

West London Waste Authority

R. A. Gruet
Clerk
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18 April 2013

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West London Waste Authority

A meeting of the West London Waste Authority will be held in Committee Room 1, Civic Centre, Lampton Road, Hounslow on Friday, 26 April 2013 at 2:00 pm

MEMBERSHIP

Councillor Colin Ellar, London Borough of Hounslow
Councillor Bassam Mahfouz, London Borough of Ealing (Chair)
Councillor Virginia Morris, London Borough of Richmond
Councillor Phill O'Dell, London Borough of Harrow (Vice-Chair)
Councillor James Powney, London Borough of Brent
Councillor Andrew Retter, London Borough of Hillingdon

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 personal interest in any matter being discussed at the meeting they must declare the interest and if the interest is also a prejudicial interest then they may not take part in any discussion or vote on the matter

3. Minutes of the meeting held on 25 January 2013 **(Pages 1 - 6)**
4. Matters arising from the minutes

EXCLUSION OF THE PRESS AND PUBLIC TO CONSIDER ITEM 16

It is proposed to receive a presentation and consider the confidential report listed at item 16 below at the beginning of the meeting because external consultants are present for this item only and consideration of later reports are contingent upon the outcome of consideration of item 16. Members of the public and press would be asked to leave but can be readmitted for consideration of the remainder of the public agenda.

5. Exclusion of Press and Public

That the public and press be asked to leave the meeting during discussion of item 16 because exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the

Local Government Act 1972 is likely to be made known.

RE-ADMITTANCE OF THE PUBLIC AND PRESS

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|-----|---|---------------------------------|
| 6. | Financial Governance and budget monitoring position at end of February 2013 | <i>(Pages 7 - 26)</i> |
| 7. | Pay as you Throw Rates for 2012-13 and 2013-14 | <i>(Pages 27 - 30)</i> |
| 8. | Annual Procurement Plan 2013-14 | <i>(Pages 31 - 43)</i> |
| 9. | Health Safety Review 2012-13 and Plan 2013-14 | <i>(Pages 44 - 91)</i> |
| 10. | Waste Prevention Plan 2013-14 | <i>(Pages 92 - 111)</i> |
| 11. | Review of Household Reuse and Recycling Centres | <i>(Pages 112 - 114)</i> |
| 12. | Defra consultations, calls for evidence and general updates | <i>(Pages 115 - 140)</i> |
| 13. | Annual Internal Audit Plan | <i>(Pages 141 - 146)</i> |
| 14. | Urgent business | |

Any other items which the Chair accepts for consideration on the grounds of urgency.

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

15. Exclusion of Press and Public

That the public and press be asked to leave the meeting during discussion of the following items because exempt information as defined in paragraph 1,2,3 and 4 of Part 1 of Schedule 12A of the Local Government Act 1972 is likely to be made known.

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|-----|---|---------------------------------|
| 16. | West London Residual Waste Services Project - Final Tender Evaluation, appointment of Preferred Bidder and award decision | <i>(Pages 147 - 182)</i> |
| 17. | Review of Staffing Structures | <i>(Pages 183 - 197)</i> |

R.A. Gruet LLB,
Clerk to the Authority

Published on 18 April 2013

Agenda Item 3

At a meeting of the West London Waste Authority held on Friday, 25 January 2013 at 2:00 pm at the Civic Centre, Lampton Road, Hounslow.

Present:

Councillor Bassam Mahfouz (Chair)

Councillors Phil O'Dell, Colin Ellar and Andrew Retter

49. Apologies for absence

Apologies were received on behalf of councillors Morris and Powney.

50. Declarations of interest

There were no declarations of interest made at the meeting.

51. Minutes of the meeting held on 14 December 2012

The minutes of the meeting on 14 December 2012 were confirmed.

52. Budget 2013-14 and Medium Term Financial Plan: Fixed Cost Levy and Pay As You Throw Rates

See report from the Director and Treasurer (Agenda Item 5).

Ian O'Donnell explained that, as the new Treasurer for the Authority, he had only had a short time to review the figures and, therefore, couldn't give members the assurances he would like to. However, although there was still some way to go, he was pleased that the Authority's management of its finances had improved when compared to its last budget.

In reference to the Authority's outturn position, Mr O'Donnell said that this had a direct bearing on the level of reserves. He observed that £1m was the absolute lowest sustainable figure for reserves over the coming year. It would be appropriate to increase this figure to £3m when the organisation was able to do so. Although it was acknowledged that this was not currently possible, Mr O'Donnell would report back at a future date as to how long it would take to reach the £3m target.

Referring to Recommendation 8, Mr O'Donnell informed members that there was an issue on the apportionment of Fixed Costs Levy (FCL), resulting from the fact that council tax support had now replaced council tax benefit. As council tax support was treated as a discount, those receiving it (including pensioners) were now treated as being in receipt of a discount and consequently removed from the council tax base calculation. This was a new issue and, as this Authority was the first to set its levy, officers were unable to draw on the experience of others. Mr O'Donnell recommended the deferral of the agreement of Recommendation 8, but stressed that this did not prevent members from agreeing the budget at this meeting.

Councillor Retter moved to defer the decision on the entire budget until such time as all the necessary information was available to members. He added that the borough treasurers of each constituent borough had not yet had an opportunity to review figures and advise members. Should the Authority set the budget at today's meeting, it was Councillor Retter's view that this would expose the Authority to judicial review. His stated wish was to avoid setting a budget, on which the Treasurer was unable to confirm the robustness of the figures,

and then later having to debate the efficiency of the Authority's financial management. He drew attention to the letter in the agenda pack from Hillingdon's Corporate Director of Finance. Councillor Ellar indicated that, even where a budget was set and agreed, there was still the possibility that adjustments would be made to that budget throughout the financial year.

Ian O'Donnell suggested that it was clear to anyone reading the PricewaterhouseCoopers report that there was a great deal to be done in addressing the issue of the Authority's financial management. He himself had started to compile a list of the necessary changes, which would result in a top to bottom overhaul.

At this point Mr O'Donnell introduced the proposed Interim Head of Finance to members who he said had been introduced to the Authority at short notice and had already worked on supporting him in his work. By the end of the fixed term contract in June 2013 a plan would be put in place, together with resource planning and the closure of the accounts. Although the Authority would not have addressed everything by June, savings would be proposed for which proper due diligence would have been carried out by the next budget, together with a set of robust figures and some sensitivity analysis. In short the Authority would be in a much better financial position by then.

In light of the statutory deadline by which the Authority had to agree its budget, Mr O'Donnell recommended approval of the budget, with the exception of the aforementioned apportionment levy. It was hoped to have the technical information available very soon to make that decision.

Councillor Mahfouz asked whether the FCL and PAYT charges could be agreed 'in the round' today and proposed a change of the wording of Recommendation 8 to remove the phrase "and allocation", subject to officers' confirmation that this amendment was acceptable. Councillor Retter stated that he would be rejecting all of the recommendations and referring the matter to finance and legal colleagues in Hillingdon.

Mr O'Donnell suggested including a recommendation asking officers to carry out further work on the allocation and to agree a procedure by which that could be resolved. Councillor Ellar indicated the need to agree an allocation method before agreeing that part of the budget and suggested that this be delegated to officers for completion away from this meeting. Councillor Mahfouz agreed that this could be delegated to him as the Chair, in consultation with the Treasurer, following consultation with each of the constituent boroughs.

Councillor Ellar formally proposed the additional recommendation based on Councillor Mahfouz's suggestion that he could take chair's action in consultation with the Treasurer, following consultation with the constituent boroughs. Should there be insufficient consensus to make a delegated decision then a meeting would have to be convened. This motion was seconded by Councillor O'Dell.

Referring to the letter submitted by Hillingdon, Councillor Retter sought clarification as to why the Energy from Waste disposal cost remained high when assurances had been given that these costs would decrease. Jim Brennan, Director, informed members the anticipation was that the costs would come down in comparison with landfill costs within the coming year.

When asked why the PAYT figures in Paragraph 27 did not match those in the table at Appendix 4, Anthony Lineker confirmed that the figures in the appendix were correct.

Referring to the budget Councillor O'Dell sought assurances that further savings would be identified in-year. In response Councillor Mahfouz's view was that members needed to be appraised by the Treasurer of the detailed figures in order to be able to recommend savings

earlier in the budget process for the next financial year.

In response to Councillor O'Dell's second question on procurement costs, and specifically what the £1.4m additional cost was going to be spent on, Jim Brennan indicated that officers had looked at the needs of the Authority moving forward. £500,000 had been allocated to procurement for the coming year. However, there had then been a slip in the timetable. Mr Brennan offered to circulate a full breakdown of all the costs to members and gave assurances that the procurement budget was under ongoing review. On the issue of budget savings Mr Brennan reported that officers had already identified some savings, some of which would offset pressures. Those savings identified since the Authority's last meeting were set out in Paragraph 10. Officers would continue to review the situation and identify any possible additional savings.

Councillor O'Dell noted concern at the proposal to cease the mattress recycling service (Paragraph 10), which he said put pressure on the constituent boroughs, would result in increased recycling charges and consequently gave residents a poor impression of the service. Councillor O'Dell moved that this proposed saving of £52,500 be reversed and that money be found from the Authority's reserves in the interim, allowing in-year savings to be identified to fill the savings gap. Councillor Mahfouz seconded this motion, noting that this would reduce the figure in Recommendation 3 to £197,500.

Councillor Retter reported that Hillingdon Council had asked for details on the costs and offsets for the Victoria Road HRRC site. The Council had also investigated the levels of fly tipping around Ealing and Harrow and found increases to be marginal. Councillor Retter asked whether the Authority felt it had disadvantaged itself by increasing the costs of waste disposal at Household Reuse and Recycling Centre (HRRC) sites. Jim Brennan acknowledged that projected revenues had not been achieved but pointed to a seasonal change to explain the reduction from £5,000 per week to the current £3,500 per week. He went on to explain that, because waste was not being delivered to the Authority's sites, that whilst the Authority was not receiving revenues it did not have to pay for disposal. The only borough that had reported an increase in recycling was London Borough of Brent and this had been attributed to the fact that the borough had adopted a tougher approach to 'side waste'. Mr Brennan had not been made aware of a significant increase in fly-tipping by the boroughs. Councillor O'Dell indicated that London Borough of Harrow was still monitoring the issue and that detailed analysis over a 6 month period would be carried out.

Councillor Retter referred to concerns submitted in writing by Councillor Morris, the first of which was a request to charge the full trade waste rate for wood waste. Mr Brennan confirmed that boroughs had been instructed to do so, based on the fact that wood waste processing costs had increased significantly. Councillor Morris' other concern related to Recommendation 8 and had been addressed by Councillor Retter earlier in the discussion.

Councillor Mahfouz summarised the discussion and noted that Recommendation 3 and Recommendation 8 would be amended and that an additional recommendation (Recommendation 10) would state that " agreement of the FCL levy allocation be deferred to allow officers to review legislation and, if necessary, consult with officers from each constituent borough to carry out further detailed work on the preferred process by which the FCL allocation could be resolved. That the decision be delegated to the Chair and Treasurer following consultation. However, should a consensus not be achieved then an extraordinary meeting of the Authority should be convened to agree the allocation."

In response to Councillor Retter's concern that the proposed efficiency savings figure in Recommendation 3 was insufficient, Councillor Mahfouz reminded members of the intention for officers carry out more robust work in future to identify further savings.

The Chair then called for a vote on the recommendations with the following results:

- Recommendations 1 (subject to correction of the timeframe from 2013-14 to 2012-13), 4, 5, 6, 7 were agreed by unanimous vote.
- Recommendations 2 and 3 (as amended) were agreed by all members present, with the exception of Councillor Retter, who did not support the recommendations.
- Recommendation 8 fell, as the decision on the levy had been deferred to a later date and reference to the FCL was already contained within Recommendation 2.
- Recommendation 10 (added as a result of today's discussion) was agreed by all.

With the agreement of members these issues were incorporated into the main recommendations.

Councillor Ellar left the meeting at this point.

Resolved:

- 1) That the projected outturn position for 2012-13 which is an overspend of £2.7m, based on expenditure to the end of November (see Appendix I) be noted;
- 2) That the proposed Fixed Costs Levy for 2013-14 of £16.928m as set out in Para's. 7, 8 and 9 be agreed;
- 3) That efficiency savings of £197,500, of the proposed total of £250,000, as per the table at Para. 10 be agreed; that the difference of £52,500 be funded from the Authority's reserves and that officers be asked to find a replacement saving from in-year budgets.
- 4) That the Capital Programme proposed of £750,000 for 2013-14 set out at Para. 15 be agreed;
- 5) That the allocation of £425,000 to general reserves be agreed and the forecast position of the Authority balances and reserves for 2013-14 set out at Para's 16-17 be noted;
- 6) That the Budget Risk Register at Appendix II be agreed;
- 7) That the PAYT rates for all categories of waste treatment/disposal for 2013-14 as at Appendix III be agreed
- 8) That the Authority's revised Medium Term Financial Strategy for 2013-14 to 2015-16, based on the latest cost estimates and waste projections set out at Para.30 be agreed;
- 9) That agreement of the FCL levy allocation be deferred to allow officers to review legislation and if necessary consult with officers from each constituent borough to carry out further detailed work on the preferred process by which the FCL allocation could be resolved. That the decision be delegated to the Chair and Treasurer following consultation. However, should a consensus not be achieved then an extraordinary meeting of the Authority should be convened to agree the allocation.

53. Date of next meeting

The date of the next meeting was noted as Friday 26 April 2013.

54. Urgent business

There was no urgent business raised at the meeting.

55. Exclusion of Press and Public

Resolved:

That the Public and Press be asked to leave the meeting during discussion of the following items of business because exempt information as defined in paragraphs 1 and 3 in Part 1 of Schedule 12A of the Local Government Act 1972 is likely to be made known.

56. Joint Municipal Waste Management Strategy: Procurement Update

See report from the Director and Chief Technical Advisor (Agenda Item 9).

Jim Brennan reported that the judicial review referred to in Paragraph 4 of the submitted report was unlikely to be resolved before the tender submission date. Were it to be resolved, the Authority could take the decision into account in the evaluation, subject to procurement advice.

One of the key issues in compliance with the Mayor's Strategy was meeting the target for carbon intensity floor. Details of both proposals had been shared with the GLA, which had indicated that a submitted plan from the bidder would be acceptable in the interim with a target to be set over time. Further legal advice had been taken on this matter, which had served to endorse the Authority's position.

Referring to Paragraph 8 of the report, Mr Brennan confirmed that the newly nominated Borough Finance Director had attended their first meeting earlier today.

Councillor O'Dell corrected the reference to "five constituent boroughs" to "six constituent boroughs" (Appendix Two). He sought clarification on the impact to services in borough and whether there should be mention of transitional changes to sites whilst they were being developed. In response Jim Brennan suggested that there was no need to close the transfer stations during the transition. Twyford would no longer be a receiving area for borough waste, and this would be diverted to the Victoria Road and Transport Avenue sites. There would be very limited impact on HRRC arrangements as any necessary closures will be scheduled for the January period when the site is normally less busy.

When asked whether the Authority should include a paragraph requiring a minimum recycling level to be achieved by the contractor, as part of the pre-treatment, Mr Brennan stated that he was happy to add some additional text in relation to this to the document.

The Chair sought members' agreement of the recommendations, which were supported by all members present.

Resolved:

- 1) That the progress on the West London Residual Waste Services procurement be noted;
- 2) That the note for boroughs be approved, subject to suggested amendments;
- 3) That authority be delegated to the Director and Clerk to complete the variations to the Transport Avenue and Victoria Road waste transfer stations leases.

57. Interim Head of Finance

See report from the Director and Treasurer (Agenda Item 10).

Councillor Mahfouz confirmed that the Interim Head of Finance had started with the Authority this week. Ian O'Donnell referred to the successful candidate as very well qualified for the role, with experience of working in this area. Councillor Retter agreed that the Authority needed someone to take on the task of ensuring its finances were correct and easy to understand so that members could make decisions with confidence. Councillor Mahfouz acknowledged the fact that Mr O'Donnell had also put a lot of his own time into the current finances, which would he hoped would set the Authority on the right course.

Resolved:

- (a) That the Treasurer's proposed Programme of Assurance and Change be noted.
- (b) That the appointment of an Interim Head of Finance to lead on this programme for a period of five months be noted.

The meeting finished at 3:12 pm.

The minute taker at this meeting was Kay Duffy

WEST LONDON WASTE AUTHORITY

Report of the Director and Treasurer

26 April 2013

Financial Governance and budget monitoring position at end of February 2013

SUMMARY

This report provides

- Details of proposed changes to provide greater financial assurance and governance including the establishment of an audit committee.
- Financial monitoring position as at the end of February 2013
- Forecast for 2012-13 outturn
- Internal Audit Report - Overtime

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Approve the establishment of an Audit Committee; and if agreed
- 2) Appoint members to the Committee
- 3) Note the projected outturn position for 2012-13, based on expenditure to the end of February 2013 – Appendix 3
- 4) Note the management responses to the Internal Audit Report on Overtime.
- 5) Agree the write off of a £60K debt from Total Waste which has gone into liquidation.
- 6) Delegate to the Treasurer the authority to explore the options for a replacement finance system for the sole and independent use of the Authority, and to report back to this committee in September 2013.

1. Governance and improvements to financial processes

2. Since the last meeting the Treasurer, working with the Interim Head of Finance has put in place a work plan to improve the financial processes, budget monitoring and governance at the Authority. Key areas of the work plan and progress to date is as follows.

Item	Description	Progress	By whom	When
1	Set up of Audit Committee	Draft terms of reference and proposal to set up an Audit Committee to provide greater oversight of financial and governance matters – Appendix 1	Treasurer and Clerk	Complete

2	Meetings with internal and external audit held	<ul style="list-style-type: none"> The final overtime IA reports is attached at Appendix 2. A further report on financial processes is almost complete. Contract Audit to start in April 2013. Internal audit plan for 2013-14 on this Agenda. 	Interim Head of Finance	External audit - 22/3/2013 March 2013 Internal audit 6/3/2013
3	Petty Cash	Now fully reconciled and new procedures put in place to ensure regular reconciliation	Interim head of Finance	28 Feb 2013
4	Procurement card	<p>Procurement card now available at HQ on trial basis to reduce the need for Petty Cash and to make it easier to purchase</p> <ul style="list-style-type: none"> spare parts for plant/machinery online road tax for vehicles travel tickets stationery and other small value items where an invoice would be costly to process. 	Resources Manager	16 April 2013
5	Overtime – Internal Audit Report	New approval processes and monitoring put in place with effect from 1 March 2013. An update on progress against all the recommendations is to be made in June 2013 – potentially to the new Audit Committee. (full internal report at appendix 2)	Director	June 2013
6	Recruitment/Agency staff	New approval process for the recruitment of both permanent and agency staff. This requires the approval of the Treasurer and Director. Agency staff will be agreed for no longer than 12 weeks, after which point there will be an automatic review.	Director	Implemented
7	Purchase Orders	All purchase orders are reviewed by the Interim Head of Finance and where appropriate challenged. Investigating the possibility of more staff having access to SAP for improved accountability.	Interim Head of Finance	Implemented

8	Payment of invoices	Improvements to checking processes have been put in place – particularly around transport and disposal invoices.	Interim Head of Finance	31 March 2013
9	New chart of accounts for 2013-14	This is now agreed and is in place to take effect from 1 April 2013. The new structure will provide greater transparency of the transport and disposal costs which represent the Authority's largest area of expenditure.	Interim Head of Finance	31 March 2013
10	Financial Regulations	These were last reviewed in 2001. This will be completed and submitted to the Authority or proposed Audit Committee for adoption by September 2013.	Treasurer	Sept 2013
11	Job Descriptions	A review of all job descriptions within the finance team is taking place with revisions to those of the Head of Finance and Performance together with the Senior Accountant.	Interim Head of Finance	Complete
12	Whistle Blowing Policy	Draft policy in place for adoption at the earliest opportunity. Currently with the unions.	Director	May 2013
13	Payroll	Improved payroll information secured to enable better budget monitoring moving forward.	Interim Head of Finance	Feb 2013
14	Sickness management	Improved reporting format now in place and monthly meetings to be held with managers to discuss progress made since last meeting. Training session undertaken for managers with second one planned to include union representatives.	Director	Implemented
15	Debtors	Monthly review now undertaken by Interim Head of Finance. As a result there has had to be some write off of debt, detailed later in this report. New process put in place to credit check customers prior to allowing them to open an account.	Interim Head of Finance	Implemented
16	Creditors	New supplier form put in place to ensure that they are bona fide companies and we have full contact details.	Interim Head of Finance	Implemented

17	PAYT reconciliation between income and expenditure	This exercise has identified a number of issues which are detailed on a separate report elsewhere on this Agenda.	Interim Head of Finance	March 2013
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3. This is in addition to the work already undertaken by the finance team following Anthony Lineker's secondment to the Authority last May. This has included
 - Improved budget monitoring using both the ledger and management data to drive forecasts, particularly waste and disposal
 - Named budget responsibility for all budgets
 - Improved purchase order approval process
 - Delivery of 2011-12 unqualified accounts, signed off in a timely manner

4. **Finance System: Bank Accounts** – The Authority currently uses the Harrow SAP finance system; has a shared bank account and joint VAT registration with Harrow. The external auditors for the last two years have expressed their concerns about the shared bank account and the difficulties in reconciling and identifying separately the balances held on behalf of the Authority. SAP is currently accessed by Citrix and a combination of limited remote accessibility and internal controls which are inappropriate for the Authority's small finance team and make it unfit for purpose. The Treasurer seeks authority to explore the options for a new independent finance system for the Authority which would in addition require separate VAT registration and our own Bank Account. This will help to make financial processes more streamlined and information timelier. A report on the proposals would be brought back later in the year.

5. **2012-13 Outturn Projections**

6. The projected outturn position for the Fixed Costs Levy for 2012-13 as at period 11 is an over spend of £2.6m, no change from the position reported to the WLWA meeting in January 2013. There has been little movement in the projections since the budget issues were reported to the Authority in September 2012. See Appendix 3.

7. The projected outturn position for the PAYT Levy for 2012-13 is an over spend of approximately £920K, which has occurred because of the omission of clinical disposal rates from our PAYT schedule together with the need to recover the transport costs of moving PAYT waste from HRRC sites to the transfer stations. A separate paper explains the requirement for a change in PAYT rates.

8. **Internal Audit Report – Overtime**

9. Attached at Appendix 2 is a copy of the internal audit report together with management responses. This report highlighted a number of weaknesses within the internal controls around overtime and the management responses provide the Authority with the proposed actions to remedy the shortfalls.

