0.3%
-0.5%	0.2%
0%	0.6%
0.5% base	1.1%
1%	1.5%
1.5%	2.0%
2%	2.5%
5%	5.2%

Similarly for residual contract inflation (RPIX).

Residual contract inflation RPIX	Average rise in costs / levies over 5 years
1%	0.7%
2% base	1.1%
3%	1.4%
4%	1.8%
5%	2.2%
6%	2.6%

The resource and waste strategy's impacts are likely to be far reaching and long term. For the Authority the two key elements that will have a direct financial impact are the Deposit Return Scheme (DRS) and Extended Producer Responsibility (EPR).

Consumers will be incentivised to recycle DRS materials directly (e.g. drinks containers such as bottles and cans) so this is likely to reduce the volume of residual waste.

For EPR (packaging material e.g. card, plastics etc), Authorities will receive funding for their processing costs. This includes EPR waste in the residual waste stream.

The recent waste composition analysis provided a snapshot of the contents of the residual waste collection stream. It showed that 3% of the residual waste were materials that would be covered by the DRS and 20% by EPR. Changes to the residual waste composition for these materials will be the main factors.

Therefore the scenarios below show how the long term financial picture could improve if these government interventions are successful and waste is extracted from the residual waste stream.

DRS Scenarios	Average rise in costs / levies over 5 years
Base case, no DRS stripped out	1.1%
1% stripped out	0.9%
2% stripped out	0.8%
All 3% of DRS material stripped out	0.7%

EPR Scenarios	Average rise in costs / levies over 5 years
Base case, nothing funded by EPR	1.1%
5% funded	0.3%
10% funded	-0.5%
15% funded	-1.3%
All 20% of EPR materials funded	-2.0%

The above tables show that given the volume of EPR materials within the residual waste stream, this could have the biggest direct financial impact.

Whilst the RWS is reasonably clear about the type of key high level financial drivers for DRS and EPR, which improves the likelihood of some success, the scale of the financial drivers is less clear i.e. the amount consumers will pay as a deposit in DRS and the level of funding for EPR.

Also it is far less clear about financial drivers for food waste. However, the recent waste composition analysis identified 32% of the collected residual waste stream as food waste. So on the basis of this high proportion it is important to also consider food waste sensitivities.

Food Scenarios	Average rise in costs / levies over 5 years
Base case, no food stripped out	1.1%
5% stripped out	0.4%
10% stripped out	-0.3%
15% of the 32% food moved to food stream	-1.0%

This shows that stripping out food waste from the residual waste stream and processing it through the food waste stream will deliver a reduction in costs and levies and importantly in the carbon impact.

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Circular Economy and Net Zero Carbon update

SUMMARY

This report provides an update on the partnership activities to progress circular economy, net-zero carbon and climate emergency projects.

RECOMMENDATION(S)

The Authority is asked to

- 1) *Adopt the Circular Economy Strategy in appendix A*
- 2) *Note the information within this report and appendices B and C*

1. **Introduction** - West London Waste has been working in partnership with the six constituent boroughs and wider sub-regional groups to advance our common aspiration to help build an effective response to the climate emergency and net-zero carbon targets as well as striving to create a circular economy. This report provides high-level updates from the key programmes of work.
2. **WLWA Circular Economy Strategy & Principles** – The Authority is asked to adopt WLWA's Circular Economy Strategy in appendix A. It incorporates waste disposal policies (principles) expanding on our vision and actions being taken. There are four key principles to guide us to design, plan and prioritise our projects:
 - a. give resources away to stimulate the growth of the reuse and repair markets and drive innovation;
 - b. create a circular economy hub in each WLWA Borough, over the period of the Circular Economy Strategy;
 - c. focus on high impact materials such as food waste, textiles and e-waste; and,
 - d. actively engage and collaborate with the public, private and third sectors to foster and instigate innovative solutions.
3. **WLWA Circular Economy Activities**
 - a. **Circular economy hubs** – discussions with LB Ealing are continuing regarding the potential opportunity to use the Acton HRRC site to create a thriving community resource built on circular economy principles. WLWA is exploring collaborating with local community groups to increase food recirculation and local food production. Suez has proposed to install a small-scale circular economy hub at our Victoria Road Transfer Station this financial year.
 - b. **Abbey Road Resource Rescue (for Reuse/Repair)**
 - The Abbey Road team won the Team of the Year at this year's LGC (Local Government Chronicle) awards, the most prestigious for the UK local government. The award submission focused on the site's transformation away from a waste site to one that treats items as valuable resources.
 - 20 bicycles collected at Abbey Road have been repaired and given to 2 local schools, in Brent and Ealing. A partnership is being built with Feltham Young Offenders Institute to repair collected bicycles as part of their rehabilitation programme and support local communities.
 - Over 1 tonne of wooden furniture, 50 items, has been sent to charitable social enterprise Petit Miracles, they give people a chance to become their best selves through employment training. Abbey Road colleagues visited their workspace and shop to see what happens to the items being separated at site.
 - The Restart Project have secured funding from the National Lottery Climate Action Fund to set up a Fixing Factory at Abbey Road. Local volunteers and professional repairers will

repurpose computers brought into HRRCs and provide training and working experience to young people. Refurbished computers will be given to local schools and community groups.

- PCs and laptops continue to be collected for Hubbub's repair, refurbish and re-distribution scheme.
- Items for children under 5 are being collected for Little Village Baby Bank in Brent. 12 pushchairs/prams have been sent in the last 2 months.

4. **WL Climate Emergency Officers Group** – A collaboration between 9 west of London Boroughs, sharing ideas and resources, joint working to ensure collaboration, and ensure consistency in measures and messages between boroughs.

