

## 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 (HRRC) in Brent in line with the Authority's values of leadership, efficiency, partnership and good communications.
- 2. Fire prevention** – As detailed in the Contract report, there have been 3 fires at the Waste Transfer Stations (WTS) since June. Going forward, WLWA will be working closely with Suez, the Household Re-use and Recycling Centres (HRRC) and collection services to see what can be done to encourage separation of hot wastes such as barbeque coals or fire ashes and batteries/electrical items from the mixed residual waste stream. Examples of initiatives could include more separate collections of waste electrical and electronic equipment (WEEE) such as the bring events and Harrow kerbside scheme run with the Waste Minimisation Team and improved signage and education at HRRC's.
- 3. Food waste and green waste** – The new contracts operated by BioCollectors, West London Composting and CountryStyle continue to deliver the level of service expected.
- 4. Transport** – The service provided by J Shorten & Sons to transport general waste from the HRRC's to the waste transfer stations (WTS) continues to be excellent. This service is very reliable and there have been no problems with this haulier. The new contract for transporting waste and recycling in roll on roll off vehicles was awarded to Suez Resource and Recovery, this commenced in June. This contract moves a range of items for recovery and recycling from the HRRC's including hardcore and wood. This service is currently being delivered by a sub-contractor on Suez/s behalf until new vehicle arrive.
- 5. Twyford WTS and HRRC** – The recycling rate (in accordance with the National Indicator 192 definition) for the HRRC from April until the end of July 2018 was 41%. This is the same as the same period in 2017/18. In addition to the items sent for recycling, materials are also sorted to be diverted from the residual waste contract. When these are taken in to account the HRRC has a recovery rate of 66%, in 2017/18 the recovery rate was 64%.
- 6. Since 2nd July the site has been managed by a Suez Manager seconded on an agency basis to WLWA. A number of changes have been implemented to improve performance and efficiency at the site. Officers are currently investigating alternative service delivery models for the future operation of Twyford which would include financial savings to LB Brent which pays for the site.**

7. On 9<sup>th</sup> August the Environment Agency made an unannounced visit to the site. No breaches or scores were given. The Inspector requested additional documentation to be sent to them following the visit and suggested changes to the weighbridge procedures and software to ensure best practice for Duty of Care was being undertaken at all times.
8. **West London HRRC's** – Since the June meeting Officers from WLWA have been speaking with Officers from the boroughs to understand the whole life costs of the HRRC services and obtain data about the operation of the sites to increase understanding and explore opportunities.
9. LB Ealing and LB Richmond-upon-Thames have new HRRC contracts beginning in 2020, this provides an opportunity for closer working and in order to make the most of this possibility clarity around costs is needed.
10. **Health and Safety** – Appendix 1 shows the progress made against the actions agreed in WLWA's annual health and safety action plan. Good progress is being made.
11. **Risk** – There are no risks associated with this report.
12. **Financial Implications** – There are no risks associated with this report.
13. **Staffing implications** – There are no staffing implications associated with this report.
14. **Health and Safety Implications** – There are no health and safety implications associated with this report.
15. **Legal implications** - There are no legal issues arising from this report.
16. **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.

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|-------------------|---|---------------|
| Background Papers | None  |               |
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## Appendix 1 - Health and Safety Action Plan 2018/19 quarter 1 update

| Ref | Action  | Responsible person(s)           | Target timescale            | Status | Update  |
|-----|---|---------------------------------|-----------------------------|--------|---|
| 1   | Review all H&S policies including the main policy statement and intent document.  | Senior Contracts Manager        | March 2019                  | Green  | On schedule.  |
| 2   | Develop a procedure for ensuring all staff are aware of current policies, consulted on policy changes and made aware of any agreed and implemented changes. | Senior Contracts Manager        | March 2019                  | Green  | On schedule.  |
| 3   | Introduce H&S checks to the procedure vetting new suppliers, where appropriate  | Head of Finance and Performance | March 2019                  | Green  | On schedule.  |
| 4   | Development of detailed H&S systems for the new office location   | Head of Finance and Performance | March 2019                  | Green  | On schedule.  |
| 5   | 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  | On schedule.  |
| 6   | Complete the works to repair the fire damage at the Abbey Road waste transfer station and implement all fire risk assessment recommendations.               | Site Manager                    | March 2019                  | Green  | Further inspections and excavations around the WTS structure have taken place and the engineering contractors are currently drawing up a project timetable. |
| 7   | Develop a new emergency plan for the Abbey Road site  | Site Manager                    | July 2018                   | Green  | Actioned to be complete for October.  |
| 8   | Encourage shared best practice between all the HRRC and WTS   | Operations Manager              | March 2019                  | Green  | Work is ongoing.  |

## On-going/regular items

| Ref | Item  | Responsible person(s)           | Status | Update   |
|-----|---|---------------------------------|--------|--|
| A   | Deliver training as per the training matrix   | Line Managers                   | Green  | Two staff have completed first aid courses with another due to complete a refresher in September.  |
| B   | Risk assessment reviews   | All Supervisors and Managers    | Green  | Almost 40 risk assessments have been updated and are with the GMB representative for comments.   |
| C   | Health surveillance   | Head of Finance and Performance | Green  | Scheduled for quarter 4.   |
| D   | Drug and alcohol testing  | Head of Finance and Performance | Green  | Random date within the year to be chosen.  |
| E   | Driving licence testing   | Head of Finance and Performance | Green  | Will happen in quarter 3.  |
| G   | 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   | Site Manager                    | Green  | <p>A number of items have been addressed so far this year:</p> <ul style="list-style-type: none"> <li>▪ A new hand rail and fence has been installed on the walkway between the WTS and HRRC</li> <li>▪ Grass cutting and clearing of weeds from the whole site has been completed</li> <li>▪ A new border fence is being installed after two trees on neighbouring land came down on it in the January storms</li> <li>▪ Rubbish behind the WTS has been removed</li> <li>▪ Bin stops have been installed on the HRRC to prevent containers rolling during loading</li> <li>▪ A new fuel bowser has been ordered to replace one that was leaking</li> </ul> |
| H   | <p>Routine testing</p> <p>This includes:</p> <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>▪ Fire equipment</li> </ul> | Site Manager                    | Green  | Testing is following the schedule as planned.  |
| I   | Site inspections  | Site Manager                    | Green  | A new site inspection sheet is now in place with daily, weekly and monthly checks.   |