10. The report identified that a significant amount of overtime is being undertaken by our permanent staff as a result of a failure to recruit to vacancies in an attempt to reduce staffing costs. This is unsatisfactory as there is, in addition to the overtime costs, the employment of 9 agency staff on a long term basis.

11. An action plan has been put in place and an update report will be provided to the proposed Audit Committee, discussed in paragraph 10, in summer 2013.

12. Governance – Set up of Audit Committee

13. The Authority is asked to approve the establishment of an audit committee in line with the UK Corporate Governance Code that will meet 3-4 times per year. Draft terms of reference for the Committee is attached at Appendix 1. This committee would be formed of 3 members of the Authority and include a Chair and Vice-Chair appointed by the Authority. The Authority is asked to consider whether it would be beneficial to co-opt an independent member with relevant financial experience, but no voting rights.

14. Governance – Management Meetings

15. To improve further the governance of the regular WLWA Officer meetings will now take place monthly with a formal agenda including
- a) Review of budget monitoring
 - b) Sickness Management
 - c) Overtime
 - d) Health and Safety
 - e) Risk Register
 - f) Contracts
 - g) Recruitment

These meetings will be attended by both the Officers of the Authority, Ian O'Donnell, Keith Townsend, Richard Gruet, Jim Brennan, and members of the operational management team Barry Lister, Diane Makepeace and Gerry Hawkins.

16. Review of Finance and Performance Team

17. The process to recruit a permanent senior accountant to the finance team has started. The Authority is grateful to Harrow for the secondment of Anthony Lineker during a very difficult period but acknowledge that this cannot carry on indefinitely. Diane Makepeace has joined the Authority as the Interim Head of Finance but this post too will need to be filled permanently as set out in the staffing report on this agenda.
18. **Bad Debts.** The Treasurer under the scheme of delegation has written off a number of smaller debts totaling £11,664.24, details of which are at Appendix 4.
19. **Total Waste:** The Authority entered into an arrangement with Total Waste Limited who purchased paper and card for recycling from us over a period of time. Unfortunately they have now gone into liquidation owing the Authority £60K. This debt has highlighted the need for a change to our debt management processes and the Interim Head of Finance is working with the Treasurer and Director to improve controls in this area. It will include credit checking of all potential debtors prior to the granting of credit facilities, and a monthly review of all outstanding debt. This has already led to the withdrawal of credit facilities for a number of customers.
20. As there is little chance of recovering any of the monies from Total Waste, the Authority is asked to agree to the write-off of this debt.
- ## **21. Decisions Taken by Director under the Scheme of Delegation**
22. **Award of Insurance Contract.** The Authority in conjunction with Harrow procurement invited Willis Limited to conduct an EU tender exercise for the provision of Insurance cover for Property, Plant; Business All Risks; Fidelity Guarantee. This contract was awarded by the Director with the approval of the Treasurer and Clerk to Zurich Municipal at an annual premium of £100K which represented a 1.7% increase on the prior year.

- 23. Auto-Enrolment to the WLWA Pension Scheme.** Under the Scheme of Delegation the Director and the Treasurer have agreed to defer the auto-enrolment of existing members of staff currently who have currently chosen not join the Pension Scheme until October 2017. This currently affects only three members of staff, two of whom are on short fixed term contracts.
- 24. Financial Recovery Plan**
- 25.** The Treasurer recognises the need for the identification and delivery of financial savings. Initial areas have been identified as:
- Diversion of as much landfill waste to FCC as possible, rather than second tier providers – potential savings of £100K
 - Review of the use of sub-contractors at Victoria Road Civic Amenity Site – potential savings of £50K
- 26. Legal Implications –** The Clerk advises that under Section 25 of the Authority's Standing Orders committees or panels may be set up to with particular work areas such as the proposed Audit Committee. The membership, Chair and Vice-Chair must be appointed by the Authority and the Chair of the committee must report back to the next meeting of the ordinary Authority any proposed actions. Whilst the issue of non-members of the Authority being invited to provide advisory services to such a committee is not explicitly provided for under Standing Orders, there is nothing to prevent this providing that voting on decisions is reserved to the Authority.
- 27. Impact on Joint Waste Management Strategy –** the budget process and levy mechanism are influenced by all the JWMS policies, but in particular:

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

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

Background Papers	None
Contact Officers	<div> Diane Makepeace, Interim Head of Finance 020 8814 3040 dianemakepeace@westlondonwaste.gov.uk </div> <div> Jim Brennan, Director 020 8814 3040 jimbrennan@westlondonwaste.gov.uk </div> <div> Ian O'Donnell, Treasurer 020 8825 5269 Odonnelli@ealing.gov.uk </div>

West London Waste Authority

Audit Committee - Terms of Reference

The Authority established an Audit Committee as a Committee of the Authority to support them in their responsibilities for issues of risk control and governance by reviewing the comprehensiveness of assurances in meeting the Authority and Treasurer's assurance needs and reviewing the reliability and integrity of their assurances

Membership

The members of the Audit committee are

- Three Authority members, one of whom will be appointed as Chair and a second the Vice-Chair by the Authority.
- One independent external member who will be co-opted for a period of three-four years and will be eligible to serve for a maximum of eight years.
- The Audit Committee will be provided with a secretariat function by the Head of Finance and Performance.

Reporting

- The Audit Committee will formally report in writing to the Authority and Treasurer after each meeting.
- The Audit Committee will provide the Authority and Treasurer with an Annual Report, timed to support finalisation of the accounts and the Statement on internal control, summarising its conclusions from the work it has done during the year.

Responsibilities

The Audit Committee will advise the Authority and Treasurer on

- The strategic process for risk, control and governance and the Statement on Internal Control
- The accounting policies and the accounts of the organisation, including the process for review of the accounts prior to submission for audit, levels of error identified, and managements letter of representation to the external audits;
- The planned activity and results of both internal and external audit;
- Adequacy of management response to issues identified by audit activity, including external audit's management letter;
- Assurances relating to the corporate governance requirements for the organisation
- Proposals for tendering for either internal or external audit services or for purchase of non-audit services from contractors who provide audit services
- Anti-fraud policies, whistle blowing processes and arrangements for special investigations
- The Audit committee will also periodically review its own effectiveness and report the results of that review to the Authority.

Rights

The Audit Committee may:

- Co-opt additional members for a period not exceeding a year to provide specialist skills, knowledge and experience
- Procure specialist ad-hoc advice at the expense of the organisation, subject to budgets agreed by the Authority

Access

The Head of Internal Audit and the representative of External Audit will have free and confidential access to the Chair of the Audit Committee.

Meetings

- The Audit committee will meet at least three times a year. The Chair of the Audit committee may convene additional meetings, as they deem necessary;
- A minimum of 3 members of the Audit Committee will be present for the meeting to be deemed quorate.
- Audit committee meetings will normally be attended by the Director, Treasurer, Head of Finance and Performance, Head of Internal Audit and a representative of External Audit.
- The Audit Committee may ask any other officials of the Authority to attend to assist it with its discussions on any particular matter.
- The Audit committee may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.
- The Director or the Treasurer may ask the Audit Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.

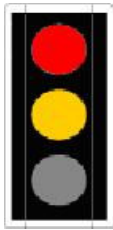
Information Requirements

Each meeting the Audit Committee will be provided with:

- A report summarising any significant changes to the organisation's Risk Register
- A progress report from the Head of Internal Audit summarising:
 - Work performed (and a comparison with work planned)
 - Key issues emerging from internal audit work
 - Management response to audit recommendations;
 - Changes to periodic plan
 - Any resourcing issues affecting the delivery of Internal Audit Objectives
- A progress report from the External Audit representative summarising work done and emerging findings.

As and when appropriate the Committee will also be provided with:

- Proposals for the Terms of Reference of internal Audit
- The Internal Audit Strategy
- The Head of Internal Audit's Annual Opinion and Report
- Quality Assurance reports on the Internal Audit function;
- The draft accounts of the organisation;
- The draft statement of Internal control;
- A report on any changes to accounting policies;
- External Audit's management letter
- A report on any proposals to tender for audit functions;
- A report on co-operation between Internal and External Audit



**RED/AMBER
ASSURANCE**



FINAL REPORT

Overtime

DATE: 7 March 2013

CLIENT: West London Waste

AUDITOR: Lucy Lonergan, Assistant Auditor
Sandra Cartwright, Quality Control Auditor

MANAGER: Susan Dixon, Service Manager Internal Audit

FINAL REPORT
DISTRIBUTION: Helen Smith, Resources Manager WLWA
James Brennan, Director WLWA
Ian O'Donnell, Treasurer WLWA
Diane Makepeace, Interim Head of Finance, WLWA
Anthony Linekar, Finance Manager, WLWA
Jo Fitzgibbon, Service Manager – Shared Services Payroll, Harrow

Internal Audit

Executive Summary

1. The review forms part of the 2010/11 Internal Audit annual plan which has been developed from a risk assessment and consultation process. This review provides an independent and objective opinion on the system under review by evaluating its effectiveness in achieving the organisations objectives.
2. The objective of the review is to ensure that robust controls are in place over the use and payment of overtime to include justification of need, monitoring, authorisation (on accordance with delegations) and payment.
3. The scope of the review is:
 - Rational/Value for money
 - Policies & Procedures
 - Monitoring & recording of overtime
 - Completion of overtime forms
 - Approval
 - Payment
4. A risk based approach was taken that included the identification, sample testing and evaluation of the key internal controls. Sufficient testing was undertaken to enable Internal Audit to provide managers with a balanced view and appropriate assurance as to the adequacy, application and effectiveness of the key internal controls.
5. Recommendations have been made to address the identified control weaknesses and action will be agreed with the Director, West London Waste Authority. Recommendations have been rated according to risk: High Risk (C1-C2, B1-B2, A1-A2) are major issues that require action because the key objectives will not be met or there may be a serious threat of fraud. Medium Risk (E1, D1-D2, C3, B3, A3) are issues that require action because they are a serious threat to the achievement of objectives or there is a potential threat of fraud. Low Risk (F1-F4, E2-E4, D3-D4, C4, B4, A4) represents best practice where there is a small effect on objectives. See Risk Rating criteria at the end of the report. The aim is to ensure that any residual risk is a low rating.
6. All internal audit reports are given an assurance rating.

Red reports will indicate systems/functions/establishments that represent a high risk to the authority needing immediate attention to improve the control environment;

Red/Amber reports will indicate systems/functions/establishments that represent a high to medium risk to the authority needing immediate attention to improve the control environment;

Amber reports will indicate medium risk in need of attention to prevent them becoming high risk;

Amber/Green reports will indicate medium to low risk in need of attention to prevent them becoming high risk and

Green reports will indicate low risk areas.

The reports with a **Red** or **Red/Amber** rating will automatically be referred to CSB and to the GARM Committee after they have been discussed and agreed with the relevant directorate i.e. at final report stage. Corporate Directors will be responsible for informing the relevant Portfolio Holder. They will also be recorded in the risk register.

Audit Opinion

7. This is a Red/Amber report. Overall 54% of the expected controls were found to be in place and operating effectively, 4% were substantially operating, 29% were partially in place with a further 13% not operating. Eight recommendations have been made to address the weaknesses identified, 5 were rated as high risk, and 3 were rated as medium risk. Significant weaknesses identified relate to a breach of EU regulations that may lead to fines and health and safety issues, apparent excessive amounts of overtime which has not been demonstrated to provide value for money, and a lack of monitoring of overall overtime levels. It has been reported that subsequent to the audit, management are reviewing overtime; however the findings of this were not made available to Internal Audit.

Agreed Actions

8. All recommendations have been agreed for implementation

Detailed Report

RATIONALE/VALUE FOR MONEY

Control Strengths

9. The following control strengths were identified:
- 36% of overtime forms tested have an explanation for why overtime was carried out
 - 36% of overtime carried out seems to be reasonable
 - 53% of employees in the testing sample have not exceeded the working time directive

Control Weakness

10. A sample of overtime forms (1 per month) were inspected for 14 employees over a 5 month period, and for another employee over a 4 month period. Therefore a total of 74 forms were inspected, with a total of 1374 separate overtime shifts being undertaken. Testing identified that the majority of employees are working a vast amount of overtime per month in addition to their contractual hours. The overtime ranges from 6 hours per month per employee to 118 hours per month. The following was identified:
- 64% (2606 hours) no reason provided
 - 0.5% (6.5 hours) Green waste/sick cover
 - 0.5% (13.5 hours) Sick cover
 - 1% (44 hours) Holiday cover
 - 1% (28.5 hours) Green waste/ holiday cover
 - 33% (457 hours) appear to be various work duties

From the above it was therefore identified that for 64% (2606 hours) no reason was provided as to why overtime is worked; therefore it is not possible to further establish whether all overtime carried out was reasonable.

Recommendation

11. It should be ensured that all overtime is agreed by management in advance of being worked so that they are aware of the requirement for this to be undertaken. All claim forms should subsequently be formally approved and the details of why the overtime has been undertaken included on the forms. If an explanation has not been provided, the form should be returned to the employee to complete. This will prevent the risk of unnecessary overtime being carried out and a loss to West London Waste Authority (WLWA). (Risk Rating B2 – High Risk)

Agreed Action: Agreed.

Managers will be instructed that overtime must be authorised in advance.

Explanations will be required for all overtime. However forms go directly to payroll from the sites – the responsibility for ensuring that these are completed correctly will have to be delegated to site managers.

Responsible Officer: Barry Lister

Implementation Date: Immediate

Control Weakness

12. According to the EU working time directive, employees should not work more than 48 hours per week on average, including their contracted hours. More than 48 hours can be worked in one week, as long as the average over 17 weeks is less than 48 hours per week (including their contractual hours). Testing identified that of 14 employees who had undertaken overtime in an ongoing 17 week period that 6 employees had exceeded this limit. These employees are the Administrative Assistant (SB) 53 hours a week on average; Administrative Supervisor (AB) 55 hours a week on average; Operations Supervisor (MG) 55 hours a week on average; Site Manager (JH) 51 hours a week on average; Assistant Operations Manager (AL) 57 hours a week on average and Administrative Assistant (JM) 53 hours a week on average. It was further reported by the Assistant Director of WLWA that the 6 employees who have worked over the EU working time directive limit have not confirmed in writing that they have opted out of the working time directive scheme.

Recommendations

13. It should be ensured that overtime is reduced for the relevant employees so that they are not exceeding the EU working time directive limits. Alternatively they should confirm in writing that they have chosen to opt out of the 48 hour scheme. This will prevent the risk of WLWA being charged up to £5,000 per employee or an unlimited amount under the EU directive. (Risk Rating B2 – High Risk)

Agreed Action: Agreed.

An establishment review has begun to establish the number of personnel required on each site. Once this is complete recruitment will commence to fill any vacant posts with the use of agency staff as an interim measure, if required.

Opt-out forms will be distributed for completion as a short interim measure for appropriate staff.

Responsible Officer: Barry Lister

Implementation Date: 1 June 2013
Immediate

14. Management should also consider the protection of people's health and safety with regard to the overtime which exceeds the directive limits and ensure that this is transparent. This will avoid the risk of potential fines via health and safety law enforcement and the resultant loss to the authority. (Risk Rating B2 – High Risk)

Agreed Action: Agreed. This is acknowledged.

The actions in 13 above will seek to reduce overtime as soon as possible.

Health and safety risk assessments will be carried out and where it is possible staff will exceed the directive limits these will be signed off by local management.

Responsible Officer:	Jim Brennan (Director)	Implementation Date:	1 June 2013 Immediate
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Control Weakness

15. Testing identified that for the 15 employees overtime forms which were inspected, WLWA have paid £82,250.13, which equates to 4483.75 hours of overtime.

Recommendation

16. The management review of overtime by WLWA should consider the alternatives to staff undertaking excessive amounts of overtime and a cost analysis undertaken to determine if value for money is being obtained. (Risk Rating B2 High Risk)

Agreed Action: Agreed

WLWA recognises that this is not a cost effective way of providing cover at the sites and will be seeking to reduce it as part of the actions in 13.

Responsible Officer:	Jim Brennan (Director)	Implementation Date:	1 June 2013
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POLICIES & PROCEDURES

Control Strengths

17. The following control strengths were identified:

- Roles and responsibilities regarding authorisation of overtime are defined
- It was reported that WLWA follow the National Joint Council ruling in relation to overtime
- The National Joint Council ruling for overtime is communicated to staff

Control Weakness

18. It was identified that there is not a formal scheme of delegations for the authorisation of overtime, however there is an informal arrangement in place which has been followed.

Recommendation

19. It should be ensured that WLWA create a formal scheme of delegations which clearly defines roles and responsibilities for the authorisation of overtime. This will assist with ensuring that staff and managers are fully aware of the authorisation limits and the correct procedures to follow and that all overtime is appropriately authorised. (Risk Rating C3 Medium Risk)

Agreed Action: Agreed

This will be implemented as a result of the review in 13. Once the sites are fully staffed it is anticipated that overtime should be considerably reduced.

Responsible Officer: Jim Brennan/Ian O'Donnell

Implementation Date: 1 June 2013

Control Weakness

20. It was identified that an overtime policy was not in place at the time of the review although it was reported that WLWA were in the process of reviewing all of their HR policies. It has been confirmed that subsequent to the review the overtime policy is not yet in place and WLWA follow the National Joint Council ruling (which is manual staff working over 36 hours or office staff over 35 hours receive x 1.5 or x 2 for Sunday and Bank Holidays).

Recommendation

21. It should be ensured that WLWA complete the review of their HR policies as soon as possible so that they have a formal, agreed overtime policy in place. Once this has been completed it should be communicated to all staff. This will ensure that all staff are aware of their roles and responsibilities when completing and authorising overtime. (Risk Rating C3 – Medium Risk)

Agreed Action: Agreed

WLWA has a number of outstanding matters around policies and whilst acknowledging that this is important there are others with a higher priority as they are referred to in contracts of employment. In the mean time, the other measures agreed will contain the issue adequately.

Responsible Officer: Jim Brennan (Director)

Implementation Date: 1 September 2013

MONITORING & RECORDING OF OVERTIME

Control Strengths

22. The following control strengths were identified:

- Overtime is not undertaken during contracted hours
- It was reported that all overtime is agreed by management before the work is carried out
- All overtime undertaken is recorded against the employee on SAP and Civica
- It was reported that management information reports are produced and reviewed for overtime working to ensure the overtime budget is not exceeded

Control Weakness

23. It was reported by management that all overtime undertaken by employees is appropriate and necessary, although this is currently subject to review. It was further reported that WLWA are trying to reduce the amount of overtime worked by staff.

Recommendation

24. Once management have completed their review of overtime and analysed the results, they should continue to try to reduce the amount of overtime carried out and monitor this to ensure that all overtime is appropriate and necessary. This will minimise the risk of an unnecessary loss to WLWA. (Risk Rating B3 – Medium Risk)

Agreed Action: Agreed.

Responsible Officer: Jim Brennan and Barry Lister

Implementation Date: 1 June onwards

Control Weakness

25. It was originally reported by the former Assistant Director that management maintain a spreadsheet to record and monitor overtime carried out by staff. However it has since been reported that such a spreadsheet is not held for this purpose and evidence of monitoring could not therefore be provided.

Recommendation

26. It should be ensured that management create a system to enable them to record and monitor employees' overtime locally. This will ensure that any patterns or types of overtime can be identified and prevented and further enable managers to monitor limits and take action as necessary to prevent these being exceeded. (Risk Rating B2 – High Risk)

Agreed Action: Agreed. This will form part of the policy in 24 above.

Overtime forms are now being reviewed monthly by the Interim Head of Finance as part of an ongoing drive to reduce the reliance on overtime.

Responsible Officer:	Jim Brennan (Director)	Implementation Date:	In Place from 8 March 2013
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COMPLETION OF OVERTIME FORMS

Control Strengths

27. The following control strengths were identified:
- Once overtime has been carried out the employee completes an official overtime form
 - Forms are correctly completed and additional hours worked are clearly detailed
 - Once the overtime form has been completed it is signed and dated by the employee

APPROVAL

Control Strengths

28. The following control strengths were identified:
- The overtime form is passed to management for approval, authorising and signing
 - It was reported that management thoroughly check to ensure the correct hours have been claimed
 - It was reported that if management do not agree with the hours claimed, this is discussed with the employee
 - It was reported that a copy of the overtime form is taken before it is sent to Shared Services in Harrow for payment

Control Weakness

29. Whilst it was confirmed that overtime forms are passed to management for approval, as outlined above, there is no formal scheme of delegations in place which covers the authorisation of overtime. See recommendation at paragraph 20.

PAYMENT

Control Strengths

30. The following control strengths were identified:
- The overtime form is checked by Payroll staff at Harrow to ensure that it is signed by the employee and the manager prior to input of hours on SAP
 - Civica records the name and date of the payroll officer who has input the overtime form
 - The correct amount of hours have been input in the system

Risk Rating Criteria

LIKELIHOOD		CRITERIA
F	Almost Impossible	0 – 2%
E	Very Low	3 - 9% (extremely unlikely)
D	Low	10 – 24% (low but could occur)
C	Significant	25 – 50% (fairly likely to occur)
B	High	51 – 80% (more likely to occur than not)
A	Very High	> 80% (almost certainly will occur)

IMPACT - THREATS		CRITERIA
I	Catastrophic	Key objectives would not be met or serious threat of fraud
II	Critical	Serious threat to achievement of objectives or potential threat of fraud
III	Marginal	Small effect on objectives
IV	Negligible	Trivial effect on objectives (will only report verbally)

RISK RATING - THREATS					
L I K E L I H O O D	A Very High	Green	Amber	Red	Red
	B High	Green	Amber 24	Red 11, 13, 14, 16, 26	Red
	C Significant	Green	Amber 19, 21	Red	Red
	D Low	Green	Green	Amber	Amber
	E Very Low	Green	Green	Green	Amber
	F Almost Impossible	Green	Green	Green	Green
		4 Negligible	3 Marginal	2 Critical	1 Catastrophic
Impact					

Risk Scores - Threats	
C1-C2, B1-B2, A1-A2	High Risk
E1, D1-D2, C3, B3, A3	Medium Risk
F1-F4, E2-E4, D3-D4, C4, B4, A4	Low Risk

Budget Monitoring to period 11

Appendix 3

Fixed Costs Levy - Revisions as per recovery plan				
Period 11 Forecast				
	2012-13 Revised Budget	Actual to date as per period 11	Forecast	Var
	£000	£000	£000	£000
Employees	4,161	3,491	4,010	151
Premises	2,525	2,925	2,726	- 201
Transport	827	637	765	62
Supplies & Services	1,302	1,671	2,025	- 723
WTD	5,452	6,519	7,112	- 1,660
Support Services	163	195	213	- 50
Capital Charges	903	445	486	417
Trade Waste/ Non-household Waste Income	- 895	- 797	- 836	- 59
Agency Income	- 786	- 641	- 706	- 80
Other Income	- 699	- 250	- 283	- 416
Net Expenditure	12,953	14,195	15,511	- 2,558
FCL Levy Income at period 12	- 13,752	- 13,215	- 13,752	-537*

* still outstanding

Appendix 4

Debts to be written off

1	J O'Sullivan Property Maintenance	£6,424	Feb 2013 File has been returned by Newlyn (debt collection agency). Reason – enquiries have revealed that the defendant is no longer at the given address and they have been unable to locate the current address. Debts more than a year old.
2	Active Waste	£3,044	In liquidation
3	Moving Services Group	£343	In Administration
4	J E Britnel	£91.04	Too small to chase further. Had 3 letters returned and not used us recently.
5	P A & SK Romain Limited	£170	Dissolved 2010
6	Sanak Ventures	£1,483.20	Proposal to strike off
7	AWG Facilities	£109	Not heard of for more than 1 year, three letters sent out. No longer financially viable.
		£11,664.24	

WEST LONDON WASTE AUTHORITY

Report of the Treasurer and Director

26 April 2013

Pay as you Throw Rates for 2012-13 and 2013-14

SUMMARY

This report provides an explanation as to why there is a need to increase the PAYT rates for landfill delivered to transfer stations for 2012-13 and waste collected from HRRC sites for both 2012-13 and 2013-14; and to propose that all payments for the disposal of clinical waste are met directly by individual boroughs.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Note the omission of clinical waste and transport of PAYT waste from HRRC sites to the transfer stations from the original schedule of rates.
- 2) Agree a supplementary charge of £10 per tonne for the transfer of Pay as you Throw (PAYT) street cleansing/bulky waste/trade waste from HRRC sites to Transport Avenue/Victoria Road for disposal for 2012-13 and £10.40 for 2013-14.
- 3) Agree a supplementary charge of £1.50 per tonne for landfill costs to meet the increased costs of rail transport as a result of a rise in fuel prices for 2012-13 and 2013-14.
- 4) Agree that the costs for both the collection and the disposal of clinical waste are met by individual boroughs from April 2012.

