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West London Waste Authority

A meeting of the West London Waste Authority will be held in The Auditorium - Harrow Council Hub, Kenmore Avenue, Harrow, HA3 8LU on Friday 1 December 2023 at 10.00 am

Membership

Councillor Deirdre Costigan, London Borough of Ealing
Councillor Stephen Greek, London Borough of Harrow
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 22 September 2023 (Pages 3 - 6)
4. 2024/25 Budget (Pages 7 - 32)
5. Health and Safety: Annual Review of performance in 2023 and the plans for 2024 (Pages 33 - 96)
6. Operations Update: Victoria Road (Pages 97 - 110)

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

Nil

Useful Information

Attending the Meeting in person

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Hugh Peart
Clerk to the Authority

At a meeting of the West London Waste Authority held on Friday 22 September 2023 at 10.00 am at The Auditorium - Harrow Council Hub, Kenmore Avenue, Harrow, HA3 8LU.

Present:

Councillor Julia Neden-Watts (Vice Chair in the Chair)

Councillor Guy Lambert

Councillor Eddie Lavery

Councillor Stephen Greek (joined virtually)

Apologies for Absence

Councillor Deirdre Costigan

Councillor Krupa Sheth

73. Apologies for absence

Apologies for absence were received from Councillor Deirdre Costigan and Councillor Krupa Sheth.

74. Declarations of interest

RESOLVED: To note that there were no declarations of interests made by Members.

75. Minutes of the meeting held on 23 June 2023

RESOLVED: That the minutes of the meeting held on 23 June 2023, be taken as read and signed as a correct record.

76. West London Waste Authority Business Plan 2023/24

Members received the report which provided details of the strategic priorities that form the basis for the Authority's Business Plan.

Sapna Dhanani, Finance Manager, introduced the report and drew attention to the five strategic priorities. In response to a question regarding the uncertainty around the UK Emission Trading Scheme (ETS) and the joint opportunities in mitigations to reduce cost implications, it was noted that the indicative savings were aggregated across boroughs and included such items as a reduction in contamination from dry mixed recycling. In response to a further question, Members were informed that the impacts of ETS also included logistics carbon and logistic savings.

Emma Beal, Managing Director, informed Members that, in addition to the long term risk outlined in the report, net zero, waste reforms and expected legislative changes would be factors going forward. Attention was drawn to strategic priority 5, organisational excellence, and the update of the inclusion of internal work on governance. In response to a question, Members were informed of the details of the three posts deemed to directly support organisational excellence.

The Chair stated that an action point for Members would be to have discussions with Environment Directors and for Finance Directors to act to avoid silo arrangements.

RESOLVED: That

- (1) the shared financial risk posed by the emissions trading scheme be noted and Borough Environment Directors and Finance Directors be encouraged to engage in early budget savings discussions with West London Waste Authority to inform 2024-25 budget settings, priorities and programmes;
- (2) the action plan resulting from the employees engagement survey in section 4 of the officer report be approved;
- (3) the changes to strategic priority 5 Organisational Excellence be approved;
- (4) the accountability and responsibilities for each of the 2023 Strategic Priorities, as set out in Appendix 1 to the officer report, be noted.

77. Programmes Update

The Members received a report which provided an update on the Authority Programmes.

Peter Tilston, Projects Director, introduced the report and advised that work continued on delivering on target savings across Communications, HRRC, Social Value and Reuse and Smart Cities Data Programmes. He stated that it was important that officers from the Boroughs were available to work with the Authority on these programmes.

Members noted that the two key risks identified in the report continued and were classed as amber. The food waste savings would be reported to Members following the next round of waste composition analysis in December. Work with regard to the Smart Cities Data programme was being undertaken with Brent around rerouting.

In response to a question regarding collection of data, Members were informed of the difficulty of integrating a number of different systems. With regard to a question on the composition of the waste analysis, it was noted that it was broken down into each Borough across such factors as housing types and streets.

Members expressed their thanks for the work undertaken by the three officers who were leaving the Authority.

RESOLVED: That the information within the report be noted.

78. HR Services Update

The Members received a report which provided an update on the Authority's Human Resources (HR) services. The key point was that the Authority was on track to deliver against the improvement plan set out in the June HR Services Update.

Tom Beagan, Head of Service Delivery, introduced the report and advised that good progress had been made following the Audit. The Authority was on track to deliver against the improvement plan by the end of six months except the policy review. There would be some slippage into October due to minor IT issues.

RESOLVED: That the report be noted.

79. Contracts and Operations Update

Members received a report which provided an update on the Authority's waste treatment arrangements and procurements.

Tom Beagan, Head of Service Delivery, introduced the report and advised on some operational issues regarding transfer management. He drew particular attention to the outbreak of 25 fires, and provided detail on the two major fires. As a result there had been discussion with the contractor resulting in some operational changes and a different approach to work with the fire brigade to minimise delays. A fire prevention task force had been established with the Boroughs. With regard to procurement, four contracts had now been signed and four were ready for signing.

A Member expressed concern at the increase in the number of fires despite the investment made and was informed that it was a national issue that was being addressed locally. Examples of work being undertaken to improve the situation included: a broad multi system approach with contractors responsible for inflammable materials; a workshop on key communications to be held the following week; work at local transfer stations to engage and educate the public; containers to separate flammable materials; encouraging Boroughs to send only bulky waste to be shredded at the site; and thermal imaging on site.

In response to questions, it was advised that the Authority was lobbying the government regarding the programme for the disposal of vapes. Meanwhile they were treated as electronic waste.

A Member referred to long delays at the Victoria Road transfer station, mainly due to the unreliability of the cranes which resulted in the inability to complete rounds. This inconvenienced residents or required overtime payments. An urgent resolution was required as in a five and a half week period there had been delays on eighteen days.

The Head of Delivery Service stated that he would be meeting the contractor on the following Monday regarding these unacceptable delays. There had been signs of improvement following preparatory work on the cranes and the contractor was trying to bring forward their replacement in advance of the current date of April 2024. It was agreed that an email update be circulated to the Members and Directors on progress before the next meeting.

In response to a question it was advised that progress on the update of the West London Waste Plan and any elements that would impact the Authority would be brought to the attention of the Members.

RESOLVED: That

- (1) the report be noted;
- (2) the work to support the boroughs in creating and adopting a new West London Waste Plan be approved.

80. Finance Report July 2023

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

Sapna Dhanani, Finance Manager, introduced the report and outlined the key points.

It was stated that inflationary pressures and an anticipated increase in insurance premiums could mean that there were overspends to budget. However, the Authority had reserves set aside to manage such risks.

In response to a question as to whether there was a risk to insurance cover due to the number of fires, the Members were informed that this would be examined.

Emma Beal, Managing Director, advised of a session on budgets to be held in November between the Chair, Vice Chair and officers. The first draft would be circulated for comment and finalised in January 2024.

RESOLVED: That the current financial position and forecast for 2023/24, the Key Performance Indicators to date, the delegated decisions and the Treasury Management outturn for 2022/23 and update for 2023/24 be noted.

The meeting finished at 11.13 am.

The minute taker at this meeting was Miriam Wearing.

2024/25 Budget

SUMMARY

This report sets out the 2024/25 budget proposal and the key points are as follows:

- Growth forecast in levies is 8% (£5.5 million) in the context of inflation being higher than budgeted for prior year (4%), providing additional services to Boroughs to reduce residual waste (1.5%) and inflation for the current year budgeted at 6.5% but dampened by the PPP contract for residual waste and savings made where appropriate (2.5%).
- The Authority is budgeting to pay boroughs PPP income (i.e. electricity) totalling £4.2 million by September 2024. The growth in levies offset against the PPP income is therefore reduced to 1.9%.
- A programme of work totalling £2.8m over 3 years (£1.2 million in 2024/25) is to be funded from the Authority's share of PPP income and will deliver carbon and financial savings directly to boroughs. In the prior year, this was budgeted at £1.1 million.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Note the 2024/25 budget for consultation
- 2) Note the budget for work to be met from PPP income
- 3) Note the Pay As You Throw (PAYT) rates in section 15 and the PAYT levy made up of two components totalling of £57.4 million
- 4) Note the Fixed Cost Levy (FCL) of £15.2 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) Approve the spend of £450,000 on containers for the Social Value and Reuse programme
- 8) Note the target level of reserves of £16.1 million to act as a buffer for managing risks and avoiding supplementary levies, in section 19
- 9) 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. This report sets out the 2024/25 draft budget which will be subject to consultation with constituent boroughs. Following consultation, the final budget will be reported to the January Authority meeting for approval. The PAYT and FCL charges will then be levied.

1.2 The budget incorporates tonnage forecasts received from boroughs and the spending plans received from Authority managers which include delivery of business plan objectives. The draft budget has been scrutinised and adjusted following a budget challenge session with the Chair, Vice Chair and Chief Officers on 9 November 2023.

1.3 The report will also be shared and discussed with borough Environment Directors and Finance Directors.

2. Executive Summary

2.1 This year amidst the continued economic uncertainty and financial challenge, the 2024/25 budget proposal continues to aim to provide boroughs with greater stability and better predictability (a key theme identified in the Finance Strategy).

2.2 The levies for the Authority to be passed through to boroughs has increased by £5.5 million, a growth of 8% from 2023/24. In context, the increase is summarised in the below table and a detailed description follows.

Total increase in levies	£'000
Tonnage increase	1,512
WTD Inflation	1,353
General inflation	150
Insurance	1,200
Lakeside - variance to prior year budget and forecast	404
Business rates - variance to prior year budget and forecast	858
Total	5,478

2.3 It is worth noting that the Authority takes a prudent and risk based approach on contracts and aims to build mitigation within our contracts. Whilst the PPP contract is dampened by the impact of inflation, it also has mechanisms built in to allow for additional income if certain criteria are met. The last couple of years have seen the Authority and boroughs benefit from the additional income off the back of high electricity prices, and this has mitigated to a certain extent against the high rise in inflation which has impacted on spend. The growth in levies set off against the PPP income to be shared with boroughs is 1.9% against the 8% being shown above without the shared PPP income. However, inflation and energy prices can shift upwards and downwards, and the additional income we have been receiving is not a guaranteed income stream to the Authority.

2.4 In the prior year, the budgeted inflation was 10% which was 3.8% lower than the actual of 13.8%. Therefore, the proposed 2024/25 budget has growth based on the inflationary pressures from last year following through as well as an increase of the budgeted 6.5% inflation. Key items to note that varied from the 2023/24 budget were:

- 1 The actual Lakeside gate fee actual came in at £5 higher than budgeted, meaning that there was a £400k impact on the budget.
- 2 Business rates had gone through a valuation process and on average were 38% higher than budgeted, which was an impact of £858k on budget.

2.5 As mentioned, inflation has been budgeted in 2024/25 at 6.5% on the relevant contracts. Within Waste Transport and Disposal costs, the PPP contract with WLER dampens inflation from 6.5% to 2.2% due to the pricing mechanism which protects a significant amount of tonnages from the impact of inflation. Savings have also been identified where spend is not required, or can be outsourced at a cheaper alternative but has a much more positive impact to the Authority.

2.6 Insurance premiums within the waste industry have increased significantly and in prior years, the Authority was able to absorb this cost. However, with the increase of fires, floods and heat, the costs are too significant to absorb. Insurance premiums have increased by 518% since 2016 with general insurance companies finding the

waste industry being high risk. The cost of the WLER insurance premium has been included in 2024/25 under the PAYT SERC element.

- 2.7 In 2023/24, West London Waste Authority have continued to provide a more greater and varied service to boroughs, meaning that whilst there are an increase in tonnages budgeted for 2024/25 within certain material streams (mainly recyclables), the overall mission of reducing residual waste has been effective. The impact of this on the budget is a growth of 1.5%.
- 2.8 With the emissions trading scheme on the horizon, West London Waste Authority are committed to working collaboratively with boroughs on ways to reduce fossil carbon in waste, and ultimately reduce residual waste. There is a risk that boroughs could see their levies increase if we do not continue in our programmes and projects of waste reduction, and the budget allows for more collaborative working to mitigate against some of these financial risks.
- 2.9 The 2024/25 budget anticipates PPP income (estimated total of £6.3 million) and proposes to pay boroughs £4.2 million by September 2024 apportioned using the final approved council tax base (i.e. approx. £0.7 million each). Budgeting for the payment of £4.2 million will therefore require the Authority to manage the risk of lower than anticipated income (e.g. due to low electricity prices, actual impact of windfall taxes) by using its reserves.
- 2.10 The Authority takes a full system approach to managing costs. This is illustrated by the Abbey Road budget, where expenditure has increased by 10% (£117k), allowing more of Brent Council's household waste to be managed through the site and delivering Brent Council a saving of £1m per year.
- 2.11 Most of the Authority's spending relates to borough activity levels which are met/serviced through contracts. The key drivers of costs and therefore levies are the boroughs' own forecast activity levels and the contractual inflation. The key long term mitigation of spend and therefore levies is managing the waste flows. These are largely within the control of boroughs. The budget for 2024/25 also continues to identify the 4 key programmes of work to be met from the Authority's share of PPP income already received. These programmes were established in 2023/24 and there was a total of £2.8 million budget allocated. In 2023/24 the budget was £1.1 million and for 2024/25 the budget is at £1.2 million. The programmes of work have been developed to identify interventions where boroughs will see the benefits in their own budgets - essentially spend (Authority) to save (boroughs) programmes.
- 2.12 The table below sets out the 2024/25 budget and the movement from the 2023/24 budget. The latest 2023/24 forecast is also included to provide context and illustrate the current level of activity. The spend lines have also been split out to separate spend from business as usual activities and those from the programme of work funded by PPP income, providing better transparency.

	2023-24 budget £ 000's	2023-24 forecast £ 000's	2024-25 budget £ 000's	Changes in budgets £ 000's
Business As Usual Costs				
WTD - Waste Transport and Disposal	51,531	52,255	55,134	3,602
Depreciation	10,375	10,375	10,712	338
Financing Cost	4,971	4,971	4,829	(143)
Premises	2,603	3,471	3,681	1,077
Employees	2,617	2,874	2,960	344
Supplies and Services	1,187	2,279	2,500	1,314
MRF Service Costs	2,256	3,423	5,804	3,548
Revenue Funding of Debt	984	984	1,006	22
Concession Accounting Adjustments	(4,570)	(4,570)	(4,666)	(96)
BAU costs	71,954	76,060	81,960	10,006

Programme of work funded by PPP income				
Depreciation	107	107	158	51
Premises	45	45	103	58
Employees	308	279	267	(41)
Supplies and Services	660	660	797	137
Other Income			83	(83)
Depreciation			5	5
Programme costs	1,120	1,091	1,247	127

Total costs	73,074	77,151	83,207	10,133
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Income				
Levies	67,116	67,364	72,561	5,445
MRF service income	2,256	3,423	5,804	3,548
Other Income	2,582	3,217	3,595	1,013
Programme costs funded by PPP income	1,120	1,120	1,247	127
Total income	73,074	75,125	83,207	10,133

Total (surplus)/deficit	0	2,026		0
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PPP income disbursed to boroughs	6,300	12,729	4,200	(2,100)
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2.13 The budget headings are per our usual format for regular budget monitoring reports and accounting categories. The most notable movements relate to the growth in waste transport and disposal costs, premises, supplies and services and levies, the inclusion of PPP income payable to boroughs and the funding of 3 programmes of work.

2.14 Note that the MRF activities have a neutral effect with costs being passed through to Ealing and Brent for the services provided. There is an increase in cost and income to reflect Brent being on board for this service.

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

3. Programme of work funded by PPP income

3.1 The Finance Strategy approved in September 2022 identified that two thirds of PPP income received in 2023/24 would be passed through to boroughs and one third of PPP income would be set aside for Authority Strategic projects.

3.2 On this basis for the Authority’s share of PPP income, three programmes of work were identified:

- Citizen Perception – To better inform residents of complex recycling challenges and inform boroughs of recycling opportunities
- Social Value and Reuse – to decarbonise HRRC services and create social value
- Digital Twin – to decarbonise collection services and find immediate cost savings for boroughs

Brief summaries follow. The programmes have been developed with borough colleagues and reported to stakeholders to monitor performance.

3.3 Citizen Perception - The purpose of the programme is to test and measure the understanding of residents regarding waste and its role in climate change.

Effective usage of the systems that are in place already would more than halve the residual waste generated in West London. WLWA officers are working with insights specialists and behaviour academics to identify mechanisms to shift the culture of residents towards valuing material and understanding the limitations/constraints of the system.

3.4 Social Value and Reuse – The purpose of this programme is to start moving material even further up the waste hierarchy to Reuse and Reduction. This is a programme designed to change the linear model of ownership and start the transition to a circular economy. Significant volumes of reusable items are brought to HRRCs in the area and are currently sent for recycling (material value). This programme of works is to start working with third sector and SMEs to develop a sustainable model for reuse and repair in West London.

3.5 Digital Twin – This is a programme of work developed with the Boroughs to help identify areas of savings and efficiency through integrating the data available across the different organisations.

The digitisation and integration of the data across the Boroughs and WLWA enables the system to be modelled to estimate future services impacts from changes required such as DRS, EPR and simpler recycling collections.

3.6 The above provides an outline of the three programmes of work. The programme spend totalling £2.8 million is to be met from the WLWA share of PPP income already received and will run over three years delivering both financial and carbon benefits directly to boroughs. The aim is to generate long term savings for the boroughs. 2024/25 is the second year for these programmes.

3.7 WLWA is continuing to work collaboratively with boroughs to reduce their food in residual waste. This was initiated in 2020 where WLWA gave £0.5 million to each borough to increase food recycling and reduce food waste in residual.

4. Waste Transport & Disposal (WTD)

3.1 The WTD budget accounts for the majority of the entire WLWA budget and makes up two thirds of the spending. Strategically, this is where most of the significant saving opportunities can be found.

