

West London Waste

Treating waste as a valuable resource

West London Waste Authority
Hugh Peart
Clerk
Civic Centre
Station Road
Harrow
Middlesex HA1 2XY
14 September 2022

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West London Waste Authority

A meeting of the West London Waste Authority will be held in Council Chamber, Harrow Civic Centre, Station Road, Harrow, HA1 2XY on Friday 23 September 2022 at 10.00 am

Membership

Councillor Deirdre Costigan, London Borough of Ealing
Councillor Guy Lambert, London Borough of Hounslow
Councillor Eddie Lavery, London Borough of Hillingdon
Councillor Anjana Patel, London Borough of Harrow
Councillor Krupa Sheth, London Borough of Brent
Councillor Julia Neden Watts, London Borough of Richmond

Agenda

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

1. Apologies for absence
2. Declarations of interest

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

3. Minutes of the meeting held on 24 June 2022 (Pages 3 - 8)
4. Contracts and Operations Update (Pages 9 - 16)
5. Finance Update July 2022 (Pages 17 - 24)
6. Projects and Circular Economy Update (Pages 25 - 28)
7. Health and Safety Policy Change (Pages 29 - 82)
8. Food Recycling Projects Update (Pages 83 - 90)

9. Finance Strategy (Pages 91 - 104)

10. West London Waste Authority Business Plan (Pages 105 - 112)

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

11. Nil

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

At a meeting of the West London Waste Authority held on Friday 24 June 2022 at 10.00 am at the Council Chamber, Harrow Civic Centre, Station Road, Harrow, HA1 2XY.

Present:

Councillor Deirdre Costigan (Chair)

Councillor Eddie Lavery, Councillor Anjana Patel, Councillor Krupa Sheth and Councillor Julia Neden Watts

Apologies for Absence

Councillor Guy Lambert

1. Apologies for absence

Apologies for absence were received from Councillor Guy Lambert.

2. Declarations of interest

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

3. Minutes of the Audit Committee meeting held on 21 January 2022 and the Authority meeting held on 25 March 2022

RESOLVED: That the minutes of the Audit Committee meeting held on 21 January 2022 and the Authority meeting held on 25 March 2022 be taken as read and signed as correct records.

4. Appointment of the Chair and Vice-Chair of the Authority, Audit Committee, Chair of the Audit Committee and Independent Member

RESOLVED: That (1) Councillor Deirdre Costigan be appointed as Chair of the Authority for the 2022/23 municipal year;

(2) Councillor Julia Neden Watts be appointed as Vice-Chair of the Authority for the 2022/23 municipal year;

(3) Councillor Krupa Sheth be appointed as Chair of the Audit Committee for the 2022/2023 Municipal Year;

(4) it be noted that Robin Pritchard would continue as Independent Member of the Audit Committee for the 2022-23 Municipal Year.

5. Meetings for the Municipal Year 2022/23

RESOLVED: That the following dates of meetings of the Authority and the Audit Committee be confirmed: -

Friday 23 September 2022 at 10.00am
Friday 2 December 2022 at 10.00am
Friday 20 January 2023 at 11.00am (Audit Committee at 10.00am)
Friday 24 March 2023 at 10.00am
Friday 23 June 2023 at 10.00am (including Audit items)
Friday 22 September 2023 at 10.00am
Friday 1 December 2022 at 10.00am

6. 2021/22 EY External Audit Progress Report

Councillor Krupa Sheth, Chair of the Audit Committee, took the Chair for this item and agenda items 7 – 12.

Andrew Brittain, Ernst & Young LLP, introduced the June 2022 Audit Progress report which provided an update on progress since the Committee's meeting in January. The report included a summary of revised risk assessment, an audit timeline update and two other areas that had been actioned.

In response to a question in terms of qualifying the extra costs in relation to the risk in revenue recognition in relation to miscellaneous income and the change in value for money risk, Mr Brittain advised that the work was ongoing.

RESOLVED: That the report be noted.

7. Internal Audit Report 2021/22 - Income

Mike Pinder, Internal Auditor, outlined the content of the Internal Audit Report 2021/22 in relation to Income which identified one medium risk and three low risk findings.

A Member questioned whether the auditor was confident that locations other than the HRRC were cashless and also commented that, in terms of equalities, some older residents did not have credit cards. Members were advised residents waste was free of charge and that the demand for cash operations was largely from trades' persons whose cards had been declined.

RESOLVED: That the report be noted.

8. Internal Audit Report 2021/22 - Data

Members received the Internal Audit Report 2021/22 in relation to data.

RESOLVED: That report be noted.

9. Annual Internal Audit Opinion 21/22

Members received a report which outlined the performance of Internal Audit from July 2021, when the internal audit activity started to be delivered under an arrangement with the London Boroughs of Ealing and Hounslow, until March 2022. The report included the Head of Audit's Opinion.

Mike Pinder, Internal Auditor, reported that all audits had been completed with one risk area still in progress. Internal Audit was able report a substantial assurance.

RESOLVED: That the report be noted.

10. Internal Audit Plan 2022/23

Members received the Draft Internal Audit Plan for 2022/23 which set out the planning process, a one-year operational plan for 2022/23.

In response to a Member's question in relation to the progress on health and safety and the dates within the plan when compared with the dates in the Annual Report, Mike Pinder, Internal Auditor, undertook to report back once he had followed this up. Jay Patel, Finance Director explained that the Senior Leadership Team had already looked at the policy with only some minor changes being recommended by the Health and Safety Adviser which officers were querying.

Referring to the data audit (page 41) the Independent Member questioned the tolerance and whether the implications of any loss of income had been followed through. The Internal Auditor responded that none had been identified there had been a mechanism suggested in order to give some validation.

The Independent Member suggested that consideration be given to the risks from the impact of legislation next year.

RESOLVED: That the report be noted.

11. Draft Statement of Accounts for the year ending 31 March 2022

Jay Patel, Finance Director, introduced the report which set out the Draft Statement of Accounts for the year ending 31 March 2022.

The Finance Director outlined the content of the report and advised Members that there was an excess of reserves of £3.2 million and that the Authority's reserves were not excessive compared to other Authorities. Reserves were used to manage risk and the Authority would disburse the excess reserves back to the constituent authorities. In terms of the financial statement, this looked different to previous years due to £9m income that the Authority would receive and show in the accounts as a large surplus.

RESOLVED: That (1) the Draft Statement of Accounts for 2021/22, as attached at Appendix 1 to the report, be noted;
(2) the disbursement of reserves planned for October 2022 be noted.

12. Risk Register

Members received a report which provided the Authority's updated Risk Register.

Jay Patel, Finance Director, introduced the report and advised that there were four amber risks, not two as stated in the report. These included the new risk in relation to rail strikes which largely lay with the Authority's contractors and the risk around legislative change.

RESOLVED: That the content of the Risk Register, attached at Appendix 2 to the report, be noted.

13. Contracts and Operations Update

Councillor Deirdre Costigan, Chair of the Authority, chaired the meeting for the remaining items of business.

Tom Beagan, Head of Service Delivery, outlined the content of the report which provided an update on the Authority's waste treatment arrangements and procurements. He reported on the impact of the rail strikes on deliveries to Severnside Energy Recovery Centre (SERC) and advised that the lobbying for waste to be treated as a priority appeared to have a positive outcome. The Chair added that it been helpful for the boroughs to know the contingency plans in terms of waste transfer in advance but questioned whether there had been any impact on boroughs from having to wait for waste to be collected. The Head of Service Delivery advised that there had been minimal complaints but that he would be catching up with borough colleagues in due course.

A Member asked if the cause of the fire at Transport Avenue was known and was advised that although it was suspected to be a battery this could not be confirmed. Waste had entered the shredder and came out on fire. There needed to be ongoing awareness/ messaging of the risks of batteries in waste and there would be further discussions with operational site staff. Another Member added boroughs should communicate/message in terms of these risks, particularly with the increase in use of devices and e scooters, another potential risk.

In terms of learning points from the fire, the Head of Service Delivery advised these included the quality of the waste entering the facility as the controls on site were good and worked effectively. However, continued vigilance was required and good suppression system.

In response to a question about the unplanned outage at Lakeside Energy Recovery Centre, this had been due to a boiler and the plant had been taken down for four days.

The Head of Service Delivery confirmed that, in terms of the Green Waste Contract, compost was returned and made available but that he would report back on how this was done.

RESOLVED: That the report be noted.

14. Projects and Circular Economy Update

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

Peter Tilston, Projects Director, outlined the content of the report. In terms of opportunities for Looked After Children (LAC), there was work being done in this area and also with local schools. Emma Beal, Managing Director asked Members how young people could be more involved in the work of the Authority and create a positive future. Members advised that they were corporate parents and Authorities were challenged about the offer to CLA and were keen to do more.

In response to a question about food waste, as each borough had received £500,000 for these projects, the Authority would be looking at the success of food waste rollout in the different boroughs, who were all at different stages, and an update would be reported to the next meeting.

RESOLVED: That the report be noted.

15. Draft Finance Strategy

Members received a report which provided a draft of the Authority's Finance Strategy and a request to continue the consultation with borough Directors.

Jay Patel, Finance Director, outlined the content of the report which incorporated the feedback from the Directors into the strategy before Members. The Boroughs recognised the need for the Authority to maintain a suitable level of reserves to address the risks from changes in legislation. Two thirds of the excess reserves would be returned to the boroughs to use as they saw fit and suggested Finance Directors ringfence budgets for waste projects within boroughs. It was intended to submit the final strategy and formal feedback from Finance Directors to September meeting.

In terms of ringfencing to reduce waste to mitigate costs, a Member asked whether the use of solar panels to reduce energy costs. It was confirmed that this had been discussed broadly with Directors and was being progressed by the Climate Emergency Officers Group.

A Member stated that he was not in favour of Authority mandating how boroughs used the returned reserves as what might be right in one borough was not necessarily right in another. Whilst accepting that these were exceptional times, the Authority was in the unusual position of seeing a benefit from higher energy costs. Consideration needed to be given to the level of reserves and the principle that a third would always be retained by the Authority and how this could be justified to residents. Members should be determining the level of reserves required by the Authority for strategic safety. Another Member requested clarity as to when it had been decided that the Authority would retain one third for strategic projects.

The Finance Director advised that these were the questions also being asked by Borough Finance Directors and the strategy had been updated to reflect these points. The strategy provided the opportunity for stakeholders to review both the strategy and reserve levels regularly. The principle was to manage the risk of change in legislation but that if those changes did not materialise in 2-3 years' time the reserves could be returned to the boroughs. Officers did not want boroughs to struggle with big increases or decreases in levies and reserves provided a way of mitigating and smoothing the impact. He added that there were no conditions attached to the reserves returned to boroughs. Ian O'Donnell, Treasurer advised that it was key, as an Authority, to ensure that the challenges ahead could be managed. He added that from the conversations with boroughs it was clear that there were opportunities for both the boroughs and the Authority in relation to collection and disposal of waste and downstream operations. Working together on this was important and encouraging boroughs to invest in their waste operations could see benefits down the line.

In response to a question in relation to Appendix 3 of the report and whether any consideration had been given to sharing risk registers and building joint risk statements, the Finance Director advised that the information in the report provided borough colleagues with a useful tool highlighting potential impacts and options. The Head of Service Delivery added that, following a workshop and away day in March, boroughs were working together to develop a collection and disposal plan for 2030 and that consideration would be given as to how to manage any changes in legislation and the risks moving forward. A Member welcomed the suggestion in terms of combined risk registers.

RESOLVED: That (1) the Draft Finance Strategy attached at Appendix 1 to the report, be approved for consultation with borough Directors;
(2) the aim to bring a final document to the September Authority meeting for approval be noted.

16. Finance Update 2022

Jay Patel, Finance Director, outlined the content of the report which provided an update on financial and operational matters.

Ian O'Donnell, Treasurer, advised level of income from energy could not be forecast at the moment but would be reported to Members. Officers would provide an update in terms of a forecast of level of income to a future meeting.

The Chair reminded the Authority of the policies adopted in March following away days but questioned the position in terms of boroughs formally adopting these policies. Emma Beal, Managing Director, confirmed that no process had been agreed and that it would be a good idea to ask each borough if they would be willing to formally adopt or feedback on these policies to provide information to the Authority's officers.

RESOLVED: That (1) the current financial position and forecast for 2022/23 be noted;
(2) the key performance indicators to date be noted;
(3) the delegated decisions be noted.

17. Councillor Graham Henson

The Chair requested that the Authority's thanks be conveyed to the previous Chair, Councillor Graham Henson, London Borough of Harrow, for all his work in relation to the Authority.

The meeting finished at 11.08 am.

The minute taker at this meeting was Alison Atherton.

WEST LONDON WASTE AUTHORITY

Report of the Head of Service Delivery & Operations Manager

23 September 2022

Contracts and operations update

SUMMARY

This report provides an update on the Authority's waste treatment arrangements and procurements. The key points are:

- The Authority's largest contract, which involves sending non-recyclable waste by train to an energy recovery centre, is operating well despite significant challenges over the summer. Disruption from rail strikes is set to continue.
- A new contract has been let to process the Authority's rubble, hardcore and soil. This will result in savings to the Authority.
- The Environment Agency is proposing that authorities collecting electricals and domestic seating must do so differently to safely manage the Persistent Organic Pollutants (POPS) that they contain. The Authority is lobbying for a pragmatic approach.

RECOMMENDATION(S) The Authority is asked to:

- 1) Note the information within this report.

1. Introduction

This report provides an update on WLWA's existing contracts and operations for managing west London's waste.

2. West London Residual Waste Services contract

This contract is with West London Energy Recovery Limited (WLERL) and is operated by Suez. It involves the acceptance of waste from Boroughs at west London transfer stations, from where most of the waste is compacted into containers and transferred by rail to Severnside Energy Recovery Centre (SERC) for thermal treatment and energy recovery. It is the Authority's largest contract, handling over 300,000 tonnes of residual waste each year, with a value of around £35 million per year.

The contract continues to perform very well against its Key Performance Indicators (KPIs) for the current year-to-date, where a landfill diversion rate of 99.9% (target 96.1%) was achieved along with a recycling rate of 5.0% (target 2.1%).

This summer, several major challenges were managed by the Contractor. Firstly, major rail strikes in mid-June meant that less waste could be transported by rail, leading to higher-than-normal waste stocks at the two transfer stations. Then SERC went offline over three weeks for planned maintenance work meaning that more waste needed to be transported by road to alternative sites. The Contractor managed this period of operational stress very well and there were only minor delays to Borough collection vehicles and collections from Borough waste sites.

The SERC maintenance work was delivered successfully, and the facility was found to be in very good condition.

Further rail strikes took place in July and August, and again the Contractor planned for these and managed the impacts well, using increased road haulage and alternative energy recovery sites. Despite the challenges, no waste was sent to landfill during this period. The series of rail strikes

will continue, however the strikes planned for 15 and 17 September have been postponed as a mark to respect to the Queen.

On 1 August, Suez's waste transfer stations in Hayes, suffered a major fire. WLWA uses the site for tipping some bulky waste collected from Borough HRRCs/transfer stations and occasionally for contingency if there are problems at the large transfer stations. Nobody was injured, and the fire was extinguished, but significant damage was caused to the shed and waste processing equipment within. Part of the site has been confirmed safe and is accepting small quantities of waste, but the other part is still closed and being assessed. Whilst the initial cause of the fire was thought to be a battery going through a shredder, the conclusion was that fireworks went through the shredder and were ignited. WLWA and the Boroughs acted on the initial findings and put out communications about keeping batteries and barbeques out of the waste stream, which are important messages despite not being the cause this time. WLWA is exploring options with Borough colleagues for preventing unwanted materials from entering the waste at Borough sites.

The March edition of this report explained that users of the Victoria Road transfer station in Ruislip had been experiencing minor delays due to mechanical problems with the cranes in the waste bunkers. An immediate-term fix has since been implemented, increasing the reliability of the cranes. There will be a further short-term fix completed by the end of the calendar year and then the cranes will be replaced completely during summer and autumn next year. This will result in temporary changes to some Boroughs' tipping arrangements, which will be agreed with Borough colleagues.

Upgrades to the fire suppression systems at the transfer stations have progressed well and are almost complete at Transport Avenue. Victoria Road will receive the upgrade next, and this is expected to be completed in January.

3. Viridor residual waste contract (Lakeside)

This contract is for 90,000 tonnes a year of residual waste which is thermally treated at Lakeside energy recovery centre near Slough.

The contract is operating well and received additional waste during the rail strikes and SERC outage. Deliveries to Lakeside will be reprofiled for the remainder of the year to ensure that the 90,000-tonne limit is met.

4. Food waste contract

The food waste contract with Biocollectors continues to operate well. The Projects Update provides a description of the performance of Borough food waste collections.

5. Green waste contract

The new green waste contract with West London Composting (WLC) was mobilised on 1 May and has been operating very effectively. The contract includes a free allocation of compost for WLWA and the Boroughs. Officers are developing plans for how best to use the compost, including supporting Borough landscaping operations and give-aways to residents and community groups.

A fire occurred at WLC's composting site in Harefield on the night of Monday 12 September. Nobody was injured and the fire was extinguished. Some equipment was damaged but the site is still able to accept directly delivered green waste, and contingency composting sites are being used whilst the equipment is replaced.