1. Introduction – The current levy mechanism requires individual boroughs to fully meet the costs of the disposal of waste in their control, and the Director has delegated authority to increase rates in order to ensure full cost recovery. The Treasurer working with the Interim Head of Finance is undertaking a full review of all processes and procedures including PAYT calculations and budgets to ensure that costs are appropriately recovered and to identify key areas where savings could be achieved.

2. In a detailed review of the PAYT expenditure and income, it has been identified that regretfully, the disposal of clinical waste was omitted from the initial 2011-2012 schedule of PAYT borough charges. In addition to this, when the PAYT rates were set, they did not include for the cost of transporting PAYT waste that the boroughs choose to bulk at their HRRC and that the costs of rail transport from Transfer Stations has increased to a level greater than allowed for in the original PAYT rate due to higher than anticipated increases in fuel prices.

3. Clinical Waste - . At the present time some boroughs pay directly for this via their contractor whilst others seek reimbursement from the Authority. For 2012-13 the Authority expects to

receive requests for reimbursement of approximately £240,000. It is therefore proposed that boroughs pay for the disposal costs and discontinue the current practice of some boroughs recovering them from the Authority. By covering the costs of clinical waste disposal in the fixed cost levy there has been cross-subsidy of these costs between boroughs.

4. Richmond Council has undertaken a procurement exercise on behalf of all six boroughs for “A managed clinical waste service” which will incorporate client management, collection and disposal. Details of the evaluation have been provided to individual boroughs and would deliver significant savings to all of the boroughs. It is anticipated that boroughs will be able to move to the new arrangement in 2013/14, if they so choose.

5. **Transport of PAYT waste bulked at HRRC sites** - the PAYT rate for landfill was set on the basis of delivery by the boroughs to one of the rail Transfer Stations, which is the case for the majority of the waste collected by boroughs. However some boroughs choose to use HRRC sites to accept Trade Waste and to bulk street cleansing/bulky collection waste. These waste streams are liable to PAYT and are declared by the boroughs to the Authority. The cost of transporting this waste is not included in the PAYT rate and the Authority has therefore failed to recover £224,000 of additional expenditure. The cost of transporting household waste taken to the HRRC sites by residents which is met as part of the FCL.

6. The cost per tonne to transport this waste is on average £10 per tonne. It is therefore proposed to recover the additional sums amounting to £225K from the boroughs for quarters 1-3, with a further charge to be made for quarter 4. Details are provided in Appendix 1 of additional charges for each borough for the first nine months of the year. Quarter 4 reconciliation of charges will be completed towards the end of April 2013.

7. **Additional cost for rail transport** - The contract for the rail transfer of waste by DB Schenker allows for the review of fuel costs bi-monthly. The increment is based on the average daily Platt oil prices over the previous 60 days. The fuel levy during 2012-13 has averaged £9.78 per tonne against a budget of £8.28 per tonne. This has led to a shortfall in the recovery of costs for the first nine months of c £286K. It is therefore proposed to charge a levy of £1.50 pence per tonne. Please see table at Appendix 1 which shows the additional charges applicable to each borough.

8. Financial Implications

9. It is recommended that boroughs take responsibility for the cost of their clinical waste directly. The costs for the disposal of clinical waste had not been included in the fixed cost level budget.

10. There will be an additional cost to the boroughs for the transport of waste from their HRRC to an Authority Rail Transfer Station. The estimated costs for each borough are given in Appendix 1. The boroughs can in the future elect to deliver this waste direct to one of the rail transfer stations, should they so wish.

11. If the Authority were unable to recover these costs for 2012-13 from the boroughs, the reserve levels would be further depleted, and there would be cross subsidy between boroughs.

12. Risk management implications –The Authority is currently reviewing all its income and expenditure to minimise future unexpected changes to levys and PAYT rates.

13. There are no Health and Safety implications as part of this proposal.

14. Legal Implications – The Clerk advises that the Authority may discharge its duty under Section 51 of the Environmental Protection Act 1990 through agreed arrangements put in place by the boroughs

15. Impact on Joint Waste Management Strategy – the changes to these charges are supported by

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

Background Papers	None
Contact Officers	<div> Diane Makepeace, Interim Head of Finance 020 8814 3040 dianemakepeace@westlondonwaste.gov.uk </div> <div> Jim Brennan, Director 020 8814 3040 jimbrennan@westlondonwaste.gov.uk </div> <div> Ian O'Donnell, Treasurer 020 8825 5269 Odonnelli@ealing.gov.uk </div>

Transport Cost On PAYT Tonnes
2012-13

April 2012 To Dec 2012

		Brent		Ealing		Harrow		Hillingdon		Hounslow		Richmond		Totals	
	£/Tonne	Tonnes	Charges	Tonnes	Charges	Tonnes	Charges	Tonnes	Charges	Tonnes	Charges	Tonnes	Charges	Tonnes	Charges
Transport of Residual Waste :															
Transport by Road	£10.00	3,277	£32,770.00	3,561	£35,610.00	4,057	£40,570.00	739	£7,390.00		£0.00	4,083	£40,830.00	15,717	157,170
Transport by Rail	£1.50	28,130	£42,195.00	52,217	£78,325.50	20,274	£30,411.00	27,051	£40,576.50	30,520	£45,780.00	22,136	£33,204.00	180,328	£270,492.00
			£74,965.00		£113,935.50		£70,981.00		£47,966.50		£45,780.00		£74,034.00	196,045	£427,662.00
Transport of Organic Waste :															
Transport by Road	£10.00	1,765	£17,650.00	4	£40.00	1,365	£13,650.00	34	£340.00	1,208	£12,080.00	2,405	£24,050.00	6,781	£67,810.00
Transport by Rail	£1.50		£0.00	2,278	£3,417.00		£0.00		£0.00	4,168	£6,252.00	4,272	£6,408.00	10,718	£16,077.00
		1,765	£17,650.00	2,282	£3,457.00	1,365	£13,650.00	34	£340.00	5,376	£18,332.00	6,677	£30,458.00	17,499	£83,887.00
Actual Charges to Dec 2012			£92,615.00		£117,392.50		£84,631.00		£48,306.50		£64,112.00		£104,492.00		£511,549.00
Estimate Charges Q4			£30,871.67		£39,130.83		£28,210.33		£16,102.17		£21,370.67		£34,830.67		£170,616.33
Estimated full year effect			£123,486.67		£156,523.33		£112,841.33		£64,408.67		£85,482.67		£139,322.67		£682,065.33

WEST LONDON WASTE AUTHORITY

Report of the Director and Chief Technical Advisor

26 April 2013

Annual Procurement Plan 2013/14

SUMMARY

This report provides details of the Authority's Annual Procurement Plan for the current year (2013/14). Whilst the main procurement activity in 2013/14 will continue to be the West London Residual Waste Services Procurement, there are a number of other contracts which will require action in year. The report also updates the Authority's contract register for publication on the Authority's website.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) *Approve this Annual Procurement Plan for 2013/14.*
- 2) *Approve the Authority's contract register for publication on the Authority's website, attached as Appendix One.*
- 3) *Note the procurements listed in paragraph 6 below that will be carried out by the Director under the Authority's scheme of delegation.*
- 4) *Note contracts set out in paragraph 7 below and authorise the Director to commence the procurement/tendering and award subject to the procedures and requirements as contained within the Authority's Tender and Contract Regulations dated 20th April 2012.*
- 5) *Note the actions already undertaken and authorise the Director to agree the termination of the remaining existing contracts listed in paragraph 8 below in order to facilitate the commissioning of the West London Residual Waste Services (WLWRS) contract*
- 6) *Authorise the Director to put in place suitable arrangements and/or use existing framework contracts for the various miscellaneous and ad hoc waste and recycling arrangements and activities of the types identified in paragraph 9 below.*

1. Introduction - The provision of high quality waste management contracts is key to the delivery of a number of policies within the Joint Waste Management Strategy, particularly Policy 7 to provide good value services.

2. Background – The Authority has in place a number of contracts for the provision of waste management services. In addition there are a number of other goods and services contracts which are necessary for the ongoing operation and management of the Authority's waste transfer stations and head office function.

3. West London Residual Waste Services Procurement – As reported elsewhere on this agenda, the Authority's main procurement activity for 2013/14 will continue to be the ongoing

project to procure a long term alternative waste treatment process so as to avoid the continuing landfilling of waste. This is a very large procurement, managed by a project board whose members include Chief Officers of the Authority and constituent boroughs as well as a Member representative. The procurement has an affordability limit of approximately £500m, and when complete will provide treatment capacity for most of the Authority's residual waste needs for the next 25 years. To ensure best value, this procurement focuses upon the treatment of residual waste, the transport of that waste as required and the option to operate some or all of the Authority's transfer stations to support the waste treatment process. Following the development and approval of the procurement strategy in the spring of 2011, a number of other services, such as organic waste treatment were kept separate from this procurement. The completion of this procurement will allow termination of a number of existing contractual arrangements as set out below in paragraph 8.

- 4. Authority Contract Register** – The Authority's draft contract register for 2013/2014 is attached as Appendix One. The contract register sets out the Authority's current contracts for both waste management services and other goods and services and that are of a significant nature. This includes details of expiry dates, opportunities for extensions, approximate annual value and proposals for the ongoing management of these services. It is proposed to publish this register (redacted where/if necessary) on the Authority's website to afford potential future contracting partners' to identify future tendering opportunities
- 5. Authority Tenders and Contracts Regulations** – The Authority's Tender and Contract (T&C) Regulations were revised to ensure that they are in line with current best practice and they were approved at the Authority meeting on 20th April 2012. These regulations set out the tendering process for all Authority procurements. In summary, smaller contracts with a value of less than £250,000 may be tendered and awarded by the Officers of the Authority, provided that any financial decisions greater than £100,000 are retrospectively reported to the Authority. For contracts of a greater value the Director may only seek tenders with the approval of the Authority. Approval is sought in this report to allow the Director to proceed with the tendering process for a range of services in the coming year. The award of the higher value contracts will be subject to Authority approval. The T&C Regulations also provide for the Authority to make use of constituent borough contracts, framework agreements, and direct labour organisations for contracts where best value can be demonstrated. In addition, the T&C Regulations make provisions for the Authority to use other local government framework contracts such as those proposed to be put in place by the London Waste and Recycling Board, and other joint purchasing organisations.
- 6. Contracts to be tendered under the Authority's scheme of delegation** – The contracts listed below require renewal in the current year. These contracts will be tendered or quotations sought in accordance with the T&C Regulations with the award made by West London Waste Authority officers and the Director in accordance with the Authority's scheme of delegation:-
 - ICT Support – provisional subject to review;
 - Site security services – review and to suit WLRWS requirements
 - Site telephone lines – review and to suit WLRWS requirements;
 - Photocopiers;
 - Energy supplies at transfer stations - review and to suit WLRWS requirements.

NOTE: Due to the nature of the energy market, which normally only holds offers of price for a maximum of 6 - 8 hours, the award of the energy supply contract(s) will

need to be carried out under the Authority's Urgency Procedure and retrospectively reported to the Authority.

7. Contracts in excess of £250,000 – The contracts listed below require renewal in the current year. These contracts require Authority approval to tender and award in the current municipal year:-

- Transport arrangements for the waste and/or other materials arising at HRRC sites and/or transfer station;
- Transport and/or Treatment of Organic garden waste;
- Transport and/or Treatment of co-mingled Organic garden and kitchen waste;
- Transport and/or Treatment of Organic kitchen waste;

NOTE: The 4 contract arrangements above will each be tendered as Lots and awarded as a number of individual or composite Lots or as a single Lot for the entire service depending upon the option(s) that offer the most economically advantageous financial and operation arrangements to the Authority.

- The provision of agency staff – procurement through local authority framework agreement.

8. Co-ordination of termination of existing contractual arrangements with the completion of the West London Residual Waste Services procurement – The nominal start date for the new major waste management contract is the 1st April 2015. However, as part of the procurement process, the Authority is considering any opportunity for an earlier start of services where it will provide a more economically advantageous approach than the current arrangements. A clearer picture of the opportunity for an earlier start will emerge as the procurement proceeds. Based upon currently known information it is considered that early 2014 is likely to be the start date for new services. There is a need for careful co-ordination of the end of current arrangements and the provision of these future arrangements. The Authority has already held meetings with or written to the existing contractors whose contracts are likely to be affected by the commencement of the new contract services. To allow flexibility in negotiating this process the Authority agreed at its meeting on 20th April 2012 to delegate to the Director, where necessary in consultation with the Project Board, the authorisation to agree the necessary variations to these contracts to ensure suitable termination arrangements to be agreed. In summary these contracts and the actions taken or to be taken in connection therewith are as follows:

- Rail transport - DB Schenker – Termination arrangements agreed.
- Waste Management Services – FCC Environment (generally referred to as Waste Recycling or WRG) – Termination arrangements agreed
- Treatment including transport of residual waste streams – Seneca Environmental Solutions Ltd. – Extension of contract provision exercised.
- Transport and disposal of CA site waste – McGovern Haulage Ltd – Letters sent informing the contractor that this contract will need to be reviewed and retendered as a consequence of the commencement of the West London Residual Waste Services contract
- Transport and disposal of CA site waste – Ace Waste – Letters sent informing the contractor that this contract will need to be reviewed and retendered as a consequence of the commencement of the West London Residual Waste Services contract
- Transport and disposal of CA site waste – Waste Recycling Ltd – Letters sent informing the contractor that this contract will need to be reviewed and retendered as a

consequence of the commencement of the West London Residual Waste Services contract

- Transport and disposal of CA site waste – Powerday Ltd – Letters sent informing the contractor that this contract will need to be reviewed and retendered as a consequence of the commencement of the West London Residual Waste Services contract

9. Miscellaneous and Ad hoc arrangements – In addition to the main waste management contracts, the Authority has a number of ad hoc type and miscellaneous “arrangements” in place to deal with sundry recyclable and similar materials that can be recovered, recycled and/or diverted from landfill. Generally these arrangements are in respect of the materials deposited at the two CA sites that the Authority operates at Victoria Road and Twyford as Agent for LB Hillingdon and LB Brent respectively. The Authority makes use of the most suitable arrangements that are available at any given time to deal with these materials. The main materials involved are rubble/hardcore, soil, engine oil, tyres, cooking oil, metal, wood, mattresses, carpets, plastic and similar. In the current market and economic situation some materials continue to be problematic in terms of identifying and/or maintaining outlets and are dealt with almost on a day by day basis. In addition some of the treatments and processes utilised in are in emerging markets and the number of providers in that market is still somewhat limited as well as the reliability of the treatment/process offered. However, it is anticipated that these outlets will at some stage be able to offer a more stable marketplace and investigations will continue and when it is considered to be more advantageous suitable tenders will be sought, possibly on a Framework basis for all or some of these materials. See Appendix 2 for details of the major arrangements undertaken on this basis.

10. General Procurement Strategy – As can be seen from this report, there are a significant number of waste related contracts/arrangements that will be reviewed and where appropriate continued or re-tendered over the forthcoming months. The main reason why there is now this large volume of tenders that have become necessary at around the same time is because the services that will be required post WLRWS commencement will need to be driven by the provisions that are contained therein. As a number of these arrangements will vary from the services previously procured, it is intended that prior to seeking tenders a process of soft market testing will be undertaken with a cross section of relevant service providers. It is expected that matters such as contract durations & extensions, pricing strategy, volumes and capacity available, treatment options & facilities, etc. will be discussed. The outcomes of this exercise will then enable the Authority to shape the tender documentation to ensure that it receives bids based upon the most advantageous positions that the market has indicated it is able to offer. As well as the Authority officers, representatives of the Constituent Boroughs will be invited to attend and participate in this process.

11. Borough consultation – As indicated above, borough officers will be invited to partake in the soft market testing that will be undertaken. Additionally, through the Recycling and Waste Managers Group, chaired by the Chief Technical Advisor, the constituent boroughs have been made aware of this annual procurement plan and where appropriate (for the waste contracts) it is intended to use this Group or smaller working parties to help develop the procurement documentation and assist in the development and application of the evaluation criteria to achieve best value from the procurements. An outline time table for the contracts shown in paragraph 7 is shown below:

Provide notice to Mayor	30 th March 2013
Soft market testing and development of specification	April – June 2013
Notice to Mayor expires (108 days)	17 th July 2013
OJEU Notice Dispatched - Restricted Procedure	18 th July 2013

PQQ issued and returned	(30 days)	17 th August 2013
PQQ Evaluation	(10 days)	27 th August 2013
Tenders Invited		28 th August 2013
Tenders Returned	(21 Days)	18 th September 2013
Tenders opened		18 th /19 th September 2013
Evaluation		19 th September 2013
Evaluation Completed	(15 days)	4 th October 2013
Approval/Award (via Authority Meeting where required)		November/December 2013
Mandatory Standstill Period	(10 days)	November/December 2013
Contract Award		November/December 2013 on
Commencement		January / April 2014

12. Financial Implications – Financial provision has been made in the current budget and will continue to be made in the future revenue budget for the West London Residual Waste Services Procurement Project. As more detail becomes available with respect to the ongoing costs of waste treatment under the new contract these will be reflected in the Authority's medium term financial strategy, which will allow the constituent boroughs to plan their own budget requirements for future years. Provision has also been made within the revenue budget for the current year and will be made in future years for the proposed procurements set out in paragraphs 6, 7 and 9 of this report. All procurements will be carried out in accordance with the Authority's Standing Orders, including the revised T&C regulations.

13. Procurement Advice and Support – The Authority has external advisors in place to support the main residual waste procurement. These advisors can be used to support the procurements reported here, however, advice and support for these smaller projects is generally provided by Ealing Council's Corporate Procurement Team. An SLA agreement is being drawn up for this service.

14. Procurement Process – Subject to Authority approval and comments from the Mayor's Office the timetable for procurement of the services in paragraph 7 is set out in Appendix Two. The timetable includes provision for soft market testing to finalise packaging of services, optimum contract term, etc. There is also provision for the input of requirements from constituent boroughs. Whilst a full project board management process is not envisaged for these procurements, officers from the constituent boroughs will be invited to support the procurement process.

15. Risk Management – For the residual waste procurement a procurement risk register is in place to manage a range of issues including robustness of market, risk of procurement challenge etc.

16. Health and Safety Implications – Health and Safety considerations form part of the tender evaluation process including potential partners' record on health and safety and proposed future management arrangements.

17. Legal Implications – As a local authority the Authority is required to act in accordance with the Public Procurement Regulations 2006. In addition, where the contract being let involves waste management services in excess of the European Union tendering limit (approximately £150,000) the Authority must give notice of its intention to contract prior to issue of an OJEU notice, to the Mayor of London, so that officers on his behalf can assess the general conformity of the Authority's proposals to the Mayors Municipal Waste Management Strategy. For expedience, the Director has already given notice to the Mayor's office of the re-tendering of the contracts set out in paragraph 7.

18. Impact on Joint Municipal Waste Management Strategy – The provision of good quality waste management treatment and other support services is vital to delivery of number of the policies and the Joint Waste Management Strategy. Particularly policy number 7 which states that the Authority and constituent boroughs will seek to find waste management services that offer good value, that provide customer satisfaction that meet and exceed legislative requirements.

Background Papers	
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WLWA Contracts Register

A - Transport and Treatment/Disposal Contracts

Contract (& approx. current annual value)	Present Contractor	Expiry/Termination Details	Comments
1. Rail Transport of residual waste (£4.7m)	D B Schenker	Contract extended until 30 th September 2014 but with option to terminate earlier by serving of applicable notice.	<ul style="list-style-type: none"> ➤ Included in West London Residual Waste Services (WLRWS) contract currently in procurement. ➤ Notice will be served at appropriate time.
2. Waste treatment and disposal (£4.7m – exc. LFT)	Waste Recycling Ltd	Notice served for contract to terminate on 18 th January 2014.	<ul style="list-style-type: none"> ➤ Included in West London Residual Waste Services (WLRWS) contract currently in procurement.
3. Treatment of Residual Waste (£3.5m)	Viridor Waste Management Ltd	31 st March 2035	<ul style="list-style-type: none"> ➤ Treatment through EfW facility currently 25,000 tonnes per annum increasing to 90,000 tonnes in 2016
<p>Note: - Contracts 4 – 9 below are currently transport (haulage) and/or treatment/disposal contracts. When competitively tendered it will be for transport services only as the treatment/disposal will be included as part of the West London Residual Waste Services (WLRWS) contract. The arrangements may be on the basis of a single contract or lots depending upon the most economically advantageous financial and operational arrangements offered.</p>			
4. Twyford SWTS Transport, treatment and/or disposal of HRRC waste from Brent (£1.5m)	McGovern Haulage Ltd	Waste treatment to be included in WLRWS contract currently in procurement	<ul style="list-style-type: none"> ➤ Treatment/disposal will be included in West London Residual Waste Services (WLRWS) contract currently in procurement. ➤ Transport service will be subject to competitive tendering arrangements.
5. Transport, treatment and/or disposal of HRRC waste from Harrow (£0.70m)	Ace Waste	By serving of 6 months notice anytime by either side	<ul style="list-style-type: none"> ➤ Waste treatment to be included in WLRWS contract currently in procurement. ➤ Transport service will be subject to competitive tendering arrangements.