3.2 The 2024/25 WTD budget is £55.1 million, an increase of £3.6 million.

3.3 The residual waste budget is the key driver and represents 88% of the WTD costs (or 58% of all Authority costs – hence the strategic significance). For 2024/25 this is based on boroughs’ forecasts of residual waste which are 0.2% lower than the 2023/24 budget and reflecting the current level of activity.

3.4 Looking at the complete picture, the 2024/25 budgeted tonnage is made up of the following materials:

Material	2023/24 Budget Tonnes	2024/25 Budget Tonnes	Change
Residual	417,757	416,951	(806)

Green	47,321	55,243	7,922
Wood	18,945	18,700	(245)
Kitchen	32,616	31,777	(839)
Tyres*	8	8,214	8,206
Gypsum	172	308	137
Plastic Hard	93	93	0
Soil + Rubble	7,841	7,600	(241)
Dry Mixed Recycling	24,948	48,040	23,092
Cardboard	0	3,300	3,300
Asbestos	12	17	5
Budgeted tonnages	549,711	590,241	37,225
Mattresses (units)	86,521	137,696	51,175

3.5 * Whilst tyres was under budgeted in 2023/24, the budget impact is £30,000 and has been corrected in 2024/25.

3.6 No significant service changes were identified by boroughs. Borough forecast volumes are on par with prior year's budget setting exercise but in overall terms show a small growth on current activity levels.

3.7 To calculate the budgeted spend, RPIX of 6.5% (a mid-range forecast from HM treasury) has been applied to contractor prices where there is a contractual indexation requirement. Published forecasts including HM Treasury range from 5.8% to 7.1% with Septembers RPIX standing at 6.0%.

3.8 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. Whilst the majority of the Authority's contracts are impacted by inflation, the PPP contract with WLER has been designed so that it is protected from the significant increases in inflation. To put into context, a significant amount of tonnages are protected from the impact of inflation over the whole life of the contract. For 2024/25, the impact of inflation on this contract is 2.2% against the HM Treasury range of 5.8% to 7.1%. This is highlighted in the sensitivity analysis in section 20.

3.9 The Lakeside contract against prior year's budget sees a significant increase. This is because the rate in 2023/24 was budgeted at £4.50 less than the actual, which is £0.4 million spend we have had to budget in 2024/25 as well as the additional inflation of 6.5%.

3.10 Where other contracts are due for procurement, procuring managers have used best available market information to estimate rates for the coming year.

5. Depreciation

4.1 The depreciation budgets for 2024/25 of £10.9 million is £0.4 million higher than in 2023/24. This principally reflects property asset valuations and capital additions.

4.2 The largest element of depreciation relates to the SERC (Sevenside Energy Recovery Centre) and totals £9.2 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.

4.3 Depreciation for the remaining assets have been calculated using valuations agreed with auditors and subsequent change in the asset registers (i.e. additions and disposals).

6. Financing

- 5.1 The financing costs reflect the interest paid on loans. These have reduced from £5.0 million in 2023/24 to £4.8 million for 2024/25 primarily as a result of the payment profile of repayment loans. 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.
- 5.2 The largest component of financing costs relates to borrowing from boroughs for the construction of the SERC and totals £4.4 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%.
- 5.3 The interest on loans for the purchase of transfer station freeholds makes up the balance of £0.4 million and represents a PWLB loan at 2.24%.

7. Premises

- 7.1 The overall premises budgets for 2024/25 of £3.8 million are higher than the cost of £2.7 million in 2023/24. This is reflective of the budget for 2023/24 being significantly lower to the forecast of £3.5 million due to higher than budgeted business rates following a valuation. This meant that in 2023/24, business rates were on average 38% higher than budgeted (£0.86 million). The 2024/25 budget for premises takes this into account, and has applied a small increase.
- 7.2 The largest component of the premises costs are business rates which account for £3.3 million, of which SERC rates make up £2.1 million and transfer stations £1.0 million.

8. Employees

- 8.1 The 2024/25 employee budgets of £3.2 million is £0.3 million higher than the 2023/24 level. This growth relates principally to wage inflation anticipated in 2023/24 at c. 4.5% and then a budgeted wage inflation in 2024/25 at 5%.
- 8.2 Savings have been recognised within Corporate Services with the reduction of head count. Within Programs, a role has been removed due to it being outsourced to provide a better rounded service.
- 8.3 The 2024/25 establishment of 42.2 full time equivalent (FTE) posts is a decrease of 0.5 from the previous year.
- 8.4 Putting this into context the Authority employed 32 FTE in 2014/15 and over many years FTE numbers have gradually increased to close to 40. The size of the staffing establishment numbers remains small and stable whilst providing the resource to drive forward business plan objectives and undertake the increasing volume, variety and complexity of work. The staffing establishment has increased over time to support waste minimisation and working towards a circular economy.
- 8.5 Boroughs are increasing recycling through improved segregation of materials at the kerbside and at HRRCs/transfer stations, resulting in more material being managed by WLWA. Along with Brent joining Ealing in the dry mixed recycling contract, the volume of material to be managed by WLWA has increased. However, the overall establishment has stayed flat.
- 8.6 The staffing increase in Contracts/Operations team is directly linked to delivering more work on the Boroughs behalf. The Operational establishment will be sufficiently resourced to manage the additional materials from Brent Council at Abbey Road, and also provide ongoing operational support to Richmond Council for managing its two waste sites. The contract management and procurement function is also increasing slightly to continue to procure and manage more services on behalf of the Boroughs, including establishing service level agreements between the partner authorities. The budgeted establishment will ensure that the team is

resourced to procure in a smart and agile way that returns best value from the market, whilst delivering robust management of these multiple contracts and their interfaces. This delivers significant savings over delivering services through an integrated contract.

8.7 A notional breakdown of the establishment by area of activity and whether business as usual (BAU) or programme work is provided below:

BAU Activity	2023/24	2024/25	Change
Contracts/Operations	19.0	21.0	2
Corporate Services	9.7	8.6	(1.1)
Projects	8.0	8.6	0.6
Total	36.7	38.2	1.5

Programme Activity	2023/24	2024/25	Change
Contracts/Operations	1.0	1.0	0
Corporate Services	2.0	1.0	(1.0)
Projects	3.0	2.0	(1.0)
Total	6.0	4.0	(2.0)

Total FTE	42.7	42.2	(0.5)

9. Supplies & Services

9.1 The 2024/25 overall budgets for Supplies & Services is £3.3 million up by £1.5 million from 2023/24. There has been a focus on savings, and managers have slightly reduced business as usual spending.

9.2 The growth relates to the bi-annual SERC insurance which has increased by 518% since 2016. To put this in context, the bi annual insurance in 2016-16 was £223k, and this had increased to £1.4m for 2020-22. The insurance market in this industry continues to be challenging due to market rates and insurers appetites deteriorating. With the additional impact of increased fires at transfer stations, it is likely that the insurance premiums will be significantly higher and this has been budgeted for in 2024/25.

9.3 The key factors impacting on the insurance rates are fires, floods (on railway lines and roads due to storms and heavier than expected rain showers) and heat (due to the heatwaves we have been experiencing in recent years and the infrastructure not being fit for purpose). With the probability of all three of these increasing, the insurance market in this industry is challenging.

9.4 £0.8 million of this spend is for the programme of work detailed in section 3.

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

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 just over £1.0 million for 2024/25. This is marginally higher (£22,000) than 2023/24 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 2024/25 they total £4.7 million, compared to £4.6 million in 2023/24. This accounting adjustment reduces overall costs and levies.

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 a managers' challenge session with the Senior Leadership 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 2024/25 draft budget. The tables separate out real growth and savings from other movements reflecting longer term decisions.

12.4 Summary table:

	£ 000's
Budgeted costs/levies 2023/24	67,116
Growth	6,719
Savings	(1,319)
Other movements	45
Budgeted costs/levies 2024/25	72,561

12.5 Growth table:

Area	Explanation	Growth £ 000's
Waste Transport and Disposal	Increased contract costs resulting from inflation for residual waste (£1.9 million), haulage (£150,000) increase in mattress tonnages (£400,000), increase in green tonnages (£600,000), increase in rubble tonnages (£150,000), increase in wood (£200,000), and a range of movements in other materials spends (£160,000)	3,607
Premises	Increase in business rates (£1.1 million)	1,146
Employees	Salary base rate for FY23/24 has a 4% NJC proposal uplift applied (£100,000), salary for 2024/25 has 5% uplift applied (£150,000), new staffing requirements and internal promotions (£135,000)	385
Supplies and Services	WLER insurance premium (£1.2 million), leasing of equipment at Abbey Road (£189,000), bin washing and pen stock valve increase (£70,000), outsourcing MI work for Programmes (£80,000), maintenance of equipment (£15,000), increase in bank costs (£8,000), inflationary increases on contracts (£20,000)	1,581
		6,719

12.6 Savings table:

Area	Explanation	Saving £ 000's
Premises	Reduction in reactive maintenance at Abbey Road.	(11)
Employees	HR Assistant role removed (£30,000), and savings against role to be outsourced within Programmes (£50,000)	(81)
Supplies and Services	Savings made on leasing equipment at Abbey Road (£40,000), other savings identified (£20,000), consultancy not required (£68,000)	(130)

Other income	Acton Hub income (£84,000) and increase in sale of recyclable materials (£60,000)	(143)
Trade waste income	Reflective of an increase in pricing on residual and wood for account customers and non-account customers.	(855)
Agency income	Reflective of additional support required due to the increase in throughput of street cleansing material at Abbey Road for LB Brent.	(97)
		(1,319)

12.7 Other movements table:

Area	Explanation	Increase / (Decrease) £ 000's
Depreciation	This principally reflects property asset valuations and capital additions.	388
Financing Costs	Reflecting reducing interest in repayment loans for SERC with boroughs	(143)
Revenue Funding of Debt	Reflecting rising repayment of principal in repayment loan for sites with PWLB	22
Concession Accounting Adjustment	Reflecting adjustments agreed with auditors for the last accounts	(96)
Programme work funded by PPP income	Funding of strategic projects per Finance Strategy	(127)
		45

12.8. Within the 2023/24 budget, the Authority had identified business as usual savings as per below. Commentary has been added in the table to show progress on these savings.

Area	Explanation	Savings identified (£'000)	Savings/costs realised (£'000)	Commentary
Waste Transport and Disposal	Reduction in residual volumes (£1,612,000), reduction in mattress volumes (£257,000) and better pricing achieved from procurement of green waste (£270,000)	(2,139)	(613)	Savings have been tracked on the residual contract year to date and an estimated £1.5m will be saved. Mattresses have seen an increase in units meaning the run rate to Mar24 shows that there will be an additional 44,000 units, meaning spend is predicted to be £227,000 higher than budgeted. Green waste has seen an increase in tonnages of c. 17,000 meaning a run rate budget overspend of c. £600,000.
Premises	Reduction in SERC related premises costs (£69,000)	(69)	600	The higher than budgeted business rates following national valuations saw an increase in spend at the SERC site of over £600,000.
Supplies and Services	Stripping out of unspent minor budgets (£11,000)	(11)	100	Savings made on stationery, consultancy and support services - £100,000 savings forecasted by end of Mar24.
Other Income	Growth in trade income (£400,000), sale of recyclables (£40,000) and other minor improvements (£14,000)	(454)	500	Trade waste income forecasted to end £500,000 higher than budgeted.
Total savings		(2,673)	587	

12.9. The above table demonstrate that whilst savings are not on target, the increase in tonnages is a direct impact of waste coming out of the residual waste stream. Savings are being made by the Authority where spend is not required.

12.10. Within the 2023/24 budget, there were also savings identified as part of the new programmes funded from the PPP income retained by WLWA which are shown below:

Programme	Budget saving	Actual saving (Forecast)
Communications	£200k	c.£160k
Social Value and Reuse	£533k	c.£550k
Digital Twin	£600k	c.£800k

12.11. The above table demonstrate that where boroughs are engaging with the Authority's funded programmes, the financial benefit is being recognised within their services through additional revenue, cost avoidance and reduction.

Borough engagement with the Programmes is critical to the delivery of whole system savings. The approach taken by WLWA has been to optimise the reduction of waste through capture of reuse and recyclable materials and help deliver the additional work through efficiency in the collections and HRRC capture network. This requires Borough team to implement operational change to realise the benefit.

12.12. The savings identified are within Borough spend, and not the Authority's. These are tracked via discussions with Boroughs and understanding the savings they have realised.

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. Insurance has been included in 2024/25 to reflect the increase in premiums due to three key factors detailed in section 9.

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

PAYT (disposal cost)	2023/24 £000's	2024/25 £000's	Change £000's
Waste Transport and Disposal	43,986	46,352	2,365
PAYT Levy (disposal)	(43,986)	(46,352)	(2,365)
Total	0	0	0

PAYT (SERC cost)	2023/24 £000's	2024/25 £000's	Change £000's
Depreciation (SERC)	7,934	8,304	371
Financing Costs (SERC)	4,070	3,976	(94)
Insurance (SERC)		1,084	1,084
Premises (SERC)	1,210	1,892	682
Concession Accounting Adjustment (SERC)	(4,114)	(4,215)	(102)

PAYT Levy (SERC)	(9,100)	(11,040)	(1,940)
Total	0	0	0

FCL	2023/24 £000's	2024/25 £000's	Change £000's
Waste Transport and Disposal	7,545	8,787	1,242
Employees	2,925	3,228	611
Premises	1,438	1,892	487
Supplies and Services	1,847	2,213	1,059
Depreciation	2,548	2,565	125
Financing	901	853	(49)
Revenue funding of Debt	984	1,006	22
Concession Accounting Adjustment	(456)	(451)	5
Non Levy Income	(2,582)	(3,678)	(1,096)
PPP Income funding programme of work	(1,120)	(1,247)	(1,247)
FCL Levy	(14,030)	(15,169)	(1,161)
Total	0	0	0

13.4 Note that above there are two elements of the PAYT and one element of FCL.

14. Levy Setting

14.1 The breakdown of the Authority's costs into the three components identified in section 13 are the basis of the charging to boroughs. Each element is apportioned to boroughs in different ways.

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 (depreciation, financing etc) . 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 £57.3 million (from the tables above £46.3 million plus £11.0 million).

15.2 The table below shows the proposed disposal rates for waste in 2024/25.

Material (Disposal)	2023/24 £ per tonne	2024/25 £ per tonne
Residual	109.76	114.60
Gully	67.31	71.69
Food	11.61	12.39
Green	40.94	43.60
Wood	67.67	79.34
Rubble	32.63	47.82
Soil	32.63	47.82
Mattresses (per mattress)	5.46	7.54

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 are provided below.

Material (Transport)	2023/24 £ per tonne	2024/25 £ per tonne
Residual (collected)	12.22	12.26
Other recyclables (collected)	18.63	21.34

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 are the PAYT rates payable by boroughs in order to recover costs.

15.5 These rates are applied to the 2023/24 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.

15.6 Using tonnage forecasts from boroughs, the PAYT charges for 2024/25 are as follows:

Borough	2023/24 PAYT disposal charge £000's	2024/25 PAYT disposal charge £000's	Growth £000's
Brent	8,008	8,526	519
Ealing	8,920	9,509	588
Harrow	6,486	6,587	101
Hillingdon	8,583	9,101	518
Hounslow	7,048	7,543	495
Richmond	4,941	5,086	144
Total	43,986	46,352	2,365

15.7 The movement in the disposal costs of borough collected waste is reflected here.

15.8 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.

15.9 The second, PAYT (SERC) component relates to the £11.0 million SERC cost, equivalent to £29.65 per tonne (2023/24: £24.43). This will initially be apportioned and levied on the basis of 2023/24 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	2023/24 SERC £000's	PAYT charge	2024/25 SERC £000's	PAYT charge	Growth £000's
Brent	1,710		2,073		363
Ealing	1,929		2,387		458
Harrow	1,342		1,587		245
Hillingdon	1,678		2,052		374
Hounslow	1,445		1,781		336
Richmond	996		1,160		164
Total	9,100		11,040		1,940

15.10 The movement in the proportion of SERC cost (depreciation, insurance, financing etc) relating to borough collections is reflected here.

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 last year's 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	2023/24 FCL charge £000's	Estimated 2024/25 Council Tax base	2024/25 FCL charge £000's	Change £000's
Brent	2,389	101,187	2,584	194
Ealing	2,872	121,613	3,105	233
Harrow	2,104	89,085	2,275	171
Hillingdon	2,447	103,625	2,646	199
Hounslow	2,109	89,309	2,280	171
Richmond	2,109	89,289	2,280	171
Total	14,029	594,108	15,190	1,161

16.4 The movement in all other costs including disposal and haulage of HRRC waste,

16.5 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

17.1 The 2024/25 budget is £3.7 million, which is a £1.1 million improvement on 2023/24 and reflects activity at current levels but allowing for increases as detailed below.

17.2 The majority of the income is from trade waste (£2.8 million). The proposed main trade and construction charges per tonne at Abbey Road have been budgeted to increase for the trade waste (residual and wood element). This is to remain competitive and details are provided below.

Type of waste	2024/25 £	2023/24 £
Trade waste residual and wood	£185.00 for account customers and £200.00 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 Head of Finance and Assistant Director Operations 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 fee has increased by 26%. The fee has remained flat for several years, but in the current year additional support is required due to the increase in throughput of street cleansing material. To support this in line with our Health and Safety policy, an additional Traffic Controller has been added to the budget.

17.5 In July 2024 the PPP contractor will pay the Authority its share of income in relation to the PPP contract, principally electricity generation income.

17.6 At this stage, estimation of the sum due is inherent with market risks (electricity prices are volatile), political risks (detailed working of the windfall tax) and economic risks (the impact of industrial action on the power production). Nevertheless, it is predicted that the Authority will see income in the region of £6.3 million if we assume ongoing electricity production and prices at the current levels and that there is no impact of the windfall tax.

17.7 On this basis the estimated distribution to boroughs on receipt of funds from the contractor will be in the region of £0.7 million each. This represents the two thirds pass through to boroughs of the estimated PPP income (in accordance with the Finance Strategy) which will be apportioned to each borough using the final approved council tax base.