6. Transport contracts

The Authority lets two waste transport contracts:

- One for transporting non-recyclable waste from Borough waste transfer stations and Dry Mixed Recycling (DMR) collected by Ealing, typically using bulk haulage vehicles, operated by Waste-A-Way Recycling.

- One for the removal of segregated materials from Borough HRRC sites in roll-on roll-off (RoRo) containers, operated by Suez.

Both contracts were reprocedured and went live on 1 June following a successful mobilisation period. Suez operated the RoRo contract prior to the procurement, and it continues to run the contract very well. Waste-A-Way has settled into running the bulk haulage contract and is doing this well. The scheduling of collections from the Borough sites is different in some cases, so the Boroughs and the Contractor are currently adjusting to the changes and finding the optimal working arrangements.

7. Dry Recyclables

The contract is operating well, and there are no operational issues to report.

8. Rubble contract

A new contract for managing around 4,000 tonnes a year of rubble, hardcore and soil from the Borough HRRCs/transfer stations has been procured. A robust procurement exercise via the Dynamic Procurement System (DPS) attracted lots of market interest, and four strong bids were received. The winning bidder was Quattro UK Ltd, which has a site in Acton and others across the west London area. Quattro submitted a bid which demonstrated a strong approach to carbon management and social value, plus a high diversion rate from landfill of 99.8%. Its price was the significantly lower than previous arrangements and will deliver a saving of around 35% or £60k/yr against the budget. The contract starts on 12 September and will last for one year with the option to extend by a further year. The Procurement Award Report is attached at Appendix 1.

9. Abbey Road HRRC and Waste Transfer Station

Abbey Road HRRC and WTS is managed by WLWA, and the HRRC is run on behalf of Brent.

In late August there was an incident in the waste transfer station where the Loading Shovel reversed into the 360 Grab vehicle while it was operating. There were no injuries, but the Loading Shovel was damaged and has since been repaired. A full investigation into this health and safety incident is in progress and an employee has been suspended as a precautionary measure while the outcomes are determined.

The Fixing Factory continues to develop and improve. It is now receiving laptops from four Borough sites for repair and re-distribution to disadvantaged groups, whilst also providing training opportunities for local people.

Further site improvements include the installation of solar panels on the workshop roof, which is due to take place this month, the purchase of a fully electric forklift and the operational trial of a fully electric 360 grab. Automatic Number Plate Recognition is also being introduced to improve the efficiency of admitting customers to the site.

10. Legislative change

Persistent Organic Pollutants (POPs)

The Environment Agency has announced its intention to enforce segregation of waste materials containing Persistent Organic Pollutants (POPs) – which are commonly found in fire retardants and are common in waste electricals and upholstered domestic seating. These items are collected at Borough HRRCs. POPs can cause harm to humans and the wider environment and therefore must be managed safely and not end up in landfill. The Environment Agency has written to waste authorities requiring them to separate out POPs-containing materials that are destined for disposal and send them separately for incineration.

West London's authorities already send these materials to energy recovery facilities, but the Agency is asking for them to be handled separately before they get there. This reduces the efficiency of the process, leading to additional cost and carbon impacts throughout the system, including at Borough HRRCs, and it is unclear how it will improve the safe management of POPs. WLWA is therefore working with industry associations including NAWDO and Waste

Network Chairs (of which WLWA's Managing Director is the current Chair) to push for a more pragmatic and risk-based approach that safely manages POPs while maintaining efficient waste systems. The WLWA operations team is supporting Boroughs to understand and adapt to the impacts of any required changes at Borough sites.

Major waste reforms

Over a year has passed since the Government consulted on major reforms to waste and recycling, including Waste Prevention, Extended Producer Responsibility (EPR), Deposit Return Scheme (DRS), and Consistency of Collections. The government has only responded to the EPR consultation results, saying that it will be introduced for household waste, but the roll-out for business waste will be delayed. All the consultations are linked, so the lack of responses causes significant uncertainty for WLWA and the Boroughs because we do not know what will be required of us, or even when to expect change, and time is running out to meet net zero and recycling rate goals. WLWA officers are talking with Borough colleagues regularly to understand the risks and possible mitigations as well as possible in this time of uncertainty.

Recent consultations

Many consultations were published earlier this year on subjects including digital waste tracking, waste carrier registration, environmental targets, booking systems and "DIY" waste charges at HRRCs and the inclusion of energy from waste within the UK Emissions Trading Scheme (ETS). WLWA has responded to all the consultations.

Out of these consultations, ETS is likely to have the largest impact on WLWA as it could increase residual waste treatment costs by around £36/tonne. These costs can be mitigated by reducing the fossil fuel content of residual waste, which will form a key component of the joint plan to 2030 that WLWA is developing in partnership with the Boroughs.

11. Operational changes following the death of HM Queen Elizabeth II

Some contingency tipping arrangements were put in place for on 13 September due to heavy traffic around Victoria Road transfer station as the Queen's coffin arrived at RAF Northolt.

All Boroughs decided to postpone waste collections and close their waste transfer stations/HRRCs on the 19 September bank holiday for the Queen's state funeral. Catch-up collections are scheduled to take place on Saturday 24 September.

12. Health and Safety Implications

Risk assessments are being fully reviewed to account for outcomes from the investigation of the above incident at Abbey Road.

Additional waste at the rail linked transfer stations, due to the operational issues discussed in Section 2, could increase the risk of fire. This risk has been communicated to Borough operational colleagues, and the Operations Contractor has put additional fire prevention measures in place.

Quattro, the new rubble contractor described in Section 8 will receive Boroughs' rubble via the transport contractor Suez. WLWA officers will ensure that Suez drivers are inducted in the safe use of Quattro's sites.

The Authority's health and safety rules may be updated to allow vulnerable persons including young persons (aged 16-18) to work at Abbey Road, particularly to gain experience in circular economy activities. Please refer to the Health and Safety report for a proposal.

13. Financial Implications

Upgrades to the cranes and fire suppression systems at the waste transfer stations will be financed by the Contractor.

Under the WLERL contract, any increased haulage costs, or gate fees at alternative energy recovery centres will be borne by the Contractor.

The new rubble contract will cost the Authority 35% (approx. £60,000 per year) less than the budgeted amount.

Please refer to the Finance Update for a summary of the current position against the budget.

14. Staffing Implications

None.

15. Legal Implications

None.

16. Joint Waste Management Strategy Implication - The contracts mentioned in this report meet the Authority's Joint Waste Management Strategy policies, as described in Section 1.

| | | |
|------------------|---|--------------|
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Appendix 1

West London Waste

Treating waste as a valuable resource

WEST LONDON WASTE AUTHORITY

August 2022

Procurement Award Report for Rubble, Hardcore & Soil

Summary

This report provides details of the procurement for the Processing and Disposal of Rubble, Hardcore and Soil waste contract.

Awarded Supplier

Quattro UK Ltd has been awarded for the provision of WLWA's Rubble, Hardcore and Soil contract. The new contract commenced on 12 September 2022.

Introduction

- WLWA has historically used Gowing and Pursey as an off taker but a few months ago this supplier ran into financial difficulty and could no longer take this material.
- O'Donovan, has been sourced as a temporary off taker. Without a formal arrangement in place, prices have been fluctuating monthly.
- The procurement for a new Rubble, Hardcore and Soil supplier was prioritised and four suppliers were approved to be evaluated.

Contract Scope

- The material will be transported via RoRo under the haulage Lot 2 (Suez) contract to the off taker's facility.
- Contract duration is for a maximum of 1 year in total (with an option to extend for a further year), starting 12 September 2022.

Evaluation

The four bidders varied in terms of quality, understanding of WLWA requirements, skills, experience and cost. They were analysed based on 70% pricing and 30% quality scoring. Supplier B (Quattro UK Ltd) scored highest overall and won the evaluation (see summary below):

| Overall Summary | | | | |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|
| | Supplier A | Supplier B | Supplier C | Supplier D |
| Pricing Score | 41.30% | 70.00% | 37.55% | 54.21% |
| Weighted Quality Score | 15.0% | 15.0% | 12.0% | 24.0% |
| Overall Score | 56.3% | 85.0% | 49.5% | 78.2% |

As a result of awarding Quattro UK Ltd as WLWA's Rubble, Hardcore and Soil Offtaker, the cost of managing this material will reduce against the budget by approximately 35% which equates to an annual saving of approximately £60,000.

Other benefits of the winning bidder

- Based in Acton, W3 0BP
- Bid back 100% diversion from landfill (99.8% recycling and recovery rate)
- Good evidence of H&S procedures, risk assessment and waste reporting.
- Comprehensive Carbon Management Plan and certifications related to carbon reduction and social value.

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Finance Update July 2022

SUMMARY

This report provides an update on financial and operational matters. The key points are:

- Day to day financial performance is broadly on track with lower than budgeted waste volumes accounting for the majority of the variance from operational activities.
- In other activities, the PPP contract income is subject to a high degree of uncertainty and we are awaiting data from contractor to help forecast this.
- Operational performance is shown in the KPIs and is largely on track with one key exception on turnaround times resulting from rail strikes, planned maintenance and crane failure
- There was one delegated decision
- The treasury management information reflects the continuing simple, low risk approach

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Note the current financial position and forecast for 2022/23
- 2) Note the KPIs to date
- 3) Note the delegated decisions
- 4) Note the Treasury Management outturn for 2021/22 and update for 2022/23

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

From a “day to day” activities perspective, the overall performance for the period shows a favourable variance (i.e. underspend) of £625k compared to budget. The key variance is an underspend of £906k for Waste Transfer and Disposal costs which is largely from lower than budgeted HRRC volumes of residual waste. This is also reflected in the variance in levies which shows boroughs are paying less than was budgeted for their waste.

The forecast for the year is principally based on the current level of activity continuing throughout the year potentially delivering larger under spends. However, it should be noted that waste volumes do fluctuate from month to month and the picture for the remaining year is far from clear. It should also be noted that the forecast PPP income is notional and as budgeted. A wide range of outcomes are possible depending on the electricity market as described in the Finance Strategy and we are awaiting data from the contractor to facilitate better forecasting.

High Level Summary

| | P4 Budget £ 000s | P4 Actual £ 000s | P4 Variance £ 000s | Full Year Budget £ 000s | Full Year Forecast £ 000s | Full Year Variance £ 000s |
|-------------------------------------|------------------------|------------------------|--------------------------|-------------------------------|---------------------------------|---------------------------------|
| Expenditure | | | | | | |
| Employees | 883 | 857 | (26) | 2,648 | 2,596 | (53) |
| Premises | 891 | 868 | (22) | 2,672 | 2,605 | (67) |
| Waste Transfer and Disposal | 16,519 | 15,613 | (906) | 49,558 | 46,848 | (2,711) |
| MRF Waste Transfer and Disposal | 716 | 648 | (68) | 2,148 | 2,080 | (68) |
| Supplies and Services | 399 | 316 | (83) | 1,198 | 939 | (259) |
| Depreciation | 3,270 | 3,490 | 220 | 9,809 | 10,469 | 660 |
| Financing and Other | 2,022 | 2,022 | 0 | 6,067 | 6,067 | 0 |
| Concession Adjustment | (1,491) | (1,491) | 0 | (4,473) | (4,473) | 0 |
| | 23,209 | 22,323 | (886) | 69,628 | 67,131 | (2,497) |
| Income | | | | | | |
| Levies | (21,517) | (20,990) | 527 | (64,552) | (62,970) | 1,582 |
| MRF Service Charge | (716) | (648) | 68 | (2,148) | (2,080) | 68 |
| Trade and Other | (709) | (1,044) | (334) | (2,128) | (2,995) | (867) |
| | (22,943) | (22,682) | 261 | (68,828) | (68,045) | 782 |
| (Surplus) / Deficit | 267 | (359) | (625) | 800 | (915) | (1,715) |
| PPP Contract Income and Adjustments | (667) | 0 | 667 | (2,000) | (2,000) | 0 |
| HRRC Fund | 400 | 0 | (400) | 1,200 | 1,200 | 0 |
| Net (Surplus) / Deficit | 0 | (359) | (359) | 0 | (1,715) | (1,715) |

The main variances are detailed in the standard breakdown in Appendix 1 which separates out the main types of waste streams and distinguishes between PAYT and FCL activities. Notable items of detail from Appendix 1 include:

Looking at PAYT waste forecast first, the overall small residual waste variance of £149k is actually made up of reduced costs from lower than budgeted residual tonnages being offset by higher prices (due to inflation). The reduced waste volumes are also reflected in the PAYT levy variance (£1,582k) which shows forecast rebates to boroughs for lower than budgeted tonnages.

The depreciation variance (£692k) is a result of the 2021/22 year end property valuations (an accounting requirement) which showed an increase in the value of assets.

Secondly, in terms of FCL waste, there has been lower than budgeted HRRC volumes leading to lower forecast costs against budget with residual waste making up £1,706k of the variance.

On another positive note, the level of trade and other income is healthy and forecast to out-perform the budget by £867k.

The forecast for the year for the improvements to borough HRRC's anticipates investments will be made by the year end.

It is worth noting that the risk register is currently being reviewed to consider the impact of high inflation and mitigations that may be necessary. The financial implications will be largely reflected in next year's budget and work is in already progress with boroughs and managers to build the draft 2023/24 budget for the next Authority meeting.

2. KPIs for 2022/23

Appendix 2 summarises the performance to the end of July.

Most indicators are on target (green) and the performance is reflected in the RAG rating and commentary. There is one red indicator for turnaround times which is a result of a combination of factors including a crane failure, rail strikes and diversion of waste to manage planned maintenance at SERC. There is one amber KPI on food waste. As reported previously, food waste tonnages should increase as the year goes on and projects progress and we will continue to monitor this indicator.

It is worth noting that from time to time the performance for a particular indicator may slip into amber or red, but the performance will be managed and actions undertaken to bring the indicator back to standard during the year. Additionally, given the cumulative nature of each individual indicator, an indicator is more likely to slip into amber or red in the early months.

3. Delegated decisions

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

A Rubble, hard core and soil contract has been procured as detailed in the Contracts and Operations Report and will deliver savings of £90,000.

4. Treasury Management Outturn and Update

The Authority limits its scale and variety of treasury management activities to simple, low risk and essential operations, as identified in each years' annual plan.

Essentially excess funds are invested through a service level agreement with Ealing Council with interest being paid annually based on the average return achieved by the borough over the year. The agreement also gives the opportunity for the deposit of funds for fixed periods to enjoy higher rates.

The average interest rate achieved for 2021/22 was 0.1% returning £19k investment income and reflecting the historically low interest rates during the year. The average amount held during the year was £20.1 million.

So far, in 2022/23 operations have been steady and the main change in cash balances is from the receipt of £10.6m income (i.e. electricity) from the PPP contract relating to 2021/22. Two thirds of this income will pass through to boroughs leaving the Authority with suitable liquidity and reserves to develop projects for managing the risk of upcoming legislative changes.

In terms of borrowings, there have been no changes either last year or this.

For 2021/22 the Authority commenced the year with a total of £88.2 million of repayment loans from four London boroughs and the PWLB. The payments during the year reduced this to a balance of £85.9m by the end of 2021/22.

The interest on borough loans is fixed at 7.604% and the PWLB loan is fixed at 2.24%. 2021/22 saw £5.3m paid in interest.

The key requirements of the CIPFA prudential code is for authorities to ensure that capital expenditure plans are affordable, prudent and sustainable.

It is worth noting that the Authority demonstrates this in its long term financial plans (20 years) which are approved alongside the budget at every January Authority meeting. The plans show:

- balanced annual budgets over the period
- good liquidity is maintained throughout
- all debt is repaid
- all capital expenditure is ultimately charged through levies
- the growth in levies is significantly less than inflation

This provides a complete picture in a typical way used by commercial businesses for long term planning.

The prudential code also prescribes a range of indicators to report. These are more pertinent to public bodies with complex treasury management arrangements and complex long term plans. They are less relevant to Authority’s operations, however the indicators and a brief explanation are provided in Appendix 3. The construction of the Energy from Waste plant accounts for the majority of the value in figures in this appendix.