Contract (& approx. annual value)	Current Contractor	Expiry/Termination Details	Comments
6. Transport, treatment and/or disposal of HRRC waste from Ealing (£0.09m)	McGovern Haulage Ltd	By serving of 6 months notice anytime by either side	<ul style="list-style-type: none"> ➤ Waste treatment to be included in WLRWS contract currently in procurement. ➤ Transport service will be subject to competitive tendering arrangements.
7. Transport, treatment and/or disposal of HRRC waste from Hillingdon (£0.11m)	Waste Recycling Ltd	By serving of 6 months notice anytime by either side	<ul style="list-style-type: none"> ➤ Waste treatment to be included in WLRWS contract currently in procurement. ➤ Transport service will be subject to competitive tendering arrangements.
8. Transport, treatment and/or disposal of HRRC waste from Hounslow (£0.68m)	Powerday	By serving of 6 months notice anytime by either side	<ul style="list-style-type: none"> ➤ Waste treatment to be included in WLRWS contract currently in procurement. ➤ Transport service will be subject to competitive tendering arrangements.
9. Transport, treatment and/or disposal of HRRC waste from Richmond (£0.14m)	McGovern Haulage Ltd	By serving of 6 months notice anytime by either side	<ul style="list-style-type: none"> ➤ Waste treatment to be included in WLRWS contract currently in procurement. ➤ Transport service will be subject to competitive tendering arrangements.
Note: When Contracts 10 to 13 below are tendered, this may be by either single contract(s) lots or as composite/lots in order to achieve the most economically advantageous financial and operational arrangements			
10. Treatment of organic garden waste (£ - inc with 2. above)	Waste Recycling Ltd	Notice served for contract to terminate on 18 th January 2014	<ul style="list-style-type: none"> ➤ Windrow composting at Sutton Courtenay landfill site
11. Treatment of co-mingled organic kitchen and garden waste (£0.75m)	West London Composting Ltd	Earliest termination date was 31 st March 2011.	<ul style="list-style-type: none"> ➤ Currently In vessel composting (IVC) ➤ Cost does not include the direct contract arrangements with Brent & Hillingdon.

Contract (& approx. annual value)	Contractor	Expiry/Termination Details	Comments
12. Transport and treatment of organic kitchen waste (£0.78m)	Biogen Greenfinch	Earliest termination date was 31 st March 2011.	➤ Currently Anaerobic Digestion (AD)
13. Transport and treatment of organic garden waste (£0.60m)	Tamar Organics & Country Compost	By serving of 4 weeks notice anytime by either side	➤ Currently through either windrow composting or IVC
14. Transport and/or treatment of residual waste (£5.2m)	SENECA Environmental Solutions Ltd	31 st March 2015	➤ From 1 st April 2015 the treatment of this waste will be included in WLRWS contract currently in procurement
19. Collection and treatment of WEEE streams (from all sites inc. CA Sites) (No cost to Authority)	DHL	Earliest termination date 31 st March 2014	<p>➤ This contract is at Zero cost to the Authority. The arrangement may be terminated by either party by serving notice no later than August of the preceding year. In addition DHL provides the Authority with various resources to promote recycling and reuse activities.</p> <p>➤ The WEEE regulations are presently under review. It is expected that a revised set of Regulations will be published to take effect from January 2014. This will provide an opportune time to explore with the compliance market as a whole what additional benefits the Authority may be able to achieve through reviewing the current arrangement.</p>

B - Services and Supplies Contracts

Contract (& approx. annual value)	Contractor	Expiry/Termination Details	Comments
1. Professional Services Support to residual waste procurement	Sharpe Pritchard PriceWaterhouse Coopers SKM Enviros	31 st March 2015	Total value of work in 2012/13 as follows: Sharpe Prichard £155k PwC £206k SKME £150k
2. *ICT support (£13K)	Panacea/ K3	31 st January 2014	Rolling 12 month contract subject to 12 weeks notice. Will be reviewed to ensure best value arrangements are in place
3. *ICT support (£5k)	Kcom	<ul style="list-style-type: none"> ○ Domain names - February 2015 ○ Email – November 2013 ○ Sites' Broadband 	Suitable arrangements to be put in place to ensure continued supply of services at various end dates.
4. Site Security Services (£160k)	Ladbroke Security	Subject to 6 month notice on either side	Serve notice and seek suitable new arrangements to suit requirements of WLRWS
5. Agency staff (£320k)	ASAP/Pertemps/Reed	30 th June 2012	➤ Negotiating suitable arrangements under the MSTAR Framework Agreement
6. Mobile Comms (£4.5k)	Orange	1 st January 2015	
7. Energy supply (Transport Ave. + Victoria Rd) (£215k)	E.ON	30 September 2013	➤ Suitable arrangements to be put in place to ensure continued supply until commencement of WLWRS contract which will then include this contract.

7. Energy supply Twyford (£10k)	npower	4 th October 2014	➤ To be re-tendered to suit existing expiry date.
8. Site Telephone Landlines (£12k)	Unicom	Victoria Road & Transport Avenue – 19 th August 2013 Twyford – 21 st August 2013	➤ Subject to 3 month notice. Will be reviewed to ensure best value arrangements are in place
9. Head Office Telephones (£6k)	Overline	October 2017	
Contract (& approx. annual value)	Contractor	Expiry/Termination Details	Comments
10. Photocopiers (£6k)	Oce	August 2014	➤ Seek tenders/quotes for new arrangements.
11. Insurances (£100k)	Zurich Municipal	3 Year arrangement until 2016 with provision annual reviews by 31 st March each year	➤ Covers property damage and money

Miscellaneous and Ad hoc waste and associated arrangements ≥ £25k annual value

Supply/Service	Present Arrangement(s) inc approx. 2012/13 value	Details including potential future arrangements and procurement strategy
Treatment of wood waste	Use of various suppliers inc: <ul style="list-style-type: none"> • Stobart Biomass Products - (£500k) • Louis O'Regan Ltd (Wood) – (£147k) • Wood Recycling Services – (£124k) • Biowood Recycling Ltd – (£83k) 	Members received a report on the wood waste market at their September 2012 meeting. The situation has not fundamentally changed since that report was considered. The market continues to remain under review and the Authority's trial use of wood as a recycling product continues as this is an emerging market with limited capacity at present. Officers will keep the market under review and at such time as the market offers a suitable opportunity formal arrangements will be sought for this service. It is hoped that this will be within the next 12 months.
Mattress Recycling	Matrec of London - (£354k)	Mattress recycling is still very much an emerging market. There are limited service providers offering capacity in the market and only a few offer a significant level of recycling at a reasonable cost. Matrec are probably offering one of the highest, if not the best, level of recycling for this service in the market. Market intelligence also indicates that their cost is at the bottom end of the market level. Officers will keep the market under review and at such time as the market offers a suitable opportunity formal arrangements will be sought for this service. It is hoped that this will be within the next 12 months.
Carpet Recycling	MidUK Recycling – (£68k)	This is a relatively new service in a newly emerging market and this service has been undertaken on a trial basis. The volumes of carpets that have been separated at sites has exceeded expectation and has diverted this waste stream from landfill as well as being more competitively priced. At the present time there appears to be very few other service providers. Officers will keep the market under review and at such time as the market may offer a suitable opportunity formal arrangements will be sought for this service. It is not expected that that this will be within the next 12 months though.
Supply/Service	Present Arrangement(s) inc	Details including potential future arrangements and procurement strategy

	approx. 2012/13 value	
Tyres	Powerday; McGovern Haulage; CSR Tyres. Approx. £25k pa	Tyres are managed on an as and when basis, often from borough fly tip clearance as well as HRRC's. Following the banning of tyres from landfill there are few outlets available for disposal. Service providers are monitored and the outlet offering the most advantageous cost utilised when required. At such time as the market can offer more stable and reasonable pricing structures a formal arrangement will be sought.
Plastics	None Presently	There are currently no suitable service providers willing to take polymers (mainly hard plastic deposited at HRRC) at a reasonable cost. The market continues to be monitored to identify any available outlet for this material.
Gas Oil	Advance Fuel – (£274k)	Fuel is an extremely volatile market with prices moving almost daily. The Authority has investigated utilising the arrangements that one of the constituent boroughs has in place but did not have any success. Investigations will continue to attempt to identify a more suitable formal arrangement, possibly through a framework agreement. However, the location of the Authority's sites and the need for gas oil rather than derv limit what may be available through such an agreement. Additionally, the WLWRS contract will have a significant impact upon the gas oil requirements of the Authority. Officers will continue to investigate and monitor the position and will continue to ensure the best price is obtained. When possible a formal arrangement will be considered but possibly not until the commencement of the WLRS contract.

WEST LONDON WASTE AUTHORITY

Report of the Director

26 April 2013

Health & Safety: Review 2012-13 and Plan 2013-14

SUMMARY

This report presents the Authority's updated Health and Safety Policy and reviews Health & Safety issues for the year 2012-13 and presents the Authority's Health & Safety Plan for 2013-14.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Agree the revised Health and Safety Policy attached as Appendix One
- 2) Note the outcomes from the annual Health & Safety Review meeting held in February 2013
- 3) Note the key issues highlighted for the Authority in 2012-13 in respect of Health & Safety as shown at Appendix Two
- 4) Agree the Authority's Health & Safety Plan for 2013-14 as shown at Appendix Three

1. **Introduction** – Under Health & Safety legislation, and its own procedures the Authority has a number of responsibilities and duties to fulfil. This includes an annual review of Health & Safety issues and the production of a Health & Safety Plan each year. This is in addition to a suite of documents ranging from risk assessments and safe working practices to an Authority-wide Health & Safety Policy and a Statement of Responsibilities.
2. **WLWA Health & Safety Policy** – The current Policy was produced in 2011. It sets out what is expected of each person in the Authority at every level and includes duties such as regular checks, liaison with staff safety representatives and ensuring that contractors comply with Health & Safety requirements and issues. Following an annual review by the Director and the Authority's external Health and Safety Advisors a number of detailed changes have been identified. The updated policy is attached as Appendix One
3. **Annual Health & Safety Review** – The annual Health & Safety Review was held at Transport Avenue Waste Transfer Station on 6th February 2013. It was attended by all site managers, the senior management team, the Authority's health & safety advisor and staff representatives. A review of the past 12 months was undertaken and potential actions highlighted for 2013-14 to be considered for incorporation into the Authority's Health & Safety Plan. Progress against the 2012-13 Plan is attached as

Appendix Two, whilst the Health and Safety Plan proposed for your agreement for 2013-14 is attached as Appendix 3

4. The review included:

- Details of all significant incidents and near misses for the three operational sites and Head Office (2 incidents for the sites: 1 reportable injury due to icy weather conditions and 1 near miss)
- The regular programme of carrying out risk assessments, checks and inspections
- Any identified potential amendments to risk assessments, including any new ones carried out

The forward-looking element focused on:

- Any forthcoming new or changed legislation in relation to Health & Safety
- Implementation of new Authority policies
- Any new processes or procedures which would require new or amended risk assessments
- The planned programme of inspections and risk assessments
- Any issues highlighted by staff or others which required action

5. The sites are to be congratulated that there was little of note to discuss at the Review meeting, beyond training needs and the programme for inspections/assessments. Several issues and themes from the 2012-13 Plans have been carried forward.

6. There was also an opportunity to review and discuss the services provided by LB Hounslow as the Authority's Health & Safety Advisors. There was consensus that the service still provides good value and that it was important to retain objective, external advice (a "fresh pair of eyes"), particularly in relation to developing and undertaking risk assessments.

7. **Financial and Risk Implications** – There is an intrinsic link between risk and Health & Safety and it follows that a rigorous Health & Safety regime will minimise risk and exposure to claims of negligence. Similarly, this approach can reduce financial expenditure through lower insurance premiums and reduced probability of legal claims. The Authority pays a fee of £24K per annum to LB Hounslow for the provision of H&S advisors and £50 for each Occupational Health referral. The service delivered in respect of both disciplines has been satisfactory and it is proposed to continue these arrangements

8. **Legal Implications** – The Authority has to comply with Health & Safety legislation and there are a number of duties and responsibilities placed upon it. The Statement of Responsibilities clearly outlines all the roles and responsibilities at every level of the Authority, from frontline staff to Authority Members.

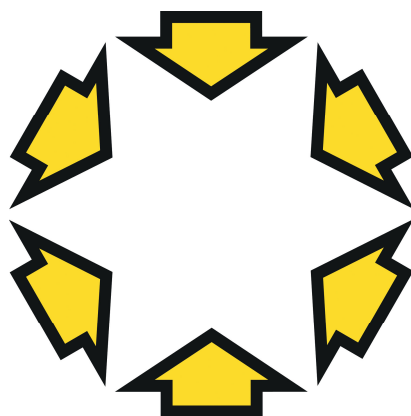
9. **Impact on Joint Waste Management Strategy (JWMS)** – Health & Safety will impact on and be influenced by all the JWMS policies, but in particular:

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

Background Papers	Health & Safety Review report to Authority, 20 th April 2012	
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WEST LONDON WASTE AUTHORITY (WLWA)

HEALTH AND SAFETY POLICY



**West
Waste**

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

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Section 4: APPENDICES

Staff Health & Safety Booklet

Accident & Incident Report Form

Driving at Work Policy, Guidance and Forms

Lone Working Policy and Procedure

Avoidance of Violence to Staff Policy

Display Screen Equipment Policy and Assessment Procedure

Manual Handling Policy, Guidance and Assessment Procedure

Control of Noise at Work Policy

Management of Asbestos Policy

Work with Asbestos Policy

Staff Induction Training Checklist

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WLWA HEALTH & SAFETY POLICY SECTION 1: STATEMENTS OF INTENT

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1.1. Foreword by Chair of the Authority

We (The Authority) are fully committed to excellence and continuing improvement in the management of health and safety and regard it of prime importance to safeguard the health, safety and welfare of its employees and others in all of its operations.

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

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

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

The Authority require Waste Transfer Station Managers to adopt this policy and countersign a dedicated version of the policy statement in recognition of their special level of autonomy and in acceptance of their own personal responsibility for day-to-day health & safety on their site. Managers are required to attach site-specific Safe Working Procedures and instructions to the policy document and issue them to the employees directly in their care.

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

Success in the effective management of Health & Safety clearly involves all employees. Consequently we expect every member of staff to be fully committed to creating a positive health and safety culture within the Authority and in turn we fully welcome and encourage employee involvement in the identification of health and safety risks and improvements.

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

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

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

Signed:

Date:

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

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

Signed:
(Director)

Date:

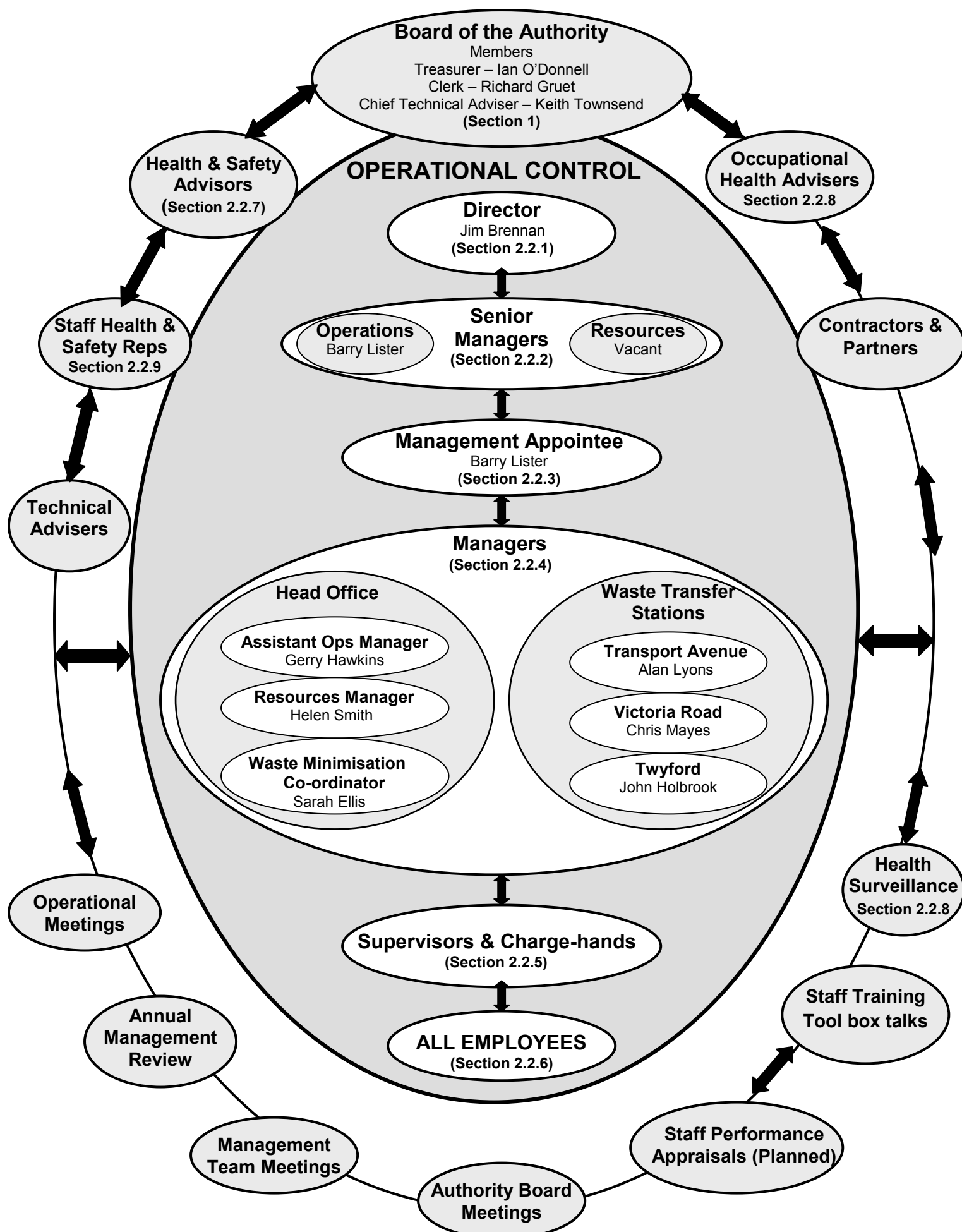
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WLWA HEALTH & SAFETY POLICY SECTION 2: **ORGANISATION**

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2.1. Health and Safety Organisational Structure



2.2. Health & Safety Roles and Responsibilities

2.2.1. Director

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

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

The Director will also:

- g. Take into account the resources, necessary to maintain health and safety standards, when compiling budgetary requirements. Resources include human resources and specialised skills, organisational infrastructure, technology and financial resources;
- h. Define roles, allocate responsibilities and accountabilities, and delegate authorities, to facilitate an effective occupational health & safety (OH&S) management system; roles, responsibilities, accountabilities, and authorities shall be documented and communicated.

2.2.2. Senior Managers

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

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

In addition they will:

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

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2.2.3. Management Appointee

The Management Appointee will be a member of senior management with specific responsibility for Occupational Health & Safety (OH&S), irrespective of other responsibilities, and with defined roles and authority for:

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

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

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

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

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

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

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

The Management Appointee will also:

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

2.2.4. Managers

It will be the responsibility of managers to:

- a. Demonstrate their commitment to the continual improvement of occupational health and safety (OH&S) performance by setting a personal example and promoting a positive health & safety culture within the workforce;
- b. Stimulate interest and enthusiasm for health and safety matters amongst the staff under their control;
- c. Give assistance to members of their staff who bring to their notice health and safety matters, which they are unable to resolve;
- d. Deploy resources at their disposal to resolve health & safety matters;
- e. Ensure that all site specific risk assessments are undertaken, completed, and continually reviewed;
- f. Produce local safe working procedures and codes of practice, which are based on risk assessments, safety inspections, accidents and other relevant information;
- g. Monitor and review safety critical operations and the adequacy of risk assessments and best practice by means of consultation with the workforce, local safety inspections, defect reports etc;
- h. Ensure that all staff under their control (including new and transferred, permanent, temporary and agency staff) are inducted in health and safety instructions, codes of practice and the risk assessments applicable to the work being undertaken;
- i. Periodically observe all work activities to ensure safe working procedures are being fully adhered to;
- j. Ensure that staff are aware of and comply with emergency/contingency plans;

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

2.2.5. Supervisors and Charge-hands

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

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

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

2.2.6. All Employees

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

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

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

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

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

All employees are required to:

- l. Contact their supervisor or manager should they notice an unhealthy or dangerous situation. It is important that employees do not under any circumstances carry out operations which could cause danger to themselves or affect the safety of other persons, including members of the public;

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- m. Attend safety training courses as and when arranged. No person should undertake to do any hazardous job for which they have not been trained;
- n. Make proper use of equipment and safety devices as provided;
- o. Co-operate with the investigation of accidents by Health and Safety Executive Inspectors or investigators acting for the Authority.

2.2.7. Staff Health & Safety Representatives

Appointed safety representatives will:

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

2.2.8. Health & Safety Advisors

Appointed Health & Safety Advisors will:

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

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

2.2.9. Occupational Health Advisors

Appointed Occupational Health Advisors will provide the following services:

a. Pre-employment health screening, including:

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

b. Sickness Absence Management, comprising of:

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

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

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

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- Hearing test,
- Blood sugar;
- Cholesterol test.

d. Annual Health Surveillance, include the following:

- **Audiometry** for staff at risk from exposure to noise, the need for which will be determined by the Authority's Noise Risk Assessments
 - **Respiratory Surveillance** for staff at risk of exposure to airborne contaminants, the need for which will be determined by the Authority's air quality risk assessment, including frequency and duration of exposure to determine if respiratory health surveillance for chronic obstructive pulmonary disease is required.
 - **Skin Surveillance** for plant fitters exposed to used engine oil and degreasing agents and at risk of irritant contact dermatitis or sensitisation to latex glove use.
- e.** Ongoing Occupational Health advice and consultation to managers. Telephone and e-mail advice will be available to managers between 9am – 5pm, Monday to Friday.
- f.** Occupational Health advice is available when required on policy development.
- g.** Refer to section 3.2 of the Authority's Arrangements for a detailed overview of how these functions will be carried out.

