

West London Waste Authority

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18 January 2017

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West London Waste Authority

A meeting of the West London Waste Authority will be held in Gilbert and Sullivan Room, First Floor, Harrow Civic Centre, Station Road, Harrow, HA1 2XY on Friday 27 January 2017 at 11.00 am

MEMBERSHIP

Councillor Keith Burrows, London Borough of Hillingdon
Councillor Pamela Fleming, London Borough of Richmond
Councillor Graham Henson, London Borough of Harrow
Councillor Bassam Mahfouz, London Borough of Ealing (Chair)
Councillor Amritpal Mann, London Borough of Hounslow (Vice-Chair)
Councillor Eleanor Southwood, London Borough of Brent

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 pecuniary interest in any matter being discussed at the meeting they must declare the interest. They may not take part in any discussion or vote on a matter in which they have a pecuniary interest.

3. Minutes of the meeting held on 9 December 2016 **(Pages 3 - 6)**
4. Matters Arising from the Minutes
5. 2017/18 Budget **(Pages 7 - 34)**
6. Treasury Management **(Pages 35 - 38)**
7. Waste Prevention - Update on the Waste Prevention Action Plan for 2016/17 **(Pages 39 - 56)**
8. Urgent Business

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

9. Exclusion of the 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 3 of Part 1 of Schedule 12A of the Local Government Act 1972 is likely to be made known.

10. Contracts and Operations Update **(Pages 57 - 60)**

11. Budget Monitoring Report Period 8 (November) **(Pages 61 - 66)**

Recording and reporting on public meetings

Please note that members of public can choose to record or report in other ways, on this public meeting. If you wish to do so then please read the Authority's protocol which can be found [online](#). Copies of the protocol are also available at the meeting.

The Authority asks that you avoid recording members of the audience who are not participants at the meeting. The Authority will seek to facilitate this. However, anyone attending a public meeting does so in the knowledge that recording may take place and that they may be part of that record.

Hugh Peart
Clerk to the Authority

At a meeting of the West London Waste Authority held on Friday 9 December 2016 at 10.00 am at the Committee Room 5, Harrow Civic Centre.

Present:

Councillor Bassam Mahfouz (Chair)

Councillor Pamela Fleming and Councillor Graham Henson

Apologies for Absence

Councillor Keith Burrows, Councillor Amritpal Mann and Councillor Eleanor Southwood

26. Apologies for absence

Apologies for absence had been received from Councillors Keith Burrows, Amritpal Mann and Eleanor Southwood.

27. Declarations of interest

There were no declarations of interests.

28. Minutes of the meeting held on 23 September 2016

RESOLVED: That the minutes of the meeting held on 23 September 2016 be taken as read and signed as a correct record.

29. Matters Arising from the Minutes

Minute 21 – Waste Prevention Action Plan – A summary of the progress so far in 2016/17 and plans for the 2017/18 programme

In response to a Member's question in relation to the disposal of furniture, Keith Townsend, Chief Technical Adviser, reported that information had been forwarded to the relevant officer in each authority but that he could also forward this to Members.

30. 2017/18 Budget

Members received a report which set out the 2017/18 draft budget for consultation with the boroughs.

Jay Patel, Head of Finance, outlined the content of the report and advised that he did not expect the numbers reported to materially change. He outlined the content of the report and the key messages. He also advised that if the risks did not materialise the Authority would be in a good position to disburse the reserves.

A Member sought clarification in terms of depreciation and was advised that the prices had been received in November and that the lower priced valuer had been interviewed the previous day. It was intended that the valuation be taken before the end of February 2017.

It would not, however, be possible to restructure any of the borrowing cost as these were fixed rate loans with no exit clauses.

In response to a Member's question as to why there had been an increase in the cost of the disposal of soil, Ken Lawson, Contracts Manager, advised that this was due to a change of outlet. For this reason, it currently had to be assumed that soil would be sent to landfill. He also explained that the transport costs for organics and recycling were higher than for other waste due to the increased transport costs and the amount of organics/recyclables that that type of waste lorry could carry.

