

## Operations Update

### SUMMARY

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

### RECOMMENDATION(S)

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

- 1. Introduction** – This report sets out day to day operations and business plan activities being undertaken by the Operations Team. The role of the team is to ensure the day to day running of WLWA's contracts and the operation of the waste transfer station and Household Re-use and Recycling Centre in Brent in line with the Authority's values of leadership, efficiency, partnership and good communications.
- 2. Twyford WTS and HRRC** – Work is on-going to increase the recycling rate at both the transfer station and HRRC and identify smarter ways of work to generate efficiencies. A consultation to change the management structure of Twyford has recently closed.
- 3. Fire at WTS** - The Fire Brigade was called to the site just before 15:00 on Saturday 26 August to extinguish a fire in the waste transfer station. The whole site including the HRRC was evacuated to help ensure safety of the staff and public. No one was injured, although there was damage to the tipping apron the whole site opened normally on Sunday morning using another area on the site to accept trade waste.
- 4. On Wednesday 30th** the HRRC was closed for approximately 20 mins, just after 2pm, due to concerns about smoldering waste on the transfer station. The fire brigade attended but confirmed it was safe to open the HRRC. For the remainder of the day the trade waste area was closed whilst the waste was thoroughly doused in water.
- 5. The Environment Agency** visited the site on 31<sup>st</sup> August and confirmed they were satisfied with the alternative arrangements put in place. A structural engineer also attended and confirmed that the majority of the working area was safe to use. A follow up report has been received setting out the next actions which are being taken forward in conjunction with WLWA's insurance company.
- 6. Other operational review and support** – Officers are reviewing the mobile plant requirements for its site at Twyford, as a number of pieces of mobile plant are due to come off lease in 2017. As part of this work looking at vehicle usage and how these are procured WLWA recently loaned a vehicle to LB Harrow to ensure delivery and transfer of wastes could continue at Forward Drive without interruption to services. The success of this has highlighted the benefit of shared vehicle leasing or ownership.
- 7. A further piece of work** is currently underway reviewing the operation of west London transfer stations (both Suez and borough run) and WLWA's haulage contracts.

**8.** Following the HRRC harmonisation survey to all west London boroughs, officers are also exploring the potential for working in partnership across HRRC sites to benefit from efficiencies and joint procurement or working.

**9. Health and Safety Action Plan update** – Appendix 1 shows the progress made against the actions agreed in WLWA's annual health and safety action plan. Good progress is being made with 6 actions currently complete or close to completion and 9 actions underway and due to be completed by the end of the financial year.

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

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

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

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

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

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

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

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

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

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

Background Papers	None
Contact Officers	Sarah Ellis, Operations Manager <a href="mailto:sarahellis@westlondonwaste.gov.uk">sarahellis@westlondonwaste.gov.uk</a> 020 8825 9414
	Emma Beal, Managing Director <a href="mailto:emmabeal@westlondonwaste.gov.uk">emmabeal@westlondonwaste.gov.uk</a> 020 8825 9468

## Appendix 1 - Health and Safety Action Plan 2017/18 quarter 1 update

Ref	Action	Responsible person(s)	Target timescale	Status	Updates
1	Introduce a new schedule of quarterly review of H&S at senior management team meetings and integrate these with Authority reporting.	Senior Contracts Manager	September 2017	Green - complete	Meetings have been set until Summer 2018
2	Improve the existing document library for H&S and introduce a schedule for review and update that spreads the work throughout the year.	Operations Manager	September 2017	Green	Work on this has been started, a number of documents have been moved to a shared location.
3	Work with all contractors to build a formal schedule of H&S monitoring in to contracts and operations.	Senior Contracts Manager	February 2018	Green	Health and Safety is a standard item on the contract meetings with both Lakeside and Suez.
4	Complete an unscheduled HSE style visit and inspection at both Twyford WTS & HRRC and the corporate offices	H&S Advisor	Random date within the year	Green	This took place at the beginning of August. A report has been issued and follow up actions will be taken.
5	Complete procurement for companies to undertake: <ul style="list-style-type: none"> <li>▪ Training for site drivers to ensure continued competency</li> <li>▪ Manual handling training</li> <li>▪ Banksman training</li> <li>▪ On-going water risk assessment and legionella testing</li> <li>▪ The 5 year periodic fixed wiring testing</li> </ul>	Operations Manager	July 2017 July 2017 July 2017 July 2017 September 2017	Green	<ul style="list-style-type: none"> <li>▪ Quotes are being gathered for the driving refresher training and manual handling.</li> <li>▪ The banksman training has been scheduled for the end of September.</li> <li>▪ A new legionella testing provider has been appointed and the first testing has taken place</li> </ul>
6	In light of the new guidance regarding fires at waste sites undertake a review of arrangements at Twyford WTS and HRRC	Operations Supervisor	August 2017	Green	Learning from the investigation of fire at Twyford will feed in to the actions we need to undertake. The full review including learning and the new guidance is expected to be complete in October.
7	Undertake a full review of driving needs (including training & licensing), plant safety and maintenance at Twyford WTS and HRRC	Operations Supervisor	Begin June 2017 and complete by February 2018	Green	Work has begun reviewing the options of purchasing or leasing vehicles to replace the current vehicles coming to the end of their lease at Twyford.

## On-going/regular items

Ref	Item	Responsible person(s)	Status	Update
A	Risk assessment reviews	All Supervisors and Managers	Green	A programme of risk assessment reviews has begun with the site staff and trade union representative.
B	Health surveillance	Head of Finance and Performance	Green	Dates have been put forward
C	Drug and alcohol testing	Head of Finance and Performance	Green	To be arranged for a random date and time sampling the workforce. Staff have no warning of the taking place.
D	Driving licence testing	Head of Finance and Performance	Green	This is due to take place in the Autumn
E	Regular maintenance - Organise for small works as identified by site inspections and other monitoring/testing on site as well as changes that may be identified during risk assessment and review	Operations Supervisor	Green	A new company is currently being procured.
F	Capital works	Operations Manager	Amber	A programme of works has been identified. Work is currently underway to procure a company to oversee and deliver the work to accepted standards
G	Routine testing This includes: <ul style="list-style-type: none"> <li>▪ Legionella testing every 3 months</li> <li>▪ Dust monitoring as appropriate</li> <li>▪ Vibration testing as appropriate</li> <li>▪ Lifting Operations Lifting Equipment Regulation (LOLER) testing</li> <li>▪ Obtain portable appliance testing quotes for testing in November 2017</li> </ul>	Operations Supervisor	Green	<ul style="list-style-type: none"> <li>▪ Legionella testing – a programme has been established</li> <li>▪ LOLER testing is undertaken by WLWA's insurance company</li> </ul>
H	Site inspections	Operations Supervisor	Green	Daily visual inspection to check the site condition for safety and operational purposes