- CEOG Action Plan Revision** – Following the revision of WLA's Build & Recover Plan the CEOG revised its action plan. The new plan consists of three pillars: Green Infrastructure, Green Communities and Green Skills (detailed in appendix B). Transportation and Energy, and Infrastructure were also added to the action plan. Each borough is leading on an area within the plan.
- Low Carbon Procurement** – a charter, policy and toolkit are being developed to assist boroughs to integrated net-zero carbon and circular economy principles into their procurement processes. The final products will be published by the end of 2021 and adopted by west London local authorities. This work stream has been led by Harrow Council supported by a working group consists of procurement leads from eight boroughs and WLWA.
- Circular Economy** – WLWA led workshops to develop thinking on this area. The lead officer from Wandsworth and Richmond Council was involved in these initial workshops and has now established a working group to build west London wide policy and toolkits for the Boroughs to adopt. WLWA are continuing to work in this group on visions, priorities and action plans for west London.
- Low Carbon Planning** – There are many aspects of circular economy and low carbon solutions and infrastructure that require planning expertise. WLWA has been working with WLA and is proposing to host a jointly funded role to support both organisations increasing infrastructure development such as treatment (repair, upcycling etc.) sites and heat networks through joint planning policy development.
- Energy Infrastructure / WL Energy Managers Group** – Hillingdon is leading on the new action plan area of energy infrastructure. Close links have now been established with the West London Energy Managers group, set up by Hounslow. WLWA has also been involved in practical discussions exploring carbon reduction opportunities.
- Restart Electrical Repair Directory** – The proposal is for a web-based directory to help residents find reliable repair businesses in their local area for electrical items. It is currently utilised well in North and East London. WLWA is coordinating this work for the west London boroughs to reduce costs to boroughs. Mapping of local businesses will be completed by the end of this financial year.
- Public Engagement, COP26** – WLWA offered support and resources to the boroughs to run their COP26 events. We deliver recycling/food waste talks and an information stand to residents and schools at events in Richmond and Hounslow. WLWA has also promoted borough events via its social media platforms.

5. **LEDNet Programme: One World Living (Reducing Consumption-based Emissions)** – This is one of the key seven themes set up by LEDNet/Transport and Environment Committee (TEC), led by Harrow. WLWA has been closely working with Harrow, providing programme support. The programme focuses on key four areas: **Food, textiles, electronics and plastics**, each theme has lead authority(ies). The overall action plan will be presented to TEC in December, appendix C summarises the approach. These are vital programmes to drive the changes needed in London.

- Steering group & Action Plans** – WLWA is co-lead with Wandsworth on the textile theme, utilising our experience and industry knowledge to develop this material program because of its high carbon impact.

- b. **Waste Disposal Authorities** – to create a wider and collaborative network of key players for the programme, WLWA has reached out to other WDAs in London and secured their involvement in this programme. This will provide a useful platform to share knowledge/information, experience and expertise among WDAs.
- c. **Data** – data capturing and sharing is crucial for the programme, and WLWA will proactively engage and share data/information such as waste composition analysis with the programme members. The learning will also be extended to internal colleagues to incorporate available information into our project planning and prioritising.

Contact Officers	Peter Tilston, Projects Director	07796 271 713
	petertilston@westlondonwaste.gov.uk	
	Motoko Doolan, Net Zero Carbon Manager	07917 075 876
	MotokoDoolan@westlondonwaste.gov.uk	
	Mildred Jeakins, Circular Economy Manager	0781 770 1134
	mildredjeakins@westlondonwaste.gov.uk	
	Sarah Ellis, Project Team Leader	07584 631 710
	SarahEllis@westlondonwaste.gov.uk	

WLWA has a unique and key role in enabling and facilitating changes to keep materials circulating for longer whilst maximising their value by acting as a ‘resource transformation body’ rather than simply a waste disposal authority. This is a transformational strategy that seeks innovation and creativity in managing our resources. WLWA will work closely with our borough partners to embed circular economy principles into our operations and procurement activities. Businesses, charities and residents will be supported to reduce resource consumption whilst increasing material circularity. WLWA will influence circular economy changes at national and international levels.

1. Mission

Close the loop between waste and resources.

2. Context

In a circular economy resources are kept in use for as long as possible to retain their value. Waste is designed out to reduce reliance on raw, virgin and often imported materials in order to promote resource efficiency.

The current linear economy which ‘takes, makes, and disposes’ is inherently unsustainable as resources are only finite. The UK Resource and Waste Sector Plan estimates the transformation to a circular economy will provide up to £9 billion gross value added benefit and more than 40 million tonnes of CO²e savings. It also suggests that every £1 invested will bring more than £2.40 of social value.



3. Strategic links with other priorities

This strategy links with the following areas and existing strategic documents.

Joint Municipal Waste Management Strategy / WLWA Five-Year Programme: These key documents map out WLWA's priorities and direction. They reflect the significant changes resulting from recently adopted legislation and strategies including the Environment Act, The Resource and Waste Strategy and the London Environment Strategy.

Climate Emergency / Carbon Targets: All six constituent Boroughs declared a 'climate emergency' in 2019 and pledged to become carbon neutral by 2030. There are plans in place and being developed to drive this forward in west London. Circular economy principles are vital in transforming west London into a net-zero community.

A Green Recovery, Green Skills and Jobs: A circular economy is widely seen as a step towards achieving a green economy. A circular economy requires new technologies, innovation, and additional infrastructure to treat our resources. The London Recovery Programme, in particular a New Green Deal, the LEDNet Building the Green Economy programme and WLA's Build and Recover Plan provide a framework and priorities for the region for WLWA to link with.