RESOLVED: That (1) the 2017/18 draft budget for consultation with constituent boroughs be approved;

(2) the indicative Pay As You Throw (PAYT) rates, as detailed in section 13 of the report, and the resulting PAYT levy of £47.0 million be noted;

(3) the Fixed Cost Levy (FCL) of £12.5 million, as detailed in section 14 of the report, be noted;

(4) the recommended trade waste prices, as detailed in section 15 of the report, be noted;

(5) the proposed capital budget of £0.3 million, as detailed in section 16 of the report, be noted;

(6) the proposed level of reserves of £5.6 million to act as a buffer for managing risks and avoiding supplementary levies, as detailed in section 17 of the report, be noted;

(7) the position on disbursement of reserves, as detailed in section 18 of the report, be noted.

31. Medium and Long Term Financial Plan

Members received a report which provided the medium and long term financial plan for the authority.

Jay Patel, Head of Finance outlined the content of the report and advised that the focus was on tonnage growth and that anything that could be done to mitigate this would assist.

In response to a Member's comment that all constituent authorities were struggling with recycling rates, Emma Beal, Managing Director, advised that more information would be available in the new year and that the purpose of the draft budget was to support constituent authorities achieve a 50% recycling rate by 2020. It was also important to keep residual waste growth low. She wished to ensure that each of the constituent authority's specific issues were considered and added that it would be necessary to consider the key performance indicators required.

Keith Townsend, Chief Technical Adviser, reported that, through the West London Alliance, the Authority had commissioned work in relation to collaborative opportunities to order to improve the co-ordination of the collection of waste. Whilst this work was at an early stage, this opportunity was to be welcomed. Emma Beal, Managing Director, added that the Joint Municipal Waste Strategy would be an important element of this work.

RESOLVED: That (1) the medium and long term financial position be noted;

(2) the sensitivity analysis and impact of waste growth and inflation be noted.

32. Exclusion of the Press and Public

RESOLVED: That in accordance with Part I of Schedule 12A to the Local Government Act 1972, the press and public be excluded from the meeting for the following items for the reasons set out below:

<u>Item</u>	<u>Title</u>	<u>Reason</u>
9.	Budget Monitoring Report Period 7	Information under paragraph 3 (contains information relating to the financial or business affairs of any particular person (including the authority holding that information)).
10.	Contracts and Operations Update	Information under paragraph 3 (contains information relating to the financial or business affairs of any particular person (including the authority holding that information)).

33. Budget Monitoring Report Period 7

Members received a confidential report of the Treasurer which provided an update on the financial position of the Authority, the key operational performance indicators (KPIs), delegated decisions, the annual audit letter from the Authority's external auditors and a recommendation about the appointment of new external auditors.

RESOLVED: That (1) the current financial position in 2016/17 to period 7 and Key Performance Indicators be noted;

(2) the financial decisions taken under the Scheme of Delegation to Officers be noted;

(3) the annual audit letter from Ernst and Young closing 2015/16 accounts work be noted;

(4) the use of Public Sector Audit Appointments (PSAA) to appoint future external auditors be approved.

34. Contracts and Operations Update

Members received a confidential report of the Managing Director and Chief Technical Adviser which provided an update on the Authority's various waste treatment arrangements.

RESOLVED: That the report be noted.

The meeting finished at 10.42 am.

The minute taker at this meeting was Alison Atherton.

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2017/18 Budget

SUMMARY

This report sets out the 2017/18 budget proposal

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Approve the 2017/18 budget
- 2) Approve the indicative Pay As You Throw (PAYT) rates in section 13 and resulting PAYT levy of £47.4 million
- 3) Approve the Fixed Cost Levy (FCL) of £12.5 million in section 14
- 4) Approve the recommended trade waste prices in section 15
- 5) Approve the proposed capital budget of £0.3 million in section 16
- 6) Approve the proposed level of reserves of £5.6 million to act as a buffer for managing risks and avoiding supplementary levies, in section 17
- 7) Approve the position on disbursement of reserves in section 18

1. Introduction

1.1 A draft budget was reported to the Authority in December. Since then tonnages have been finalised with boroughs and only a very limited number of other minor changes have been made. The proposed budget is substantially as reported in December.

2. Executive Summary

2.1 Last year's budget setting process reported the one off nature of savings in 2016/17, principally the benefit from much lower commissioning rates and the part year full service effect of the SERC on depreciation charges, financing and business rates.