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WLWA HEALTH & SAFETY POLICY SECTION 3: ARRANGEMENTS

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3.1 Appointment of Health and Safety Assistance

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

The London Borough of Hounslow (LBH) Corporate Health & Safety Team has been appointed by the Authority to provide Health & Safety Assistance and to act as the named professional H & S Advisers to the Authority.

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

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

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

3.2 Health Surveillance

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

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

3.2.1 Pre-employment health screening

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

Process:

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

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

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

3.2.2 Sickness Absence Management

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

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Process:

On receipt of a written referral, the Occupational Health team will send out an appointment letter to the employee, which will be copied to their manager. If further medical information is required from the employee's GP or hospital specialist, consent will be obtained from the employee to request this. Following assessment, a written report of the employees' fitness to work / return to work date / work restrictions will be issued to the manager.

3.2.3 Driver Health Assessments

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

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

- on commencement of the post (unless drivers have already completed one in their previous job and can provide evidence)
- five yearly from aged 45yrs – 65yrs
- annually from the age of 65

Process:

a. Current employees:

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

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

b. New employees:

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

3.2.4 Health Surveillance

a. Audiometry:

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

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 & upper exposure action levels, the*

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employer should provide health surveillance if you find out that an individual may be sensitive to noise' e.g. family history, previous hearing tests, showing signs of hearing loss.

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

Process:

Employees will attend the Occupational Health Department at the Civic Centre for their hearing test. All results will be entered on to a recall database. Each employee will be informed of their results in writing and if any hearing deficit is identified, they will be referred to their GP for further assessment.

A report on the group results of the audiometric screening will be forwarded to the site manager.

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

b. Respiratory Surveillance

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

Process:

Employees will attend the Occupational Health Department at the Civic Centre for an annual lung function test. All results will be entered on to a recall database. Each employee will be informed of their results in writing and if any deterioration is identified, they will be referred to their GP for further assessment.

A report on the group results of the respiratory screening will be forwarded to the site manager.

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

c. Skin Surveillance

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

Process:

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

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

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

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3.2.5 Vaccinations

a. Hepatitis B:

There is no direct handling of waste; at each site waste is moved either by a grabber or by sweeping and gloves are worn at all times. The risk of sustaining a needle stick injury is very low indeed, therefore Hepatitis B vaccinations are not recommended. There should however, be clear guidance available for employees on what action to take in the rare event of a needle stick injury

b. Tetanus:

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

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

3.2.6 Ongoing OH advice and consultation to managers

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

3.2.7 Policy Development

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

3.3 Drivers with Notifiable Medical Conditions and Disabilities

Refer to the Authority's Driving at Work Policy.

3.4 Risk Assessment

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

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

- a. Avoid risks;
- b. Evaluate the risks which cannot be avoided;
- c. Combat the risks at source;
- d. Adapt the work to the individual (workplace design, choice of equipment, choice of production and working methods with a view to alleviating monotony and predetermined work-rates to reduce effects on health);
- e. Adapt to technical progress;
- f. Replace the dangerous by the non dangerous or less dangerous;
- g. Develop a coherent overall prevention policy;
- h. Give collective protective measures priority over individual measures;
- i. Give appropriate instructions to employees.

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

- a. All general activities carried out by Authority Staff will be risk assessed by the Authority's appointed Health & Safety Advisers using an agreed format (attached in appendices)
- b. Where necessary, expert external consultants will be commissioned to carry out surveys, audits and risk assessments in specialist areas, including:
 - Fire Risk Assessment
 - Asbestos
 - Legionella and water hygiene
 - Noise
 - Dust monitoring
- c. Manufacturer's / supplier's risk assessments will be adopted for hired specialist mechanical equipment.
- d. Contractors will be required to supply their own risk assessments for their activities and equipment.

3.5 Fire / Emergency Procedures

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

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

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

All employees of the Authority have a duty to raise the alarm in the event of fire and to implement their local site specific fire safety procedure.

All workers have a duty to conduct their operations in such a way as to minimise the risk of fire. This involves observing no smoking areas, keeping combustible materials separate from sources of ignition and the reporting of defects.

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

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

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

Fire equipment, systems and procedures at Head Office are managed and maintained by the LBH Facilities Team at the Civic Centre, Hounslow.

The fire assembly points are:

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Head Office	Lampton Park
Victoria Road	Outside Weighbridge
Transport Avenue	Outside Weighbridge
Twyford Site	Outside Weighbridge

3.6 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
- A Health and Safety Booklet for staff at operational sites (also attached).

Operational staff receive a copy of the Health and Safety Booklet when they undergo their induction training or when the booklet is revised. Records of issue are kept with personnel files.

The statutory notice 'Health and Safety Law – What You Should Know' poster is displayed in the Director's office at Head Office and on specific Health & Safety notice boards in both the Weighbridge and rest/mess areas of the Victoria Road, Transport Avenue and Twyford operational sites.

3.7 Consultation with Employees

A clear process of consultation with all members of the workforce is identified in the job related health and safety responsibilities. Regular meetings between the 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. Employees should never hesitate to draw attention to any aspect of health and safety that concerns them.

3.8 Communication & Induction Training

The senior management team will ensure every employee is made aware of the Health & Safety Policy and Procedures through a company 'Induction Training Programme'. Each employee will be made aware of and assisted in fulfilling their health & safety responsibilities by their immediate line manager through consultation.

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

3.9 Employee Health & 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.

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The Induction Training will cover all aspects of safety management and a record will be kept of their induction. Key aspects of H&S Induction will be undertaken **before** work starts by their local Manager.

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

3.10 Staff Training

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

To achieve this, the Authority will ensure employees are trained in current and safe working practices in line with their job requirements. Individual training requirements will be reviewed annually and after promotion to a new job or role. Employee training records will be updated and maintained in the company's Head Office.

Refresher training and job specific training will be scheduled according to individual training schemes and changes in working activities.

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

3.11 Safety of Young People

Young workers under the age of 18 will be individually assessed and an appropriate level of supervision will be provided by a designated mentor. The assessment and level of supervision will only be reviewed as part of the induction process.

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

3.12 Control of Hazardous Substances

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

A risk assessment will be conducted for all work involving exposure to hazardous substances. The assessment will be based on manufacturers' and suppliers' health and safety guidance and our 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.

Assessments will be monitored and reviewed periodically. Managers must inform the H&S Adviser of any new substances requiring assessment before use.

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3.12.1 Flammable Liquids & Explosive Atmospheres

Flammable liquids must only be stored in an approved metal or plastic container. This must be kept secure in stores not in use.

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

3.12.2 Biological Hazards

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

3.12.3 Needles and other contaminated items

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

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

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

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

3.13 Personal Hygiene

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

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

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

3.14 Manual Handling Operations

It is the policy of the Authority to comply with the Manual Handling Operations Regulations 1992.

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

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

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

Management will ensure individual employees are adequately trained to make their own dynamic manual handling assessment. All employees will receive Manual Handling Training from an approved trainer (e.g. NEBOSH, LANTRA) within 2 weeks of starting work for the company.

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

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

3.15 Workplace Inspections

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

The Senior Management Team will conduct regular inspections of the workplace.

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

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

3.16 Access & Egress

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

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

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

Public paths, open spaces and highways must be left clear of debris.

Work activities, stock piles and stores MUST not endanger the public at any time.

3.17 Visitors

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

3.17.1 Offices

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

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

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

3.17.2 Operational Areas

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

The visitor must be briefed by the site Manager or an operational supervisor of the hazards, risks and emergency action plan.

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

The visitor must be provided with a high visibility waistcoat as a minimum PPE requirement

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

3.18 Control of Contractors

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

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

Contractors will appoint an onsite safety representative.

3.18.1 Information required by the client

Safety Method Statement

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

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

The purpose of a method statement is to enable contract management, the Authority to monitor performance/progress 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

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- 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 & equipment used as appropriate.

Health and Safety Policy Document

A copy of the contractor's own safety policy will also be requested as part of the Authority's contractor competency checks.

3.18.2 Information required by the contractor

The Authority will provide site details as listed below:

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

For commercial drivers, the relevant health & Safety information will be contained in the site specific driver's safety rule books, whereas information regarding special risks would be in the form of a site specific risk assessment produced by the Authority.

3.18.3 Evaluation of the contractor's safety arrangements

Site Managers will be responsible for evaluating any potential contractor's competency and their safety arrangements using the contractor evaluation procedure, pre-commencement or pre-tender documentation. The attached forms in the appendices can be used for this purpose.

3.19 Construction (Design & Management) Regulations (CDM)

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

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

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

3.20 Work Equipment (PUWER)

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

The Authority will ensure that all equipment used in the workplace is safe and suitable for the purpose for which it is used. All workers will be provided with adequate information and training to enable them to use work equipment safely. Only those persons with adequate training will be authorised to use the equipment and all work equipment will be maintained in good working order and repair.

All employees are responsible for ensuring equipment issued to them is inspected and maintained in accordance with the manufacturer's handbook, industry best practice or management recommendations. The inspection and maintenance of this equipment will be logged and records will be monitored to ensure compliance.

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

3.20.1 Defective Equipment

Equipment will be withdrawn from use if reported 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 best practice. For this policy to be effective managers will be responsible for the correct maintenance and inspection of that equipment.

3.21 Control of Noise at Work

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

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

All employees must wear their ear protection where directed to do so and when working in noisy environments that exceed 85dB(A).

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

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

3.22 Personal Protective Equipment

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

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

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

Employees will maintain all personal protective equipment provided by the Authority in good working order.

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

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

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

PPE issue and condition is subject to periodic recorded checks.

3.23 Waste Disposal

Offices, Work Shops, Yards and Work Sites will be kept tidy and must not block emergency access or escape routes.

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

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

3.24 Smoking

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

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

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

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3.25 Accident Reporting & Investigation

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

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

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

3.25.1 Incidents & Injuries

All injuries & incidents occurring at work will be recorded on the Authority's Accident & Incident Report Form available from the local manager. The details contained within the accident report are Confidential and will be held securely at the relevant site and a copy held, regardless of the site, at Head Office.

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

The Management Appointee will review each accident or incident as soon as practicable after they are reported and recommend any additional or improved action where applicable.

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

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

All fatalities must be reported immediately.

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

3.25.3 Accident Investigation

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

The procedure will be:

- The accident is reported to the Line Manager, Director and H&S Safety Adviser immediately.
- A Senior Manager or a delegated officer will investigate the accident using the HSE Investigating accidents & incidents (INDG245) methodology.
- The accident / incident report form will be completed if not done so already.

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- d. Written eyewitness statements will be gathered.
- e. All team members involved will be interviewed and interview minutes recorded as appropriate.
- f. All job sheets, risk assessments, inspection and maintenance logs will be collected and copied.
- g. All eyewitness accounts will be collected as near to the time of the accident as is reasonably practicable. Any person required to give an official statement has the right to have a legal or works representative present at the Authority's expense.
- h. The investigating officer will compile an initial report within 3 working days of the accident occurring.
- i. The completed report will then be submitted to and analysed by senior management team and recommendations made for improvements to safety procedures where required. A copy of the report will be available to those affected for comment.

Assistance in carrying out the investigation will be provided by the Health & Safety Adviser.

Where necessary, all reports will be submitted to the Authority lawyers and / or insurance broker who will advise on liability, proceedings and quantum of damages.

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

3.26 First Aid

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

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

First aid kits will be identified as part of the site emergency action plan (EAP) 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.

3.26.1 First Aid Kits

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

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

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

All those driving their private vehicles on Authority business must carry a first aid kit.

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

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

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

3.27 Display Screens & Workstations

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

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

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3.28 Lone Working

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

3.29 Electrical Equipment

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

3.29.1 Extension Cables & 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 manager so that arrangements can be made to install further sockets or implement other control measures to avoid the use of the extension lead.

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

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

3.30 Working at Height

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

3.30.1 Eliminate Falling

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

3.30.2 Permanent Fixed Access

Where access is routinely required and it is practicable e.g. vehicle sheeting, crane pit etc. 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. This method seeks to prevent falling and should be designed to do so.

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

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

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

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

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

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

3.30.4 Ladders & Step Ups

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

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

3.30.5 Inspection Interval:

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

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

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

3.30.6 Personal Suspension System / Work Positioning Techniques

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

3.30.7 Fall Arrest

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

3.30.8 Rescue From Height

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

3.31 Lifting Operations and Lifting Equipment (LOLER 98)

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

3.31.1 Passenger Lifting and lowering Equipment

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

3.31.2 Goods Lifting Equipment & 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 onsite must be adequately experienced in undertaking the planned operation.

3.31.3 Mobile Elevated Work Platforms (MEWP)

MEWPs should be used where reasonably practicable taking into account, cost, availability and site accessibility. All MEWPs whether owned or hired by the Authority must be 'fit for the purpose' as defined under the Provision & 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.

3.32 Vehicles & Driving

Refer to the Authority's Driving at Work Policy, guidance and forms in the appendices.

3.33 Drugs & Alcohol

Refer to the Authority's Drugs & Alcohol Policy in the appendices.

3.34 Working Time Regulations

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

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

3.34.1 Call Out / Night Work

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

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

3.34.2 Young Workers

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

3.35 Enforcement & Disciplinary Procedures

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

Contravention of health and safety requirements will be dealt with under the scope of the Authority's Disciplinary Procedure. Breaches of health and safety requirements may be treated as Gross Misconduct resulting in dismissal.

Full details of the Authority's disciplinary procedure and company rules are given in the Appendices.

3.36 Stress

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

- a. Induction training will include advice to employees on the health risks associated with stress at work.
- b. Manager / Supervisors will make every effort to identify persons with possible stress related problems.

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- c. Persons with problems will be counselled by their manager or agreed third party suitably qualified in occupational health to establish the extent of the problem and determine a rehabilitation programme if appropriate.
- d. Advice will be given to employees on the methods of controlling temporary work related stress through simple breathing and relaxation exercises.
- e. Where work related stress is identified, regular monitoring of the situation will be undertaken.

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

3.37 Expectant Mothers

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

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First Issued	Revision Number	Current Revision Date	Title/Author	Page of Total Pages
February 2011	2	April 2012	West London Waste Authority Health & Safety Policy / LBH	38 of 38

Reference	Previous ref	Action	Target timescale	Responsibility	Planned Actions for 2012-13	Progress in 2012-13
Inspections and Risk Assessments						
Ensure that all WLWA working environments have been assessed from a Health & Safety risk perspective						
R1		All current risk assessments be reviewed regularly	On-going	Site Managers	"Walk through" risk assessments with employee representatives and Health & Safety Advisors as appropriate	All risk assessments worked through along with inspections to pre planned programme.
R2		Develop new risk assessments for all changes in working practices or work environment that require them	On-going	Site Managers	Any new or significantly changed ways of working (or locations) will consider risk assessments	Risk assessments remain under review for new procedures including charging policy
R3		Ensure compliance with risk assessments	On-going	Site Managers	Regular inspections and testing of compliance; programme of inspections to cover all risk assessments (frequencies as appropriate)	All risk assessments worked through along with inspections are per planned programme.

Reference	Previous ref	Action	Target timescale	Responsibility	Planned Actions for 2012-13	Progress in 2012-13
Reporting and Performance Management						
Providing frequent, clear and consistent information on Health & Safety incidents and issues						
P1		All reportable incidents and near misses to be logged and recorded	On-going	Site Managers	Ensure all information and reporting documentation is kept up to date.	On-going review for any new legislation, regulations and the like
P2		Reportable incidents and near misses to be collated, analysed and reported	Quarterly	D & SAD(O)	Regular reporting to Operational Managers' Group meetings	Reports made to Operational Managers' Group meetings
P3		Ensure action is taken on any issues highlighted from regular monitoring and performance management	Bi-annually	D & SAD(O)	Convene H&S meetings to discuss patterns, trends and any highlighted issues arising from incidents reported	Only Annual Review held in 2012-13 as no issues requiring attention arose in the year.
Policy Development and Implementation						
Implementing appropriate policies to reduce risk and ensure safer working practices						
I1		Review of existing policies affecting Health & Safety	Dec 2012	D & SAD(O)	Ensure revised policies (arising from Single Status & new contracts of employment) reflect latest guidance, best practice & legislation as appropriate.	Still on-going due to agreement and implementation of Single Status etc. progressing slower than anticipated

Reference	Previous ref	Action	Target timescale	Responsibility	Planned Actions for 2012-13	Progress in 2012-13
I2		Develop policies for management of Health & Safety up and down the supply chain	December 2012	D & SAD(O)	Examine current contract management approach to ensure H&S obligations are covered	On-going process
Mainstreaming of Health & Safety Ensuring that all development of new policies and processes includes consideration of Health & Safety issues						
M1		Trials of new methods of waste treatment	On-going	D & SAD(O)	Incorporate consideration of H&S aspects into trials run for any new type of waste treatment	All trials in 2012-13 were assessed in H&S terms
M2		Ensure that reports to the Authority make appropriate consideration of Health & Safety	On-going	D & SAD(O)	H&S issues considered as appropriate under the "Risk" section of the Authority report template;	Procedure followed during 2012-13 for Authority reports
M3		Ensure adequate and appropriate training in Health & Safety	October 2012 & on-going	D & SAD(O)	When drafting Training Review and Plan for the Authority, ensure that Health & Safety training is a key element	Training Review deferred until Single Status completed

Reference	Previous ref	Action	Target timescale	Responsibility	Actions for 2013-14
Inspections and Risk Assessments					
Ensure that all WLWA working environments have been assessed from a Health & Safety risk perspective					
R1		All current risk assessments be reviewed frequently	On-going	Site Managers & Director	“Walk through” risk assessments with employee representatives and Health & Safety Advisors as appropriate and necessary. Review new Head Office layout.
R2		Develop new risk assessments for all changes in working practices or work environment that require them	On-going	Site Managers & Director	Any new or significantly changed ways of working (or locations), including Lone Workers, weekend/Evening Events, new charging policy, dealing with aggressive behaviour, etc. to be reviewed and consideration of producing new and/or adapting of existing risk assessments to be undertaken.
R3		Ensure compliance with risk assessments	On-going	Site Managers	Continuation of regular inspections and testing of compliance; programme of inspections to cover all risk assessments (frequencies as appropriate)
Reporting and Performance Management					
Providing frequent, clear and consistent information on Health & Safety incidents and issues					
P1		All reportable incidents and near misses to be logged and recorded	On-going	Site Managers / D & SAD(O)	Ensure any new reporting documentation (or improvements to current regime) are issued and

HEALTH & SAFETY ACTION PLAN 2013-14**APPENDIX THREE (Cont/d)**

					implemented
P2		Reportable incidents and near misses to be collated, analysed and reported	Quarterly	D & SAD(O)	Quarterly reports to continue to be produced for discussion at Operational managers' meetings
P3		Ensure action is taken on any issues highlighted from regular monitoring and performance management	At least annually)	D & SAD(O)	If necessary convene H&S meetings to discuss patterns, trends and any highlighted issues arising from incidents reported

Policy Development and Implementation

Implementing appropriate policies to reduce risk and ensure safer working practices

I1	I2	Review of existing policies affecting Health & Safety	January 2014	D & SAD(O)	Ensure revised policies (arising from WLWRS Procurement, Single Status, etc) reflect latest guidance, best practice and legislation as appropriate
I2	I3	Develop policies for management of Health & Safety up and down the supply chain	On-going	D & SAD(O)	Examine current contract management approach to ensure H&S obligations are covered

Mainstreaming of Health & Safety

Ensuring that all development of new policies and processes includes consideration of Health & Safety issues

M1		Trials of new methods of waste treatment and processing	On-going	D & SAD(O)	Incorporate consideration of H&S aspects into any trials run for any new type of waste treatment
M2 M2		Ensure that reports to the Authority make appropriate consideration of Health & Safety	On-going	D & SAD(O)	Always consider H&S issues under the "Risk" section of the Authority report template; ensure that use is appropriate, not spurious
M3		Ensure adequate and appropriate training in Health & Safety	On-going	D & SAD(O)	When reviewing Training Plan for the Authority, ensure that Health & Safety training is a key element

Waste Prevention Plan 2013-14

SUMMARY

This report outlines progress to date on Waste Prevention and presents the 2013-14 Waste Prevention Plan for approval.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Note the progress against the 2012-13 Waste Prevention Action Plan (as at Appendix I)
- 2) Approve the 2013-14 Waste Prevention Action Plan (as at Appendix II)
- 3) Agree to the continued use of two Waste Prevention Assistants, on 12 month fixed term contracts.
- 4) Note the further award of Defra Reward & Recognition Funding to the Authority for the extension of the Re-ward Club scheme promoting re-use behaviours to Hounslow

1. **Introduction** – Following the approval of the Authority's Waste Prevention Strategy in April 2011, it was agreed that annual action plans would be developed and agreed prior to each financial year. The financial impact of the targets within each plan feed into the Authority's Budget and MTFS.
2. **Background** – A Waste Prevention Strategy, with associated annual Action Plans was approved in 2010 and the 2011-12 Plan was the first of its kind for the Authority. In many ways, it took a wide approach to capture base data and trial different kinds of activities in several key areas. The intention was that following this starting point, more focused and refined Action Plans would be produced and implemented in subsequent years.
3. Regular meetings of Borough and Authority officers have taken place throughout the year and issues discussed there have formed the basis of the Waste Prevention Action Plan for 2013-14. The draft Action Plan has been reviewed and agreed with borough officers at the Waste Minimisation Officers' Group and the Recycling and Waste Managers' Group meetings.
4. **Performance against the 2012-13 Action Plan** – The delivery of last year's Action Plan was generally successful. Appendix I shows the 2012-13 Action Plan with analysis in more detail.
5. The Authority has made great moves forward in terms of collecting baseline data, contacts within West London, media presence and communications. Here is a summary of the main achievements for 2012-13:

- Adapting the proven model for Let's Get Cooking (Fo1) to include LFHW messages has been very popular with local community groups, it has gained recognition in the waste press and Let's Get Cooking have been approached by other local authorities to find out more.
 - £51,759.57 of external funding was secured from Recycle for London to promote Love Food Hate Waste.
 - 109 events have been attended and 4,703 people spoken to.
 - 10 swishing events have been organised, one of which was filmed for Channel 4's Superscrumpers aired on 4 March 2013.
 - 4 local Mums have been supported to help supply our residents with access to washable nappies either by becoming a nappy guru or opening up a nappy library.
 - Visitors to www.westlondonwaste.gov.uk has increased by 84%
6. Some revision of the Action Plan took place within the year as more information became available about borough plans and the ability of partners to deliver. Actions Fo2 (cooking demonstrations at events), Fo7 (promotion of home compost bins), Fo8 (supporting home composting), N4 (administering nappy trial packs) and C2 (short films for website) were removed. In addition to this, other actions were scaled back to make a contribution to the Authority's financial pressures.
7. **Matched Funding** – The Waste Minimisation Coordinator has successfully bid for an additional £160,000 of funding for waste prevention initiatives, including EWWR work, the Defra award and other activities.
8. **The 2013-14 Action Plan** – The new plan (found at Appendix II) builds on the successes of the two previous plans, with a focused approach and targets for contacts, rather than tonnage figures for each action.
9. The five key areas to focus on remain the same, namely:
- Food waste
 - Textiles
 - Furniture
 - Electrical items
 - Nappies

Recent waste composition analysis shows that these are still the most significant areas of residual waste where waste prevention activities can have a real impact and benefit.