4. Principles

Since the circular economy programme involves new, innovative and untested projects an agile approach is needed. Whilst focusing on a big vision, being flexible, responsive and adaptive to make sure we are implementing practical solutions and improvements that suit local circumstances is a priority. These four key principles will provide guidance to design, plan, and prioritise our projects. WLWA will:

- give resources away to stimulate the growth of reuse and repair markets and drive innovation;
- create a circular economy hub in each WLWA Borough, over the period of the Circular Economy Strategy;
- focus on high impact materials such as food waste, textiles and e-waste; and,
- actively engage and collaborate with the public, private and third sectors to foster and instigate innovative solutions.

5. Key Actions & Milestones

Short-term actions (1-2 years)

- Develop reliable and accurate data about materials, behaviours and waste composition to support targeted development of material action plans.
- Influencing/lobbying government and producers for circular solutions, wider than Extended Producer Responsibility.
- Community/stakeholder mapping to identify local opportunities to enact change.
- The delivery of two Circular Economy Hubs and appropriate circular economy infrastructure, e.g. a sharing platform.
- Develop consistent services to facilitate circularity, such as bulky item reuse.

- Embed sustainable circularity into local authority procurement and services.
- Develop a tool to measure social value/benefits.
- Engage and communicate widely.

Mid-term actions (3-5 years)

- Further planning and investment in additional circular economy infrastructure such as Hubs and community centres.
- Creation of training opportunities for green skills to develop the circular economy.
- Development of education and communication activities appropriate to the stage of circular economy development.

Long-term actions (6+ years)

- Developing local resource management to enhance local neighbourhoods and communities.
- A robust west London self-sufficiency tool in place to measure the benefits.

6. Key Indicators

Each project will have a set of indicators to determine progress and success, these will fall within the scope of these four areas:

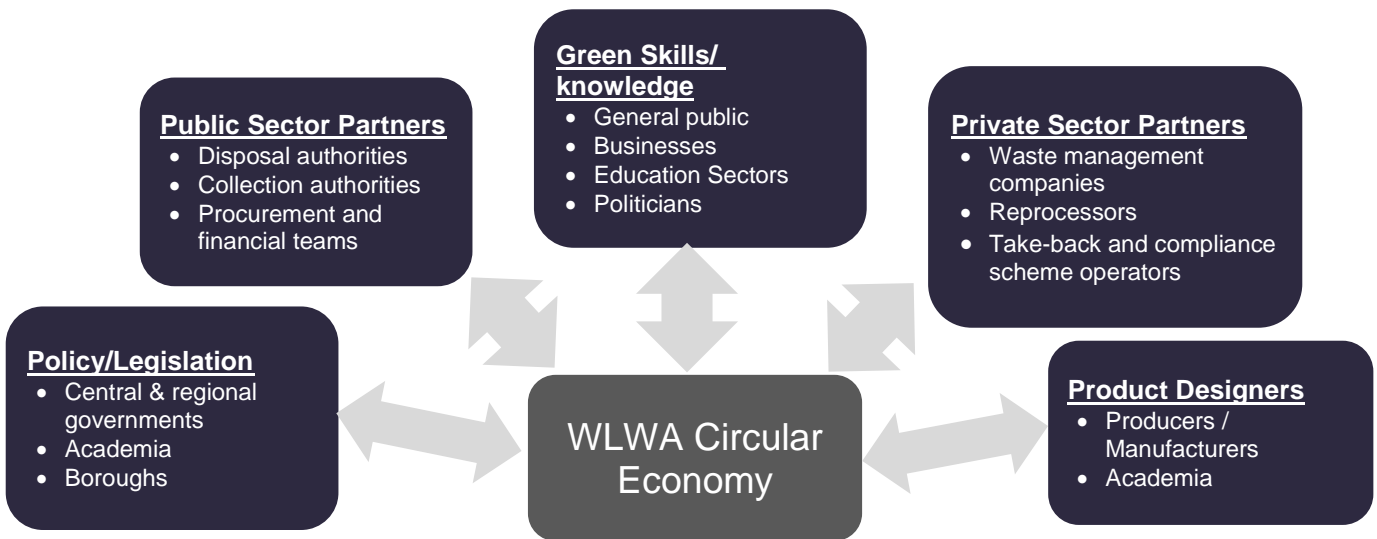
1. **Social benefits** - local job creation and green skills development that will support the overall Green Recovery; supporting vulnerable people and disadvantaged communities to achieve fair and reasonable access to transport, space, food and products/services.
2. **Environmental benefits** - linking directly with sustainable resource management including carbon reductions, whole-life costings and renewable energy consumption.
3. **Self-sufficiency of raw materials** – achieving maximum value locally and ability to circulate back to their original intended state without dependencies on virgin materials and markets.
4. **CE/Green investments** - £ invested in circular/green economy activities.

7. Stakeholder Engagement

A circular economy cannot be achieved by one organisation. By understanding and engaging with a wide and representative platform of public, private and third sector stakeholders, an opportunity to co-innovate and understand the roadblocks to circular economy transformation will be created. Ultimately this will facilitate systemic change at the desired scale.