2.2 As a result of the one off nature of savings boroughs were advised that this would mean that levies would rise again in 2017/18, to the levels seen in 2015/16 and to plan accordingly.

2.3 With no more one off savings the total 2017/18 levy is indeed higher than 2016/17, however the increase has been contained and is £0.5 million lower than 2015/16, significantly better than originally expected.

2.4 The total expenditure for 2017/18 is budgeted to be £61.7 million, an increase of £3.9 million from the 2016/17 budget of £57.8 million but lower than the £62.0 million total for 2015/16.

2.5 Significantly, for the first time the Authority can say that for the year 2017/18 once full service has commenced at the SERC almost all of the Authority's residual waste will not go to landfill but will be converted to energy – achieving a key strategic aim of the joint waste management strategy.

3. Expenditure and Income

3.1 The table below sets out the 2017/18 budget and the movement from the 2016/17 budget. The latest 2016/17 forecast is also included to provide context and illustrate the current level of activity. The budget headings are per the standard CIPFA classifications and per our usual format for regular budget monitoring reports.

	2015-16 budget £'000	2016-17 budget £'000	2016-17 forecast £'000	2017-18 budget £'000	Changes in budgets £'000
Costs					
Waste Transfer and Disposal	56,726	38,285	43,898	37,193	-1,092
Contingency	0	2,000	2,000	0	-2,000
Financing Cost	0	5,967	2,649	9,032	3,065
Depreciation	409	5,327	2,225	8,227	2,900
Premises	2,369	3,890	3,209	4,288	398
Employees	1,548	1,581	1,638	1,653	72
Supplies and Services	921	732	815	1,317	585
Total costs	61,973	57,782	56,434	61,710	3,928

Income					
PAYT levy income	49,066	45,718	45,240	47,360	1,642
FC Levy income	11,279	10,381	10,381	12,520	2,139
Total Levies	60,345	56,099	55,621	59,880	3,781
Other Income	1,628	1,683	2,391	1,830	147
Total income	61,973	57,782	58,012	61,710	3,928

Total (-surplus)/deficit	0	0	-1,578	0	0
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Commentary on this budget follows.

4. Completion of SERC and full service commencement of the WLRWS contract

4.1 The completion of the SERC and commencement of full service under the WLRWS contract result in a variety of implications for individual budgets headings. So it is useful to consider these before other budgets.

4.2 Firstly, the Authority will commence paying its principal contractor at a price agreed within the contract. This new price will be lower than the prices paid to principal contractors in previous years. The Waste Transport and Disposal (WTD) budget will therefore be reduced compared to those years.

4.3 Off-setting the reduced WTD, the Authority will start to see new expenditure resulting from its new asset the SERC. This includes business rates, depreciation charges and financing costs of loans from boroughs funding the construction. The Premises, Depreciation and

Financing budgets will therefore be higher. 2017/18 will see the full year impact of these costs compared to 8 months of costs in 2016/17.

4.4 Finally, the contract for waste disposal at the SERC is classified as a public private partnership (PPP) arrangement which means the new price will be subject to concession accounting rules. The contract is effectively a means of financing the construction of an asset with financing costs embedded within the price for waste disposal. The accounting rules require that this is separated out and treated as a financing cost in the accounts. This will further reduce the WTD budget and increase the Financing budget.

4.5 The table below shows overall impact on different budget headings of the SERC and full service commencement – a complete picture of the PPP implications in 2017/18.

Item	Implications	£'000	Notes
1	WTD cost	27,829	From WLRWS contract
2	WTD – concession accounting adjustment transferring out embedded interest to Financing	-3,973	Per accounting regulations. With item 7, net nil effect
3	WTD – concession accounting adjustment transferring out embedded debt repayment to balance sheet liability for debt	-3,449	Per accounting regulations
4	Premises – SERC business rates	1,542	Per October 2016 rating estimate
5	Depreciation – SERC depreciation	8,073	Per estimated construction costs of the SERC
6	Financing – loan interest	5,109	Per loan agreement / repayment schedules
7	Financing – concession accounting adjustment transferring in embedded interest from WTD	3,973	Per accounting regulations. With item 2, net nil effect
	Budgeted SERC/WLRWS expenditure for 2017/18	39,104	

4.6 This is comparable to the 2015/16 budgeted expenditure of £38.7 million (with inflation £39.7 million) affirming the message from the last budget setting where reports indicated costs/levies would rise back to 2015/16 levels.