10. A number of activities from 2011/12 and 2012/13 have been included in new plan as they have either been proven to be successful and can provide more benefit in the next year, or were not fully achieved last year due to more pressing priorities or were not successful and have been modified to see whether success can be achieved this year.
11. The way that waste prevention messages are communicated will remain focused on larger events (with high footfall) and maximising use of social media. There is also a contingency amount to "future proof" the Action Plan, since the Government are due release their National Waste Prevention strategy later this year. This could give some new ideas and fresh impetus to the Authority's activities.
12. **Impact on Waste Tonnes and savings** – Rather than target tonnes linked to each action within the Plan (as per the 2011-12 Plan), an overall waste tonnage reduction target of 10kg per person that has received waste prevention messages has been established. With the Plan projecting 470,000 people receiving these communications through its

activities (roughly one third of West London's population), an anticipated 4,700 tonnes of waste will be avoided. Assuming that this would have ended up in landfill, this has an associated financial impact of £437,100 cost savings.

13. As previously reported, proving that Waste Prevention activities contribute directly to reduced waste tonnages is extremely difficult (especially in times of economic recession!), but through close working with WRAP and other partners, robust monitoring and evaluation of the activities outlined in the Action Plan will help with this.
14. **Contracting out vs. in-house provision** – The Authority will recall that there were problems finding suitable contract partners for the delivery of the 2011-12 Action Plan. It was therefore agreed to use direct employees on temporary contracts to deliver the 2012-13 Action Plan. In-house provision has proved to be better value for money and it is proposed to continue this approach for a further 12 months. Provision has been made in the Authority's 2013-14 budget for these members of staff.
15. Experience over the last year has shown that with a dedicated team of three, supported by Borough officers and key contractors, the actions outlined in the Plan should be delivered in a cost-effective manner, with flexibility to change focus or latch onto key opportunities as they arise (as happened with the Re-ward Club scheme).
16. **Financial considerations** – In addition to the salary costs of the Waste Prevention Assistants, provision has also been made to support the unique shared expertise scheme in West London that allows all 7 local authorities to buy in support from each other. The travel costs of the whole team have also been included in this plan to give greater transparency of expenditure.
17. **Impact on Joint Waste Management Strategy** – Waste prevention activities are in line with the following policies:

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

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

Background Papers	Waste Prevention Strategy 2011-2015 (reported to the Authority on 12 th April 2011)
Contact Officers	Sarah Ellis, Waste Minimisation Coordinator 020 8814 3040 sarahellis@westlondonwaste.gov.uk

	<p>Jim Brennan, Director</p> <p>jimbrennan@westlondonwaste.gov.uk</p> <p>Keith Townsend, Chief Technical Advisor</p> <p>keith.townsend@ealing.gov.uk</p>	<p>020 8814 3040</p> <p>020 8825 9551</p>
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Ref	Activity	Expected cost in 2012/13	Actual cost in 2012/13	Target for tonnage diversion	Status
Fo1	Set up 20 Let's Get Cooking Clubs in West London with specific food waste reduction messages. These clubs teach cookery skills to residents. The scheme has been running for several years with lottery funding and would be tailored to include all the LFHW messages.	£43,000	£43,500	271.5 tonnes	Green

Detail

The Children's Food Trust has an established programme of cookery clubs (Let's Get Cooking). WLWA commissioned them to develop a programme to engage with parents with young families and people moving out of home for the first time to help them reduce food waste. Combining the expertise of the Children's Food Trust with Love Food Hate Waste (LFHW) we were able to develop a training programme that included the key LFHW messages and was pitched appropriately to the key audience.

Let's Get Cooking identified and contacted appropriate groups in West London to offer them the opportunity to take part in this programme. 20 organisations were recruited and attended training to provide club leaders with the skills and knowledge to pass on this knowledge to local residents. In addition to the funding provided by WLWA we were able to secure an additional £11,500 from Recycle for London to train 10 more clubs.

The details of all the organisations trained are listed below.

All areas – 1 Club

West London YMCA

Brent – 6 Clubs

Watford FC Community Trust, Church Lane Children's Centre, Granville Plus Children's Centre, Three Trees Children's Centre, Wembley Children's Centre and Alperton Children's Centre.

Ealing – 6 Clubs

University of West London, Bollo Brook Youth centre, The Living Room, RAP Academy, Dormers Wells High School and Copley Close Children's centre

Harrow - 4 Clubs

Harrow Hope, Harrow Youth Unite, Wembley Primary Children's Centre and Leaving Care Team, Children's Services

Hillingdon – 5 Clubs

Swakleys Post 16 Centre, Hillingdon Early Intervention for C&YP, Old Vinyl Canteen, Hillingdon Brunel University and Bellmore Children's Centre

Hounslow – 5 Clubs

Isleworth Explorers, Syon Children's Centre, Brentford Children's Centre, South Isleworth Children's centre, Beaver Children's Centre (Sure Start Hounslow)

Richmond – 3 Clubs

Heathfield CC, MTV Youth Hampton and Richmond Youth Partnership

How the money was used:

- Initial training to enable club leader to deliver the programme, 60 people trained.
- Each Club was been provided with £300 to run clubs for 1 year. This money can be used by the club to buy equipment and ingredients.
- Follow up training for the clubs was given in March, at these 2 sessions clubs could share their experiences and gain further knowledge, skills and ideas.
- Let's Get Cooking will provide support to the clubs for 1 year and will monitor and evaluate the programme.
- Recipe booklet including tips and information around the LFHW messages was developed

APPENDIX I

Ref	Activity	Expected cost in 2012/13	Actual cost in 2012/13	Target for tonnage diversion	Status
<p>Results so far:</p> <ul style="list-style-type: none"> 73 cookery sessions have been run 537 individuals have attended 3 community events have been run 148 individuals have been engaged at the community events <p>In total, 637 individuals have been engaged so far. Many of the clubs still have 6 months of funding left</p>					
Fo2	Hold cookery demonstrations at 12 large community events	Dependent on the size of the event	£0	n/a	Removed from plan
Detail					
<p>Many of the large community events organised by the local authorities in West London did not take place in 2012/13 as a result of funding re-prioritisation and most of the events organised by local communities were fully booked before April 2012 so we were not able to attend. As a result this activity was removed from the plan by agreement of all the boroughs.</p>					
Fo3	Continue attending events to encourage people to pledge to reduce their food waste. Target of 5000 people engaged with over the year.	Time equivalent	£4,263.90	195 tonnes	Amber
Detail					
<p>The Waste Prevention Team attended 71 events in 2012-13. A total of 3178 were spoken to about LFHW.</p> <ul style="list-style-type: none"> Brent – 13 events, 536 people Ealing – 8 events, 373 people Harrow – 8 events, 405 people Hillingdon – 7 events, 309 people Hounslow – 11 events, 195 people Richmond – 21 events, 1042 people All areas – 2 events, 318 people <p>At these events:</p> <ul style="list-style-type: none"> 819 recipe cards 929 spaghetti measurers 661 bag clips and 1641 LFHW leaflets <p>were given to people who spoke to us about food</p> <p>Whilst the number of people spoken to is less than the target our achievement it is still significant because we were not able to attend a large number of high footfall events because they were booked up before the 2012-13 plan was agreed. The Waste Prevention Team organised 39 of the 71 events we attended.</p>					
Fo4	LFHW Scorecard.	£15,000	£15,000	n/a as it measures impact of other work carried out	Activity was altered
Detail					
<p>A LFHW scorecard has taken place in West London. The scorecard involves a pre and post campaign survey of statistically representative residents to understand their views and attitudes toward food waste. The pre-campaign survey took place in September 2012 and the post-campaign survey in April 2013.</p> <p>The work has been undertaken as part of an investment by Wrap in West London, further details about this can be found at the end of this document, under the heading supplementary actions. As a result of this activity being undertaken by Wrap the money allocated to this activity was given to Wrap who chose to allocate it toward additional advertising of LFHW messages:</p> <ul style="list-style-type: none"> A 6 week radio advertising campaign on Radio Jackie 					

APPENDIX I

Ref	Activity	Expected cost in 2012/13	Actual cost in 2012/13	Target for tonnage diversion	Status
	<ul style="list-style-type: none"> A 4 week advertising campaign on Sunrise Radio A 4 week advertising campaign on Hayes FM 7 weeks of digital advertising on the Harrow Times and Richmond & Twickenham Times website Additional LFHW leaflets for use at events 				
Fo5	Each borough support the LFHW campaign by providing 36 hours of staff time per year	£0	£0		Amber
Detail					
The boroughs of Harrow, Hounslow and Richmond have fulfilled this commitment by attending events alongside the Waste Prevention Team, making arrangements for events and giving staff time to help develop projects.					
Fo6	Extend food waste reduction messages in school to an additional 12 schools	Time equivalent	£0	24 tonnes	Amber
Detail					
<p>This activity started well with a number of schools expressing interest in this activity. Both Richmond and Harrow circulated details to all schools in those boroughs and other boroughs chose ways to get in touch with their schools that were appropriate for them.</p> <p>We have so far measured food waste from lunch time in 2 schools (Field End in Hillingdon and Southville Juniors in Hounslow) and have started work at Uxedon Manor in Brent. Follow up activities including information in school newsletters, talks to the school councils and putting on talks to parents have also been completed. Follow up work is needed in these schools.</p>					
Fo7	Promotion of home composting to distribute 4,000 bins	£10,000	£0	600 tonnes 150kg per bin	Removed from plan
Detail					
<p>Brent, Ealing, Harrow, Hounslow and Richmond are part of the national home composting framework. Promotion of subsidised compost bins available through this framework occurs on-line at www.getcomposting.com and each borough has details on their website.</p> <p>Compost bins have been available through councils in West London for a long time, over the last 4 years the sales have decreased because so many homes already have one. This activity was reviewed and it was decided that no further publicity was needed. Home compost bin sales in West London were 745 in 2012/13 (up to 28 February 2013).</p>					
Fo8	Run a composting support network for West London to reduce the lapse rate for composting. Targeting 1,500 compost bin owners.	£15,000	£2761.13	150 tonnes	Removed from plan
Detail					
In 2011/12 we procured an outside contractor to run this project, the activities under that contract did not end until Compost Awareness Week in May 2012. As it took a number of months to get the data from this contract we weren't able to conduct a full and proper review of its success in time to procure a new one, so it was decided by all partners not to undertake this activity in 2012-13. The final payment for the 2011/12 project was made in 2012/13.					
Fo9	Support 1 community composting scheme on a housing estate	£6,000	£4606.80		Green
Detail					
All boroughs were asked to express interest in finding a location for this activity. Hounslow were able to allocate staff resources to identify and consult with residents. At the first location considered the results of					

APPENDIX I

Ref	Activity	Expected cost in 2012/13	Actual cost in 2012/13	Target for tonnage diversion	Status
the resident consultation did not show complete support so a second location was identified and a 3 months consultation undertaken. Following confirmation of resident support and a signed agreement with the managing agents a Ridan composting unit was installed on 20 th March 2013. The 138 homes at Beverley Court, Belgrave Court and Beaumont Court on Wellesley Road, W4 will start using their new home composting equipment in April 2013.					
T1	Use the Recap Love It Wear It Share It brand to communicate with residents to encourage them to get more from their textiles	£5,000	£0	50 tonnes	Green
Detail					
The branding has been used on all promotional materials for swishes. We now have re-usable wipe clean posters to put up in locations before the event takes place, clothing tags to enhance the swishing experience and a template that can be used in newspaper and on-line advertising.					
T2	Support the development of repair skills courses and events	Time equivalent	£249.30		Green
Detail					
WLWA worked with Hounslow library service to trial sewing and upcycling workshop for adults. Four workshops were organised (2 in July and 2 in September). The joining fee for each class was £1, this is the same fee charged for all events like this in the libraries. The workshops were fully booked and lots of people walking passed stopped to ask about what was happening. A total of 202 people were either involved or asked about it.					
T3	Trial swishing events in each borough to evaluate potential for diversion	£1000	£779.88	10 tonnes	Green
Detail					
In 2012-13 we worked with 8 community organisations to put on 10 swishes.					
<ul style="list-style-type: none"> ▪ Harrow - Harrow Civic Centre Swish, Gayton Library Swish ▪ Hounslow- Hounslow Civic Centre Swish, BRAG Swish, South Isleworth CC Swish, Syon CC Swish and Hounslow Library Swish ▪ Richmond - Twickenham Baptist Church Swish, Curves Hampton Swish and Richmond Circus Swish 					
Some were more successful than others. A total of 252 people took part in these events and 812kg of clothing and accessories were swapped.					
Fu1	Advertising furniture reuse services in local areas – a communication plan to be developed in conjunction with London Reuse Network	£7,000	£0	92 tonnes	Postponed
Detail					
Whilst the work of the London Re-use Network in partnership with local furniture re-use projects over the last year has resulted in the West London Re-use Centre being opened by Furnish in Greenford, this happened later in the year that anticipated. Efforts have been focused on this important project so it has not been possible to undertake this advertising as originally planned.					
Fu2	Extend furniture reuse trial at HRRC to another 2 sites for a six month trial to identify the most cost effective method to capture furniture at HRRC		£0	48 tonnes	Red
Detail					

APPENDIX I

Ref	Activity	Expected cost in 2012/13	Actual cost in 2012/13	Target for tonnage diversion	Status
It has not been possible to identify two sites to take part due to other work happening at HRRC locations or changes in operation.					
Fu3	Work with the reuse projects to improve their capacity for reuse	Time equivalent	£0		Green
Detail					
The time of the Waste Prevention Team has been offered to all local furniture re-use projects. We have provided support to the Richmond Furniture Scheme to help them develop a customer service charter and deliver presentations about health and safety to their staff and volunteers. Help has also been provided to Furnish on social media and for the official opening of the West London Re-use Centre.					
Fu4	Borough call centres to mention reuse to all customers requesting bulky items collection	Time equivalent	£0	138 tonnes	Postponed
Detail					
Due to concerns about the capacity of local projects to accept a significant increase in donations, all boroughs agreed to postpone this activity but it was kept in the Waste Prevention Action Plan as it was hoped the activity could still take place. As Fu5, Fu6 and Fu8.					
Fu5	Identify referring charities and encourage more to refer their clients for reused furniture	Time equivalent	£0		Postponed
Detail					
Due to concerns about the capacity of local projects to accept a significant increase in donations, all boroughs agreed to postpone this activity but it was kept in the Waste Prevention Action Plan as it was hoped the activity could still take place. As Fu4, Fu6 and Fu8.					
Fu6	Hold staff briefing sessions for social services staff so they are aware of options for their customers	Time equivalent	£0		Postponed
Detail					
Due to concerns about the capacity of local projects to accept a significant increase in donations, all boroughs agreed to postpone this activity but it was kept in the Waste Prevention Action Plan as it was hoped the activity could still take place. As Fu4, Fu5 and Fu8.					
Fu7	Work with LCRN to realise opportunities for reuse	Time equivalent	£0		Green
Detail					
WLWA have had regular conversations and meetings with the London Re-use Network. We worked with them on the opening of the West London Re-use Centre and took on the role of critical friend in the development of local projects. As Fu4, Fu5 and Fu6.					
Fu8	Work with housing associations to help them encourage tenants to donate, swap and purchase reused furniture	Time equivalent	£0	40 tonnes	Postponed
Detail					
Due to concerns about the capacity of local projects to accept a significant increase in donations, all boroughs agreed to postpone this activity but it was kept in the Waste Prevention Action Plan as it was hoped the activity could still take place.					
E1	Promote other ways to borrow, share, lend or	£1000	£128.54		Green

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Ref	Activity	Expected cost in 2012/13	Actual cost in 2012/13	Target for tonnage diversion	Status
	swap electrical items				
Detail					
<p>We have been working with DHL and the London Re-use Network to develop local infrastructure for electrical item re-use. As part of this activity a full programme of events has been put together with DHL EnviroSolutions, the West London WEEE compliance scheme partner.</p> <p>We also supported two Stuff For Free events which included portable appliance testing so residents could swap electrical items with confidence. At these 2 events 268 people took part and 4.4 tonnes of items were swapped including electrical items.</p>					
N1	Join Real Nappies for London on behalf of all boroughs	£1,500	£1,500		Green
Detail					
West London Waste as a partnership joined Real Nappies for London. The details for all councils were included on the RNfL website and we were able to use their literature to promote washable nappies.					
N2	Promote the existence of washable nappies with display items at public locations throughout West London	Time equivalent	£677		Green
Detail					
<p>Details about washable nappies have been taken to all events the Waste Prevention Team has attended and in addition to this 33 events about just nappies have been arranged. 237 people have been spoken to in detail about washable nappies as an alternative to disposables. We have also responded to several enquiries from the public about washable nappies.</p> <p>We have worked closely with local mums to encourage greater use of washable nappies and have helped 3 become agents to a large washable nappy retailer so they can sell nappies locally and speak to other local parents. We're also supporting 2 other mums who are now running the Hillingdon and Staines Nappy Libraries (Hounslow parents use the Staines library).</p>					
N3	Provide literature to all stakeholders and pregnant women	Time equivalent	£0	115 tonnes	Amber
Detail					
Whilst the local hospitals are not able to allow us to put leaflets in their waiting rooms we have attended 15 antenatal meetings to give a presentation about nappies and the environment. We have leaflets that Children's Centres, libraries and other locations are able to have for free and provide to their users.					
N4	Administer a system of washable nappy starter packs for residents in Harrow, Hounslow and Richmond. Cost of the packs would be met by the boroughs.	£1,200	£0	10 tonnes	Removed from plan
Detail					
<p>The Hounslow starter pack has been very well received. As a result of the success of this pack, Harrow introduced the same scheme for their residents too. The administration for both boroughs is undertaken by the nappy gurus who manage the scheme. As a result this action is no longer needed and was removed from the plan following agreement from all boroughs.</p> <p>The Waste Prevention Team has been supporting the nappy gurus though, by attending their nappy natters when they need help. Also, in Harrow we have been searching for permanent locations to host the nappy natters.</p>					

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Ref	Activity	Expected cost in 2012/13	Actual cost in 2012/13	Target for tonnage diversion	Status
C1	Continue developing www.westlondonwaste.gov.uk in to a complete information portal about reduce, reuse and recycle	Time equivalent	£0		Green
Detail					
<p>The website has been updated on a regular basis throughout 2012/13. Most of the boroughs now have a link through to the website. The number of visitors to the website has increased month by month:</p> <p>April - 2244 May - 2343 June - 2195 July - 2291 August - 2678 September - 3018 October - 3491 November - 3647 December - 3839 January - 4592 February - 4206 March - 4097</p> <p>This shows an increase in visitors of 83%</p> <p>In addition to the website we have also been increasing our presence on social media. Twitter and Facebook accounts began in April 2012. Using Twitter 781,454 opportunities to see our messages have been recorded. At 1st April 2013 we now have 793 followers on Twitter and 63 people like our Facebook page.</p>					
C2	Film 5 short food waste reduction video clips to link to the website around the key messages for waste reduction	£1000			Removed from plan
Detail					
<p>Wrap have filmed and published a number of short films on their new LoveFoodHateWaste.com website. As a result this action is no longer needed and was removed from the plan following agreement from all boroughs.</p>					
C3	Attend or contribute to as many events as possible to raise awareness of prevention and reuse	Time equivalent	£105		Green
Detail					
<p>During 2012/13 the Waste Prevention Team have attended 109 events in total and spoken to 4,703 people. In addition to this we have provided 781,454 opportunities to see on Twitter, 38,641 through our website and over 13 million with the additional funding secured through Recycle for London.</p> <p>Over Christmas we also ran a Love Christmas Hate Waste Challenge covering a range of different reduce and re-use messages. 10 community champions were recruited and over 10 weeks newsletters were created and published for residents to read and get ideas.</p>					
C4	Work in partnership with local groups to raise awareness of issues including giving information, tips, best practice and support	Time equivalent			Green
Detail					
16 local organisations have worked with us this year to host and run events with us.					

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Ref	Activity	Expected cost in 2012/13	Actual cost in 2012/13	Target for tonnage diversion	Status
C5	Keep the details of community organisations and event locations up to date	Time equivalent	£0		Green
Detail					
There is a large spreadsheet containing the details over 294 community locations and over 200 local organisations.					
G1	Respond to appropriate consultations encouraging prevention and reuse whenever possible	Time equivalent	£0		Green
Detail					
There were no relevant consultations in 2012/13					
G2	Collate opinions of residents about unnecessary waste	Time equivalent			Green
Detail					
No comments from residents have been received from the boroughs or been sent directly to WLWA.					
S1	Employee two Waste Minimisation Officers to carry out engagement work and support the activities in the work plan	£50,000	£64,323.32		Green
Detail					
Two members of staff were employed at the end of March 2012 to deliver the majority of work in this plan. In addition to this, funding was also used to buy staff hours through the shared expertise programme. The results of these appointments can be seen in the work described in this document. The actual cost shown here includes all the travel and mileage expenses for the whole waste prevention team as well as the staff cost, of the amount shown £50,821 is direct salary costs for the two posts.					

Supplementary Actions

Activity	Expenditure
Recycle for London funded LFHW promotional activity	£51,759.57
Detail	
Funding was provided to undertake the following advertising and other promotional activities.	
Adverts placed in the following publications: <ul style="list-style-type: none"> ▪ 3 adverts in Brent & Kilburn Times ▪ Half page advert in Around Ealing ▪ Full page advert in Harrow People ▪ Half page advert in Hillingdon People ▪ 2 adverts in Hounslow Chronicle ▪ 2 adverts in Hounslow Maya ▪ 3 adverts in Richmond & Twickenham Times ▪ 1 advertorial in Hounslow Matters ▪ 2 advertorials in the Harrow Observer ▪ 2 advertorials in the Richmond & Twickenham Times ▪ 2 advertorials in the Hounslow Chronicle ▪ 65 bus back adverts for 4 weeks ▪ 5000 leaflets ▪ 2 pull up banners with environment creatives and 2 with money saving creatives ▪ 56 x 30 second advertising spots on LBC 	

- 10 Let's Get Cooking Clubs
- 6-sheet advertising at 31 locations over a 6 week period

All of these advertising opportunities gave West London residents

- 2,011,971 opportunities to see in local media
- 1,360,604 to hear on local radio
- Over 6 million opportunities to see on local buses
- Over 7 million opportunities to see on outdoor poster locations



Waste Prevention Action Plan 2013/14

This plan will be delivered by the London Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames and the West London Waste Authority working in partnership.