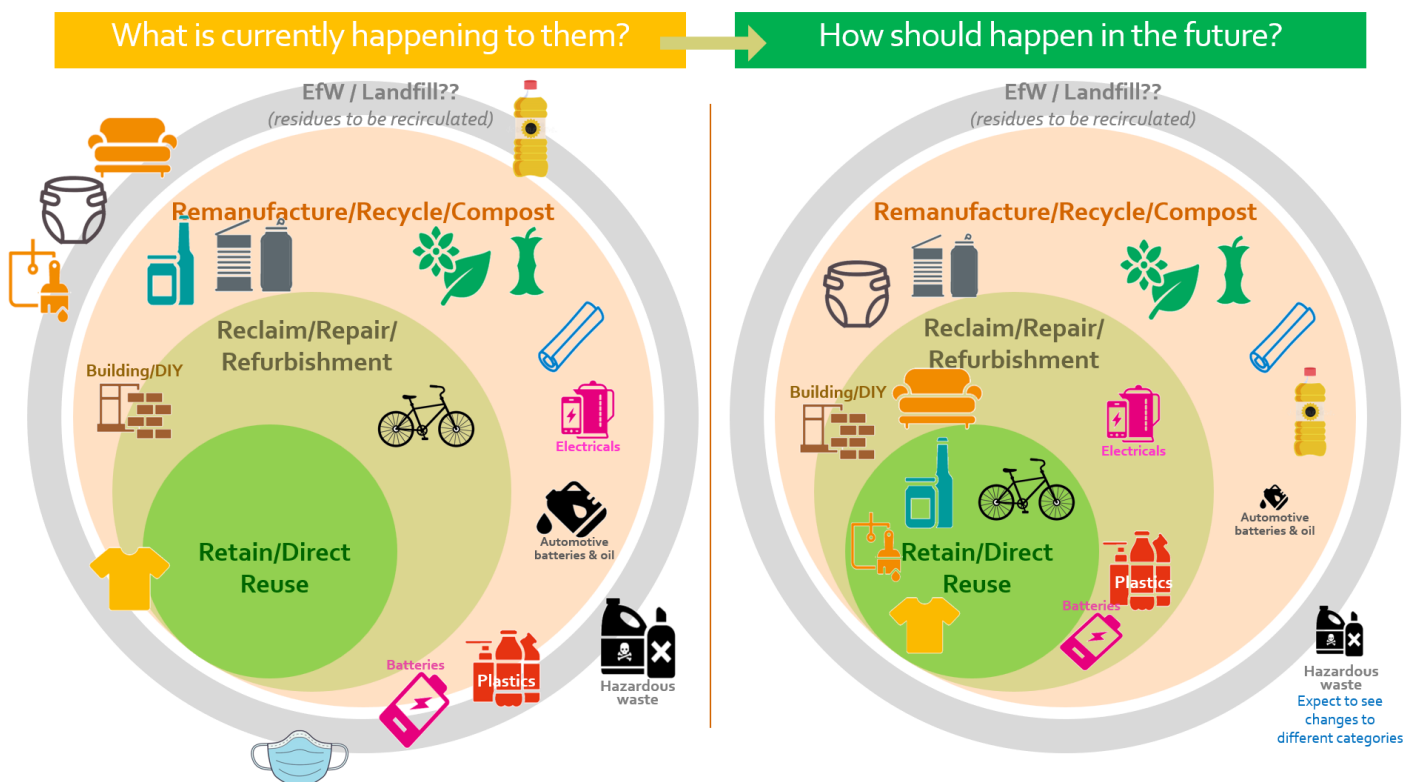
Developing and utilising positive communication and relationships will expedite circular activities. For example when infrastructure is ready to be constructed and be used, there would be actively engaged partners ready to take action immediately.

Diagram below illustrates the type of stakeholders to engage with to put in place the principles and reality of a circular economy.



8. Future of Materials

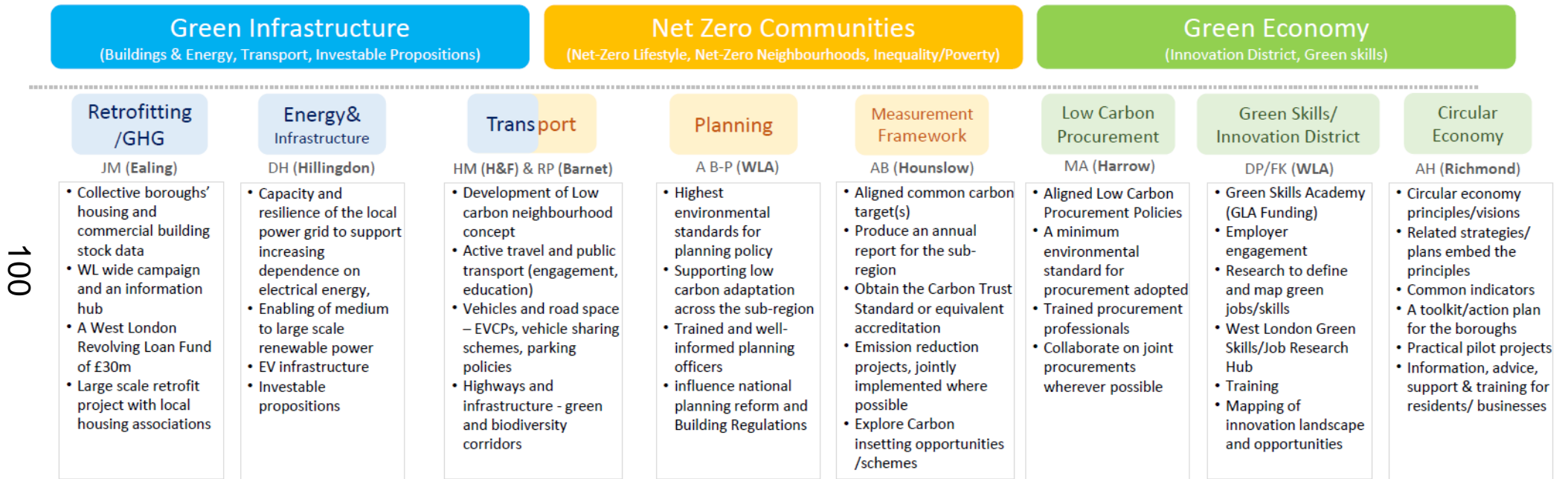
Society needs to rethink the way materials are treated. WLWA will build a vision for the different materials discarded in west London and identify practical solutions to improve their circularity.. It is anticipated that as new technology and innovations become available and new policy measures are in place, different solutions and treatment routes will become possible. WLWA will continue to be agile and responsive to changes to be able to support innovations and demonstrate leadership.