4.7 It is important to note that the business rates and depreciation will only be finalised following valuations in 2017. The rates will be determined by the governments Valuation Office. The depreciation will be based on the valuation of the SERC by independent valuers appointed by the Authority. This means there is some uncertainty/risk around the estimates used in setting these specific 2017/18 budgets which will have to be borne through reserves (section 17).

5. Waste Transport & Disposal (WTD)

5.1 The WTD budget accounts for the majority of the Authority's budgeted costs. The 2017/18 tonnage forecasts from boroughs have been compared to forecasts from Authority managers'. The forecasts form the basis for the calculation of the 2017/18 budget together with contract pricing information.

5.2 The 2017/18 WTD budget is £37.2 million, a reduction of £1.1 million, resulting primarily from the move to full service pricing increase £814,000 off set by the application of concession accounting rules, explained in section 4.

5.3 Most contracts require annual pricing adjustments based on the movement in the RPIX (retail price index excluding mortgages). The assumption for RPIX for 2017/18 is 2.0%. This is based on the HM Treasury forecast for the Consumer Price Index, CPI which historically has rates very similar to the RPIX.

5.4 The WTD budget includes the cost of treatment, disposal and transport of waste and is made up of the following materials:

Material	2015/16 Total Tonnes	2016/17 Total Tonnes	2017/18 PAYT Tonnes	2017/18 FCL Tonnes	2017/18 Total Tonnes	Change
Residual	410,748	406,919	366,417	42,807	412,224	5,305
Mixed organic	48,672	16,000	16,000	0	16,000	0
Green	43,536	60,151	29,786	22,009	51,795	-8,356
Wood	19,471	21,052	2,372	18,925	21,297	245
Kitchen	10,730	22,850	28,075	0	28,075	5,225
Other	13,020	14,603	2,191	11,470	13,661	-942
Budget 2015/16	546,177	541,575	444,841	95,211	543,052	1,477

In total terms, the tonnage expectations are broadly similar to the current year's budget.

6. Financing

6.1 The programme of spending on the SERC plant will be completed in 2016/17 and no further capital contributions will be required in 2017/18. Therefore no new borrowing is planned for 2017/18.

6.2 The Authority will have fully drawn down funds in 2016/17 from the loan agreements it has in place with 4 boroughs for this project with all interest to the start of full service commencement being rolled into the loan debt. The loans are at arm's length and from a borrowing perspective the boroughs are like any other lender with the loan agreements specifying the relationship with the Authority and including a rate of interest of 7.604%.

6.3 The 2017/18 budget reflects a full year of financing costs for the total debt compared to 8 months in 2016/17. In 2017/18 the 4 lending boroughs will receive loan interest (£5.1 million) and loan repayments (£1.0 million) and this will continue over the loan period of 25 years.

6.4 As highlighted in section 4, the contract for waste disposal at the SERC is a PPP (public private partnership) arrangement and subject to concession accounting requirements. This requires that financing costs are separated out from the price paid to the contractor for waste disposal.

6.5 Concession accounting requirements include prescribed rules for calculating the financing costs. This effectively reclassifies £3.9 million of the WTD spend as financing costs and £3.4 million as debt repayment.

6.6 The total financing costs for 2017/18 will be £9.0 million, the sum of interest payable (£5.1 million) and the concession accounting adjustment for financing (£3.9 million).

6.7 In 2017/18 the loan debt and PPP liability will be reduced by £4.4 million (£1.0 loan and £3.4 million debt repayment).

7. Depreciation

7.1 The budget for 2017/18 of £8.2 million is £2.9 million higher than in 2016/17. This reflects a full year of depreciation compared to 8 months in 2016/17.

7.2 It should be noted that for depreciation calculations, the SERC has to be separated out into its main components and each key component has to be depreciated over its own expected life. The depreciation calculation has been refined to include an allowance for shorter lifetimes of some components which results in a higher charge.

7.3 However, there is some risk to this budget estimate because the final depreciation will only be determined on completion of the SERC – when in accordance with accounting rules, the Authority is required to seek an independent professional valuation to determine these values. The depreciation for 2017/18 will be charged on the basis of this actual valuation.

