



West London Waste Authority

Hugh Peart  
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14 June 2017

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## **West London Waste Authority**

A meeting of the West London Waste Authority will be held in Committee Room 5, Harrow Civic Centre, Station Road, Harrow, HA1 2XY on Friday 23 June 2017 at 10.00 am

### **MEMBERSHIP**

Councillor Keith Burrows, London Borough of Hillingdon  
Councillor Pamela Fleming, London Borough of Richmond  
Councillor Graham Henson, London Borough of Harrow  
Councillor Bassam Mahfouz, London Borough of Ealing (Chair)  
Councillor Amritpal Mann, London Borough of Hounslow (Vice-Chair)  
Councillor Eleanor Southwood, London Borough of Brent

## **AGENDA**

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

1. Apologies for absence
2. Appointment of Chair

Members are invited to appoint a Chair for the municipal year 2017/18.

3. Appointment of Vice Chair

Members are invited to appoint a Vice Chair for the municipal year 2017/18.

4. 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.

5. Minutes of the meeting held on 24 March 2017

**(Pages 5 - 8)**

6. Matters arising from the minutes

7. Appointment of Chair and members of Audit Committee including Independent Member

The Audit Committee is expected to meet on two occasions on the same date as the Authority. The first meeting will be held on 22 September 2017 at 10.00am.

Members are invited to appoint a Chair and two other Members for the municipal year 2017/18.

Members are also recommended to reconfirm the existing appointment of the Independent member of the Audit Committee, Andrea White. Her term of office is until 30 June 2018.

8. Dates of Meetings for 2017/18

The remaining dates of meetings of the Authority in 2017 are:

Friday 22 September at 11.00am (Audit Committee at 10.00am)  
Friday 8 December 2017 at 10.00am

Members are invited to agree the following dates of meetings of the Authority and Audit Committee for 2018 based on the existing pattern:

Friday 26 January 2018 at 11.00am (Audit Committee at 10.00am)  
Friday 23 March 2018 at 10.00am  
Friday 29 June 2018 at 11.00am (Audit Committee at 10.00am)  
Friday 21 September 2018 at 10.00am  
Friday 7 December 2018 at 10.00am

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|---|--------------------------|
| 9. Head Office Re-location  | <i>(Pages 9 - 18)</i>    |
| 10. Replacement IT Service  | <i>(Pages 19 - 22)</i>   |
| 11. Communications Strategy   | <i>(Pages 23 - 26)</i>   |
| 12. Operations Update   | <i>(Pages 27 - 30)</i>   |
| 13. Draft Statement of Accounts for the year ending 31 March 2017             | <i>(Pages 31 - 84)</i>   |
| 14. Health and Safety: Review 2016-2017 and Plan 2017-2018                    | <i>(Pages 85 - 132)</i>  |
| 15. Waste Prevention - Update on the Waste Prevention Action Plan for 2016/17 | <i>(Pages 133 - 152)</i> |
| 16. Budget Monitoring Report Period 2 (May)                                   | <i>(Pages 153 - 156)</i> |

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

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|---|--------------------------|
| 17. Budget Monitoring Report Period 2 (May) | <i>(Pages 157 - 158)</i> |
| 18. Contracts Update Report                 | <i>(Pages 159 - 162)</i> |

## **Recording and reporting on public meetings**

Please note that members of public can choose to record or report in other ways, on this public meeting. If you wish to do so then please read the Authority's protocol which can be found [online](#). Copies of the protocol are also available at the meeting.

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

**Hugh Peart**  
Clerk to the Authority

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At a meeting of the West London Waste Authority held on Friday 24 March 2017 at 10.00 am at the Committee Room 5, Harrow Civic Centre, Station Road, Harrow, HA1 2XY.

**Present:**

Councillor Bassam Mahfouz (Chair)

Councillor Amritpal Mann (Vice-Chair)

Councillor Pamela Fleming, Councillor Graham Henson and Councillor Eleanor Southwood

**Apologies for Absence**

Councillor Keith Burrows

**45. Apologies for absence**

Councillor Keith Burrows

**46. Declarations of interest**

There were no declarations of interest.

**47. Minutes of the meeting held on 27 January 2017**

**RESOLVED:** That the minutes of the meeting held on 27 January 2017 be taken as read and signed as a correct record.

**48. Business Plan 2017-20**

Members received a report which provided details of the Authority's Business Plan for the years 2017/20 and provided details of the key activities which represents a change to the Authority's approach to market risk and maximising assets.

Emma Beal, Managing Director, outlined the content of the report which included the background to the joint municipal waste management strategy, the remaining target to recycle and compost 50% of municipal waste by 2020, the proposed campaigns and the challenges ahead. She reported that a number of added value areas had been identified and that it was being proposed to the boroughs Environment Directors that the Authority take on the responsibility for matters such as data entry so that information and knowledge could be shared. In addition it was being recommended that Environment Directors work together to prepare a commercial strategy for recycling.

Members then had a detailed discussion on the contents of the Plan. Emma Beal advised that by agreeing to the business plan the Authority was agreeing that the actions proposed were the way forward.

In relation to Harrow, cost savings in terms of delivery of food waste to Victoria Road transfer station had not yet been realised due to delays associated with HS2. Members were advised that a planning application would have to be put forward for consideration

and would have to follow due process. The current project delivery date without any risks or delays outside the control of the Authority is the end of 2018. The Contracts Manager added that the Authority had worked in consultation with Harrow to achieve the best and lowest cost outcomes. The Member responded that some of the borough's contracts were due for renewal in 2018 and officers would discuss with the Authority.

Members expressed support for a cross West London Waste Strategy but indicated that they would be concerned if a member authority deviated from a decision agreed by the Authority. The consensus was that it was advantageous for member authorities to work together and for consistency across boroughs, particularly in terms of charges for particular services. This improved transparency and made it easier for residents to understand. Keith Townsend, Chief Technical Adviser, reported that there had been previous attempts to unify the approach taken by boroughs and that it would be useful to have a further discussion on this issue. He added that a separate written briefing setting out the options available to the Authority may assist Members.

In response to the question as to how realistic the 50% recycling target was, the Members were advised that there were some limitations to the impact the Authority can have, for example collection methodology. The Authority could have an impact in provision of information over a wider area and this would be useful particularly as, for example, some boroughs became more densely populated.

A Member commented that the six boroughs were not dissimilar and that in terms of harmonisation it should be possible to find models that suited/ worked for all parties. As an Authority boroughs should be able to work together to achieve the 50% recycling rate target. This view was supported by other Members.

Keith Townsend reported that London Environment Directors had commissioned work in relation to Houses in Multiple Occupation and guidance would be circulated to officers within the boroughs. A planning guidance document had also been prepared in order to provide the opportunity for boroughs to embed guidance in planning policy in the longer term.

Emma Beal advised that the Authority would run a campaign to remove metal from bins. In response to a question as to whether there should be borough campaigns in relation to the recycling of metal, she stated that there was a need to focus on food waste due to the cost differential and that is where there was a greater impact on cost and recycling rates.

**RESOLVED:** That

- (1) the Business Plan for 2017/20 be approved;
- (2) the added value recommendations to the Joint Municipal Waste Management Strategy Review with Borough Environment Directors be approved;
- (3) a commercial waste and recycling strategy in the Joint Municipal Waste Management Strategy Review be developed with Borough Environment Directors.

#### **49. Contracts and Operations Update**

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

Ken Lawson, Contracts Manager, reported that, in terms of the West London Residual Waste Services Contract and the oscillation of the stacks at the Severnside Energy Recovery Centre, he would provide an update at the next meeting as the results of the investigation were awaited.

**RESOLVED:** That the report be noted.

#### **50. Annual Procurement Plan 2017/18**

Members received report which provided details of the Authority's Annual Procurement Plan for 2017/18 as well as a list of the major contracts that would require action in year.

Ken Lawson, Contracts Manager, reported that the Authority's Contract Register would be published on line by the end of March.

**RESOLVED:** That

- (1) the Annual Procurement Plan for 2017/18 be approved; and
- (2) it be noted that the Contracts Register for 2017/18 would be published on the Authority's website.

#### **51. Waste Minimisation - The proposed Waste Minimisation Plan for 2017/18**

Members received a report which sought approval to the proposed Waste Minimisation Plan 2017/18.

Sarah Ellis, Waste Minimisation Co-ordinator, outlined the content of the report and stated that there was more of an appetite from the boroughs to consider a wider range of activities in 2017/18. One activity was to work with 3 boroughs (Brent, Ealing and Richmond) to look at good practice and develop bespoke project plans to increase recycling of food waste. The Authority had increased its aspiration for going out and talking to residents and in addition the trialling of surveys to understand whether participants in our activities would recommend them to a friend was being considered.

A Member sought clarification in terms of home composting of green waste and was advised that this had not received as much focus due to the increase in residents residing in flats/apartments. Advice was, however, available on the Authority's website and also at various events. Emma Beal added that this issue was a good example of waste minimisation having an impact on recycling rates and would be considered in the development of the communications strategy.

In response to a question in relation to a borough nappy scheme and its links to the new west London washable nappy pack, the officer explained that she had understood the scheme in question had ceased as an efficiency saving. An alternative type of nappy scheme was operated in the North London Waste Authority area as well as Bexley and Tower Hamlets.

The Chair advised Members that Sarah Ellis had been appointed as the new Operations

Manager for the Authority. Members offered their congratulations.

**RESOLVED:** That the proposed Waste Minimisation Plan for 2017/18 be approved.

**52. Budget Monitoring Report Period 10 (January)**

Members received a report which provided an update on the financial position of the Authority, the key operational performance indicators, next year's key performance indicators (KPIs), delegated financial decisions and changes to the 2017/18 timetable for the approval of accounts.

Jay Patel, Head of Finance, introduced the report and advised that the KPI s were on target. He also reported that accounting items would be considered earlier in the next financial year.

A Member raised the issue of garden waste and whether there had been an increase in fly tipped garden waste as a result of some boroughs introducing charges.

Officers advised that garden waste figures tended to fluctuate and there was no information about such waste being fly tipped.

**RESOLVED:** That

- (1) the current financial position in 2016/17 to period 10 and Key Performance Indicators for period 10 and 2017/18 be noted;
- (2) the financial decisions taken under the Scheme of Delegation to Officers be noted;
- (3) the shorter timescale for approving audited accounts and consequent changes to key meetings be noted.

**The meeting finished at 11.15 am.**

The minute taker at this meeting was Alison Atherton.



## Head Office Relocation

### SUMMARY

This report details the preferred option of buying a new head office before the current one is demolished.

### RECOMMENDATION(S)

The Authority is asked to:-

- 1) Authorise the Managing Director together with the Treasurer and in consultation with the Chair to procure a new head office.
- 2) Authorise a capital budget of £2.5 million for the purchase and all associated costs
- 3) Note the need to use expertise of commercial property agents, solicitors, refurbishment contractors and other specialists to secure and deliver suitable head office accommodation.

## 1. Background

The Authority's head office has been located in the Hounslow Council offices since 2012 and is the base for a limited number of Authority personnel (currently 13 people). The Council provide fully serviced accommodation including open plan working areas, two offices, a meeting room, a wide range of facilities and office services (e.g. post, cleaning etc.), storage, parking and technology/infrastructure.

The accommodation is rented under a short term lease arrangement. This expires in June 2018 and coincides with Hounslow Council's plans to demolish and redevelop the office site for housing. Therefore the Authority will require a new head office.

## 2. Executive Summary

The report provides analysis and commentary which identifies the following conclusions:

- The best financial option is for the Authority to purchase its own office. The Authority will benefit from lower annual running costs compared to renting and will also benefit from the ownership of a valuable asset
- The limited supply and high demand in the market means that the Authority needs to be able to make decisions robustly and quickly. To facilitate this and comply with the Authorities procurement rules, the report recommends delegating authority for decision making to the Managing Director together with the Treasurer and in consultation with the Chair
- To ensure staff retention, the location should be in close proximity / travelling distance of the current head office
- Based on current market information a capital budget of £2.5 million will deliver the above and require Authority approval

These conclusions are detailed in subsequent sections of this report.

### 3. Financial Evaluation of Options

Currently the Authority benefits from fully serviced office space through a short term lease arrangement with a fixed annual rental of £40,000 per year, utilising Hounslow Council's spare office capacity. However, with the demolition of the current head office expected to take place in 2018, the Authority needs to find a new head office.

There are 3 principal options for securing a new head office:

- Fully serviced renting (similar to current arrangements) – the rental of office space which includes the delivery of a range of services including cleaning, reception etc.
- Accommodation only renting with in house service delivery – the rental of just the office space together with employment of contractors or staff to deliver services
- Purchase with in house service delivery – buying the property out-right either as a freehold or through a long lease together with employment of contractors or staff to deliver services

Appendix 1 provides a financial evaluation of these alternatives. Long term cashflows have been produced for the 3 options to identify the lowest overall cost option.

To do this, the prices currently available in the market have been gathered for each option to inform the average rent and average purchase price figures (Appendix 2). The average price per square foot has then been calculated and used to estimate the cost of our specific office requirements (i.e. 2,000 square feet). The service costs are based on 2017/18 budgeted prices for similar services at Twyford.

The following table summarises the net cashflows over 20 years for each option:

<b>Option</b>	<b>Running costs over 20 years</b>	<b>Cashflow over 20 years</b>
1 - Fully serviced rent	£3.7 million	£3.7 million
2 - Accommodation only rent plus separate services	£3.4 million	£3.4 million
3 - Purchase plus separate services	£2.4 million	£1.8 million

The table shows that purchasing has lower running costs compared to renting, by more than £1 million over 20 years (i.e. £2.4 million compared to £3.4 million). This equates to purchasing being an average of £50,000 per year cheaper than renting.

If the property is sold at the end of 20 years after a modest growth in value of 2% per year, this would result in further improvement to the purchase option cashflow.

Essentially the above table illustrates a very simple principle – if you rent, you pay a significant sum every year and have nothing to show at the end of it, the money is spent. If you buy, although you spend money up front, you have an asset which has a value at the end.

The analysis clearly identifies that the lowest cost option is to purchase. There is little difference between the rented options which are both costlier.

### 4. Supply and Market Conditions

As well as carrying out in-house market research, market information was sought. GVA, one of our surveyors, recommended the use of an agent with local knowledge, De Souza, who we approached.

De Souza provided a range of property particulars. They also commented:

- That the market around Hounslow for purchase is very limited and competitive, particularly given that our size requirements are similar to small developers who convert offices into

residential accommodation – a result of permitted development rights and a key driver of demand.

- Basic rented accommodation is also limited and often of low quality.
- Fully serviced accommodation is however abundant but costly.
- It would be highly unlikely for properties to come to the market with a very good match to our requirements for purchase and rented accommodation e.g. they would be bigger/smaller or require work etc.

Our in-house market research of commercial property agent websites produced the same findings. A summary of the sample used to determine the average rents and average prices for the financial evaluation in section 3 can be found in appendix 2. Although some properties are far from ideal, they help provide a picture of the types of costs involved.

The sample identified that purchasing a head office meeting the current space requirements would cost in the region of £1.8 million to purchase and refurbish with £100,000 annual running costs. The sample identified renting would on average cost between £140,000 to £150,000 per year.

Given the market conditions of limited supply and high demand, it will be challenging to identify and relocate to new offices by June 2018. There are two implications of this:

Firstly as a contingency, it may be necessary to utilise one of the short term rental options until permanent offices can be secured. There may also be an opportunity to extend our arrangement with Hounslow Council for a short period of time, if their redevelopment programme allows. This can be included as part of the 2018/19 budget setting process.

Secondly, any delay to decision making could lead to a missed opportunity as sellers are often looking for a quick sale. Therefore a robust and quick decision making process is needed. With up to 3 months separating Authority meetings, this may be better achieved by delegation of authority to the Managing Director and the Treasurer in consultation with the Chair within specified limits and on the basis of a recommendation and supporting information (surveyors report, legal advice, financial evaluation etc.) from the Head of Finance.

## 5. Risks

Whether renting or buying, it is important to consider the key financial risks. The principal risk in relation to renting is an increase in rent. The principal risk in relation to buying a new head office is a fall in the property value.

Interestingly the risks of both options are largely determined by supply and demand of office space and helpfully these have differing impacts and consequently point to a preferred option.

The London Councils briefing on the *Impact of permitted development rights*<sup>\*</sup> confirms agents' comments and our research, showing low supply and high demand for office space, resulting from permitted development rights - this legislation was introduced in 2013 (updated in 2016) and amongst many things included the opportunity to far more easily convert offices into residential accommodation.

The briefing highlights the resulting increasing rents. Indeed our own rent review negotiation with network rail for the transfer stations is currently looking at a 5 yearly rent increase of at least 30%. This equates to a 6% annual increase in rents.

Conversely, low supply and high demand reduces the risk of office values falling. In fact, market commentary forecasts growing commercial property values.

Therefore on balance, given that the market conditions of high demand and low supply increase the risk of renting (i.e. rent increases) but reduce the risk of buying (less chance of loss in value), buying a new head office is the preferred option.

## **6. Funding**

Current cash balances stand at over £20 million with treasury management activities delivering a return of about 0.5% on investments. The latest long term financial forecasts predict cash balances will rise to over £40 million within 10 years largely as a result of the PPP contract / project.

Therefore at these low rates of return, using cash to fund new offices will utilise cash more effectively. It is very likely that the property will grow in value particularly given the correlation to residential development highlighted in sections 3 and 5 and recent market forecasts e.g. Savills predict 12% over the next 5 years for Hounslow. This would represent a far better return than currently achieved and help deliver an aim of the treasury management plans, to achieve a better return on balances.

With latest long term forecasts indicating Authority cash balances rising above £40 million, buying an office would use just 5% of the overall cash balances, ensuring ample liquidity is still maintained to manage other business risks.

## **7. Budget implications**

The Authority will be able to utilise its cash balances to procure new offices. However, the purchase of new offices still requires the Authority's approval of a capital budget in order to undertake this spending, in accordance with the Financial Regulations.

The budget will include the cost of bringing the office into operation so includes cost of works, agents, solicitors etc. With the overall current prices of reasonably suitable offices ranging from £1.1 million to £2.5 million including refurbishment, a working budget of £2.5m will allow the flexibility to secure suitable accommodation in a challenging market and meet the range of objectives detailed in preceding sections.

There are no immediate budget implications for rental options. If necessary (e.g. as a temporary measure), the 2018/19 budget setting process will incorporate any temporary rental and service requirements costs, detailing any change or growth.

The only other budget implication to note is that like all other assets, there will be an annual depreciation charge to the income and expenditure account to reflect the usage throughout its life. All depreciation charges are passed on to boroughs in the usual way through the levies to ensure a balanced budget.

## **8. Employees**

With the small number of personnel that the Authority employ, staff retention is a key consideration. Given the number of head office staff changes over recent years it is particularly important to hold on to the remaining personnel, their knowledge and experience.

The main elements for staff retention from an employee perspective are the location and working arrangements.

The current head office location provides a central and convenient location which most staff are happy to continue working near.

Appendix 3 provides a location map of personnel. The majority of operational personnel are concentrated around West Hounslow. At these grades the location and commute times/cost are a key concern for personnel. Indeed, a staff survey 2 years ago considering a move of head office from Hounslow to Ealing, indicated overwhelmingly that there was no appetite for a move away from the Hounslow area. It is unlikely this has changed. There are a few outliers who are mainly from management where location is less of a concern.

Interestingly, comparing the current prices across several areas (Ealing, Harrow, Hounslow, Richmond and Heathrow) indicated that office properties within the Heathrow area were the cheapest (£370 per sq ft) with Hounslow second cheapest (£424 per sq ft) followed by Harrow and

other areas (from £451 to £580 per sq ft). Therefore focussing the search on a 3 mile radius of the current office will cover both the cheapest areas and is likely to ensure best staff retention.

In terms of working arrangements, there are a range of issues:

- Space - whilst some flexible working arrangements (e.g. home working/desk sharing) may be possible and the staff to desk ratio can be improved to reduce space requirements, due to the nature of work and technological limitations the scope is limited. Parking is also an important factor for employees and once again with flexible working there is a possibility to reduce the requirements. However, in broad terms the same office space and parking facilities will be required.
- Services – The condition and services (e.g. maintenance, cleaning, storage, security, reception, post etc.) are also important issues for personnel and are also an essential part of business operations. Continuity of these services will need to be maintained as part of any new accommodation agreement or separately through contractors or employees. Essentially the new accommodation and services should meet the current standard delivered by Hounslow Council.

## 9. Conclusion

In summary:

- The preferred option is to purchase as it’s the best financially
- The new office may need work or be bigger and take longer to move into because of poor supply
- It may be necessary to rent elsewhere in the short term if suitable offices cannot be procured relatively quickly
- Purchasing an office provides an opportunity to better utilise cash balances
- The office search will focus on a 3 mile radius of the current office for staff retention purposes

There are a range of variables to manage within this decision making. Importantly the Authority needs to be in a position to take advantage of market opportunities as they arise. The decision making also has to be robust. Therefore the report recommends the delegation of this authority to the Managing Director and Treasurer in consultation with the Chair.

To limit the risk in relation to purchase, the delegated authority should be limited to £2.5m based on current market prices to provide a little flexibility in a difficult market.

**10. Financial Implications** – These are detailed in the report.

**11. Legal Implications** – There are no legal implications as a result of this report. Legal issues regarding change of head office location will be dealt with as part of the subsequent relocation project.

**12. Impact on Joint Waste Management Strategy** – Improvements to financial management in the Authority will continue to ensure that the Authority addresses policies of the JWMS.

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*Reference material*

*\*<http://www.londoncouncils.gov.uk/our-key-themes/housing-and-planning/permitted-development-rights>*

Appendix 1

**Office options - high level cashflows**

		Total	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
<b>Option 1 - fully serviced rental - current approach</b>																						
Rent (inclusive of services and rates)	RPI uplift (2%)	-148,000	-150,960	-153,979	-157,059	-160,200	-163,404	-166,672	-170,005	-173,406	-176,874	-180,411	-184,019	-187,700	-191,454	-195,283	-199,189	-203,172	-207,236	-211,380	-215,608	
Incidental costs	RPI uplift (2%)	-5,000	-5,100	-5,202	-5,306	-5,412	-5,520	-5,631	-5,743	-5,858	-5,975	-6,095	-6,217	-6,341	-6,468	-6,597	-6,729	-6,864	-7,001	-7,141	-7,284	
<b>Total cashflow / running cost</b>		<b>-3,717,498</b>	<b>-153,000</b>	<b>-156,060</b>	<b>-159,181</b>	<b>-162,365</b>	<b>-165,612</b>	<b>-168,924</b>	<b>-172,303</b>	<b>-175,749</b>	<b>-179,264</b>	<b>-182,849</b>	<b>-186,506</b>	<b>-190,236</b>	<b>-194,041</b>	<b>-197,922</b>	<b>-201,880</b>	<b>-205,918</b>	<b>-210,036</b>	<b>-214,237</b>	<b>-218,522</b>	<b>-222,892</b>
<b>Option 2 - accomodation only rental or short leasehold plus services</b>																						
Rent	RPI uplift (2%)	-51,000	-52,020	-53,060	-54,122	-55,204	-56,308	-57,434	-58,583	-59,755	-60,950	-62,169	-63,412	-64,680	-65,974	-67,293	-68,639	-70,012	-71,412	-72,841	-74,297	
Rates	RPI uplift (2%)	-25,000	-25,500	-26,010	-26,530	-27,061	-27,602	-28,154	-28,717	-29,291	-29,877	-30,475	-31,084	-31,706	-32,340	-32,987	-33,647	-34,320	-35,006	-35,706	-36,420	
Running costs	RPI uplift (2%)	-65,000	-66,300	-67,626	-68,979	-70,358	-71,765	-73,201	-74,665	-76,158	-77,681	-79,235	-80,819	-82,436	-84,084	-85,766	-87,481	-89,231	-91,016	-92,836	-94,693	
<b>Total cashflow / running cost</b>		<b>-3,425,929</b>	<b>-141,000</b>	<b>-143,820</b>	<b>-146,696</b>	<b>-149,630</b>	<b>-152,623</b>	<b>-155,675</b>	<b>-158,789</b>	<b>-161,965</b>	<b>-165,204</b>	<b>-168,508</b>	<b>-171,878</b>	<b>-175,316</b>	<b>-178,822</b>	<b>-182,399</b>	<b>-186,047</b>	<b>-189,767</b>	<b>-193,563</b>	<b>-197,434</b>	<b>-201,383</b>	<b>-205,410</b>
<b>Option 3 - purchase plus services</b>																						
Purchase price (freehold or long leasehold)		-1,525,000																				
Asset value at end of term (assume 2% pa growth)																						2,266,070
Refurbish costs		-250,000																				
Lost investment income @0.5%	fixed	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875	-8,875
Rates	RPI uplift (2%)	-25,000	-25,500	-26,010	-26,530	-27,061	-27,602	-28,154	-28,717	-29,291	-29,877	-30,475	-31,084	-31,706	-32,340	-32,987	-33,647	-34,320	-35,006	-35,706	-36,420	
Running costs	RPI uplift (2%)	-65,000	-66,300	-67,626	-68,979	-70,358	-71,765	-73,201	-74,665	-76,158	-77,681	-79,235	-80,819	-82,436	-84,084	-85,766	-87,481	-89,231	-91,016	-92,836	-94,693	
<b>Total cashflow</b>		<b>-1,873,194</b>	<b>-1,873,875</b>	<b>-100,675</b>	<b>-102,511</b>	<b>-104,384</b>	<b>-106,294</b>	<b>-108,242</b>	<b>-110,230</b>	<b>-112,257</b>	<b>-114,324</b>	<b>-116,433</b>	<b>-118,584</b>	<b>-120,779</b>	<b>-123,017</b>	<b>-125,300</b>	<b>-127,628</b>	<b>-130,003</b>	<b>-132,426</b>	<b>-134,897</b>	<b>-137,417</b>	<b>2,126,082</b>
<b>Total running cost</b>		<b>-2,364,263</b>	<b>-98,875</b>	<b>-100,675</b>	<b>-102,511</b>	<b>-104,384</b>	<b>-106,294</b>	<b>-108,242</b>	<b>-110,230</b>	<b>-112,257</b>	<b>-114,324</b>	<b>-116,433</b>	<b>-118,584</b>	<b>-120,779</b>	<b>-123,017</b>	<b>-125,300</b>	<b>-127,628</b>	<b>-130,003</b>	<b>-132,426</b>	<b>-134,897</b>	<b>-137,417</b>	<b>-139,988</b>

## Appendix 2

### Market Information

<u>Serviced accomodation</u>	<u>Provider</u>	<u>Details</u>	<u>2000sq ft</u>	<u>Rates</u>	<u>Services</u>	<u>Total</u>
Heathrow and Hounslow	Regus	fully serviced 61 m2 = 656 ft sq for £4579 pm = annually	167,524	0	0	167,524
Vista Centre heathrow	FlexiOffices	partly serviced 1050 ft sq for £3500 pm = annually	106,600	25,000	0	131,600
Salisbury Rd, Hounslow	SearchOfficeSpace	Up to 7000 ft sq with 480 ft sq for £2784pm	139,200	0	20,000	159,200
TW15, Ashford Civic Centre	SearchOfficeSpace Hounslow Council	Up to 7000 ft sq with 480 ft sq for £3072pm partly serviced @ £50 per sq ft	153,600 100,000	0 0	10,000 20,000	163,600 120,000
<b>Average</b>						<b>148,385</b>