5. 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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|------------------|---|----------------|

Appendix 1

| Pay As You Throw | 2022-23 YTD Period 4 | | | | 2022-23 Full Year Forecast | | | |
|----------------------------------|----------------------|------------------|--------------------|---|----------------------------|--------------------|--------------------|--|
| | Budget £ 000s | Actual £ 000s | Variance £ 000s | Commentary | Budget £ 000s | Estimate £ 000s | Variance £ 000s | Commentary |
| Waste - Residual | 12,965 | 13,015 | 50 | Collected waste volume is 3.5k tonnes less than the budget. As it currently stands, due to ongoing issues at the transfer stations, more waste is being sent to Lakeside. This should lessen from August. | 38,896 | 39,046 | 149 | forecasts based on current level of activity |
| Waste - Food | 131 | 111 | (20) | YTD 11k tonnes of collected food waste which is 2k tonnes behind budget - this will be reviewed monthly. Last year YTD tonnage was 11.8k tonnes | 392 | 334 | (59) | forecasts based on current level of activity |
| Waste - Mixed Organic | 0 | 0 | 0 | | 0 | 0 | 0 | |
| Waste - Green | 622 | 536 | (86) | Collected waste volumes are higher than budget but savings are due to lower actual rates. | 1,866 | 1,609 | (258) | forecasts based on current level of activity |
| Waste - Other | 233 | 155 | (78) | HRRC Trade waste for Wood, Mattresses, Rubble | 699 | 466 | (233) | |
| Depreciation | 2,799 | 3,029 | 231 | Higher costs in line with revaluations carried out in Mar22. | 8,396 | 9,088 | 692 | Higher costs in line with revaluations. |
| Financing | 376 | 376 | 0 | | 1,129 | 1,129 | 0 | |
| Premises | 464 | 464 | 0 | | 1,392 | 1,392 | 0 | |
| Concession Accounting Adjustment | (1,279) | (1,279) | 0 | | (3,838) | (3,838) | 0 | |
| Levy Income | (16,810) | (16,283) | 527 | | (50,430) | (48,848) | 1,582 | |
| PAYT Net Expenditure | (499) | 126 | 625 | | (1,498) | 377 | 1,874 | |

| Fixed Cost Levy | 2022-23 YTD Period 4 | | | | 2022-23 Full Year Forecast | | | |
|--|----------------------|------------------|--------------------|---|----------------------------|--------------------|--------------------|--|
| | Budget £ 000s | Actual £ 000s | Variance £ 000s | Commentary | Budget £ 000s | Estimate £ 000s | Variance £ 000s | Commentary |
| Employees | 883 | 857 | (26) | Savings made on vacancies not filled in budget within the operations team (service of delivery) and staff members on MAT leave. | 2,648 | 2,596 | (53) | |
| Premises | 427 | 404 | (22) | | 1,280 | 1,213 | (67) | |
| Waste - Residual | 1,879 | 1,310 | (569) | Collected waste tonnage is much less than budgeted. | 5,637 | 3,931 | (1,706) | forecasts based on current level of activity |
| Waste - Green | 93 | 51 | (42) | Costs likely to increase and be in line with budget and seasonality. | 278 | 152 | (126) | |
| Waste - Wood | 278 | 98 | (180) | Tonnages lower than budgeted but expected to get back to budgeted levels. | 835 | 295 | (540) | forecasts based on current level of activity |
| Waste - Other | 318 | 336 | 18 | | 955 | 1,016 | 61 | |
| Waste - MRF | 716 | 648 | (68) | Nets out with income below. | 2,148 | 2,080 | (68) | |
| Supplies and Services | 399 | 316 | (83) | | 1,198 | 939 | (259) | |
| Depreciation | 471 | 460 | (11) | Higher costs in line with revaluations carried out in Mar22. | 1,413 | 1,381 | (32) | Higher costs in line with revaluations. |
| Financing | 1,325 | 1,325 | 0 | | 3,976 | 3,976 | 0 | |
| Revenue Funding of Debt | 321 | 321 | 0 | | 962 | 962 | 0 | |
| Concession Accounting Adjustment | (212) | (212) | 0 | | (635) | (635) | 0 | |
| Trade Waste and Other Income | (709) | (1,044) | (334) | generating more trade income than budgeted | (2,128) | (2,995) | (867) | |
| MRF Income | (716) | (648) | 68 | Nets out with costs above. | (2,148) | (2,080) | 68 | |
| Levy Income | (4,707) | (4,707) | (0) | | (14,122) | (14,122) | (0) | |
| Fixed Cost Levy Net Expenditure | 766 | (484) | (1,250) | | 2,298 | (1,291) | (3,589) | |

| | | | | | | | | |
|--|--------------|--------------|--------------|--|----------------|----------------|----------------|--|
| (Surplus) / Deficit | 267 | (359) | (625) | | 800 | (915) | (1,715) | |
| PPP Contract Income and Adjustments | (667) | 0 | 667 | | (2,000) | (2,000) | 0 | |
| HRRC Fund | 400 | 0 | (400) | | 1,200 | 1,200 | 0 | |
| Total Income & Expenditure | 0 | (359) | (359) | | 0 | (1,715) | (1,715) | |

Appendix 2

| Key Performance Indicators 22/23 | | | | | | Cumulative | |
|----------------------------------|--|---------------|---------------------------|--|---|------------------------------|--|
| KPI | 22/23 Target | Red Threshold | Description | Commentary about target | Jul-22 | Commentary about performance | |
| Keep Waste Moving | | | | | | | |
| 1 | Diversion from Landfill % | 95.00% | < 95% = Red | Percentage of residual waste collected in month sent to landfill (shows the tonnes of waste Suez have sent to landfill and the cumulative collected asbestos waste collected at Abbey Road). | Suez' contractual target is 3.9% max to landfill. | 95.8% | |
| 2 | Turnaround times (% above 25 minutes) for borough vehicles | 4.5% | > 5% = Red | Average vehicle turnaround times - taking waste to Transport Avenue, Victoria Road and Abbey Road. Total waste loads (cumulative) and over 25 mins | Contract turnaround time is 15 minutes but breach of contract is at 25 minutes and over. | 10.1% | <ul style="list-style-type: none"> Ongoing crane failure at Victoria Road Rail strikes in June followed immediately by a two week outage at SERC |
| Increase Efficiency | | | | | | | |
| 3 | Overall £/tonne | £85.09 | > £93.31 (i.e. +5%) = Red | Looks at total tonnes collected cumulatively and the total spend of waste transfer and disposal. | Reflects boroughs budgeted tonnages. | £85.38 | |
| 4 | Overall £/person | £28.92 | > £32.40 (i.e. +5%) = Red | Total spend of waste transfer and disposal divided by total population of 6 boroughs (provided from ONS website). | Reflects boroughs budgeted tonnages. | £26.74 | |
| Divert From Waste | | | | | | | |
| 5 | All waste - monthly kg per person | 28.34 | > 30 kg = Red | Total cumulative waste collected divided by population (taken from ONS website). | Reflects boroughs budgeted tonnages. | 26.09 | |
| 6 | Residual waste - monthly kg per person | 20.88 | > 22 kg = Red | Total cumulative residual waste collected divided by population (taken from ONS website). | Reflects boroughs budgeted tonnages. Food within residual should be reducing this figure. | 20.19 | |
| 7 | Food waste - monthly kg per person | 1.91 | < 1.64 kg = Red | Total cumulative food waste collected divided by population (taken from ONS website). | Reflects boroughs budgeted tonnages. The Food waste investment of £500k per borough should drive this up. | 1.61 | We are expecting the tonnages to increase as the year goes on. The food waste tonnage per person has increased since May from 1.54 to 1.61 kg per person. |
| Effective Control | | | | | | | |
| 8 | People development | 500.00 | < 450 = Red | Total number of learning and development activities carried out in financial year (amongst total employees). | Includes monthly team meetings which has driven this to increase in FY23 | 32.00 | |
| 9 | Staff turnover | 15% | > 20% = Red | Cumulative leavers YTD against total budgeted staff. | Not a large staff number therefore can be skewed by minimal movement. | 0.0% | |
| 10 | Sickness rate | 2.0% | > 3% = Red | Cumulative sick days lost year to date. | In 2020, published figures show that sickness absence rates in public sector stood at 2.7%. Have left target at 2% after considering the wide gap between the size of our workforce and those of other public sector organisations. | 1.5% | |
| 11 | Paying suppliers promptly | 30 | > 32 days = Red | Average number of days to pay suppliers in the month. | Statutory level | 27.50 | |
| 12 | Maintaining cash flow (Minimising trade debt) | 8% | > 10% = Red | Debt at end of period (percentage of non levy income excluding borough debt). | Reflects debt at end of period. | 0.0% | |
| 13 | RIDDOR incidents at Abbey Road | 0 | > 1 = Red | | Average over 3 years is 0.33. Given the fact that we have not had any in the past 2 years, the target is 0. | 0.00 | |
| 14 | Average time taken to complete the entire hazard card process from start to finish | 5 | > 10 = Red | Time (days) taken from when hazard was raised through to comments from site manager and H&S advisor. | Time (days) taken from when hazard was raised through to comments from site manager and H&S advisor. | 0.00 | |

Appendix 3

| Prudential Indicator | Prudential code | Description | 2021/22 Estimate £000s | 2021/22 Actual £000s | 2022/23 Estimate £000s | 2022/23 Actual to date £000s | 2023/24 Estimate £000s | 2024/25 Estimate £000s |
|---|-----------------|---|---------------------------|-------------------------|---------------------------|---------------------------------|---------------------------|---------------------------|
| Ratio of financing costs to net revenue stream | 73/74 | This is an indicator of affordability of plans | 8% | 8% | 8% | 8% | 8% | 7% |
| Capital expenditure | 48/50 | This is a summary of the Authority's capital spending plans | 2,767 | 515 | 2,456 | 44 | 0 | 0 |
| Capital financing requirement (CFR) | 51/54 | This is a measure of the Authority's underlying borrowing need | 204,509 | 197,387 | 199,843 | 197,431 | 199,843 | 199,843 |
| Operational boundry for external debt | 56 | This is a projection of debt supporting the capital financing requirement | 185,848 | 161,473 | 154,953 | 159,240 | 148,253 | 141,553 |
| Authorised limit for external debt | 55 | This provides headroom for debt to deal with any unusual cash movements | 195,848 | 171,473 | 164,953 | 169,240 | 158,253 | 151,553 |
| Gross debt (new Prudential Indicator replaces net debt) | 60/62 | This reflects the amount of gross debt and should be less than the CFR | 198,339 | 190,518 | 183,998 | 188,285 | 177,298 | 170,598 |

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Note on terminology: debt is gross debt less cash

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WEST LONDON WASTE AUTHORITY

Report of the Projects Director

23rd September 2022

Projects and Circular Economy Update

SUMMARY

This report provides an update on the WLWA projects.

RECOMMENDATION(S)

- 1) *The Authority is asked to note the information within this report.*

1. Introduction

This report covers the main project updates with governance of the wider programme managed through the WLWA senior leadership team.

2. Project Development

The delivery of the programme has been split into six key areas (Data Management, Smart Cities, HRRC transformation, Food Waste, Shared EPR funding plan, Double Recycling infrastructure) each with an Environment Director and Member lead. Policies were agreed in March 2022 and strategy on a page documents are being jointly developed in order to deliver a unified approach to whole system change.

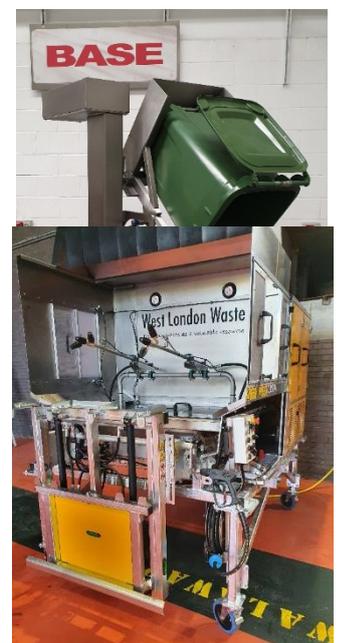
2.1 Waste Composition Analysis (contribute to KPI's 5 6 & 7)

The 2022 waste composition analysis (WCA) has been awarded to Integrated Skills Ltd (ISL), the company that conducted WCA last year. The sample selections and detailed scheduling of the work are currently being finalised. The sampling of the residual waste will take place towards the end of September and we anticipate the results to be finalised and shared in October / November. ISL will also revisit the data from WCA in 2020 and re-evaluate using the same methodology so that we can establish a consistent dataset.

2.2 Bin Wash & Swap Station at Transport Avenue (contribute to KPI's 5 6 & 7)

During the food value stream mapping exercise boroughs identified that a food bin 'swap & wash' collection system could increase service availability and efficiency. Used as best practice in the commercial food waste sector, this service model overcomes the perception of the service being dirty, a significant barrier to communal property participation. By regularly cleaning the food waste bins, it will reduce the chances of vermin and insects being attracted to the bins, reduce smells during summer months and provide a better overall experience for residents in communal bin rooms or areas. This model will provide a template for other borough partners to expand and improve food recycling collection services in future.

Working with Suez, an unused section of Transport Avenue was identified for the washing area. This equipment will be operated and serviced by Suez as part of the existing contract.



3. Net Zero & Circular Economy

3.1. Fixing Factory (contribute to KPI 5 & 6)

The [fixing factory](#) which was launched in April at the Abbey Road Household Reuse and Recycling Centre in partnership with the Restart Project is now up and running with regular schedules and monthly events. The Factory is now collecting devices from 3 recycling centres and has so far checked 90 devices; donated 10. There is a repair rate of 30% and we are expecting this rate to improve over time. Monthly repair sessions have been running since June (4 sessions taken place so far) with over 50 attendees.

3.2. Material Diversion from Abbey Road HRRC (contribute to KPI 5 & 6)

Bicycles

- We've been collecting bicycles from Abbey Road (Brent) and Townmead Road (Richmond) and have engaged with several partners
- Officers are seeking to expand the collection from all HRRCs where possible
- Let's Ride Southall = 155 bikes donated to be given to residents as part of London's biggest inclusive cycling programme
- Feltham Young Offenders = 35 bikes given to their workshop, awaiting repairs
- Pathways Education = currently speaking with them to use our bike workshop at Abbey Road, teaching students with special learning requirements
- Sustrans = 16 bikes donated
- Hounslow Police = 5 bikes donated

Buggies, suitcases & disability equipment etc

- We are also supporting Little Village, Care4Calais, and One Nation. Over 200 items have been diverted, helping over 60 families. This includes suitcases and buggies for refugees and struggling families and disabilities equipment for victims of war abroad.
- We will be partnering with NHS to also start collecting walking aids

We are currently mapping out the process and protocols for starting and developing material diversions which could be shared with the Boroughs

3.3. ReLondon Pan-London Food Campaign (contribute to KPI 5, 6 & 7)

ReLondon has engaged with over 20 London Boroughs to run a London-wide food campaign. Three of our Boroughs are contributing to this project and WLWA has therefore been involved in the working group to ensure our needs and feedback are given to shape the project. The primary objectives of the project is to encourage a less carbon-intensive, more plant-based diet; and to reduce household food waste.

3.4. Circular Economy Hubs (contribute to KPI 5, 6 & 7)

WLWA Officers are scoping the opportunities with Ealing and Brent Councils and with third parties in Harrow and Hillingdon for Circular Economy Hubs.

In addition to this WLWA Officers are working with Hounslow on neighbourhood specific Circular Economy services.

3.4 Abbey Road Decarbonisation

The grid capacity testing, building and electrical surveys, Health and Safety reviews have been completed with the installation of solar panels at Abbey Road due to start by the end of September.

4. WLWA Communication Strategy / Plan

The Communication Strategy has been drafted and is currently being consulted widely with the Boroughs. We are aiming to establish consistent and regular communication managed at west London level to promote waste, recycling and wider climate emergency matters. We are convening the west London Communication board consist of representatives from Boroughs' Comms teams to shape and support the implementation of the Comms Plan.

5. Risk

New legislation and details regarding EPR, DRS and the Environment Act, that will impact on all waste services are expected soon. Officers are seeking to identify potential impacts and factor these in during the development of all projects.

This includes significant work on data and collections systems to help inform whole system impacts of future legislation such as consistency of collection.

6. Financial Implications

WLWA projects are designed to test and change the whole system to deliver benefits financially, environmentally and socially. Due to the whole system approach, there are aspects of the delivery and returns that require significant partnership working and multiple stakeholder changes, as such absolute returns are modelled, risk assessed and tracked but cannot be guaranteed.

The solar panel cost has increased by just under £5000, in line with the increase in the cost of energy and fuel, the solar panel and EV project returns have improved improve due to the increased off-set versus energy from the grid or diesel usage. All other projects are currently within approved budgets and project parameters.

7. **Staffing Implications** – Projects and Circular Economy Team are currently under resourced with two members of staff (CE Manager and a Project Officer) on maternity leave since May. An additional member of staff has served their notice to leave WLWA by the end of Sept.

Whilst we are currently in the process of interviewing for the maternity cover roles and initiating the recruitment for the Circular Economy Engagement Officer.

8. **Health and Safety Implications** – All fieldwork has been risk-assessed for the tasks to be completed. In order to improve the way, the H&S is addressed across all third party projects, we are currently developing a protocol / workflow to map out how to address H&S and engage with the H&S advisor(s).

We are currently reviewing the current H&S guidance around working with Vulnerable People at Abbey Road to enable us to provide opportunities (work experience, site visits/educational) for them to visit the site. This is addressed by the separate agenda item, "Health and Safety Policy and Guidance change".

Additional Health and Safety training is being planned for the team to ensure all members are informed to a standard to help raise awareness on site visits.

9. **Legal Implications** - none

10. Joint Waste Management Strategy

The projects mentioned in this report are intrinsically²⁷ linked to the Authority's Joint Waste Management

Strategy. The projects are driving the design of the new policy through data, best practice and identification of opportunities, as well as delivering change to meet the desired outcomes and targets in the Strategy.

| | | |
|------------------|--|---------------|
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WEST LONDON WASTE AUTHORITY

Report of the Projects Director

23rd Sept 2022

Health and Safety Policy Change

SUMMARY

This report seeks approval for a change to WLWA Health and Safety Policy and Guidance to enable work placements for people with increased duty of care including young people, on our sites.

RECOMMENDATION(S)

The Authority is asked to: Approve the amendment to the Health and Safety Policy and Guidance to enable Vulnerable Persons to access the Abbey Road site to include work experience and work placements.

1. Introduction

WLWA Officers are seeking to amend the current Health and Safety Policy to ensure clarity on responsibilities regarding cases of enhanced Duty of Care and the accompanying Guidance which currently precludes Young Persons working on the Abbey Road site.