7.4 Depreciation for the remaining assets have been calculated using the closing 2015/16 accounts and subsequent change in the asset registers.

8. Premises

8.1 The budget for 2017/18 of £4.3 million is £0.4 million more than in 2016/17. The main reason for this is that a full years business rates will become payable for SERC. The SERC rates are based on the latest (October) valuation estimate from the contractor's valuation consultant.

8.2 However the final rateable value will only be determined later in 2017 by the government's valuation office (VO) and the risk of any difference in the business rates will need to be borne by reserves.

9. Employees

9.1 The 2017/18 budget of £1.7 million is £0.1 million higher than the 2016/17 level.

9.2 Savings from the restructuring (£0.1 million) have been offset by pension contribution increases (£0.1 million) resulting from the triennial pension valuation. Pay inflation of 1%, contractual increments and a minor increase in staff numbers account for the remainder of the growth (£0.1 million).

9.3 The main growth in establishment brings together the delivery of a wide variety of communications to support both the waste minimisation plan and the delivery of the new corporate communications strategy, areas of increasing workloads better delivered through a dedicated role.

9.4 The establishment showing full time equivalents (FTE) is summarised in the table below:

Staffing	2015/16 FTE	2016/17 FTE	2017/18 FTE	Posts
Managing Director	0.8	1.0	1.0	Managing Director
Contract Management	3.8	2.5	2.6	Contract Manager, Technical Assistant, Information Officer
Finance & Administration	4.0	3.6	3.6	Head of Finance, Senior Accountant, Finance Officer, Finance Assistant (PT)
Twyford Transfer Station & HRRC	18.0	18.0	18.0	Operations Manager, 2 Supervisors, 2 Weighbridge Clerks, 7 Drivers, 6 Operatives
Waste Minimisation	3.3	4.5	5.1	Waste Minimisation Manager, Senior Waste Minimisation Officer, Waste Minimisation Officer, 2 Events Assistants (PT), Communications Officer (PT)
Total	29.9	29.6	30.3	Rise of 0.7 FTE

10. Supplies & Services

- 10.1 The 2017/18 budget for supplies & services is £1.3 million, £0.6 million higher than the 2016/17 level.
- 10.2 The expiry costs on an old lease of £300,000 for machinery plus advice/planning services to investigate and develop strategic infrastructure (materials recycling facility and anaerobic digestion plant) of £131,000 and the first year of two of a food waste recycling project identified with boroughs of £144,000 account for the growth.
- 10.3 The most cost effective way to deliver the infrastructure and food projects will become clearer as these projects develop and this may include use of these budgets for staffing (i.e. through virement of some of this budget to the staffing budget).

11. Growth and Savings

- 11.1 The majority of Authority spending is committed under long terms contracts (WLRWS/SERC) or agreements (loans) or governed by accounting requirements (depreciation). Most of the growth items are a result of these leaving less opportunity for savings.
- 11.2 However, as part of the budget setting process at an operational level, a variety of measures have ensured a focus on savings across areas where managers are able to exercise some control. This included budget managers reporting their 2017/18 plans and proposed savings to a budget challenge session with the Chair and Chief Officers.
- 11.3 The tables below identify the growth and savings included within the 2017/18 draft budget and separate out real growth and savings from other movements between 2016/17 and 2017/18 budgets.

11.4 Summary table:

	£000's
Growth	7,934
Savings	(935)
Other movements	(3,217)
	3,782

11.5 Growth table:

Area	Explanation	Growth
Waste Transport and Disposal	Increase in residual waste tonnage (£602,000), move to full service pricing under WLRWS (£814,000), other residual annual price uplift (£169,000), transport pricing uplift (£126,000) and other annual contractual uplifts across a range of waste streams (£116,000)	£1,827,000
Financing	Growth reflecting full year financing costs in 17/18 compared to 8 months in 16/17	£1,765,000
Depreciation	Growth reflecting full year depreciation costs in 17/18 compared to 8 months in 16/17	£3,140,000
Premises	Growth reflecting full year SERC rates costs in 17/18 compared to 8 months in 16/17 (£387,000), rent increases for transfer stations (£17,000), rise in security costs at Twyford (£7,000) and other minor costs increases (£7,000)	£418,000
Employees	Rise in staffing costs resulting from increased pension contributions (£72,000) salary inflation and increments (£24,000) and new post/job evaluations (£43,000)	£139,000
Supplies and Services	One off lease expiry costs (£300,000), strategic infrastructure options (£131,000), food waste projects (£144,000), rise in insurance premiums (£15,000) other minor growth items (£55,000)	£645,000
		£7,934,000