17.8 The Authority is mindful of the challenging local authority finances so to help boroughs to budget for this income with greater certainty, the Authority is committing (through this budget) to the distribution and will utilise its reserves to manage the risks (section 19) of non-receipt on PPP income or receipts being lower than estimated. Any additional PPP income received will also be shared in accordance with the Finance Strategy.

18. Capital

18.1 The new capital budget requirements for 2024/25 are listed below:

Social Value and reuse-Solar Panels, Energy security and in year cost reduction	£180,000	
Social Value Reuse-Containers	£450,000	Acton Hub

Containers	£150,000	Repair and reuse space for SMEs to deliver Circular economy workshops etc.
IT strategy	£400,000	Future proofing the IT of the Authority and making more dynamic in line with our new way of working. Having a single platform fit for purpose.
Bin wash	£70,000	
	£1,250,000	

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.

Victoria Road bulking facilities	£1,800,000		Representing the capital budget to complete work to increase bulking and sorting capacity to enhance and localise material value and reduce whole system bulking costs.
West Drayton heating system improvements and window replacement	£150,000		Improve energy efficiency
Abbey Road improvements	£392,000		Electric main gates, replacement netting for waste transfer station, heating equipment, essential weighbridge works, structural repairs to transfer station, improved reuse and educational facilities.
Upgrade to finance system	£20,000		Agresso
DMR and food recycling infrastructure at Abbey Road	£500,000		Increasing options for material contracts and improving recycling and diversion rates from residual treatment. This essentially upgrades and future proofs Abbey Road for EPR
New weighbridge software	£20,000		
Resurfacing work at Transport Avenue and Victoria	£240,000		Was £290k, but £50k spent in 2023/24
	£3,329,000		

18.3 There is a spend of £450,000 for our programme, Social Value and Reuse to be spent on containers on a Reuse hub. This had been budgeted for in 2023/24 but in error had been omitted from the Authority paper for budget approval. The containers will be purchased by March 2024 and depreciated over five years, costing the Authority £90,000 a year. This will be funded via the PPP income retained by West London Waste Authority.

19 Reserves

19.1 Reserves represent an organisation's 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 2024/25 the proposal for reserves is cautious given the economic climate and continuing uncertainties resulting from the economy, climate change and legislation.

19.4 Considering reserves in overall terms, identifying known material 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:

19.5

Risk Description	Mitigations	Likelihood	Financial Risk (£000's)	Reserves to set aside (high 100%, medium 75%, low 50%)
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	£3,047 (representing approx. 5% of WTD costs)	£3,047
An extremely challenging insurance market for the waste sector leading to difficulties in insuring Abbey Road and West Drayton.	Sum to self-insure should it not be possible to secure some/all insurances	High	£2,000 (reconstruction of Abbey Road)	£2,000
Increased regulation of emissions from energy from waste facilities requiring one off installation of equipment	Contract terms	High	£2,000	£2,000
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	£1,600 (based on residual FCL tonnages at 20% in excess of budgeted levels)	£1,200
Industrial action creating site and waste flow disruption	Contract terms, contractor business continuity plans and contingency arrangements, insurances	Medium	£990 representing 1 day per month disruption for 12 months affecting 650 tonnes of recycling per day needing to be sent to EfW @£115 disposal and £12 haulage	£743
The PPP income to pay to boroughs does not materialise e.g. electricity prices don't remain high and windfall tax is applied	Contract terms	Low	£6,300	£3,150

Costs arising 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	Low	£1,000 (based on experience of contractual issues)	£500
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 maintaining competitive pricing position in market place	Low	£550 (representing 20% of trade income)	£225
Waste reduction in line with WLWA's projects and funded programmes do not reduce waste meaning that levies must be increased significantly when the Emissions Trading Scheme goes live. It may be necessary to build infrastructure to provide future resilience.	One third of PPP income retained by WLWA to support in waste minimisation and circular economy.	High	£9,915	£9,915
Residual waste risks - fluctuation in ETS charge to Authority. Fluctuation predicted to be £10m / 400,000 tonnes in year due to the volatility in carbon credit (as this is treated like a market commodity). Risk that the Authority could be impacted from this if Boroughs do not reduce fossil carbon in residual waste.	Work with boroughs to engage with Authority on funded programmes.	High	£3,250 representing a build-up of reserves over the next 3 years before ETS goes live in 2028.	£3,250
Target level for reserves to manage risks				£26,029

19.6 The target level of reserves for 2024/25 is £26.0 million and relates to the immediate risks relevant to the financial year's activities. This compares to £10.3 million of risks in 2022/23. The main changes relate to reserves set aside to cover self-insuring the Authority should we not have any appetite from the insurance market. We have also set aside the PPP income retained by the Authority to cover waste minimisation and circular economy activities, and set aside reserves to cover the volatility of the Emissions Trading Scheme and the fluctuations the waste industry could face.

19.7 Insurance within the waste industry has become extremely challenging due to the nature of the business, and the general insurance market are not too keen. The complexity of insurers not being forthcoming in the market is explained in section 9. Should the Authority self-insure, the revenue benefit to boroughs recognised will be £165,000.

19.8 The PPP income retained by WLWA is to be used for waste minimisation and circular economy activities. These have been designed to mitigate against increase in costs that will affect the six boroughs in the near future (i.e. Emissions Trading Scheme (ETS)). Should boroughs not engage in the programmes and residual waste does not decrease, the income retained will need to be built up to support against large penalties and increase in levies that the Authority and boroughs could face. These reserves needs to be set aside by either the Authority or boroughs and the income from the PPP contract needs to be ring fenced against this.

19.9 Emissions Trading Scheme will be brought in to cover waste plants from 2028 and will levy an additional cost of c.£18 million per annum at the current volume and composition. The capture services and waste sites require change, our infrastructure is struggling at the moment with capacity across Borough transfer stations, HRRCs and collection services (e.g. recycling, residual). More segregation of materials and more sorting will be required to extract specific streams within the residual waste such as plastics and textiles. The ETS costs will be levied against fossil carbon products such as soft plastics, textiles and e-waste, our ability to segregate fossil based plastic is currently only through resident engagement. To mitigate the potential impact and ensure

we have the requisite capacity we need to design and invest in infrastructure to segregate effectively in new facilities capable of sorting material and retaining value locally where possible. If we don't develop our infrastructure, the additional money will simply go to funding penalties not creating a solution.

19.10 Further opportunities will be identified to invest in local infrastructure to develop greater service resilience, reduce costs and create local jobs. The wider development of treatment, sorting, repair and handling capacity will help the creation of a circular economy with improved regional resource and value retention.

19.11 There is also a risk associated with residual waste not decreasing and this could see the charge from the Emissions Trading Scheme fluctuate considerably. Early commentary is stating that this charge could vary by £10 million each year dependent on the carbon tax. The Authority has set aside sums to build up should fossil carbon in residual not decrease.

19.12 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 and that nothing is being set aside for longer term risks, the proposed level represents a prudent and not overly cautious target for reserves for 2024/25 activities.

19.13 The forecast reserve position for the year ending 31 March 2025 is:

	Reserves to manage risks £000's	PPP Income £000s	Total Reserves £000s
Total Reserves 31 March 2023	75,964	9,915	85,879
Less Revaluation Reserve (artificial gain/not realisable)	(52,732)		(52,732)
Less ear marked reserves (HRRC fund)	(863)		(863)
Less disbursement of prior year reserves	(3,300)		(3,300)
Reserves 31 March 2023	19,069	9,915	28,983
Forecast surplus/(deficit) 23/24	(2,127)	0	(2,127)
PPP income expected (2023/24)		6,300	6,300
PPP income share for boroughs (2023/24)		(4,200)	(4,200)
Reserves 31 March 2024	16,942	12,015	28,956
PPP income committed for WLWA programme of work	0	(2,367)	(2,367)
Forecast surplus 2024/25	0	0	0
Forecast position for 31 March 2025	16,942	9,648	26,590

19.14 In the table above the reserves have been split out to provide transparency of the build-up and use of reserves generated from PPP income. The above table shows the expected PPP income of £6.3 million being shared in accordance with the Finance Strategy. £4.2 million will be paid to boroughs following receipt of funds from the contractor (July 2024) and £2.1 million retained by the Authority.

19.15 Provided that no risks materialise the closing reserves balance to manage risks of £27 million (inclusive of the one third PPP income retained by WLWA) is close to the reserves needed to manage risks. It is proposed that there are no excess reserves to be disbursed back to boroughs.

19.16 In comparison other London waste Authorities hold reserves ranging from £31 million to £86 million. This reflects the Authority's strong history of passing on excess reserves to boroughs.

19.17 A further £1.24 million will be utilised for the programmes identified in 2023/24 to be funded from the PPP income retained by WLWA. The total budget for the programmes is £2.8 million over the three years.

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 3.0% for long term inflation (3.0% was used last year) which is higher than the long term HM Treasury target of 2.0%.

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 has less impact (although still significant) as a cost driver as a result of the dampening effect of the PPP contract pricing mechanism.

20.3 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 its reduction should be a key area of strategic focus e.g. removing food waste from the residual waste stream being an important opportunity
- 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

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.

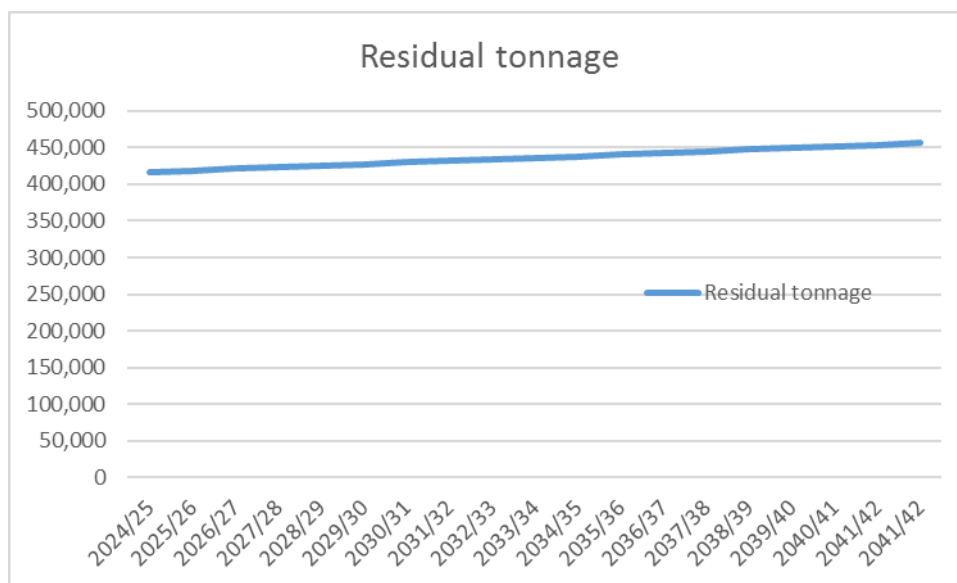
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Appendix 1

Outputs

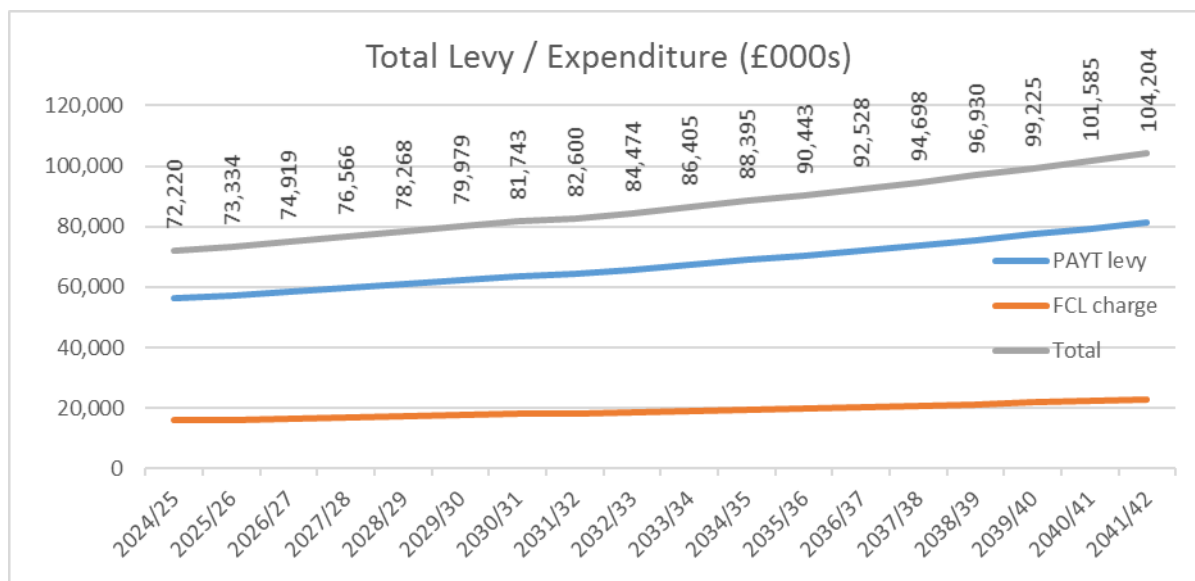
Using the proposed budget and base assumptions, the medium and long term financial model then gives us some outputs, for example, how our costs (and consequently levies to boroughs) change over time, or how our loan and cash balance changes over time. The main outputs are provided below and illustrate 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 416,951 to 456,115 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.

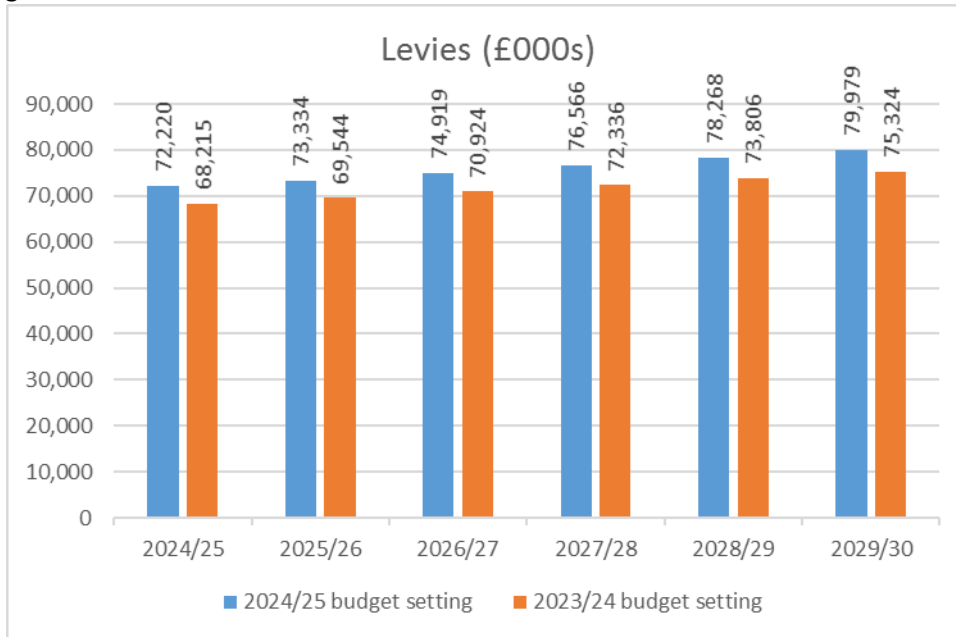
It should be noted that the increase in insurances and the impact of emissions trading scheme (ETS) have not been added in to the medium and long term financial model. Insurance has been set aside within reserves, as has the impact of ETS through the funded programmes which should see fossil carbon in residual waste decrease.



This chart above illustrates an average annual growth of 2.2% over the long-term which is lower than the 3.5% underlying long term growth assumptions in the plan, principally inflation RPIX (3.0%) and annual growth in tonnages (0.5%) to reflect population rises.

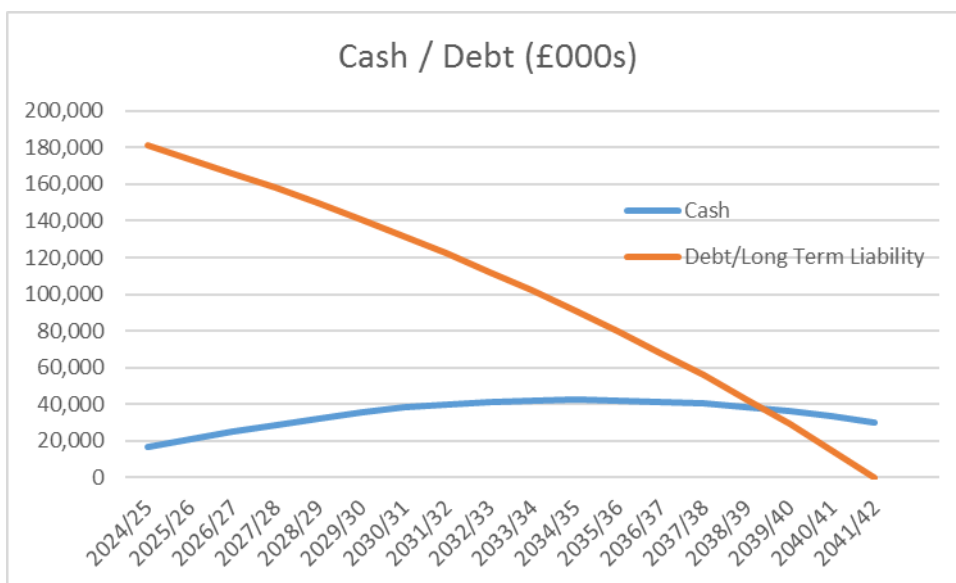
This growth is contained as a result of the way the PPP contract is structured. Inflation is dampened on a large proportion of tonnages over the whole life of the contract.