148,000

<u>Rented accomodation</u>	<u>Agent</u>	<u>Details</u>	<u>2000sq ft</u>	<u>Rates</u>	<u>Services</u>	<u>Total</u>
Brentford	Workspace	767 ft sq for £1300pm	53,278	25,000	65,000	143,278
Fiveways, Feltham	Snellar Commercial	1555 ft sq for £43500 pa	55,949	25,000	65,000	145,949
Holdsworth Hs, Hounslow	Vokins	2900 ft sq for £40600pa	40,600	25,000	65,000	130,600
Heathrow	Knight Frank	Up to 20000 ft sq at £33.5 psqft	67,000	16,000	65,000	148,000
<b>Average</b>						<b>141,957</b>

-90,000

51,957

51,000

<u>Purchase</u>	<u>Agent</u>	<u>Sq ft</u>	<u>Price</u>	<u>Refurb</u>	<u>Total</u>
Hamworth Rd, Hounslow	Vokins	5,700	2,170,000	250,000	2,420,000
High St, Feltham	Milestone	2,540	1,030,000	250,000	1,280,000
Vicarage Rd, Teddington	Milestone	3,957	2,000,000	250,000	2,250,000
Britannia Hs, W Drayton	Rose Williams	2,688	900,000	250,000	1,150,000
<b>Average</b>					<b>1,775,000</b>

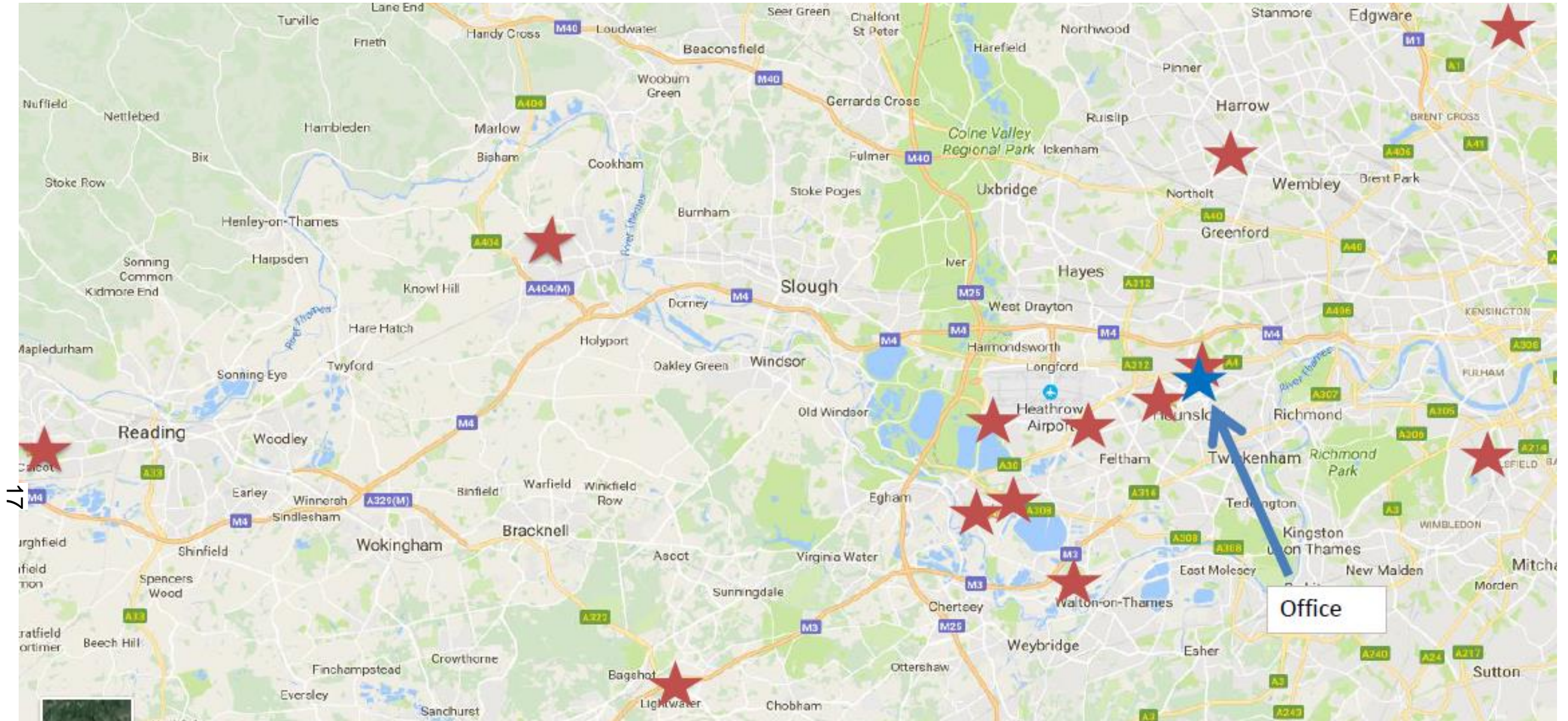
-250,000

1,525,000

1,525,000



Appendix 3





**Replacement IT service**

**SUMMARY**

This report details the changes needed for IT services and capital budget requirements.

**RECOMMENDATION(S)**

The Authority is asked to:-

- 1) Authorise a capital budget to procure a comprehensive range of replacement IT infrastructure and services up to the value of £200,000
- 2) Note the anticipated savings in running costs of £10,000 per year

**1. Background**

The Authority's IT services have been outsourced for many years. Since 2014 they have been delivered largely through Ealing Council's IT infrastructure and network with some elements delivered by other organisations. The Authority also "piggy backs" onto third party solutions delivered to Ealing Council by various service providers. The table below provides a summary of the key services and current providers:

<b>Service</b>	<b>Service Provider</b>	<b>Method of service delivery</b>
Desktop hardware and MS Office applications i.e. Windows, Word, Excel, Access, Outlook, centralised files	Ealing	Virtual Desktop Infrastructure (VDI) and centralised applications, monitors, printers etc. (no PCs)
Telephony, communications and network	Ealing	Dedicated 10MB line (BT) between Hounslow and Ealing, routers and switches
Finance system (Agresso)	Ealing	Separately set up in Ealing's Agresso (Unit4)
Waste data management system	Opensky	Cloud based
HR/Payroll	Ealing	Cloud based
Banking	HSBC	Cloud based
Bacs/Gemplus	D+H / HSBC	Via Ealing hardware
Security and backups	Ealing	Various system wide applications, controls and processes

Two issues will require changing the above approach going forwards.

Firstly Ealing Council have recently advised that the Government’s Public Services Network (PSN) requirements, makes it virtually impossible for them to permit a WLWA connection into their IT infrastructure. This means they will be unable to deliver IT services in the future and a change is required. Ealing Council have provided assurance that they will continue to help and support the Authority including any migration to new service providers.

Secondly, the Authority will require a new head office in 2018 which will result in IT changes and will require considerable input from Ealing Council including a complete change to communications at the very least.

Therefore, it would be more cost effective to implement any IT changes before the office relocation, to avoid any duplication of work/costs or unnecessary costs (e.g. installation of new 10MB lines to Ealing). It would also be desirable to de-scope as many IT issues as possible from the office relocation project (e.g. by getting cloud based solutions where possible i.e. services accessed via the internet).

As the office lease expires in June 2018, the timeframe should aim for completion of all IT changes before then. Given the breadth and technical nature of IT changes, this will be challenging. Additional skilled IT detailed project management resource will be needed to plan and deliver this project together with technical help and support from Ealing Council’s IT.

## **2. Budget implications**

The above new issue and de-linking its implications from the office project mean that a capital budget will be required. No provision has (or could have) been made for this in the 2017/18 budget. Therefore in accordance with the Financial Regulations, this report seeks the Authority’s authorisation of this capital work and budget.

To inform the size of budget, three organisations Unit4, Mustard IT and Starcom were approached to provide indicative prices for solutions based on high level specifications replacing Ealing services. In terms of the specifications, where possible the “piggy back” solutions will be replaced with direct arrangements with the service providers (Agresso, D+H / HSBC). Other solutions will be procured in accordance with the Authority’s procurement rules.

The pricing from the three organisations has been used to build an overall estimate of the cost of implementing the IT changes. These estimates are summarised below and are for the purpose of establishing a budget.

<b>Service</b>	<b>Service Provider</b>	<b>Method of service delivery</b>	<b>Indicative implementation cost</b>
Desktop hardware and Office applications i.e. MS Windows, Word, Outlook etc	New provider (complete change)	Cloud based or local server, PCs, monitors, laptops, printers etc.	25,000
Telephony, communications and network	New provider (complete change)	Business broadband and telephony	10,000
Finance system	Unit 4 (major	Upgrade Agresso to independent cloud	48,000

(Agresso)	change)	based solution	
Waste data management system	Opensky (no change)	Cloud based	0
HR/Payroll	Ealing (minor change)	Cloud based	3,000
Banking	HSBC (no change)	Cloud based	0
Bacs/Gemplus	D+H / HSBC (minor change)	Move to independent PC based solution	2,000
Security and backups	New provider (complete change)	Cloud backup	10,000
Professional services	New provider	Implementation services per project plan	20,000
<b>Sub Total</b>			<b>118,000</b>

<b>Other costs</b>	<b>From</b>	<b>Details</b>	<b>Indicative cost</b>
Migration costs	Ealing	Per project plan	10,000
Project management	Term employment contract	Recruitment	40,000
<b>Sub Total</b>			<b>50,000</b>

<b>Total Cost/Budget</b>	<b>168,000</b>
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To provide flexibility in procurement and allow for the possibility of quotes which are higher than estimated (i.e. because only a high level specification has been used at this early stage) a £200,000 capital budget is recommended.

The prices from the above suppliers indicate that there will be savings of £10,000 per year in annual running costs. This equates to a saving of 15% from the current budget of £67,000 per year. This will include services for administration, support, upgrade and maintenance of these IT systems. There are favourable day to day budget implications resulting from changing IT service provider.

It is also worth noting that the direct arrangements with several individual service providers and use of cloud based solutions will mitigate the risk / impact of any similar future changes in requirements – we won't have to change all of our IT in one go again.

**3. Financial Implications** – These are detailed in the report.

**4. Legal Implications** – There are no legal implications as a result of this report.

**5. Impact on Joint Waste Management Strategy** – IT services need to be maintained to support the delivery of policies of the JWMS.

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	Ian O'Donnell, Treasurer	020 8825 5269
	<a href="mailto:Odonnelli@ealing.gov.uk">Odonnelli@ealing.gov.uk</a>	

WEST LONDON WASTE AUTHORITY

Report of the Director

23 June 2017

## Communications Strategy

### SUMMARY

This report provides the Authority's Communications Strategy and an update on the key activities planned or carried out this year which support the Business Plan 2017-2020.

### RECOMMENDATION(S)

The Authority is asked to:-

- 1) Approve the Communications Strategy.
- 2) Note the communications activities to date which support the Business Plan.

## 1. Background

The Authority developed a new Business Plan which was approved in March 2017 and committed to develop a Communications Strategy – to comply with governance requirements and as recommended by internal audit.

The Strategy has been developed to support the work of the Authority, its constituent boroughs and the Business Plan using research into communications strategies adopted by other joint waste disposal authorities, partner authorities and organisations and the principles of best practice.

## 2. Communications Strategy

The Communications Strategy can be found in Appendix 1. The strategy has three key sections which cover the strategic objectives, the delivery of communications and monitoring and evaluation. It is deliberately simple and high level and does not seek to describe the projects that will be delivered as a result of the strategy.

Responses to consultations sit within Strategic Objective 2 to influence waste policy:

The Heathrow NPS Consultation refers to the possible removal of Lakeside EfW. The implications of this will need to be planned in advance but are relatively low risk. The position statement was drafted by the Managing Director and agreed with the Chair of the Authority before the response was submitted on line. The position statement is provided in Appendix 2.

The Industrial Strategy Consultation contained no mention of the resources sector despite expectations that it would. The Managing Director drafted an online response to highlight the opportunity that the resources sector would offer to the industrial strategy and to indicate a desire for the Authority to offer leadership in this area.

The Litter Strategy was published with a government press release which linked Local Authority charging at HRRCs responsible for an increase in fly tipping. Construction and demolition waste is not household waste which has resulted in Local Authorities charging for

specific waste streams. The Authority has not issued any response and will consider the implications of the Wrap review of HRRC charges in the HRRC harmonisation project. Additionally, the Authority is using the Keep Britain Tidy Campaign message “Crime not to Care” which aims to inform residents and businesses about their responsibility to manage waste within the law.

Waste minimisation activities sitting within Strategic Objective 3 to engage residents and businesses in the circular economy will be reported in the quarterly waste minimisation updates.

**3. Financial Implications – N/A**

**4. Legal Implications – N/A**

**5. Impact on Joint Municipal Waste Management Strategy –** The provision of good quality waste management treatment and other support services is vital to the delivery of policy 3, supported by policies 7 and 8 as detailed above.

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## WLWA Communication Strategy

This communications strategy aims to position West London Waste Authority as **Leaders in treating waste as a valuable resource.**

It reflects our vision of a future where valuable resources are not thrown away and our values of Leadership, Efficiency, Partnership and Communication

### Strategic objectives of the communications strategy

1. To inform public debate on waste, recycling and the circular economy
  - West London Waste Authority will use its waste data to offer information into the public domain, start conversations and open up debates that will assist UK policy to move to a circular economy
2. To influence waste policy
  - West London Waste Authority will publicise its case studies and operational activities to demonstrate areas where a change in policy or legislation will result in circular economy and sustainable development improvements
3. To engage residents and businesses in the circular economy
  - West London Waste Authority will promote waste minimisation, recycling and reuse opportunities for residents and businesses.

### Delivery of communications

West London Waste Authority will ensure that its communications:

- Are current, engaging, relevant and are designed with the audience in mind;
- Are delivered in partnership sharing information and knowledge of best practice;
- Are designed to listen and speak out, gaining understanding of others perspective;
- Are open and transparent with the intention to drive change, without fear of failure;
- Provide resources, guidance and advice for West London stakeholders

### Monitoring and Evaluation

	Number 2016/17	Target 2017/18
Nominations / Awards		
Meetings with the Mayor of London / Senior civil Servants		
Meetings with Government Ministers / Senior Civil Servants		
High profile speaking events		
Social media reach		

## Appendix 2

### **Airports National Policy Statement, Heathrow North West Runway Consultation**

The current Joint Municipal Waste Management Strategy (JMWMS) will expire in 2020. WLWA operates in a dynamic sector and together with the constituent boroughs will be creating a new joint municipal waste management strategy to begin in 2020 which will take into account many factors including:

- Government 25 year Environment Strategy
- Mayor of London Environment Strategy
- Brexit
- Industrial Strategy
- Circular economy
- Housing growth

WLWA will only answer the consultation questions relevant to the Authority's short, medium and long term needs for waste infrastructure which may be affected by the loss of the Lakeside energy from waste facility to say:

WLWA should become a statutory consultee in the event that the Heathrow proposal includes the removal of Lakeside EfW.

The Secretary of State must be satisfied that the Heathrow expansion proposal does not increase the cost of waste disposal for WLWA residents.

The Secretary of State must be satisfied that any proposal to remove Lakeside has full regard to the infrastructure needs of WLWA and its constituent boroughs which will be set out in the Joint Municipal Waste Management Strategy 2020 - 2035 and will prioritise reducing carbon impact targets and circular economy principles.

WLWA will seek to join the Heathrow Strategic Planning Group (HSPG) which we understand has been set up to coordinate the local authorities bordering Heathrow to create an enabling masterplan and jointly negotiate with Heathrow.

**Operations Update****SUMMARY**

This report provides an update on the Authority's operations.

**RECOMMENDATION(S)**

The Authority is asked to note the information within this report.

**1. Introduction** – This report sets out day to day operations and business plan activities being undertaken by the Operations Team. The role of the team is to ensure the day to day running of WLWA's contracts and the operation of the waste transfer station and Household Re-use and Recycling Centre in Brent in line with the Authority's values of leadership, efficiency, partnership and good communications.

In April the Authority's Operations Team restructured to meet the needs of the organisation going forward. There is now a new Operations Manager in place to oversee all operations on the contracted transfer stations and the Abbey Road site to ensure smooth running and sharing of best practice and lessons learned.

**2. Twyford WTS and HRRC** – Since the beginning of April wood is no longer processed on site. Instead the space is being used to undertake sorting and diversion of recyclables from the commercial waste.

There has been a trial looking more closely at the waste from one of the commercial customers to understand the potential for diversion. The waste delivered changes depending on seasonality and the work being undertaken, the results so far have shown potential for up to 50% diversion.

Different layouts are currently being trialed to understand the most efficient and safe way to organise the new recovery and recycling practices. Work has also begun reviewing health and safety and updating other procedures on site which will have to be woven into the continuous improvement process.

A new material is being accepted on the HRRC. Tetrapaks will now be sent for recycling alongside the cans, glass and plastic pots, tubs and trays.

**3. Business Plan Actions update** – Work has commenced the actions related to Operations within the approved Business Plan for 2017-2020. The following has been achieved to date:

a) Commercial waste recycling - The trial has only just commenced so an update on the results will be provided at the September Authority Meeting.

b) Recycling from bulky waste – A trial has been running on site in partnership with LB Brent, the data is currently being analysed and the results will be used to put together a plan going forward.

c) Bulking facility at Victoria Road - A variation has been issued to SUEZ and design work and planning work has started on the bulking facility.

d) Review of HRRCs – A review of the HRRCs has commenced and information is being gathered to enable identification of synergies across sites.

**4. Risk** – Changes to processes and procedures on site will need careful management and monitoring of risks, including updates risk assessments and safe working procedures. The plan, do, check, act methodology will be implemented.

**5. Financial Implications** – Spend for the 2017/18 actions is in line with the budget provision.

**6. Staffing implications** – Changes to processes and procedures on site will need careful management and monitoring of staff capability, training requirements and competencies.

**7. Health and Safety Implications** – Changes to processes and procedures on site will need careful management and monitoring of risks, including updates risk assessments and safe working procedures management and monitoring of staff capability, training requirements and competencies.

**8. Legal implications** - There are no legal issues arising from this report.

**9. Impact on Joint Municipal Waste Management Strategy** – Operations activities are in line with the following policies:

Policy 5: West London Waste Authority and its constituent Boroughs will reduce biodegradable municipal waste landfilled with regard to the Landfill Allowance Trading Scheme.

Policy 6: West London Waste Authority and constituent Boroughs will seek a residual waste management solution in accordance with the waste hierarchy, that presents value for money and that offers reliability in the long term.

Policy 7: The WLWA and constituent boroughs will seek to provide waste management services that offer good value. That provide customer satisfaction and that meet and exceed legislative requirements.

Policy 8: The WLWA and constituent boroughs will work together to achieve the aims of this strategy and are committed to share equitably the costs and rewards of achieving its aims.

Background Papers	None
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**Draft Statement of Accounts for the year ending 31 March 2017**

**SUMMARY**

This report summarises the provisional out-turn figures for 2016/17 and presents the draft Statement of Accounts for the year

**RECOMMENDATION(S)**

The Authority is asked to:-

- 1) Note that the **Final** Statement of Accounts will be presented for approval to the September Audit Committee and Authority meetings
- 2) Note the 2016/17 provisional out-turn figures and detail in Appendix 1
- 3) Note the **Draft** Statement of Accounts and Annual Governance Statement contained therein (Appendix 2)

**Introduction**

1. It is a statutory requirement to publish signed and certified Statement of Accounts by 30 September. To achieve this, a draft was produced in May. This was followed by Ernst & Young, our external auditors, undertaking the majority of their external audit work. No significant issues were identified, only minor presentational changes. However, it should be noted the audit is still in progress.
2. The final audited Statement of Accounts will be reported to the 22 September Audit Committee meeting and will be accompanied by:
  - A report from the External Auditors, Ernst & Young
  - A report from the Internal Auditors, The London Borough of Hillingdon
  - An Assurance Statement from Chief Officers of the Authority
3. Immediately following consideration by the Audit Committee, the Statement of Accounts will be presented to the Authority at its 22 September meeting for approval. It requires signing by the Chair, Clerk and Treasurer at the meeting. Our external auditors will then certify it. The signed and certified Statement of Accounts will then be published by the statutory deadline of 30 September.

**Provisional out-turn 2016/17**

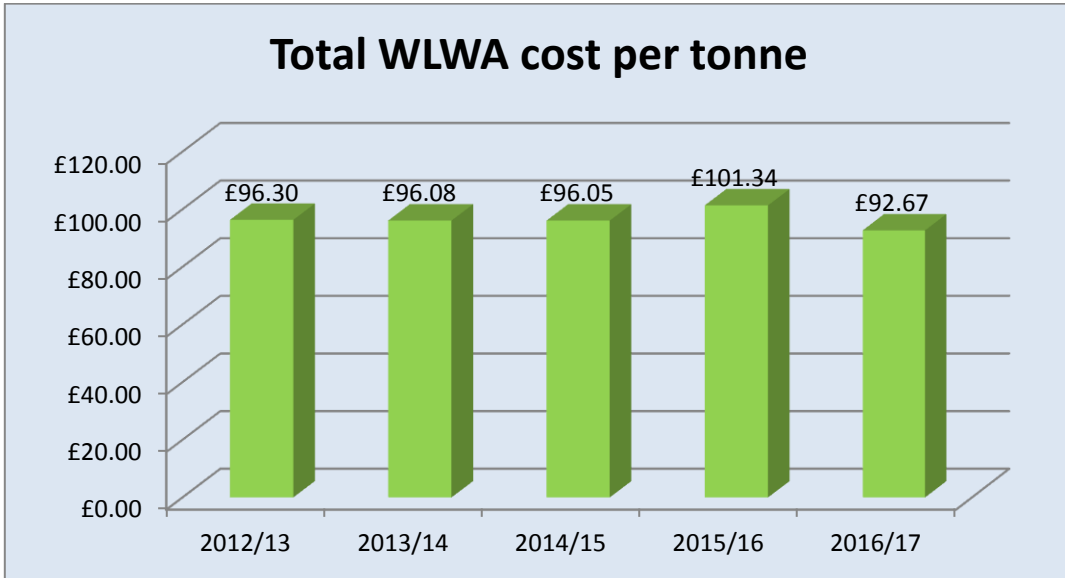
4. The financial performance during 2016/17 is provided in the table over the page and compares the actual performance to the budgeted level in the usual format.

<b>Financial Performance 2016/17</b>	<b>2016/17 Budget £000s</b>	<b>2016/17 Actual £000s</b>	<b>Variance £000s</b>
<b>Expenditure</b>			
Employees	1,581	1,837	256
Premises	3,890	3,372	-518
Waste, Transport and Disposal	40,285	44,601	4,316
Other supplies	732	791	59
Depreciation	5,327	2,539	-2,788
Financing	5,967	2,770	-3,197
	<b>61,973</b>	<b>55,910</b>	<b>-1,872</b>
<b>Income</b>			
Levies	-56,099	-55,277	822
Trade and other	-1,257	-2,095	-838
Agency	-426	-437	-11
	<b>-57,782</b>	<b>-57,809</b>	<b>-27</b>
<b>Surplus on provision of services</b>	<b>0</b>	<b>-1,899</b>	<b>-1,899</b>
Actuarial loss on pension liability	0	474	474
Property valuation gains	0	-21,549	-21,549
<b>Contribution to reserves</b>	<b>0</b>	<b>-22,974</b>	<b>-22,974</b>

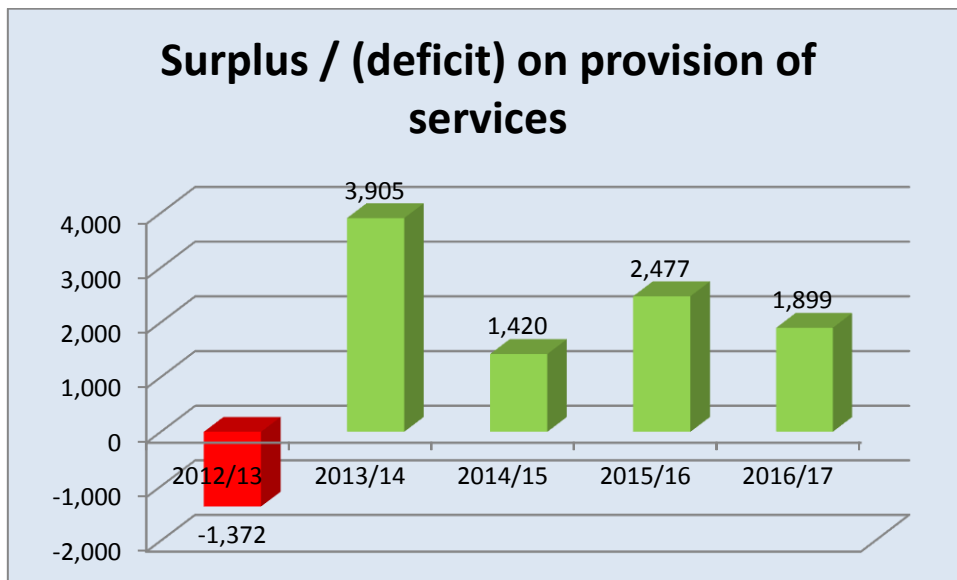
5. The operational performance above delivered a surplus of £1.899 million. Effective financial control has ensured this is broadly in line with the forecasts in previous reports.
6. The key variances are as reported throughout the year and relate to delays in commissioning and start of full service at the SERC. Appendix 1 provides a split between PAYT and FCL activities and details the main variances contained within the above financial performance.
7. To provide context and a better strategic perspective, it helps to look at the financial performance over a period of time. Therefore on the following page the chart “WLWA cost per tonne” looks at how effectively the Authority has managed its costs. The total cost of delivering services (including disposal and treatment costs of all waste materials, overheads and financing etc.) is divided by the total tonnes of waste (all materials) disposed by the Authority, to provide an overall cost per tonne figure. And this has been plotted over a five year period.



8. The key feature illustrated by this chart is that the WLWA cost per tonne has reduced from £96.30 in 2012/13 to £92.67 in 2016/17. This reflects the effective control of costs and spending over the period.



9. It is also useful to consider how the operational performance (i.e. surplus / deficit on provision of services) has moved over the same period of time. This is illustrated in the chart below which shows that from a deficit position where the Authority operated at a significant risks of being unable to access cash readily to meet obligations, the position has been improved to ensure that sufficient funds are being generated from day to day activities to meet day to day obligations.



10. Both of the charts above show that from strategic longer term perspective and also from the individual year's results, the financial performance has been good.

11. As well as performance, it is also important to consider the financial strength of the Authority. A good indicator of financial strength is the level of reserves. The table below outlines the change in the Authority's reserve position during the year.