Abbey Road has been responding to the Climate Emergency by becoming a working example of circular economy. As we move away from being a 'tip' to a place of repair and reuse, we are generating lots of opportunities for volunteering and work experience.

The circular economy concept is rapidly gaining traction in the UK. In 2020, central government promised a Circular Economy Package that will 'keep resources in use as long as possible, minimizing waste and promoting resource efficiency'. The circular economy also has potential to deliver maximum impact social value, through the creation of green jobs and the opening of resources that disadvantaged residents may not otherwise get access to.

The Fixing Factory is just one example of the circular economy initiatives that WLWA is driving forward. We are currently working to divert bicycles; pushchairs; furniture; disability equipment and other items from waste to reuse. All these projects will generate valuable work experience opportunities, as well as reducing the cost of residual disposal for taxpayers and local authorities.

Last year, Abbey Road HRRC diverted over 500 items equalling 2.5 tonnes. We supported over 12 local schools and organisations working with disabled, low income and disadvantaged groups. Whilst we receive 1-2 reusable laptops per week at our site, one volunteer at the Fixing Factory can refurbish around 2-4 laptops in one day. Volunteer time is an extremely valuable commodity and if we utilise young people at the same time, we generate even further benefits.

1.1. Benefits of Proposed Change

The Benefits of the change in Policy and Guidance enables the core benefits of the wider Circular Economy work such as training opportunities and work experience. In addition to the individual benefits research has shown young people are one of the greatest drivers for change in behaviour at home and through this engagement with local schools wider community environmental education can be delivered.

Core benefits of the Circular Economy workshops:

- Boost employability for local young people
- Early engagement with Circular Economy principles
- Introduction to 'Green Industry'
- Increase local green skills development
- Increase opportunities for younger people in our Boroughs
- Increase equal access to resources by diverting them to those in need
- Reduce volume of residual waste & associated costs
- Reduce carbon footprint
- Secure more external funding for CE initiatives by showcasing all the above

1.2. This change will assist with achieving WLWA's strategic objectives:

- **Green Skills & Recovery:** The transition to a circular economy needs the development of different skills such as repairing existing objects, better understanding of how items work and being able to communicate the value of this work. Being able to provide work experience will contribute to achieving this. This year the Fixing Factory project will create a minimum of six work experience placements and provide 10 spaces on a certified IT skills course (from partner Mer-IT). There is increasing recognition in young people that relevant job skills are important, 85% of students surveyed during our outreach activity stated the primary reason they would use the Fixing Factory would be to gain new skills/knowledge to boost employability.
- **Carbon (neutral by 2030 and net zero by 2050):** Over 150 devices have been collected over the past 16 months, equalling 63 tonnes worth of embedded carbon. More carbon savings will occur by moving these devices up the waste hierarchy from recycling to reuse. Last year, west Londoners threw out 116,560 tonnes of electrical items. Over half of these were reusable (based on reuse diversion stats from Abbey Road).
- **Increasing Equality:** Brent borough has a significantly higher deprivation index than the rest of London.¹ Inequality in access to the internet and tech is known as the digital divide and affects at least 19% of adults in Brent.² Lack of IT skills increases isolation, reduces the chances of finding a job and accessing quality employment. By taking devices that would otherwise be wasted and donating

¹ Source: <https://www.trustforlondon.org.uk/data/boroughs/brent-poverty-and-inequality-indicators/>

² Digital Inclusion in Brent (Aug 2020) Report from Brent Council & Citizens Online

<https://democracy.brent.gov.uk/documents/s106782/Appendix%201%20-%20Citizens%20Online%20Report.pdf>

them to local communities, we aim to close the digital divide and increase equal opportunities.

- **Circular Economy Strategy principles:** keeping materials in use for longer and diverting them from residual waste. Reuse and recycling creates up to 10x more jobs than disposal.³ Our initiative has created 4.0 FTE green jobs and by normalising repair culture, our vision is to create many more. One day, we hope to see a Fixing Factory on every high street.

2. Risk

There is a greater duty of care required for specific groups of Vulnerable Persons such as Young People and therefore an enhanced requirement to supervise them whilst on site. This will continue to be assessed with both Circular Economy partners and our Health and Safety team. There may be a need to add some physical control measures at sites such as Abbey Road if identified as part of the risk assessment review with the provider and our Health and Safety advisor, e.g. additional pedestrian barriers, access requirements and/or signage.

2.1. Insurance

WLWA's insurance will cover 16 and 17 year olds undertaking work experience for WLWA at both the West Drayton and Abbey Road sites. However, comprehensive risk assessments must be in place (Section 2.1.1, p4). There is no need to change our current insurance policy.

2.2. Health & Safety

WLWA employ specialist Health & Safety advisors to complete all risk assessments. If this change is approved, the HS advisors will work closely with WLWA and partner organisations to ensure all activities are appropriately risk assessed, in accordance with WLWA's policies and appropriate safeguarding measures are in place.

2.3. Safeguarding

WLWA will be working with different schools, colleges and training providers. Their procedures and rules around safeguarding may differ. WLWA, with HS advisor guidance, will ensure all safeguarding procedures from partner organisations have been met and adhered to before allowing any young persons on site to complete work experience. They may mean undertaking DBS checks for relevant and appropriate WLWA staff.

3. Proposed Changes

3.1. Policy

The changes proposed for the Health and Safety Policy are to clarify the roles and responsibilities regarding groups Vulnerable Persons requiring an enhanced Duty of Care such as Young Persons. Proposed amendments are highlighted in Appendix 1.

3.2. Change to Guidance

WLWA's current Health & Safety Policy (Section 4.11 'Safety of Young People')

³ <https://friendsoftheearth.eu/press-release/new-report-half-a-million-new-jobs-could-be-created-in-europe-by-recycling-more/>

states that ‘Young workers under the age of 18 will be individually assessed as part of a Young Person’s risk assessment.’ (June 2019)

The accompanying ‘Guidance on Vulnerable Persons at Work’ document states: ‘For reasons of risk control West London Waste will not engage in the placement of children or young persons on work experience within the Abbey Road site.’ (June 2019).

The guidance was originally put in place because Abbey Road was solely an operational site, all the work opportunities at the time involved traffic and plant hazards which are controlled but deemed too high risk for young persons working in that environment.

Abbey Road has transformed to include other circular economy projects based out of office environments, where exposure to the high-risk hazards on site is greatly reduced.

The appended Health and Safety Policy and Guidance document (Appendix 1) includes highlighted amendments increasing requirements for Duty of Care, for working with Vulnerable Persons, with explicit changes to the requirements within the role profiles.

4. Financial Implications

Some site modifications and an amendment to the supervising structure on the site may be required, however these are expected to be of low cost.

There may be cost implications of DBS checks and/or WLWA staff time spent familiarising themselves with safeguarding policy documents. This will be determined by the placement coordinator or school/organisation we are arranging work placements through as each school and organisation have varying policies. There will also be staff time required to organise and administrate the work experience placements, although this is expected to be minimal.

5. Legal Implications

There is a change to the Health and Safety Policy to cover the increase in the Duty of Care required for Vulnerable Persons visiting the Circular Economy Hub work on our sites such as Young Persons and the potential for increased safeguarding and DBS requirements.

| | | |
|------------------|--|--------------|
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West London Waste

Treating waste as a valuable resource

Health and Safety Policy

September 2022

Document Control

Document title: West London Waste Authority Health and Safety Policy

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

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| Issue | Review Date | Changes to Policy |
|-------|----------------|---|
| 1.0 | June 2017 | Policy Review and Update. |
| 2.0 | June 2018 | Update of organisational structure and competent person. |
| 3.0 | March 2019 | Policy review and Update. |
| 4.0 | May 2022 | Policy update – Management of risk in relation to children and young persons. |
| 5.0 | September 2022 | Policy update – Management of risk in relation to those with disabilities. |

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Foreword – by Chair of the West London Waste

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

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

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

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

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

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

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

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

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

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



Councillor Deirdre Costigan

Health and Safety Policy – Statement of Intent

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

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

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

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

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

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

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



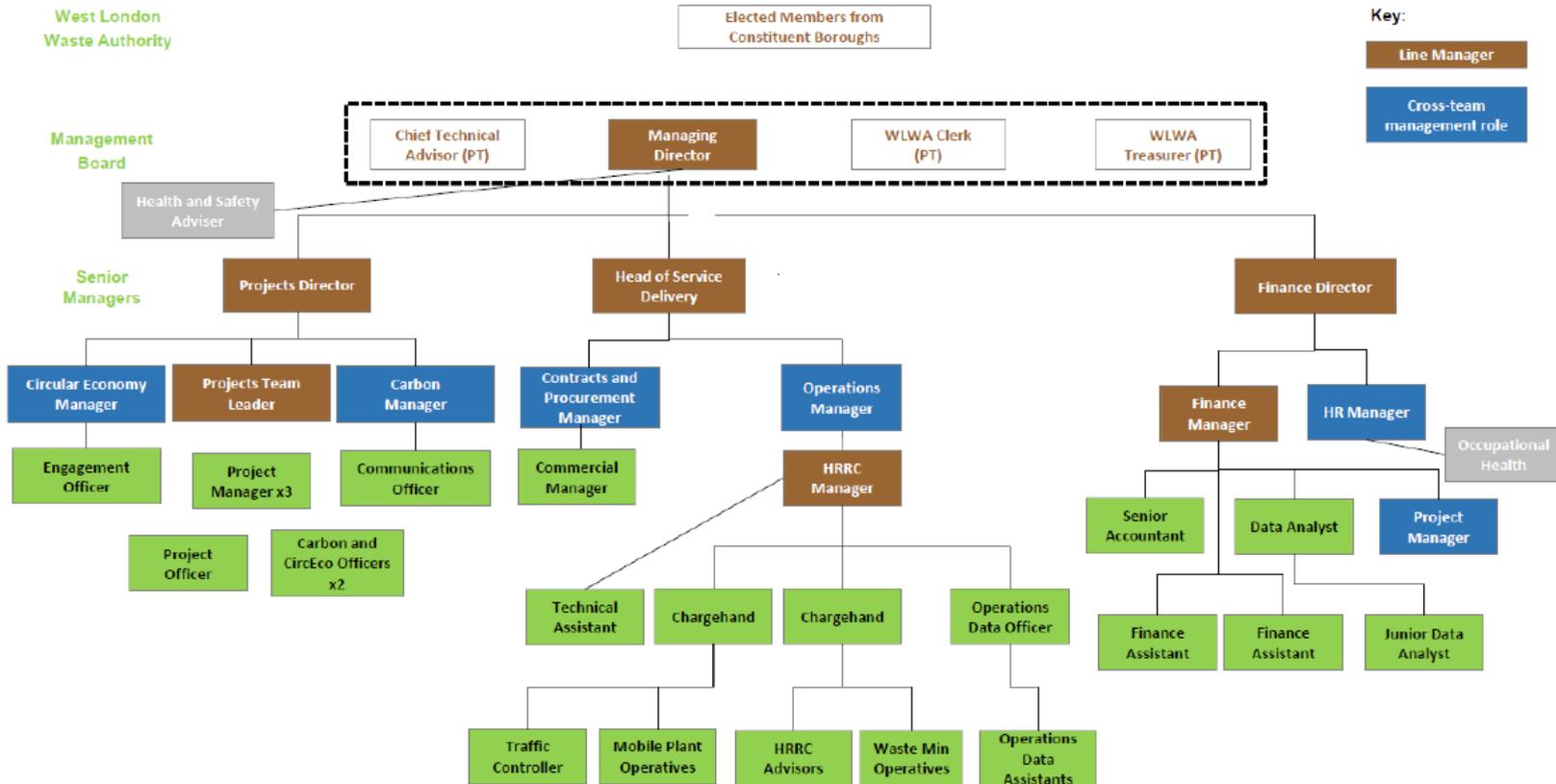
A handwritten signature in blue ink, consisting of a stylized 'E' and 'B'.

Emma Beal
Managing Director

13 September 2022

Organisational Structure

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



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Health and Safety Responsibilities

Managing Director

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

Policy

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

Communication

- d. Consult with all employees of West London Waste on operational matters including health and safety issues;
- e. Communicate with members of West London Waste's senior management (including the appointed Health and Safety Advisor) on issues which cannot be readily resolved, requiring Managing Director level input;
- f. Communicate with the Board of West London Waste Authority on any health and safety issues which cannot be resolved at Managing Director level.

Process

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

Training and Information

- j.** Ensure that the appointed Health and Safety Advisor has the required levels of skill, knowledge and experience, to enable full completion of their duties;

- k.** Ensure a programme of health and safety training and information (including refresher training) is developed, with the assistance of the appointed Health and Safety Advisor and (where appropriate) specialist consultants, for all employee, management and supervisory levels within the West London Waste Authority.

Senior Managers

Senior Managers will have a delegated responsibility, through the Managing Director, for the day-to-day management of health and safety standards across West London Waste.

To this end, Senior Managers will be responsible for ensuring (so far as is reasonably practicable) that they:

Policy

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

Communication

- c. Communicate with the Managing Director on health and safety issues which cannot be readily resolved, requiring Senior Manager level input;
- d. Liaise with the appointed Health and Safety Advisor on all health and safety issues impacting their areas of responsibility, including the development and implementation of risk assessment, safe systems of work and training.

Process

- e. Work with the appointed health and safety advisor, to facilitate the process of development for all documentation and systems of work supporting this health and safety policy, including risk assessments, safe working instruction, emergency procedures and guidance documents;
- f. In respect of the engagement, employment or placement of vulnerable persons, respective senior managers will be responsible for ensuring that the relevant processes and documentation as detailed in the health and safety policy guidance document are fully embedded, to ensure the health safety and welfare of the vulnerable person (within their area of responsibility) is provided and maintained at all times.
- g. Take into account, resources necessary to maintain health and safety standards, when compiling budgetary requirements, including human resources and specialised skills, organisational infrastructure, technology and financial resources;
- h. Ensure new contractors, agencies and consultants are only engaged after they have been subject to appropriate assessment, regarding their skills, knowledge and experience in respect of health and safety, as detailed in the Control of Contractors guidance documentation.
- i. Participate in and support West London Waste's Health and Safety audit and inspection process;

Training and Information

- j. Ensure a programme of health and safety training and information (including refresher training) is implemented with the assistance of the appointed Health and Safety Advisor and (where appropriate) specialist consultants, for all employee, management and supervisory levels under their control.

Appointed Health and Safety Advisor

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

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

Policy

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

Communication

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

- i. Ensure affective communication with any union appointed Health and Safety Representatives and non-union appointed Representatives of Employee Safety, to ensure inclusion as needed with these representatives.

Process

- j. Ensuring a system for the completion of risk assessments and method statements is in place, together with a process for bringing to the attention of all Senior/Site Managers and Supervisors, the findings of risk assessments, ensuring the development of safe systems of work;
- k. Carry out regular health and safety inspections of West London Waste's operational sites, with feedback reporting and analysis of any issues identified, to the Operations Manager;
- l. Developing and implementing a system of health and safety audits for the organisation, which should be carried out on an annual basis, with feedback to the Managing Director;
- m. Developing, with the assistance of the Managing Director, a timebound system for the management and close-out of any audit findings, arising from completed audits;
- n. The ongoing development and implementation of risk assessment-based safe working procedures, in-line with the requirements of the health and safety policy;
- o. The development, implementation and review of risk assessments and any emergency procedures as appropriate for West London Waste's operational sites;
- p. Providing qualified and competent support of West London Waste, in its role as 'Client' for any construction-related works which are carried out, ensuring the relevant members of West London Waste's Senior and operational management team are supported and advised as required, on compliance issues, as detailed in the requirements of the Construction (Design and Management) Regulations 2015;
- q. Fulfilling the duty holder position of 'Principal Designer' for all construction projects, falling within the remit of the aforementioned Regulations;

- r. The completion of any incident investigations on behalf of West London Waste, for accidents, incidents, near misses, cases of occupational ill health or dangerous occurrences, which may occur, involving members of West London Waste's employees, sub-contractors or members of the public, on any of West London Waste's operational sites/workplaces;
- s. Analysing of accident, incident and injury report data, including near misses, or minor injuries and the compiling of statistical information for both the Managing Director and Operations Manager;
- t. Notification to the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, of any reportable injuries, diseases and dangerous occurrences, as required.
- u. Working with relevant Senior and/or Site Managers, on the health and safety management arrangements needed, including the completion of specific risk assessments and safe working procedures (including induction) required, for the temporary engagement of young persons, for the purposes of work experience etc.
- v. The above process will be expanded to include the management of vulnerable persons involved in projects either run by the organisation or where the organisation is involved and where activities where vulnerable persons are undertaking activities on West London Waste sites.
- w. Working with Senior and/or Site Managers in respect of the completion of specific risk assessments, leading to the development of safe systems of work for any pregnant workers or nursing mothers, employed by West London Waste;

Training and Information

- x. The development and implementation of training initiatives, including refresher training for the West London Waste including, induction training, Manual handling, fire safety and emergency procedures, Supervisory and Management health and safety requirements, and any other health and safety training requirements as identified through health and safety policy requirements, risk assessment and method statement control measures, and audit findings.
- y. To support any non-union appointed Representative of Employee Safety and union appointed Health and Safety Representatives, with detailed information, which they will need, to ensure full inclusion on the union and non-union health and safety function within the organisation.