Ref	Activity	Expected cost	Targets	Description	External Partners
Food					
Fo1 105	Let's Get Cooking Clubs	£39,000	<ul style="list-style-type: none"> Provide operational funding for the existing 30 clubs 35 new clubs recruited 6450 people directly shown new skills 	<p>Financial support during 2013/14 will be provided for the operation of the existing 30 Clubs in West London and provide them with further assistance to reach more local residents.</p> <p>Funding will also be provided to enable LFHW training to be given to 35 clubs from the programme of activities Children's Food Trust conduct within primary schools so they can promote LFHW messages as well as the healthy eating ones they are currently focused on.</p>	Children's Food Trust
Fo2	Encouraging food waste reduction in schools	Time equivalent	<ul style="list-style-type: none"> 4 new schools 4 re-visits 	Working with local schools we will go in at lunch time to see what is being thrown away and work with the school, children and parents to help them get the most from their food.	Local Schools

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Ref	Activity	Expected cost	Targets	Description	External Partners
Fo3	Promotion of national Love Food Haste Waste messages	Time equivalent	<ul style="list-style-type: none"> ▪ Speak to 5000 people at events ▪ Issue 6 press releases to local media organisations ▪ Get LFHW information into 20 community newsletters ▪ Send 300 tweets ▪ 5 residents send in leftovers recipes 	Shout about the benefits of planning, storage, understanding dates, perfect portions and lovely leftover recipes. We'll attend community events, speak to meetings, host drop-in sessions in public buildings or places of work and take games along to community groups to help our residents love their food and save money.	
Fo4	Compost Awareness Week	£3,000	<ul style="list-style-type: none"> ▪ 6 events ▪ Speak to 1,200 people ▪ Coverage in 3 local papers ▪ Social media coverage of 20,000 OTS 	We'll organise compost giveaways, advice sessions and workshops during April and May to help our residents get started in their garden this summer.	West London Composting
Fo5	Supporting Home composting	£6,000	<ul style="list-style-type: none"> ▪ 2 compost training sessions per borough per year ▪ 2 compost champion training sessions in 2013/14 	<p>We will provide advice and assistance to residents who want to start composting at home for the first time, want to re-start using their compost bin and experienced composters having problems.</p> <p>We'll procure local expertise and encourage residents to support each other with their composting and gardening questions.</p>	

Textiles					
Ref	Activity	Expected cost	Targets	Description	External Partners
T1	Develop games to encourage greater re-use of textiles	£12,000	<ul style="list-style-type: none"> Development of an online quiz game platform 5 rounds of questions 	Working with Waste Buster we'll build on their successful work in schools by developing games and activities that can be used by teachers, children and parents. Focusing on re-use these quizzes will encourage sharing of textiles, repair, buying second hand and up-cycling.	Waste Buster
T2	Support community groups and local organisations to run their own swishing events	Time equivalent	<ul style="list-style-type: none"> Assist 12 community groups to host their own swishes 400 people taking part 	<p>Swishing is a fantastic way to meet your local community and re-vamp your wardrobe.</p> <p>We'll support local groups to host their own swishes so they can fundraise for great activities and develop local relationships. We have all the equipment needed and will work with your group to hold a great event.</p>	Local Community Groups
Furniture					
Ref	Activity	Expected cost	Targets	Description	External Partners
Fu1	Promotion of local furniture re-use charities	£8,000	<ul style="list-style-type: none"> 1 websites up and running Increase views of the websites by 1% each month 4 adverts 100 posters to promote projects put up in public buildings 	<p>We'll provide funding to 1 local furniture re-use projects to develop a helpful and informative websites to make it really easy for residents to find out how to donate unwanted furniture and also to come along and buy.</p> <p>We'll also support a co-ordinated communications plan to increase the donations and sales to local projects.</p>	<p>Furnish</p> <p>Hounslow Furniture Project</p> <p>Richmond Furniture Scheme</p> <p>Trinity Homeless Project</p> <p>William Wilberforce Trust</p>

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Ref	Activity	Expected cost	Targets	Description	External Partners
Fu2	Work with the reuse projects to improve their capacity for reuse	Time equivalent		Provide staff time to support the local projects in ways they identify as important to them, this could be helping write funding applications, creating policies, sourcing advertising or helping them recruit volunteers,	As Fu1
Fu3	Work with housing associations to help them encourage tenants to donate, swap and purchase reused furniture	Time equivalent	<ul style="list-style-type: none"> Meet with 3 housing associations 	We're going to help residents who rent to realise the benefits of second-hand furniture and encourage the landlords and housing associations in West London to donate unwanted good-quality furniture and to buy second-hand too.	
Fu4	Investigate how each bulky waste collection service can help increase re-use of good quality furniture	Time equivalent		Let's find out how we can make links with the bulky waste collection services in order to deliver more furniture into re-use.	

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Electrical Items

Ref	Activity	Expected cost	Targets	Description	External Partners
E1	Work with local re-use projects and the compliance scheme to promote re-use and repair of electrical items	Time equivalent	<ul style="list-style-type: none"> Engage with 500 residents during Recycle Week Open up a EEE re-use workshop in West London 	<p>DHL are providing funding to promote re-use and recycling of electrical equipment. We'll hold a week of activities during Recycle Week in June 2013 including bring events and advertising of services.</p> <p>Funding will also be used to develop the re-use infrastructure to increase the safety checking of equipment and making it ready for re-sale at affordable prices</p>	DHL EnviroSolutions London Re-use Limited

Nappies

Ref	Activity	Expected cost	Targets	Description	External Partners
N1	Support the promotion of washable nappies	Time equivalent	<ul style="list-style-type: none"> Attend 20 events 	It's great to have a choice. We'll promote washable nappies across West London and encourage parents to consider choosing to use cloth. Working with nappy trial packs and the local mums we'll give presentations and help build networks.	Local Nappy experts

Re-ward Club

RC1	On-going promotion and operation of Re-ward Club	Funded through Defra Reward and Recognition Fund round 1 and 2		It's always Re-warding when you don't buy new. We'll continue to promote this unique loyalty card which gives money for sustainable buying choices.	Local Charities and retailers
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General Communications

Ref	Activity	Expected cost	Targets	Description	External Partners
C1	Re-design www.westlondonwaste.gov.uk to increase accessibility and make the site interactive	£3,000	<ul style="list-style-type: none"> 3000 unique visitors to the website each month Returning visitors to the website increase to 25% Length of time on site per visit increases to 2 minutes 20 seconds 	It's time to bring our resourceful website in to 2013. We'll re-vamp the site with a new page format, a question of the week, social media elements and lots of interactive content to engage and excite.	
C2	Monthly newsletters to engage with residents about waste prevention.	£1,000 for design and template set up, plus time	<ul style="list-style-type: none"> 300 people signing up to have the newsletter emailed to them 	We're going to make it even easier for others to find out what we're doing. Learning from the Re-ward Club newsletters and other local authorities the WLWA will develop regular newsletters to	

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				encourage reducing and re-using.	
Ref	Activity	Expected cost	Targets	Description	External Partners
C3	Attendance at events to promote waste prevention actions	£2,000	<ul style="list-style-type: none"> ▪ 100 events ▪ Speak to 5,000 people 	Where will you find us? We're going to support local events and will contribute to the cost of putting on events vital for the community.	
C4	Increase West London Waste Social Media presence	Time equivalent	<ul style="list-style-type: none"> ▪ Increase Twitter followers by a third ▪ Increase Facebook likes to 80 ▪ 20% of tweets to be re-tweeted ▪ 2 videos available on-line 	This year we started using twitter and we're finding that organisations are really engaging with us so during 2013/14 we're going to create more of a social media presence.	

General Waste Prevention

Ref	Activity	Expected cost	Targets	Description	External Partners
G1	Respond to appropriate consultations encouraging prevention and re-use	Time equivalent	<ul style="list-style-type: none"> ▪ Submit consultation responses to each stage of the development of a UK Waste Prevention Plan 	We will help shape policy and action whenever we have the opportunity.	
G2	Develop a network for local waste prevention champions	£10,000	<ul style="list-style-type: none"> ▪ Support the LFHW champions recruited by RfL ▪ Recruit and support 50 reduce and re-use champions to carry out at least one activity that promotes reduce and re-use to others 	<p>We will provide support for the LFHW champions living in West London however they wish to continue being involved with reduce food waste.</p> <p>In addition to this we will work with local volunteer centres to recruit and promote opportunities to become Reduce or Re-use Champions. We'll involve our Champions in a yearly event to say thank you, appropriate training, a Champion pack, website discussion forum and Facebook group.</p>	

Team Resources					
Ref	Activity	Expected cost	Targets	Description	External Partners
S1	Waste Prevention Assistants and Shared Expertise programme	£55,000		Two Waste Prevention Assistants will be employed by WLWA to enable the delivery of all actions in this plan. We will also continue to support the Shared Expertise programme which allows the further partnership working and development of staff for each of the local authorities.	
S2	Team travel and H&S expenses	£3,000		The team will need to travel within the area of the partnership and need access to appropriate equipment to ensure we can work at outdoor events and outside working hours.	
<u>S3</u> →	Access to a van for large events	£2,000		A vehicle will be hired to assist with the transport of equipment to events.	
The total budget for Waste Prevention activities is £150,000. In this plan there is currently £6000 not allocated to specific projects giving us flexibility to respond to changes and new developments that occur during 2013/14 at both a local and national level.					

If you would like to find out more about the work West London Waste are undertaking on Waste Prevention or would like someone to come and present to a local group please get in touch, email info@westlondonwaste.gov.uk or call 020 8814 9801.

WEST LONDON WASTE AUTHORITY

Report of the Director and Chief Technical Adviser

26 April 2013

Review of Household Reuse and Recycling Centres

SUMMARY

This report provides the Authority with an update on preparations, in partnership with the boroughs, for the review of the provision of Household Reuse and Recycling Centres (HRRCs).

RECOMMENDATION(S)

The Authority is asked to:-

- 1) *Note the proposed arrangements for the development of terms of reference for this review*
- 2) *Agree that SKM Enviros be appointed to facilitate a workshop to develop the terms of reference of the review for report back to the Authority.*

1. Introduction – Policy Seven of the Joint Waste Management Strategy (JWMS) provides for the Authority and the constituent boroughs to offer good value services that provide customer satisfaction and meet and exceed legislative requirements. Policy Eight further requires the Authority and constituent boroughs to work together to achieve these aims. The review of the provision of HRRC sites following the repeal of the Refuse Disposal (Amenity) Act 1978 (RDA) provides an opportunity to provide service improvement and cost efficiencies.

2. Background – Repeal of RDA – At the June 2012 meeting the Authority agreed that, following repeal of the RDA, the Authority and constituent boroughs would put in place interim arrangements for the provision of HRRC sites. These arrangements are:-

- a) An agreement is in place between the Authority and the boroughs for the current service provision and funding mechanisms to continue until 2015/16.
- b) That a strategic review of site provision should take place in 2013/14 when the impact of the procurement on current sites is known. This review should identify any changes to service provision and identify the optimum method of service delivery for implementation from 2015/16.

3. Current Position – Five boroughs agreed a Memorandum of Understanding, the other borough, Richmond, declined the MoU, but agreed a letter of understanding.

4. Impact of the residual waste procurement on HRRC sites – One of the reasons for delaying the review until this time was to understand the impact of the residual waste procurement on the two HRRCs located on sites under the control of the Authority. Both of the HRRC sites under the control of the Authority had been offered for the use of bidders for the

residual waste services contract. As reported elsewhere on this agenda, the Twyford site will not be used by the successful bidder and whilst the Victoria Road site will be used the HRRC site can be retained subject to some adjustments.

5. Scope of the review – Section 12 of the MoU sets out the general scope of the review as follows:

- 12.1 The partners agree to undertake a strategic review of the HRRC service in the WLWA area during 2013/14, which will determine the arrangements for provision beyond April 2015.
- 12.2 The terms of reference of the review shall be agreed by the partners by April 2013.
- 12.3 The review will determine inter alia the number of sites to be provided by WLWA, the funding arrangements etc.
- 12.4 Where the review identifies sites that the WLWA wish to use, the Partners recognise that arrangements will need to be put in place for the use of those sites for the period of provision covered by the review.

6. Developing terms of reference for the review – The Authority and borough officers of the Recycling and Waste Managers Group discussed the terms of reference at their last meeting. The appetite for change to the arrangements for the provision of the HRRC sites varies from borough to borough, with some favouring a high level review that would probably recommend the continuance of current arrangements, whilst others identify opportunities for significant change and service improvement and efficiency savings. It is proposed to use a facilitated workshop to scope the terms of reference of the review. This will include identification for the potential savings to the Authority and boroughs. In general terms the Authority's experience and benchmarking suggests that the cost of providing each HRRC site is approximately £500k, without the additional costs of waste disposal.

7. External support for the review – The Authority has made a provision of £30k in the 2013/14 revenue budget to support this review. Discussions have taken place with the London Waste and Recycling Board (LWARB) who are currently funding efficiency reviews of borough waste services. Generally, the LWARB process includes for an initial free review to identify the potential level of efficiency savings. If the borough then elects to undertake a full review this arranged by LWARB who recover their costs from efficiency savings identified and delivered. Following discussions, LWARB have informed the Authority that they would only provide a review of the Authority sites on a cost reimbursable basis, as they are concerned that whilst efficiency savings can be identified they may not be deliverable due to the multi borough facet of this project. The cost of the initial review including workshop would be £10k. The Authority have in place an on-going contract with SKM Enviros for the provision of technical consultancy services as part of the residual waste procurement, and this contract can be varied to include this additional work. The Authority and borough officers favour the use of SKM Enviros as they already have familiarity with the Authority operations and did some work in 2010 on the HRRCs. It is therefore proposed that SKM Enviros be asked to facilitate the workshop with borough and Authority officers to work up the terms of reference for the review in May 2013.

8. Victoria Road HRRC site – As the Authority will recall there have been on-going discussions with Hillingdon who currently are recharged by the Authority for the provision of this site under an

agency agreement. In 2011 it was identified that the sum recharged to Hillingdon did not fully recover the costs that the Authority incur in the provision of the site and services. The Authority has therefore sought to increase the recharge to Hillingdon to reflect the true cost of provision. This is a matter of on-going discussion between the Authority and Hillingdon. Further of all of the HRRC sites in the Authority area Victoria Road sees most cross boundary use by residents of the other constituent boroughs. The approximate usage as measured in 2011 was 60% Hillingdon residents; 20% Harrow residents and 20% Ealing residents. Hillingdon have long asserted that because of this mixed usage the agency costs should be apportioned more fairly. This is a further issue to be addressed by the review.

9. Financial Implications - The MoU and Richmond side letter continue the 2011/12 funding arrangements for site operations provided by the boroughs on a site by site basis with the Authority meeting the cost of residual waste disposal via the fixed costs levy. This option provided minimum change in the short term, but may not be the optimum model for future service development.

10. The Strategic Review of HRRC provision in 2013/14 will need to model operational and funding options. Provision of £30k has been made in the 2013/14 budget for this review, with any proposed changes to funding arrangements being included in 2014/16 budget planning. A fee of £5k has been agreed with SKM Enviro for the initial workshop based on the contract rates for their support of the residual waste procurement.

11. The repeal of the RDA and change in statutory duty to “arrange” for the provision of HRRC sites presents a risk to the Authority and this is noted in the Authority’s risk register. At the moment this risk is mitigated through the MoU and side letter with Richmond.

12. Legal Implications – The repeal of the RDA transferred the responsibility to arrange for the provision of these sites to the Authority under the Environment Protection Act 1990. The MoU demonstrates that the Authority has put in place satisfactory arrangements to discharge its “duty to arrange.”

13. Joint Waste Management Strategy Implications – The provision of high quality HRRCs is key to a number of policy areas within the Joint Waste Management Strategy particularly Policies One, Two and Three. Further, to meet customer satisfaction (Policy Seven) and partnership working (Policy Eight) need to be fundamental foundations of developed solutions and used to guide the future service developments.

Background papers	None
Contact Officers	<p>Barry Lister Senior Assistant Director (Operations) barrylister@westlondonwaste.gov.uk 020 8814 3040</p> <p>Jim Brennan, Director jimbrennan@westlondonwaste.gov.uk 020 8814 3040</p> <p>Keith Townsend, Chief Technical Advisor keith.townsend@ealing.gov.uk 020 8825 9551</p>

Defra consultations, calls for evidence and general updates

SUMMARY

This report provides an update on the outcome of the Defra consultation on banning wood waste from landfill, the recently published Defra Energy from Waste Guide, the latest position on the reporting of recycling rates for compost and sets out the Authority's response to the call for evidence for the development of the Waste Prevention Programme for England.

RECOMMENDATION(S)

The Authority is asked to:-

- 1) *Note the outcome of the consultation on the banning of wood waste from landfill*
- 2) *Note the Defra Energy from Waste guide*
- 3) *Note the latest position on the reporting of recycling rates for compost*
- 4) *Agree the Authority response to the call for evidence for the development of the Waste Prevention Programme for England*

1. Introduction – It is important that the Authority takes an active role in influencing the development, at national and regional level, waste management policy and regulation. Therefore the Authority should take the opportunity to respond to all consultation requests. Whilst this Call for Evidence is not a formal consultation, where applicable and relevant the Authority can provide its view on the specific questions raised.

2. Outcome of the banning of wood waste from landfill – Defra launched a call for evidence on restricting wood waste to landfill in England last year. The Authority's response to this consultation was agreed at the September 2012 meeting. Defra received 37 responses from a range of sectors including the wood recycling industry, wood producers, local authority bodies, and waste management companies. Defra have analysed all 37 responses and have recently published their response here <http://www.defra.gov.uk/consult/2012/07/31/wood-waste> Defra do not believe that the time is right to introduce a restriction on wood waste to landfill as this would result in additional costs to business. Responses suggest that there may be less wood waste going to landfill than Defra initially thought and also support Defra's analysis suggesting that wood waste to landfill has been falling since 2009 and will continue to decline further in the coming years without intervention. Defra will continue to monitor the situation in order to respond to any possible future increases of wood waste sent to landfill. Defra will continue to review the case for introducing restrictions on landfilling of other materials and are going to focus on collecting evidence on textiles and biodegradable waste for the time being rather than developing options for landfill restrictions.

3. Defra Energy from Waste Guide – On 26th February Defra published "Energy from Waste – a guide to the debate". This document had been announced in the 2011 review of waste strategy. The full document is available on this link <http://www.defra.gov.uk/publications/files/pb13892-energy-from-waste.pdf> . The aim of the guide

is to support constructive debate and ensure proposals address the concerns of local residents and enable them and their representatives to make decisions best suited to their specific needs. It is targeted specifically at those with an active interest in energy from waste, those that tend to engage in the debate on local proposals, and is pitched at the level of technical knowledge and issues that Defra receive in correspondence. Defra state that they have tried to bridge the gap between existing introductory material and the highly technical information that is often used and misused in the debate. It is not a policy document in the sense that it contains no new policy or requirements of local authorities. It does however, set existing policy from the 2011 waste review, planning reforms, renewable energy and elsewhere in the context of the wider debate on EfW and highlights the implications for decision making. Defra hope that it will be a valuable resource for anyone with an interest in energy from waste, including local planners, decision makers and local communities. On first review this appears a very helpful document setting out the importance of energy recovery as part of the waste hierarchy, addressing many of the common concerns such as impacts on health, recycling rates, etc. and will be a useful document for the future.

4. Reporting Recycling Rates for composting – The Authority has received previous updates concerning the future requirement for appropriate PAS compliance of composting plants for the material composted to count towards recycling figures. There has been uncertainty over when this will become an absolute requirement. Defra had given assurances that this would not impact in 2013/14 and have indicated that the matter will receive further consideration this year, although no date for a decision on future implementation has yet been proposed. Whilst the requirement to use PAS compliant plants will see an improvement in quality of compost produced there are a number of short term impacts. Unless organic material is composted in a compliant plant the material will not count towards borough recycling targets. This could reduce borough and national performance by 10-15%. Whilst most compost plants are actively progressing towards achievement of compliance, this can only be gained on past performance and any new plants, whilst designed to achieve compliance can only gain accreditation retrospectively. As not all plants have, or will achieve compliance in the short term, there is a scarcity value which some sources suggest could add up to £30 per tonne to the gate fee due to market competition or the need to transport the organic waste long distances for processing. As reported elsewhere on this agenda, the Authority will be re-tendering organic waste treatment services this year. It is proposed to require PAS compliance as part of the specification, but the precise requirement to have accreditation in place now or a defined plan to achieve it by an implementation date to be set by Defra will be kept under review as preparations for tendering are made, and be informed by soft market testing.

5. Call for evidence on the Waste Prevention Programme for England – On the 11th March the Government published a request for evidence on the Waste Prevention Programme. Details are available on this link <http://www.defra.gov.uk/consult/files/wpp-consult-doc-20130311.pdf> The government will publish the first Waste Prevention Programme for England by December 2013. This is a Defra priority, aiming to support growth and help householders, local councils and businesses to save money by reducing waste. The Programme will take forward a commitment in the Government Review of Waste Policy in England 2011 and fulfill a requirement of the revised Waste Framework Directive (2008/98/EC). This call for evidence seeks to gather evidence about priorities, barriers, opportunities and ongoing action, and invites views and information to help inform the Programme. The Authority through its experience of leading on Waste Minimisation in west London is well placed to provide evidence on this matter. The Authority response is attached as appendix one.

6. Financial Implications – There are no direct financial implications arising from this report. However, there could be a significant cost implication for the PAYT rate for organic waste treatment in the future through the requirement for PAS compliance for composted organic waste to count towards borough recycling performance. Whilst tendering for compliant providers will be

complete in time for final budget setting, the boroughs are recommended to consider this risk as part of the budget setting process pending the outcome of the tender process.

7. Joint Waste Management Strategy Implications – Under Policy 1 of the Joint Waste Management Strategy the Authority and boroughs will seek to comply with national and regional strategies, policies and legislations, and it is therefore important that the Authority are pro-active in responding to documents such as this Call for Evidence to try to minimise the impact on the Authority operations.