11.6 Savings table:

Area	Explanation	Saving
Waste Transport and Disposal	Reduction in tonnages for carpets (£66,000), green waste (£291,000) and other small changes in waste tonnages and rates (£44,000).	(£401,000)
Depreciation	Reduction in capital charges resulting from already fully depreciated assets at the end of the year	(£240,000)
Premises	Unspent 16/17 budget for material stripped out	(£20,000)

Employees	Savings resulting from restructuring of Contracts and Management Team	(£67,000)
Supplies and Services	Reduced lease costs (£29,000), advertising costs stripped out (£17,000), unspent consultancy budget stripped out (£7,000) and other minor savings (£7,000)	(£60,000)
Other Income	Increase in trade waste and other income (£147,000)	(£147,000)
		(£935,000)

11.7 Other movements table:

Area	Explanation	Increase / (Decrease)
Waste Transport and Disposal	Concession accounting adjustment moving out embedded financing and debt repayment costs	(£2,517,000)
Contingency	Stripping out one off contingency from previous year	(£2,000,000)
Financing	Concession accounting adjustment bringing in embedded financing costs	£1,300,000
		(£3,217,000)

12. PAYT / FCL split

12.1 PAYT costs relate primarily to waste that boroughs collect and deliver to transfer stations and FCL costs are those which relate to waste from HRRC sites and the Authority's running expenses.

12.2 Where directly attributable, costs are allocated to the PAYT or FCL as appropriate. Where costs are applicable across both PAYT and FCL (e.g. SERC depreciation relates to both HRRC residual waste and borough collected residual waste) these are apportioned based on the relative WTD tonnages in PAYT and FCL. In 2016/17 these were all allocated to PAYT. This means there will be a small switch back of costs to FCL in 2017/18. The breakdown of the budget between PAYT and FCL activities is as follows:

PAYT	2015/16 £'000	2016/17 £'000	2017/18 £'000	Change £'000
Waste Transport and Disposal	49,066	31,568	31,146	-422
Premises (SERC)	0	1,200	1,337	137

Depreciation (SERC)	0	4,933	7,001	2,068
Financing (SERC/WLRWS)	0	6,017	7,876	1,859
Contingency	0	2,000	0	-2,000
PAYT Levy	-49,066	-45,718	-47,360	-1,642
Total	0	0	0	0

FCL	2015/16 £'000	2016/17 £'000	2017/18 £'000	Change £'000
Waste Transport and Disposal	7,660	6,717	6,046	-671
Employee	1,548	1,581	1,653	72
Premises	2,369	2,690	2,951	261
Supplies and Services	921	732	1,317	585
Depreciation	409	394	1,226	832
Financing	0	-50	1,157	1,207
Non Levy Income	-1,628	-1,683	-1,830	-147
FCL Levy	-11,279	-10,381	-12,520	-2,139
Total	0	0	0	0

13. PAYT Levy Income

13.1 The PAYT charge to boroughs relates primarily to the waste that boroughs deliver to transfer stations and is to cover the cost to the Authority for disposing of that waste. The table below shows the proposed PAYT rates:

Material	2015/16 £ per tonne	2016/17 £ per tonne	2017/18 £ per tonne
Residual waste (delivered)	120.20	115.43	119.64
Food	25.95	29.40	25.45
Green	32.43	33.41	32.93
Mixed food and green	56.34	59.63	58.75
Wood	62.04	49.80	50.70
Rubble	26.86	27.47	30.21
Soil	25.63	25.63	111.10
Gypsum	97.44	103.00	97.00
Carpets	97.38	90.00	94.50
Mattresses (per mattress)	4.50	4.25	4.35

13.2 These rates represent the average cost to the Authority for the disposal of materials. They reflect the blended price paid to a number of contractors and for residual waste also the costs of the SERC.

13.3 It should be noted that the 2017/18 residual waste rate of £119.64 per tonne is lower than the 2015/16 rate of £120.18 per tonne.