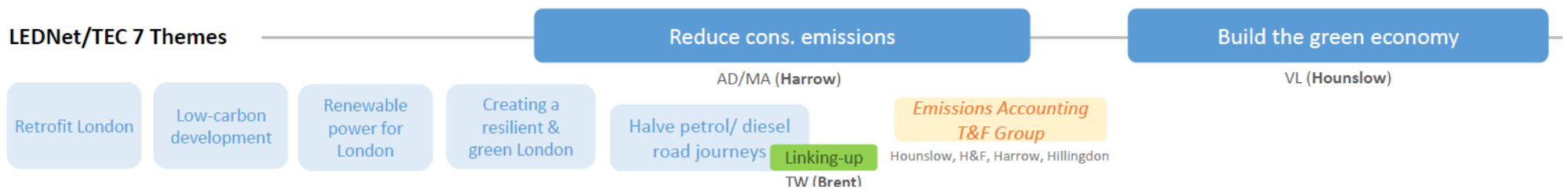
Appendix B – WL Climate Emergency Officers Group Action Plan

WL CEOG Projects/Initiatives

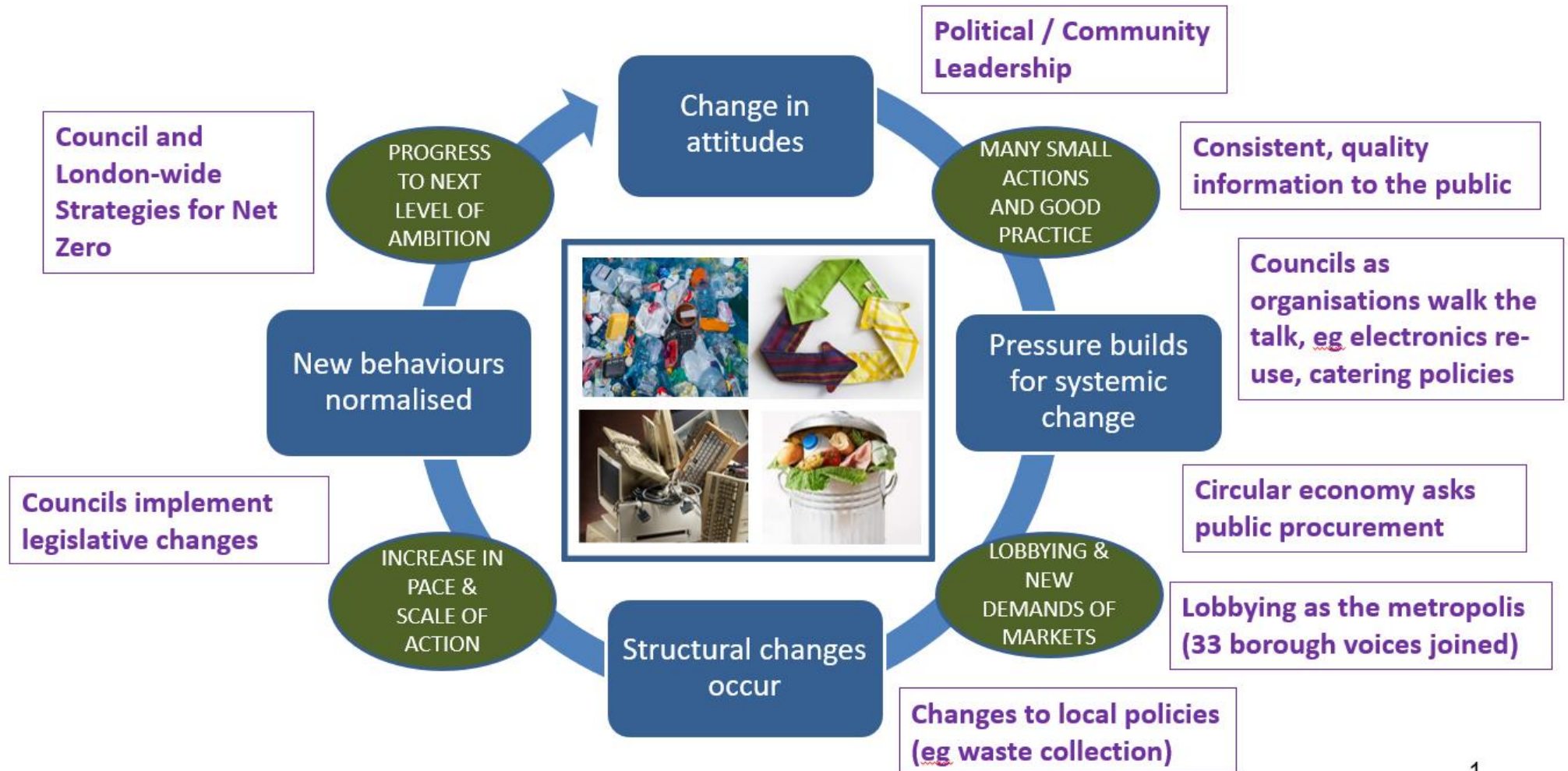
WLA Built & Recover Plan Priorities



LEDNet/TEC 7 Themes



Bottom up action can build a virtuous circle of change

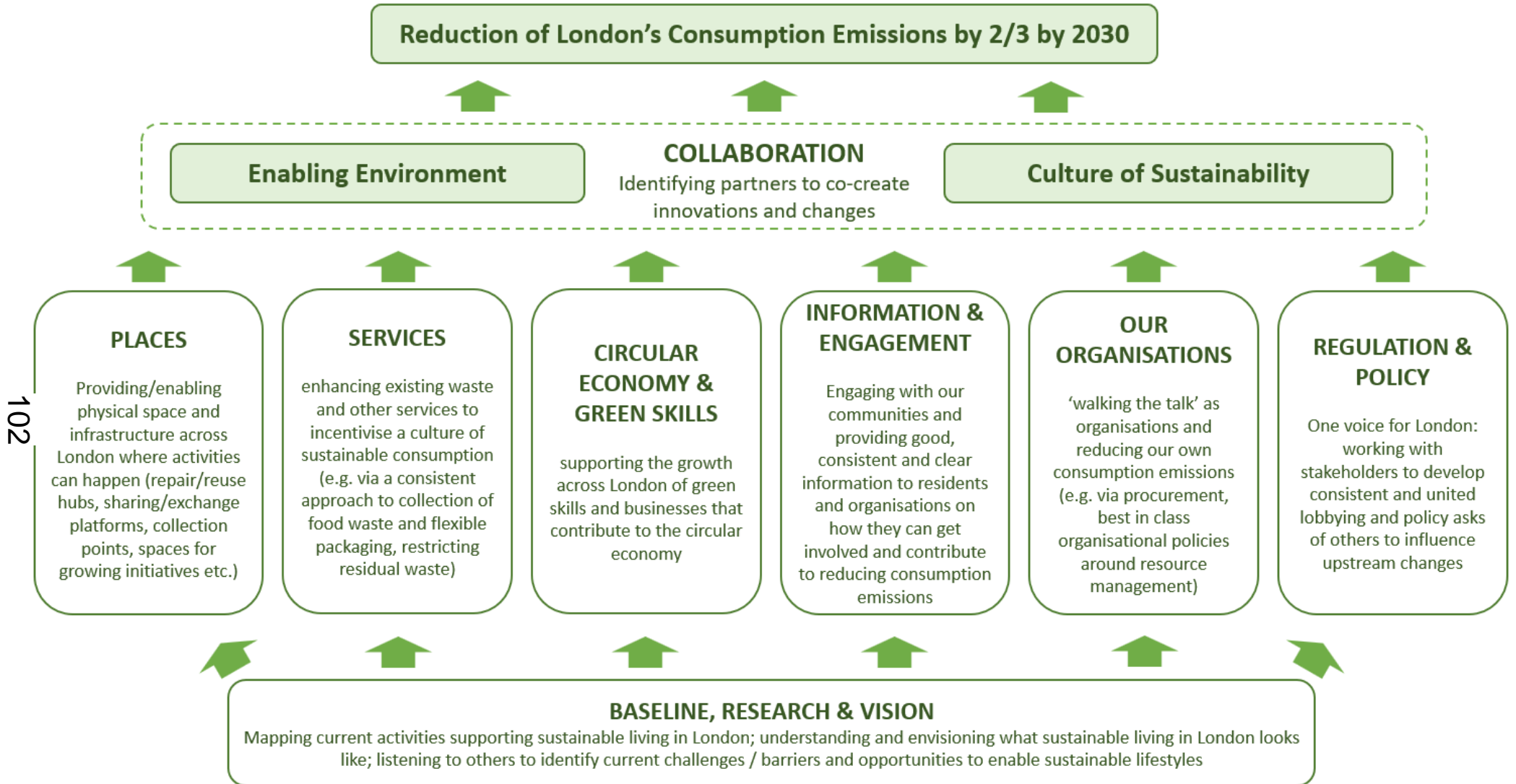


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EXAMPLE LOCAL AUTHORITY POINTS OF LEVERAGE

One World Living - Reducing London's Consumption Emissions

Appendix C – OWL Programme Approach (cont.)



Finance Update October 2021

SUMMARY

This report provides an update on financial and corporate

RECOMMENDATION(S)

The Authority is asked to: -

- 1) Note the current financial position and forecast for 2021/22
- 2) Note the 2021/22 KPI performance

1. Financial position – high level summary

A summary of the financial performance for the period and forecast to the end of the year is provided below:

High Level Summary