Background papers	None
Contact Officers	<div> <div>Jim Brennan, Director</div> <div>020 8814 3040</div> <div>jimbrennan@westlondonwaste.gov.uk</div> </div> <div> <div>Keith Townsend, Chief Technical Advisor</div> <div>020 8825 9551</div> <div>keith.townsend@ealing.gov.uk</div> </div>

Call For Evidence Questions

Waste Prevention Programme for England

Response form

Date : 11 March 2013

Please use this form to answer the questions contained within the 'consultation document'.

The closing date for the submission of responses is **29 April 2013**.

Responses can be returned by email (preferable) or post.

Email address wasteprevention@defra.gsi.gov.uk

or by post to:

The Waste Prevention team
Defra
Area 6C, Ergon House
Horseferry Road
London
SW1P 2AL

In order to help us analyse responses, please provide details of your organisation below.

When this consultation ends, we intend to put a copy of the responses in the Defra library at Ergon House, London. This is so that the public can see them. Also, members of the public may ask for a copy of responses under freedom of information legislation.

If you do not want your response - including your name, contact details and any other personal information – to be publicly available, please say so clearly in writing when you send your response to the consultation. Please note, if your computer automatically includes a confidentiality disclaimer, that won't count as a confidentiality request.

Please explain why you need to keep details confidential. We will take your reasons into account if someone asks for this information under freedom of information legislation. But, because of the law, we cannot promise that we will always be able to keep those details confidential.

We will summarise all responses and place this summary on our website. This summary will include a list of names of organisations that responded but not people's personal names, addresses or other contact details.

Name	Jim Brennan
Organisation / Company	West London Waste Authority
Organisation Size (no. of employees)	86
Job Title	Director
Department	
Address	
Email	jimbrennan@westlondonwaste.gov.uk
Telephone	02088143040
Fax	

Organisation Type	Please mark/give details as appropriate	
NGO	<input type="checkbox"/>	
Public Sector (please give details)	<input checked="" type="checkbox"/>	Statutory Joint Waste Disposal Authority
Retail Sector (please give details)	<input type="checkbox"/>	
Service Sector (eg, cinemas, hotel chains, banks) (please give details)	<input type="checkbox"/>	
Light Industry / Manufacturing	<input type="checkbox"/>	
Other (please give details)	<input type="checkbox"/>	

NB: on the form below, please leave the response box blank for any questions that you do not wish to answer. All boxes may be expanded as required.

1. Do you have evidence or case studies where the benefits from managing material resources more efficiently achieved? ?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

Please provide examples

WLWA by agreement with its constituent boroughs has been providing partnership leadership to west London waste minimisation schemes since 2010. The Waste Minimisation Strategy was adopted by in 2010 and annual action plans have been agreed and delivered in 2010, 2011 and 2012 This approach has safeguarded continued work in this area by delivering economies of scale during a period of unprecedented reductions in local authority budgets.

Annual reports on outcomes have been reported and are available on this link
<http://www.westlondonwaste.gov.uk/west-london-waste-authority/strategy/>

2. Do you agree/disagree with the priority areas identified?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

Please give your reasons

The areas identified as priorities are agreed and within the scope of the municipal waste managed by the Authority correspond with the priority waste streams identified by the Authority in the 2010 analysis to develop our Waste Minimisation Strategy 2011-15. The Authority's Strategy, including analysis is available on this link
<http://www.westlondonwaste.gov.uk/wp-content/uploads/West-London-Waste-Prevention-Strategy-2011-2015.pdf>

3. Are there other sectors or waste streams you consider should be a priority area for action?

Yes ☒

No ☐

Please provide supporting evidence

Nappies should be a priority for action. Waste compositional analysis in west London shows that nappies account for 4% of the municipal waste stream (about 7% by weight) and based on a unit disposal cost of £100 per tonne cost the residents of west London about £1.7m. There are easily available alternatives to the use of disposable nappies, all that is required is behaviour change of parents to deliver environmental benefits and save themselves money. Disposable nappies should include, at point of sale, a levy to cover the cost of disposal and/or recycling (nappies +contents!). This levy could then be distributed back to cover the cost of nappy recycling schemes (private or Local Authority) or Local Authority disposal costs for the remaining tonnage. The scheme would need to be administered on a tonnage basis. This complies with the polluter pays principle

4. Do you support the use of any of the metrics proposed?	
Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>
If so, which one(s)? Why? Please provide data sources	
<p>The Authority's experience is that accurately measuring the benefit of waste prevention initiatives against the overall waste stream is almost impossible. During the time that the Authority has led on waste minimisation overall waste levels have fallen, but this has almost certainly been driven by the economic position in the UK. On this basis, the Authority has moved away from tonnage based measurements for the success of waste prevention interventions and now focuses on setting targets and measuring the coverage of the actions. This is not an ideal metric and does not fully justify the investment of additional resources in waste prevention. The development of a standard national metric(s) for waste prevention a part of the Plan would be welcomed.</p>	
5. Are there alternative metrics that you have considered and/ or used to measure waste prevention, including at sector, product or material level?	
Yes	<input checked="" type="checkbox"/>

No	<input type="checkbox"/>
Please provide details	
<p>Experience suggests that residents are more engaged by waste prevention schemes which demonstrate financial impacts. This has proved to be particularly the case for food waste prevention schemes where the cost of throwing away food so recently purchased is more easily demonstrated. It is recommended that the economic benefit of waste minimisation is a strong theme in the Plan, targeted at individuals and households as well as businesses</p> <p>Kgs of waste collected per household per year should be the over arching indicator for local authority collected and HRRC waste, alternatively this could be modified to kg of household waste not reused, recycled or composted.</p>	
6. What do you think it would be realistic to achieve over the next 10 years?	
Please provide details of the metrics you would use to measure this, and any supporting evidence	
Empty space for details	

7. Can you provide data for your business or, if possible, your sector on any on the following:

- a) the amount and composition of waste generated in past years; and/ or**
- b) future projections of waste arisings.**

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Please list

Drafting Note - In the call for evidence document Questions 7 to 19 are embedded in a section of the document relating to business waste. It is therefore assumed that the intention is for commercial orgnaisations and no responses have made to these questions. The next input is in response to question 20.

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8. Can you provide examples of reuse activity or any other activity that fits within the definitions of reuse, remanufacturing or repair provided in paragraph 10 that you are undertaking, including start-up and running costs, savings and the scale of benefits (both monetary and non-monetary) where possible?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Please comment

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9. Can you provide data for your business or, if possible, your sector on any of the following:

- a) annual levels of reuse and/ or remanufacturing;
- b) trends that have been recorded in the past;
- c) future projections?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

10. What do you think are the factors that have influenced the levels and trends in reuse, remanufacturing or repair?

Please make clear if this is from your own experience or from the information provided above

11. Do you have any evidence of the current market value, and areas for growth of reuse, remanufacturing or repair in your business and/or sector?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Where do key opportunities for expansion lie, by product category (e.g. furniture, WEEE)?

12. What do you think are the factors that have influenced the uptake of waste prevention activities by your business and / or sector?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Please provide examples

13. Do you have any evidence or case studies of the impact on waste generated of preventative actions taken?

Please provide details including costs and benefits

--

14. Do you have any evidence that incentives help to drive waste prevention and/ or reuse behaviours?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

If yes, please comment

--

15. Do you have any evidence of where targets have driven waste prevention and/ or reuse behaviours?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

If yes, please comment

--

16. Do you agree with the barriers we have identified?

Are there any other barriers that you have experienced to preventing waste that you consider to be of particular relevance to your business and/or sector?

Yes

☐

No

☐

Please provide examples

17. Which barriers do you consider should be priority areas for action? Why?

Please list	
18. Do you have any evidence or case studies of alternative/ innovative business models that have been adopted, both those that have or have not been successful?	
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Please provide information on the scale of costs and benefits of these business models if possible	
19. Do you have any evidence of where in the supply chain there is the greatest potential to reduce waste arisings?	
Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Please comment	

20. Do you have any evidence of the types and quantities of waste prevented by individuals?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

Please provide details where possible

Unfortunately evidence of waste prevented by individuals is somewhat anecdotal and not statistically significant. The Authority have a net work of waste prevention champions, including elected members who present examples of good practice. In late 2012, the Authority ran the Love Christmas Hate Waste campaign. For 12 weeks up to and including the holiday period, the Authority suggested a number of ways that waste could be minimised and real savings could be made in preparing for and celebrating Christmas. Residents were encouraged to sign up to the scheme and share via a blog on the Authority's website how they had been able to use the ideas and develop ideas of their own. Details of the campaign are available here <http://www.westlondonwaste.gov.uk/lovechristmashatewaste/>

21. Do you have evidence on the impact of purchases of pre-owned/ second hand goods on the level of displacement*?

Yes	<input checked="" type="checkbox"/>
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No	<input type="checkbox"/>
<p>* In this document displacement is intended as the avoidance of the purchase of a new item or product as a result of the purchase of a second hand item or product</p>	
<p>The Authority in partnership with two of its constituent boroughs successfully bid to Defra for funding to set up the Re-ward Club. This aim of the scheme is to encourage the purchase of pre-owned goods, goods made from recycled materials, repairing goods rather than replacement and hiring articles that are only used occasionally. The scheme also has benefits for local businessss and charity shops offering used items for resale or offering repair and hire services. Essentially the scheme works like a retail loyalty card scheme with customers acquiring points for purchase of relevent goods or services, when sufficient points have been collected they can be exchanged for a voucher to spend in retailers taking part in the scheme. The retailers pay an annual membership fee and beneift from local advertising of the scheme.</p> <p>The scheme started in Richmond and Brent in 2012 and will run for two years. Additional funding was awarded in 2012 to extend the scheme to Hounslow from 2013. An important part of the grant award is evaluation of the scheme. This independent evaluation will be available in 2014.</p>	
<p>22. Do you have any evidence of the level of repair being undertaken by consumers, either through DIY repair, or through access to commercial/voluntary services?</p>	
Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>
<p>If yes, please comment</p>	

See the response to question 21

23. Do you have any evidence of areas for growth for demand of second hand/ pre-owned goods?

Yes ☒

No ☐

Where do key opportunities for expansion lie, by product category (e.g. furniture, WEEE), and/ or channels (e.g. charity shops)?

Please see the response to question 21

24. Do you have any evidence of the benefits to consumers and communities through waste prevention and reuse actions?

Yes ☐

No ☒

Please provide details of economic, social or environmental benefits where possible

The Authority's programme of waste prevention actions is still relatively new and it is very difficult to measure the positive impacts of the campaigns against an over arching background of significant decline in waste tonnages driven by the economic recession.

25. Do you agree/ disagree with the barriers to prevention, reuse and repair we have identified?

Agree



Disagree



Why? Please outline

The barriers identified reflect the Authority's experience. There are notable cultural differences with respect to the attitude towards using second hand goods, particularly clothing, from outside the family, or extended family unit.

On food waste, there can also be cultural issues where some groups feel that they have to over-cater at family gatherings.

Lack of information on "green" packaging

Mandatory labelling relating to the environmental impacts of packaging should be available to enable consumers to make more informed choices about the purchase of products from a sustainability perspective.

The Government should also take a more decisive position with businesses as regards packaging, for example by encouraging producers and reprocessors to work together with waste authorities to provide the infrastructure required to meet the recovery and recycling targets for packaging waste (2013 – 2017). Further ideas on how to bring significant reductions in packaging waste generation and increase recycling can be found in the London Councils paper 'Costing a packet - minimising packaging waste'.

Difficulties for repairing products

For reuse to become a more widespread standard practice more needs to be done to make products easier and cheaper to repair; for example encouraging the stocking of spares for

products in stores rather than making people order them which can be time consuming.

Repair services should provide sufficient warranty so customers are not necessarily tied to the manufacturer, who may not provide a competitive service where repair is concerned.

Lack of incentives

By applying VAT exemptions or reductions to reused items the government will stimulate the end markets and increase demand for these products.

26. Do you have any evidence of the impact that the economic downturn has had on consumer attitudes or behaviours?

Yes

☒

No

☐

If yes, please comment

We have experienced increasing interest in our waste minimisation schemes and campaigns, these are evidenced in the annual reports on our waste plans

Add link post Authority meeting.

27. Do you have any evidence of consumer attitudes to alternative consumption models, e.g. leasing, hiring?	
Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>
If yes, please comment	
<p>The evidence is somewhat limited and anecdotal, but there is a feeling that leasing and hiring is becoming more common behavior.</p>	
28. Do you have examples (case studies) of initiatives to encourage consumers and communities to take action to prevent waste or increase reuse, both those that have worked and those that have not?	
Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>
Please provide the evidence, inclusive of start-up costs and running costs, savings and the scale of benefits (both monetary and non-monetary) where possible	

The Authority have evaluated the outcomes of the first two annual action plans for the Waste Prevention Strategy, and evaluation of the 2012/3 is in progress. The effectiveness of the Re-ward Club project will be evaluated in 2014.

29. What do you think are the factors that have influenced the uptake of waste prevention activities?

Please provide examples

Increasing awareness of the environmental impact of waste and the necessity to reduce household costs in a time of economic recession

30. Do you have any examples where repair of products has been promoted?

Yes



No



Please provide the evidence, inclusive of start-up costs and running costs, savings and the scale of benefits (both monetary and non-monetary) where possible

Repair of products is a key feature of the Re-ward Club project.

31. Do you have any evidence of the impact that Government procurement has had in delivering waste prevention?

Yes ☐

No ☒

Please quantify the impact where possible

32. Do you have any views on additional products/sectors Government should be taking action on to reduce its own waste?

Yes ☐

No ☐

If yes, please comment

33. Aside from the examples outlined above, do you have any examples / case studies of initiatives undertaken by local government to encourage consumers, communities and businesses to take action in reducing waste generation, including reuse?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

Please provide evidence, inclusive of costs incurred and benefits derived where possible

See responses to earlier questions

34. Reuse and recycling data are frequently reported together at local government level, do you have any evidence of the split between the two activities?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

Please comment

Reuse and recycling data are reported together as required by central government, however, in gathering the data required for wastedataflow returns the individual data sources are captured and recorded. Central government could research this by analysis of wastedataflow returns.

Whilst campaigns can be focused on waste prevention or minimisation, there is no need to force understanding of the difference between these activities and recycling or composting with the general public. Both activities are important and beneficial and should be encouraged

35. Do you have any evidence where incentives have encouraged reuse and /or waste prevention activities and behaviours?

Yes ☒

No ☐

Please provide details of the incentive provided and impacts seen

The Authority's Reward Club initiative described above.

WEST LONDON WASTE AUTHORITY

Report of the Director and Treasurer

26 April 2013

Annual Internal Audit Plan

SUMMARY

This report sets out the Authority's internal audit plan for the next 12 months.

RECOMMENDATIONS

The Authority is asked to:-

- i. Agree the 2013-14 Internal Audit Plan for the Authority
- ii. Delegate authority to the Treasurer to agree the final number of audit days and fee to be paid.

1. Background

- 1.1. The Authority's Internal Audit service is provided by LB Harrow, as part of their financial support services.
- 1.2. During the last twelve months two reports have been undertaken
 - Overtime – presented earlier in the Agenda
 - Financial processes – to be completed prior to the June meeting

2. Internal Audit Plan 201314

- 2.1. LB Harrow provide the Authority with its internal audit service and so managers from internal audit and the Authority's senior managers have met and developed an Internal Audit Plan to cover the next 12 months. This is attached as Appendix I.
- 2.2. The plan outlines reviews of controls and systems to be undertaken, based on an agreed risk profile, which prioritises the systems to be reviewed.
- 2.3. As can be seen from the plan, a number of reviews are planned for before the external audit of accounts, to provide robustness and credibility to the processes that feed into the production of the Statement of Accounts.
- 2.4. The results of the audit reviews will be reported to senior managers and through to the proposed Audit Committee on a regular basis.

3. Financial implications

- 3.1. The fees for external audit are based on an agreed schedule formulated by the Audit Commission and were agreed last year. The fees for the 2013-14 audit are likely to be in the region of £40K. The current budget is £17K. The Treasurer will identify savings from elsewhere to meet any shortfall.

4. Legal implications

- 4.1. There are none at this stage.

5. Joint Municipal Waste Strategy implications

- 5.1. If the recommendations contained within this report are agreed then the impact upon the Eight Policies contained within the Authority's Joint Municipal Waste Strategy are likely to be as follows:

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

Impact: The external and internal audits help to validate the Authority's value in service provision and compliance with legislation.

Background Papers	None
Contact Officers	<div>Diane Makepeace, Interim Head of Finance 020 8814 3040 dianemakepeace@westlondonwaste.gov.uk</div> <div>Jim Brennan, Director 020 8814 3040 jimbrennan@westlondonwaste.gov.uk</div> <div>Ian O'Donnell, Treasurer Odonnelli@ealing.gov.uk 020 8825 5269</div>

WEST LONDON WASTE AUTHORITY

DRAFT INTERNAL AUDIT PLAN 2013/14

Background

Internal Audit is a statutory service. The Accounts and Audit Regulations 2011, which came into force on 31st March 2011 (previously the Accounts and Audit Regulations 2003 (as amended)¹, state that:

‘A relevant body must undertake an adequate and effective internal audit of its accounting records and of its system of internal control in accordance with the proper practices in relation to internal control.’

Internal audit services for the West London Waste Authority are provided by the Internal Audit team at Harrow Council a dedicated in-house team situated in the Resources Directorate. When necessary, to provide additional capacity or technical expertise, private sector partners are utilised. The Public Sector Internal Audit Standards will be adopted and implemented by the Council’s Internal Audit section from April 2013 replacing the CIPFA code as ‘proper practice’.

Annual Plan Process

Annually a plan of work is developed to reflect the Internal Audit Strategy and is supported by the Delivery Plan which outlines the key service activities/development projects and service performance indicators. The plan is designed to provide the Authority, the Treasurer and other senior managers with assurance on the West London Waste Authority’s control environment. Internal Audit adds value to the organisation and contributes to its objectives and priorities by providing assurance on the organisation’s control environment, alerting managers to weaknesses identified in the control environment, highlighting the risks of such weaknesses and instigating action to be taken by managers to improve the control environment via the implementation of audit recommendations/advice.

How Internal Audit Links to the WLWA Roles and Responsibilities and the DEFRA Vision for Local Authorities

The West London Waste Authority (WLWA) is a statutory waste disposal authority (WDA) which was created in 1986. It is responsible for disposing of waste collected by the London Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond upon Thames.

It is responsible for:

- Providing facilities for receiving waste collected by the six West London boroughs. This includes the waste collected from households and at household waste sites.
- Transport and recycle or disposal of this waste.

¹ As amended by the Accounts and Audit (Amendment)[England] Regulations 2006

- Storage and disposal of abandoned vehicles removed by the boroughs

The Department for Environment, Food and Rural Affairs (DEFRA) Waste Strategy for England 2007 vision states that:

Local authorities will have to commission or provide convenient recycling services for their residents and commercial customers and advice and information on how to reduce waste. They will also have to work with their communities to plan and invest in new collection and reprocessing facilities.

The WLWA roles and responsibilities and the DEFRA vision for local authorities are taken into account when developing the Internal Audit annual operational plan of work. Specific audit reviews will be scheduled to directly review the responsibilities/vision or systems that support the delivery of the responsibilities/vision.

Draft Plan

The first draft of the plan is developed after:

- consideration of the risk maturity of the organisation;
- review of the Authority's role and responsibilities and vision;
- review of the current Risk Register;
- review of the previous Internal Audit work covering the Authority's internal controls;
- consultation with the External Auditors;
- consultation with the Interim Head of Finance and Treasurer;

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An estimation of the audit days required for each area of the plan has been included which is subject to further clarification/agreement.

The draft plan will be presented formally to the Board (on 25th April) for review/comment.

Final Plan

The internal audit resources required to undertake each proposed audit review, based on the suggested scope of each review, will be agreed along with an overall budget and a final plan developed taking into account any comments from the board.

Table 1 below shows the draft internal audit plan 2013/14 and includes:

- the type of review to be undertaken - Reliance/Assurance Reviews
 - Risk Based Reviews
 - Professional Advice, Support & Follow-up
- the main driver for each review - KEY: IA - Internal Audit; EA - External Audit; R - Corporate Risk; M - Management
- a summary of the proposed audit coverage – this will be refined before the start of each review

Table 1 – Draft Internal Audit Plan 2013/14

Draft Plan 13/14	Main driver	Reasoning for inclusion/risks	Proposed Audit Coverage	Est. Audit Days
Reliance/Assurance Reviews				
Payroll	IA/EA	Three year cyclical plan agreed with External Auditors	Key Control Review, Walkthrough Test, Update of System Notes	2
Corporate Accounts Payable	IA/EA	Three year cyclical plan agreed with External Auditors	Self Assessment, Walkthrough Test, Update of System Notes	0.5
Corporate Accounts Receivable	IA/EA	Three year cyclical plan agreed with External Auditors	Self Assessment, Walkthrough Test, Update of System Notes	0.5
Annual Governance Review	IA	Requirement under the Accounts & Audit Regulations 2011	Review of the annual governance process and AGS	3
Risk Based Reviews				
Contract Management	IA/M/R5	Lack of contract management identified as weakness during the 2012/13 Income & Expenditure review + concerns raised by the Interim Head of Finance & Treasurer	To confirm that best professional practice in procurement and contract management has been applied to ensure best value is being obtained in terms of cost, and quality	20
Cash/Receipts	M/R8,9,10	Management concern. Risk of loss, misappropriation/fraud	To ensure that robust financial processes and procedures are in place for cash receipts (at HRRC & Waste Transfer Stations), credit card transactions, banking and reconciliations and that staff are fully trained	30
Asset Management	M/R10	Management concern. Risk of loss, misappropriation/fraud	To review the adequacy, application and effectiveness of controls in place to manage fixed assets and stores	15
Data Management	M	Management concern – currently no off-site back up, no Security Policy and no Use of Internet Policy in place although these are due to be drafted	A review (to take place in the second half of the year) of new policies to ensure adequate and of security and back-up arrangements	10
Professional Advice, Support and Follow-up				
Professional Advice	IA	Enables audit team to provide advice to managers on control and risk management during the year on areas not specifically covered by plan including investigations	Professional audit advice on risk mitigation, control and investigations	2.5
Follow-up	IA	Provides assurance on the implementation of audit recommendations	Follow-up of Red, Red/Amber & Amber reports	4
Liaison with External Audit	IA	Supply of information to EA to support their work for the Authority	On-going liaison throughout the year	0.5
Audit Management	IA	Development of an Audit Committee, requirement for audit planning and challenge of the risk management process	Attendance, reporting and support for the Audit Committee; preparation of audit plan; advice on risk management process	5
TOTAL				103

Agenda Item 16

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Agenda Item 17

By virtue of paragraph(s) 1, 2, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted