

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 continues to increase the recycling rate at both the transfer station and HRRC and identify smarter ways of work to generate efficiencies.
3. Following consultation in early Autumn a new management structure has been introduced. The new Assistant Site Manager is in post and recruitment is underway for the Site Manager. New staff have also been recruited in the weighbridge.
4. **Fire at WTS** – Investigation following the fire in August has not been able to identify the exact cause of the fire. It appears that an item in the waste stream is responsible but the heat of the fire and turning of waste to dampen it has meant the exact item cannot be found. There are lessons to be learned and proposed actions were presented to the quarterly Health and Safety meeting held in November.
5. Following the receipt of the structural report officers have been out to market to procure relevant expertise to conduct repairs following the fire and other works identified in previous condition reports for Twyford. It has taken longer than expected to procure the right expertise but companies have now been appointed.
6. **Other operational review and support** – A trial separation of black bag and bulky waste has been taking place on site, this will result in a £6.84 per tonne efficiency saving this year by delivering black bag waste direct to the Lakeside EfW. This will also reduce the number of vehicle movements transporting the Authority's waste within west London.
7. **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 still being made.
8. **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.
9. **Financial Implications** – Spend for the 2017/18 actions is in line with the budget provision.
10. **Staffing implications** – Changes to processes and procedures on site will need careful management and monitoring of staff capability, training requirements and competencies.

11. **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.

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

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

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

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

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

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

Background Papers	None
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Appendix 1 - Health and Safety Action Plan 2017/18 quarter 2 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	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	The audit at Twyford took place at the beginning of August. A report has been issued and follow up actions will be taken. Dates for the inspection at Twyford and both inspection/audit of the Hounslow Office will take place soon.
5	Complete procurement for companies to undertake: <ul style="list-style-type: none"> ▪ Training for site drivers to ensure continued competency ▪ Manual handling training ▪ Banksman training ▪ On-going water risk assessment and legionella testing ▪ The 5 year periodic fixed wiring testing 	Operations Manager	July 2017 July 2017 July 2017 July 2017 September 2017	Green	<ul style="list-style-type: none"> ▪ Driver training has been booked for December ▪ Dates have yet to be booked for the chosen manual handling provider. ▪ The banksman training took place in September. ▪ A new legionella risk assessment and 2 quarters of testing have taken place.
6	In light of the new guidance regarding fires at waste sites undertake a review of arrangements at Twyford WTS and HRRC	Operations Manager	August 2017	Green	Further evidence about waste fires is due to be published early next year following recent testing by the WISH Forum. This will add to existing knowledge and may feed in to further actions, in addition to the ones prosed to the quarterly H&S meeting.
7	Undertake a full review of driving needs	Assistant Site	Begin June	Green	Proposals have been received for alternative

Ref	Action	Responsible person(s)	Target timescale	Status	Updates
	(including training & licensing), plant safety and maintenance at Twyford WTS and HRRC	Manager	2017 and complete by February 2018		vehicles options. Further work is needed before a final decision is made.

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	This will take place in January 2018.
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	Assistant Site Manager	Green	A new company is currently being procured.
F	Capital works	Operations Manager	Green	A programme of works has been identified. A company to oversee the work has been procured, as has a company to design the technical specifications. Repairs to the concrete on the ramp at Twyford are underway. A timetable for all works is not yet in place.
G	Routine testing This includes: <ul style="list-style-type: none"> ▪ Legionella testing every 3 months ▪ Dust monitoring as appropriate 	Assistant Site Manager	Green	<ul style="list-style-type: none"> ▪ Legionella testing – a programme has been established ▪ LOLER testing is undertaken by WLWA's insurance company

Ref	Item	Responsible person(s)	Status	Update
	<ul style="list-style-type: none"> ▪ Vibration testing as appropriate ▪ Lifting Operations Lifting Equipment Regulation (LOLER) testing ▪ Obtain portable appliance testing quotes for testing in November 2017 			
H	Site inspections	Assistant Site Manager	Green	Daily visual inspection to check the site condition for safety and operational purposes.