	P07 Budget £ 000s	P07 Actual £ 000s	P07 Variance £ 000s	Full Year Budget £ 000s	Full Year Forecast £ 000s	Full Year Variance £ 000s
Expenditure						
Employees	1,314	1,312	(2)	2,252	2,346	94
Premises	1,528	1,587	58	2,620	2,666	46
Waste Transfer and Disposal	29,379	27,324	(2,055)	50,363	46,789	(3,574)
MRF Waste Transfer and Disposal	1,440	1,174	(266)	2,469	2,012	(457)
Supplies and Services	565	405	(160)	968	1,038	70
Depreciation	5,390	5,390	(0)	9,240	9,240	(0)
Financing and Other	3,600	3,600	0	6,171	6,171	0
Concession Adjustment	(2,556)	(2,556)	0	(4,382)	(4,382)	0
	40,659	38,234	(2,425)	69,702	65,881	(3,821)
Income						
Levies	(37,986)	(36,389)	1,597	(65,120)	(62,381)	2,738
MRF Service Charge	(1,440)	(1,174)	266	(2,469)	(2,012)	457
Trade and Other	(1,233)	(1,672)	(440)	(2,113)	(2,512)	(399)
	(40,659)	(39,235)	1,424	(69,702)	(66,905)	2,797
(Surplus) / Deficit	0	(1,001)	(1,001)	0	(1,024)	(1,024)

The summary shows how financial performance compares to the budget for both the period and the forecast for the year.