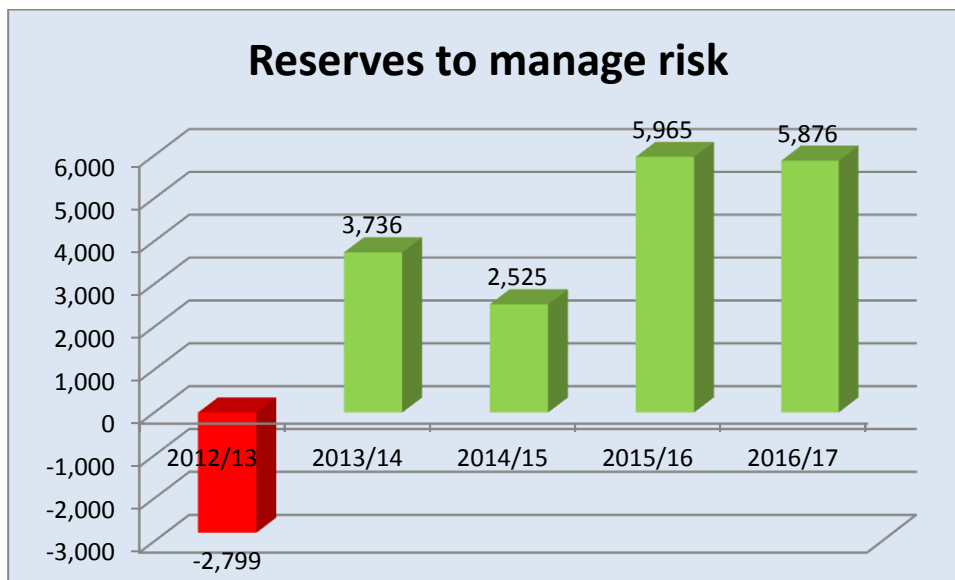
## Reserves

Reserves b/f	7,150
Contribution to reserves	22,974
<b>Reserves c/f</b>	<b>30,124</b>

12. However, the property valuation gains are notional and a result of valuation exercises. Therefore by excluding these we have a more realistic picture of the level of reserves available to the Authority for managing risks.

Reserves	30,124
Exclude property revaluation gains	(24,248)
<b>Reserves available to manage risks</b>	<b>5,876</b>

13. Once again, by considering reserves available to manage risk over a longer timeframe, provides a more strategic perspective. The following chart plots these over the same five year period.



14. The chart illustrates that in 2012/13 the Authority had more obligations or liabilities than it did assets and therefore held a negative position. From 2013/14 the Authority improved this and maintained reserves as a financial buffer and therefore has been in a better position to manage any unexpected risks.

## Excess reserves

15. The 2017/18 budget highlighted that £5.6 million was needed to manage risks. Of this £1.5 million related to valuation risks which have passed. Therefore only £4.1 million risks are still needed as a buffer to manage risks in 2017/18. This means we have a reserve balance which is £1.8 million greater than needed i.e. excess reserves.

16. Therefore as previously reported the Authority will disburse back to boroughs the excess reserves of £1.8 million. The boroughs will each receive a payment of £300,000. This will

appear as a rebate of levies in the 2017/18 budget monitoring reports and accounts. It will essentially mean that the Authority's forecasts of spending and levies will show an under-recovery of £1.8 million as a result of this i.e. a loss for 2017/18 which will reduce the reserve position.

### **Year-end valuations**

17. As a result of the construction of the SERC, this year's accounts include full property valuations to comply with accounting standards. An independent firm of surveyors, Wilks, Head & Eve Ltd, were appointed through a competitive procurement process.
18. The key message from the property valuation exercise was that the value of the SERC was more than the construction cost. This is reflected in the accounts as property valuation gains which notionally increase the level of reserves. The SERC was valued at £193.7 million some £14.1 million higher than the cost of construction.
19. All other properties were also valued, showing both gains and losses. The net total notional movement resulting from the valuation have been applied to the accounts.
20. The pension valuation by the LPFA's actuaries was its triennial exercise providing contribution rates for the coming 3 years. Interestingly although the deficit increased from £7.7 million to £8.6 million, the future contribution rates have fallen from 18% to 12% and is planned to result in 100% funding of the scheme by 2030.
21. It should be noted both the property and pension valuation adjustments can be arbitrary depending on economic and market conditions at a particular snapshot in time, illustrated by the fact that we've experienced gains and losses in previous years for both property and pensions.
22. These adjustments are therefore notional and reflect timing differences. They are recognised in the accounts but not realised. The valuation is for accounting purposes only and does not represent direct income or cost to the Authority.

### **Draft Statement of Accounts (Appendix 2)**

23. The Draft Statement of Accounts can be found in Appendix 2. At the time of writing, the majority of external audit work has been complete with no significant issues being identified, only minor presentational changes. It is expected that the final Statement of Accounts will be substantially the same as the draft accounts. The key sections of the draft accounts are explained below:
24. Narrative Statement (page 2) – This section provides background about the Authority's operations. It also summarises the financial position and performance for the year.
25. Statement of Responsibilities for the Statement of Accounts (page 13) - This is a brief statement outlining the Authority's requirements in relation to the Accounts and the role and responsibility of the Treasurer, principally to ensure the accounts present a true and fair view of the Authority's finances. This is where the Treasurer certifies the Statement of Accounts and the Chair signs them on behalf of the Authority.

26. Comprehensive Income and Expenditure Statement (page 14) – This is a core financial statement. It shows the financial performance during the year. The operating performance is highlighted in the surplus on provision of services of £1.899 million. The valuation adjustments then follow, resulting in a net gain in reserves or the total comprehensive income and expenditure of £22.974 million.

27. Balance Sheet (page 15) – This is another core financial statement. It shows the financial position or strength of the Authority at the end of the year. The overall picture of the balance sheet is strong with a positive net worth of £30.124 million. Continuing the healthy trend, this means the Authority has more assets than liabilities. The most significant changes to the financial position since last year result from the WLRWS contract. The effects of this in the balance sheet include the valuation of the SERC asset, the financing loans from boroughs and the Suez contribution to the construction (indirect financing).

28. Notes to the Core Financial Statements (pages 19 – 38) – these provide details, breakdown and analyses in accordance with various disclosure requirements for most of the items identified in the above 2 core statements.

29. Annual Governance Statement (page 39) – This is a key statement within the Accounts that outlines the Authority’s view of the effectiveness of its governance and internal control framework. The statement identifies the Authority’s duties and lists the elements of the corporate governance framework which have been reported to Authority meetings during the year. Authority members should scrutinise the statement and ensure they have received sufficient information to be assured that the current arrangements are fit for purpose. This is signed on behalf of the Authority by the Chair and Clerk.

**30. Financial Implications** – These are detailed in the report.

**31. Legal Implications** – It is a statutory requirement for the Authority to produce annual financial statements.

**32. Impact on Joint Waste Management Strategy** – The draft Statement of Accounts set out in this report demonstrates that the Authority is supporting the boroughs to deliver improved value for money to its residents in line with Policy 7 and demonstrate partnership working as set out in Policy 8

Policy 7: The West London Waste Authority and constituent Boroughs will seek to provide waste management services that offer good value, that provide customer satisfaction and that meet and exceed legislative requirements

Policy 8: The West London Waste Authority and constituent Boroughs will work together to achieve the aims of this strategy and are committed to share equitably the costs and rewards of achieving its aims.

Contact Officers	Jay Patel, Head of Finance <a href="mailto:jaypatel@westlondonwaste.gov.uk">jaypatel@westlondonwaste.gov.uk</a>	0208 825 9524
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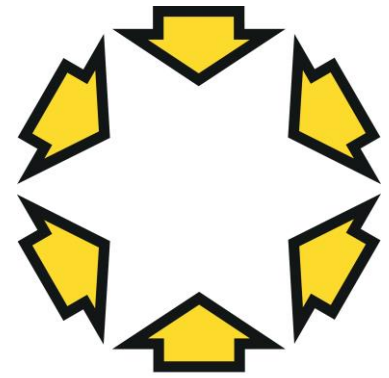
	Ian O'Donnell, Treasurer <a href="mailto:Odonelli@ealing.gov.uk">Odonelli@ealing.gov.uk</a>
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0208 825 5293

## Appendix 1

Pay As You Throw	Outturn			
	Budget £ 000s	Estimate £ 000s	Variance £ 000s	Commentary
Waste - Residual	22,798	24,912	2,114	Overspend due to project delay
Waste - Residual: EfW Bulked	6,856	6,802	-54	Favourable pricing variance
Waste - Residual: EfW Delivered	3,731	3,718	-13	Favourable pricing variance
Waste - Food	672	701	29	Increased food waste collection tonnage
Waste - Mixed Organic	954	917	-37	
Waste - Green	1,255	1,046	-209	Low green waste tonnage during the year
Waste - Other	206	229	23	Unbudgeted recycleables cost
Waste - Concession interest	-2,673	-1,091	1,582	SERC variances due to delayed full service
Waste - Concession liability	-2,231	-1,175	1,056	
Premises - SERC	1,200	525	-675	
Depreciation - SERC	4,933	2,461	-2,473	
Financing SERC - Interest	3,344	1,472	-1,872	
Financing SERC - Concession interest	2,673	1,359	-1,314	
Contingency	2,000	2,000	0	Contingency used as required
PAYT Levy income	-45,718	-44,896	822	Rebate to Boroughs
<b>PAYT Net Expenditure</b>	<b>0</b>	<b>-1,019</b>	<b>-1,019</b>	

Fixed Cost Levy	Outturn			
	Budget £ 000s	Estimate £ 000s	Variance £ 000s	Commentary
Employees	1,581	1,838	257	Pensions adjustment and additional restructure cost
Premises	2,690	2,847	157	Estimated rent increase
Waste - Residual	3,583	4,120	537	Overspend due to project delay
Waste - Green	904	344	-560	Low green waste tonnage during the year
Waste - Wood	1,108	1,245	137	Includes wood cost recovered in income line
Waste - Other	1,122	831	-291	Favourable tonnage and pricing variances
Other Supplies	732	791	59	50K additional project cost recovered in income line (Waste Min)
Depreciation	394	78	-316	Lower depreciation after assets review and impairment at end of the year
Financing and Other	-50	-60	-10	
Trade Waste and Other Income	-1,683	-2,532	-849	Trade waste and unbudgeted wood shredding income (partially offset in wood processing cost line)
FCL Levy income	-10,381	-10,381	0	
<b>Fixed Cost Levy Net Expenditure</b>	<b>0</b>	<b>-880</b>	<b>-880</b>	



**West  
Waste**

# **West London Waste Authority**

## **Statement of Accounts**

### **For the year ended 31 March 2017**

On behalf of the Authority, I am satisfied that these draft Statement of Accounts provide a true and fair view of:

- the financial position of the Authority at the end of the financial year to which they relate and
- the Authority's income and expenditure for the year.

Ian O'Donnell, Treasurer  
26 May 2017

**West London Waste**  
*Let's be resourceful*

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## Narrative Report

### Introduction

West London Waste Authority (WLWA) is a statutory joint waste disposal authority established on 1 January 1986 to undertake the waste disposal functions set out in the Waste Regulation and Disposal (Authorities) Order 1985 made under the Local Government Act 1985, Section 10.

WLWA undertakes the waste disposal function for its six constituent boroughs in west London and its administrative area covers a population of approximately 1.7 million and an area of 38,000 hectares.

The six boroughs are responsible for the collection of waste in their areas and the Authority's statutory responsibility is to arrange for the provision of:

- facilities for the receipt, recycling and disposal of waste which is collected by the six constituent boroughs;
- transport and disposal of waste which the constituent boroughs receive at their household reuse and recycling centres;
- household reuse and recycling centres; and
- the storage and disposal of abandoned vehicles which are removed by the constituent boroughs.

The Authority is governed by six Councillors, one from each of the six constituent boroughs: the London Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond-upon-Thames. The members of the Authority usually meet five times each year. They are supported by an Audit Committee that meets regularly during the year to consider matters of risk, control and governance. Additionally, there are regular Borough Partnership Meetings between officers of the Authority and officers of the constituent boroughs.

The main administrative offices of the WLWA are located in Hounslow Civic Centre. At the end of the year WLWA employed 36 staff (previous year: 33). WLWA is headed by the Managing Director (appointed September 2016) and three part-time chief officers – The Clerk, Treasurer and Chief Technical Adviser, who are also full time chief officers employed in the constituent boroughs. Having close working relationships with the boroughs has enabled the Authority to receive support in specialised areas from borough staff as follows:

- London Borough of Hounslow – human resources, health and safety and occupational health advice
- London Borough of Ealing – treasury, payroll, ICT, finance systems;
- London Borough of Harrow – legal, insurance, procurement and committee services
- London Borough of Hillingdon – internal audit.

These arrangements have not only provided relevant expertise but have also helped deliver value for money in back office functions.

In recent years there has been a major shift of focus on how waste is disposed of – moving from the landfilling of waste towards increased reuse, recycling, composting and recovery of energy

and materials. The Authority has taken on the role of coordinating waste minimisation, that is, the prevention of waste arising. This work requires close co-operation with the constituent boroughs, achieved through an agreed Joint Waste Management Strategy.

In west London, working in partnership with constituent boroughs, the Authority has procured cost effective and long term contracts that will see most of the constituent boroughs' waste that cannot be recycled or composted used to produce energy. A key part of this was the construction of a new energy from waste recovery centre which commenced full service during the year in December 2016. This will provide for 300,000 tonnes of waste per year to be treated, in addition to the 90,000 tonnes already going to energy recovery. The electricity generated will be sufficient to power over 50,000 homes.

This delivers one of the key objectives of the Joint Waste Management Strategy and crucially this new approach will mean that a minimum of 96% of waste will not go to landfill so avoiding 83,000 tonnes of carbon dioxide emissions each year.

## Activity

The principal statutory responsibility for the Authority is to receive, treat, transport and dispose of waste collected by boroughs from their households. A breakdown of the borough's collected waste is provided in the table below. This shows a 3.0% rise in volume of borough collected waste being received by the Authority to 576,000 tonnes for the year. During the year, 84.7% of waste was recycled, reused, composted or converted to energy. The table below provides a breakdown of the waste tonnages.

	<b>2016-17</b>	<b>2015-16</b>
	<b>Tonnes</b>	<b>Tonnes</b>
Recycling and reuse	86,000	66,000
Composting	85,000	84,000
Energy recovery	317,000	134,000
Landfill	88,000	275,000
<b>Total waste</b>	<b>576,000</b>	<b>559,000</b>

The Authority arranges for the constituent boroughs to provide the household reuse and recycling centres for residents to deposit their waste. Some of these centres also take in trade waste and other borough collected waste such as street cleansing and fly tipping. The Authority is responsible for arranging the transport and composting or disposal of all the waste received at these sites except for the waste that the boroughs recycle. The above total includes the waste collected and disposed from these sites.

There are seven household reuse and recycling centres. The boroughs operate six of these (either directly themselves or through contractors) for which the Authority arranges transport and disposal through contracts with the private sector. The remaining site is operated by the Authority as agents of one of the boroughs.

For the year residual waste sent for disposal from these centres totalled 73,000 tonnes. Of this householders deposited 40,000 tonnes; 21,000 tonnes was trade waste and 12,000 tonnes was borough collected waste. A breakdown is provided below.

	<b>2016-17</b>	<b>2015-16</b>
	<b>Tonnes</b>	<b>Tonnes</b>
Household residual waste	40,000	42,000
Household recycle and re-used waste	39,000	26,000
Household composted waste	16,000	14,000
Trade residual waste	21,000	22,000
Borough residual street cleansing waste	12,000	13,000
<b>Total Household Re-use and Recycling Centre waste</b>	<b>128,000</b>	<b>117,000</b>

## Financial Performance

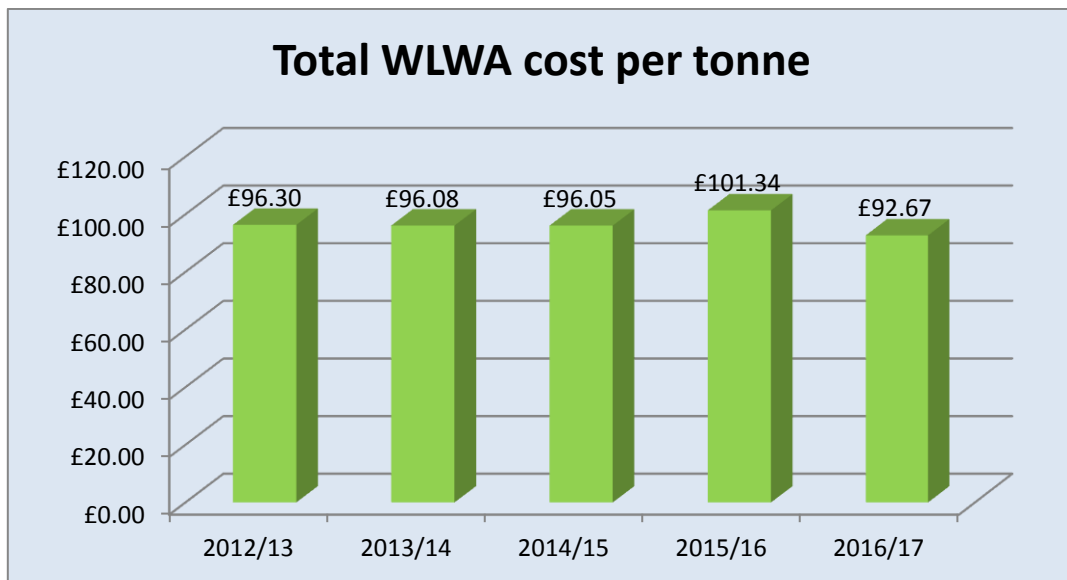
WLWA is primarily financed by an annual levy on the constituent boroughs. Other income is generated from sources such as charges paid by the boroughs and businesses for the disposal of non-household waste. For the levy, boroughs' tonnages are the basis for the majority of the apportionment with some fixed costs allocated according to Council Tax Base (i.e. the number of Band D properties). Authority expenditure is primarily related to waste treatment and transport contracts with the private sector.

During the year, the Authority raised an annual levy on the constituent boroughs of £55.3 million, a reduction from £59.1 million in 2015-16. The net cost of services for the year was £50.6 million, a reduction of £5.9 million from the previous year's £56.5 million, resulting largely from the move away from landfill to converting waste into energy at the new recovery centre. The overall result showed a surplus on provision of services of £1.9 million comparable with £2.5 million in the previous year.

An actuarial loss on the pension liability valuation of £0.5 million (compared to an actuarial gain of £1.2 million in the previous year) and the property revaluation gains of £21.5 million (nil last year) has resulted in total comprehensive income and expenditure for the year of £23.0 million (2015-16: £3.7 million).

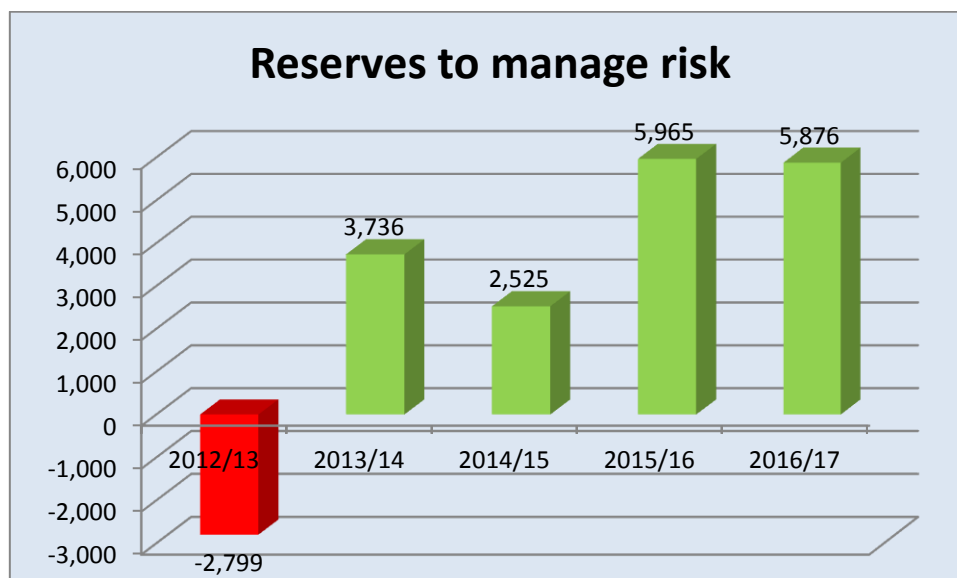
The Authority's aim for 2016-17 was to break even and maintain reserves as a buffer against unexpected budget pressures – so reducing the risk of having to request additional in-year funding from Boroughs. The Authority has achieved this target.

To put the numbers into context and provide a better perspective of financial performance, it helps to look at results over time. To this effect, the key measure is the Authority's cost per tonne. This looks at how effectively the Authority has managed costs and is a key measure of efficiency and performance. The total cost of delivering services (Net Cost of Services plus Financing) is divided by the total tonnes of waste (all materials) disposed by the Authority, to provide an overall cost per tonne figure. This has been plotted over a five year period in the chart that follows.



The key feature illustrated by this chart is that the Authority’s cost per tonne has reduced over the last five years. This reflects the effective control of costs and spending over the period and improving efficiency.

Once again, by considering a longer timeframe, the level of reserves available to manage risk provides better perspective about the Authority’s financial health. So the chart below considers the Authority’s reserves excluding the notional property revaluation over the same period. It illustrates that in 2012-13 the Authority had more obligations and liabilities than it did assets and therefore held a negative reserve position. From 2013-14 the Authority has improved this position by building a stable level of reserves as a financial buffer to better manage unexpected risks.



The construction of a new energy recovery centre is a major milestone for the Authority, delivering a key aim of the Joint Waste management Strategy to move waste away from landfill and use waste to generate energy instead.

The construction was completed in 2016, and the Severnside Energy Recovery Centre came into full service in December of that year. Since then waste has been transported to the new energy recovery facility and through modern processes the waste has been used to generate enough electricity to power approximately 50,000 homes. The revenue generated from the sale of the power and recycling produced at the facility offset some of the cost of the operations.

The Authority's capital contribution towards the overall construction project totals £59.1million and was funded by loans from 4 of the constituent Boroughs. The Suez consortium also made capital contributions of £123.4 million. Together with capitalised interest of £7.6 million the costs were recognised at start of full service as part of the Authority's long term assets.

Subsequent independent end of year property valuations assessed the value to be higher resulting in notional gains reflected in the revaluation reserve. Together with notional gains for other properties the revaluation reserve balance at year end stands at £24.2 million.

Financial performance is reported to the Authority on a regular basis and matters of financial control are considered by the Audit Committee. The financial outturn and performance for the year shows that the Authority has achieved a position of financial stability, with operating performance delivering surpluses and a strong balance sheet reflected in net assets and positive reserves. The Authority's long term capital investment also effectively manages the longer term risks of increasing landfill costs and tonnages and the Authority is well placed to continue delivering good value for money services to boroughs for the foreseeable future.

## Accounting Policies

### General

The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom that is recognised by Statute as representing proper accounting practices. They are also in line with the Accounts and Audit Regulations (2015).

### Borrowing costs

Borrowing costs that can be directly attributed to the construction or manufacture of an asset for which a substantial period is required to bring the asset to its intended usable condition are capitalised as part of the costs of the relevant asset. All the other borrowing costs are expensed as incurred. Borrowing costs are the interest and other costs incurred by the Authority in connection with borrowing funds.

### Capital Adjustment Account

This account sets out amounts set aside from revenue resources, or capital receipts, to finance expenditure on fixed assets or for the repayment of external loans and certain other capital financing transactions.

### Capital Work in Progress

Assets in the course of construction are carried at cost, less any recognised impairment loss. Depreciation of these assets commences when the assets are ready for their intended use.

### Cash and Cash Equivalents

The Authority manages its own cash balances and holds balances during the year within its bank account and deposits funds under a service level agreement with the London Borough of Ealing.

### Debtors and Creditors

The accounts are prepared on an accruals basis. Outstanding debtors and creditors are brought into the accounts at year-end. Where exact amounts are unknown at the time of closing the accounts, accruals are supported by activity and pricing data.

### Depreciation

Depreciation is charged so as to write off the cost of assets, other than land and assets under construction, using the straight-line method, over their estimated useful lives, as follows:

Type of Asset	Years
Buildings	21-25
Fixed Plant	8-12
Vehicles and equipment	7-8

## **Financial Instruments**

Financial instruments represent transactions, with a contract, which result in a financial asset for one entity and a financial liability for another. Financial instruments cover both financial liabilities and assets.

Financial liabilities are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability multiplied by the effective rate of interest of the instrument.

For most of the borrowings that the Authority has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the Comprehensive Income and Expenditure Statement includes the amount payable for the year according to the loan agreement.

The Authority's financial assets comprise of bank balances and loans and receivables. Loans and receivables are financial assets that have a fixed or determinable payment, but are not quoted on an active market. Loans and receivables are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest of the instrument.

## **Going Concern**

The Authority's Statement of Accounts have been prepared on a Going Concern basis, i.e. the accounts have been prepared on the assumption that the Authority will continue in operational existence for the foreseeable future. This conclusion is supported by the Authority's Business Plan and also its medium to long term Financial Model which covers a period of 25 years from the balance sheet date of these accounts.

## **Government Grants and Other Contributions**

Whether paid on account, by instalments or in arrears, government grants and third party contributions and donations are recognised as due to the Authority when there is reasonable assurance that:

- The Authority will comply with the conditions attached to the payments, and
- The grants or contributions will be received.

## **Impairments**

Assets are assessed at each year end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

## **Leasing - The Authority as Lessee**

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the asset to the lessee. All other leases are classified as operating leases. Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification. Arrangements that do not have the legal status of a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangements is dependent on the use of specific assets.

### **Finance Leases**

Items of property, plant and equipment held under finance leases are recognised on the Balance Sheet at the commencement of the lease at their fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability of the obligation to pay the lessor. Initial direct costs of the Authority are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Lease payments are apportioned between:

- A charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability, and
- A finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

Items of property, plant and equipment recognised under finance leases are accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the Authority at the end of the lease period).

### **Operating Leases**

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefitting from use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. if there is a rent free period at the commencement of the lease).

### **Minimum Revenue Provision (MRP)**

Under Part IV of the Local Government and Housing Act 1989 the Authority is required to set aside a minimum revenue provision (MRP) as part of the means to finance capital expenditure.



The Authority's policy is to apply, as prescribed, either the asset life or depreciation method and is based on 4% of the capital financing requirement.

## **Pension Scheme**

WLWA does not manage its own pension scheme but is an admitted body in the London Pensions Fund Authority (LPFA). This enables all WLWA staff to participate in the LPFA Pension Fund, which is a defined benefit statutory scheme, administered in accordance with the Local Government Pension Scheme (Administration) Regulations 2008.

The scheme rules define the benefits independently of the contributions payable, and the benefits are not directly related to the investments of the scheme. For a defined benefit scheme changes in actuarial deficits or surpluses arise because:

- Events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses); or
- The actuarial assumptions have changed.

The liabilities of a defined benefit scheme reflect the estimated outgoings due after the tri-annual valuation date (31 March 2017). The WLWA is committed to provide for service benefits up to the valuation date.

The Code of Practice on Local Authority Accounting requires the Authority to apply accounting principles and to make disclosures under International Accounting Standard 19, Employee Benefits (IAS19). Details are provided to the Authority by the LPFA's Actuary (currently Barnett Waddingham). The Notes to the Core Financial Statements provide details of how the Authority has met these requirements.

## **Post Balance Sheet Events**

Events after the balance sheet date are those events, both favourable and unfavourable that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue.

Two types of events can be identified:

- Those that are indicative of conditions that arose after the reporting period – the Statement of Accounts are not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.
- Those that provide evidence of conditions that existed at the end of the reporting period – the Statement of Accounts is adjusted to reflect such events.

No events have been identified to the date of signing these accounts.

## **Public Private Partnership Contracts**

Public Private Partnership (PPP) and similar contracts are agreements to receive services, where the responsibility for making available the Property, Plant and Equipment needed to provide the services passes to the contractor.

As the Authority is deemed to control the services that are provided under its PPP schemes, the Authority carries the assets used under the contracts on its Balance Sheet as part of Property, Plant and Equipment. The original recognition of these assets at fair value (based on the cost to purchase the Property, Plant and Equipment) is balanced by the recognition of a liability for amounts due to the contractor to pay for the capital investment. Non-current assets recognised on the Balance Sheet are revalued and depreciated in the same way as Property, Plant and Equipment owned by the Authority and measured at current value.

The amounts payable to the PPP contractor each year are analysed into four elements:

- Fair value of the services received during the year – debited to the relevant service in the Comprehensive Income and Expenditure Statement.
- Finance cost – interest and other financing charges on the outstanding Balance Sheet liability, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.
- Contingent rent – increases in the amount to be paid for the property arising during the contract, debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.
- Payment towards liability – applied to write down the Balance Sheet liability towards the PPP contractor.

(The profile of write-downs is calculated using the same principles as for a finance lease)

## **Property, Plant and Equipment**

All property, plant and equipment assets are measured initially at cost, representing the costs directly attributable to acquiring or constructing the asset and bringing it to the location and condition necessary for it to be capable of operating in the manner intended by the Authority.

All property, plant and equipment are used in operations and measured at current value. The carrying values of tangible fixed assets are reviewed for impairment in periods if events or changes in circumstances indicate the carrying value may not be recoverable. The costs arising from financing the construction of the fixed asset are normally not capitalised (other than major projects spanning multiple years) but are charged to the Comprehensive Income and Expenditure Statement in the year to which they relate.

Land and buildings are re-valued every five years applying Fair Value assumptions using independent professional valuations to reflect the current value to the Authority in their existing use. The last valuation was undertaken by Wilks Head and Eve Chartered Surveyors in March 2017. Non-property assets will be carried at historical cost as a proxy for current value.

Subsequent expenditure relating to an item of property, plant and equipment is recognised as an increase in the carrying amount of the asset when it is probable that additional future economic benefits or service potential deriving from the cost incurred to replace a component of such item will flow to the Authority and the cost of the item can be determined reliably.

Where subsequent expenditure enhances an asset beyond its original specification, the directly attributable cost is added to the asset's carrying value.

Where a component of an asset is replaced, the cost of the replacement is capitalised if it meets the criteria for recognition above. The carrying amount of the part replaced is de-recognised.

Other expenditure that does not generate additional future economic benefits or service potential, such as repairs and maintenance is charged to the Comprehensive Income and Expenditure Statement in the period which it is incurred.

## **Provisions**

Bad debt provisions are included within the Accounts based on the ageing of debt and management judgement where there is uncertainty regarding bad and doubtful debts.

## **Revenue Recognition**

Levy Income is recognised on an accruals basis. Additionally the Authority operates a Pay as you Throw (PAYT) system with partner boroughs. Under this system boroughs are initially billed on estimated tonnages to be disposed of. On a quarterly basis reconciliation is performed on actual tonnages and boroughs are reimbursed or charged additionally, based on difference between estimated and actual tonnage. The trade, agency and other income recognised for the year is based on revenue generated from actual tonnages.

## **Service Borough Costs**

Administrative costs charged to the Authority by constituent boroughs are based on the time spent in respect of services rendered (e.g. financial, legal and technical). There are service level agreements in place where appropriate.

## **VAT**

All income and expenditure is shown net of VAT.

## Statement of Responsibilities for the Statement of Accounts

### The Authority is required:

- To make arrangements for the proper administration of its financial affairs and to ensure that one of its officers has the responsibility for the administration of those affairs. For WLWA, that officer is the Treasurer;
- To manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets; and
- To approve the Statement of Accounts.

### The Treasurer's Responsibilities:

The Treasurer is responsible for the preparation of the Authority's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

In preparing this Statement of Accounts, the Treasurer has:

- Selected suitable accounting policies and then applied them consistently;
- Made judgements and estimates that were reasonable and prudent; and
- Complied with the local authority Code.

The Treasurer has also:

- Kept proper accounting records which were up to date; and
- Taken reasonable steps for the prevention and detection of fraud and other irregularities.

The Treasurer is also responsible for the maintenance and integrity of the financial information included on the Authority's website.

### Statement of the Treasurer

I certify that the Statement of Accounts presents a true and fair view of the Authority's income and expenditure for the year ended 31 March 2017 and the Authority's financial position as at 31 March 2017.

\_\_\_\_\_  
Ilan O'Donnell  
Treasurer  
22 September 2017

### Audit Committee

I can confirm that these Accounts were considered by the Audit Committee at their meeting on Friday, 22 September 2017 and recommended for Approval by the Authority. The accounts were approved by the Authority on 22 September 2017.

\_\_\_\_\_  
Signed on behalf of West London Waste Authority  
Councillor Bassam Mahfouz (Chair)  
22 September 2017

## Comprehensive Income and Expenditure Statement

This Statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices:

	Note	2016-17 £'000	2015-16 £'000
<b>Gross expenditure</b>			
Employees		(1,837)	(1,852)
Premises		(3,372)	(2,242)
Waste transport and disposal		(44,601)	(53,378)
Other supplies and payments		(791)	(1,174)
Impairments		0	(27)
Depreciation	7	(2,539)	(68)
<b>Total</b>		<b>(53,140)</b>	<b>(58,741)</b>
<b>Gross income</b>			
Trade waste		1,330	1,308
Agency		437	431
Miscellaneous income		765	548
<b>Total</b>		<b>2,532</b>	<b>2,287</b>
<b>Net cost of services</b>		<b>(50,608)</b>	<b>(56,454)</b>
Financing and investment income and expenditure			
	6	(2,770)	(194)
Levies on constituent councils	17	55,277	59,125
<b>Total</b>		<b>52,507</b>	<b>58,931</b>
<b>Surplus on provision of services</b>		<b>1,899</b>	<b>2,477</b>
Revaluation gains on properties		21,549	0
Actuarial (loss)/gain on pension liability	20	(474)	1,193
<b>Other comprehensive income and expenditure</b>		<b>21,075</b>	<b>1,193</b>
<b>Total comprehensive income and expenditure</b>		<b>22,974</b>	<b>3,670</b>

## Balance Sheet

The Balance Sheet shows the value as at the balance sheet date of the assets and liabilities recognised by the Authority. The net assets/(liabilities) of the Authority (assets less liabilities) are matched by the reserves held by the Authority. Reserves are reported in two categories. The first category of reserve is usable reserves, i.e. those reserves that the Authority may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use. The second category of reserves is those that the Authority is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains and losses (for example the revaluation reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line "Adjustments between accounting basis and funding basis under regulations". The unaudited accounts were issued on 5 June 2017 and the audited accounts were authorised for issue on 22 September 2017.

		<b>2016-17</b>	<b>2015-16</b>
		£'000	£'000
Property, plant and equipment	7	214,398	5,166
Capital work in progress	8	69	152,149
<b>Long Term Assets</b>		<b>214,467</b>	<b>157,315</b>
Cash and cash equivalents	10	18,798	12,458
Short term debtors	11	3,809	3,295
<b>Current Assets</b>		<b>22,607</b>	<b>15,753</b>
<b>Total Assets</b>		<b>237,074</b>	<b>173,068</b>
Short term creditors	12	(9,341)	(6,081)
<b>Current Liabilities</b>		<b>(9,341)</b>	<b>(6,081)</b>
Long term borrowing	13	(66,650)	(52,495)
Other long term liabilities	19	(122,316)	(99,619)
Pension fund liability	20	(8,643)	(7,723)
<b>Long Term Liabilities</b>		<b>(197,609)</b>	<b>(159,837)</b>
<b>Net Assets</b>		<b>30,124</b>	<b>7,150</b>
Usable Reserves		16,718	12,091
Unusable reserves	14	13,406	(4,941)
<b>Total Reserves</b>		<b>30,124</b>	<b>7,150</b>

## Movement in Reserves Statement

This statement shows the movement in the year on the different reserves held by the Authority, analysed into "usable" reserves (i.e. those that can be applied to fund expenditure) and other reserves. The surplus (or deficit) on the provision of services line shows the true economic cost of providing the Authority's services, more details of which are shown in the Comprehensive Income and Expenditure Statement.

	<b>Total Usable Reserves</b> £'000	<b>Unusable Reserves</b> £'000	<b>Total Authority Reserves</b> £'000
<b>Balance at 1 April 2016</b>	<b>12,091</b>	<b>(4,941)</b>	<b>7,150</b>
Surplus on provision of services (accounting basis)	1,899		1,899
Other comprehensive expenditure		21,075	21,075
Total comprehensive expenditure	1,899	21,075	22,974
Adjustments between accounting basis and funding basis under regulations (Note 5)	2,728	(2,728)	0
<b>Increase/(decrease) in year</b>	<b>4,627</b>	<b>18,347</b>	<b>22,974</b>
<b>Balance at 31 March 2017</b>	<b>16,718</b>	<b>13,406</b>	<b>30,124</b>

## Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the Authority during the reporting period. The statement shows how the Authority generates and uses cash and cash equivalents by classifying cash flows as: operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the Authority are funded from the recipients of services provided by the Authority. Investing activities represent the extent to which cash outflows have been made for reserves which are intended to contribute to the Authority's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the Authority:

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
<b>Net surplus on the provision of services</b>	1,899	2,477
Adjustments to net surplus	6,712	1,644
<b>Net cash generated from/(used in) operating activities</b>	<b>8,611</b>	<b>4,121</b>
<i>Investment activities</i>		
Payments for capital work in progress	(11,427)	(15,773)
Payments for plant and equipment	(162)	(45)
Proceeds from disposal of plant and equipment	0	5
Interest received	60	61
<b>Net cash used in investment activities</b>	<b>(11,529)</b>	<b>(15,752)</b>
<i>Financing activities</i>		
Interest paid	(2,135)	0
Loans raised	11,393	15,772
Loans repaid	0	0
Other	0	0
<b>Net cash generated from financing activities</b>	<b>9,258</b>	<b>15,772</b>
<b>Net movement in cash and cash equivalents</b>	<b>6,340</b>	<b>4,141</b>
Opening balance	12,458	8,317
<b>Cash and cash equivalents at end of year</b>	<b>18,798</b>	<b>12,458</b>



## Cash Flow Statement

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
<b>Adjustments to net surplus for non-cash movements</b>		
Depreciation and impairments	2,539	95
IAS 19 non-cash pension entries	446	406
Decrease/(increase) in short term debtors	530	179
Increase/(decrease) in short term creditors	3,260	1,025
Other adjustments	(1,094)	0
Sub Total	5,681	1,705
<b>Adjustments for items included in financing/investing activities</b>		
Interest received	(60)	(61)
Interest paid	1,091	0
Total Adjustments	<b>6,712</b>	<b>1,644</b>

## Notes to the Core Financial Statements

The notes to the core financial statements (notes to the accounts) are provided to give additional information about items included in the core statements. The notes expand on some of the information and provide further explanation of a number of matters prescribed by Statement of Recommended Practice (SORP).

### 1. Expenditure and Funding Analysis

The objective of the Expenditure and Funding Analysis is to demonstrate how the funding available to the authority for the year has been used in providing services in comparison with those resources consumed or earned by authorities in accordance with generally accepted accounting practices. The Expenditure and Funding Analysis also shows how this expenditure is used as a whole for decision making purposes in a single service authority with no directorates. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

2015-16				2016-17		
Net Expenditure chargeable to General Fund	Adjustments between funding and accounting basis	Net Expenditure in Comprehensive Income and Expenditure Statement		Net Expenditure chargeable to General Fund	Adjustments between funding and accounting basis	Net Expenditure in Comprehensive Income and Expenditure Statement
£'000	£'000	£'000		£'000	£'000	£'000
(56,437)	(17)	(56,454)	Net Cost of Services	(47,891)	(2,717)	(50,608)
59,028	(97)	58,931	Other income and expenditure	52,518	(11)	52,507
2,591	(114)	2,477	Surplus or (deficit)	4,627	(2,728)	1,899
		9,500	Opening General Fund Balance	12,091		
		2,591	Surplus or (deficit)	4,627		
		<b>12,091</b>	<b>Closing General Fund Balance</b>	<b>16,718</b>		

## 2. Critical Judgements in Applying Accounting Policies

In applying the Accounting Policies set out in the financial statements, the Authority has had to make certain judgements about complex transactions or those involving certainty about future events. The critical judgements made in the Statement of Accounts are:

- Influences on going concern, such as future funding levels and long term contracts;
- Whether contracts need to be accounted for as service concessions or with embedded leases;
- The calculation of debtor and creditor accruals; and
- The recognition of assets and calculation of depreciation

## 3. Assumptions made about the future and other major sources of estimation uncertainty

The Statement of Accounts contains a number of estimates that are based on assumptions made by the Authority about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Authority's Balance Sheet at 31 March 2017 for which there may be a risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if actual results differ from assumptions
<b>Pensions Liability</b>	Estimation of net pension liability depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged by the London Pensions Fund Authority to provide expert advice about the assumptions to be applied.	The actual results will only become apparent on crystallisation of the pension liability. However the effects on the net pension's liability of changes in individual assumptions can be measured and are illustrated in note 20.
<b>Property Valuation</b>	Independent professional property valuations take place every 5 years by surveyors appointed by the Authority. The valuations are undertaken in accordance with RICS and CIPFA rules and require the use of a variety of information and the judgement of surveyors in relation to market conditions, components and lifecycles.	The actual results will only become apparent on the disposal of property. However, the balance on the revaluation reserve in note 14 provides an indication of the level of notional gain resulting from valuation. For prudence where there are notional losses, these are immediately recognised in the income and expenditure statement.

#### 4. Events after the Balance Sheet Date

The Statement of Accounts is authorised for issue by the Treasurer of the Authority on 22 September 2017. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing at 31 March 2017 they have been taken into account.

#### 5. Adjustments between Accounting Basis and Funding Basis under Regulations

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
<b>Amounts included in the Comprehensive Income and Expenditure Account but required by Statute to be excluded:</b>		
Depreciation* (note 7)	2,539	68
Impairments*	0	27
Reversal of items relating to IAS19 Retirement Benefits	447	407
	<b>2,986</b>	<b>502</b>
<b>Amounts not included in the Comprehensive Income and Expenditure Account but required by Statute to be included:</b>		
Statutory provision for the Repayment of Debt* (note 14)	(95)	(110)
Revenue financing to Capital (note 14)	(162)	(48)
	<b>(257)</b>	<b>(158)</b>
<b>Transfer (from)/to general reserves</b>		
Accumulated Absences Account (note 14)	(1)	2
	<b>(1)</b>	<b>2</b>
Net additional amount to be credited to general balances for the year	<b>2,728</b>	<b>346</b>

\* Adjustments impact capital adjustment account (unusable reserve)

## 6. Financing and Investment Income and Expenditure

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Interest payable and similar charges	1,471	0
Pensions interest and expected return on pensions assets	268	255
PPP financing interest	1,091	0
Interest receivable and similar income	(60)	(61)
	<b>2,770</b>	<b>194</b>

## 7. Property, Plant and Equipment

	<b>Land and Buildings Freehold</b>	<b>Land and Buildings Leasehold</b>	<b>Fixed Plant and Vehicles</b>	<b>TOTAL</b>
	£'000	£'000	£'000	£'000
Gross book value at 1 April 2016	<b>5,125</b>	<b>0</b>	<b>733</b>	<b>5,858</b>
Additions	12	190,059	150	<b>190,221</b>
Disposals			(131)	<b>(131)</b>
Revaluation increases/(decreases) recognised in Revaluation Reserve	(1,307)	21,788		<b>20,481</b>
Revaluation increases (decreases) recognised in income and expenditure	(2,259)	745		<b>(1,514)</b>
Gross book value at 1 April 2017	<b>1,571</b>	<b>212,592</b>	<b>752</b>	<b>214,915</b>
Accumulated depreciation brought forward	<b>(100)</b>	<b>0</b>	<b>(592)</b>	<b>(692)</b>
Disposals			131	<b>131</b>
Depreciation charge for the year	(22)	(2,461)	(56)	<b>(2,539)</b>
Depreciation written out to Revaluation Reserve	122	2,461		<b>2,583</b>
Accumulated depreciation carried forward	<b>0</b>	<b>0</b>	<b>(517)</b>	<b>(517)</b>
Net book Value at 31 March 2017	<b>1,571</b>	<b>212,592</b>	<b>235</b>	<b>214,398</b>
Net book Value at 31 March 2016	<b>5,025</b>	<b>0</b>	<b>141</b>	<b>5,166</b>

Leasehold land and buildings represent assets under PPP arrangement. Land and buildings are valued regularly and in March 2017 an independent valuation was undertaken by Wilks Head and Eve Chartered Surveyors in accordance with RICS rules. The results are reflected in the accounts and detailed above.

## 8. Capital Work in Progress

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Opening balance	152,149	100,156
Expenditure in year	29,223	48,745
Interest capitalised in year	2,762	3,248
Recognised in long term assets	(184,065)	0
	<hr/>	<hr/>
Closing balance	<b>69</b>	<b>152,149</b>

The new energy from waste facility constructed under a PPP contract with the Suez consortium commenced full service in December 2016, resulting in major expenditure on capital works being transferred to long term assets (reflected in Note 7).

## 9. Financial Instruments

Accounting regulations require the "financial instruments" (investment, lending and borrowing of the Authority) shown on the Balance Sheet to be further analysed into various defined categories. The investments, lending and borrowing disclosed in the Balance Sheet is made up of the following categories of "financial instruments". There are no significant differences between the carrying value and the fair value of these items.

	<b>Long term</b>		<b>Current</b>	
	<b>2016-17</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000	£'000	£'000
<b>Financial Assets</b>				
Cash and bank balances	0	0	18,798	12,458
Loans and receivables	0	0	0	0
<b>Financial Liabilities</b>				
Long Term Borrowing	(65,708)	(52,495)	(942)	0

### Fair Values of Assets and Liabilities

Financial liabilities and financial assets represented by loans and receivables and long term debtors and creditors are carried in the Balance Sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that will take place over the remaining term of the instruments, using the following assumptions:

- An interest rate of 7.604% at 31 March 2017 for loans from Boroughs
- No early repayment or impairment is recognised
- Where an instrument will mature in the next 12 months, carrying amount is assumed to approximate to fair value

- The fair value of trade and other receivables is taken to be the invoiced or billed amount

	2016-17		2015-16	
	Carrying amount	Fair value	Carrying amount	Fair value
	£'000	£'000	£'000	£'000
Borough Loans (note 17)	66,650	69,879	52,495	55,059

The fair value of outstanding borough loans is greater than the carrying amount due to fixed rate loans having interest rates higher than rates available for similar loans in the market at balance sheet date. The valuation of financial instruments is classified into 3 levels according to the quality and reliability of the data used to determine fair values. Loans are valued at Level 2 as the valuation of the underlying debt is derived from observable inputs and not from quoted prices in active markets. The valuation is derived from a predefined and predictable cashflow resulting from loans, using a net present value approach.

Nature and Extent of Risks arising from Financial Instruments

Overall Procedures for Managing Risk:

The Authority’s overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the resources available to fund its services. The procedures for risk management in relation to key financial instruments are set out through the legal framework detailed within the Local Government Act 2003 and associated regulations. These require the Authority to comply with the CIPFA Prudential Code, the CIPFA Treasury Management in the Public Services Code of Practice and Investment Guidance.

In order to comply with the requirement that the Authority is required to set a balanced budget (Local Government Finance Act 1992) this is reported at the same time as the levy setting meeting. The annual Treasury Management Strategy outlines the detailed approach to managing risk in relation to financial instrument exposure. Actual performance is compared to the strategy and reported annually to members.

The Treasurer is responsible for all of the Authority’s banking, borrowing and investment activities. Under a service level agreement, the London Borough of Ealing provides a low risk option for investing balances.

The Authority’s activities expose it to a variety of financial risks:

- Credit risk – the possibility that other parties might fail to pay amounts due to the Authority.
- Liquidity risk – the possibility that the Authority might not have funds available to meet its commitments to make payments.
- Refinancing and Maturity risk – the possibility that the Authority might be required to renew a financial instrument on maturity at disadvantageous interest rates or terms.

- Market risk – the possibility that financial loss might arise for the Authority as a result of changes in such measures as interest rates and stock market movements.

#### *Credit Risk*

Credit risk for the Authority arises from deposits with banks and credit exposures to debtors. Deposits are not made with banks unless they are rated independently and meet the Authority's credit criteria, which are restricted to the upper end of the independent credit rating criteria. The credit risk around debtors is set out in Note 11.

#### *Liquidity Risk*

The Authority manages its liquidity position through the risk management procedures above (the setting and approval of prudential indicators and the approval of the treasury and investment strategy reports), as well as through a comprehensive cash flow management system, as required by the Code of Practice. This seeks to ensure that cash is available when it is needed.

Through the Local Government Finance Act 1992, the Authority is required to provide a balanced budget, which ensures sufficient monies are raised to cover annual expenditure. There is no significant risk that the Authority will be unable to raise finance to meet its commitments.

#### *Refinancing and Maturity Risk*

The Authority's approved Treasury strategy is set to avoid the risk of refinancing on unfavourable terms. The maturity analysis for borrowing is set out in Note 13. All trade and other payables are due to be paid in less than one year.

#### *Market Risk*

As at the 31 March 2017 the Authority holds no variable rate borrowings as they are all fixed rates. Therefore there is no predicted impact for this on the Comprehensive Income and Expenditure Statement.

## **10. Cash and Cash Equivalents**

The balance of cash and cash equivalents is made up of the following:

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Bank balance (HSBC)	4,798	3,458
Deposit placed with the London Borough of Ealing	14,000	9,000
<b>Total</b>	<b>18,798</b>	<b>12,458</b>



## 11. Short Term Debtors

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Other Local Authorities	177	83
Central Government Bodies	1,853	2,654
Other Entities and Individuals	295	117
Prepayments and Accrued Income	1,484	441
<b>Total</b>	<b>3,809</b>	<b>3,295</b>

In determining the recoverability of Short Term Debtors, the Authority considers the credit quality of the receivable. Credit risk is considered to be low as the majority of balance relates to the HMRC.

Provisions for doubtful debts are recognised against trade receivables, based on estimated irrecoverable amounts determined by debt analysis and management judgement. Short Term Debtors disclosed above include amounts (see below for aged analysis) that are past due at the end of the reporting period.

<b>Age of receivables due</b>	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
< 90 days	103	200
90 – 180 days	0	0
> 180 days	0	0
<b>Total</b>	<b>103</b>	<b>200</b>

## 12. Short Term Creditors

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Other Entities and Individuals	(7,002)	(4,871)
Other Local Authorities	(2,339)	(1,210)
<b>Total</b>	<b>(9,341)</b>	<b>(6,081)</b>

### 13. Long Term Borrowing

The Authority's capital expenditure for the project to build a residual waste to energy plant is financed by loan arrangements with four constituent Boroughs (Brent, Ealing, Harrow and Richmond). The interest charged was 7.604% and will be repaid over 25 years with interest being charged on the reducing balance basis. The table below reflects the long term portion of these loans.

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Opening balance	(52,495)	(33,474)
Loans in year	(11,393)	(15,773)
Interest accrued	(2,762)	(3,248)
	<b>(66,650)</b>	<b>(52,495)</b>
Analysis by maturity	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
5 years or less	(5,516)	(4,348)
Between 5 and 10 years	(8,015)	(6,315)
10 years or more	(53,119)	(41,832)
	<b>(66,650)</b>	<b>(52,495)</b>
Long term liability	<b>(66,650)</b>	<b>(52,495)</b>

### 14. Unusable Reserves

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Revaluation reserve	(24,248)	(1,185)
Capital adjustment account	2,188	(1,609)
Pensions reserve	8,643	7,723
Accumulated absences account	11	12
	<b>13,406</b>	<b>4,941</b>

#### (i) Revaluation Reserve

The Revaluation Reserve contains gains made by the Authority arising from increases in the value of its Property, Plant and Equipment. The balance is reduced when assets with accumulated gains are:

- re-valued downwards or impaired and the gains are lost;
- used in the provision of services and the gains are consumed through depreciation; or
- disposed of and the gains are realised.

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Balance as at 1 April	(1,185)	(1,185)
Revaluation gains	(24,992)	0
Revaluation losses not taken through CIES	1,185	0
Revaluation gains set off against previous year's gains	744	0
	<hr/>	<hr/>
Balance at 31 March	<b>(24,248)</b>	<b>(1,185)</b>
	<hr/>	<hr/>

### **(ii) Capital Adjustment Account**

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions.

The Account is debited with the cost of acquisition, construction or enhancement and depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement.

The Account is credited with the amounts set aside by the Authority as finance for the costs of acquisition.

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Balance as at 1 April	(1,609)	(1,544)
Depreciation	2,539	68
Statutory provision for repayment of debt	(95)	(110)
Impairment and revaluation	1,515	27
Net written out amount of the cost of non-current assets consumed in the year	2,350	(15)
Other adjustments	0	(2)
Revenue financing to capital	(162)	(48)
	<hr/>	<hr/>
Balance at 31 March	<b>2,188</b>	<b>(1,609)</b>
	<hr/>	<hr/>

### **(iii) Pensions Reserve**

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The Authority accounts for post-employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Authority makes employers' contributions to pension funds or

eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources of the Authority has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Balance as at 1 April	7,723	8,510
Actuarial gains or losses on pension assets and liabilities	474	(1,193)
Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	940	725
Employer's pensions contributions and direct payments to pensioners payable in the year	(494)	(319)
	<hr/>	<hr/>
Balance at 31 March	<b>8,643</b>	<b>7,723</b>

#### **(iv) Accumulated Absences Account**

The Accumulated Absences Reserve reflects untaken leave balances outstanding as at the 31 March 2017. This reserve absorbs the differences that would otherwise arise in the General Fund from accruing for compensated absence earned but not taken in the year, e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund is neutralised by transfers to or from the Account.

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Balance as at 1 April	12	10
Amounts accrued at the end of the current year by which remuneration charged to the Comprehensive Income and Expenditure Statement on an accrual basis is different from remuneration chargeable in the year in accordance with statutory requirements	(1)	2
	<hr/>	<hr/>
Balance at 31 March	<b>11</b>	<b>12</b>

## 15. Officers' Remuneration

The remuneration paid to the Authority's senior employees is as follows:

	Salary and Termination Benefits (£)		Pension Contributions (£)		Total (£)	
	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16
Director (commencing 19/09/2016)	53,229		9,594		62,893	
Director (ending 31/3/2016)		89,847		12,174		102,021
Clerk (commencing 10/4/2015)	10,000	9,750	1,800	1,755	11,800	11,505
Clerk (ending 9/4/2015)		276		50		326
Technical Advisor	10,000	10,000	1,800	1,800	11,800	11,800
Treasurer	10,000	10,000	1,800	1,800	11,800	11,800

The number of employees excluding Senior Officers whose remuneration, excluding employer's pension contributions, was £50,000 or more in bands of £5,000 were:

Remuneration Band	2016-17	2015-16
	No of employees	No of employees
£50,000 to £54,999		1
£65,000 to £69,999		1
£75,000 to £79,999	1	
£80,000 to £84,999		1
£105,000 to £109,999	1	

During the year, following a restructure and compulsory redundancies to deliver long term savings one employee received redundancy payments within the £60,000 to £80,000 band.

## Members Allowances

No member allowances have been paid in year.

## 16. External Audit Fees

The audit fees reflected in the accounts are as follows:

	2016-17	2015-16
	£'000	£'000
Audit of the Authority	20	20
Other services	20	0
<b>Total Fees</b>	<b>40</b>	<b>20</b>

## 17. Related Party Transactions

This disclosure has been prepared after considering the requirements of "related party transactions" in accordance with the Authority's interpretation and understanding of International Accounting Standard 24 (IAS 24) and its applicability to the public sector utilising current advice and guidance. Any disclosure under IAS 24 is designed to set out relationships with other parties that might materially affect the Authority. The Authority is composed of one Councillor from each of the six constituent boroughs, the London Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond-upon-Thames and is financed by an annual levy on the constituent boroughs.

The Authority has sought and received declarations from Members, the advisors and senior officers of any "related party transaction" in which they or their related parties have been engaged in during 2016-17. No related party transactions were declared. During 2016-17 the officer in the post of Clerk to the Authority is also Chief Officer at the Borough of Harrow. The Treasurer and the Technical Advisor are also Chief Officers at the Borough of Ealing. The Authority pays the individuals directly for the services they provide. The Authority also receives support services from Ealing, Hillingdon, Hounslow and Harrow, and the cost of these support services are set out below and are included in the Comprehensive Income and Expenditure Account.

	Brent	Ealing	Harrow	Hillingdon	Hounslow	Richmond	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Income</b>							
Pay as you Throw	8,342	9,868	5,693	7,947	7,545	5,501	44,896
Fixed Cost Levy	1,695	2,118	1,566	1,780	1,557	1,665	10,381
Total Levies	10,037	11,986	7,259	9,727	9,102	7,166	55,277
Agency and other income	437	65	0	0	0	0	502
<b>Total 2016-17</b>	<b>10,474</b>	<b>12,051</b>	<b>7,259</b>	<b>9,727</b>	<b>9,102</b>	<b>7,166</b>	<b>55,779</b>
Total 2015-16	10,883	13,557	7,950	10,564	9,811	7,582	60,347
<b>Expenditure</b>							
Waste Transport and Disposal Costs	0	0	0	141	30	0	171
Rent and Rates	78	0	0	333	0	0	411
Support Services	0	64	29	12	7	0	112
Other	111	144	107	122	106	115	705
<b>Total 2016-17</b>	<b>189</b>	<b>208</b>	<b>136</b>	<b>608</b>	<b>143</b>	<b>115</b>	<b>1,399</b>
	232	226	117	535	194	117	1,421

Total 2015-16							Total
	Brent	Ealing	Harrow	Hillingdon	Hounslow	Richmond	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Debtors 2016-17</b>	<b>276</b>	<b>321</b>	<b>261</b>	<b>0</b>	<b>112</b>	<b>261</b>	<b>1,231</b>
Debtors 2015-16	0	83	0	0	0	0	83
<b>Creditors 2016-17</b>	<b>963</b>	<b>275</b>	<b>82</b>	<b>308</b>	<b>28</b>	<b>683</b>	<b>2,339</b>
Creditors 2015-16	149	252	329	288	147	45	1,210
<b>Loans 2016-17</b>	<b>16,633</b>	<b>16,633</b>	<b>16,633</b>	<b>0</b>	<b>0</b>	<b>16,633</b>	<b>66,650</b>
Loans 2015-16	13,124	13,124	13,124	0	0	13,124	52,496
<b>Investments 2016-17</b>	<b>0</b>	<b>14,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,000</b>
Investments 2015-16	0	9,000	0	0	0	0	9,000

## 18. Leases

### Finance Leases

All finance leases concluded in 2014-15.

### Operating Leases

The Authority uses plant and equipment financed under the terms of operating leases, with typical lives ranging from five to ten years. The Authority's operating leases for plant and machinery, analysed by years are:

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Within 1 year	63	147
Between 2 and 5 years	0	59
<b>Total</b>	<b>63</b>	<b>206</b>

In addition, The Authority has rental leases at the main transfer station sites. Values shown are annual rents for each site.

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Victoria Road (until March 2098)	540	540
Transport Avenue (until September 2020, with rights to extend to 2098)	700	700
Total	<b>1,240</b>	<b>1,240</b>

## 19. Other Long Term Liabilities

The project to build an energy from waste plant includes investment by the Suez consortium which the Authority will benefit from over the life of the contract. A liability is recognised as project assets are completed, equal to the fair value of each asset less any capital contribution. This benefit will be realised when the plant becomes operational, over the life of the contract.

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Energy from waste facility:		
Opening balance	99,619	66,683
Developer's contribution	23,791	32,936
Reduced through unitary payments	(1,094)	0
Closing balance	<b>122,316</b>	<b>99,619</b>

<b>PPP liability repayments</b>	Finance liability	Deferred income	Total repayments
	£'000	£'000	£'000
Within one year	1,017	2,699	3,716
Two to five years	4,772	10,797	15,569
Six to ten years	7,924	13,496	21,420
Eleven to fifteen years	10,847	13,496	24,343
Sixteen to twenty years	14,847	13,496	28,343
Twenty to twenty five years	17,219	11,706	28,925
<b>Total repayments</b>	<b>56,626</b>	<b>65,690</b>	<b>122,316</b>



The twenty seven year, £900 million contract provides for up to 300,000 tonnes of waste that West London's residents haven't recycled to be treated each year. Crucially, the new approach will mean a minimum of 96% of waste will not go to landfill.

## **20. Defined Benefit Pension Scheme**

The West London Waste Authority (WLWA) does not manage its own pension scheme but is an admitted body in the London Pensions Fund Authority. This enables all WLWA staff to participate in the London Pensions Fund Authority (LPFA) Pension Fund, which is a defined benefit statutory scheme, administered in accordance with the Local Government Scheme Regulations 1997.

The Scheme rules define the benefits independently of the contributions payable, and the benefits are not directly related to the investments of the scheme. For a defined benefit scheme changes in actuarial deficits or surpluses arise because:

- Events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses); or
- The actuarial assumptions have changed

The liabilities of a defined benefit scheme reflect the estimated outgoings due after the tri-annual valuation date. The WLWA is committed to provide for service benefits up to the valuation date.

The Code of Practice on Local Authority Accounting requires the Authority to apply accounting principles and to make disclosures under International Accounting Standard 19, Retirement Benefits (IAS 19) in respect of retirement benefits. Details are provided to the Authority by the Actuary (currently Barnett Waddingham) via the LPFA. The notes to the Core Accounts provide details of how the Authority has met these requirements.

As part of the terms and conditions of employment of its officers, the Authority makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until employees retire, the Authority has a commitment to make the payments that need to be disclosed at the time that employees earn their future entitlement.

The cost of retirement benefits is recognised in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. The charge that is required to be made is based on the cash payable in the year, so the real cost of post employment/retirement benefits is reversed out of General Fund via the Movement in Reserves Statement.

Changes in the net pension liability arising as a result of past events which are not concurrent with the assumptions made in the course of the last actuarial valuation, or as a result of revised actuarial assumptions are charged to the Pensions Reserve.

The following transactions have been made in the Comprehensive Income and Expenditure Statement and the Total Reserves via the Movement in Reserves Statement during the year:

<b>Balance sheet disclosure</b>	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Present value of funded obligation	(26,592)	(22,445)
Fair value of Scheme Assets (bid value)	18,172	14,926

<b>Net Liability</b>	<b>(8,420)</b>	<b>(7,519)</b>
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Present value of unfunded obligations	(223)	(204)
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<b>Net Liability in Balance Sheet</b>	<b>(8,643)</b>	<b>(7,723)</b>
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**Comprehensive Income and Expenditure Statement**

	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Service costs	653	447
Net interest on defined liability	268	255
Administrative expenses	19	23
	<b>940</b>	<b>725</b>

<b>Reconciliation of the present value of the scheme liabilities:</b>	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Opening balance as at 1 April	22,649	23,694
Current service cost	368	447
Interest cost	789	724
Change in financial assumptions	4,455	(1,778)
Change in demographic assumptions	(271)	0
Experience (gain)/loss on liabilities	(876)	0
Liabilities assumed/extinguished on settlements	0	0
Estimated benefits paid net of transfers in	(944)	(808)
Past service costs including curtailments	285	0
Contributions by scheme participants and other employers	373	383
Unfunded pension payments	(13)	(13)
Closing balance as at 31 March	<b>26,815</b>	<b>22,649</b>

<b>Reconciliation of fair value of the scheme (plan) assets:</b>	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Opening balance as at 1 April	14,926	15,185
Interest on assets	521	469
Return on assets less interest	2,537	(585)
Other actuarial gains	297	0

Administration expenses	(19)	(23)
Employer contributions	494	318
Contributions by scheme participants and other employers	373	383
Benefits paid	(957)	(821)
Settlement prices received/(paid)	0	0
Closing balance as at 31 March	<b>18,172</b>	<b>14,926</b>

### Assumptions

As at	31 March 2017		31 March 2016		31 March 2015	
	% p.a.	Real	% p.a.	Real	% p.a.	Real
RPI increases	3.5%	-	3.1%	-	3.1%	-
CPI increases	2.6%	-	2.2%	-0.9%	2.3%	-0.8%
Salary increases	4.1%	-	4.0%	0.9%	4.1%	1.0%
Pension increases	2.6%	-	2.2%	-0.9%	2.3%	-0.8%
Discount rate	2.6%	-	3.5%	0.4%	3.1%	0.0%

### Life expectancy from age 65 (years)

		31 March 2017	31 March 2016
Retiring today	Males	21.4	21.8
	Females	23.9	24.4
Retiring in 20 years	Males	23.8	24.2
	Females	26.2	26.7

### Sensitivity analysis

	£'000	£'000	£'000
Adjustment to discount rate	+0.1%	0.0%	-0.1%
▪ Present value of total obligation	26,392	26,815	27,246
▪ Projected service cost	743	758	773
Adjustment to long term salary increase	+0.1%	0.0%	-0.1%
▪ Present value of total obligation	26,866	26,815	26,764
▪ Projected service cost	758	758	758
Adjustment to pension increases and deferred revaluation	+0.1%	0.0%	-0.1%
▪ Present value of total obligation	27,194	26,815	26,442
▪ Projected service cost	773	758	743
Adjustment to mortality age rating assumption	+1 Year	None	-1 Year
▪ Present value of total obligation	27,857	26,815	25,814
▪ Projected service cost	782	758	734

<b>Re-measurements in other comprehensive income</b>	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Return on plan assets in excess of interest	2,537	(585)
Other actuarial gains/(losses) on assets	297	0
Change in financial assumptions	(4,455)	1,778
Change in demographic assumptions	271	0
Experience gain/(loss) on defined benefit obligation	876	0
<b>Total</b>	<b>(474)</b>	<b>1,193</b>

<b>Projected pension expense for next year</b>	<b>2016-17</b>
	£'000
Service cost	758
Net interest on the defined liability/(asset)	221
Administration expenses	24
<b>Total</b>	<b>1,003</b>

**Employer contributions** **305**

<b>Assets by Class</b>	<b>2016-17</b>	<b>2015-16</b>
	£'000	£'000
Equities	10,768	6,933
LDI/Cashflow matching	0	1,513
Target Return Portfolio	3,840	3,175
Infrastructure	957	818
Commodities	0	67
Property	926	533
Cash	1,681	1,887
<b>Total</b>	<b>18,172</b>	<b>14,926</b>

<b>Analysis of 2016-17 Assets</b>	<b>% Quoted</b>	<b>% Unquoted</b>
<b>Equities</b>		
Real Estate	0.7%	0.0%
Consumer Discretionary	4.0%	0.0%
Consumer Staples	7.0%	0.0%
Financials	4.1%	0.0%
Health Care	5.1%	0.0%
Industrials	6.2%	0.0%
Information Technology	5.5%	0.0%
Materials	0.7%	0.0%
Telecommunication Services	0.6%	0.0%
Utilities	1.0%	0.0%
Investment funds and unit trusts	6.3%	0.0%
Trade Cash/Pending	0.6%	0.0%
Synthetic Equity (Futures)	7.2%	0.0%

<b>BlackRock DDG</b>		
Equities	0.5%	0.0%
Bonds	1.1%	0.0%
Cash	0.3%	0.0%
Investment/Hedge funds and unit trusts	0.8%	0.2%
<b>Private Equity</b>	0.0%	10.4%
<b>Total Return</b>		
Investment/Hedge funds and unit trusts	10.4%	4.3%
<b>Credit</b>	0.0%	3.6%
<b>Infrastructure</b>		
Commodity funds	0.2%	0.4%
Infrastructure	0.3%	4.3%
<b>Real Estate</b>	0.0%	5.1%
<b>Cash</b>		
Cash	2.5%	0.0%
LDI	19.2%	(7.2%)
Synthesized cash	2.3%	0.0%
Synthetic Equity (Futures)	(7.2%)	0.0%
Currency Hedge (Forward Contracts)	0.0%	(0.4%)
<b>Total</b>	<b>79%</b>	<b>21%</b>

## 21. Contingent Liabilities

At 31 March 2017 there was one contingent liability (2015/16: nil). This related to a disputed contract claim amounting to £600,000 which has been refuted. It is not possible to predict the outcome of the claim or the financial impact. The outcome will be dependent on whether the claim is pursued and the result of subsequent legal processes.

## Annual Governance Statement 2016-17

### 1. Scope of Responsibility

The WLWA is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging its responsibilities the Authority is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which includes arrangements for the management of risk.

The Authority has approved and adopted a code of corporate governance, which is consistent with the principles of CIPFA/SOLACE Framework *Delivering Good Governance in Local Government*. A copy of the Authority's code can be obtained from WLWA's website (<http://westlondonwaste.gov.uk>). This statement explains how the Authority has complied with the code and also meets the requirements of Accounts and Audit (England) Regulations 2015, regulation 6(1) which requires all relevant bodies to prepare an annual governance statement.

### 2. The Purpose of the Governance Framework

The governance framework comprises the systems and processes, culture and values by which the Authority is directed and controlled and its activities through which it accounts to, engages with its stakeholders. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively and economically.

### **3. The Governance Framework**

The key elements of the Governance Framework include

- Production of business plans and long term financial forecasts
- Performance monitoring information (Key Performance Indicators)
- Statement of Accounts
- Schemes of delegation for Officers
- Monthly scrutiny of operations at Chief Officer's meetings
- Audit Committee
- Internal Audit
- Whistle Blowing Policy
- Financial Regulations and Related Policies
- HR Policies providing a framework for the organisation culture
- Health & Safety Policy and annual action plans
- Public meetings, except for confidential items
- Clear communication with stakeholders
- Joint Waste Management Strategy

### **4. Review of Effectiveness**

The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its Governance Framework including the system of internal control. The review of effectiveness is informed by the work of the senior managers within the Authority who have responsibility for the development and maintenance of the governance environment, the internal auditor's annual report, and also by comments made by the external auditors.

The work of the Audit Committee includes monitoring the progress of action plans and ensuring appropriate systems of governance and internal control. The Audit Committee considered reports from the internal auditors on:

- Creditors
- Governance
- Risk
- Waste Minimisation

Risk registers were regularly reviewed at all levels within the Authority and were considered at each Audit Committee meeting. Financial performance was scrutinised and a strong focus on controlling spending delivered efficiency savings.

The Authority has been advised on the implications of the result of the review of the effectiveness of the Governance Framework by the Officers and Audit Committee and that it is

agreed that the current arrangements can be regarded as fit for purpose in accordance with the Governance Framework.

## **5. Significant Governance Issues**

There are no significant governance issues.

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Councillor Bassam Mahfouz,  
Chair to the Authority  
22 September 2017

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Hugh Peart,  
Clerk  
22 September 2017



## **Independent Auditor's report to the Members of West London Waste Authority**

### **Opinion on the Authority financial statements**

We have audited the financial statements of West London Waste Authority for the year ended 31 March 2017 under the Local Audit and Accountability Act 2014. The financial statements comprise the:

- Comprehensive Income and Expenditure Statement;
- Balance Sheet;
- Movement in Reserves Statement;
- Cash Flow Statement; and
- the related notes 1 to 20.

The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.

This report is made solely to the members of West London Waste Authority, as a body, in accordance with Part 5 of the Local Audit and Accountability Act 2014 and for no other purpose, as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the West London Waste Authority and the Authority's members as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of the Treasurer and auditor**

As explained more fully in the Statement of Responsibilities set out on page 13, the Treasurer is responsible for the preparation of the Authority's financial statements in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom, and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the Authority's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Treasurer; and the overall presentation of the financial statements. In

addition, we read all the financial and non-financial information in the Statement of Accounts for the year ended 31 March 2017 to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the financial position of West London Waste Authority as at 31 March 2017 and of its expenditure and income for the year then ended; and
- have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2015/16.

### **Opinion on other matters**

In our opinion, the information given in the Statement of Accounts for the year ended 31 March 2017 for the financial year for which the financial statements are prepared is consistent with the financial statements.

### **Matters on which we report by exception**

We report if:

- in our opinion the annual governance statement is misleading or inconsistent with other information forthcoming from the audit or our knowledge of the Authority;
- we issue a report in the public interest under section 24 of the Local Audit and Accountability Act 2014;
- we make written recommendations to the audited body under Section 24 of the Local Audit and Accountability Act 2014;
- we make an application to the court for a declaration that an item of account is contrary to law under Section 28 of the Local Audit and Accountability Act 2014;
- we issue an advisory notice under Section 29 of the Local Audit and Accountability Act 2014; or
- we make an application for judicial review under Section 31 of the Local Audit and Accountability Act 2014.

We have nothing to report in these respects.

## **Conclusion on West London Waste Authority's arrangements for securing economy, efficiency and effectiveness in the use of resources**

### ***Authority's responsibilities***

The Authority is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

### ***Auditor's responsibilities***

We are required under Section 20(1)(c) of the Local Audit and Accountability Act 2014 to satisfy ourselves that the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the National Audit Office (NAO) requires us to report to you our conclusion relating to proper arrangements.

We report if significant matters have come to our attention which prevent us from concluding that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

### ***Scope of the review of arrangements for securing economy, efficiency and effectiveness in the use of resources***

We have undertaken our review in accordance with the Code of Audit Practice, having regard to the guidance on the specified criterion issued by the Comptroller and Auditor General in November 2015, as to whether West London Waste Authority had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. The Comptroller and Auditor General determined this criterion as that necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether West London Waste Authority put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2017.

We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, West London Waste Authority had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

### ***Conclusion***

On the basis of our work, having regard to the guidance issued by the Comptroller and Auditor General in November 2015, we are satisfied that, in all significant respects, West London Waste Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2017.

**Certificate**

We certify that we have completed the audit of the accounts of West London Waste Authority in accordance with the requirements of the Local Audit and Accountability Act 2014 and the Code of Audit Practice issued by the National Audit Office.

Helen Thompson

for and on behalf of Ernst & Young LLP, Appointed Auditor

22 September 2017

WEST LONDON WASTE AUTHORITY

Report of the Director and Senior Contract Manager

23rd June 2017

**Health & Safety: Review 2016-2017 and Plan 2017-2018**

**SUMMARY**

This report reviews the Authority's Health & Safety arrangements for the year 2016-2017 and presents the Authority's Health & Safety Plan for 2017-2018.

**RECOMMENDATION(S)**

The Authority is asked to:-

- 1) Note the Health and Safety policy statement (Appendix One) has been updated with changes to the responsible persons for WLWA following recent staff changes
- 2) Note the actions taken in the Health and Safety action plan for 2016 – 2017 (Appendix Two)
- 3) Note the outcomes from the annual Health & Safety Review meeting held in June 2017
- 4) Agree to the Authority's Health & Safety Plan for 2017-2018 (Appendix Three)

1. **Introduction** – The Authority has Health & Safety (H&S) duties and responsibilities which are defined in legislation and policies and procedures. These duties include maintaining an Authority Health & Safety Policy and a Statement of Responsibilities, an annual review of Health & Safety issues, the production of a Health & Safety Action Plan for the coming year and maintaining a suite of documents including risk assessments and safe working procedures.
2. **WLWA Health & Safety Policy** – The current H&S Policy was approved by Members at the Authority meeting in September 2014. It sets out what is expected of each person in the Authority at every level and includes duties such as regular checks, liaison with staff safety representatives and ensuring that contractors comply with Health & Safety requirements and issues. As a result of staff changes over the last 9 months the details of the responsible persons have been updated. The new revision is shown in appendix 1. Once approved it will be available for staff and Members to view and download on the Authority's Intranet.
3. **Annual Health & Safety Review** – The annual H&S Review was held at Twyford Waste Transfer Station on 6<sup>th</sup> June 2017. In attendance were the Authority's appointed person, Ken Lawson, Sarah Ellis, Operations Manager, both Twyford site supervisors, Kevin Stack, the Staff Side Trade Union representative and Adam Stonely, the Authority's Health and Safety Advisor.

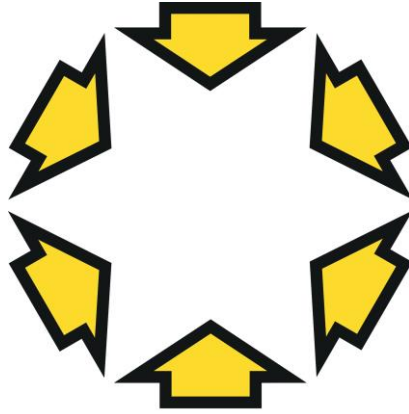
There was discussion of the results of the H&S action plan for 2016/17 and the end of year report shown in appendix 2 was agreed and closed. It was felt that the proposed action plan for 2017/18 reflects the areas that need attention this year especially capital works (Action F) which includes repairs to the road surfaces at Twyford and works to the tipping apron

enclosure, a review of the mobile plant (action 7) used on site to reflect the changes to operations and updating the training of Twyford staff (action 5).

4. **Annual H&S Action Plan 2017/18** – Following the review of the 2016/17 action plan and discussions with staff about priorities for the forthcoming year a draft action plan for 2017/18 was presented to the annual health and safety review meeting. It was agreed for the draft plan to be presented to this meeting. The final plan for approval by the Authority is shown in appendix 3.
5. **Financial and Risk Implications** –The Authority pays a fee of approximately £5K per annum to LB Hounslow for the provision of H&S advice and Occupational Health referral support and these arrangements will continue for 2017/18.
6. **Legal Implications** – There are no legal implications as a result of this report.
7. **Impact on Joint Waste Management Strategy (JWMS)** – Health & Safety will impact on and be influenced by all the JWMS policies, but in particular: Policy 7: The West London Waste Authority and constituent Boroughs will seek to provide waste management services that offer good value, that provide customer satisfaction and that meet and exceed legislative requirements.

Background Papers	Health & Safety Review report to Authority, 1st July 2016	
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**WEST LONDON WASTE AUTHORITY (WLWA)  
HEALTH AND SAFETY POLICY**



**West  
Waste**

**West London Waste Authority  
Civic Centre, Lampton Road, Middlesex TW3 4DN**

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**Manual Handling Policy, Guidance and Assessment Procedure**

**Control of Noise at Work Policy**

**Management of Asbestos Policy**

**Work with Asbestos Policy**

**Staff Induction Training Checklist**

**Contractor's Site Induction Checklist**

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**WLWA HEALTH AND SAFETY POLICY SECTION 1:  
STATEMENTS OF INTENT**

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# 1.1. Foreword by Chair of the Authority

We (The Authority) are fully committed to excellence and continuing improvement in the management of health and safety and regard it of 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 own 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 the Authority'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.

As the person in operational charge of the Authority, 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 and instructions to the policy document and issue them to the employees directly in their care.

We require all operational managers and supervisors 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.

Success in the effective management of Health and Safety clearly involves all employees. Consequently 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 the Authority'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:**

**Signed:**

**Date:**

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## 1.2. West London Waste Authority (WLWA) Health and Safety Policy Statement

- 1 The West London Waste Authority (WLWA) is committed to ensuring, as far as reasonably practicable, the health, safety and welfare of their employees and other persons who may be affected by their activities and the services they provide and control.
- 2 The responsibility to meet this requirement is considered at least equal to that arising from any other business objectives of WLWA.
- 3 WLWA will develop and maintain an Occupational Health and Safety Management System within the framework of HS (G) 65. A Management Appointee will be appointed to ensure that the system is continually developed, implemented and improved. The current Management Appointee is Ken Lawson, Senior Contracts Manager.
- 4 The Director of WLWA is responsible for the adequacy of this Health and Safety Policy and for planning arrangements to implement it.
- 5 WLWA will strive towards achieving the highest standards of health and safety management by making continual improvements to its policy and arrangements. While compliance with all relevant statutory duties and legal requirements is considered a minimum standard, best practice will be adopted to minimise risks to health and safety and prevent injuries and other losses wherever possible.
- 6 Duties, functions and responsibilities for health and safety will be defined at all levels within the policy and in associated arrangements, procedures and codes of safe working practice. Employee responsibilities are further outlined in the WLWA 'Health and Safety Booklet' issued to all employees.
- 7 All employees are reminded that they have a legal obligation to take reasonable care of their own health and safety and the safety of others who may be affected by their actions or failure to act, particularly members of the public. In order to meet their responsibilities, all staff will bring to the attention of their manager or supervisor any difficulty experienced in meeting these requirements and should remove themselves and anyone in their charge (including visitors and members of the public) from hazards giving rise to imminent risks of harm.
- 8 It is the duty of all employees to familiarise themselves with this policy statement, operational procedures and instructions and to co-operate with their employer as necessary to uphold the terms of the Health and Safety Policy. Employees are reminded that any failure to meet these requirements may be subject to disciplinary action.
- 9 WLWA will provide such information, instruction, training and supervision as is needed to enable its employees to understand and meet their health and safety responsibilities and will ensure that appropriate resources are made available for these purposes.
- 10 WLWA is committed to identifying and controlling hazards through risk assessment. Safe working methods based on risk assessments will be introduced to fully inform those at risk and control unavoidable risks. To ensure consistency all risk assessments will be documented according to a standard procedure.
- 11 Health and safety objectives will be integrated within the WLWA health and safety processes. Progress and achievement of objectives will be reviewed at least annually as part of the Annual Management Review of Health and Safety Performance.
- 12 This policy document will be reviewed at least on an annual basis or as necessary by senior management. This will be done in consultation with the affected personnel via their workplace representatives.
- 13 This policy and any changes will be made available to all contracting agencies, partners and others affected by its provisions.

**Signed:**  
**(Director)**

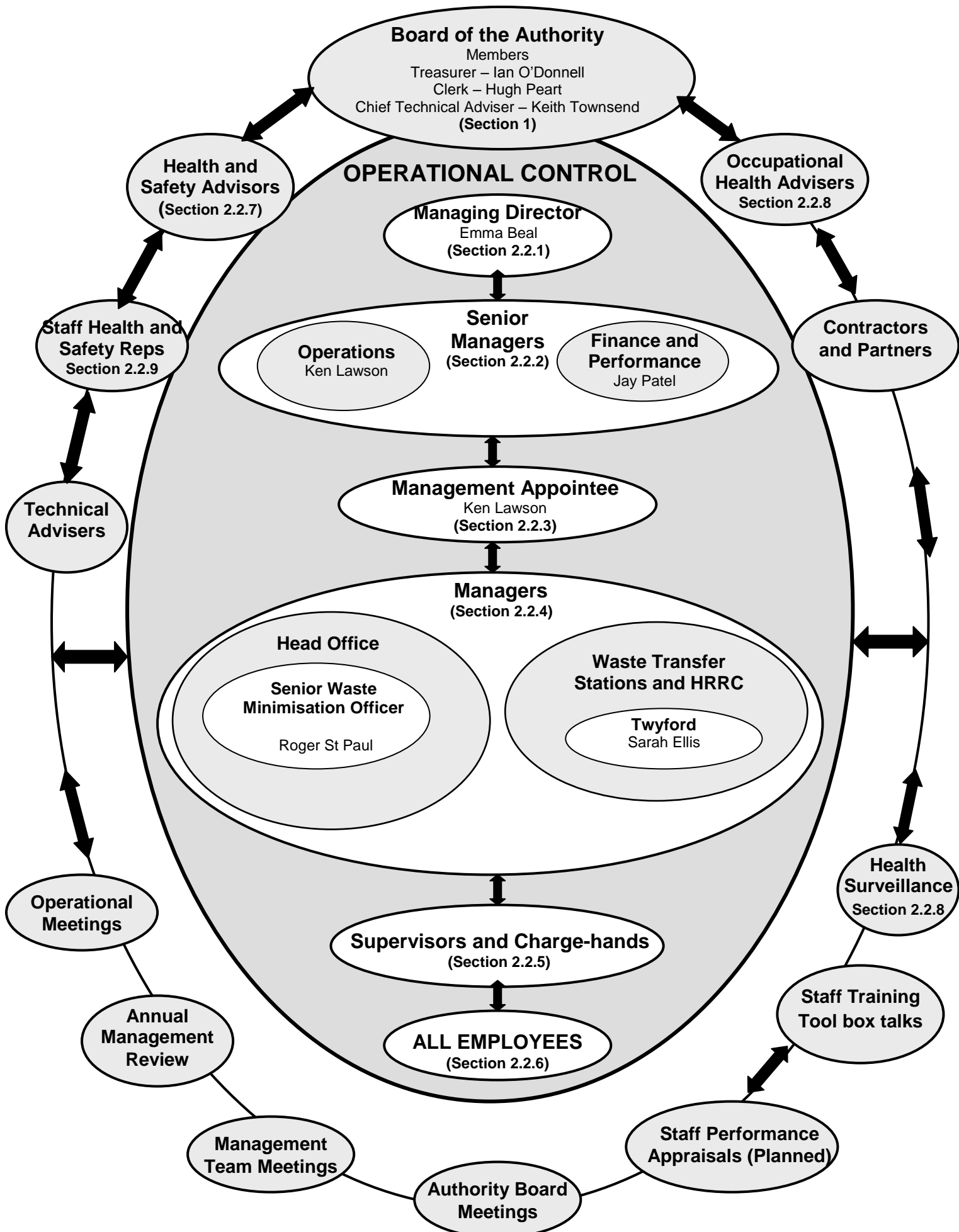
**Date:**

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**WLWA HEALTH and SAFETY POLICY SECTION 2:  
ORGANISATION**

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## 2.1. Health and Safety Organisational Structure



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## 2.2. Health and Safety Roles and Responsibilities

### 2.2.1. Managing Director

The Managing Director has overall responsibility at officer level for all health and safety matters associated with the Authority. In maintaining a general oversight of the policy the director will:-

- a. Produce and maintain a current written Health and Safety Policy statement;
- b. Bring to the notice of the Authority matters which he is unable to resolve;
- c. Appoint a member of senior management to the role of Management Appointee to act as the executive co-ordinator and ambassador for Occupational Health, Safety and Wellbeing (OHSW) within the Authority;
- d. Make the identity of the senior Management Appointee available to all persons working under the control of the organisation;
- e. Directly consult all staff twice a year to develop co-operation for a joint approach to all operational matters, including those relating to Health and Safety;
- f. Give assistance to his Senior Managers and the Management Appointee when they bring matters to his notice, which they are unable to resolve.

#### **The Managing Director will also:**

- g. Take into account the resources, necessary to maintain health and safety standards, when compiling budgetary requirements. Resources include human resources and specialised skills, organisational infrastructure, technology and financial resources;
- h. 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.

### 2.2.2. Senior Managers

The Managing Director, in maintaining a general oversight of the Authority's policy and without detracting from their overall responsibility, will delegate day to day responsibilities to the Senior Managers.

Such responsibilities will include implementation and application of the Authority's policy and those matters listed (g) and (h) above.

In addition they will:

- a. Ensure that new contractors, agencies and consultants are only employed after they have been thoroughly assessed for their health and safety competence;
- b. Give assistance to their managers when they bring matters to their notice, which they are unable to resolve;
- c. Bring to the attention of the Managing Director any Health and Safety matters, which they are unable to resolve.

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### 2.2.3. Management Appointee

The Management Appointee will be a member of senior management with specific responsibility for OHSW irrespective of other responsibilities, and with defined roles and authority for:

- a. Ensuring that the OHSW management processes described in this policy are established, implemented and maintained;
- b. Ensuring that reports on the Authority's health and safety performance are presented to the Authority on at least an annual basis for review and used as a basis for continuous improvement;
- c. Ensuring that persons in the workplace take responsibility for aspects of OHSW over which they have control, including the deployment of finite resources where necessary and adherence to the organisation's policy, arrangements and safety instructions;
- d. Ensuring that all Health and Safety documentation is retained and maintained

**The Management Appointee will ensure that arrangements are made for appropriate training of staff in terms of:-**

- e. Provision of training, including induction, to all new and existing employees and management training for senior and line managers in accordance with requirements identified in site safety inspections, risk assessments, accident analysis and training needs analysis. In addition, specialist training as required and refresher training as and when necessary will be arranged to ensure the Health and Safety of all staff;
- f. Requesting that Trades Unions arrange appropriate training for nominated safety representatives (if unionised) in terms of their relative duties and responsibilities in Health and safety matters;
- g. Providing appropriate training for non-unionised safety representatives to be arranged by the Authority itself;
- h. Consultation with safety representatives on safety matters at a senior level at least annually.

**The Management Appointee will ensure appropriate arrangements and safe working practices are in place by means of:-**

- i. Developing and implementing (and revising as necessary) general safety instructions, arrangements and safe operating procedures and the Authority's policy;
- j. Ensuring that site specific procedures and safe working method statements are produced at each operational site.

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**The Management Appointee will ensure appropriate arrangements are made to monitor safe working practices by means of:-**

- k. Analysis of accident, incident and injury report data and the compiling of statistical information;
- l. Independent auditing of all measures adopted in the management of Health and Safety;
- m. Ensuring reports and in-depth investigation of incidents and accidents and compliance with the Authority's procedures for notifying the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations.

**The Management Appointee will also:**

- n. Delegate the above functions to managers as necessary to achieve compliance with their responsibilities.

## **2.2.4. Managers**

It will be the responsibility of managers to:

- a. Demonstrate their commitment to the continual improvement of OHSW performance by setting a personal example and promoting a positive health and safety culture within the workforce;
- b. Stimulate interest and enthusiasm for health and safety matters amongst the staff under their control;
- c. Give assistance to members of their staff who bring to their notice health and safety matters, which they are unable to resolve;
- d. Deploy resources at their disposal to resolve health and safety matters;
- e. Ensure that all site or service specific risk assessments are undertaken, completed, and continually reviewed;
- f. Produce local safe working procedures and codes of practice, which are based on risk assessments, safety inspections, accidents and other relevant information;
- g. 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;
- h. 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;
- i. Periodically observe all work activities to ensure safe working procedures are being fully adhered to;
- j. Ensure that staff are aware of and comply with emergency/contingency plans;

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- k. 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;
- l. Encourage safety representatives to engage in 3 monthly inspections of work areas and operational activities;
- m. Ensure that all safety related incidents and injury accidents are recorded and reported promptly and accurately to the Management Appointee at Head Office;
- n. Investigate accidents, incidents and contributory factors and review safe methods of working and risk assessments and implement remedial actions to prevent a recurrence;
- o. Review the effectiveness of remedial action following an accident;
- p. Ensure that all required health and safety records are maintained;
- q. Participate in and support the Authority's Health and Safety audit and inspection process;
- r. Identify staff safety training needs from Health and Safety Advisors reviews, team meetings, tool box talks and Appraisal and risk assessment processes;
- s. Consult regularly with safety representatives on safety matters;
- t. Monitor contractors' safety performance on a regular basis and ensure that they supply up-to-date risk assessments and method statements;
- u. Ensure that all work equipment is properly selected, used, inspected and maintained;
- v. Provide necessary levels of supervision of staff and operations under their control or responsibility for safety critical operations;
- w. Bring to the attention of the Senior Managers or Management Appointee any health and safety issues they are unable to resolve.

### 2.2.5. Supervisors and Charge-hands

All employees responsible for the supervision of staff are responsible for:

- a. Ensuring that all staff under their supervision are aware of, understand and comply with the Authority's health and safety policy and local instructions, operational procedures, rules and codes of practice relative to the work undertaken;
- b. Regularly observing all work activities to ensure safe working procedures are being fully adhered to;
- c. Carrying out workplace inspections every 3 months
- d. Assisting in the resolution of health and safety problems brought to their notice by staff, health and safety advisors or safety representatives;

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- e. Referring matters which they cannot satisfactorily resolve to their immediate supervisor or manager;
- f. Providing adequate supervision and instruction to their staff to enable them to work safely and advise the manager of training needs where identified.

## 2.2.6. All Employees

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

- a. Their duty while at work;
- b. Their responsibility for obeying instructions;
- c. Their responsibility for reporting of accidents, incidents and dangerous occurrences;
- d. The action to be taken on discovering a fire or hearing a fire alarm;
- e. The wearing of appropriate personal protective equipment (PPE);
- f. The required training and authorisation to operate vehicles, plant and equipment;
- g. The hazards to be aware of when handling wastes, and
- h. Their responsibility for maintaining good standards of housekeeping.

***Employees are required by law to comply with Section 7 and 8 of the Health and Safety at Work etc Act 1974, which states:-***

**It shall be the duty of every employee while at work to:**

- i. Take reasonable care for the health and safety of themselves and of other persons who may be affected by their acts or omissions;
- j. Co-operate as necessary with the employer (and any person employed by the employer for the purposes of health and safety) to enable them to comply with the organisation's statutory health and safety duties.
- k. Ensure that they do not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety or welfare.

**All employees are required to:**

- l. Contact their supervisor or manager should they notice an unhealthy or dangerous situation. It is important that employees do not under any circumstances carry out operations which could cause danger to themselves or affect the safety of other persons, including members of the public;
- m. Attend safety training courses as and when arranged. No person should undertake to do any hazardous job for which they do not have the required competencies;

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- n. Make proper use of equipment and safety devices as provided;
- o. Co-operate with the investigation of accidents by Health and Safety Executive Inspectors or investigators acting for the Authority.

### 2.2.7. Staff Health and Safety Representatives

Appointed safety representatives will:

- a. Function in accordance with the good practice outlined in the HSE’s “Consulting Workers on Health and Safety”, the Approved Code of Practice for the Safety Representatives and Safety Committees Regulations 1977 (as amended) and the Health and Safety (Consultation with Employees) Regulations 1996 (as amended).
- b. Formally inspect at least every 3 months and after any notifiable accident, dangerous occurrence or disease, or where there is a substantial change in working conditions or if new information becomes available;
- c. Investigate accidents and potential hazards in the workplace
- d. Pursue employee complaints relating to the employee’s health, safety or welfare at work
- e. Make representation to the Authority on matters arising out of items (c) and (d) above.
- f. Represent employees to whom they are appointed in consultation at the workplace with Inspectors of the Health and Safety Executive and of any other enforcing authority.
- g. Receive information from Inspectors in accordance with Section 28 (8) of the Health and Safety at Work Act 1974.
- h. Be permitted to take such time off with pay during working hours as shall be necessary for performing their functions under section 2 (4) of the Health and Safety at Work Act 1974.

### 2.2.8. Health and Safety Advisors

Appointed Health and Safety Advisors will:

- a. Provide a comprehensive telephone and e mail consultation service for managers to access expert advice, information and authoritative guidance.
- b. Provide advice and assistance in the production of the Authority’s Health and Safety Policy and in its annual review.
- c. Produce written site specific risk assessments for new and existing activities, processes and equipment and review these on an at least an annual basis (or as necessary following incidents or following legal and other significant changes).
- d. Make recommendations where risk assessments would be more appropriately produced by other expert consultants.

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- e. Produce written general and site specific procedures and safe working method statements or make recommendations where these would be more appropriately produced by other expert consultants.
- f. Complete an annual audit and site inspection and a follow-up interim review at each operational site, including a full written report and an action plan to address any identified health and safety risks or non-conformities.
- g. Make recommendations for staff training as part of the risk assessment and site inspection processes.
- h. Advise, when requested, on corrective actions to prevent reoccurrence following accidents and incidents.
- i. Attend management meetings every 6 months
- j. Attend the Annual Management Review meeting.
- k. Provide advice on resolving health and safety issues indentified in Display Screen Equipment (DSE) assessments as required.
- l. Inform the Director and Management Appointee of any new or significant changes to Health and Safety Legislation that may be relevant to the Authority.

### 2.2.9. Occupational Health Advisors

Appointed Occupational Health Advisors will provide the following services:

**a. Health screening, including:**

- Reviewing completed staff post job offer health questionnaires;
- 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.

**b. 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.

**c. Biennial Health MOTs for all staff, comprising of:**

- Health questionnaire and wellbeing discussion,
- Body mass index,
- Blood pressure measurement,
- Vision screen,
- Hearing test,

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- Blood sugar;
- Cholesterol test.

**d. Annual Health Surveillance, include the following:**

- **Audiometry** for staff at risk from exposure to noise, the need for which will be determined by the Authority’s Noise Risk Assessments
  - **Respiratory Surveillance** for staff at risk of exposure to airborne contaminants, the need for which will be determined by the Authority’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.
- e.** Ongoing Occupational Health advice and consultation to managers. Telephone and e-mail advice will be available to managers between 9am – 5pm, Monday to Friday.
- f.** Occupational Health advice is available when required on policy development.
- g.** Refer to section 3.2 of the Authority’s Arrangements for a detailed overview of how these functions will be carried out.

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**WLWA HEALTH and SAFETY POLICY SECTION 3:  
ARRANGEMENTS**

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### 3.1 Appointment of Health and Safety Assistance

Regulation 7 of the “Management of Health and Safety at Work Regulations 1999” (MHSWR) requires that the employer appoints one or more competent persons to assist in complying with the relevant statutory provisions.

The London Borough of Hounslow (LBH) Occupational Health, Safety and Wellbeing Team (OHSW) has been appointed by the Authority to provide Health and Safety Assistance and to act as the named professional Health and Safety Advisers to the Authority.

The Authority is permitted to reference the LBH OHSW Team name in any correspondence relating to health and safety e.g. tenders, policies, HSE correspondence etc.

Their appointment is limited to providing guidance in fulfilling the statutory criteria and performing the functions outlined in section 2.2.8 to assist the Authority in meeting its associated legal duties. This is strictly an advisory role and does not involve any operational or executive authority.

In addition the functions outlined in section 2.2.8 and by arrangement, the LBH OHSW Team can also perform additional functions, which are outside of the core contract on a daily call-off basis. Such functions may include for example, producing guidance, accident investigation and liaison with inspectorates such as the HSE. Senior management will determine the need to employ such services on a case by case basis.

### 3.2 Health Surveillance

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

The Authority has appointed the LBH Occupational Health Team to provide health surveillance to its employees as part of an overall occupational health service as outlined in section 2.2.9. These functions will be carried out as follows:

#### 3.2.1 Post job offer health screening

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

##### **Process:**

Questionnaires will be returned directly to the Occupational Health Department for screening by an Occupational Health Adviser.

If an employee requires a further medical assessment an appointment will be issued for them to attend the Occupational Health department at the Civic Centre, Hounslow.

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

#### 3.2.2 Sickness Absence Management

Employees who are off work for a prolonged period of time, or who have persistent intermittent absence will be referred to the Occupational Health service in order to assess their continued capability to work and/ or fitness to return to

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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, 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 manager.

**3.2.3 Driver Health Assessments**

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

Although a Group 2 license is not required to drive vehicles on site, as good practice the Authority 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:**

An Occupational Health Adviser will come on site to conduct the health assessments for existing drivers on an annual basis. A recall database will be maintained by the LBH Occupational Health Team and employees recalled for repeat assessment at the appropriate time intervals. If a number of the repeat assessments are due at the same time interval, they will be done on site; otherwise the employee will attend the Occupational Health Department at the Civic Centre, Hounslow.

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:**

Following receipt of the pre-employment health questionnaire, new employees will be issued with an appointment to attend the Occupational Health Department for assessment. Notification of their fitness to drive plant vehicles will be forwarded to the site manager. Their details will be added to the Occupational Health database and recalled for repeat assessment at the appropriate time interval.

**3.2.4 Health Surveillance**

**a. Audiometry:**

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

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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 the Authority’s Noise Risk Assessment will be used to determine which staff should undergo audiometric testing.

**Process:**

Employees will attend the Occupational Health Department at the Civic Centre for their hearing test. All results will be entered on to a recall database. 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 site manager.

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

**b. Respiratory Surveillance**

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 attend the Occupational Health Department at the Civic Centre for an annual lung function test. All results will be entered on to a recall database. Each employee will be informed of their results in writing and if any deterioration 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 site manager.

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

**c. Skin Surveillance**

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:**

A baseline questionnaire should be completed on commencement in post, then annually thereafter. The Occupational Health Team will send the annual skin surveillance questionnaires with pre-paid envelopes to the site managers for distribution to employees, who will complete the form and return direct to Occupational Health.

If any problems are highlighted on the questionnaire, an appointment will be made for the employee to attend Occupational Health for further assessment.

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All information will be entered on a recall database and an annual report of group results will be forwarded to the site manager.

### **3.2.5 Vaccinations**

#### **a. Hepatitis B:**

There is no direct handling of waste; at each site waste is moved either by a grabber or by sweeping and gloves are worn at all times. The risk of sustaining a needle stick injury is very low indeed, therefore Hepatitis B vaccinations are not recommended. There should however, 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.

### **3.2.6 Ongoing OH advice and consultation to managers**

Telephone advice will be available to managers between 9am – 5pm, Monday to Friday.

### **3.2.7 Policy Development**

The LBH Occupational Health Team will be available when required to give advice on policy development.

## **3.3 Drivers with Notifiable Medical Conditions and Disabilities**

Refer to the Authority's Driving at Work Policy.

## **3.4 Risk Assessment**

The Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999 require an assessment of the risks to the health and safety of employees and to anyone else who may be affected by the operations of the business. Employers having five or more employees are required by law to record the significant findings of the assessments.

Regulation 4 requires that where an employer implements any preventative and protective measures he shall do so on the basis of the schedule below.

- a. Avoid risks;
- b. Evaluate the risks which cannot be avoided;
- c. Combat the risks at source;
- d. Adapt the work to the individual (workplace design, choice of equipment, choice of production and working methods with a view to alleviating monotony and predetermined work-rates to reduce effects on health);
- e. Adapt to technical progress;

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- f. Replace the dangerous by the non dangerous or less dangerous;
- g. Develop a coherent overall prevention policy;
- h. Give collective protective measures priority over individual measures;
- i. Give appropriate instructions to employees.

**Risk assessments will be carried out and recorded in the following ways:**

- a. All general activities carried out by Authority Staff will be risk assessed by the Authority's appointed Health and Safety Advisers using an agreed format (attached in appendices)
- 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.

### 3.5 Fire / Emergency Procedures

Regulation 8 of MHSWR requires that employers establish appropriate procedures to be followed in the event of serious and imminent danger. This is generally taken to mean procedures in case of fire.

This includes procedures for making contact with any necessary external services in accordance with regulation 9 of MHSWR, particularly as regards first-aid, emergency medical care and rescue work.

All premises owned, leased, rented or occupied by the Authority 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 the Authority have a duty to raise the alarm in the event of fire and to implement their local site specific fire safety procedure.

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 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 named in the Policy and Organisation Section to ensure that fire procedures are

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The Operational Management Team will communicate changes to the Health and Safety Policy and Procedures to all employees through the chain of responsibility outlined above or through direct briefings.

### 3.9 Employee Health and Safety Induction

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

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

For each new employee based at an operational site, an operational Health and Safety Booklet will be provided to them as part of their induction.

### 3.10 Staff Training

Employees of the Authority must be adequately trained and informed to perform their job effectively, safely and efficiently. The Authority 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, the Authority 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 Head Office.

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

Training will be at the Authority's expense and where practicable undertaken in normal working hours.

### 3.11 Safety of Young People

Young workers under the age of 18 will be individually assessed if necessary. In most cases, existing risk assessments will be satisfactory for all workers. An appropriate level of supervision will be provided to young workers by a designated mentor. The assessment and level of supervision will be reviewed as part of the induction process.

Under-16 year olds and work experience students **MUST** be authorised by the Director and supervised at all times by a designated supervisor.

### 3.12 Control of Hazardous Substances

It is the policy of the Authority 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 the Authority's own knowledge of the work

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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.

Assessments will be monitored and reviewed periodically.

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

### **3.12.1 Flammable Liquids and Explosive Atmospheres**

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.

Stores MUST be adequately ventilated and clearly signed. All storage areas are subject to an annually reviewed Risk Assessment.

### **3.12.2 Biological Hazards**

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

### **3.12.3 Needles and other contaminated items**

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

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

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

In the case of 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.

## **3.13 Personal Hygiene**

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

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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.

### 3.14 Manual Handling Operations

It is the policy of the Authority 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, 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 the Authority'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 an approved trainer (e.g. NEBOSH, LANTRA) within 2 months of starting work for the company.

Individual's 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.

The Authority has a Manual Handling Policy and Assessment procedure, which should be read in conjunction with this policy.

### 3.15 Workplace Inspections

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

The Operational Management Team 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.

### 3.16 Access and Egress

A safe means of access to and from all workplaces must be maintained at all times.

In offices, workshops, restricted work sites and civic amenity locations all doorways, walkways and access routes must be kept clear of obstructions.

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Worksites must be managed to minimise trip hazards for workers and the public. 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.

### 3.17 Visitors

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

#### 3.17.1 Offices

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 head office should not be unaccompanied, in compliance with the landlord's, London Borough of Hounslow, security arrangements.

Visitors to offices at operational site should not be allowed to leave the office areas and enter operational areas unaccompanied.

#### 3.17.2 Operational Areas

Where a visitor enters an operational area at one of the Authority's Waste Transfer and Civic Amenity sites, they must be accompanied at all times by a representative of the Authority.

The visitor must be briefed by the Site Manager or an operational 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 a high visibility waistcoat as a minimum PPE requirement

The Site Manager retains responsibility for the visitor's health and safety whilst they are on the work site.

### 3.18 Control of Contractors

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

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

Contractors will appoint an onsite safety representative.

#### 3.18.1 Information required by the client

##### ***Safety Method Statement***

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

- the safety element of an overall work method statement

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- a task safety analysis
- the significant findings of the risk assessment

The purpose of a method statement is to enable the Authority 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 the Authority's contractor competency checks.

#### **3.18.2 Information required by the contractor**

The Authority 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)

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For commercial drivers, the relevant health and Safety information will be contained in the site specific driver's safety rule leaflet.

### **3.18.3 Evaluation of the contractor's safety arrangements**

Site 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.

## **3.19 Construction (Design and Management) Regulations (CDM)**

Where 'construction work' is arranged by the Authority, it will comply fully with the requirements of the Construction (Design and Management) Regulations (CDM) 2007 in its role as client.

Reference will be made where applicable to the 'Managing Health and Safety in Construction ACOP' (L144).

In addition to the Authority's health and safety procedures, full cooperation will be given to the 'Designer', 'CDM Coordinator' and 'Principal Contractor' in the pre-tender/design stages and during construction phases in providing accurate health and safety information.

## **3.20 Work Equipment (PUWER)**

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

The Authority 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.

### **3.20.1 Defective Equipment**

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

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

## **3.21 Control of Noise at Work**

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The Authority 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 85dB(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 the Authority's operations an effective 'Ear Protection Zone' (EPZ) must be enforced with signs and/or barriers.

### 3.22 Personal Protective Equipment

It is the policy of the Authority 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 the Authority in good working order.

Defects to any personal protective equipment will be reported to the management and 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 periodic recorded checks.

### 3.23 Waste Disposal

Offices, Work Shops, Yards and Work Sites 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.

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### 3.24 Smoking

The Authority 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 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 Authority buildings.

### 3.25 Accident Reporting and Investigation

It is the policy of the Authority to record all accidents and comply with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)1995

An accident is ANY unplanned event and includes 'near miss' incidents where no injury has resulted, or where there is no damage to property or equipment whether owned by the company or others.

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

#### 3.25.1 Incidents and Injuries

All injuries and incidents occurring at work will be recorded on the Authority'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 Head 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 Management Appointee will review each accident or incident as soon as practicable after they are reported and recommend any additional or improved action where applicable.

#### 3.25.2 Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 1995 (as amended 2012)

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](http://www.riddor.gov.uk)) ideally immediately or otherwise within 15 days of the injury, dangerous occurrence or employee incapacity.

All fatalities must be reported immediately.

Notification may be made by telephone 0845 3009923 in the case of fatalities, or where a member of the public is injured and requires hospital or medical attention.

#### 3.25.3 Accident Investigation

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The Authority 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, Director and Health and Safety 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 the Authority'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 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, all reports will be submitted to the Authority 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 the Authority's Disciplinary Procedure

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

### 3.26 First Aid

Only individuals with current First Aid at Work (FAW) or Emergency First Aid at Work (EFAW) qualifications are permitted by the Authority 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.

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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.

### 3.26.1 First Aid Kits

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

The Manager/ first aider must ensure that First Aid kits are replenished immediately after use. (Refills on each site)

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 on Authority business must carry a first aid kit.