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 2.1% per year over the next 5 years. The change in the chart reflects the high starting point due to 2024/25 inflation (6.5%) and the higher longer term projection of inflation of 3%. In this context, containing the long term growth demonstrates the strength of the Authority’s finances. Boroughs may want to consider using this as an estimate of the increase in the WLWA levies within their medium term financial plans.

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%	-0.6%
-1.5%	-0.1%
-1%	0.4%
-0.5%	1.0%
0%	1.5%
0.5% base	2.1%
1%	2.6%
1.5%	3.1%
2%	4.7%
5%	6.9%

Similarly for residual contract inflation (RPIX).

Residual contract inflation RPIX	Average rise in costs / levies over 5 years
1%	1.8%
2%	1.9%
3% base	2.1%
4%	2.2%
5%	2.3%
6%	2.5%

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WEST LONDON WASTE AUTHORITY

Report of the Assistant Director Operations & Operations Manager

1 December 2023

Health & Safety: Annual review of performance in 2023 and the plans for 2024

SUMMARY

This report reviews the Authority's Health & Safety arrangements for the calendar year **2023**, and presents the Authority's Health & Safety Plan for **2024**

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Note the Annual Health & Safety Performance Review 2023 and Action Plan for 2024 (Appendix 1)
- 2) Note that the Authority's Health & Safety Policy (updated in September 2022) remains unchanged.

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 last happened at the September 2022 Authority meeting in light of changes related to Young Persons working at Abbey Road.

This report:

- reviews the Health and Safety Policy,
- reviews the Authority's Health and Safety performance in 2023, including a review of the 2023 action plan and
- provides a new action plan for 2024.

The scope of this report is the Authority's direct operations, i.e. the Abbey Road site and the West Drayton office. WLWA is also providing operational support, including health and safety advice to Richmond Council's two waste sites. The reporting period is January to December.

2. Health and Safety Policy

The Health and Safety Policy (Appendix 2), last updated in September 2022, has been reviewed by WLWA Officers and its advisors. It has been confirmed as fit-for purpose and will be reviewed again in 2024 to ensure that any changes to the organisation, including staffing changes, and legislation are incorporated.

3. 2023 H&S performance review and action plan

Appendix 1 (Section 4) shows the Authority's H&S performance in 2023 compared to previous years.

Hazard reporting

There has been an increase in hazards reported at Abbey Road compared to previous years, following a strong push on site to strengthen the health and safety culture by increasing hazard awareness. This is a good sign of a robust health and safety culture.

Mitigations to some of the commonly occurring hazards are as follows:

Hazard	Mitigation delivered
Abusive behaviour	Customer service training to de-escalate abusive customers, improved signage about abuse behaviour and banning of abusive trade waste customers.
Driving related issues	Increased supervision on the HRRC and waste transfer station including the training up of a second Traffic Controller.
Not complying with site rules (no use of PPE, smoking, not using walkways etc)	Increased supervision on the HRRC and waste transfer station including the training up of a second Traffic Controller.
Unsafe condition	The increase relates to more non-conforming material in Brent Council's street cleansing waste, such as nitrous oxide cylinders. Brent and its contractor Veolia are informed whenever such incidents occur, and procedures have been put in place to safely separate and store such materials.

Work will be undertaken to increase hazard reporting at the West Drayton office and to create a digital system at Richmond's two operational sites.

Accidents/Incidents/Near misses

Incidents, accidents and near-miss events have increased over the previous year, partly as a result of a significant increase in waste throughput at the Abbey Road waste transfer station since April, following the acceptance of street cleansing waste and bulky waste collections from Brent Council, and increases in trade waste.

There have been three fires, compared to none in 2022, which matches the industry picture of a significant increase, i.e. at the Suez operated transfer stations, fires have tripled this year. Mitigations include changes to some processes including the management of waste electricals, and identifying flammable materials to customers that bring them in, to prevent re-occurrence. The Authority has limited control over the material that is brought to Abbey Road, and procedures are constantly being reviewed to manage the increasing risks.

Five minor injuries have been reported, all at Abbey Road, mainly on the HRRC part of the site. The 2023 and 2024 Action Plans include a focus on training to help prevent re-occurrence.

There were no RIDDOR reportable incidents in 2023.

H&S Audit Performance

Internal H&S audits have been delivered at Abbey Road and the two Richmond sites. Abbey Road's latest audit score was 95%, up from 92% the previous month. Richmond's HRRC (Townmead Road) scored 93%, up from 92.5%, and Richmond's transfer station (Central

Depot) has seen a significant improvement following WLWA’s involvement, up to 90% from 70% with further improvements planned.

4. 2023 H&S action plan review

Progress against the 2023 H&S action plan is generally good, with a strengthening health and safety culture indicated by the increase in hazard reporting. A big push is being delivered on H&S training. The Operations team has dedicated much attention to identifying and addressing health and safety issues at Richmond Council’s two waste sites and as a result, their internal audit scores are high, as described above. Support has also been given to WLWA project managers that plan and deliver operational projects, increasing the H&S knowledge of the wider team.

5. 2024 H&S action plan

The 2024 action plan is focused on upskilling the workforce through training, including a focus on project H&S training to reflect the increase in planned operational project work. The health and safety systems will also be reviewed and enhanced, and there will be a push to further develop the organisation’s health and safety culture for all staff through a Behavioural Safety Framework. Further requests for advice are expected from Boroughs, and this has been included within the plan. The effectiveness of these improvements will be measured through participation in the hazard reporting process and numbers of incidents, accidents and near misses reported.

6. Financial Implications - The work delivered in 2023 is within the budgeted amount of £60,000. The 2024 budget is currently going through the budget approvals process.

7. Legal Implications – The Authority has Health & Safety duties and responsibilities which are detailed in a range of Health and Safety legislative requirements. The action plan for 2024 will review and check that the Authority’s health and safety management system is fully optimised. The Health and Safety Policy will be reviewed and updated to ensure that any changes to the organisation, including staffing changes, and legislation are incorporated.

8. Staffing Implications – The Abbey Road staffing structure will be reviewed to ensure sufficient resourcing and supervision levels. This will be done in full consultation with staff.

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Report Date: 20/11/2023

Compiled by:
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Universal Safety Practitioners Limited

Annual Health & Safety Performance Review 2023 and proposed Action Plan for 2024

1.0 Executive Summary

This annual report details the progress made against the Health and Safety initiatives agreed in the 2023 Action Plan, as well as the dynamic development of the agreed actions, with enhanced Health and Safety works.

This report also details the ongoing initiatives identified by West London Waste Authority in their proposed Action Plan for 2024, as part of the organisations' continued efforts to strive for best practice in the field of occupational Health and Safety risk management.

Whilst this report deals with the advertised high-level achievements and initiatives in the form of developed action plans, the report does not deal with issues such as the management of contractors, which not seen as a dedicated action plan for development, is managed on an ongoing basis with direct involvement of the WLW Health and Safety Advisors working both WLW staff and contractors for ongoing safe systems of work.

1.2 2023 H&S Performance

2023 has seen a strong positive performance in the further development and enhancement of the WLW Health and Safety management system. This included the provision of Health and Safety advice and support for other Boroughs outside of the traditional levels of support given to both Abbey Road and West Drayton sites. This is an ongoing initiative which will allow the setting of parity across the identified Boroughs with the Health and Safety achievements at Abbey Road and West Drayton sites.

The previous developments as detailed in historic action plans has provided a strong platform on which the organisation continues to maintain and enhance the present developed Health and Safety management system, with ongoing reviews and updates of the WLW Health and Safety Policy as well as the supporting Policy-level guidance documents and risk assessments.

1.3 Progress Made Against the 2023 Action Plan

The initiatives laid out within the organisations 2023 Action Plan continued 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.

As detailed in the 2023 Action Plan table (figure 1) in this section, significant progress has been made against this action plan in the majority of areas, with finalising and implementation points required to complete these actions.

Two areas which require further action to complete on the action plan were:

- General enhancement of H&S training across the organisation (currently 70% complete)
- Development of H&S knowledge for identified managers and chargehands to IOSH Managing Safely and IOSH Working Safely courses (25%).

Providers for these courses have been supplied. Once these providers and costings have been reviewed, these courses will be booked and completed.

As an ongoing initiative the organisations’ hazard reporting process continues to go from strength to strength with an increase in the number of hazards being identified and addressed. Whilst this could easily be seen as a detrimental aspect, this increase in the identification of hazards (as seen in table “2021-2023 Hazard Cards Raised”) should be seen as only made possible through the ongoing push on this initiative and support given to WLW staff.

Figure 1



2.0 What We Have Achieved – In Detail

Progress Made Against the 2023 Action Plan

2.1 Creation of an ‘active travel framework’ (90% complete)

It was identified at the time of creating the 2023 Action Plan that some members of the organisation actively travel to work (i.e. travelling by foot, bike etc). Travelling via these modes creates risks in respect of personal safety. As a result, we have created active travel risk assessment and associated guidance documentation.

Currently, it is at 90% completion, as we are going through the formal consultation process with the organisation, prior to it being disseminated.

2.2 General enhancement of H&S training across the organisation (70%)

Apart from the mandatory H&S training which is required across the sites (i.e. Manual Handling, Asbestos Awareness etc) we have been working on providing additional training modules to staff on various items.

To date, we have completed ‘engagement and management of contractors’ training, which provided managers with information on the HSE’s approach to this important process, from the initial engagement of contractors, through to on-site supervision, the risk assessment process etc.

Additionally, the staff at the Abbey Road site are in the process of completing customer service training which will provide them with additional tools in respect of providing quality customer service, as well as dealing with upset customers and complaints.

There is still some training to be completed, specifically in respect of ‘Permit-to-Work’ training, which sits alongside the engagement and management of contractor’s framework. We are liaising with all 3 of the sites in respect of getting some dates to complete this training.

2.3 Enhancement of the organisation’s culture in respect of hazard reporting (100%)

West London Waste Authority have had for several years, a robust electronic hazard reporting system. This system allows members of staff to capture hazards in the moment and log this on the system. We then use this data and conduct trend analysis, to ascertain root causes and implement initiatives in order to reduce the instances of these hazards occurring.

Historically, we have found that not the entirety of the Abbey Road staff has been reporting on the system. As part of the organisation’s continual strive for a positive Health and Safety culture, works have been undertaken at a site level perspective to ascertain the barriers which are preventing all members of staff reporting. We have seen over the last 3 months that more members of staff are now reporting on the system.

2.4 Ongoing Circular economy support with enhancements on the H&S framework around all circular economy initiatives (100%)

Circular Economy for the organisation continues to grow, with the introduction of the laptop repair station within the Abbey Road site (referred to as the ‘Fixing Factory’). Additionally, we are working close with the organisation’s Project Management Team in respect of the Acton site, to ensure that the works which need to be undertaken to change the site into a Circular Economy Hub, are done so in a compliant manner, in line with legislation and HSE best practice.

2.5 Development of H&S Knowledge for identified Managers and Chargehands to IOSH Managing Safely/ Working Safely Courses (25%)

Some positive works were previously done in respect of this item, by gathering information on the number of delegates for the courses, and quotations provided from various training providers. However, with the introduction of both Townmead Road and Central Depot, it has meant that the quotations provided are now redundant. We are currently in the process of ascertaining the numbers of personnel who now need this training and will go back out to the market to gain quotations for this new, elevated number. Due to the importance of having this item closed out, our attention in the short term is to ensure that we obtain the quotations and have this training rolled out in early 2024.

2.6 Develop a programme for lone and transient working throughout the organisation (90%)

Much like the 'active travel' framework, a positive amount of works has been completed including lone working risk assessment and guidance documentation. We are now in the process of conducting formal consultation with the organisation to ensure that the information contained within these important documents aligns and will be closed out by the end of 2023.

3.0 Health and Safety Action Plan for 2024

The table below outlines the organisations 2024 Health and Safety action plan initiatives. The initiatives contained in the 2024 action plan have been as a result of conversations with various members of the organisation, to ascertain areas where the organisation would like to see improvements, as well as areas that USP believe should be included as part of the organisations focus for 2024.

3.1 Health and Safety Action Plan 2024

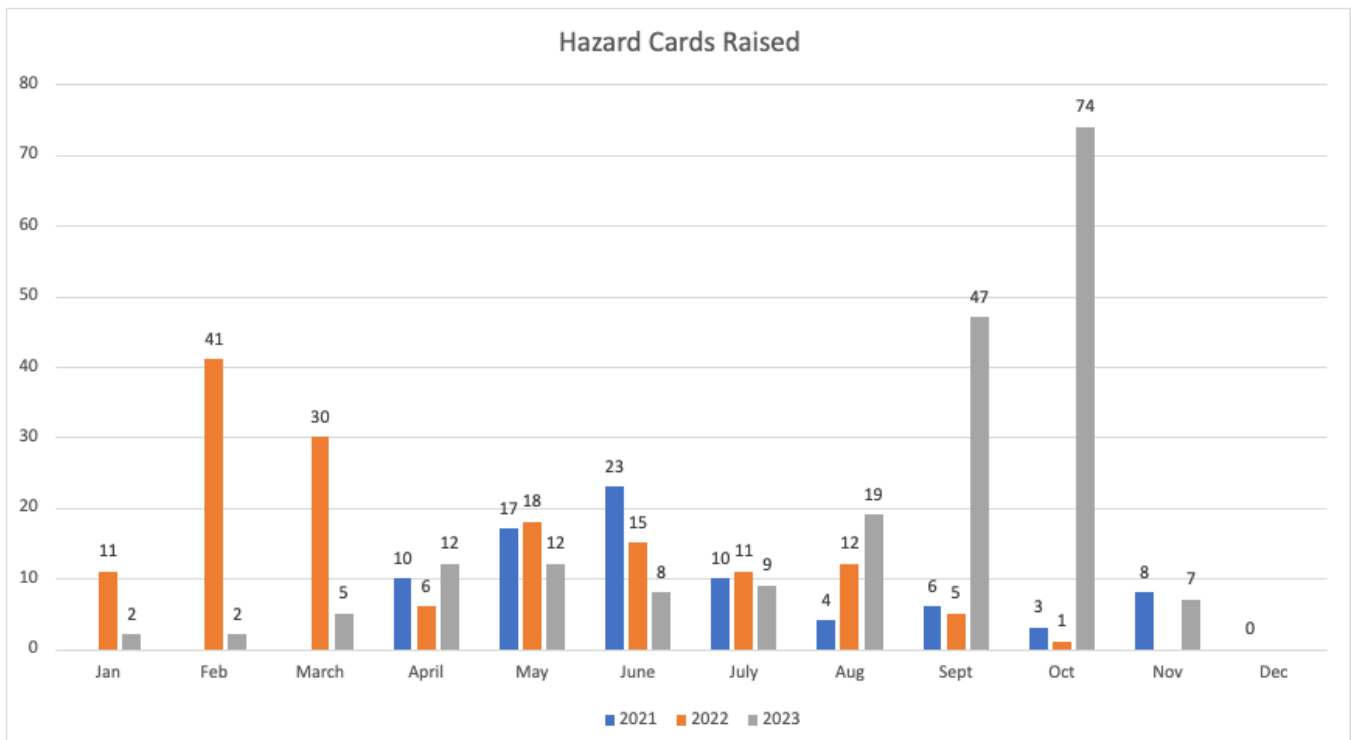
After consultation with various members of the West London Waste Authority's Senior Leadership Team, the following action plan has been drafted for review, which identifies the items which the organisations wish to embark on in 2024. All items contained

41

Ref	Action required	Person(s) Responsible	Agreed Timescale	Further action details
1	Creation and implementation of a Behavioural Safety Framework	H&S Advisor.	Jan24-Dec24	<p>H&S in the workplace is influenced by a number of factors including the organisations' environment, management attitude, commitment to the nature of the job and personal attributes of the worker.</p> <p>Safety-related behaviour can be changed by addressing such influences. There are some fundamental elements including policies, systems, assessing and improving management performance and operational factors, training and design.</p> <p>This item will leverage the existing works which have taken place in respect of the Health and Safety culture for the organisation, ensuring that the organisation continues to strive for Health and Safety excellence.</p>
2	Review and enhancement of existing Health and Safety Management System	H&S Advisor	Jan24-Dec24	<p>As West London Waste as an organisation continues to grow, the organisations' Health and Safety Management system needs to grow with it, to ensure that the organisations process are encapsulating in the right governance document.</p> <p>As a result, we propose a review and enhancement of the organisations' overarching Health and Safety governance documentation, to ensure that it remains tailored to the organisation.</p>
3	Introduction of new starter Health and Safety sign-off framework	H&S Advisor	Jan24-Dec24	<p>With the great deal of Health and Safety documentation which is in circulation within the organisation, it is imperative that a there is a rigid framework in place for sign-off of Health and Safety documentation for all new employees to the organisation.</p> <p>This will take the form of process documentation, as well as new employee Health and Safety handbooks, which will include the enhancement Health and Safety documentation (as highlighted in Ref 2 of this action plan), along with all other associated documentation (role dependent).</p>
4	H&S Project Training	H&S Advisor	Jan24-Dec24	<p>With our organisation being involved in Health and Safety governance for project works which are falling within the scope of the Construction (Design and Management) Regulations, we propose formal training in respect of wider project Health and Safety governance, thus providing the organisations Project Management Team with information and processes on these projects, given them a wider breadth of knowledge of project safety.</p>
5	Providing Health and Safety Assistance to other Boroughs	H&S Advisor	Jan24-Dec24	<p>As our works this year included providing Health and Safety assistance to sites under the control of LBRUT, West London Waste Authority are producing Service Level Agreements with other Boroughs, which may include the provision of Health</p>

