ITEM 8

Paper No. WRWA 21-13

WESTERN RIVERSIDE WASTE AUTHORITY

MEETING	29th June 2021
REPORT AUTHOR/DATE	General Manager *(Contact Mark Broxup - Tel. 020 8871 2788)* 21st June 2021
SUBJECT	A Report outlining progress with operations and other matters since the previous meeting of the Authority.
CONTENTS	Page 1 Executive Summary Pages 1 to 13 Items reported on Page 13 Recommendations Pages 14- 17 Appendix A – Performance Monitoring Pages 18 - 28 Appendix B – Redundancy Policy and Procedure
STATUS	Open
BACKGROUND PAPERS	None

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EXECUTIVE SUMMARY

1. This paper brings Members up to date on operational and other matters, which, in themselves, do not warrant the production of a separate paper. The majority of these matters are for Members' information, but where approval is sought this is referred to in the report and summarised at the end. The specific matters covered in this report are:-

    a) Operations
    b) Booking System Update
    c) Performance Monitoring
    d) Education Programme
    e) Belvedere Heat Network and Funding
    f) Redundancy Policy
    g) Constituent Council New Recycling Initiatives
    h) Retirement of the Deputy General Manager and Staffing Structure
    i) Items costing between £5,000 and £30,000
    j) Comments of the Treasurer
    k) Recommendations

OPERATIONS

2. There has been no major disruption in service to the main Transfer Station operations since the last Authority meeting.

3. On 29th April 2021, at 8:14 a fire was detected in the MRF's bunker at Smugglers Way, the alarm was raised and the bunker water cannons were automatically activated. The site was evacuated and the borough collection vehicles were diverted to Cringle Dock Transfer Station. The London Fire Brigade ("**LFB"**) attended in minutes, with four fire engines and a Thames fireboat, and the fire was extinguished quickly. The LFB left the site once they were satisfied that the fire was contained. Operations were resumed by 11:00 following a clear up process. An investigation revealed that the most plausible cause of the fire was that a battery had been pierced by the grab crane when it was in the process of moving material around within the bunker, causing the recycling material to ignite.

BOOKING SYSTEM TRIAL AT THE HOUSEHOLD WASTE AND RECYCLING CENTRE

4. At the Authority meeting on 29th September 2020, it was agreed to introduce a six-month booking system trial at the Household Waste and Recycling Centre (**"HWRC"**). Bookinglab were appointed to provide a booking system and install a compatible Automatic Number Plate Recognition (**"ANPR"**) system. Initially, Bookinglab have been appointed to facilitate the six month trial after which, and if successful, a five year contract will be awarded to Bookinglab to provide the booking system and support in the longer term.

5. The promotion of the introduction of the booking system began on Wednesday, 3rd February 2021, as follows:
    - Leaflets handed out at the HWRC
    - Electronic signage at the HWRC
    - Social Media – Nextdoor and Twitter
    - Paid for advertising on Facebook
    - The Authority's website and Borough websites

6. Full page adverts were placed in local publications:
    - Brightside – March edition (distribution from 11th March 2021).
    - Lambeth Talk – Spring edition (distribution set for 22nd March 2021)
    - KCW Today –9th March edition

7. The trial commenced at the HWRC on 22nd March 2021 and the Booking System was in place for residents to pre-book visits from 15th March 2021. Initially, the requirement to book to use the facility was not enforced and residents without a booking were allowed to offload their waste, were given an information leaflet and requested to book for their next visit.

8. This "amnesty" period was dropped on 1st April following feedback from unhappy residents who had booked that they were still needing to queue behind residents who had not booked but were allowed to use the facility. Notices were placed along Smugglers Way highlighting that if residents had not booked they would not be able to use the facility and staff were deployed outside the entrance to highlight this to visitors before they entered the Centre.

9. Following the Easter bank holiday, the system ran well and over 70% of residents entering the site had booked. Enforcement of the system continued, as did the deployment of staff outside the facility, and officers experimented with the number of slots available to maximise the number of residents that could make a booking without causing a queue.

10. On 1st June 2021, over 90 % of visitors had made a booking before visiting and the overall tonnages delivered to the HWRC during April and May 2021, compared to the same period in 2019 (we are unable to compare with 2020 as the HWRC was closed due to lockdown in April and part of May), have fallen by 8% . This drop in tonnage is most likely due to the control that the Booking system allows by stopping non-residents from making a booking and using the HWRC and comes against a background of increased household waste generally as people spend more time at home during lockdown.

11. At the time of writing the number of formal complaints about the introduction of the booking system and associated matters stands at 15, which is a very small number, given that the total number of the households able to access the site is around 518,000 including Westminster and, at the time of writing, over 85,000 bookings have been made. The focus of the complaints is varied, with many residents highlighting more than one aspect they are unhappy with, namely:

    - the introduction of the trial in general, stating the system was fine as it was and the new system creates barriers to recycling and is bureaucratic
    - that the trial will increase fly-tipping as residents will not take the time to book a slot
    - concern about the collection of personal data
    - being unable to book due to technical issues
    - a lack of publicity before the introduction of the trial
    - being turned away as they did not have a booking

12. Increased fly-tipping is mentioned as a probable effect of the trial in a number of the formal complaints and a few comments have been made on social media. The trial has now been running for three months which is insufficient time to fully assess any effect the trial may have had on the number of fly-tips across the Authority area. A full analysis will be provided at the Authority meeting in September 2021, when six months data will be available.

13. Telephone enquiries to the Authority have been manageable and officers do make some bookings for residents who do not have an email address or mobile telephone number, but this is mainly being done by the Borough contact centres who have not reported any sustained difficulties with the system.

14. Enquiries via the Authority's 'info@' email address have doubled since the introduction of the trial, but at the time of writing this number is settling back to normal levels.

15. Conflict between HWRC staff and residents who have been turned away because they did not make a booking has been kept to a minimum as staff have been

instructed not to react to aggressive or abusive residents and, when necessary, not to attempt to stop hostile visitors from offloading their waste, but to note the vehicle registration and pass the details to Authority officers who will put them on a 'blocked' list that prevents them from making a booking. They are then required to contact the Authority to discuss their behaviour if they wish to continue to use the HWRC.

16. Generally, residents are polite and courteous and many have made positive comments to HWRC staff about the new system. Nearly 50 visitors have left positive reviews on Google Maps about their experience at the Centre since the introduction of the booking system, in comparison to six negative reviews.

17. At the weekends, the HWRC meet and greet staff members have been asking any non-booked visitors which Borough they live in. Most non-residents responded by saying they live in Merton and Richmond, but others said they are travelling from Croydon, Ealing, Kingston, Southwark and one non-resident said that they had travelled from Bexley.

18. Officers are beginning to monitor the number of "no-shows" and we will allow for this going forward with the number of slots made available. Officers will also monitor excessive bookers and will put in place procedures similar to those that were in place before the trial.

19. There have been several technical problems since the system went live, including the loss of the broadband connection at the HWRC for five days due to a fault outside of the site. This meant all residents were allowed entry to use the Centre, which is the contingency position. At the time of writing, all the issues with the system have been resolved and a second backup line is to be installed on 25th June 2021 to mitigate against the total loss of internet going forward.

20. The trial period will end on 30th September 2021 and a full report on the results of the trial will be reported to the Authority meeting in September 2021, to inform a decision on the continuation of the Booking system in the long term.

21. If Covid rules permit residents visiting the site will be surveyed directly on their opinions of the booking system. The Booking System itself has a facility to survey users after they have made a booking and visited the HWRC. It is proposed to ask the following very straightforward questions to gain more feedback from the public on the Booking System Trial:

    One of the main aims of the Booking System trial is to reduce the queuing times into the HWRC.

a) Did you need to queue on Smugglers Way before you entered the HWRC? Y/N
b) Did you find it easy to make a booking online or by telephone? Y/N

Please leave any comments you wish to make about the trial booking system.

22. Members are asked to approve the proposed survey questions.

PERFORMANCE MONITORING

Introduction

23. Detailed tonnage tables are attached as Appendix A to this report. Due to the Covid-19 pandemic in 2020/21, all forecasts for 2022/21 are simply calculated by multiplying the tonnage to date in the financial year by twelve and dividing by the number of months gone in the financial year. The tables shown set out:

a) the tonnages of each waste type (including co-mingled recycling contamination) delivered by each constituent council in the current financial year up to 31st May 2021, together with projected outturn tonnages, compared against those budgeted for and the previous financial year's outturn;

b) comparisons of the tonnage of each major waste type handled by each constituent council on an annual basis;

Points to Highlight

24. The outturn figure for General Waste for 2020/21 was 1.49% less when compared to 2019/20. The outturn figure 2020/21 for Co-Mingled material was 4.80% more when compared to 2019/20.

25. From tonnage data up until 31st May 2021, officers are predicting a 1.80% increase in total waste handled by the Authority in 2021/22. Kensington and Chelsea is predicted to have the biggest increase in total waste of 9.10% when compared to 2020/21. This is because of the large drop in total waste collected in 2020 due to Covid-19.

26. The predictions for General Waste when compared to 2020/21 vary across the constituent councils; a decrease is predicted for Lambeth at 0.44% and increases

are predicted for Hammersmith and Fulham at 1.77%, Wandsworth at 0.52% and Kensington and Chelsea at 10.27%.

27. The predicted tonnages of Co-Mingled recycling also vary across the four boroughs, with decreases for Hammersmith & Fulham at 0.67% and increases for Kensington and Chelsea at 6.63%, Lambeth at 1.04% and Wandsworth at 0.56%.

EDUCATION PROGRAMME

Schools Programme

28. Since the last Authority meeting the Education Team has continued to carry out online workshops for schools but, in addition, since the start of the Summer Term they have also been offering in-person workshops in an outdoor environment, i.e. school playgrounds or local parks. The take-up has been fair to date, but a number of schools have requested on-site visits to Smugglers Way, in preference to online and outreach work.

29. WRWA officers have been in discussion with Cory management regarding the date of recommencement of on-site school visits and it has been agreed that the earliest school visits to site will be able to restart is September 2021, subject to the Covid restrictions in place at the time.

30. The table below details the online and outdoor workshops that have either been carried out since the last Authority meeting, or are booked in to take place before the end of the Summer Term.

			No. of Workshops
Spring Term			**32**
Wandsworth	Thomas's Clapham	13 & 14/01/2021	4
Lambeth	Whitehouse School	25 /26/27 Jan.	9
Lambeth	Reay	23/02/2021	1
Lambeth	Sunnyhill	24/02/2021	2
H&F	Fulham Bilingual	9/25 & 30 March	5
H&F	West London Free	10 & 11 March	4
Wandsworth	Goldfinch	15/16 & 17 March 2021	7

			No. of Workshops
Summer Term			
			65
Wandsworth	Thomas's	05/05/2021	3
RBKC	Oratory	06/05/2021	6
Wandsworth	Christchurch	07/05/2021	1
Wandsworth	Riversdale	10/05/2021	3
Wandsworth	Merlin	12/05/2021	1
Wandsworth	Heathmere Primary	14/05/2021	4
RBKC	Weatherby	17 & 20/05/21	7
H&F	Addison	25 & 26/05/2021	12
Wandsworth	Swaffield	27/05/2021	2
Wandsworth	Wandsworth Prep	8 & 10/6/2021	7
Wandsworth	Wildaboutplay	15 & 17/06/2021	2
Wandsworth	Lady of Victories	18/06/2021	1
H&F	St. Peters	21 & 22/06/2021	7
Lambeth	St. John Angell	24/06/2021	1
Lambeth	Ashmole	28/06/2021	4
Lambeth	Heathbrook	01/07/2021	tbc
Wandsworth	Earlsfield	07/07/2021	4
Wandsworth	Hillbrook	12/07/2021	tbc
			Total No. of adults (tours)
			150
Camden	UCL	14/10/2020	7
Westminster	Imperial College	20/10/2020	85
H&F	KLC School of Design	21/10/2020	12
Wandsworth	Roehampton Institute	17/11/2020	7
Wandsworth	Roehampton Institute	22/01/2021	7
Wandsworth	Roehampton Institute	28/01/2021	7
Westminster	Imperial College	02/03/2021	18
Wandsworth	Roehampton Institute	12/03/2021	7

Resident Tours

31. Since the last Authority meeting the Education Team has continued to carry out adult online tours of the Material Recycling Facility ("MRF") and Smugglers Way Transfer Station. 372 residents engaged with the Team since January 2021. The tours have been well received to date.

32. The table below details the number of Adult online tours that have been carried out since the last Authority meeting or are planned to take place over the coming weeks. More details of the tours can be found on the WRWA website - https://wrwa.gov.uk/schools-adult-groups/online/

Spring Term			**Total No. of adults (tours)**
			304
All Boroughs	Resident Tour	11/01/2021	22
All Boroughs	Resident Tour	13/01/2021	16
All Boroughs	Family Tour	19/01/2021	15
All Boroughs	Family Tour	20/01/2021	23
Wandsworth	Plastic Free Furzedown	18/01/2021	20
All Boroughs	Resident Tour	27/01/2021	29
Wandsworth	Wandsworth Society	28/01/2021	40
All Boroughs	Resident Tour	03/02/2021	23
All Boroughs	Family Tour	05/02/2021	23
All Boroughs	Resident Tour	10/02/2021	22
All Boroughs	Resident Tour	11/02/2021	13
All Boroughs	Family Tour	12/02/2021	10
All Boroughs	Resident Tour	24/02/2021	9
All Boroughs	Family Tour	26/02/2021	14
All Boroughs	Resident Tour	03/03/2021	6
All Boroughs	Family Tour	05/03/2021	9
All Boroughs	Residents Tour	23/03/2021	10
Summer Term			
			152
Wandsworth	Southfields Recycling Group	19/04/2021	8
RBKC	Dalgarno Trust	21/04/2021	25
All Boroughs	Residents Tour	26/04/2021	19
Wandsworth	Southfields Recycling Group	28/04/2021	23
Wandsworth	Southfields Recycling Group	03/05/2021	29
Wandsworth	Older Peoples Forum	04/05/2021	20
All Boroughs	Residents Tour	26/05/2021	18
H&F	Staff Group	16/06/2021	10
All Boroughs	Residents Tour	23/06/2021	tbc

33. Cory management have indicated that they are agreeable to adult on-site tours recommencing before the end of the Summer Term, but with smaller group sizes. This will be subject to any Covid restrictions in place at the time. These in-person tours will be advertised shortly.

34. Although the online adult tours have been created as a response to the cessation of in-person on-site tours, officers see a value in continuing with them as a complement to the on-site tours. The online tours allow the Authority's operations to be accessible to residents who would not otherwise be in a position to visit the site in person, whether due to distance or mobility.

BELVEDERE HEAT NETWORK AND FUNDING

35. On 28th May 2021, the Government awarded Cory £12.1 million in grants and loans to develop one of the UK's largest heat networks in the London Borough of Bexley. The network will supply low carbon heat to 21,000 homes. Heat for the network will be drawn centrally from the processing of waste, a low carbon alternative to individual householders' gas boilers.

36. The project is part of plans by energy company Vattenfall to deliver low carbon heating to 75,000 homes across the Thames Estuary over the next decade. The funding, which consists of a £1.6m commercialisation grant and £10.5m construction loan, will be used for the development of a heat network at both of Cory's Energy from Waste (EfW) plants in Belvedere.

37. Cory's existing Riverside EfW facility at Belvedere, South East London, will provide up to 30MW of heat for up to 10,500 homes in the London Borough of Bexley and the Royal Borough of Greenwich via the proposed heat network. Cory's planned Riverside Energy Park, which will include a second EfW facility next to the existing one, received planning permission from the Government in April 2020 and will supply an additional 10,500 homes with 30MW of low-carbon heat. Harnessing the heat from the two facilities could make the heat network one of the largest in the UK, supplying a total of 21,000 homes with low-carbon heat.

38. Further details can be found on the Cory website here, Vattenfall website here and on the Government website here

REDUNDANCY POLICY

39. Attached as Appendix B is a proposed Authority Redundancy Code for Members' approval

CONSTITUENT COUNCIL RECYCLING INTIATIVES

40. At the meeting of the Authority on 22nd September 2010 (Paper No. WRWA 669A) Members instructed the Clerk to write to each of the constituent councils to inform

them that, in future, should they wish to make arrangements themselves to recycle any significant tonnage of waste then, in accordance with Section 48 of the Environment Protection Act 1990, they must, as soon as reasonably practicable, notify the Authority in writing. The Authority will then approve or object to any such proposal at its next available meeting. The Clerk wrote to the constituent councils, as instructed, on 27th October 2010.

41. The constituent councils have not notified the Authority of any new initiatives since the previous Authority meeting.

RETIREMENT OF THE DEPUTY GENERAL MANAGER AND STAFFING STRUCTURE

42. On 5th May 2021, the Deputy General Manager (DGM) gave notice of her intention to retire with effect from 3rd November 2021. Mrs Ross joined the Authority nearly 13 years ago and worked for the Royal Borough of Kensington and Chelsea for 29 years prior to that.

43. The role of DGM will therefore be advertised and filled following interview by an officer panel including the General Manager, Clerk and Treasurer. The vacancy also gives an opportunity to reflect on the current staffing structure and the potential to revise it to address the challenges that lie ahead for the Authority in the short-to-mid-term. These challenges include the impact of the Environment Bill and its proposals regarding extended producer responsibility, a deposit return scheme and consistent collections and how these will shape a new Joint Management Strategy for the Authority and its constituent councils. In turn, the climate emergency agenda and the carbon impact of the Authority's operations will be major factors in the development of a procurement strategy for how the Authority manages its waste post-2032 and the associated challenges of having its main assets, two riparian waste transfer stations, surrounded by increasing levels of high class residential and commercial office space.

44. A proposed new staffing structure is shown overleaf together with that in place currently for comparison. The key differences are:

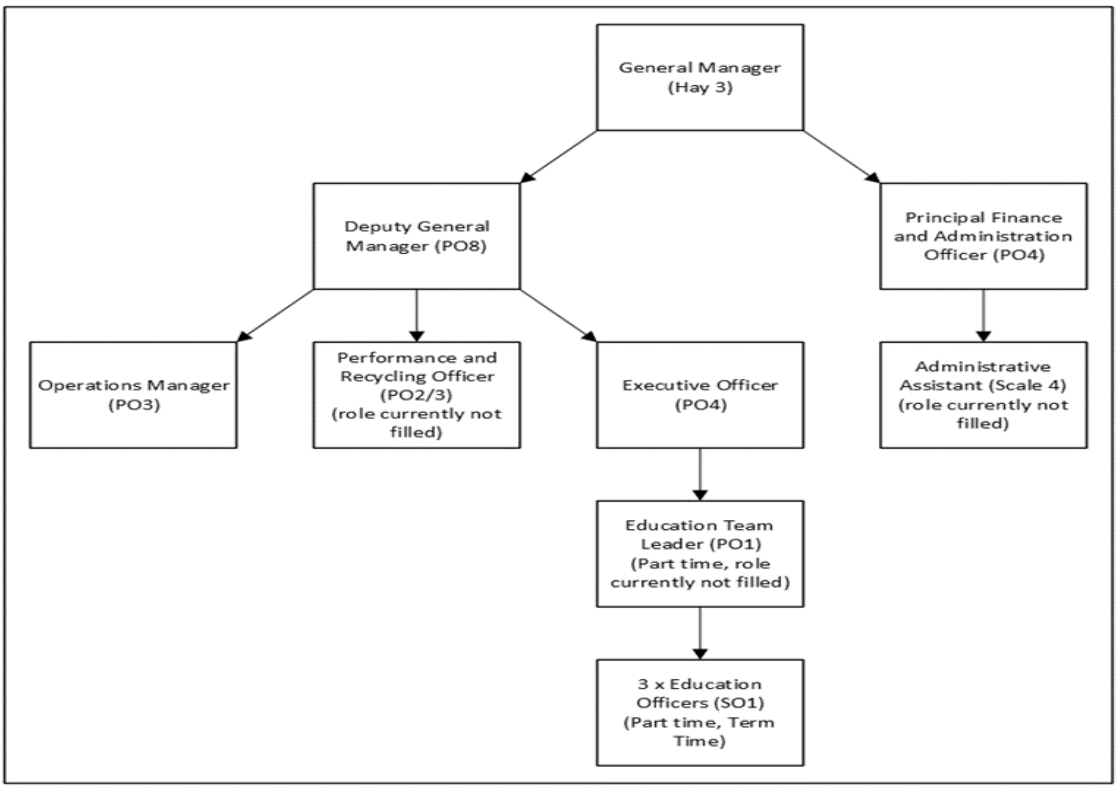
    a. the new DGM role will be very much focussed on the future and assisting the General Manager with new work on waste policy, contract variations, procurement, and property matters. The messages that the Education Team will be giving to local adults and children will in turn be driven by the Authority's policy decisions and it is therefore appropriate that the Education Team report directly to the new DGM in future; and

    b. the current DGM role is more focussed on the Authority's operational, contract monitoring, advertising campaigns and internal control functions

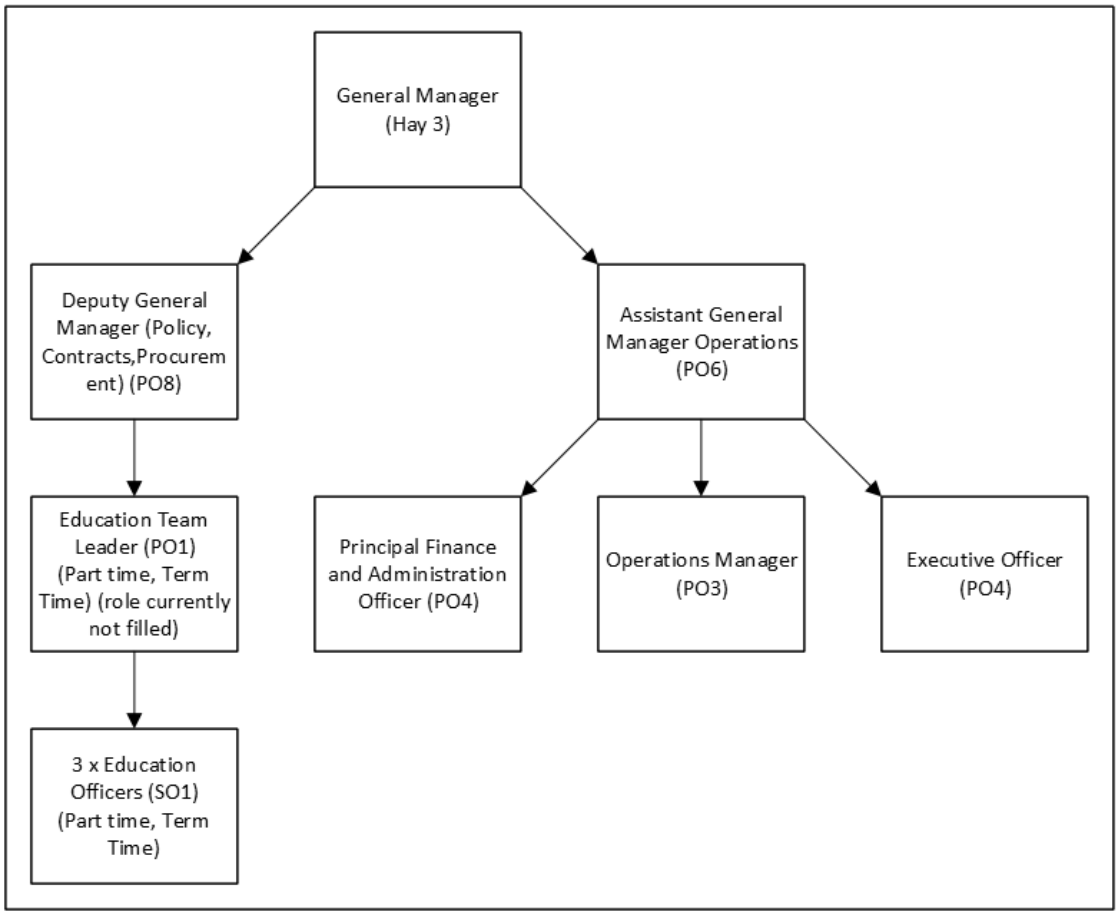
and it is therefore proposed to create a new role of Assistant General Manager (AGM), at PO6 level, to manage these activities in future.

45. The unfilled roles of Performance and Recycling Officer (PO2/3) and Administrative Assistant (Scale 4) will be deleted from the structure.

Current Staffing Structure



Proposed Staffing Structure



46. The Authority is asked to approve the new staffing structure and the consequential amendments described in paragraph 44 above and instruct officers to commence the necessary recruitment processes.

ITEMS COSTING BETWEEN £5,000 AND £30,000

47. The following items of expenditure have been authorised by officers under delegated powers within the band range of £5,000 to £30,000 since the last Authority meeting:-

Wood Environment & Infrastructure	Alternative Residual Options and Technologies Report	£ 8,500
Zurich Municipal	Insurance 2021/2022	£22,169
Choice Computing Limited	Cloud Hosting, E-Mail Hosting and Ongoing Support	£15,000
Deloitte External	Audit Fees 2020/21	£12,058

Corporation of London	Hazardous Waste Standing Charge	£60,000
Proactis	Consultants Mytenders Pro Annual Service	£ 5,250

COMMENTS OF THE TREASURER

48. The Treasurer comments that the HWRC booking system trial has been implemented at a cost of £55,955 which has been funded from within existing budgets in 2020/21. A full review of the effectiveness of the trial will be presented along with the financial impacts to the September meeting of the Authority.

49. The staffing proposals outlined above for an additional post of Assistant General Manager – Operations will cost an additional £65,000 per year which will be incorporated into the budget setting process in January 2022, to be funded from the Levy.

RECOMMENDATIONS

50. It is recommended that the Authority approves:

a) the proposed questions relating to the Booking System trial as detailed in paragraph 21;

b) the proposed Redundancy code attached as Appendix B;

c) the new staffing structure as described in paragraphs 44 to 46 and instructs officers to commence the necessary recruitment processes; and,

d) otherwise receives this report as information.

M. Broxup
GENERAL MANAGER

Western Riverside Administration Office
Smugglers Way
Wandsworth
SW18 1JS

21st June 2021

DUE TO COVID-19 IN 2020-21 - ALL FORECASTS FOR 2021-22 ARE SIMPLY CALCULATED BY MULTYPLYING THE TONNAGE TO DATE IN THE FINANCIAL YEAR BY TWELVE AND DIVIDING BY THE NUMBER OF MONTHS GONE IN THE FINANCIAL YEAR

After 2 months of 2021/2022

General Waste Delivered (Tonnes)

							Annual		2021/2022	Budget	
	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Change Tonnes	Change Percent	Budget Tonnes	Change Tonnes	Change Percent
HF	58,478	57,772	56,021	55,590	9,429	56,575	986	1.77%	55,614	961	1.73%
KC	59,730	59,581	58,209	46,755	8,593	51,557	4,802	10.27%	46,521	5,037	10.83%
LA	89,451	89,226	86,536	88,694	14,717	88,301	- 393	-0.44%	88,722	- 421	-0.47%
WA	77,251	76,028	75,666	80,509	13,487	80,924	415	0.52%	80,090	834	1.04%
WRWA	10,749	9,713	8,865	9,504	1,593	9,560	57	0.60%	8,831	730	8.26%
Total	295,660	292,321	285,298	281,052	47,820	286,918	5,866	2.09%	279,778	7,140	2.55%
Change		- 3,339	- 7,023	- 4,247		5,866					
Percentage Change		-1.13%	-2.40%	-1.49%		2.09%					

Co-Mingled Waste Delivered (Tonnes)

							Annual		2021/2022	Budget	
	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Change Tonnes	Change Percent	Budget Tonnes	Change Tonnes	Change Percent
HF	11,305	11,146	11,703	12,573	2,081	12,489	- 85	-0.67%	12,469	20	0.16%
KC	15,889	16,087	15,961	12,528	2,226	13,359	831	6.63%	12,464	895	7.18%
LA	19,902	19,858	19,543	22,317	3,758	22,549	232	1.04%	22,135	415	1.87%
WA	19,900	20,173	20,355	23,577	3,951	23,708	132	0.56%	23,437	271	1.16%
WRWA	437	601	538	373	76	457	84	22.49%	296	161	54.39%
Total	67,433	67,864	68,099	71,368	12,094	72,563	1,194	1.67%	70,800	1,762	2.49%
Change		431	235	3,269		1,194					
Percentage Change		0.64%	0.35%	4.80%		1.67%					

Co-Mingled Contamination (Percentage)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Change in Percentage Point
HF	14.09%	15.19%	13.62%	13.93%	17.07%	17.07%	3.14%
KC	12.23%	11.66%	10.64%	11.03%	10.06%	10.06%	-0.97%
LA	16.46%	16.40%	14.31%	14.49%	15.25%	15.25%	0.77%
WA	14.80%	14.14%	12.78%	13.49%	12.13%	12.13%	-1.37%
WRWA	14.59%	14.57%	12.84%	13.90%	13.55%	13.55%	-0.35%

Co-Mingled Contamination (Tonnes)

							Annual		2017/2018	2021/2022	Budget	
	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Change Tonnes	Change Percent	Budget Percentage	Budget Tonnes	Change Tonnes	Change Percent
HF	1,593	1,693	1,594	1,752	355	2,132	380	21.68%	13.1%	1,632	500	30.64%
KC	1,943	1,875	1,699	1,382	224	1,344	- 38	-2.74%	11.2%	1,390	- 46	-3.30%
LA	3,276	3,257	2,796	3,233	573	3,439	207	6.39%	14.3%	3,163	277	8.75%
WA	2,946	2,852	2,602	3,181	479	2,875	- 307	-9.64%	12.9%	3,012	- 138	-4.57%
WRWA	64	88	69	52	10	62	10	19.39%	13.6%	40	22	53.29%
Total	9,821	9,764	8,760	9,600	1,642	9,852	252	2.62%	13.0%	9,237	615	6.65%
Change		- 57	- 1,005	840		252						
Percentage Change		-0.58%	-10.29%	9.59%		2.62%						

Green Waste Delivered (Tonnes)

							Annual		2021/2022	Budget	
	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Change Tonnes	Change Percent	Budget Tonnes	Change Tonnes	Change Percent
HF	115	121	83	98	-	-	- 98	-100.00%	267	- 267	-100.00%
KC	387	429	475	495	55	330	- 165	-33.24%	510	- 180	-35.24%
LA	298	546	733	608	25	150	- 457	-75.28%	690	- 540	-78.23%
WA	503	340	449	365	17	103	- 263	-71.86%	451	- 348	-77.19%
WRWA	3,065	3,190	3,171	3,099	576	3,458	359	11.58%	2,891	567	19.61%
Total	4,368	4,626	4,911	4,665	674	4,041	- 624	-13.37%	4,809	- 768	-15.97%
Change		257	285	- 245		- 624					
Percentage Change		5.89%	6.16%	-5.00%		-13.37%					

Clinical Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2021/2022 Budget	Budget Change	Budget Change
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2021/2022	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	27	23	18	16	2	12	- 4	-23.04%	15	- 3	-20.00%
KC	2	2	1	1	0	1	-	0.00%	1	0	19.22%
LA	1	3	3	4	1	5	1	18.23%	4	1	36.31%
WA	65	64	66	65	13	77	12	18.20%	61	17	27.31%
WRWA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
Total	96	92	88	87	16	96	9	10.30%	81	15	18.54%
Change		- 4	- 3	- 2		9					
Percentage Change		-4.14%	-3.51%	-1.85%		10.30%					

Detritus Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2021/2022 Budget	Budget Change	Budget Change
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2021/2022	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	733	611	449	463	89	533	69	14.96%	446	86	19.39%
KC	499	623	1,021	806	144	866	60	7.48%	775	91	11.76%
LA	610	760	518	542	83	498	- 45	-8.21%	576	- 78	-13.52%
WA	2,539	2,992	2,841	2,861	409	2,455	- 406	-14.19%	2,905	- 451	-15.51%
WRWA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
Total	4,380	4,986	4,829	4,672	725	4,351	- 321	-6.87%	4,702	- 351	-7.46%
Change		606	- 157	- 157		- 321					
Percentage Change		13.82%	-3.15%	-3.24%		-6.87%					

Battery Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2021/2022 Budget	Budget Change	Budget Change
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2021/2022	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	1	1	1	0	-	-	- 0	-100.00%	0	- 0	-100.00%
KC	-	-	-	-	-	-	-	0.00%	-	-	0.00%
LA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WA	-	-	-	-	10	62	62	0.00%	-	62	0.00%
WRWA	22	15	24	32	4	22	- 10	-31.29%	34	- 13	-36.34%
Total	23	15	25	32	14	84	52	161.15%	35	49	140.75%
Change		- 8	10	7		52					
Percentage Change		-33.48%	63.14%	28.69%		161.15%					

Electrical Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2021/2022 Budget	Budget Change	Budget Change
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2021/2022	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	15	9	20	10	2	12	2	14.72%	23	- 11	-47.76%
KC	27	33	26	32	3	19	- 13	-39.59%	39	- 19	-49.72%
LA	172	122	113	106	1	8	- 98	-92.30%	62	- 53	-86.75%
WA	10	3	2	4	0	1	- 2	-62.29%	4	- 2	-65.24%
WRWA	738	751	726	792	126	757	- 35	-4.43%	729	28	3.89%
Total	964	917	888	944	133	798	- 146	-15.49%	856	- 58	-6.75%
Change		- 47	- 29	56		- 146					
Percentage Change		-4.83%	-3.19%	6.36%		-15.49%					

Fridge Waste Delivered (Tonnes)

					TO DATE	FORECAST	Annual Change	Annual Change	2021/2022 Budget	Budget Change	Budget Change
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2021/2022	Tonnes	Percent	Tonnes	Tonnes	Percent
HF	94	91	89	81	17	103	22	27.51%	84	19	22.69%
KC	61	64	51	39	7	44	4	11.41%	42	2	4.48%
LA	182	179	174	172	20	122	- 50	-29.12%	151	- 30	-19.73%
WA	100	96	153	75	10	61	- 14	-18.36%	67	- 6	-8.83%
WRWA	65	78	79	74	9	53	- 21	-27.94%	77	- 24	-30.99%
Total	503	507	546	440	64	383	- 58	-13.10%	422	- 39	-9.21%
Change		4	39	- 105		- 58					
Percentage Change		0.76%	7.60%	-19.30%		-13.10%					

Gas Bottle Waste Delivered (Tonnes)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Annual Change Tonnes	Annual Change Percent	2021/2022 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	2	1	1	1	0	1	0	42.11%	1	0	31.29%
KC	1	1	1	1	0	2	1	159.09%	1	1	141.59%
LA	4	3	4	1	-	-	-1	-100.00%	1	-1	-100.00%
WA	2	1	1	1	0	1	-0	-22.58%	3	-2	-70.39%
WRWA	19	15	-	16	-	-	-16	-100.00%	8	-8	-100.00%
Total	27	21	6	20	1	4	-16	-78.68%	14	-10	-70.10%
Change		-6	-15	14		-16					
Percentage Change		-21.99%	-70.03%	218.55%		-78.68%					

Carpet Waste Delivered (Tonnes)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Annual Change Tonnes	Annual Change Percent	2021/2022 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	-	-	-	-	-	-	-	0.00%	-	-	0.00%
KC	-	-	-	-	-	-	-	0.00%	-	-	0.00%
LA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WRWA	-	269	375	365	60	360	-5	-1.44%	359	1	0.18%
Total	-	269	375	365	60	360	-5	-1.44%	359	1	0.18%
Change		269	106	-10		-5					
Percentage Change			39.28%	-2.66%		-1.44%					

Inert Waste Delivered (Tonnes)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Annual Change Tonnes	Annual Change Percent	2021/2022 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	-	-	5	-	-	-	-	0.00%	5	-5	-100.00%
KC	-	-	-	2	-	-	-2	-100.00%	2	-2	-100.00%
LA	-	1	2	-	-	-	-	0.00%	-	-	0.00%
WA	23	0	15	4	-	-	-4	-100.00%	1	-1	-100.00%
WRWA	1,212	1,624	1,677	1,891	386	2,317	426	22.55%	1,710	607	35.51%
Total	1,235	1,625	1,700	1,897	386	2,317	420	22.16%	1,719	599	34.84%
Change		390	75	197		420					
Percentage Change		31.62%	4.61%	11.58%		22.16%					

Oil/Paint Waste Delivered (Tonnes)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Annual Change Tonnes	Annual Change Percent	2021/2022 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	-	0	-	-	-	-	-	0.00%	-	-	0.00%
KC	-	-	-	0	-	-	-0	-100.00%	-	-	0.00%
LA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WA	0	-	-	-	-	-	-	0.00%	-	-	0.00%
WRWA	15	17	17	16	4	27	10	61.90%	11	15	139.92%
Total	15	17	17	16	4	27	10	61.51%	11	15	139.92%
Change		1	0	-1		10					
Percentage Change		9.04%	2.73%	-5.31%		61.51%					

Paper/Cardboard Waste Delivered (Tonnes)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Annual Change Tonnes	Annual Change Percent	2021/2022 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	-	-	-	-	-	-	-	0.00%	-	-	0.00%
KC	-	-	-	-	-	-	-	0.00%	-	-	0.00%
LA	484	439	423	423	77	460	37	8.82%	434	26	5.91%
WA	-	-	-	2	-	-	-2	-100.00%	2	-2	-100.00%
WRWA	827	793	962	1,171	190	1,142	-29	-2.46%	1,065	78	7.28%
Total	1,311	1,232	1,385	1,595	267	1,602	7	0.43%	1,500	102	6.78%
Change		-79	152	211		7					
Percentage Change		-6.02%	12.35%	15.21%		0.43%					

Scrap Metal Waste Delivered (Tonnes)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Annual Change Tonnes	Annual Change Percent	2021/2022 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	13	4	19	10	5	28	18	174.90%	29	-1	-5.09%
KC	1	1	0	-	-	-	-	0.00%	0	-0	-100.00%
LA	115	112	114	62	15	91	29	45.88%	56	35	62.39%
WA	2	0	4	7	-	-	-7	-100.00%	10	-10	-100.00%
WRWA	687	721	666	699	136	815	116	16.56%	641	174	27.15%
Total	818	837	803	779	156	933	155	19.88%	737	197	26.70%
Change		20	-34	-25		155					
Percentage Change		2.42%	-4.08%	-3.06%		19.88%					

Textile Waste Delivered (Tonnes)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Annual Change Tonnes	Annual Change Percent	2021/2022 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	-	-	-	-	-	-	-	0.00%	-	-	0.00%
KC	-	-	-	-	-	-	-	0.00%	-	-	0.00%
LA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WRWA	205	234	254	287	44	262	- 25	-8.69%	265	- 2	-0.89%
Total	205	234	254	287	44	262	- 25	-8.69%	265	- 2	-0.89%
Change		30	20	33		- 25					
Percentage Change		14.42%	8.46%	13.12%		-8.69%					

Tyre Waste Delivered (Tonnes)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Annual Change Tonnes	Annual Change Percent	2021/2022 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	0	0	1	0	-	-	- 0	-100.00%	1	- 1	-100.00%
KC	0	-	-	0	-	-	- 0	-100.00%	-	-	0.00%
LA	12	12	8	5	2	10	5	87.64%	6	4	58.75%
WA	1	1	1	1	0	0	- 1	-91.43%	1	- 1	-90.16%
WRWA	-	0	-	-	-	-	-	0.00%	-	-	0.00%
Total	13	13	9	7	2	10	3	36.67%	8	2	22.03%
Change		1	- 5	- 2		3					
Percentage Change		4.52%	-34.03%	-18.55%		36.67%					

Wood Waste Delivered (Tonnes)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Annual Change Tonnes	Annual Change Percent	2021/2022 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	-	-	-	-	-	-	-	0.00%	-	-	0.00%
KC	1	1	1	-	-	-	-	0.00%	-	-	0.00%
LA	245	251	140	-	-	-	-	0.00%	-	-	0.00%
WA	-	-	-	-	-	-	-	0.00%	-	-	0.00%
WRWA	3,165	3,474	3,773	3,808	667	4,001	192	5.05%	3,507	494	14.10%
Total	3,411	3,726	3,913	3,808	667	4,001	192	5.05%	3,507	494	14.10%
Change		315	187	- 104		192					
Percentage Change		9.24%	5.02%	-2.67%		5.05%					

Total Waste Delivered (Tonnes)

	2017/2018	2018/2019	2019/2020	2020/2021	TO DATE 2021/2022	FORECAST 2021/2022	Annual Change Tonnes	Annual Change Percent	2021/2022 Budget Tonnes	Budget Change Tonnes	Budget Change Percent
HF	70,785	69,779	68,410	68,843	11,625	69,753	910	1.32%	68,955	798	1.16%
KC	76,597	76,822	75,746	60,660	11,030	66,179	5,519	9.10%	60,354	5,825	9.65%
LA	111,477	111,510	108,311	112,934	18,699	112,193	- 741	-0.66%	112,837	- 644	-0.57%
WA	100,395	99,698	99,551	107,470	17,899	107,393	- 78	-0.07%	107,032	360	0.34%
WRWA	21,208	21,494	21,128	22,129	3,872	23,232	1,103	4.99%	20,424	2,808	13.75%
Total	380,462	379,303	373,146	372,036	63,125	378,750	6,714	1.80%	369,602	9,148	2.47%
Change		- 1,159	- 6,157	- 1,110		6,714					
Percentage Change		-0.30%	-1.62%	-0.30%		1.80%					

Redundancy Policy and Procedure

29th June 2021

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Appendix 8

1. OVERVIEW

It is necessary for every organisation to adapt to change and this will involve changes in the number of employees and types of skills they need.

When this happens, if a reduction in employee numbers becomes necessary, the Authority would wish to communicate this clearly to the employees who are affected and to take steps to deal with the process reasonably. We will look to find ways to avoid compulsory redundancies and will consult with employees (and their recognised trade unions and/or employee representatives). Where any selection for compulsory redundancy is carried out, we will deal with this fairly, reasonably and without discrimination.

2. SCOPE OF PROCEDURE

This procedure does not apply to employees on fixed term contracts with less than 3 months continuity of service. Employees on fixed term contracts with continuity of service of more than 3 months (this can include a succession of contracts) and whose role is at risk of redundancy, should therefore be included in the relevant selection pool along with permanent employees, have the same selection criteria applied and be offered the same redeployment opportunities. Exceptions to this approach would only be made when a fixed-term employee has been recruited specifically as an interim measure pending a reorganisation.

In some instances, a restructuring can take place without the need to apply the full redundancy and redeployment procedures. This may be appropriate when there is a significant match between the existing job profile and the job profile in the new structure. Should the General Manager propose to restructure in this way, whether or not the changes can be accommodated within existing contract flexibility, they must take advice from the Authority's Human Resource (HR) advisors (currently Wandsworth's HR section) at an early stage.

Advice on managing a restructuring which cannot be accommodated within existing contract flexibility can be found in the appendix to this report.

3. AVOIDING COMPULSORY REDUNDANCIES

The Authority will always take steps to avoid compulsory redundancies before dismissing employees but, due to the small size of the current staff group, it has to be recognised that this may not be possible.

To avoid compulsory redundancies, the Authority may:

- offer suitable alternative work

- seek applicants for voluntary redundancy or early retirement
- seek applications from existing employees to work flexibly i.e. job share or reduce hours
- restrict recruitment (natural wastage)
- reduce or ban overtime

We will consult with employees and their representatives at an early stage to share ideas about alternative options that do not involve redundancy.

The manager leading the redundancy changes will be advised by the Authority's HR advisors throughout the entire redundancy process.

3.1 Offers of alternative work

Where an alternative role is found, it will be possible for an employee to try out an alternative role for 4 weeks (or more if agreed in writing) without giving up their right to redundancy pay. The trial period can be longer than 4 weeks if the employee and the Authority agree this in writing.

The offer will:

- be unconditional and in writing
- be made before the current contract ends
- show how the new job differs from the old
- be made to the employee – they will not have to apply for the new position
- require that any new position start within 4 weeks of the old job ending

If the Authority thinks that the alternative work is suitable but the employee does not choose to take it, they may lose any redundancy pay entitlement.

3.2 Voluntary redundancy

Where the Authority is planning to make redundancies, it may ask employees if they would like to volunteer for redundancy. The employee also has an option of offering (volunteering) to be made redundant. The Authority will have a fair and transparent selection process. Employees will not automatically be selected just because they apply for voluntary redundancy as the needs of the Authority will determine which employees are selected for voluntary redundancy, for example if an employee is highly skilled and experienced in their role, the Authority may need to retain them.

3.3 Early retirement

As an alternative to voluntary redundancy, the Authority may offer employees incentives to retire early. It will be the employee's decision whether to accept the offer of early retirement.

4. COMPULSORY REDUNDANCY AND CONSULTATION

Where a suitable alternative job is not available and/or the voluntary redundancy and early retirement process has not been successful, compulsory redundancy will be unavoidable.

The Authority will fully consult with affected employees and their representatives (even if they are not at risk of redundancy themselves).

Meaningful consultation will be carried out with a view to reaching agreement, including ways of avoiding or reducing the redundancies.

The manager leading the redundancy changes will arrange a one-to-one meeting with affected employees. They may need to talk to employees more than once to make sure they can respond to all suggestions or requests. Employees are entitled to bring a trade union representative or work colleague to these meetings. The discussions and outcome of the meetings should be recorded and agreed.

The consultation is an opportunity for the manager leading the redundancy changes to talk about the changes the Authority is planning and tell those affected why they are at risk of redundancy. Employees will have the opportunity to ask any questions and make suggestions on how redundancies could be reduced or avoided altogether.

5. SELECTING INDIVIDUAL EMPLOYEES FOR REDUNDANCY (IF FROM A WORK GROUP)

To decide which employees from the total group "at risk" are to be selected for redundancy, fair and non-discriminatory selection criteria will be developed. The selection criteria will be discussed with Trade Unions and employees as part of consultation, and prior to any selection taking place.

Different approaches will be relevant for different situations depending on whether there are a group of employees doing the same/similar job and the number of positions to be reduced or where a group of employees are all applying for new roles in a restructuring.

Any employees who are pregnant, on Maternity, Adoption or Shared Parental Leave, should be invited to a meeting to discuss their personal situation. They must be formally notified in the same way as any other employee. They are able to remain on maternity, adoption or family leave and to seek suitable work during their leave period, unless they are dismissed in the meantime.

Managers should keep in touch with employees on these types of leave and ensure they are considered for any potentially suitable alternative opportunities.

6. GIVING EMPLOYEES NOTICE

Once redundancy consultations have been completed, the Authority will give those employees being made redundant notice and agree a leaving date. Employees affected will receive, in writing:

- the length of their notice period
- the date the notice period starts
- whether they need to take any unused holiday before they leave
- details of payments they will receive and how the figures have been arrived at.

There will be an opportunity to appeal this decision (see section 9. below)

6.1 Notice periods

The notice period given will be based on how long employees have worked for the Authority.

Length of service	**Notice provided**
Less than a month	no statutory notice
1 month to 2 years	At least a week
2 years to 12 years	A week's notice for every year employed
12 or more years	12 weeks

6.2 Pay in lieu of notice

It is likely that the Authority will require employees to work until the end of the notice period (both voluntary and compulsory redundancy). However, it may allow employees to leave earlier than the planned leaving date (for example without notice) by offering payment in lieu of notice.

6.3 Notice pay

The Authority will continue to pay employees the same pay they normally receive until the end of the notice period. Employees may not be entitled to full pay during their notice period if they are on sick leave, on maternity, paternity or adoption leave etc.

6.4 Leaving earlier during the notice period

Employees can request to leave before the notice period ends, for example if they have another job to go to. Any request should be made in writing. If the Authority agrees to an earlier leave date, they will not continue to receive pay for the rest of the notice period after they leave.

If the service would be negatively impacted by the earlier leave date, the Authority can refuse the request. If the employee leaves early in these circumstances, they will be deemed to have resigned and will lose their entitlement to a redundancy payment.

7. REDUNDANCY PAY

Employees may be entitled to statutory redundancy payment. To be eligible, they must:

- have at least 2 years' continuous service
- have been dismissed, laid off or put on short-time working - those who opted for early retirement do not qualify.

The Authority also allows discretion to be exercised by the General Manager, in consultation with the Clerk and Treasurer, to enhance the statutory redundancy pay provisions detailed as follows:

- base redundancy pay on an employee's actual contractual gross weekly pay, rather than cap it at the maximum statutory limit for a week's paymultiply the statutory scale by a factor of up to 1.5.

Therefore, redundancy calculations can be based on the following formula:

Actual Contractual Gross weekly Pay	X	Number of weeks statutory redundancy entitlement (based on age and length of service – see table above).	X 1.5	= Redundancy Pay Due

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The following factors also apply:

- The maximum years of service that can be given is 20 years (the years which count are found by starting at the date of redundancy and working back).

- Redundancy Pay is not taxable, or subject to national insurance contributions, up to a limit of £30,000. Beyond that, any payments are taxable.

- Redundancy pay will not be paid until the end of the Notice Period.

Weekly pay is the average pay earned per week over the 12 weeks before the day the redundancy notice was served.

8. TIME OFF TO LOOK FOR WORK OR ATTEND TRAINING

Once employees have been given notice of redundancy, they will be given reasonable paid time off to look for another job or arrange training. As paid time off is given to attend interviews, managers may ask to see the employee's interview letter before they approve this.

9. HOW TO APPEAL AGAINST DISMISSAL DUE TO REDUNDANCY

If an employee has any concerns about the redundancy notice issued to them, they should contact the General Manager in writing within seven calendar days of receiving their notification of dismissal to detail their concerns. The General Manager will respond, in writing, within seven calendar days.

If necessary, the Authority will arrange a meeting to discuss an Appeal. The Appeal will be heard by the Clerk and the Authority's HR Advisor or their nominee, whose

decision on the matter will be final. The employee will be permitted to have a work colleague or a trade union representative to accompany them at the meeting.

9.1 If the Appeal is accepted

The employee will be offered their job back with the same employment contract as before they were selected for redundancy.

If they have finished their notice period, they can be put back on their previous employment contract, treated as having worked continuously from the commencement date of their original contract and be paid for the time they were not at work.

In this instance, redundancy pay will need to be repaid.

9.2 If the Appeal is rejected

If the appeal is rejected, the employee will receive their due redundancy notice and pay.

Appendix

ORGANISATIONAL CHANGE INVOLVING CHANGE TO EMPLOYMENT CONTRACTS

1. Some changes envisaged by management cannot be accommodated within existing contract flexibility. Such change could include restructuring of work which would result in changes to job descriptions, changing staffing structures, changing work locations, changes to elements of contractual remuneration such as contractual overtime, shift allowances, etc., proposals to outsource a service or part of a service and situations of potential redundancy.

2. Where it is proposed to make changes which will affect employees' contracts, this should be handled:

   a) through discussion directly with the employees affected, either individually or in team briefings, as appropriate; and

   b) in consultation with the recognised trade unions.

3. The broad principles and aims of the envisaged change should be discussed with the employees involved as early as possible. It is expected that early involvement of the employees and their representatives in consideration of such possibilities will ensure maximum influence in the formative stage, thereby reducing the potential conflict of subsequent stages in the process.

4. Consultation with employees/trade unions should continue as the detailed implementation of the change is being developed.

5. Where a proposed change cannot be accommodated within existing contracts of employment, but the proposals do not involve dismissal on the grounds of individual redundancy:

   (a) management will identify appropriate jobs in the revised structure for individual staff bearing in mind comparability of current job duties and grade as part of the consultative exercise. Where there is little change in job content and no change in grade, staff should be matched to jobs in the new structure.

   (b) where more than one person could be identified, competitive interviews will be held with assessment against selection criteria.

   (c) the manager will inform employees of the proposed change and the reasons for it and try to reach agreement with each employee on new contract terms

   (d) employees may be represented by a trade union representative or work colleague at meetings with management to this end

(e) reasonable time must be allowed for the employee to respond

(f) a target maximum period of 20 working days should be used for this phase

(g) where individual agreement is not forthcoming, management will decide whether to propose ending existing contracts of employment and offering new contracts. If such a proposal is made, management will consult the employee about the proposals, keep him/her informed of progress, and remain open to the employee's agreement on the new terms. Collective consultation with the recognised trades unions will also take place. Consideration of redeployment will apply in the same way that applies to redundancy proposals.