Managers

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

Policy

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

Communication

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

Process

- h. Demonstrate their commitment to the continual improvement of occupational health and safety performance, by setting a personal example and promoting a positive health and safety culture within the workforce;
- i. Deploy resources at their disposal to resolve health and safety matters;
- j. Ensure that service specific risk assessments are undertaken, completed, and continually reviewed, in association with the appointed Health and Safety Advisor.
- k. Working with the relevant senior manager and any officer responsible for overseeing the employment, engagement or placement of vulnerable persons, ensuring that all risk assessment and risk management controls identified through the process of risk assessment are fully implemented and maintained, for any vulnerable person, within their area of responsibility.
- l. Monitor contractors' safety performance on a regular basis as required by this health and safety policy, and as specifically detailed in the guidance document (supporting this health and safety policy) on Control of Contractors;
- m. Ensure that all work equipment is properly selected, used, inspected and maintained;
- n. Provide necessary levels of supervision of staff and operations under their control or responsibility;

- o. In association with the appointed Health and Safety Advisor, produce local safe working procedures and guidance documents, which are based on risk assessments, safety inspections, accidents and other relevant information;
- p. Periodically observe all work activities to ensure safe working procedures are being fully adhered to.
- q. Ensure workplace inspections are carried out every three months (and on a more frequent basis if the level of risk requires it) and make provision for necessary remedial action when unsatisfactory conditions are identified;
- r. With the assistance of the appointed Health and Safety Advisor, investigate accidents, incidents and contributory factors and review safe methods of working and risk assessments and implement remedial actions to prevent a recurrence;
- s. Review the effectiveness of remedial action following an accident;
- t. Ensure that all required health and safety records are maintained;
- u. Participate in and support West London Waste's Health and Safety audit and inspection process;

Training and Information

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

Site Managers

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

Policy

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

Communication

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

Process

- h. Demonstrate their commitment to the continual improvement of occupational health and safety performance, by setting a personal example and promoting a positive health and safety culture within the workforce;
- i. Deploy resources at their disposal to resolve health and safety matters;
- j. Ensure that all site or service specific risk assessments are undertaken, completed, and continually reviewed, in association with the appointed Health and Safety Advisor.
- k. Monitor contractors' safety performance on a regular basis as required by this health and safety policy, and as specifically detailed in the guidance document (supporting this health and safety policy) on Control of Contractors;
- l. Ensure that all work equipment is properly selected, used, inspected and maintained;
- m. Provide necessary levels of supervision of staff and operations under their control or responsibility for safety critical operations;
- n. In association with the appointed Health and Safety Advisor, produce local safe working procedures and guidance documents, which are based on risk assessments, safety inspections, accidents and other relevant information;
- o. Periodically observe all work activities to ensure safe working procedures are being fully adhered to.

- p. Ensure that any vulnerable person engaged, employed or placed (including those visiting site(s) as part of any initiative) within their area of responsibility are effectively supervised in line with the requirements of the risk assessment for the activities being undertaken by the vulnerable person. Furthermore, ensure that in line with the risk assessment, that the vulnerable person has received a specific induction to the site, which has been provided in a readily understandable, and that the vulnerable person is closely supervised at all times whilst on site.
- q. Ensure workplace inspections are carried out every three months (and on a more frequent basis if the level of risk requires it) and make provision for necessary remedial action when unsatisfactory conditions are identified;
- r. With the assistance of the appointed Health and Safety Advisor, investigate accidents, incidents and contributory factors and review safe methods of working and risk assessments and implement remedial actions to prevent a recurrence;
- s. Review the effectiveness of remedial action following an accident;
- t. Ensure that all required health and safety records are maintained;
- u. Participate in and support West London Waste's Health and Safety audit and inspection process;

Training and Information

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

Supervisors and Charge-hands

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

Policy

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

Communication

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

Process

- c. Working with the Site Manager and appointed Health and Safety Advisor, produce local safe working procedures and guidance documents, which are based on risk assessments, safety inspections, accidents and other relevant information;
- d. Working with the Site Manager and appointed Health and Safety Advisor, ensure that all site or service specific risk assessments are undertaken, completed, and continually reviewed
- e. Regularly observing all work activities to ensure safe working procedures are being fully adhered to;
- f. Carry out workplace inspections every 3 months, bringing the results of these inspections to their relevant Manager and appointed Health and Safety Advisor;
- g. Assist in the resolution of health and safety problems brought to their notice by staff, appointed Health and Safety Advisor, or Safety Representatives;
- h. Refer matters which they cannot satisfactorily resolve to their immediate supervisor or Manager.
- i. Ensure that any vulnerable person engaged, employed or placed (including those visiting site(s) as part of any initiative) within their area of responsibility are effectively supervised in line with the requirements of the risk assessment for the activities being undertaken by the vulnerable person. Furthermore, as part of any delegated responsibility in relation to the management of the site, ensure that in line with the risk assessment, that the vulnerable person has received a specific induction to the site, which has been provided in a readily understandable, and that the vulnerable person is closely supervised at all times whilst on site.

Training and Information

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

All Employees

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

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

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

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

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

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

- viii. Their responsibility for maintaining good standards of housekeeping.

Health and Safety Representatives

Union Appointed Health and Safety Representatives

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

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

Where appointed, Union Health and Safety Representatives will:

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

Representatives of Employee Safety

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

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

Make representation to the organisation on:

- a. Potential hazards and dangerous occurrences, brought to their attention by the workforce;
- b. General matters affecting the health and safety of employees they represent;

- c. Represent employees in dealings with health and Safety Inspectors

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

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

Occupational Health Advisors

Appointed Occupational Health Advisors will provide the following services:

Health screening, including:

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

Sickness Absence Management, comprising of:

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

Biennial Health MOTs for all staff, comprising of:

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

Annual Health Surveillance, include the following:

- **Audiometry** for staff at risk from exposure to noise, the need for which will be determined by West London Waste's Noise Risk Assessments.
- **Respiratory Surveillance** for staff at risk of exposure to airborne contaminants, the need for which will be determined by West London Waste's air quality risk assessment, including frequency and duration of exposure to determine if respiratory health surveillance for chronic obstructive pulmonary disease is required.

- **Skin Surveillance** for staff exposed to used engine oil and degreasing agents and at risk of irritant contact dermatitis or sensitisation to latex glove use.

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

Occupational Health advice is available when required on policy development.

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

Health and Safety Arrangements

Appointment of Health and Safety Assistance

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

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

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

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

Health Surveillance

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

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

These functions will be carried out as follows:

Post job offer health screening

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

Process

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

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

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

Sickness Absence Management

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

Process

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

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

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

Driver Health Assessments

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

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

on commencement of the post (unless drivers have already completed one in their previous job and can provide evidence)

five yearly from aged 45yrs – 65yrs

annually from the age of 65

Process:

a. Current employees:

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

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

b. New employees:

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

Health Surveillance

a. Audiometry:

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

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

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

Process

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

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

b. Respiratory Surveillance

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

Process

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

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

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

c. Skin Surveillance

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

Process

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

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

Vaccinations

a. Hepatitis A and B:

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

b. Tetanus:

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

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

Ongoing OH advice and Consultation to Managers

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

Drivers and Mobile Plant Operators

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

Risk Assessment

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

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

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

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

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

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

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

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

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

Policy

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

Process

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

Communication

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

Training and Information

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

Fire / Emergency Procedures

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

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

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

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

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

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

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

The fire assembly points are:

Britannia Court

The Green, opposite the main entrance to the Britannia Court

Twyford Site

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

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

Safety Information for Employees

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

Safety information for employees is provided in the form of:

Risk assessments;

Safe Working Method Statements;

Specific policies and procedures attached as appendices to this policy

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

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

Consultation with Employees

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

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

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

Communication and Induction Training

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

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

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

Employee Health and Safety Induction

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

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

Staff Training

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

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

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

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

Vulnerable Persons - Safety of Children and Young People

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

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

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

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

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

Vulnerable Persons – Safety of those with Mental and Physical Disabilities

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

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

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

Vulnerable Persons - Expectant Mothers

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

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

Vulnerable Persons - Lone Working

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

Control of Substances Hazardous to Health (COSHH)

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

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

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

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

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

Risk assessments will be monitored and reviewed periodically.

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

Flammable Liquids

The management of flammable liquids is managed in two elements:

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

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

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

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

Biological Hazards

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

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

Needles and other contaminated items

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

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

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

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

Personal Hygiene

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

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

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

Manual Handling Operations

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

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

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

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

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

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

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

Workplace Inspections

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

The organisations' Management Team in association with the appointed Health and Safety Advisor, will conduct regular inspections of the workplace.

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

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

Access and Egress

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

Visitors

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

The individual being visited has responsibility for the visitor's health and safety during the visit. Visitors should be required to sign in on arrival and sign out on departure.

Visitors to West Drayton offices should be accompanied, in compliance with the local procedures on site.

Where a visitor enters an 'operational' area at one of West London Waste's Waste Transfer sites they must be accompanied at all times by a representative of West London Waste.

The visitor must be briefed by the Site Manager or Supervisor of the hazards, risks and emergency action plan.

Any work likely to endanger the visitor must stop or the visitor excluded until it is safe to enter the work site.

The visitor must be provided with the PPE requirements for the location, as identified in the risk assessments.

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

Control of Contractors

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

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

Contractors will appoint an onsite safety representative.

Information required by the client

Risk Assessments and Method Statements

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

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

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

A method statement should contain the following information:

a description of the work to be carried out

the location of the work

the timetable of the works

the safe system of work to be adopted

the safe access and egress routes for personnel, plant and materials

any mechanical plant, access plant and lifting plant that will be used, with details of where it will be sited, how it will be used and copies of test certification where applicable

the name of the competent person responsible for supervising the work and copies of that person's competency certification

the names of the persons carrying out the work, their level of competency and copies of their competency certification

the health and safety risks associated with the work

the steps to be taken to remove or control the risks identified in the above step

the effect of the proposed work on the client's business continuity and the steps that will be taken to minimise the disruption

the actions to be taken in the event of an emergency situation arising

the names and telephone numbers of the persons that are to be contacted in the case of an emergency risk assessment for the task and equipment used as appropriate.

Health and Safety Policy Document

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

Information required by the contractor

West London Waste will provide site details as listed below:

- location of the work and site boundaries
- condition of the workplace
- hazardous substances present
- ground conditions
- location of mains electricity and other services
- current work practices and procedures
- current high-risk activities (e.g. storage of highly flammable liquids)
- current emergency procedures and arrangements
- specified fire arrangements and procedures
- existing work rules
- activities of other contractors which may affect the work
- environmental considerations
- site set up
- security procedures and the requirements relating to any statutory notifications of work (such as the reporting of accidents)

Evaluation of the contractor's safety arrangements

Managers will be responsible for evaluating any potential contractor's competency and their safety arrangements using the contractor evaluation procedure, pre-commencement or pre-tender documentation.

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

Construction (Design and Management) Regulations (CDM)

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

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

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

Work Equipment (PUWER)

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

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

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

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

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

Defective Equipment

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

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

Control of Noise at Work

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

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

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

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

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

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

Personal Protective Equipment (PPE)

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

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

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

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

Defects to any personal protective equipment will be reported to the management and the item withdrawn from service.

Misuse, negligence, wilful damage or loss of personal protective equipment issued to employees may result in disciplinary action. In such cases PPE will be replaced or repaired at cost to the employee.

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

PPE issue and condition is subject to recorded checks.

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

Waste Disposal

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

Potentially hazardous or flammable waste must be separated from other waste materials.

All waste materials must be disposed of in accordance with The Environmental Protection Act, the Control of Substances Hazardous to Health Regulations and the Hazardous Waste Regulations.

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

Smoking

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

Smoking includes electronic cigarettes.

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

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

Accident Reporting and Investigation

It is the policy of West London Waste to record all incidents, near misses and accidents (including property damage) and comply with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)1995

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

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

Incidents and Injuries

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

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

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

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

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

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

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

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

All fatalities must be reported immediately.

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

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

Accident Investigation

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

The procedure will be:

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

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

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

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

First Aid

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

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

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

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

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

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

First Aid Kits

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

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

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

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

Display Screens and Workstations

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

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

Electrical Equipment

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

Extension Cables and Outdoor Use

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

Where the use of an extension lead becomes frequent or permanent, this must be reported to the local 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.

Working at Height

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

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

Eliminate Falling

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

Permanent Fixed Access

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

Temporary Working Platforms (Including Step Ladders and airline steps)

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

Ladders and Step Ups

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

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

Inspection Interval:

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

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

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

Personal Suspension System / Work Positioning Techniques

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

Fall Arrest

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

Rescue from Height

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

Lifting Operations and Lifting Equipment (LOLER 98)

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

Passenger Lifting and Lowering Equipment

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

Goods Lifting Equipment and Operations

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

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

Mobile Elevated Work Platforms (MEWP)

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

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

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

Vehicles and Driving

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

Drugs and Alcohol

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

Working Time Regulations

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

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

Call Out / Night Work

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

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

Enforcement and Disciplinary Procedures

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

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

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

Stress

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

- a. Induction training will include advice to employees on the health risks associated with stress at work.

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

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

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Food recycling projects Update

SUMMARY

This report provides an update on the Authority's Food Waste investment in Borough Business Cases, approved in September 2020.

RECOMMENDATION(S)

- 1) *The Authority is asked to approve an extension the time frame for project return evaluation from 3 to 5 years.*
- 2) *The Authority is asked note the remaining information within this report.*

1. Introduction - The West London Waste Food Waste investment was approved to set aside £3m of reserves to fund investment in the Borough food waste business cases to increase food waste collection only.

2. Background - There are multiple factors that impact on the food waste system and therefore Officers have measured key metrics in the system as well as overall waste trends. The food waste service is predominantly a waste reduction measure as well as the benefits derived from diversion away from residual.

The food waste system is therefore a function of the following metrics:

- a) Separate food waste collected
- b) Proportion of food in the residual
- c) Residual waste volumes
- d) Capture rate

Each of these metrics have an impact on the value of a return on investment and therefore need to be considered together.

3. Food projects updates

In 2020 the boroughs submitted project outlines setting out how the funding would be used and key results to monitor projects against. There have been external factors and internal changes in many boroughs which have resulted in some changes of project scope or timetable. This section outlines the status for each food recycling project up to the end of June 2022 and is based on information provided by the Borough's delivery teams.

Approved Projects by Borough

| Borough | Project |
|-------------------|---|
| Brent | Provide 56,000 flats with equipment and consumables to increase the utilisation of the collection service . |
| Ealing | Introduce service to 20,000 flats that currently do not receive a food waste collection service. Supply of new equipment and targeted communications to 25,000 homes in 11 current collection rounds to improve volumes collected i.e. efficiency. |
| Harrow | Introduce commercial collections (1500) and Flats Above Shops (800 FAS) service. |
| Hillingdon | Introduce separate kerbside food service to homes either with no service or currently receiving a mixed organic service. |
| Hounslow | Introduce service to 25,500 flats that currently do not receive a food waste collection service. Supply of new equipment and targeted communications to 10,500 homes in 5 current collection rounds to improve volumes collected i.e. efficiency. |
| Richmond | Provide 17,000 flats with equipment and consumables to increase utilisation of the collection service Introduce a commercial waste collection service to 540 new commercial customers |

Brent

- LB Brent in conjunction with their contractor have surveyed most Communal collection blocks and re-instated food collection services where possible.
- LB Brent are currently recruiting a project team to deliver the project.
- The project aims to provide a new food recycling service to 56,000 properties in blocks of flats.

Ealing

- Ealing have added just over 9000 properties across 146 blocks of flats to the food recycling service.
- 3853 non-participating homes received targeted information about the services provided in August 2021 with follow-up leaflets at the beginning of January 2022.
- The next steps for the project are to identify further properties to be added to the collection rounds and to target additional properties at locations where the food recycling bins contain significant amounts of non-food contamination.

Harrow

- Harrow's Project Manager began work in October 2021. Food recycling bins and housing units for flats have been procured.
- An assessment of the service provision at blocks of flats is underway and it's anticipated that new properties will be added to the service during Q2 of 2022/23.
- Flats above shops service options are currently being investigated

Hillingdon

- A separate kerbside food service has been introduced to all homes that previously received a mixed organics service.
- Separated optimised food and green waste collection rounds were created by WLWA's Project Team using specialist software. 5,016 new kerbside properties have been added to the service since May 2021.
- Over 4000t of food waste has been separately collected.
- Bin sensors have been installed into five schools to track usage of new food waste service following communications and engagement with the schools.
- A trial food recycling service has been introduced to 159 flats. The plan is to expand this service to as many flats as possible in Hillingdon Housing estates throughout 2022/23
- Hillingdon are in the process of recruiting two Recycling Officers in part to deliver on a target to reduce food waste by 10%. This will also involve a targeted campaign to increase the number of kerbside subscribers to the collection service.

Hounslow

- 15,000 flats have been added to the food recycling service. The collection service is operating using smart data collected from bin sensors. 455 additional tonnes of food waste collected since start of project. This represents a disposal saving of c.£46k to Hounslow Council and 5,628kg CO₂e of emissions to date through diversion from the residual waste stream.
- The bin housings which were ordered early in the project timeline have been delayed due to a national shortage.
- The 2 vehicles to be used for the bin swapping service have been ordered and hired vehicles are being used until they arrive. The bin swapping service has been in operation since April 2022.
- The monitoring of this service and use of bin sensors to detect fill rates means there is a clear understanding in the amount of food generated across the total number of properties served. This data shows that 0.50kg/hh/wk has been collected.
- A targeted communication campaign was carried out in the Brentford Dock estate to increase the amount of food collected to 1kg/hh/wk, the impact was monitored by bin sensors.
- Limited participation monitoring targeted 440 non-participating kerbside properties in September 2021. This approach was also tried in three further wards in February 2022. Non-participating kerbside properties targeted with leaflet including QR code to permit recipient to request caddy. As no requests were received this approach is currently being re-evaluated.

Richmond

- The Project Assistant employed to work on this project has completed bin store assessments of 1,150 blocks (83% of all blocks) with 674 blocks deemed feasible for food waste recycling. Where the Management Agent is not known for the block, letters have been sent to residents to enquire. 48 Management Agents have been identified using this method. Richmond have been given permission by managing agents to install bins at 180 blocks serving 3.5k flats.
- Bin housing have been ordered but due to national demand their arrival has been delayed. A service leaflet, bin and bin housing stickers have been designed and approved.
- Richmond are currently waiting for confirmation of a start date from their contractor, Serco, for delivery of the service to commence.
- The provision of a commercial food recycling collection service is currently on hold.

West London Waste Authority

- Procurement support for containers, bin housings and caddies.
- Installing and operating the bin wash system at Transport Avenue
- Providing fleet routing and efficiency services for integration of new properties on rounds and new services.
- Trialling Smart Cities technologies to measure fill and collection rates to generate smart routing for rounds with bin sensors
- Communications support and resources for food waste services
- Round performance mapping to establish high and low yield areas
- New transfer operation for food waste at Victoria Road transfer station.

4. Tonnage of food collected through borough food recycling services

Food waste trend from year-on-year change analysis

The total tonnage of food separately collected for recycling has steadily increased year on year as shown on the graph below, until the Q1 2022. The inclusion of the Hillingdon separately collected material has provided a significant proportion of this growth.

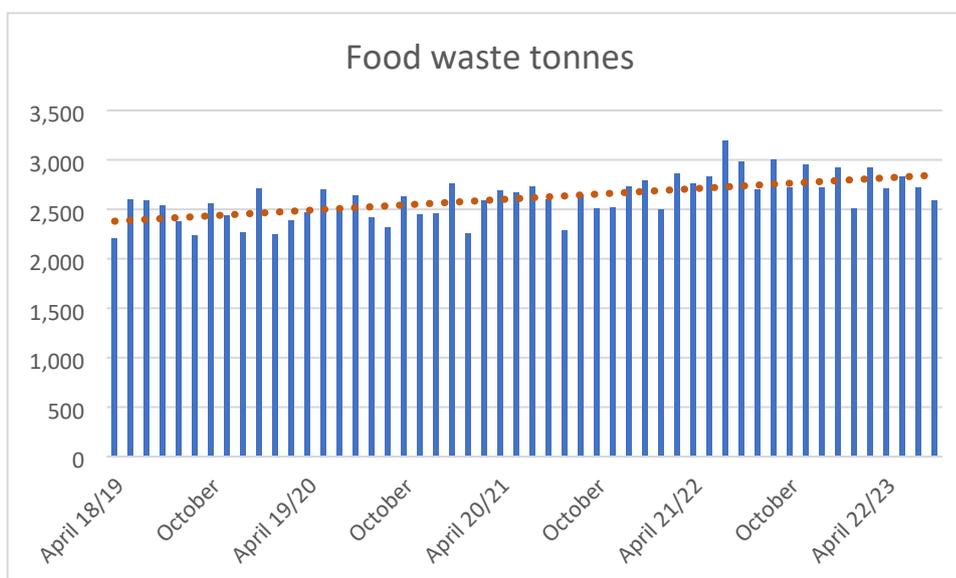


Figure 1 – Food Waste tonnes with trendline

Change in food collection since 2020

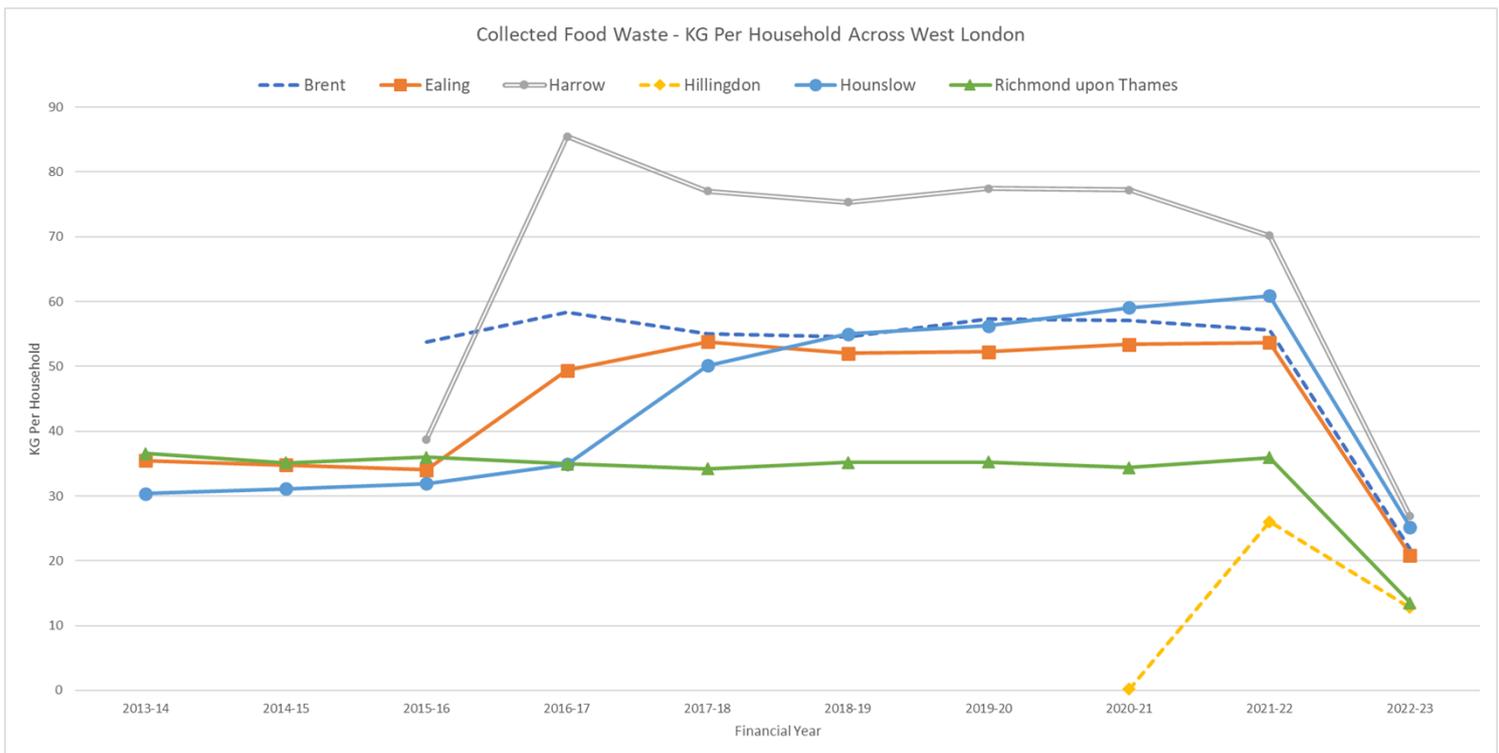
The following graphs show how the collected weight of food has changed since a pre-pandemic baseline year, the chosen baseline is the average of 2018-19 and 2019-20 (having an average of 2 years reduces the effects of one-off events). The total to date tonnage increase since the baseline years is c.7400tonnes.

Note – Hillingdon data is not included in these graphs because a separate food recycling collection was only introduced in 2021 therefore no baseline data exists.



Figure 2 – Borough food volume vs baseline

The West London food waste service has seen a reduction in all waste streams including food since the end of the pandemic.



The figure above shows the evolution of the food waste services by kg/household. This gives an indication of the relative positions of the services and capture. Please note the current year 2022/23 is only part year data.

5. Food waste in residual

The absolute volume of food waste captured only covers a proportion of the full food waste system. Food waste generated in households across west London predominantly flows through two routes. The food waste service covered above and unfortunately through the residual waste where households are not participating in food service provided.

WLWA officers have contracted a waste composition survey to be completed by the middle of October 2022 which will also be used to inform this work. The previous waste composition work has indicated the proportion of food waste in the residual stream has dropped from c.41% in 2019/20 to c.31% in 2021/22. This is the equivalent reduction of c.30,000kpta of food waste.

Residual had been increasing throughout the pandemic and as the stream containing greatest volume of food waste this growth needs to be factored into the separate food collection increases. During this time residual waste volumes have been c.7% higher than the baseline years versus the 11% increase in food collected separately. If this figure is used to create a weighted mean food collection tonnage the effective uplift is 4% or 1186 tonnes.

This supports the increase in separate collection but reduces the benefit. To ascertain the wider impact of this changing baseline the capture rate of food service needs to be calculated.

6. Capture of food

Using the tonnage data from food recycling services and the waste composition analysis for each of the last 3 years the capture rate for food being thrown away (whether placed in rubbish bins or in the food recycling services) can be measured as a snapshot in time. The graph below shows the total amount of food being thrown away is reducing gradually year on year and the proportion of it being placed in the food recycling service is increasing.

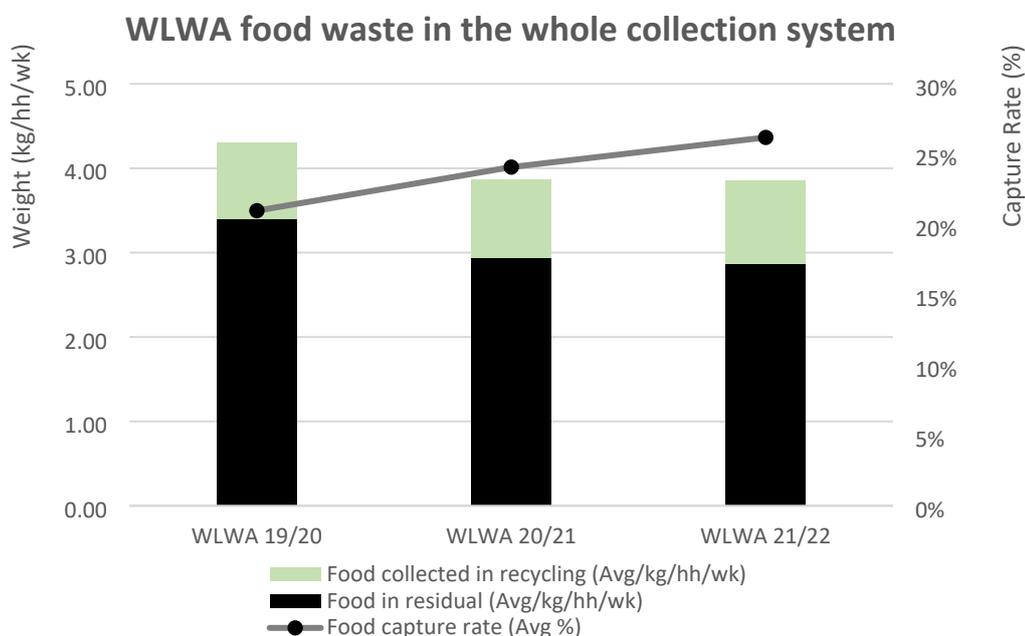


Figure 3 – WLWA capture rate and waste reduction

This supports the increase in participation through the expansion of the services by Boroughs (increasing capture rate) and the waste reduction theory for the service (total kg/household/week reducing through time).

7. Financial Implications –

As detailed above the measures for the evaluation of the services is difficult to measure as a single function. The measures above independently would deliver savings on the WLWA food projects investment to date as follows:

| Measurement | Saving |
|--|--------------|
| Food waste collected | c.£750,000 |
| Food waste reduction | c.£3,100,000 |
| Residual weighted food waste collected | c.£120,000 |

WLWA officers will continue to monitor and measure the impacts of the investment and the benefits delivered through the projects with updates annually to the Authority on progress.

Approval – Projects have commenced within the delivery period, however in order to capture the full benefit of the investment and given the impacts of the pandemic on project commencement WLWA officers request that the evaluation period for the returns be extended to 5 years.

8. Staffing Implications – None

9. Health and Safety Implications – None

10. Legal Implications – The Environment Act 2021 includes a requirement for every household to receive a separate food waste collection service. The projects identified are leading best practice for flats and flats above shops food waste collections services.

11. Joint Waste Management Strategy

The projects mentioned in this report Deliver increased recycling and the cost savings needed to reinvest in reducing our carbon emissions.

| | | |
|------------------|---|--------------|
| Contact Officers | Peter Tilston, Projects Director petertilston@westlondonwaste.gov.uk Sarah Ellis, Strategic Development Lead sarahellis@westlondonwaste.gov.uk | 01895 545510 |
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Finance Strategy

SUMMARY

The Finance Strategy has been developed by working with borough Finance Directors and Environment Directors over a number of months and it incorporates their feedback during that period. The key points are:

- The work, analysis and wide range information and considerations shared over the last few months have identified no material improvements which can be made to the draft Finance Strategy which is largely as reported to the Authority in June
- The impact of legislative change is summarised in this report. The required change will be significant and will reduce waste, improve recycling and improve the carbon footprint. However both the Authority and boroughs will see costs rise to deliver these benefits.
- New income provides an opportunity and options for managing that change and risk with two thirds of the income passing through to boroughs and one third retained by the Authority
- A total of £10.3 million of new income and excess reserves will be disbursed to boroughs following approval of the draft Finance Strategy
- The modelling of electricity income provides a positive but uncertain outlook for 2022/23 but has the potential for disbursements next year.
- Borough Finance Directors formal feedback regarding the Finance Strategy is included in Section 5 of this report.

RECOMMENDATION(S)

The Authority is asked to:

- 1) Approve the Finance Strategy (Appendix 1)
- 2) Approve the distribution of new income and excess reserves per Section 3.

1. Introduction

The draft Finance Strategy (appendix 1) had already incorporated the feedback from borough Directors and was reported to the Authority in June.

Whilst developing the strategy and from discussions with stakeholders a range of additional information was requested in order to finalise the strategy. This information was produced, shared with borough Directors and considered in joint meetings.

Although the information identified no material improvements for the Finance Strategy, there were three pieces of information that were particularly interesting:

- A pack identifying significant risks on the horizon
- The finalisation of income and receipt of funds
- Electricity income scenario modelling

2. Risks on the Horizon

As previously reported, the waste sector will see significant legislative change in the coming years. The Authority and boroughs are working collaboratively to understand and respond to this change.

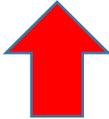
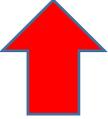
Although the details of the legislative change are yet to be clarified, the risks can be identified from consultation documents and wider published principles. The items of legislation considered include:

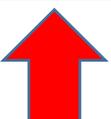
- Extended Producer Responsibility (EPR)
- Deposit Return Scheme (DRS)
- Consistency
- Emissions Trading Scheme (ETS)
- Net Zero / Climate Emergency / Air Quality
- Plastic Tax
- Landfill Ban

A brief summary of these is provided in Appendix 2.

Analysis work considered the impact of each of these legislative changes on each material stream and a detailed assessment has been shared with borough Directors. These are summarised in the table below and **in overall terms, the analysis indicates that environmental benefits will be delivered through changes which increase borough and Authority costs.**

Given the early stage of most legislative change, it is not possible to quantify the impact. However it is possible in most cases to draw reasonable although subjective conclusions about the direction of impacts based on Officers collective knowledge of legislation, consultations, wasteflows, operations and the market, as summarised below:

| Waste Material | Collection Costs | Disposal Costs | Carbon Reduction | Waste Reduction | Recycling Increase |
|----------------|---|---|--|---|---|
| 1. Residual |  |  |  |  |  |
| 2. Green |  |  |  |  |  |
| 3. Food |  |  |  |  |  |
| 4. Glass |  |  |  |  |  |

| | | | | | |
|-------------------|---|---|--|---|---|
| 5. Paper |  |  |  |  |  |
| 6. Card |  |  |  |  |  |
| 7. Plastic |  |  |  |  |  |
| 8. Aluminium Cans |  |  |  |  |  |
| 9. Other Cans |  |  |  |  |  |
| 10. Textiles |  |  |  |  |  |

It should be noted that at a material level the effects are complex with a lot of interaction between legislative impacts. This includes compounding effects (e.g. the effect of one piece of legislation becomes bigger because of another piece of legislation) and gaps (e.g. where producers/contractors exploit gaps in legislation leading to costs elsewhere).

This analysis will be updated as legislation becomes clearer and incorporated into the thinking and ongoing collaborative work to develop the Joint Municipal Waste Management Strategy.

A major new risk has also developed over the recent months, the cost of living crises. From a financial perspective the forecasts of double digit inflation will be an important driver of increased costs in the coming year. Many individuals and businesses are also struggling, particularly with rising fuel and power costs and this could lead to disruption of services through for example industrial action or business failure.

3. Finalisation of New Income and Payment to Boroughs

At the end of June the Authority received a payment of £10.6 million as the Authority's share of income earned by the contractor from the energy from waste plant. This is slightly more than previously reported.

Having received these funds the Finance Strategy's income sharing mechanism can be applied. On this basis the boroughs' two thirds share is £7.1 million.

The Authority's 2021/22 out turn position has also indicated excess reserves (i.e. the amount above the approved level for managing risks) of £3.2 million.

It is recommended that these latest positions are used for making payments to boroughs in October. A breakdown of sums receivable by each borough follows:

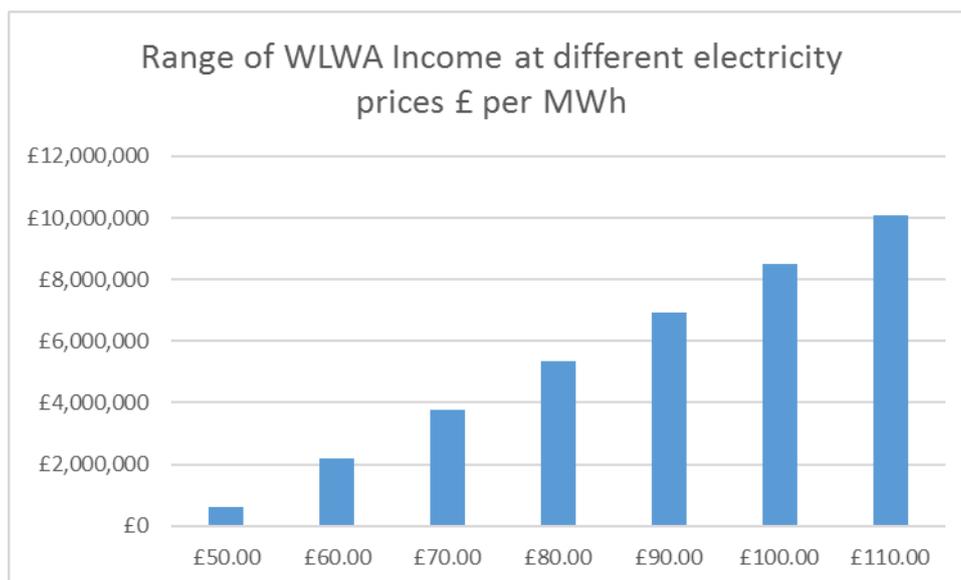
| Borough | Approved Council Tax Base | New Income (£000s) | Excess Reserves at end of 2021/22 (£000s) | Total (£000s) |
|--------------|---------------------------|--------------------|---|---------------|
| Brent | 99,868 | 1,205 | 553 | 1,758 |
| Ealing | 118,649 | 1,432 | 658 | 2,089 |
| Harrow | 90,597 | 1,093 | 502 | 1,595 |
| Hillingdon | 103,840 | 1,253 | 575 | 1,828 |
| Hounslow | 86,769 | 1,047 | 481 | 1,528 |
| Richmond | 88,703 | 1,070 | 492 | 1,562 |
| Total | 588,426 | 7,100 | 3,261 | 10,361 |

These are reflected in the updated Finance Strategy.

4. Income Scenario Modelling

The income from electricity is a helpful source of funding to help meet the challenges of new legislation.

Forecasting electricity income requires forecasting electricity prices. In the present volatile market it is impossible to forecast electricity prices. So recognising the risk of predicting market prices, the table below shows the total WLWA income at different market prices.



It should be noted that there are a number of risks around income, both the volume and price are unpredictable. Additionally, there is a risk of windfall tax being imposed on energy producers should the economic and political climate remain challenging.

There is a significant risk in forecasting electricity prices and readers of this information are advised NOT to plan any spending based on this information.

The draft Finance Strategy provides a simple mechanism for distribution of the income and the above electricity income analysis does not indicate any obvious advantages for changing that mechanism.

Officers will continue to monitor electricity prices and the impact on WLWA income during the year.

Whilst electricity prices are a significant current matter, it is important to note that the finance strategy is about far broader and longer term financial management. It identifies the controls, mechanisms and transparent arrangements which will ensure the effective long term financial management of the Authority.

5. Formal feedback from borough Finance Directors

Finance Directors informal feedback at the September West London Treasures meeting appreciated the transparent and collaborative approach to developing the Authority's finance strategy. Two written responses were received. These can be found in Appendix 3.

Ongoing Officer attendance at quarterly West London Treasures meetings will ensure borough Finance Directors are updated on all key matters over coming years and there is an opportunity to discuss, plan and feedback on Authority's activities.

| | | |
|------------------|---|----------------|
| Contact Officers | Jay Patel, Finance Director jaypatel@westlondonwaste.gov.uk Ian O'Donnell, Treasurer lanodonnell@westlondonwaste.gov.uk Emma Beal, Managing Director emmabeal@westlondonwaste.gov.uk | 01895 54 55 10 |
|------------------|---|----------------|

Appendix 1 West London Waste Authority Finance Strategy

1. Background

The environment that the Authority and Boroughs work in is rapidly changing. Recent and emerging legislation will result in challenges and risks that we will need to manage and things that we will need to do, which won't be optional.

Net Zero, Climate Emergency, Consistency, Extended Producer Responsibility, Deposit Return Scheme and the Emissions Trading Scheme are some examples of where we already have or will soon see new legislative requirements.

The scale of the change required will be significant and a key question for both the Authority and boroughs is how will we fund that change?

The March 2022 WLWA Strategy Day with borough stakeholders commenced collective work to develop the Authority's strategy and understand/prepare for the implications of this legislation. This collaborative work will continue and will result in the development of long-term action plans in the coming years working towards a joint vision for 2030.

The Finance Strategy provides a framework for supporting the delivery of those action plans.

2. Aims

For several years the Authority's financial management has delivered:

- A strong financial platform allowing the funding of strategic plans/projects for both the Authority and boroughs
- Effective cost control and containing growth in levies to well below inflation
- Certainty and predictability about costs and levies over the longer term
- Effective management of financial risks through reserves
- Disbursements of any excess balances to boroughs

These are the continuing aims of the Finance Strategy.

3. Finance Strategy

The Finance Strategy brings together a number of key long established considerations and processes together with recent developments such as new income and the need to fund developing strategic plans.

- Cost control and stability – this includes the procurement rules which drive good value and sustainable purchasing. It also includes the budget setting process (in particular the scrutiny from a variety of stakeholders providing suitable challenge) which provides a focus on costs and levies. To give certainty to all stakeholders, each year's overall variance from the balanced budget will be absorbed through reserves, meaning no in-year levies in the event of an overspend.
- Financial planning for stability – long term financial plans, modelling and sensitivity analysis identify and provide an understanding of the business's key strategic financial drivers, opportunities and risks through their impact on costs and levies. This also facilitates effective cash and debt management and ensures planning for suitable levels of liquidity throughout the term. Long term plans will be reviewed at least annually and also on emergence of any significant projects.

- Risk and reserves – key financial risks are managed through reserves (less artificial revaluation gains). Essentially an amount is set aside to deal with the risks should they materialise. This is reviewed annually as part of the budget setting process to determine a suitable level of reserves to maintain. Reserves are gradually built up when necessary through accumulation of surpluses arising during years when overall levies exceed overall costs.
- Disbursement of excess reserves – when the level of reserves (other than artificial revaluation gains) materially exceeds the sum needed by the Authority to manage risks (as budgeted), the excess is apportioned using the council tax base and disbursed to boroughs. This is reviewed annually on production of the draft financial statements. Additional disbursements have been made possible by deploying Authority reserves to fund borough improvements that are aligned to the Authority’s strategic plans – e.g. food waste.
- Business cases – any significant project requires a business case to demonstrate that the return (financial or other) for either the Authority or boroughs is commensurate to the investment. Importantly, business cases can consider benefits from a holistic west London perspective which means boroughs can benefit directly rather than the project being of benefit to the Authority, provided they are aligned to the Authority’s objectives. The business case will be approved by the appropriate decision making body per the delegated authority.
- Funding – the options for funding strategic plans/projects, principally includes the use of new income set aside in reserves or borrowing financed through future levies. To minimise the impact on levies, using reserves is the preferred option. This is explained in more detail in section 4. Reserves will have to be built up accordingly, through new income.
- New income – the PPP contract has provided the opportunity for generating new income. There will be income over the short term, significantly relating to 2021/22 with a likelihood of some relating to 2022/23. Over the short term this is largely from increased electricity prices. Over the longer term there may also be opportunities to secure income by increasing third party waste volumes processed at the SERC. Two thirds will be passed on to boroughs directly and one third will be retained by the Authority to fund strategic plans/projects.
- Reserves – this will comprise of reserves built up to manage risks (as identified earlier) and new income set aside (less any subsequently used) to fund Authority strategic plans/projects. Anything in excess will be disbursed to boroughs as identified earlier. Suitable liquidity will be maintained to ensure funds are readily available for these purposes. Reserves set aside for strategic plans/projects will also be reviewed annually as part of the budget setting process to ensure levels are suitable and not excessive, with disbursement being made accordingly.

4. The Trade-off

The use of new income for funding can be considered as a scale with two options at polar opposite ends of that scale and many choices in between. The scale essentially represents a trade-off between

- a) The level of certainty/predictability about growth in levies and
- b) The amount of new income disbursed directly to boroughs

The more of new income that is disbursed to boroughs the more volatile and bigger will be the movement in levies, as illustrated over the page:

NONE

The amount of PPP income disbursed to boroughs

ALL

Lower growth in levies and higher certainty/predictability about levies for financial planning

Higher growth in levies and volatile and un predictable levies and financial planning uncertainty

To explain the illustration in a little more detail:

At one end of the scale, all new income can be retained by the Authority to fund the strategic plans. This option will provide greater certainty/predictability about levies over the longer term and contain growth to well below inflation. This is because the option reduces the need to borrow and finance that borrowing through increased levies. Furthermore, it allows the benefits (financial, carbon etc.) to be seen by boroughs in subsequent years in accordance with the business cases. The disadvantage of this approach is that there is no disbursement new income to boroughs.

At the other end of the scale, all new income can be disbursed directly to boroughs. The disadvantage of this approach is that the levies will become less predictable and more volatile. The levies will depend on the timing of projects and the borrowing to fund strategic plans. This will create uncertainty for both the Authority and boroughs and financial planning will become more challenging in order to deal with the movement in levies year on year.

This reflects a typical short term benefit vs long term stability, financial planning trade-off.

5. The Balance proposed

There are two other factors worth considering in context of arriving at a suitable trade off, the scale of the new income and the financial challenges facing boroughs.

So, on the basis that the scale of new income is far more than anticipated as are the financial challenges facing boroughs, the strategy leans towards the majority (two thirds) of new income being passed through to boroughs directly. One third will be retained by the Authority for delivery of strategic plans.

However boroughs will need to be mindful of the risk of a rise in levies in the future if funding, beyond that retained by the Authority from new income, for projects becomes required.

6. Key Financials

The Finance Strategy provides a mechanism for delivering better financial certainty in uncertain times as described by the aims.

It also strikes a balance between different stakeholder needs and also supports the delivery of the wider strategy for the Authority currently being jointly developed.

These are illustrated in the following tables which provide a projection of key financials from the Finance Strategy.

a) New income

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--------------------------|---------------|---------------|--------------|--------------|--------------|
| One off from electricity | 9,591 | 16,400 | 0 | 0 | 0 |
| Recurring | 1,059 | 1,200 | 1,200 | 1,200 | 1,200 |
| Total new income | 10,650 | 17,600 | 1,200 | 1,200 | 1,200 |

The 2021/22 figures are from the draft out-turn position for the year. The split is notional based on latest negotiating positions.

The 2022/23 position is a tentative estimate assuming electricity prices will remain at current levels and is **subject to high degree of uncertainty**.

Caution – the estimates for 2022/23 onwards are notional and dependent on market electricity prices and success with securing recurring new income. Stakeholders are advised not to use the notional estimates above in financial planning.

b) Pass through to boroughs

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--------------------------------|--------------|---------------|------------|------------|------------|
| 2/3 rd of one off | 6,394 | 10,933 | 0 | 0 | 0 |
| 2/3 rd of recurring | 706 | 800 | 800 | 800 | 800 |
| Total | 7,100 | 11,733 | 800 | 800 | 800 |

The 2021/22 sum will apportioned and paid to boroughs in October and similarly when funds are received in subsequent years.

c) Reserves for Authority strategic plans

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|--------------------------------|--------------|--------------|--------------|---------------|---------------|
| Brought forward | 0 | 3,550 | 9,417 | 9,817 | 10,217 |
| 1/3 rd of one off | 3,197 | 5,467 | 0 | 0 | 0 |
| 1/3 rd of recurring | 353 | 400 | 400 | 400 | 400 |
| Total | 3,550 | 9,417 | 9,817 | 10,217 | 10,617 |

These are retained in reserves and used to fund Authority strategic plans. The balances will reduce as reserves are spent.

d) Reserves to manage risks (i.e. excluding revaluation gains)

| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 |
|---|---------------|--------------|--------------|--------------|--------------|
| Brought forward | 7,818 | 9,200 | 9,200 | 9,200 | 9,200 |
| Surplus/(deficit) | 722 | 0 | 0 | 0 | 0 |
| Pension liability movement | 3,921 | 0 | 0 | 0 | 0 |
| Total | 12,461 | 9,200 | 9,200 | 9,200 | 9,200 |
| Reserves target | 9,200 | 9,200 | 9,200 | 9,200 | 9,200 |
| Excess reserves paid to boroughs | 3,261 | 0 | 0 | 0 | 0 |

The reserves target will be set annually as part of the annual budget setting exercise and will be based on risks at the time. It is unlikely they will remain at £9.2 million.

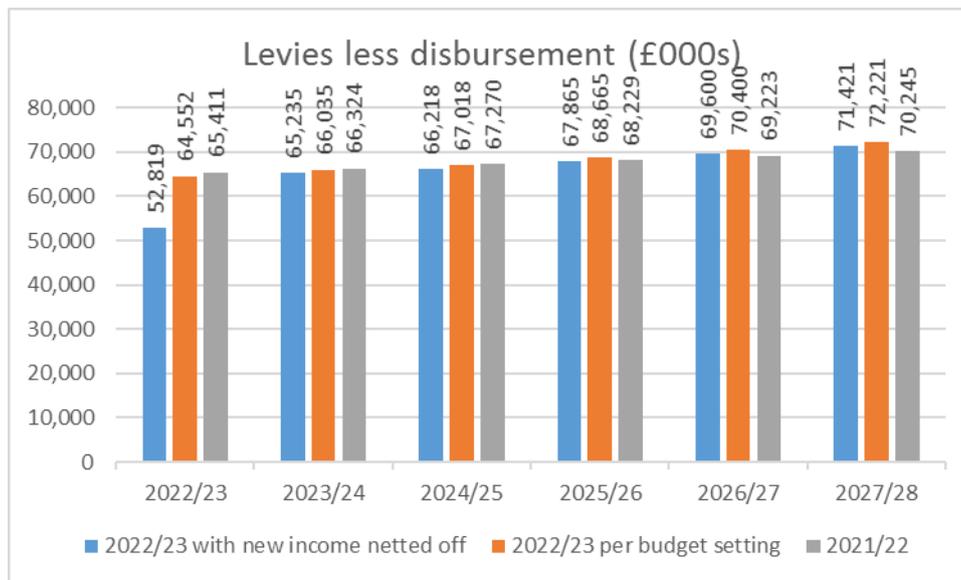
Excess reserves result from day to day operations and will be apportioned and disbursed/paid to boroughs using the council tax base.

e) Forecast levies

The long term financial plan has been updated to:

- use a long term assumption for inflation of 4% per year (2% was used when setting the budget).
- include the disbursement of income to boroughs netted off against levies

The impact on levies is illustrated in the table below.



This shows a continuing healthy financial position compared to the projections from 2021/22 and during the 2022/23 budget setting. The forecast is particularly better in 2022/23 due to new income (subject to significant uncertainty) and subsequently with recurring income largely offsetting the impact of the increased inflation assumption.

Appendix 2 – Brief summary of upcoming legislative change

Extended Producer Responsibility

This legislation applies the polluter pays principle. The costs of disposal/recycling of packaging waste will pass to manufacturers and retailers (i.e. the polluters).

The financial mechanisms will incentivise polluters to use more recyclable materials and this will effect waste flows across the entire system.

Local authorities will receive funding to cover some of the cost of disposal/recycling. It is unclear how the financial mechanisms will work and whether it will change the central government funding of local authority spending.

The legislative timeline for introduction of EPR has been delayed. The latest timeline is that a bill will come to parliament in 2023 and take effect from 2024, with data gathering and compliance/reporting for stakeholders commencing April 2024.

Deposit Return Scheme

This legislation will incentivise consumers to recycle single use drinks containers through a deposit (e.g. 20p) charged when purchasing a product (e.g. can of cola) which they can then get refunded at a range of recycling locations and facilities.

The legislative timeline is unclear with the earliest date for implementation being late 2024.

Consistency

This legislation will seek to introduce separate collections and cycles (e.g. weekly) for a range of materials including Dry Mixed Recyclables throughout the country.

Local authorities will be allocated to a peer groups to assess relative performance.

The timeline for legislation is planned to be the same as EPR (i.e. 2024) so that the EPR funding formula can incorporate/incentivise good performance.

Emissions Trading Scheme

Energy from waste (EfW) plants are presently excluded from the Emissions Trading Scheme. A change in this legislation will include them and result in additional costs for operators.

There is presently no requirement/guidance/clarity regarding the scale of those costs or how operators will have to deal with them. Suez estimate it at £36 per tonne of residual waste..

However it is expected operators will seek to pass on costs through their contracts with others. This could include the power purchasers (and ultimately consumers) and customers including local authorities (and ultimately council tax payers).

The UK change in legislation is under consultation. However it is worth noting that the EU has already approved the change for their members which comes into effect in January 2026.

Net Zero / Climate Emergency / Air Quality

A variety of environmental legislation is a key element of the work of the Climate Emergency Officers Group.

The principle impact on waste streams will relate to the supply chain and logistics, principally transport and how they can aid delivery of much wider environmental targets.

Plastic Tax

A £200 per tonne plastic tax for plastic with less than 30% recycled content was introduced on 1 April 2022 which importers and manufacturers will be required to pay.

This was intended to change the behaviour of the supply chain and so improve the recycling of plastic.

Landfill Ban

This legislation will ban biodegradable waste from landfill.

The timeline is uncertain and it is worth noting that Scotland who are planned to be early adopters have pushed back implementation to 2025.

Textiles

A consultation for new legislation is planned for 2022. This will apply the polluter pays principle, similarly to EPR.

Producers and retailers will pick up the costs of processing / disposal and will be incentivised to increase re-use and recycling.

Local authorities will receive funding to cover some of the cost of disposal/recycling. At this stage with no indication of the legislative changes it is not possible to assess the impact accurately however Officers expectations are that costs will rise.

Appendix 3 – Finance Director’s formal borough feedback



London Borough
of Hounslow

Clive Palfreyman
Executive Director of Finance & Resources

Chief Executive's Office
Hounslow House
7 Bath Road, Hounslow TW3 3EB

FAO
Mr Jay Patel
Finance Director
West London Waste Authority

Your contact: Clive Palfreyman
Direct Line: 020-8583-8882
E-Mail: Clive.Palfreyman@hounslow.gov.uk
Your ref:

Date: 02 September 2022

Dear Jay,

Re: Finance Strategy 2022

We have reviewed the Finance Strategy Report sent to us dated 19th July 2022 and would like to provide the following feedback.

We acknowledge the incorporation of the previous feedback from the borough directors and additional information provided by the Authority as requested.

The income sharing mechanism proposed in the Finance Strategy is agreeable and the rationale seems to be sound. The new income "Trade off" model illustrates very well the short-term vs long term stability. The proposal to pass two thirds of the one-off income to boroughs is acceptable although we would be happy to explore with you a model whereby 100% reinvestment in WLWA services were an option with the objective of driving down revenue costs.

We acknowledge the long-term forecast plan for levies has been updated with a 4% inflationary increase per year vs 2% during budget setting and that this has been partly mitigated through the new recurring income, especially for the year 2022/23. However, we understand that the inflation will be a growing concern for the Authority along with the legislative changes.

We acknowledge the appendices 2 & 3 on legislative changes and potential impact of legislative change by material. We note that the legislative change could increase the disposal cost of residual waste and green waste particularly. We note that the direct impact on levies is proposed to be minimised through the holding of reserves and possible new income.

We believe the Finance Strategy should provide a mechanism for delivering better financial certainty and will provide a framework for supporting the delivery of the long-term actions plans to understand/prepare for the implications of the emerging legislation changes.

We are looking forward to receiving Hounslow's share of the income earned by the contractor from the energy from waste plant share (c£1047k subject to final accounts) and disbursement of excess reserve of c£481k, in October 2022 and we note that it has no conditions attached.

We thank you for all your hard work in bringing this together and looking forward to working with you on the action/delivery plan.

Yours sincerely,

www.hounslow.gov.uk Your online A-Z of services 020 8583 2000

Clive Palfreyman

Executive Director of Finance and Resources

By email

Hillingdon welcomes the publication of the WLWA finance strategy and the presentation of a medium-term forecast which will assist our financial planning processes in this area. It was useful to have some opportunity to comment on the development of the strategy and we will be keen to support this process going forward. These discussions have identified that with respect to some issues there are differing financial preferences and positions amongst the constituent authorities and that the strategy will need to be flexible enough to accommodate those differences.

Andy Evans

Corporate Director of Finance

London Borough of Hillingdon

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WEST LONDON WASTE AUTHORITY

Report of the Managing Director

23 September 2022

WLWA Business Plan

SUMMARY

This report provides details of the Authority's Business Plan for 2022/23. The key points are:

- WLWA and Boroughs made a very strong and collaborative response to Covid 19 which has speeded up progress in our collaborative working. Collectively we understand the objectives and targets in the Joint Municipal Waste Management Strategy (JMWMS).
- WLWA and Boroughs are waiting for; a government response to the 2021 consultations on waste prevention, consistency and deposit return schemes, and Regulations to follow the Environment Act 2021 on these consultations and extended producer responsibility for packaging. Several more consultations emerged and were responded to in 2022. This is all crucial information to inform our route map to deliver the JMWMS.
- We have agreed to create a joint plan for 2030 which will provide a draft route map and which can be amended as legislative clarity emerges. This joint plan allows WLWA to plan ahead for e.g. data, land or infrastructure needs the Boroughs may have for waste and recycling in the future and to offer synergies and economies of scale.
- The WLWA business plan 2022/23 has three key themes to prepare us for the significant changes ahead: Resilience and preparation, Projects and Investments and Communicating the Vision. Our values of Leadership, Empowerment, Agility and Partnership are key drivers of our ambition to be an organisation that delivers more than the sum of our parts.
- The strategic objectives of every individual in the organisation are visible to everyone working in the organisation, including progress towards milestones which are self-reported. This software was introduced in July 2022 and the first review will take place by the end of September 2022.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) *Approve the Business Plan activities for inclusion in the annual report*
- 2) *Approve the framework for the Joint Plan for 2030 in section 4*

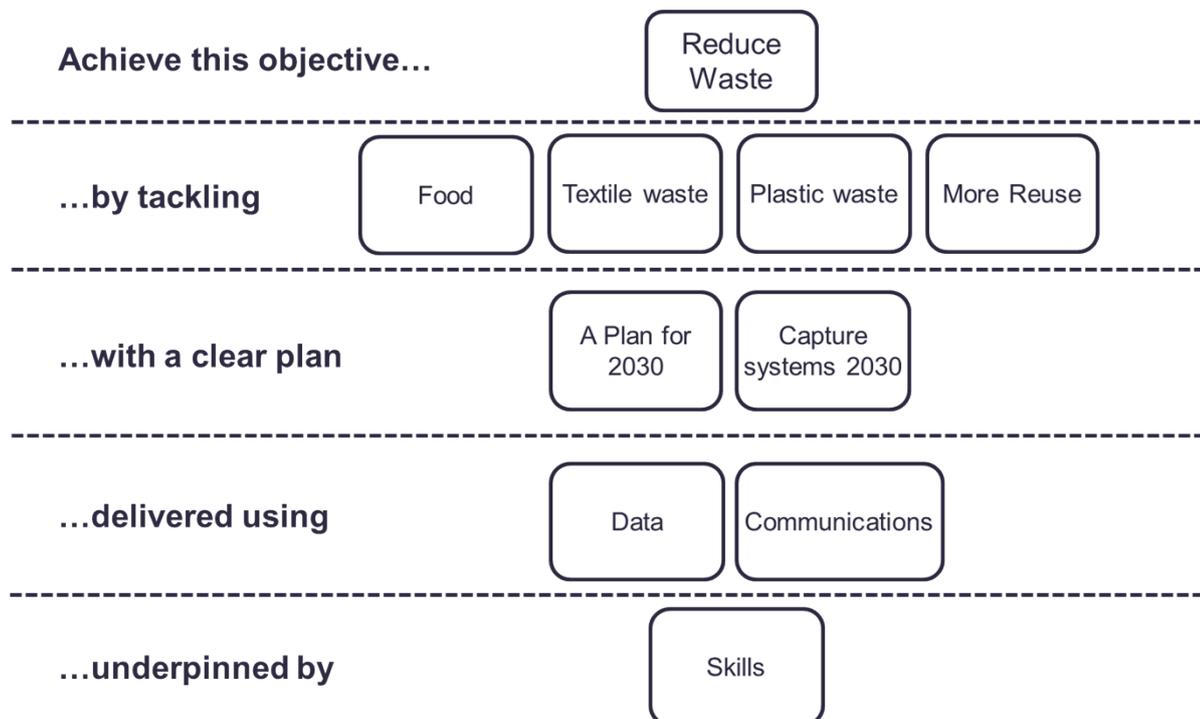
1. **Background** – During several years of fast moving change the West London Waste Authority business plan has focused on outcomes. The organisation has developed and cemented within the organisation its values of Leadership, Empowerment, Agility and Partnership to support these outcomes. In 2021 WLWA published its first annual report, designed to bring together all of the challenges and successes of the previous year. The business plan will be incorporated into the 2022 report.

2. Statutory, national and London targets have set the scene for the first few years of our joint municipal waste management strategy whilst we wait for the Regulations that follow the Environment Act 2021:

- Carbon neutral by 2030
- 65% municipal recycling: by 2035 (UK Government target) by 2030 (GLA target)
- Net-zero greenhouse gas emissions: by 2050 (UK Government target) by 2030 (GLA target)
- Zero vehicle emissions by 2050

3. The impact of the Covid 19 pandemic was to speed up the progress of some Business Plan activities and render others obsolete due to increased collaborative working with Boroughs which created new priorities. Boroughs needed to mitigate the cost of increased tonnage through the household collection systems due to increased home working. Booking systems introduced to manage the impact of social distancing at HRRCs demonstrated improved communication with residents and identified missed opportunities to recycle and reuse on sites. Joint working on data, waste minimisation, food waste projects and HRRCs all increased and projects were speeded up where possible. WLWA successfully adapted to manage Covid 19 safely and all business as usual activities were completed on time.

4. Collaborative working has continued post pandemic. In 2021, the project areas previously identified by WLWA in 2019 were replaced by six programmes of work each headed by one WLWA Councillor and one Environment Director from a different Borough. This innovative method of working resulted in a suite of WLWA policies approved in March 2022. A strategy away day in March 2022 created a framework of a joint plan for 2030 to be developed by WLWA and Boroughs investigating the risks and opportunities, and the financial, management information and skills implications of the changes to come for the waste and resources sector.



5. Legislative delays – The Environment Act was delivered 6 months later than expected in Dec 2021. Defra has published a response to the consultation on Extended Producer Responsibility for packaging consultations but delayed introducing EPR for business waste

which is a significant missed opportunity to increase recycling. The responses to the consultations on Consistency and Deposit Return Schemes have not yet been published over one year after the consultations closed.

6. Recent Consultations have been published on digital waste tracking, reform to carriers, brokers and dealers regulations, removing charges for “diy” waste at recycling centres (HRRCs) and including energy from waste facilities in the Emissions Trading Scheme (ETS). The ETS could increase costs by around £36 per tonne, a significant cost increase to every Borough per annum. WLWA has created a finance strategy to provide investment in waste reduction and to support increase in Borough recycling services in mitigation.

7. New software was introduced in July 2022 by the HR Manager which allows all employees' strategic objectives to be self-input to the software, all strategic objectives are linked to the organisations strategic goals and visible to all employees. Progress updates are self-reported and visible to all employees. Prior to going live in July 2022, regular whole team meetings drove the knowledge and training required to create whole organisation goals in this empowered and collaborative method. The first review period is before the end of September 2022. The Managing Director's three strategic objectives to which all employees' strategic objectives are linked are: Resilience and preparation, Projects and Investments and Communicating the Vision.

The business plan activities are detailed on the next page.

8. Business Plan 2022/23

A. Resilience and preparation

WLWA must be prepared for significant change resulting from legislation and social and economic needs. We must remain aligned with our supply chain and Boroughs as all organisations in the resources and waste sector manage significant change.

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| Item | Responsible Owner | Progress to date | Outcome |
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| Training / development opportunities for core skills are prioritised. | Managing Director | <p>Insights training for all employees carried out and ongoing.</p> <p>Coaching training for all employees carried out and ongoing.</p> <p>Lean Six Sigma white belt for most employees carried out.</p> <p>Data driven decision making training carried out for Managing Director and Finance Director. Power BI training carried out for MI Team.</p> | Skills plan updated and delivered |
| Chair West London Climate Emergency Officers Group | Managing Director | Industry webinars carried out. Presentation opportunities secured with CIWM and Future Places conference. | Presentations to WL CE Board and Leaders Board, webinars and conferences. |
| A Joint Plan for 2030 | Head of Service Delivery | Draft legislative risk assessment created. | <p>Risk Assessment</p> <p>Timetable</p> <p>Legislative matrix</p> <p>5 year MTFS</p> |
| Develop an HR Strategy | Finance Director | Initial scoping considered with leadership and completion planned for Q4 | HR Strategy |

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| Prioritising Lean Six Sigma and Data driven decision making for HRRC projects | Head of Service Delivery | Lean Six Sigma and Data Driven Decision Making skills/culture roll-out plans developed. Dashboard developed for monitoring HRRC improvements | Training outcomes |
| Attend and present at West London Treasurer meetings | Finance Director | Regular Finance Updates and strategic information shared at quarterly meetings | 5 year MTFS WLT support for the Joint Plan for 2030 |
| Build partnerships through collaborative procurements | Procurements and Contracts Manager | Procurements delivered for waste transport, green waste management and rubble management, all with a strong carbon and social value focus, and leading to savings. | Economies of scale, circular economy, low carbon and social value outcomes |
| Theme lead for pan-London Reducing Consumption missions programme | Project Manager (E Hall) | Theme lead activities ongoing | Develop complimentary WLWA e-waste and textiles strategies |

B. Projects and Investments

WLWA has invested £3m in food waste projects and £1.2m in HRRC recycling and reuse projects. We must demonstrate the waste reduction and recycling outcomes and build trust in future investment programmes.

| Item | Responsible Owner | Progress to date | Outcome |
|---------------------------------------|-------------------|--|---|
| WLWA Finance Strategy. | Finance Director | Finance Strategy agreed with West London Treasurers and draft presented to WLWA Members in June 2022 | Agreed Finance Strategy |
| Optimise income from the PPP contract | Finance Director | Work and negotiations ongoing to scrutinise income sources on the contract. | Investment in WLWA and Borough projects |

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| Infrastructure Investment Plan | Finance Director | To be commenced Q3 | Draft Infrastructure investment plan |
| Food Waste Programme | Projects Director | Investments made, KPIs established. Waste composition booked for Sept 2022. | Reduced food waste and / or increased recycling |
| HRRCs waste diversion programme | Operations Manager | Detailed plans improvement plans developed for two Boroughs. Plans under development for other Boroughs. | Reduced waste and / or increased recycling |
| Prepare for Consistency, EPR and DRS impacts on Boroughs | Senior Project Manager | Mapping software purchased Modelling commenced in one Borough | Digital twin of collection system |
| Create a joint Extended Producer Responsibility Strategy with Boroughs | Projects Director | To be established through Environment Directors and West London Treasurers Boards | Agreed Joint EPR Strategy |

C. Communicating the Vision

WLWA must ensure the link between waste and climate is understood, build partnerships, articulate what success looks like and discuss the steps and challenges with Boroughs and supply chains along the way.

| Item | Responsible Owner | Progress to date | Outcome |
|------------------------------------|-------------------|--|--|
| Circular Economy Hub at Abbey Road | Projects Director | Operational with multiple materials offtakers and fixing factory workshops. Social value analysis underway. | CE Hub to communicate the vision in Brent |
| Borough Circular Economy Hub | Projects Director | Business Case and design stage for Ealing Inclusion in project team for Harrow and Hounslow. Scoping opportunities in remaining Boroughs | CE Hub to communicate the vision in Borough(s) |

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| <p>Create a virtual circular economy hub</p> | <p>Net Zero Carbon Manager</p> | <p>New website launched in June. The Electric Repair Directory is incorporated on the website listing +100 local businesses. New contractor to develop the website appointed at the end of August.</p> | <p>Online virtual CE Hub</p> |
| <p>Lead WLWA Strategy Away Days</p> | <p>Head of Service Delivery</p> | <p>First strategy away day delivered on 25 March.</p> | <p>Progress on the joint Plan for 2030 First draft / outline of a new JMWMS</p> |
| <p>Procure a communications project to measure baseline and improve levels of understanding in West London of the link between climate emergency, waste and resources.</p> | <p>Net Zero Carbon Manager</p> | <p>Draft options appraisal for discussion Soft market testing underway</p> | <p>Communications Agency Programme</p> |

9. Financial Implications – The most substantial cost risk is the inclusion of energy from waste facilities in the emissions trading scheme which could effectively tax WLWA for waste produced by our residents and do so in an unpredictable market. This business plan supports our financial principles of reducing costs, providing stability around WLWA levies, effective management of financial risk and where appropriate, creating infrastructure and collaborative projects with Boroughs. The aim will be to continue providing long term stability and predictability as per the finance strategy.

10. Risk Management – Individual projects carry risks of change. These risks will be considered on a project by project basis.

11. Health and Safety Implications – Health and Safety considerations form part of the operational management and project development processes.

12. Legal Implications – The Regulations to follow the Environment Act 2021 have not yet been published and will be crucial to developing a long term strategy.

13. Impact on Joint Municipal Waste Management Strategy – included in the report.

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| Background Papers | | | |
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