There is no mandatory list of contents for first-aid boxes and the HSE does not 'approve' or endorse particular products, but does give recommendations for low risk workplaces. However, because the Authority's operations carry a higher than normal risk, first aid kits will comply with British Standard BS 8599 as a demonstration of good practice and the contents shall adhere to the following contents and guiding principles:

- a. **Gloves.** A higher number of Nitrile gloves selected in line with NHS and St John Ambulance guidelines.
- b. **Plasters and Wipes.** A larger quantity of plasters and wipes.
- c. **Burns Dressings.** Modern wet gel burns dressings are universally used by accident and emergency services. Given that there is a risk for burns, especially at operational sites, this item is included in kits together with a conforming bandage to secure the dressing, where appropriate.
- d. **Resuscitation Device.** Mouth-to-mouth resuscitation can present an infection risk to the patient or first aider. Employers have a duty of care to protect their employees from such a risk and therefore a protective face mask is provided.
- e. **Finger Dressings.** A large proportion of injuries involve fingers and plasters are not always sufficient to offer treatment for such injuries, and therefore finger sized dressings are included in the kits.
- f. **Adhesive Tape.** Adhesive tape is added to conveniently and safely secure dressings and bandages, without the need to use safety pins. Safety pins are retained as an option, particularly for triangular bandages used as slings.
- g. **Triangular Bandages.** The number of triangular bandages has been reduced reflecting the current first aid protocols that no longer indicate their use for immobilisation of lower limb injuries.
- h. **Foil Survival Blanket.** Clinical shock presents a risk to life. The treatment includes keeping the casualty warm, the addition of foil survival blankets allows first aiders to treat clinical shock, where in the past they would be reliant on blankets being available.
- i. **Scissors/Shears.** Where injuries occur through clothing or shoes, protocol dictates that the clothing should be cut away around the wound site to allow it to be covered with a dressing.

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First aid kits will not contain medication of any kind and first aiders are not qualified or permitted to give or prescribe any kind of medication, even over the counter medication.

### 3.27 Display Screens and Workstations

The Authority will comply with the Health and Safety (Display Screens Equipment) Regulations where applicable.

Refer to the Authority's Display Screen Equipment Policy and Procedure.

### 3.28 Lone Working

Refer to the Authority's Lone Working Policy and Procedure.

### 3.29 Electrical Equipment

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

#### 3.29.1 Extension Cables and Outdoor Use

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

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

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

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

### 3.30 Working at Height

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

#### 3.30.1 Eliminate Falling

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

#### 3.30.2 Permanent Fixed Access

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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.

### 3.30.3 Temporary Working Platforms (Including Step Ladders and airline steps)

These include working platforms, trestles, scaffolding, cradles and mobile platforms.

Scaffold and platforms must be erected and periodically inspected by a competent person.

Any scaffold, step ladders or trestle platform must not be used as a Work Place unless proper edge protection is provided.

Do not use the top platform of a step ladder unless it is designed with special handles.

Do not work from ladders unless you can hold onto the ladder and it is safe to do so. Do not overreach and ensure the ladder is correctly positioned and restrained. Where this cannot be achieved reconsider your access method or supplement with work restraint or fall arrest system.

### 3.30.4 Ladders and Step Ups

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

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

### 3.30.5 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.

### 3.30.6 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.

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### 3.30.7 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.

### 3.30.8 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.

## 3.31 Lifting Operations and Lifting Equipment (LOLER 98)

The Authority 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.

### 3.31.1 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.

### 3.31.2 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.

### 3.31.3 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 the Authority 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.

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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.

### 3.32 Vehicles and Driving

Refer to the Authority's Driving at Work Policy.

### 3.33 Drugs and Alcohol

Refer to the Authority's Drugs and Alcohol Policy.

### 3.34 Working Time Regulations

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

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

#### 3.34.1 Call Out / Night Work

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

Managers must ensure that employees are given adequate daily and weekly rest periods in normal working situations and especially in emergency or call out situations.

#### 3.34.2 Young Workers

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

### 3.35 Enforcement and Disciplinary Procedures

Employees or contractors who contravene company health and safety requirements or procedures will be notified in writing. The Authority 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 the Authority's Disciplinary Procedure. Breaches of health and safety requirements may be treated as Gross Misconduct resulting in dismissal.

Full details of the Authority's disciplinary procedure and rules are available on the staff intranet.

### 3.36 Stress

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The Authority recognises that the health and safety performance, conduct and relationships with other persons at work may be affected by work related stress. The Authority 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 employees 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.

### 3.37 Expectant Mothers

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

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# Health and Safety Action Plan April 2016 – March 2017: Summary of actions undertaken

Reference	Action	Responsibility	Target timescale for completion	Actions Taken
1.	Test all staff in accordance with the Authority's Drugs and Alcohol Policy	Head of Finance & Performance	Random <31/03/2017	Testing took place at Twyford WTS and HRRC in February 2017. All staff passed the testing.
2.	On-going review of contractors' H&S policies	SAD(O)	On-going	Health and Safety is a standing item on meeting agendas for the Suez PPP contract and the Lakeside EfW contract. WLWA are made aware of any issues that arise and receive details of relevant incidents and accidents as part of the contract monitoring.
3.	Twyford Site Rule Book to be reviewed and where required updated to reflect new and revised requirements i.e. hard hat policy other necessary revisions identified.	Site Manager & H&S Adviser	Interim ("DIY" Version) July 2016 & Final Version when works completed anticipated March 2017	Revisions were made to the leaflet Twyford waste Transfer Site Safety rules for drivers of RCV's and waste carriers to include updated guidance about wearing of PPE.  At the end of March 2017 wood shredding stopped at the site, as a result of this change further revisions are needed in 2017/18. This action is included in the H&S action plan for 2017/18.
4.	Review of pedestrian and vehicular interfaces at Twyford to reduce potential conflict issues and introduce separation.	Site Manager & H&S Adviser	September 2016	A lot of work regarding pedestrian and vehicle separation was carried out at Twyford during the Autumn. As a result there are now a number of clearly marked walkways (barriered where possible) and revised signage on site to help make sure all people working on the site and visiting the site to dispose of waste or recycle know where to walk and drive to keep everyone safe.
5.	Dust monitoring of operational activities at Twyford	Site Manager & H&S Adviser	When necessary	No testing took place in 2016/17 as following the HSE inspection shredding and screening of the waste wood took place out of normal operating hours and the past surveys

				showed low levels of dust.
6.	Appropriate on-going refresher training for all staff and suitable induction training for new staff. To include driving & plant operations, fire marshals & first aid	Site Manager	On- going	The training completed this year is detailed below: <ul style="list-style-type: none"> <li>• 1 member of staff was trained as a First Aider</li> <li>• 5 staff undertook operators Familiarisation for the Liebherr LH24</li> <li>• 16 staff undertook the Safe Use of Respiratory Protective Equipment training</li> <li>• 13 staff were trained in the safe handling and storage of bottled gas</li> </ul>
7..	Health checks to be performed on all staff	Head of Finance & Performance	31/03/2017	Health checks were completed in October 2016 for all staff.

### Main Regular/Routine Items at Twyford SWTS

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Ref	Action/Item	Responsibility	Actions Taken
a.	Legionella Testing	Site Manager	Testing has been taking place on a 3 monthly basis. Records are available on site.
b.	PAT testing	Site Manager	Portable Appliance Testing took place in November 2016. The fixed wiring testing was not due this year.
c.	Fire Safety	Site Manager & Site Supervisor(O)	Records of the alarm testing are kept on site. The last fire drill took place in September 2016.
d.	Fire Plans	Site Manager & Site Supervisor(O)	Fire Risk assessments in place and kept under review. Complete re-assessment completed every 5 years. Next re-assessment due 2018.
e.	Driver Competence Checking	Site Manager & Site Supervisor(A)	Certificates checked every 3 or 5 years as appropriate. Training is scheduled for 2017/18.
f.	First Aid Provision	Site Manager	Training/refresher every 3 years as required. One person was trained in November 2016 bringing the total number of first aiders on site to three.



Ref	Action/Item	Responsibility	Actions Taken
g.	Visual Site Inspection	Site Supervisor(O)	Records are kept on site of the daily visual inspections to check the site condition for safety and operational purposes.
h.	Personal health and safety matters	Site Manger & Site Supervisors(O)&(A)	Issues in connection with PPE, Manual Handling and similar H&S matters are monitored on an on-going basis to ensure suitable provision is in place.
i.	Annual site inspection and risk assessment	Site Manager and H&S Adviser	WLWA's health and safety advisor carried out reviews of all risk assessments during this year.

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# Health and Safety Action Plan 2017/18

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Ref	Action	Responsible person(s)	Target timescale	Further detail
1	Introduce a new schedule of quarterly review of H&S at senior management team meetings and integrate these with Authority reporting.	Senior Contracts Manager	September 2017	Set dates for meetings during 2017/18 for the relevant staff to meet and discuss progress made against the H&S action plan as well as other health and safety matters. Progress updates will be included in operations reports to Authority meetings.
2	Improve the existing document library for H&S and introduce a schedule for review and update that spreads the work throughout the year.	Operations Manager	September 2017	
3	Work with all contractors to build a formal schedule of H&S monitoring in to contracts and operations.	Senior Contracts Manager	February 2018	
4	Complete an unscheduled HSE style visit and inspection at both Twyford WTS & HRRC and the corporate offices	H&S Advisor	Random date within the year	Following the HSE visit in August 2016 this exercise will be conducted to help keep staff training and vigilance current and H&S to the forefront.
5	Complete procurement for companies to undertake: <ul style="list-style-type: none"> <li>▪ Training for site drivers to ensure continued competency</li> <li>▪ Manual handling training</li> <li>▪ Banksman training</li> <li>▪ On-going water risk assessment and legionella testing</li> <li>▪ The 5 year periodic fixed wiring testing</li> </ul>	Operations Manager	July 2017  July 2017 July 2017 July 2017  September 2017	
6	In light of the new guidance regarding fires at waste sites undertake a review of arrangements at Twyford WTS and HRRC	Operations Supervisor	August 2017	This is in addition to the requirement to undertake fire risk assessment of our premises.
7	Undertake a full review of driving needs (including training & licensing), plant safety and maintenance at Twyford WTS and HRRC	Operations Supervisor	Begin June 2017 and complete by February 2018	

## On-going/regular items

Ref	Item	Responsible person(s)	Location	Detail
A	Risk assessment reviews	All Supervisors and Managers	All	Review risk assessments on an annual basis, when processes change or after an incident/near-miss.
B	Health surveillance	Head of Finance and Performance	All	Organise for appropriate checks for new starters, existing employees
C	Drug and alcohol testing	Head of Finance and Performance	All	To be arranged for a random date and time sampling the workforce.
D	Driving licence testing	Head of Finance and Performance	All	For all staff that drive a vehicle/plant on behalf of WLWA for work purposes including personal vehicles to and from meetings/events.
E	Regular maintenance	Operations Supervisor	Twyford WTS and HHRC	Organise for small works as identified by site inspections and other monitoring/testing on site as well as changes that may be identified during risk assessment and review
F	Capital works	Operations Manager	Twyford WTS	Undertaking of works identified by structural and topographical surveys of the site.
G	Routine testing	Operations Supervisor	Twyford WTS and HHRC	This includes: <ul style="list-style-type: none"> <li>▪ Legionella testing every 3 months</li> <li>▪ Dust monitoring as appropriate</li> <li>▪ Vibration testing as appropriate</li> <li>▪ Lifting Operations Lifting Equipment Regulation (LOLER) testing</li> <li>▪ Obtain portable appliance testing quotes for testing in November 2017</li> </ul>
H	Site inspections	Operations Supervisor	Twyford WTS and HHRC	Daily visual inspection to check the site condition for safety and operational purposes

**Waste Prevention – Update on the Waste Prevention Action Plan for 2016/17****SUMMARY**

This report presents the results of the Waste Prevention Action Plan for 2016/17

**RECOMMENDATION(S)**

The Authority is asked to:-

- 1) *Note the results of activities in 2016/17 (as at appendix 1)*

- 1. Introduction** – In 2010 it was agreed that the Authority should take the lead role to deliver the campaigns agreed by the constituent boroughs in the Waste Prevention Strategy (2011 – 15) and yearly Waste Prevention Action Plans (WPAP). The Waste Minimisation (WM) Team delivers the campaigns which target the 5 key waste streams of food, textiles, waste electrical and electronic equipment (WEEE), furniture and nappies. The WM Team is also responsible for the Authority's website, intranet, social media, and media communications.
- 2. Background** – Each year a new WPAP is developed in consultation with the constituent boroughs. The Waste Prevention Strategy, yearly action plans and the progress against actions in the plan are reported to the constituent boroughs and published on the Authority's [website](#).
- 3.** All actions in the WPAP are focused on giving residents quick and easy options to make changes at home, school or work, showcasing inspirational ideas, and encouraging a person to think more about waste or rather how an item is not waste after all. It seeks to help individuals and families find something that they can do and that they might want to do without telling them what action to take. Many of the actions people take after speaking to the team or interacting with them on-line will reduce the amount of waste they put in their bin and can increase recycling.
- 4. The results of the Waste Prevention Action Plan in 2016/17** – Appendix 1 contains the end of year report setting out all the activities undertaken by the team and the results of the activities against the targets set for the year. Out of the 12 activities in the plan, 9 were given a green status as fully completed while 3 actions were designated amber. The highlights of the annual review in appendix 1 include:
  - **Food** – A combination of our popular #secondchancesmoothie events, our Love Food Hate Waste Library Tour and working with 10 designated community groups meant that this year we engaged with over 5,500 people to spread food waste reduction messages. In addition, the team secured funding from Resource London to undertake our first food

waste recycling project – investigating how much of a role interventions play in encouraging increased participation in borough food waste recycling services.

- **Textiles** – our *getswishing.com* website attracted almost 3,500 visitors - a 15% annual visitor increase; residents swapped over 2,000 items weighing just over 0.5 tonnes at our swish events. The launch of our repair & sewing repair workshops also proved quite popular, attracting almost 100 attendees.
- **Electricals** – Just over 3 tonnes of small electrical items was collected over the year for recycling from our WEEE bring events and our annual Waste Week school competition.
- **Social Media** – Our reach on social media increased to just over 9 million – a 7% increase on the previous year.
- **Events** – The team attended 111 events and spoke to over 6,500 people, exceeding our target considerably both in number of overall events and in residents engaged with.

**5. The 2017/18 WMP** – The activities for the 2017/18 Waste Minimisation Plan have already commenced and a report outlining progress will be submitted at the scheduled September meeting.

**6. The 2018/19 WMP** – Discussions with constituent boroughs will begin in August. Best practice will also be reviewed with forward plans for borough services and the national Waste Prevention Programme helping drive the development of the new plan.

**7. Financial Implications** – The amount actually spent was £180,934. The WP budget for 2016/17 was £217,677.

**8. Staffing implications** – There are no issues relevant to this report

**9. Health and Safety implications** – There are no significant health and safety risks arising from the WPAP. The Authority has in place procedures for lone working and staff working at third party events.

**10. Impact on Joint Municipal Waste Management Strategy** – Waste prevention activities are in line with the following policies:

Policy 7: The WLWA and constituent boroughs will seek to provide waste management services that offer good value, that provide customer satisfaction and that meet and exceed legislative requirements.

Policy 8: The WLWA and constituent boroughs will work together to achieve the aims of this strategy and are committed to share equitably the costs and rewards of achieving its aims.

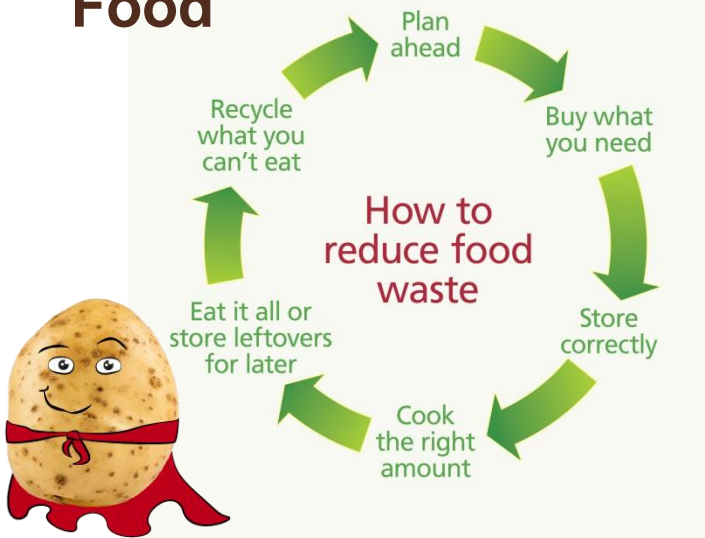
Background Papers	Waste Prevention Action Plan 2016/17 Waste Prevention Strategy 2011 - 2015
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## Food



# Waste Prevention Action Plan annual review April 2016 to March 2017

## GET SWISHING

### Textiles



## Electricals



## Furniture



## Nappies



# Foreword

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Each year, West London Waste Authority (WLWA) in partnership with our six constituent boroughs Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames undertake a programme of activities to inspire our residents to do something differently at home, work or school, to reduce the impact of their waste on the environment.

Our activities focus on 5 key materials – food, textiles, electrical items, furniture and nappies and what we do is set out in our annual Waste Prevention Action Plan. This year we've continued to build on the different activities we've carried out in previous years. You can read all about these plans and what we've done so far in the waste prevention section of our website [www.westlondonwaste.gov.uk](http://www.westlondonwaste.gov.uk).

Throwing away items that can still be used or recycled in to something else costs us all money and is a terrible waste of resources. Since our first annual Waste Prevention Action Plan back in 2011, the amount of rubbish west London households generate overall has fallen by 20 kgs per household per year. Considering the backdrop of increased house building programs and growing populations, this decrease represents a fantastic achievement for raising awareness of waste reduction among residents.

Waste reduction awareness is an area where we can all do more but our residents are increasingly engaging with us and letting us know how they are reducing their waste – one small change at a time. Through talks, events, social media and website interaction, our residents are showing that awareness breeds action and they are keen, not only to share our Reduce Re-use Recycle messages but to take part in our activities as well.

Cllr Bassam Mahfouz

Chair  
West London Waste Authority

# Food

## Themed Love Food Hate Waste Events

### Event 1 - Disco Soup @ Pinner Village Hall

Our first large scale LFHW event for the year – a Disco Soup was held on 27th Oct 2016 in Pinner in London Borough of Harrow. Residents of Pinner and environs were invited to come down and help us prepare and use up surplus food donated to us by FareShare London and the local Sainsbury's supermarket.

Activities on the night included talks by the food-sharing app OLIO, the food surplus organisation FareShare, music and educational theatre by This is Rubbish (TIR) and our ever popular smoothie bike making second chance smoothies. Our chef on the night, Bain Marie, cooked up a delicious range of dishes from ingredients only collected the day before the event.



### Event 2 – Disco Soup @ Ham Youth Centre

Our second Disco Soup of the year took place at Ham Youth Centre on 21st February 2017 with the event held in collaboration with Ham Youth Centre in London Borough of Richmond. Specifically targeted at local children in the area, our Disco Soup attracted pupils from nearby primary schools, the local Sea Scouts group and a number of volunteers and regular attendees of the youth centre itself.

Activities on the night included educational plays from This Is Rubbish, preparation area for the chopping of fresh ingredients for the kids, smoothies made on our very popular smoothie bike and information stalls from *School Food Matters* and *Richmond Foodbank*.



Both events attracted a combined total of **110 people** who chopped, danced and got to use up surplus food that would have otherwise gone to waste. By putting on these larger scale events, we can get the community at large to get involved in a practical activity that spreads the basic principles of reducing food waste – *meal planning, buying what you need, savvy storage, understanding date labels, getting your portions right and loving your leftovers.*

Our Disco Soups events were successful in getting the local community involved. By working together to prepare delicious meals, residents got to engage in an activity that directly contributed to them acting on reducing food waste. The activities at both events centred around community participation and encouraged residents to share their hints, tips, knowledge and experiences.



## Community Group Actions

Back in 2015, we started focusing on bigger Love Food Hate Waste (LFHW) themed events. This year we focused on working with 10 community groups/organisations who attended our larger events and wanted to help share our messages. Overall we managed to book actions with **11 community groups** across all our 6 boroughs.

- Chiswick WI presentation - Hounslow (25<sup>th</sup> Apr 2016)
- Friends of Twickenham Green - Richmond (7<sup>th</sup> Jun 2016)
- Harrow Communities Click – Harrow (18<sup>th</sup> Aug 2016)
- Friends of the Earth - Ealing (20<sup>th</sup> Sep 2016)
- Rosary Catholic Primary School – Hounslow (16<sup>th</sup> Nov 2016)
- Waste & Recycling talk with U3A – Brent (23<sup>rd</sup> Nov 2016)
- Ham Youth Centre - Richmond (31<sup>st</sup> Jan 2017)
- Uxbridge Beavers Recycling Session – Hillingdon (27<sup>th</sup> Feb 2017)
- St Albans Ladies 3R's talk – Harrow (8<sup>th</sup> Mar 2017)
- Dominion Centre Health Fair – Ealing (16<sup>th</sup> Mar 2017)
- ACS Hillingdon School Food Waste Analysis – Hillingdon (22<sup>nd</sup> Mar 2017)

Our food activities were so well received, that those who we couldn't fit into this year's activities were happy to book activities with us as part of our 2017/18 activities.

- St Mary's C of E Primary School – Richmond (7<sup>th</sup> & 8<sup>th</sup> Jun 2017)
- Petersham & Ham Sea Scouts activity – Richmond (18<sup>th</sup> Nov 2017)

## Love Food Hate Waste Library Tour

Libraries in many local communities provide are an essential resource for many residents. Whether they are being used as meeting places for mother & toddler groups and coffee mornings or residents just want to borrow books, libraries see a wide section of the community come through their doors. As our aim is to engage with as many residents and sections of the community to spread our Love Food Hate Waste messages, we 'toured' as many libraries as we could to engage with even more residents.



Between July and November, our *Love Food Hate Waste Library Tour* visited **27 different** libraries across **6 boroughs** – taking in more libraries and covering all boroughs this year. Collaborating with each venue, we set up stalls promoting our food waste reduction messages to coincide with activities already taking place within each library.

In line with the tour's growing popularity, the number of residents engaged with increased **66%** from the previous year. Our team spoke to over **800 people** and shared over **1,800 tools** with residents to use at home which

included recipe cards, bag clips, spaghetti measurers and leaflets on washable nappies and our upcoming events.

The Libraries visited as part of this year's activities were:

- Brent – Ealing Road, Harlesden and Kilburn
- Ealing – Greenford, Jubilee Gardens, Perivale, Southall, West Ealing and Wood End
- Harrow – Gayton (x2), Stanmore, Roxeth and Wealdstone
- Hillingdon – Ickenham, Manor Farm, Northwood Hills, Uxbridge, West Drayton, Yeading and Yiewsley
- Hounslow – Chiswick, Feltham and Hounslow
- Richmond – East Sheen, Richmond, Teddington and Twickenham

## Food Waste Recycling Project (Fo2)

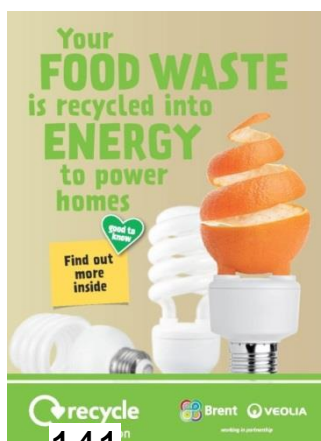
### Introduction

To help make it even easier for residents to start using their food waste recycling service or to increase food waste caddy use, our team secured funding from Resource London to trial a food waste recycling intervention program in 4 boroughs - Brent, Ealing, Hounslow and Richmond upon Thames. The interventions were designed to increase the number of residents opting to use their food waste recycling service as part of their regular waste and recycling routine while simultaneously working to reduce the amount of food waste ending up in residents' rubbish bins.

Previous Wrap research suggests that local authorities can increase their food waste recycling by using a number of 'interventions' given to residents which include -

- **Stickers** – All households will get a sticker put on to the residual waste bin (excluding Richmond)
- **Liners** – All households will receive enough free compostable caddy liners to last the average family for 6 months (3 liners per week over 26 weeks = 78 liners per hh)
- **Leaflets** - All households will receive a free information leaflet confirming that there is a food recycling service in their area and what the benefits of food waste recycling are.

Used collectively, the aim of the interventions is to bring about a change in resident behaviour and ultimately increase food waste participation and collection. The sticker provides a constant visual reminder that food waste shouldn't be put in the normal rubbish. The free caddy liners acts as an incentive for participation that residents would have otherwise had to purchase. Providing free of charge liners incentivises the resident to participate by removing a cost barrier. The leaflet consolidates all this information and points out the benefits of participating in their food waste collection recycling service.



## Intervention Delivery

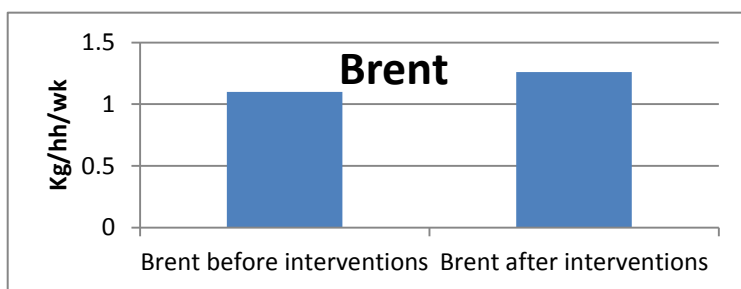
The interventions were delivered indicated in the schedule in the table below -

Borough	Intervention tools	Number of properties	Intervention delivery
Brent	Stickers, leaflets and compostable caddy liners	4214	Jul 2016
	Liners only	4214	Dec 2016
Hounslow*	Stickers, leaflets and compostable caddy liners	5178	Jul 2016
	No deliveries		n/a
Richmond	Leaflets and compostable caddy liners only	4118	Jul 2016
	Liners only	4118	Dec 2016
Ealing	Stickers, leaflets, compostable caddy liners and indoor caddies	5700	Sep 2016
	Liners only	5700	Mar 2017

**Hounslow\*** - Due to competing priorities arising from a planned service change, it was agreed that resources should be focused on the other 3 boroughs - Brent, Ealing and Richmond.

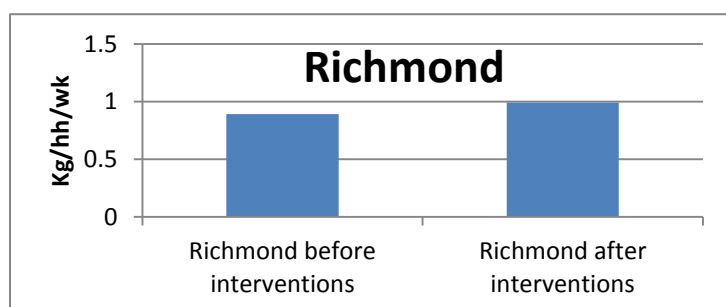
## Results

In order to understand what effect the interventions had on resident's behaviour, food waste collection data was monitored for 2 months before the interventions were delivered and for a similar period after the interventions were rolled out. The results for each of the 3 boroughs remaining in the project is detailed below



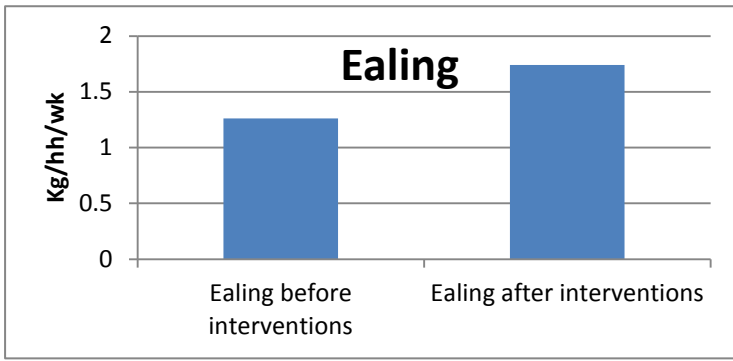
**Brent** - Before the interventions, the average amount of food waste collected was **1.1 kg/hh/wk**. After the interventions, an increase of **1.3 kg/hh/wk** was observed.

Maintaining this level of increase would show an annual increase of **8.23 kg/hh/yr**.



**Richmond** - Before the interventions, the average amount of food waste collected was **0.89 kg/hh/wk**. After the interventions, an increase of **0.99 kg/hh/wk** was observed.

Maintaining this level of increase would show an annual increase of **5.51 kg/hh/yr**.



**Ealing** - Before the interventions, the average amount of food waste collected was **1.26 kg/hh/wk**. After the interventions, an increase of **1.74 kg/hh/wk** was observed.

Maintaining this level of increase would show an annual increase of **25.05 kg/hh/yr**. It is also worth noting that the project coincided with the start of alternate weekly collections in Ealing and indoor

food waste caddies were also given to all the households in the targeted area as part of the interventions package.

Each borough that took part in the trial recorded an uplift in food waste tonnages collected in the weeks immediately after the interventions were delivered. Richmond recorded a small increase while Brent and Ealing both registered larger increases. The start of the project in Ealing also coincided with the change to fortnightly collections and households in the project area receiving an indoor caddy. It is possible that these actions would have had an additional positive impact on their individual results.

### The Future

Overall, the project aims to understand the relationship and the barriers for participating in food waste recycling services. In the coming months, monitoring will be ongoing to understand if the intervention tools are enough to encourage residents to consistently take part in their food waste recycling service as part of a regular routine.

The programs of ongoing monitoring on this project and results gathered will also contribute to the shape of future projects.

# Textiles

## Sew It On Project

Our Sew It On project centred around exploring the opportunities for developing a sewing, repair and textile network within the west London area. In order to gauge the appetite among residents for opportunities to engage and share skills in community repair events, a number of sewing repair workshops were set up and ran in each of our 6 boroughs.

Collaborating with the national Love Your Clothes program as part of Recycle for London's (RfL) quarterly focus on re-use and repair, the first run of sewing repair workshops took place in October 2016 with the second run taking place in March 2017.



In total, 10 sewing repair workshops were held at various venues across our boroughs and attracted almost **100 residents** (92). 77% of all the attendees provided feedback about the workshops with the overwhelming majority providing a positive response in their answers. For example in the March 2017 workshops, the workshop was scored an average 9.8 out of 10 by attendees for recommending their friends/family to attend future workshops.

In addition to the initial positive workshop feedback, follow up feedback of attendees also shown that not only were they happy with what they learned at the event but they were also still attempting skills learned one month after attending a workshop. For example, 71% of feedback respondents had shared or passed on the skills learned at the workshops and 100% of attendees who filled in the feedback indicated that they would be interested in attending follow up workshops.

The October workshops were promoted through our own West London Waste social media channels as well as those from Recycle for London and Love Your Clothes. Posters, website articles, promotion through council communications teams and word of mouth also helped to promote the events and attain a reach of over 400,000 people.

The feedback from the sewing workshops also allowed us to tailor the programme to better suit the needs of residents. After feedback from the first run of workshops, we moved to a focus on real-life examples encouraging people to bring in their own clothes that needed repairs or upcycling. Having more interactive sessions versus direct teaching has also allowed us to identify potential sewing ambassadors who could possibly form the basis of a west London sewing repair network - a key objective of the Sew It On project.

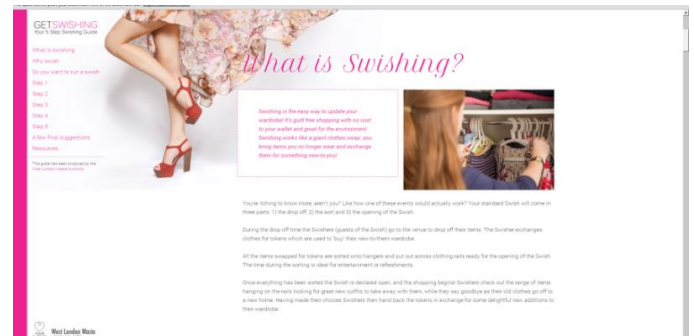




# GETSWISHING

Since its launch in 2014, our new swishing website guide *getswishing.com* has seen impressive growth with more and more online visitors. The guide takes you through the 5 steps needed for anyone to organise and run their own swishing event.

Whether it's a small event for just family and friends or something bigger to bring people in the community together, the guide is there for everyone to use. As well as a FAQ section, there are also helpful downloads to make planning really easy.



Between April 2016 and March 2017, a total of **3,431 visitors** accessed our online guide to find out all they can about swishing. This represents a 15% increase in visitors from the previous year.

The number of likes on our getswishing facebook page also increased to 225 - an **18% increase** from the previous year. Get Swishing also expanded its social media reach by joining Instagram in August 2016 and by the end of March 2017 there was over **100 followers** with **41 posts**.

## Swishing Events

We ran and supported **13 swishes** over the year, across all 6 boroughs beating our target of 8. Of these 13 swishes, 5 were run with different community groups. The community groups included NCS The Challenge, Harrow Age UK, Ham United Group (HUG), Fielding School PFTA and Abbey Community Centre.

In total over **300 people** attended our swishes, bringing over **2000 items** with them to swap resulting in the **diversion of almost 700kg** of textiles and accessories from possibly ending up in landfill. This represented an extra **100kg** increase in textiles from the previous year as well as a 26% increase in attendance at our events.

Our Swishes were promoted online via our Facebook *Get Swishing* page, online pages such as Radio Jackie and swishing.com, posters distributed across all borough libraries and through the Get Swishing mailing list. The boroughs also contributed to the promotion of our Swish events by retweeting, sharing and posting our events on their own social media accounts.



GetSwishing post on Instagram

# Furniture

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## Re-use Promotion

This year, our re-use funding was used to support refurbishment works at Hounslow Furniture Project's warehouse in Isleworth. The project is dedicated to redistributing reusable furniture and electrical household appliances to those who may not be able to afford new but the warehouse is also open to the general public with new and reusable items on sale.

In order to increase their appeal to the general public, they decided to implement some general refurbishment works to the front of the warehouse.



The works consisted of some roofing repair work, external signage and painting and decorating to the front of the premises. By sprucing up the image of the workshop, the staff are hoping to have a more appealing image to entice members of the public to visit them.



# Electricals

## WEEE Recycling Bring Events

Our waste electrical ‘*Don’t bin it, Bring it*’ events make it really easy for residents to recycle their small electrical items. By taking the collection points out into local community buildings it’s easier for residents to recycle their broken small WEEE instead of it ending up in the bin.

This past year’s events were held at:

- Holy Trinity Church (Harrow) – May 2016
- Harrow College (Harrow) – Jun 2016
- Camrose Church (Harrow) – Jul 2016
- Friends of the Earth Restart Party (Hillingdon) – Oct 2016
- Tricycle Theatre (Brent) – Jan 2017
- Richmond Civic Centre (Richmond) – Jan 2017
- Harrow Arts Centre (Harrow) – Jan 2017
- Gayton Library (Harrow) – Jan 2017
- Hounslow Libraries (Feltham, Heston, Chiswick and Hounslow Central) – Jan 2017
- Hounslow Civic Centre (Hounslow) – Jan 2017
- Ealing Libraries (Ealing Central and West Ealing) - Feb 2017
- Willesden Green Library (Brent) – Feb 2017
- Wembley Library (Brent) – Feb 2017
- Environmental Awareness Week (Harrow College - Wealdstone & Harrow on the Hill campuses) – Mar 2017
- Friends of the Earth Restart Party (Hillingdon) – Mar 2017



These **19 events** resulted in the collection of **1,220 items of small WEEE** weighing just over **2.5 tonnes**.

## Waste Week – School Competition

In March, we held a Waste Week WEEE collection competition. Primary schools across our boroughs were invited to collect broken and unwanted small WEEE during the week. At the end of the collection period, the school with the most WEEE collected per pupil will win a school prize of £500 to spend on sports or science equipment from the Wastebuster online store.



Waste Week is run by EDF Energy’s education programme The Pod, and is a UK wide week-long campaign around recycling. This year’s competition ran between the 6<sup>th</sup> – 10<sup>th</sup> March 2017.

St Richard’s C of E Primary School in Ham in Richmond borough emerged as the overall winner, collecting **1kg of WEEE** per pupil in an overall total of **260kg**.

Across all our small WEEE electrical events this year and our Waste Week competition, our activities resulted



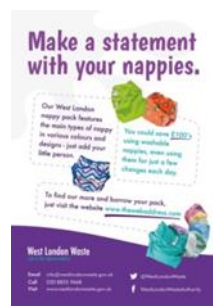
in a diversion of just **over 3 tonnes** of waste electricals from the bin.



# Nappies

This year saw the full launch of our west London washable nappy trial kits. Using a variety of different styles, sizes and brands, our loan kit was designed to have all the accessories and nappies needed to start on your washable nappy journey.

Our website ([www.westlondonnappies.com](http://www.westlondonnappies.com)) which launched back in Jan 2017, gives parents in west London an opportunity to find out information about our scheme including - types of nappies available, how to borrow the kit, frequently asked questions and the benefits of using washable nappies.



Since soft launching in October 2016 and the full official launch in January 2017, **310 people** have already visited the website to learn more about our new washable nappy trial pack.

From the parents initially enquiring about loaning out our trial nappy pack, **4 parents** have already done so for three weeks at a time with others scheduled to take part at a later date.

In addition to finding out about loaning a pack, the site can also serve as a useful resource for parents while they've got the kit out on loan. As 40% of the sites visitors so far are returning visitors, this suggests that parents are using our website as a resource to answer any questions they may have with the FAQ page being one of the most visited.

The launch of the nappy trial pack service was promoted and supported by leaflets, online promotion through social media channels and with the support of the manufacturers of the brands used in the kit. Promotional online support was also provided by national nappy services Go Real and RNFL (Real Nappies for London) to highlight the new service.



4 - 10 nappy changes a day



= a total of



# Communications

## Website

This year, the number of visitors to our [westlondonwaste.gov.uk](http://westlondonwaste.gov.uk) website increased by 7% to **69,649 visitors**, with an average of **5,804 visitors** per month.

Our website provides lots of information that residents can engage with to share waste reduction messages as well as pick up on new information and trends. From news on upcoming events, to hints and tips about reducing waste, there are lots that our residents can engage with.



Month	Visits
April	5998
May	7055
June	5294
July	5819
August	5722
September	5164
October	5541
November	4943
December	4738
January	6344
February	5581
March	7450
<b>Total</b>	<b>69,649</b>

## Newsletters

In order to understand which activities generated the most interest among our subscribers, this year, our subscriber base was separated out into those who received our standard monthly newsletter and those who only subscribe to our swishing reminder and newsletter. As of March 2017, our combined subscriber base hit **984 people** – a 53% increase on the previous year compared to our 10% annual increase target. Copies of all newsletters can be viewed via our [website](http://westlondonwaste.gov.uk/newsletter) on [westlondonwaste.gov.uk/newsletter](http://westlondonwaste.gov.uk/newsletter).

## Social Media

The continued growth in online engagement of our social media channels continues year on year with 2016/17 maintaining to the status quo.

The number of organisations/people following [@WestLondonWaste](https://twitter.com/WestLondonWaste) on Twitter **increased by 37%** from 2124 to 2917 followers.

As well as our follower growth on Twitter, our re-tweet rate also exceeded target for the year with an average **70%** against a target of 45%.

On Facebook our likes also increased. We had 191 in April 2016 and 269 likes by the end of March 2017 – a **40% increase**.

Month	Tweets	Followers	Re-Tweet rate	Reach (OTS)
April	144	2172	57%	477,172
May	137	2204	59%	553,586
June	88	2261	65%	269,018
July	148	2321	83%	676,384
August	176	2394	82%	708,845
September	177	2427	71%	847,374
October	220	2492	67%	1,043,820
November	183	2576	69%	773,380
December	182	2628	53%	561,740
January	223	2765	78%	1,038,528
February	192	2854	78%	1,145,535
March	192	2917	74%	1,023,944
<b>Total</b>	<b>2062</b>			<b>9,119,326</b>

Overall, our social media reach **increased by 7%** from the previous year to just over **9 million people**.

## Events

Engaging with the public face to face is the basic way to spread our waste reduction messages and having conversations helps us understand what our residents are thinking. It also gives us the opportunity to share with them some of the many tips, hints and ideas that we know and that others tell us. This also helps us to spread the word about what's happening in their local borough and is a way for them to let us know what is important to them.

The team attended **111 separate events** and **spoke to 6,646 people** across the year – 10% more than last year. The events include a wide variety of community group talks about reduce, re-use and recycle, re-use sessions with scouts and children's play groups, community days and large fair and fete events.

Brent	10 events	312 residents
Ealing	23 events	1937 residents
Harrow	23 events	786 residents
Hillingdon	16 events	435 residents
Hounslow	21 events	1960 residents
Richmond	17 events	1216 residents

## Continuing in 2017-18

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This year we spent £217,677 on the activities you've been reading about. A new action plan has already been agreed for next year with a budget of £380,282.

Next year you'll be able to engage with us again at our regular summer events, library tour, sewing workshops and more. We'll also still be out there sharing ideas on Facebook, Twitter and our website. You can sign up to receive our newsletter too

To see the full plan visit the waste prevention page on our website.

# Summary of 2016/17 targets and spend

<b>Food</b>	
<p>Shout about the benefits of planning, storage, understanding dates, perfect portions and lovely leftover recipes.</p> <ul style="list-style-type: none"> <li>• 2 large scale LFHW events delivered.</li> <li>• Follow up actions developed and completed with 10 community groups</li> <li>• Implement an online food waste reduction challenge</li> </ul>	<p><b>Budget :</b> £10,000 <b>Total spend:</b> £6,037</p>
<b>Food Waste Recycling</b> – Food waste intervention program	
<ul style="list-style-type: none"> <li>• To determine the business case for borough-wide intervention measures to increase participation in food waste recycling services</li> <li>• To determine the business case for an ongoing/continual free supply of caddy liners to participating households</li> </ul>	<p><b>Budget:</b> £6,000 <b>Total spend:</b> £8,010</p>
<b>Textiles</b>	
<p>Development of a sharing and skills development network for textile re-use, repair and recycling in west London</p> <ul style="list-style-type: none"> <li>• Investigate existing network of repair, sewing and textile craft operations in west London</li> </ul>	<p><b>Budget:</b> £3,000 <b>Total spend:</b> £3,001</p>
<p>Swishing is a fantastic way to meet your local community and re-vamp your wardrobe. We are going to support community groups and local organisations to run their own swishing events</p> <ul style="list-style-type: none"> <li>• Hold 8 swishes</li> </ul>	<p><b>Budget:</b> £0 <b>Total spend:</b> £0</p>
<b>Furniture</b>	
<p>Promotion of Re-use and Upcycling</p> <ul style="list-style-type: none"> <li>• Hounslow Furniture Project – support for redecoration and minor works to front of premises</li> </ul>	<p><b>Budget:</b> £8,622 <b>Total spend:</b> £2,622</p>
<b>Electricals</b>	
<p>Promote local re-use and recycling services for residents in conjunction with DHL Envirosolutions, our WEEE compliance scheme partner. Various activities to encourage residents to recycle more, dispose of properly, donate large items for re-use and buy second-hand.</p> <ul style="list-style-type: none"> <li>• Hold 12 WEEE bring events</li> <li>• Run a Waste Week competition</li> </ul>	<p><b>Budget:</b> N/A</p>

<h2>Nappies</h2>	
<p>Support the promotion of washable nappies. A washable nappy trial kit will be developed and used in west London. Information about washable nappies will be provided on our website.</p> <ul style="list-style-type: none"> <li>Attend 18 nappy natters (2 nappy natters attended)</li> <li>27 parents borrowing the trial kit (4 parents borrowing trial kit)</li> </ul>	<p><b>Budget:</b> £6,000 <b>Total spend:</b> £4,379</p>
<h2>Communications</h2>	
<p><b>Website</b> - Maximise the use of <i>www.westlondonwaste.gov.uk</i> to bring engaging and interesting content to residents.</p> <ul style="list-style-type: none"> <li>10% increase in unique visitors to the website (7% increase achieved)</li> </ul>	<p><b>Budget:</b> £1,280 <b>Total spend:</b> £1,868</p>
<p><b>Newsletter</b> - We're going to make it even easier for others to find out what we're doing by continuing to produce newsletters that residents can sign up to and boroughs can promote.</p> <ul style="list-style-type: none"> <li>Increase the number of people signed up by 10%</li> </ul>	<p><b>Budget:</b> £180 <b>Total spend:</b> £144</p>
<p><b>Social Media</b> - We're going to make it even easier and interesting for others to find out what we're doing:</p> <ul style="list-style-type: none"> <li>Increase Twitter followers by 5%</li> <li>45% of tweets to be re-tweeted</li> </ul>	<p><b>Budget:</b> £0 <b>Total spend:</b> £84</p>
<p><b>Events</b> - We're going to attend events to promote our Reduce Re-use Recycle messaging.</p> <ul style="list-style-type: none"> <li>Engage with 1000 people</li> <li>Attend 25 events</li> </ul>	<p><b>Budget:</b> £2,500 <b>Total spend:</b> £2,049</p>
<p><b>Education centre</b> - This project has been adapted since the WPAP was originally adopted in December 2015 following more information becoming available</p> <p>Our budget for this is going to be used to make a short film about the new Energy from Waste plant that creates energy from the black bag waste generated in our 6 boroughs. The specification has been written and the film will be made in partnership with Suez who runs the facility on our behalf. The film is still currently in production.</p>	<p><b>Budget:</b> £4,000 <b>Total spend:</b> £4,000</p>



**Budget Monitoring Report Period 2 (May)**

**SUMMARY**

This report provides an update on the financial position of the Authority at the end of May, the key operational performance indicators (KPIs) and delegated financial decisions

**RECOMMENDATION(S)**

Chief Officers are asked to:-

- 1) Note the current financial position in 2017/18 to Period 2 and Key Performance Indicators
- 2) Note the financial decisions taken under the Scheme of Delegation to Officers

**1. Financial position – high level summary**

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

**High level summary**

	P2 Budget £ 000s	P2 Actual £ 000s	P2 Variance £ 000s	Year Budget £ 000s	Year Forecast £ 000s	Year Variance £ 000s
<b>Expenditure</b>						
Employees	276	269	-7	1,653	1,641	-12
Premises	715	712	-3	4,287	4,366	79
Waste Transport & Disposal	6,198	5,844	-355	37,193	36,600	-594
Other supplies	220	90	-130	1,318	1,311	-7
Depreciation	1,371	1,391	20	8,227	8,350	123
Financing and Other	1,505	1,497	-8	9,032	8,742	-290
	<b>10,284</b>	<b>9,803</b>	<b>-482</b>	<b>61,710</b>	<b>61,010</b>	<b>-701</b>
<b>Income</b>						
Levies	-9,980	-9,301	679	-59,880	-59,168	712
Trade and other	-304	-296	8	-1,830	-1,832	-2
	<b>-10,284</b>	<b>-9,597</b>	<b>687</b>	<b>-61,710</b>	<b>-61,000</b>	<b>710</b>
<b>(Surplus) / Deficit</b>	<b>0</b>	<b>206</b>	<b>206</b>	<b>0</b>	<b>10</b>	<b>10</b>

The summary shows how financial performance compares to the budget for both the period in question and the forecast for the year. The budget has been profiled to reflect how expenditure will arise.

It is early in the year and so far no trends or patterns in activities have been identified with only a small overall variance of £206,000 (2%) for period 2. Therefore, for the year we are

forecasting to be broadly in line with budget after including the variances to date. As trends and patterns become apparent over coming months the forecast will be updated.

However, there is one notable observation. The overall waste volume is below budget resulting in an under-spend on the Waste Transport & Disposal budget. It is too early to assume that we can rely on all of these savings at this stage as subsequent months may see a rise back in waste volume. These tonnage variances are also reflected in the reduced level of levies where quarterly reconciliations ensure boroughs only pay for the volumes of waste disposed.

The standard breakdown can be found in Appendix 1. This separates out the main types of waste streams and distinguishes between PAYT and FCL activities.

**2. Operational KPIs**

The KPI table (Appendix 2) illustrates the performance in key activities and progress with internal audit recommendations. At the time of writing a number of the period 2 statistics were still unavailable.

The KPIs are broadly on target with only two new aspirational ones slightly below at this early stage in the year.

**3. Delegated decisions**

To provide further transparency of operational arrangements, this standard section of the budget monitoring report summarises any significant financial decisions made by the Director and/or Chief Officers under the Scheme of Delegations to Officers since those reported to the last Authority meeting. There are two delegated decisions to report which are summarised in Appendix 3

**4. Financial Implications** – These are detailed in the report.

**5. Legal Implications** – There are no legal implications as a result of this report.

**6. Impact on Joint Waste Management Strategy** – Improvements to financial management in the Authority will continue to ensure that the Authority addresses policies of the JWMS.

Contact Officers	Jay Patel, Head of Finance	020 8825 9524
	<a href="mailto:jaypatel@westlondonwaste.gov.uk">jaypatel@westlondonwaste.gov.uk</a>	
	Ian O'Donnell, Treasurer	020 8825 5269
	<a href="mailto:Odonnelli@ealing.gov.uk">Odonnelli@ealing.gov.uk</a>	

Appendix 1

Pay As You Throw	Period 2				Forecast			
	Budget £ 000s	Actual £ 000s	Variance £ 000s	Commentary	Budget £ 000s	Estimate £ 000s	Variance £ 000s	Commentary
Waste - Residual	3,974	3,525	-449	lower than budgeted waste tonnage	23,841	23,648	-193	too early to predict trends - assuming remaining months will be largely on budget
Waste - Residual: EFW Bulked	1,160	1,050	-110		6,958	7,032	74	
Waste - Residual: EFW Delivered	633	724	91		3,799	3,845	46	
Waste - Food	119	111	-8		714	707	-7	
Waste - Mixed Organic	157	207	51		940	940	0	
Waste - Green	180	175	-4		1,077	963	-114	
Waste - Other	42	49	7		254	275	21	
Waste - Concession interest	-574	-544	30		-3,445	-3,263	182	concession underspend per 2016/17
Waste - Concession liability	-499	-577	-79		-2,991	-3,463	-472	
Financing SERC - Interest	574	544	-30		3,445	3,263	-182	agreed/audited accounting treatment
Financing SERC - Concession interest	738	755	16		4,430	4,360	-70	
Premises - SERC	223	223	0		1,337	1,337	0	
Depreciation - SERC	1,167	1,125	-42		7,001	6,752	-249	per 2016/17 year end property valuation
PAYT Levy income	-7,893	-7,215	679	rebate resulting from lower waste tonnage	-47,360	-46,648	712	rebate resulting from lower waste tonnage
PAYT Net Expenditure	0	152	152		0	-252	-252	

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Fixed Cost Levy	Period 2				Forecast			
	Budget £ 000s	Actual £ 000s	Variance £ 000s	Commentary	Budget £ 000s	Estimate £ 000s	Variance £ 000s	Commentary
Employees	276	269	-7		1,653	1,641	-12	
Premises	458	455	-3		2,745	2,824	79	
Waste - Residual	665	917	252		3,990	4,034	44	
Waste - Green	142	47	-95		851	756	-95	
Waste - Wood	190	150	-40		1,140	1,100	-40	
Waste - Other	175	182	7		1,052	1,059	7	
Other Supplies	220	90	-130		1,318	1,311	-7	
Depreciation	26	94	68	2016/17 year end property valuation increase	154	564	410	per 2016/17 year end property valuation
Financing and Other	-8	0	8		-50	-50	0	
Trade Waste and Other Income	-305	-297	8		-1,831	-1,833	-2	
Waste - Concession interest	-88	-83	5		-528	-500	28	concession underspend per 2016/17
Waste - Concession liability	-76	-88	-12		-458	-531	-73	
Financing SERC - Interest	88	83	-5		528	500	-28	agreed/audited accounting treatment
Financing SERC - Concession interest	113	116	3		679	668	-11	
Premises - SERC	34	34	0		205	205	0	
Depreciation - SERC	179	172	-7		1,072	1,034	-38	
FCL Levy income	-2,087	-2,087	0		-12,520	-12,520	0	
Fixed Cost Levy Net Expenditure	0	54	54		0	262	262	

Appendix 2

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KPI No	Measure	2017/18 Target	Forecast	Apr	May	Jun	Comments
<b>Efficiency</b>							
KPI1	Total WCA waste handled by Authority (tonnes, +/- 5% of budget)	+/- 5% i.e. 515,899 to 570,204 tonnes	543,412	38,951			Awaiting May data. To early to determine patterns so assume on budget
KPI2	Total kgs WCA waste per dwelling	867	867	62			Awaiting May data. To early to determine patterns so assume on budget
KPI3	HRRC reuse, recycling, composted % (Twyford)	60%	39%	39%			May data not available at time of writing - The target is a aspirational target and there have been some chnages on site. Removal of wood from basedata has effected the rate.
KPI4	Borough HRRC Average reuse, recycling, composted %	60%	42%	42%			May data not available at time of writing - The target is a aspirational target and it is the first time it has been collated by the Authority.
KPI5	% of HRRC residual waste recycled	TBC	-	-			Trials have commenced this month.
KPI6	Trade debt as proportion of non levy income	Max of 8% (1 month)	2.4%	2.4%	2.3%		
KPI7	Average days to pay creditors	Max of 30 days	16	14	17		
KPI8	Number of audit actions or recommendations overdue	0	0	0	0		
<b>Service Delivery</b>							
KPI9	Residual waste landfill diversion rate	96%	97%	97%			May data not available at time of writing
KPI10	Recycling rate for residual waste	2.00%	2%	0.57%			The full recycling data and May data not available at time of writing
<b>Safety</b>							
KPI11	RIDDOR reported incidents at rail transfer stations	0	0	0	0		
KPI12	RIDDOR reported incidents at Twyford	0	0	0	0		
<b>Environment</b>							
KPI13	EA reported incidents at rail transfer stations	0	0	0	0		
KPI14	EA reported incidents at Twyford	0	0	0	0		
<b>Education</b>							
KPI15	Number of people engaged at events	Min of 6,000 people	7,686	169	1,112		
KPI16	Engagement on social media	Provisional 8,000. Communication Officer to review in year	8,742	929	528		
KPI17	Number of Training days per WLWA employee	4	4.0	0.0	0.1		Significant training plan identified from appraisals
KPI18	Number of visitors to our website	Min of 60,000 hits	95,124	8,437	7,417		

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