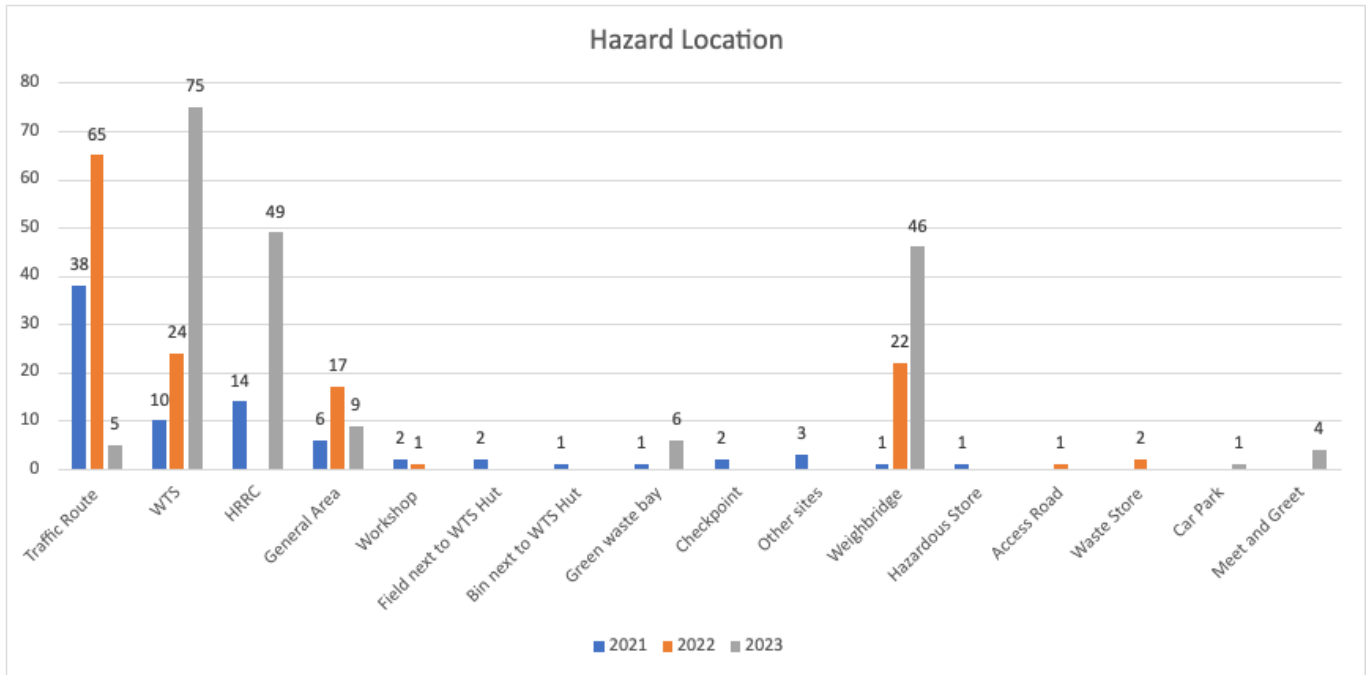
				and Safety support from Universal Safety Practitioners, to assist where required, to ensure compliance across the board.
6	Development of H&S knowledge for identified Managers and Chargehands to IOSH Managing Safely / Working Safely courses.	H&S Advisor	Jan24-March24	As noted above, we have been unable to deliver this item from the 2023 Action Plan, due to the introduction of the other sites which we are now providing assistance to. Once we have been provided with the final numbers and appropriate courses, we will be ensuring that these courses are booked and delivered.
7	Environmental management framework and accreditation.	H&S Advisor	Jan24-Dec24	More and more organisations are tackling environmental impacts by ensuring that their existing management system includes what the organisation does from an environmental perspective. The most common way to do this is to create a system which is benchmarked to the ISO14001 system, along with suitability assessment schemes through either BREEAM or CEEQUAL, which shows external partnering organisations, WLWA's commitment to environmental issues.

4.0 Health and Safety Statistics (2021-2023)



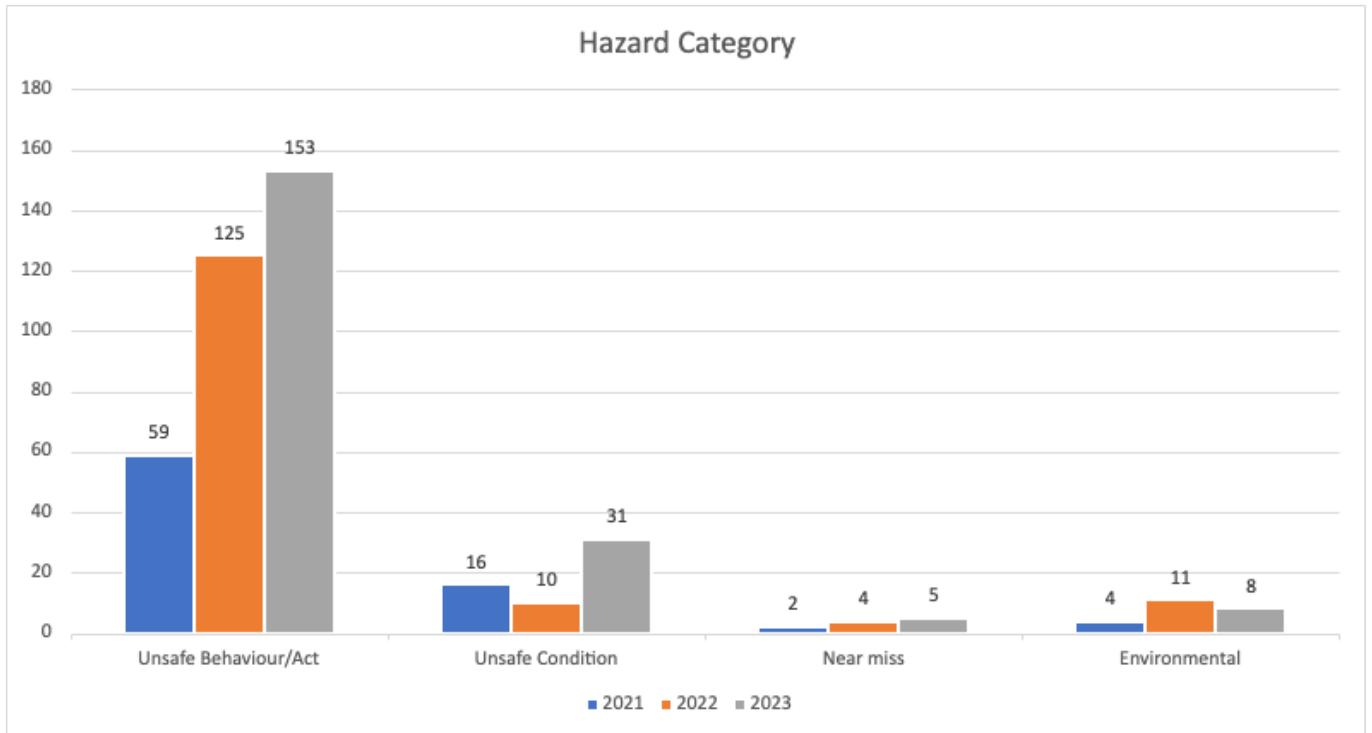
This table confirms the hazard cards completed in 2021-2023. As the graph shows that there has been a fluctuation across the 3-year span in the number of hazard cards raised at the Abbey Road site. There has been a more recent spike in hazard card numbers showing in September and October (2023). This is partially due to the fact that we are now seeing more members of staff reporting, compared to earlier in the year, driven in part by a continued push on the initiative with site staff and an increase in the understanding of the value in hazard reporting across the site.

Additionally, we have seen repeated hazard cards being raised in respect of abusive behaviour towards staff, traders not wearing PPE as well as them not abiding by site rules. Discussions have taken place, with initiatives being launched on site to address these issues head-on.



In respect of 'hazard Location', the Weighbridge, Waste Transfer Station and HRRC continue to be the highest areas in respect of hazards reported. This is not unsurprising considering that these are the main areas of site where we see a high footfall and is consistent with previous Authority reports which have confirmed the same.

We will continue to target these areas and issues raised by working closely with the staff in each of these areas, to bring the number of hazard cards down.



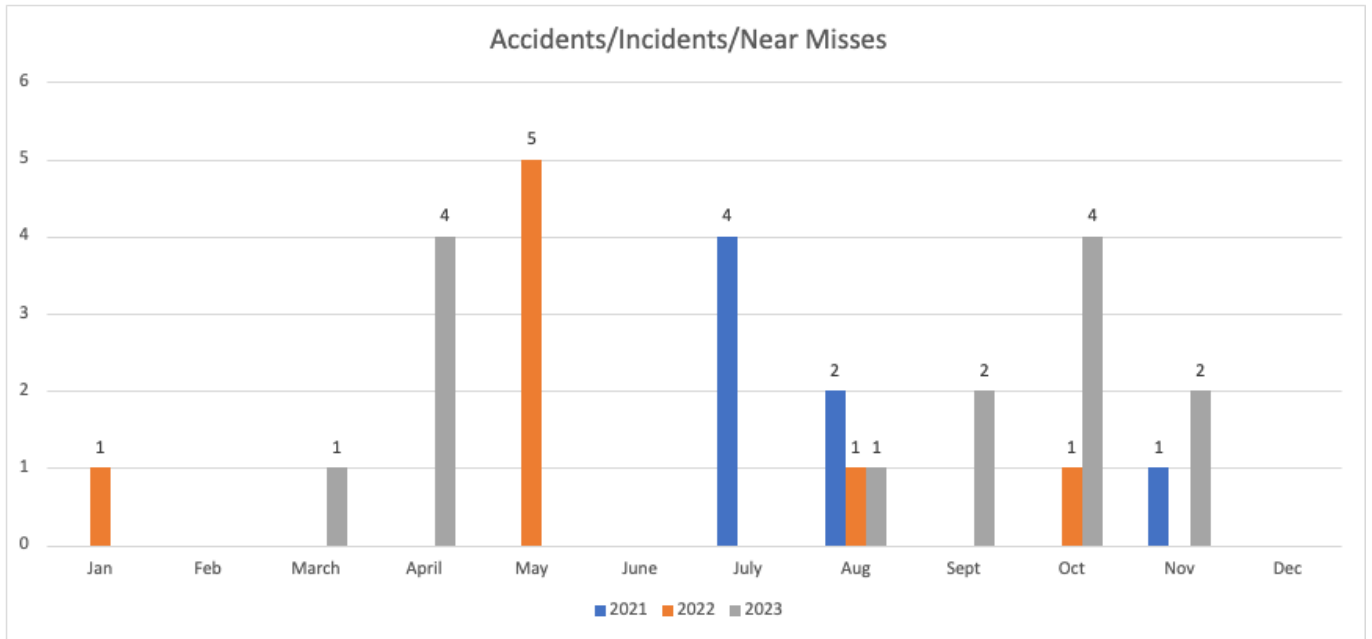
In respect of the 'hazard Category' we continue to see 'Unsafe Behaviour/Act' being the main category identified. Most hazard cards classified as such, relate to visitor behaviour to the site from both traders and residents, and typically consist of the following:

1. Abusive behaviour
2. Driving related issues
3. Not complying with site rules (no use of PPE, smoking, not using walkways etc).

Unsafe condition reporting sees a significant growth in the numbers records against the three-year cycle.

A slight reduction in areas specific to environmental hazards is showing around across the three-year cycle.

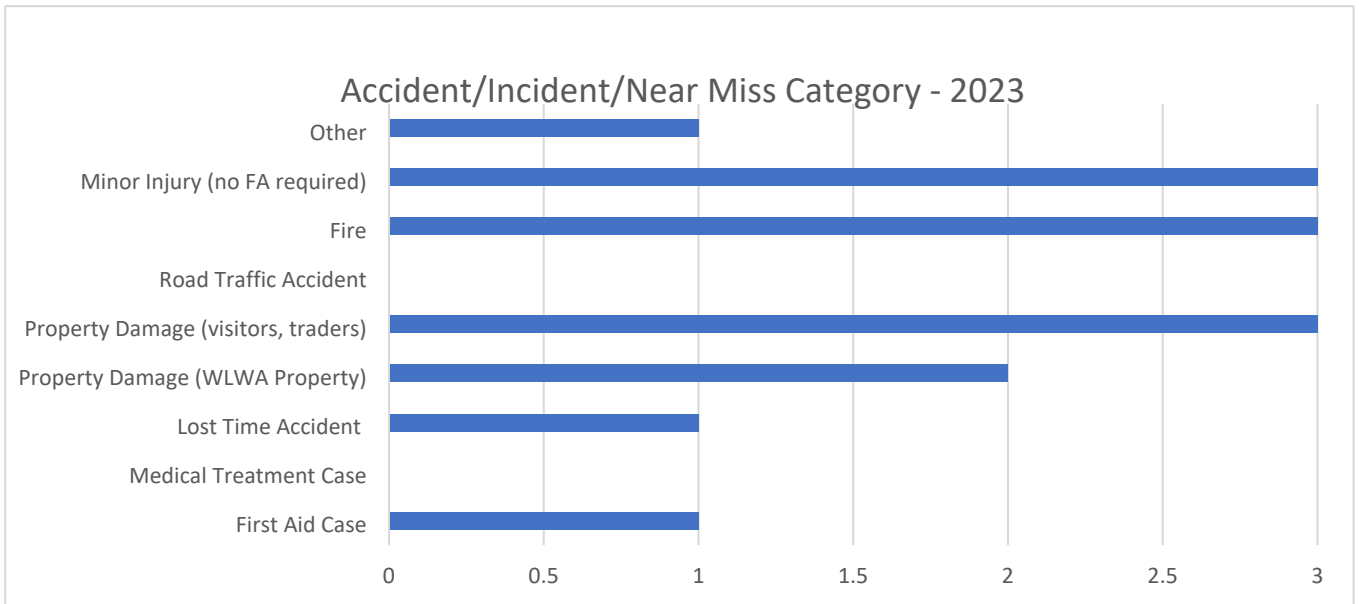
Again, it should be recognised that the overall raising of the hazard categories across this time span is due significantly the numbers of hazards raised, due considerably to the raising of awareness by WLW staff.



The above table shows a fluctuation of figures relating to accidents, incidents and near misses across the period 2021-2023. In 2023, there were a total of 14 accidents/ incidents, with both October and April recording the highest numbers of accidents/incidents/near misses (4).

From a category perspective, the main categories that these were raised against related to:

1. Minor injury (no First Aid required)
2. Fire
3. Property Damage (visitors, traders)
4. In 2023 an additional category was introduced into the programme to track formally any accident, incidents or near misses occurring involving visitors to the site. The 3 accident/incident/near misses categorised as such related to customers/traders coming into contact with other vehicles (low speed) or fixed items at the site.



There have been 3 fire situations in 2023, which related to fires in the small WEEE bay in the HRRC, and waste in the Waste Transfer Station.

There has been one lost time accident where a member of staff sustained a manual handling injury which resulted in them having some days away from work, and 1 instance where minor first aid was required.

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West London Waste

Treating waste as a valuable resource

Health and Safety Policy

November 2023

Document Control

Document title: West London Waste Authority Health and Safety Policy

Produced by: Kevin Kerin CMIOSH IMAPS IIRSM OSHCR.
Universal Safety Practitioners Limited

Issue: 6.0

Date of first issue: February 2011

Date of current issue: November 2023

Date of next review: November 2024 (or as dictated by legislative or Authority 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	May 2022	Policy update – Management of risk in relation to children and young persons.
5.0	September 2022	Policy update – Management of risk in relation to those with disabilities.
6.0	November 2023	General Policy Review

Contents

Document Control	1
Foreword – by Chair of the West London Waste	5
Health and Safety Policy – Statement of Intent	6
Organisational Structure	7
Health and Safety Responsibilities	8
Managing Director	8
Senior Managers	10
Appointed Health and Safety Advisor	11
Managers	14
Site Managers	16
Supervisors and Charge-hands	18
All Employees	20
Health and Safety Representatives	21
Occupational Health Advisors	22
Health and Safety Arrangements	24
Appointment of Health and Safety Assistance	24
Health Surveillance	24
Post job offer health screening	24
Sickness Absence Management	24
Driver Health Assessments	25
Health Surveillance	25
Vaccinations	27
Ongoing OH advice and Consultation to Managers	27
Drivers and Mobile Plant Operators	27
Risk Assessment	27
Fire / Emergency Procedures	29
Safety Information for Employees	30
Consultation with Employees	30
Communication and Induction Training	31
Employee Health and Safety Induction	31
Staff Training	31
Vulnerable Persons - Safety of Children and Young People	31
Vulnerable Persons – Safety of those with Mental and Physical Disabilities	32
Vulnerable Persons - Expectant Mothers	32
Vulnerable Persons - Lone Working	32

Control of Substances Hazardous to Health (COSHH)	32
Flammable Liquids	33
Biological Hazards	33
Needles and other contaminated items	34
Personal Hygiene	34
Manual Handling Operations	34
Workplace Inspections	35
Access and Egress	35
Visitors	35
Control of Contractors	36
Information required by the client	36
Information required by the contractor	37
Evaluation of the contractor's safety arrangements	37
Construction (Design and Management) Regulations (CDM)	37
Work Equipment (PUWER)	38
Defective Equipment	38
Control of Noise at Work	38
Personal Protective Equipment (PPE)	39
Waste Disposal	39
Smoking	40
Accident Reporting and Investigation	40
Incidents and Injuries	40
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 1995 (as amended 2013)	40
Accident Investigation	41
First Aid	42
First Aid Kits	42
Display Screens and Workstations	42
Electrical Equipment	42
Extension Cables and Outdoor Use	43
Working at Height	43
Eliminate Falling	43
Permanent Fixed Access	43
Temporary Working Platforms (Including Step Ladders and airline steps) ..	43
Ladders and Step Ups	43
Inspection Interval:	44
Personal Suspension System / Work Positioning Techniques	44

Fall Arrest	44
Rescue from Height	44
Lifting Operations and Lifting Equipment (LOLER 98)	44
Passenger Lifting and Lowering Equipment	44
Goods Lifting Equipment and Operations	45
Mobile Elevated Work Platforms (MEWP)	45
Vehicles and Driving	45
Drugs and Alcohol	45
Working Time Regulations	45
Call Out / Night Work	45
Enforcement and Disciplinary Procedures	46
Stress	46

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 Authority, 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 Authority.

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, Supervisors 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 Authority 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 Authority.



Councillor Deirdre Costigan

21 November 2023

Health and Safety Policy – Statement of Intent

West London Waste Authority, 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 Authority. 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 and Supervisors 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 Authority will be treated as gross misconduct.



A handwritten signature in blue ink, consisting of a stylized 'E' and 'B'.

Emma Beal
Managing Director
21 November 2023

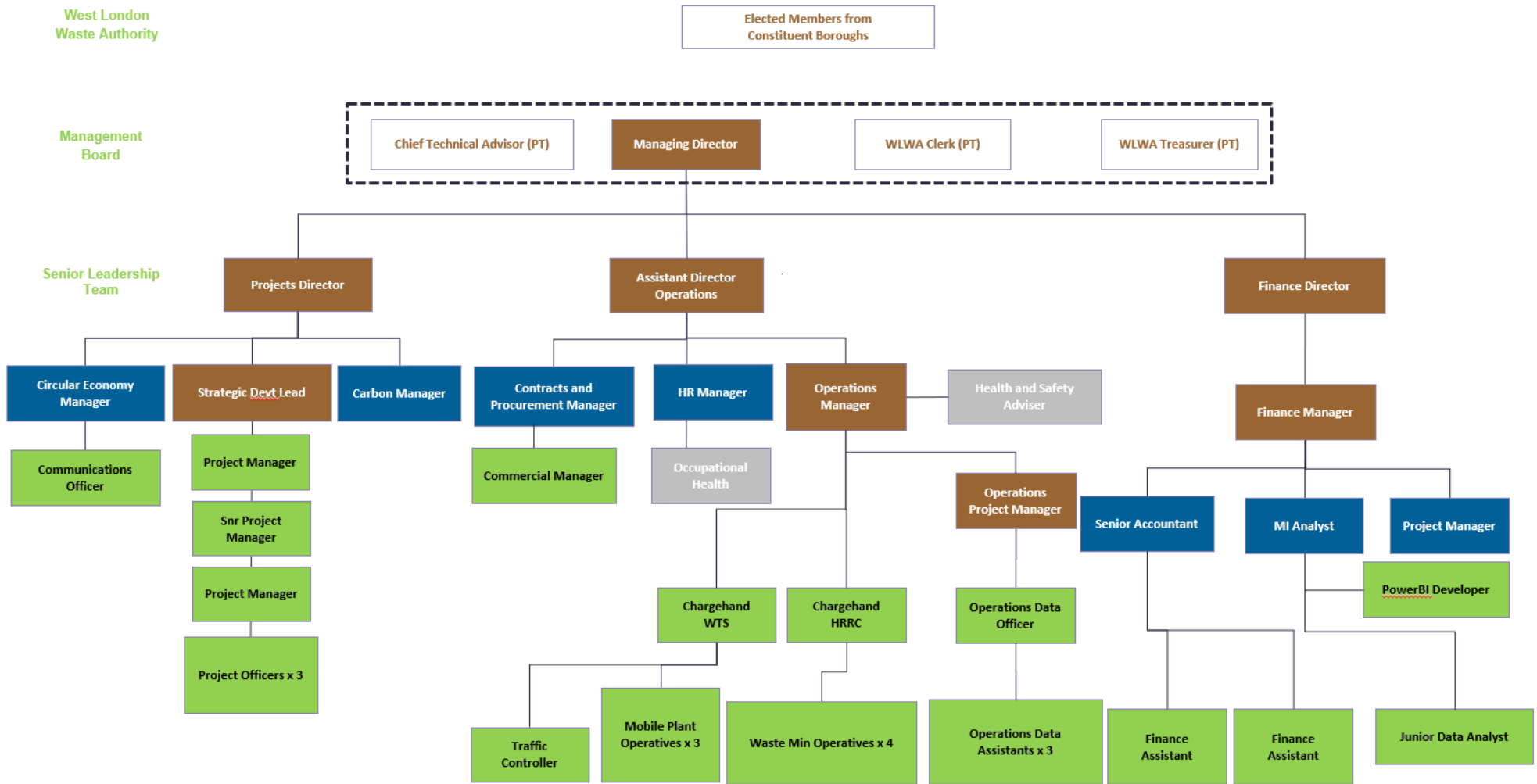
Organisational Structure

West London
Waste Authority

Management
Board

Senior Leadership
Team

56



Health and Safety Responsibilities

Managing Director

The Managing Director has overall responsibility for the development, implementation and review of the health and safety management function within West London Waste Authority. With the aid of West London Waste's appointed Health and Safety Advisors, external specialist consultants and members of West London Waste's Senior Management, 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 on operational matters including health and safety issues;
- e. Communicate with members of West London Waste's senior management (including the appointed Health and Safety Advisor) on issues which cannot be readily resolved, requiring Managing Director level input;
- f. Communicate with the Board of West London Waste Authority on any health and safety issues which cannot be resolved at Managing Director level.

Process

- g. Facilitate the process of development for all documentation and systems of work supporting this health and safety policy, including risk assessments, safe working instruction, emergency procedures and guidance documents;
- 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. Define roles, allocate responsibilities and accountabilities, and delegate authorities, to facilitate an effective occupational health and safety management system (OHSMS); roles, responsibilities, accountabilities, and authorities shall be documented and communicated.

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 Authority.

Senior Managers

Senior Managers 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. Facilitate the 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 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 and training.

Process

- e. 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 risk assessments, safe working instruction, emergency procedures and guidance documents;
- f. In respect of the engagement, employment or placement of vulnerable persons, respective senior managers will be responsible for ensuring that the relevant processes and documentation as detailed in the health and safety policy guidance document are fully embedded, to ensure the health safety and welfare of the vulnerable person (within their area of responsibility) is provided and maintained at all times.
- 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.

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 Supervisors, 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 all Senior/Site Managers and Supervisors, the findings of risk assessments, ensuring the development of safe systems of work;
- 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;
- 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. The above process will be expanded to include the management of vulnerable persons involved in projects either run by the organisation or where the organisation is involved and where activities where vulnerable persons are undertaking activities on West London Waste sites.
- w. Working with Senior and/or Site Managers 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

- x. 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.
- y. 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.

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 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 Senior Managers and the 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 service specific risk assessments are undertaken, completed, and continually reviewed, in association with the appointed Health and Safety Advisor.
- k. Working with the relevant senior manager and any officer responsible for overseeing the employment, engagement or placement of vulnerable persons, ensuring that all risk assessment and risk management controls identified through the process of risk assessment are fully implemented and maintained, for any vulnerable person, within their area of responsibility.
- 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 Advisors reviews, team meetings, tool box 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, codes of practice and the risk assessments applicable to the work they undertake;
- y. Bring to the attention of the Senior Managers and appointed Health and Safety Advisor, any health and safety issues they are unable to resolve.

Site 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 safety critical operations and the adequacy of risk assessments and best practice by means of consultation with the workforce, local safety inspections, defect reports etc;
- 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. 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;
- l. Ensure that all work equipment is properly selected, used, inspected and maintained;
- m. Provide necessary levels of supervision of staff and operations under their control or responsibility for safety critical operations;
- n. 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;
- o. Periodically observe all work activities to ensure safe working procedures are being fully adhered to.

- p. Ensure that any vulnerable person engaged, employed or placed (including those visiting site(s) as part of any initiative) within their area of responsibility are effectively supervised in line with the requirements of the risk assessment for the activities being undertaken by the vulnerable person. Furthermore, ensure that in line with the risk assessment, that the vulnerable person has received a specific induction to the site, which has been provided in a readily understandable, and that the vulnerable person is closely supervised at all times whilst on site.
- 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 Advisors reviews, team meetings, tool box 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, codes of practice and the risk assessments applicable to the work they undertake;
- y. Bring to the attention of the Senior Managers and appointed Health and Safety Advisor, any health and safety issues they are unable to resolve.

Supervisors and Charge-hands

Supervisors and Charge-hands 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 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 with employees under their control.

Process

- c. Working with the Site Manager and 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;
- 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. Carry out workplace inspections every 3 months, bringing the results of these inspections to their relevant Manager and appointed Health and Safety Advisor;
- 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.
- i. Ensure that any vulnerable person engaged, employed or placed (including those visiting site(s) as part of any initiative) within their area of responsibility are effectively supervised in line with the requirements of the risk assessment for the activities being undertaken by the vulnerable person. Furthermore, as part of any delegated responsibility in relation to the management of the site, ensure that in line with the risk assessment, that the vulnerable person has received a specific induction to the site, which has been provided in a readily understandable, and that the vulnerable person is closely supervised at all times whilst on site.

Training and Information

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

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 Supervisors 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 Supervisor, 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.

Health and Safety Representatives

Union Appointed Health and Safety Representatives

West London Waste Authority 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.

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.

Health and Safety Arrangements

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 Authority, 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.

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 Authority may change its service provider from time to time.

These functions will be carried out as follows:

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.

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.

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 Authority 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 Authority will reimburse the new employee for the GP charge for this service.

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 Authority. 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 Authority. 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 Authority. 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.

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.

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.

Drivers and Mobile Plant Operators

Refer to West London Waste's Driving at Work Policy.

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, Supervisor, 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.

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 Supervisors 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

Twyford Site

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

West London Waste has compiled guidance on Fire Safety and Fire Risk Assessment, which should be read in conjunction with this health and safety policy.

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.

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.

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.

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.

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.

Vulnerable Persons - Safety of Children and Young People

As detailed by current Health and Safety Executive guidance of children and young persons:

- **A child** is anyone who has not reached the official minimum school leaving age (MSLA) in the school year in which they turn 16.

- **A young person** is anyone under the age of 18.

Careful consideration will be given to the subject of children and young people where they are either involved directly with West London Waste or as part of any supporting initiatives where West London Waste is involved. All activities involving either children or young persons will be individually assessed by the appointed Health and Safety Consultants, in conjunction with the relevant member of the organisations' senior management. This individual risk assessment will form part of the wider governance processes for these identified activities and processes.

As part of the development processes as detailed above, the organisations' Health and Safety Advisors will liaise with the organisers of the works, as well as relevant placement officers from the respective school or college from which the child or young person is being placed from. West London Waste has compiled Guidance on Young Persons, which should be read in conjunction with this health and safety policy.

Vulnerable Persons – Safety of those with Mental and Physical Disabilities

As detailed by current Health and Safety Executive guidance of disabled people within the workplace, disabled people and those with health conditions, including mental health conditions, should be given the opportunity to both get into and stay in work.

Irrespective of whether disabled individuals are being employed, being engaged on a work experience basis, or are visiting the West London Waste sites, as part of its various initiatives, a risk assessment approach is required. Furthermore, the Health and Safety advisors for the organisation will work closely, where applicable, with the organisations HR Department, to ensure that a cohesive approach is adopted, to ensure the enhanced duty of care is discharged.

West London Waste has compiled Guidance on safety of those with mental and physical disabilities, which should be read in conjunction with this health and safety policy.

Vulnerable Persons - 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.

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

Vulnerable Persons - Lone Working

Lone Workers are those who work by themselves without close or direct supervision, which covers those working from home. West London Waste has compiled Guidance on lone working, which should be read in conjunction with this health and safety policy.

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.

A risk assessment will be conducted for all work involving exposure to hazardous substances. The assessment will be based on manufacturers' and suppliers' health and safety guidance and West London Waste's own knowledge of the work process. The assessment will be in writing and a copy held at the relevant operational site.

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.

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 assessments.

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.

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.

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.

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 advisors.

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.

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 inspections of the workplace.

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.

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.
- Work 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.

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 or Supervisor 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.

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.

Contractors will appoint an onsite safety representative.

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.

Health and Safety Policy Document

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

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)

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.

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.

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.

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.

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.

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, Supervisors or company safety representatives may exclude persons from the work site where appropriate PPE is not worn.

PPE issue and condition is 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.

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.

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.

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.

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.

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.

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.

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.

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.

Display Screens and Workstations

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

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

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.

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 manager 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.

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.

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.

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.

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.

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.

Inspection Interval:

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

- a. **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.
- b. **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.
- c. **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.

Personal Suspension System / Work Positioning Techniques

These systems and techniques are only available to those adequately trained and certificated to use them. These systems shall only be considered when other forms of access are not practicable. Where possible these systems may be employed with other access methods to provide a hybrid system. Where two or more systems are to be employed, the employee must be competent in the use of them all.

Fall Arrest

This is at the very bottom of the risk hierarchy and should not be used unless none of the above are practicable. Where it is used, careful consideration must be given to the level of risk, nature and distance of unobstructed fall, task being undertaken, rescue access and level of individual competency. Where this system is used the individual must be adequately trained.

Rescue from Height

In the case of MEWPs and any Personal Suspension, Work Positioning or fall arrest situation a competent person will ensure that planning for emergencies and rescue are in place before work at height commences. This will include the recorded designation of a competent designated rescuer, a rescue plan and suitable equipment. In the case of a MEWP this will include the capability to bring the MEWP cradle down should the power fail from ground level. In all cases rescue must be able to commence without delay.

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.

Passenger Lifting and Lowering Equipment

All equipment used to lift people will be individually marked and thoroughly inspected by a competent person every six months. The local manager will keep a record of this inspection in their Health and Safety Folder on site. Further to a thorough inspection individuals will maintain a daily visual inspection.

Goods Lifting Equipment and Operations

All equipment will be individually marked and thoroughly inspected by a competent person every twelve months (with the exception of lifting tackle, which will be inspected every 6 months).

Any lifting operations will be carefully planned and risk assessed by a competent person with appropriate experience in that operation. Only those trained and competent in lifting operations will undertake lifting and lowering operations. At least one person on site must be adequately experienced in undertaking the planned operation.

Mobile Elevated Work Platforms (MEWP)

MEWPs should be used where reasonably practicable taking into account, cost, availability and site accessibility. All MEWPs whether owned or hired by West London Waste must be 'fit for the purpose' as defined under the Provision and Use of Work Equipment Regulations 1998.

At least two employees trained in the use, inspection of and who are familiar with the machine and its safety features must operate the machine onsite. Particular attention must be paid to the stability of the machine, its limitations and emergency procedures.

ALL staff must be correctly attached to the personnel cage/bucket using either a 'Work Position Harness' with short lanyard attachment to prevent falling or a 'Fall Restraint System' where falling from the bucket is possible. All staff must wear head protection with chin straps when working at height.

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.

Drugs and Alcohol

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

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.

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.

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.

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 / Supervisors 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.

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Operations Update: Victoria Road

SUMMARY

This report summarises an analysis of operational issues at Victoria Road transfer station, the potential impacts on Boroughs and steps being taken to resolve the issues.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Note the report

1. Introduction

Victoria Road waste transfer station in Ruislip is one of the two rail-linked waste transfer stations owned by the Authority and operated through the Residual Waste Services contract with West London Energy Recovery Limited (WLERL). Suez is the operating sub-contractor that runs the contract, which includes operating the Victoria Road transfer station.

Victoria Road receives 220,000 tonnes of waste a year, including 180,000 tonnes of residual waste, 21,000 tonnes of wood from Borough sites and 11,000 tonnes of food waste. The site is available to all six Boroughs for tipping, but it is used most heavily by Harrow, Brent, Hillingdon and Ealing.

The site, which was built in 1978, centres around a large building containing two waste bunkers. Borough vehicles delivering residual waste drive into the tipping hall and tip into the bunkers via one of eight tipping bays. Once the waste is in the bunker, cranes move the waste into compactors which pack it into small shipping containers to be loaded on to trains and transported to Severnside Energy Recovery Centre.

The two bunker cranes are at end-of-life and Suez has been reporting increasing numbers of breakdowns since the summer. This has coincided with reports of increased tipping times from Boroughs that use Victoria Road. WLWA officers have worked with Suez colleagues to analyse the impact of crane breakdowns and other operational issues on tipping times at Victoria Road, and identify mitigations.

2. Analysis

Appendix 1 sets out the analysis of operational issues and tipping performance. These are summarised as follows.

Chart No.	Key findings
1	Victoria Road has been experiencing high waste levels on site since the start of August. There have been a number of causal issues which are marked on the chart. Some of the issues are the responsibility of the contractor e.g. crane failure, container failure, some mobile plant failures. Others are caused by Boroughs, e.g. non-conforming waste, and

	some fires caused by flammable items. Train failures or 'light trains' are caused either by the rail haulier, or problems on the rail network. The site exceed maximum capacity on one occasion during this period due to a complicated mix of issues.
2	Turnaround times are measured as the time between a vehicle weighing into the site and weighing out as it leaves. The average turnaround time in the period is 13.5 minutes, but this can vary significantly day by day, and there are clearly outliers as the orange bars (maximum turnaround time per day) show. It is difficult to draw clear links between high turnaround times and the operational issues. Note that turnaround times do not show the times that vehicles are queuing before they weigh in. Boroughs have been asked to provide this information from their vehicle tracking systems.
3	A comparison turnaround times from the year to date (April to Oct) 2023 compared to the same months in previous years shows that the number of long waits is similar to previous years, and the number of waits below ten minutes has increased.
4	The Borough's tipping profiles throughout the day show a very clear peak around 9:30am, particularly for Brent and Harrow, followed by a secondary peak around 1:00pm. Most Boroughs have finished tipping by 3:00pm.

The analysis shows that:

- Victoria Road experiences a range of operational issues with different route causes, but is able to remain within its maximum waste capacity on most occasions.
- Average turnaround times are low, but can vary significantly day-by-day and vehicle-by-vehicle.
- Turnaround times in 2023/24 so far are not longer than previous years.
- Borough tipping profiles put pressure on the site at specific times of the day.

Conversations are taking place with Boroughs to better understand waiting times from the back of the queue (rather than the point of weighing), the impacts of waiting times on the collection services and costs, and the extent to which specific rounds/communities are affected by delays.

3. Contractor improvements

Appendix 2 shows the improvements that the Contractor has made, or is in the process of making, to improve the site and reduce tipping times.

Work to replace the cranes, at a cost to the Contractor of £5m, is well underway and due to be completed in April. This is expected to significantly increase the reliability of the cranes, reducing waiting linked to break-downs.

A major upgrade to the fire suppression system, costing the Contractor £2m, is approaching completion and will speed up tipping due to the end of disruption from the works and suppressing future fires, reducing site closure time and reducing the chances of losing the site completely.

The Contractor has already replaced all of the compactors at a cost of £2m, increasing reliability and efficiency. Further investments will be made in 2024 for weighbridges (doubling them) to reducing waits for weighing in/out, and new mobile plant to reduce breakdowns and increase efficiency. The Authority will also be investing in a new bulking shed on the site to receive food waste and other materials.

Site layout changes have also been made to keep more tipping bays open during busy periods and reduce waiting times (see slides 3 & 4).

The Contractor's waste transfer station at Hayes was badly damaged by fire in August 2022 due to flammable items in household waste. The site is being rebuilt and is expected to open in January 2024 providing contingency capacity in the event of major disruption at Victoria Road.

4. Next steps

One-to-one meetings have already taken place with most of the Boroughs that use the site. Remaining actions include:

- Further Borough-specific analysis on the impacts of waiting times on collection costs and service to residents
- Borough-specific work to identify and eliminate non-conforming waste delivered in Borough collection vehicles and from Borough sites
- Planning with Boroughs to manage the impact of replacing the waste cranes.

Progress will be reported to future Authority meetings via the Contract and Operations Update report.

5. Financial Implications - None

The Contractor's improvement work includes the fire suppression system (£2m), compactor replacement (£2m), weighbridge replacement (£0.5m), crane replacement (£5m), and plant replacement (cost TBC). This will be funded by the Contractor. Construction of the bulking shed will be funded by the Authority and has been approved as part of the 2023/24 budget.

6. Legal Implications

None

7. Impact on Carbon reduction

The improvements at Victoria Road will speed up tipping times, increasing the efficiency of the Boroughs' collection services and saving carbon.

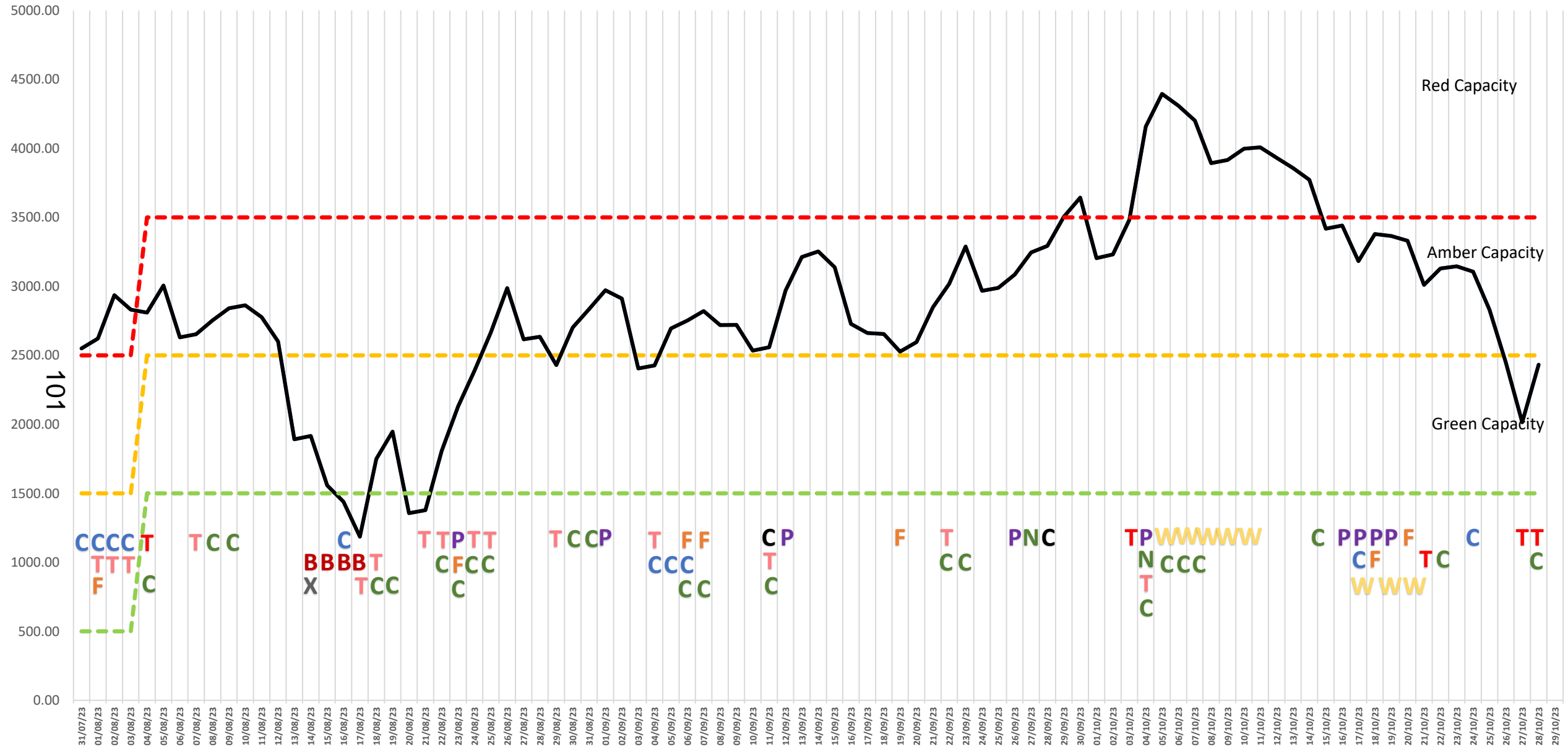
8. Impact on Environment Directors Priorities

Priority	Key points raised within this report
Bringing residents with us	Tipping delays may have knock-on implications to residents' collection services. Improvements will reduce these and increase trust in waste and environmental services.
Sustainable decision making	N/A
Climate adaptation and decarbonisation	Increasing the efficiency of the operation reduces carbon.
Dealing with financial challenges whilst delivering on climate change	Investments in the cranes at Victoria Road will save Boroughs costs and carbon through reduced tipping times and more efficient collection operations.

Contact Officers	Tom Beagan, Assistant Director Operations tombeagan@westlondonwaste.gov.uk	01895 545517
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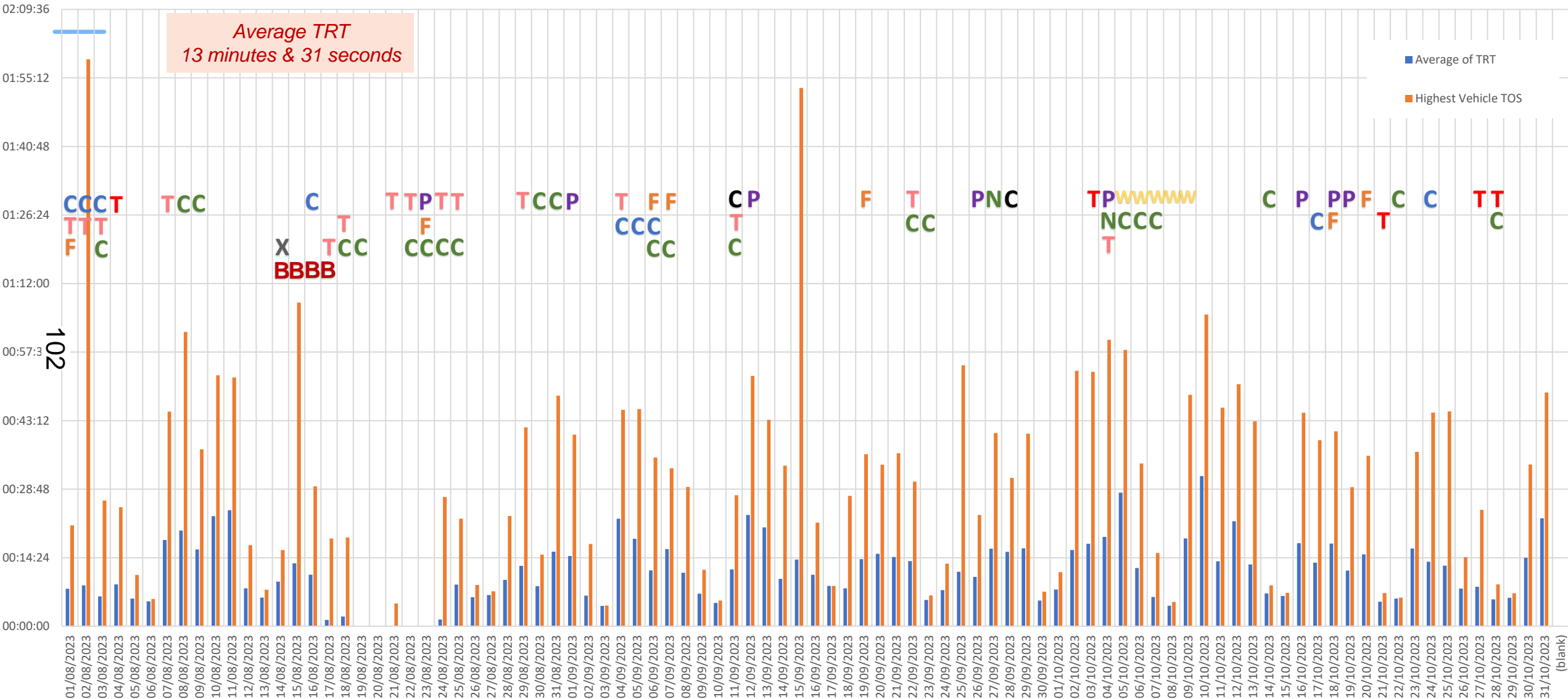
CHART 1: Capacity on site and incidents affecting capacity



B: Break-in **C**:Crane failure **C**:Compactor failure **F**:Fire **N**: Non-conforming waste incident **P**: Mobile plant failure **T**: No train **T**: Light train **X**: Site closure **W**: Fire system works
C: Container failures

— Forecast - - - Amber Capacity — Actual - - - Red Capacity - - - Green Capacity

CHART 2: Turnaround Times Victoria Road – All boroughs Aug – Oct 2023



B: Break-in **C:** Crane failure **C:** Compactor failure **F:** Fire **N:** Non-conforming waste incident **P:** Mobile plant failure **T:** No train **T:** Light train **X:** Site closure **W:** Fire system works
C: Container failures