The overall performance for period 7 (Oct21) shows a favourable variance (i.e. underspend) of £1.00 million compared to budget. The forecast surplus of £1.02 million continues to be principally reflected by unanticipated lower Waste Transport and Disposal (WTD) costs.

We continue to review the impact of the Covid-19 pandemic against performance, in particular its impact on waste flows (principally residual waste which accounts for the majority of spend) and therefore the large variances for Waste Transport and Disposal (WTD) costs and Levies. Other spending budgets remain broadly on target.

The budget also includes as it did for financial year 2020/21, the financial effects of the new dry mixed recycling (DMR) contract for Ealing. This is cost neutral for the Authority but creates further variations in the WTD costs and Trade/Other Income.

The main variances are detailed in the standard breakdown in Appendix 1 which separates out the main types of waste streams and distinguishes between PAYT and FCL activities and summarises the following.

Residual waste tonnage continues to be the main component of PAYT waste and explains a large portion of the variance against budget. The current level of tonnages for residual waste continues to be lower than budgeted (as at the end of October, residual waste collected is 4% lower than the budget). This is because the 2021/22 budget was set using borough tonnage forecasts in the midst of the pandemic at the height of waste volumes. It should be noted, that the uncertainty of forecasting was identified at budget setting and the Authority report included sensitivity analysis to help illustrate the financial impacts of higher/lower residual waste volumes.

In terms of PAYT activities, the decreased volume of household collected waste and associated costs will be mirrored by a reduction in the amount boroughs will have to pay via the PAYT levy. Through the usual quarterly reconciliation process boroughs will only pay for the waste that is disposed and will therefore see quarterly refunds of any overpaid levies. The forecast for the full financial year PAYT levy totals £49.9m against a budget of £52.6m. This reflects the refunds in levies predicted due to lower tonnages collected.

Food waste costs are £12k (13%) lower than budgeted to the end of October, due to lower tonnages collected against budget (3,000 less tonnes). However, whilst tonnages may be less than budgeted, year on year collections have increased. As 2020-21 was impacted heavily by Covid-19 and patterns of waste collections were skewed, if we look at April to October of financial year 2019-20 against the same months for this financial year, there has been a 7% increase in food waste collected. We will continue to monitor food waste collection with each borough and ensure that the £500k investment provided can see food waste tonnages increase and removed from residual waste.

Year to date, green waste has seen 6,000 tonnes increase against budget, but we need to consider seasonality, and do expect a decrease over the winter months.

In terms of FCL waste, there has been lower than budgeted volumes in turn leading to decreased costs against budget. Year to date WTD costs were £640k lower than budget. The largest variance is against residual waste which makes up the main bulk of HRRC waste costs and this is £623k lower than budget (21%).

Trade waste is up by 36% against budget as at October 21, indicative of more waste from businesses resuming again after the Covid-19 pandemic.

In terms for forecasts, whilst the impact of the Covid-19 pandemic remains, we have used current levels of waste collected to forecast based on run rates. With 7 months of waste flows, we are able to see how the budgets were produced with prudence, and in fact we do envisage such high volumes, particularly residual waste.

Looking at residual waste collections (PAYT), we have looked at current levels of activity and reflected this in the remainder for the year. This has resulted in the forecast being £2.7m less than the budget.

For HRRCs (FCL), once again the main component is residual waste. The average of the last seven months has been used in forecasting. The resulting forecast shows a decrease against budget of £1.60m.

Waste flows will continue to be monitored throughout the year however the total of the above WTD forecasting results in an overall current WTD projected underspend of £3.57 million in the year.

2. KPIs for 2021/22

Appendix 2 summarises the targets for the year and the performance in the year to date.

All indicators continue to be on target (green) and the performance is reflected in the RAG rating. There is nothing to note for period 7 with all indicators at green indicating operations are on track.

3. Delegated decisions

To provide further transparency of operational arrangements, this standard section of the report summarises any significant financial decisions made since those reported to the last Authority meeting and not reported elsewhere in the agenda.

There were none.

Contact Officers	<p>Jay Patel, Head of Finance jaypatel@westlondonwaste.gov.uk 01895 54 55 10</p> <p>Ian O'Donnell, Treasurer ianodonnell@westlondonwaste.gov.uk</p> <p>Emma Beal, Managing Director emmabeal@westlondonwaste.gov.uk</p> <p>Sapna Dhanani, Finance Manager sapnadhanani@westlondonwaste.gov.uk</p>
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Appendix 1