CHART 3: No. visits Apr-Oct by turnaround time

Year

Multiple selections

Month

Multiple selections

Day

All

Site

Victoria Road

Waste Type

Residual Waste

Shipping Account

Multiple selections All boroughs

Ref 2

All

Parameter

All

00:00 - 10:00

60,075

10:00 - 15:00

17,400

15:00 - 20:00

9,479

20:00 - 25:00

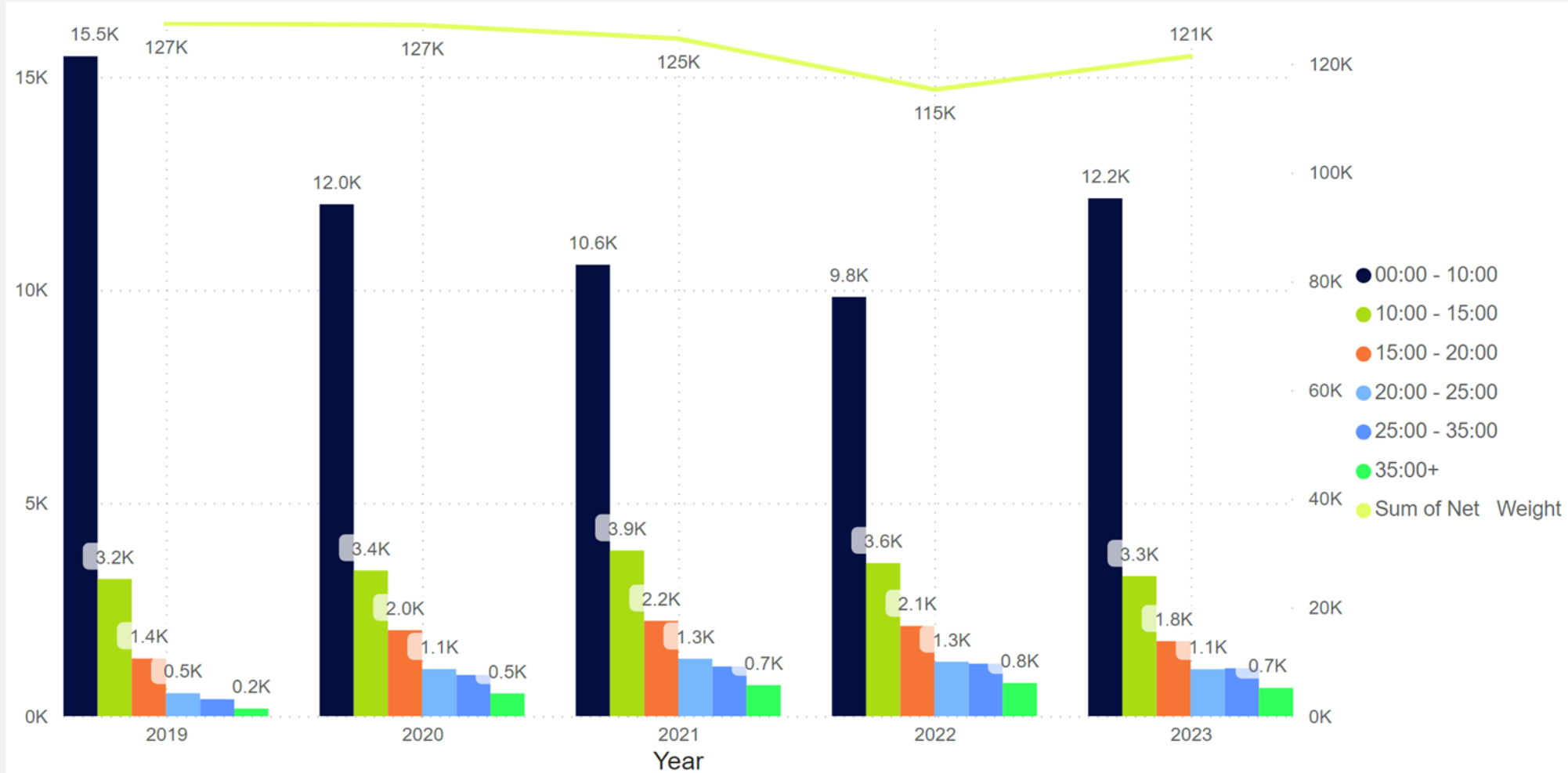
5,363

25:00 - 35:00

4,883

35:00+

2,877



Year

2023

Month

Multiple selections

Day

All

Site

Victoria Road

Waste Type

Residual Waste

Shipping Account

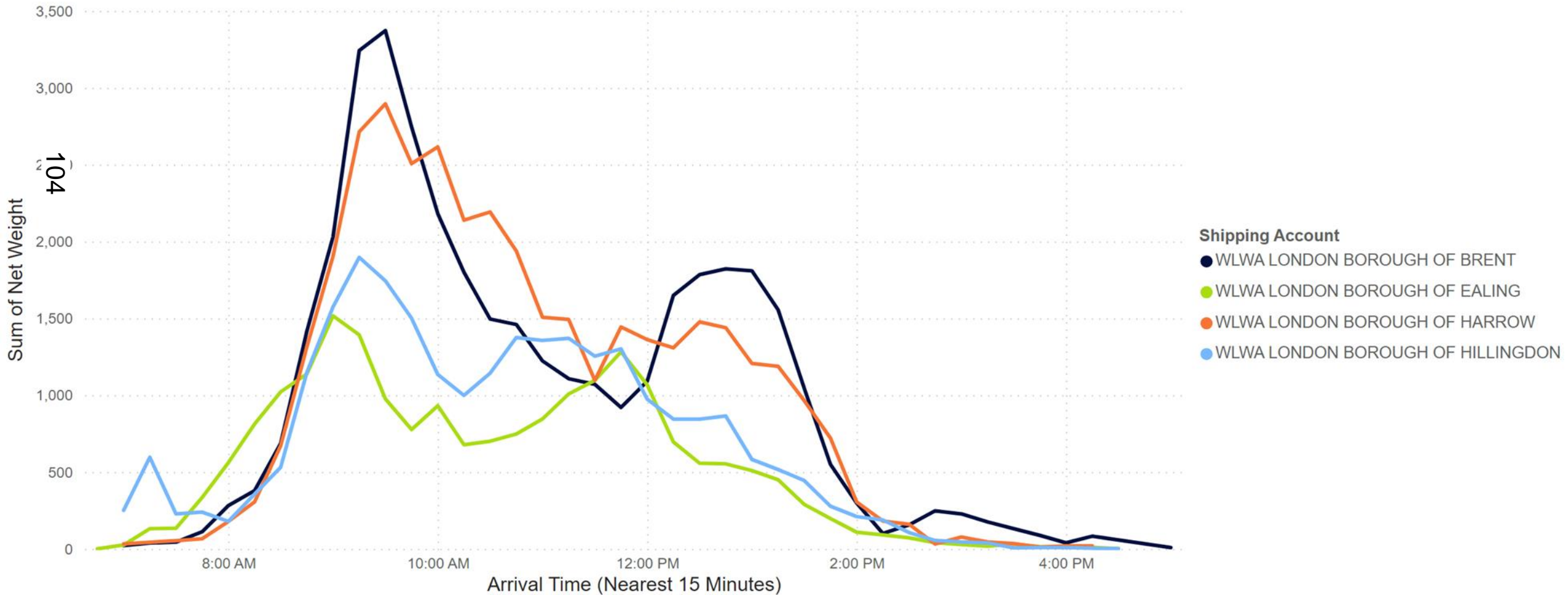
Multiple selections

Parameter

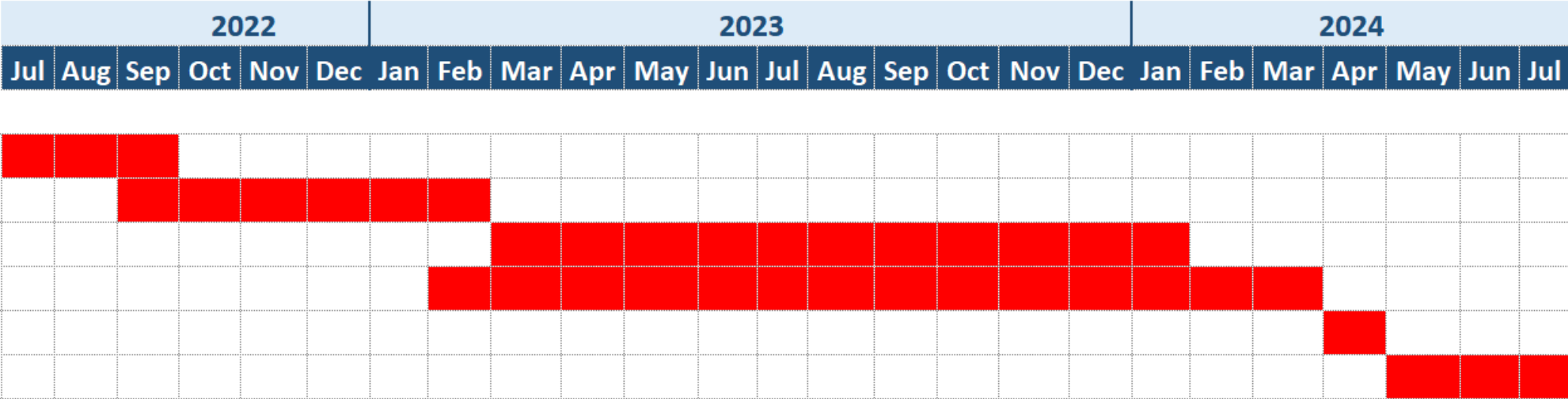
Shipping Account

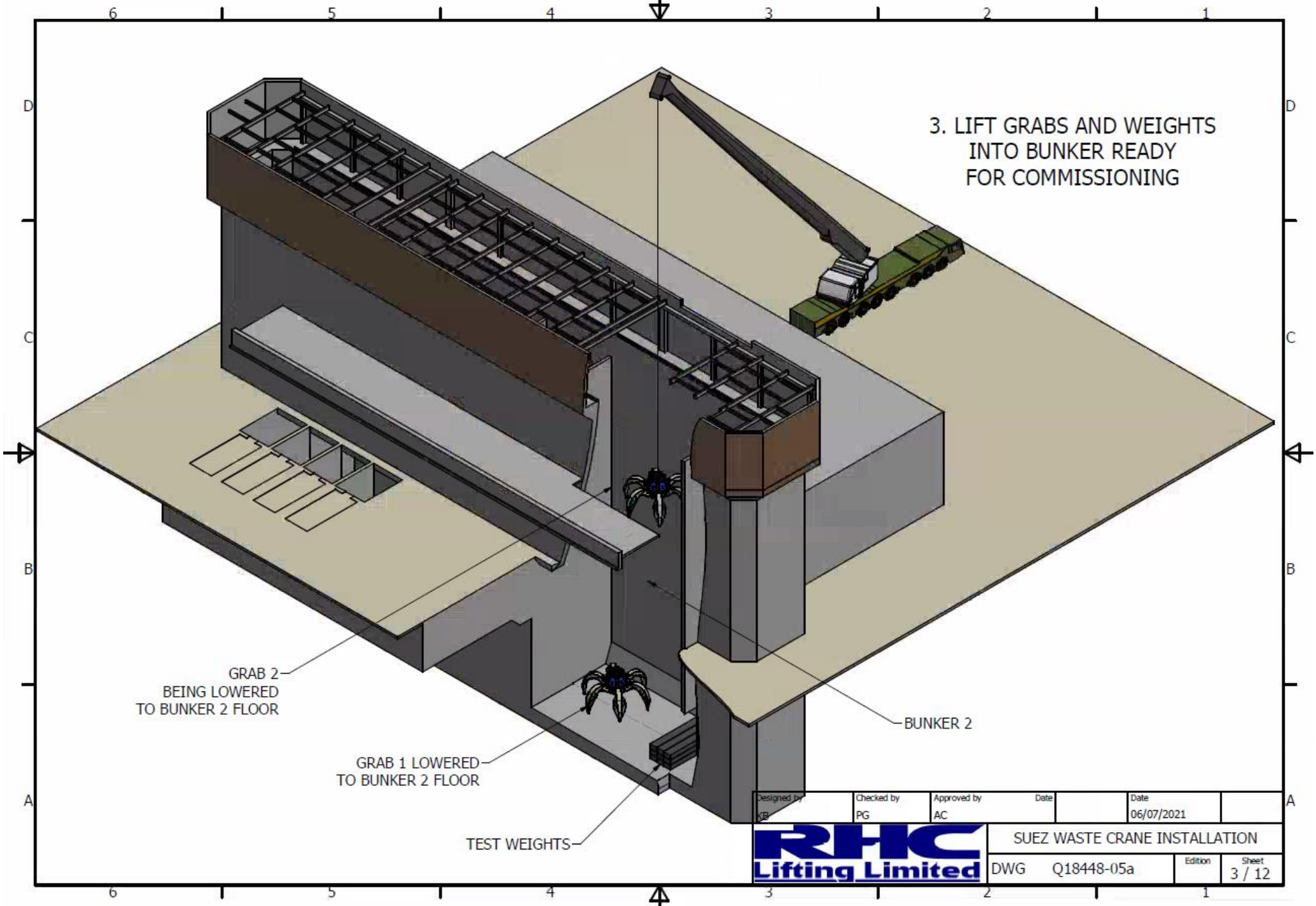
Net Tonnes

By Arrival Time (Nearest 15 Minutes)



Crane replacement programme





GRAB 2
BEING LOWERED
TO BUNKER 2 FLOOR

GRAB 1 LOWERED
TO BUNKER 2 FLOOR

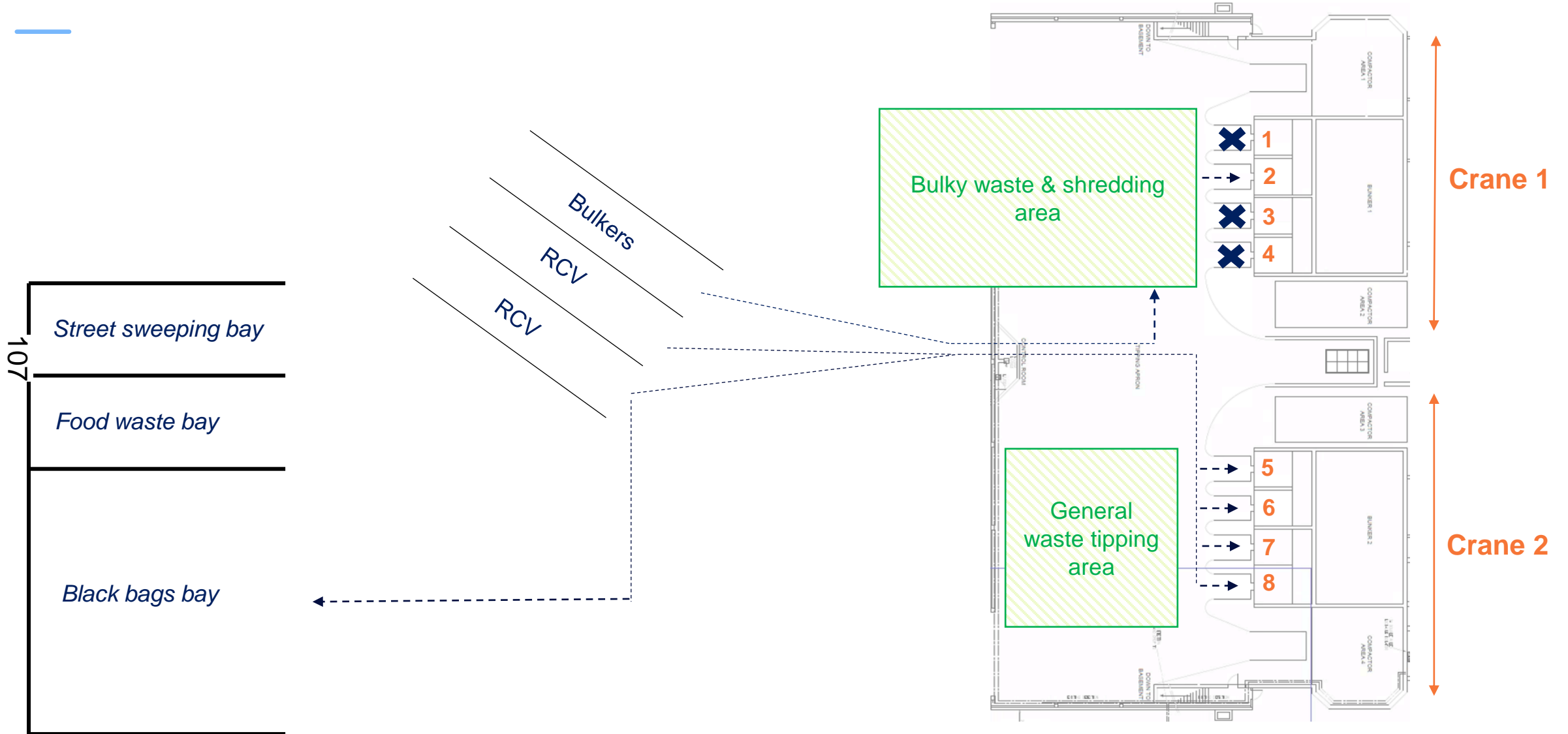
TEST WEIGHTS

3. LIFT GRABS AND WEIGHTS
INTO BUNKER READY
FOR COMMISSIONING

BUNKER 2

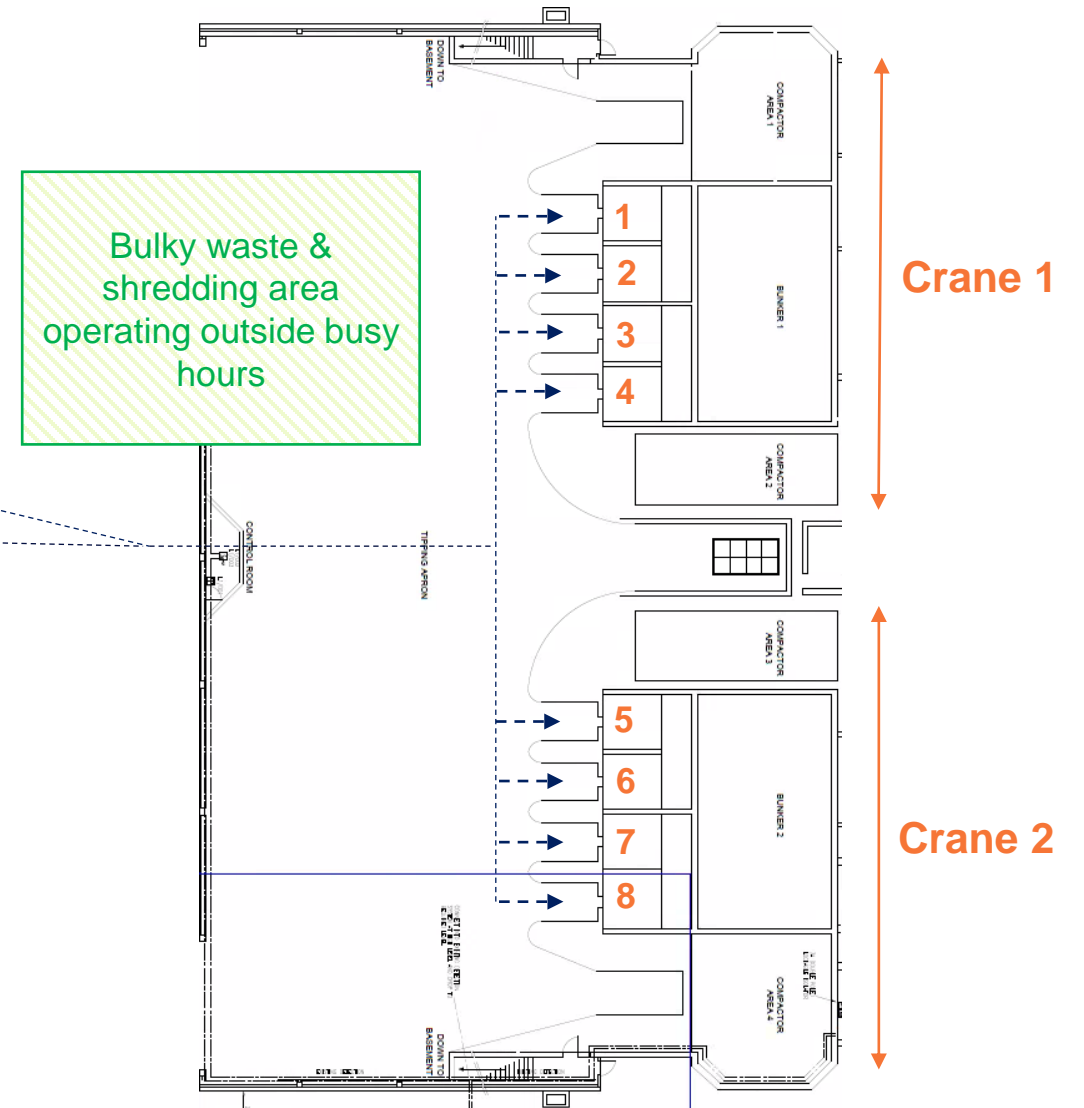
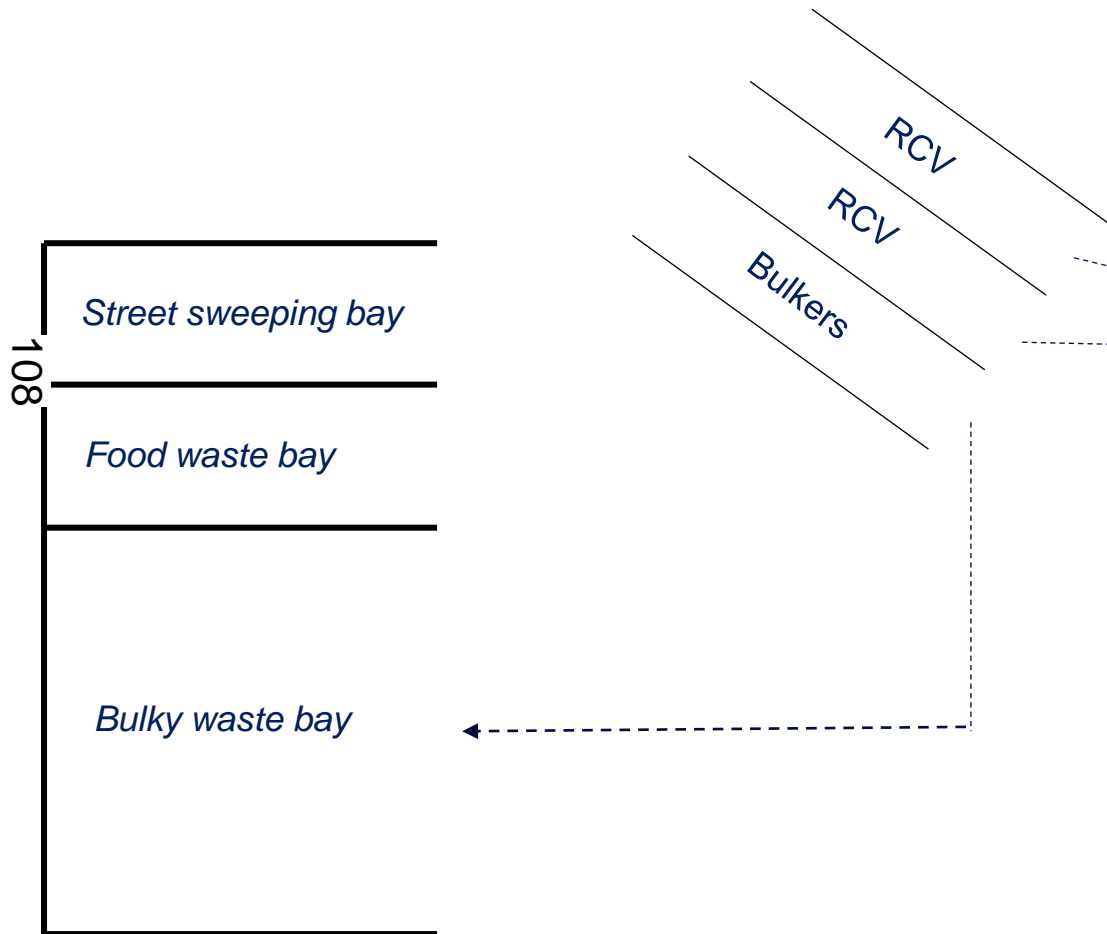
Designed by CB	Checked by PG	Approved by AC	Date	Date 06/07/2021
RHC Lifting Limited				
SUEZ WASTE CRANE INSTALLATION			DWG	Q18448-05a
			Edition	Sheet 3 / 12

Current operations **Victoria Road**



Layout change Victoria Road

during busy hours



Plan for managing remaining issues - Victoria Road

- **Investment so far**

- Fire suppression £2m
- New compactors £2m
- Cranes (interim work) £0.5m

- **Other improvements in 2024**

- Cranes replacement (£5m) Q2 2024
- New mobile plants including electric shredder Q2 2024
- Additional weighbridges (2 in / 2 out) Q3 2024
- New food shed Q4 2024

- **Benefits of the improvements in 2024**

- **Less down time and increased efficiency** due to new equipment (mobile plants & cranes)
- **Quicker vehicle movements** with additional weighbridges and food waste vehicles tipping in West side of the site
- **Better customer satisfaction** as quicker turnaround times

109

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