Pay As You Throw	2021-22 YTD Period 07				2021-22 Full Year Forecast			
	Budget £ 000s	Actual £ 000s	Variance £ 000s	Commentary	Budget £ 000s	Estimate £ 000s	Variance £ 000s	Commentary
Waste - Residual	24,300	22,701	(1,599)	Collected waste volume is 4% less than budgeted	41,657	38,916	(2,741)	Based on current run rate, lower tonnage of residual waste expected.
Waste - Food	203	190	(12)	Food waste tonnages collected are 3,000 tonnes less than budget YTD.	348	327	(21)	
Waste - Mixed Organic	25	83	57	Budgeted 857 tonnes of mixed organic for FY21/22, but 1,670 tonnes collected in April and May hence the overspend.	43	83	39	
Waste - Green	809	878	69	6,000 tonnes more collected than budget YTD but need to take in to account seasonality so may reduce over coming months.	1,387	1,505	118	
Waste - Other	255	324	69	Over 3,000 tonnes more than budgeted of rubble and gully collected	437	556	119	
Depreciation	4,154	4,154	0		7,122	7,122	0	
Financing	2,459	2,459	0		4,216	4,216	0	
Premises	752	752	0		1,289	1,289	0	
Concession Accounting Adjustment	(2,275)	(2,275)	0		(3,900)	(3,900)	0	
Levy Income	(30,683)	(29,085)	1,597	Accounted for refunds to be given back to boroughs as lower tonnages of waste collected through PAYT.	(52,599)	(49,860)	2,738	Based on refunds owed back to boroughs due to less waste tonnages.
PAYT Net Expenditure	0	182	182		0	253	253	
Fixed Cost Levy	2021-22 YTD Period 07				2021-22 Full Year Forecast			
	Budget £ 000s	Actual £ 000s	Variance £ 000s	Commentary	Budget £ 000s	Estimate £ 000s	Variance £ 000s	Commentary
Employees	1,314	1,312	(2)		2,252	2,346	94	
Premises	776	835	58		1,331	1,377	46	
Waste - Residual	2,969	2,346	(623)	Lower tonnages collected than budgeted.	5,090	4,021	(1,069)	Based on current run rate, lower tonnage of residual waste expected.
Waste - Green	104	135	31	1,000 tonnes collected more than budgeted.	178	231	53	
Waste - Wood	389	464	75	864 tonnes collected more than budgeted.	667	796	129	
Waste - Other	325	203	(122)	3,000 tonnes less than budget collected for rubble, asbestos and hard plastics.	557	355	(202)	Based on current run rate, lower tonnage of waste expected.
Waste - MRF	1,440	1,174	(266)		2,469	2,012	(457)	
Supplies and Services	565	405	(160)		968	1,038	70	
Depreciation	1,235	1,235	(0)		2,118	2,118	(0)	
Financing	592	592	0		1,014	1,014	0	
Revenue Funding of Debt	549	549	0		941	941	0	
Concession Accounting Adjustment	(281)	(281)	0		(482)	(482)	0	
Trade Waste and Other Income	(1,233)	(1,672)	(440)		(2,113)	(2,512)	(399)	Usually trade waste is higher in first few months and then flattens out over the back end of the financial year.
MRF Income	(1,440)	(1,174)	266		(2,469)	(2,012)	457	
Levy Income	(7,304)	(7,304)	(0)		(12,521)	(12,521)	(0)	
Fixed Cost Levy Net Expenditure	0	(1,183)	(1,183)		0	(1,277)	(1,277)	
(Surplus) / Deficit	0	(1,001)	(1,001)		0	(1,024)	(1,024)	

Appendix 2

Key Performance Indicators 21/22								7
KPI		19/20 Actual	20/21 Actual	21/22 Target	Red Threshold	Description	Commentary about target	Cumulative Oct-21
Keep Waste Moving								
1	Diversion from Landfill %	97.9%	98.9%	96.1%	< 95% = Red	Percentage of residual waste collected in month sent to landfill (shows the tonnes of waste Suez have sent to landfill and the cumulative collected asbestos waste collected at Abbey Road).	contractual target 3.9% max to landfill	99.9%
2	Turnaround times (% above 25 minutes) for borough vehicles	3.4%	4.2%	4.5%	> 5% = Red	Average vehicle turnaround times - taking waste to Transport Avenue, Victoria Road and Abbey Road. Total waste loads (cumulative) and over 25 mins in the month.	close to performance during pandemic	0.9%
Increase Efficiency								
3	Overall £/tonne	88.29	88.12	88.87	> £93.31 (i.e. +5%) = Red	Looks at total tonnes collected cumulatively and the total spend of waste transfer and disposal.	reflects boroughs budgeted tonnages and 19/20 and 20/21 are indexed	£83.54
4	Overall £/person	26.05	28.89	30.83	> £32.40 (i.e. +5%) = Red	Total spend of waste transfer and disposal divided by total population of 6 boroughs (provided from ONS website).	reflects boroughs budgeted tonnages and 19/20 and 20/21 are indexed	£28.51
Divert From Waste								
5	All waste - monthly kg per person	25.73	27.76	28.91	> 30 kg = Red	Total cumulative waste collected divided by population (taken from ONS website).	reflects boroughs budgeted tonnages	28.44
6	Residual waste - monthly kg per person	20.32	20.28	21.63	> 22 kg = Red	Total cumulative residual waste collected divided by population (taken from ONS website).	reflects boroughs budgeted tonnages	21.02
Effective Control								
7	People development	82	105	350	< 315 = Red	Total number of learning and development activities carried out in financial year (amongst total employees).	more granular metric reflecting aspirational 10 I&d events per person. But 19/20 and 20/21 reflect days	283
8	Staff turnover	22%	13%	15%	> 20% = Red	Cumulative leavers YTD against total budgeted staff.	maintain level	5.0%
9	Sickness absence rate	1.6%	0.5%	2.0%	> 3% = Red	Cumulative sick days lost year to date.	more typical level	1.9%
10	Paying suppliers promptly (days to pay)	29	24	30	> 32 days = Red	Average number of days to pay suppliers in the month.	statutory level	23
11	Minimising trade debt (% of non levy income)	7%	4%	8%	> 10% = Red	Debt at end of period - excluding borough debt.	level reflects 1 month debt - only 1 instance of non recovery in last 6 years. Really just timing difference.	1.1%
12	RIDDOR incidents at Abbey Road	1	0	0	> 1 = Red		maintain level	0.00
13	Average monthly safety observations and closeout actions	10	5	10	> 15 = Red		maintain level	6
14	Number of audit actions or recommendations overdue	0	1	0	> 2 = Red		maintain level	0

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