13.4 These rates will be applied to the 2017/18 tonnage forecasts from boroughs and result in a monthly charge to them. Each quarter end a reconciliation exercise will take place to adjust for the actual amount of waste that each borough delivers, so boroughs only pay for waste actually disposed.

13.5 In addition to this, the Authority manages non-household waste from HRRC sites and incurs transport costs. On a similar basis the average transport charges for 2017/18 are proposed at:

Material	2015/16 £ per tonne	2016/17 £ per tonne	2017/18 £ per tonne
Residual (collected)	10.99	8.69	8.89
Organic (collected)	15.76	15.82	15.22
Other recyclables (collected)	16.15	16.41	14.91

13.6 Using the tonnage forecasts from boroughs, the PAYT charges for 2017/18 are as follows:

Borough	2015/16 PAYT charge £'000	2016/17 PAYT charge £'000	2017/18 PAYT charge £'000	Growth £'000	% Growth
Brent	8,637	8,133	8,922	789	9.7%
Ealing	11,281	10,458	10,627	169	1.6%
Harrow	6,673	5,858	5,946	88	1.5%
Hillingdon	8,645	8,495	8,480	-15	-0.1%
Hounslow	8,001	7,243	7,533	290	4.0%
Richmond	5,829	5,531	5,852	321	5.8%
Total	49,066	45,718	47,360	1,642	3.6%

13.7 It is worth noting that the above levies use borough forecasts for the volumes of waste, including those from service changes.

14. FCL Income

14.1 The FCL charge primarily relates to the cost of managing the treatment and disposal of household waste delivered to HRRC sites. It also includes the Authority's administration and nets off other income. The charge is set to recover all FCL costs and will be apportioned using the 2017/18 Council Tax base per the CTB (October 2016) returns provided by the boroughs.

14.2 The FCL charge for 2017/18 is £12.5 million which is an increase of £2.1 million from the 2016/17 level of £10.4 million. As identified in paragraph 12.2 some SERC costs are attributable to both PAYT and FCL activities and have been apportioned on the basis of PAYT and FCL tonnages. This has seen a small switch from PAYT to FCL.

14.3 Using the 2017/18 Council Tax base, the FCL charge is as follows:

Borough	2015/16 FCL charge	2016/17 FCL charge	2017/18 Council Tax base	2017/18 FCL charge £'000	Growth £'000	% Growth
Brent	1,786	1,695	92,151	2,053	358	21.1%
Ealing	2,256	2,118	113,718	2,533	415	19.6%
Harrow	1,721	1,566	85,059	1,895	329	21.0%
Hillingdon	1,967	1,780	97,198	2,165	385	21.6%
Hounslow	1,699	1,557	84,987	1,893	336	21.6%
Richmond	1,849	1,665	88,958	1,981	316	19.0%
Total	11,278	10,381	562,071	12,520	2,139	20.6%

14.4 It should be noted that overall levies (taking both PAYT and FCL together) are down from 2015/16.

15. Other Income

15.1 The 2017/18 budget is £1.8 million compared to £1.6 million in 2016/17, a small improvement of £0.2 million. The main components of other income are £1.2 million trade/DIY income and £0.4 million agency income for the Brent HRRC.

15.2 The proposed main trade/DIY charges per tonne are provided below:

Type of waste	2015/16 £	2016/17 £	2017/18 £
Trade waste residual	195.00	195.00	195.00
Trade waste recycling	97.50	97.50	97.50
Asbestos (Households only)	272.00	272.00	272.00
Mattresses (per mattress)	12.26	12.26	12.26
Wood	195.00	195.00	195.00
Bulky items	218.00	218.00	218.00

15.3 The Authority's trade waste charges are broadly in line with published rates for borough waste sites therefore no increase is planned for 2017/18.

16. Capital

16.1 The capital requirements for 2017/18 are detailed below:

Capital requirements	Details	2016/17 £'000
High loading shovel	To replace old equipment to be returned on the expiry of lease term and used for handling large volumes of waste	240
Contract management software	To support the management of major contracts and capture key contract information / performance	30
Total		270

16.2 It should be noted that the 2016/17 capital budget for Twyford improvements of £750,000 is to be carried forward as work is in progress and most of the costs will slip into 2017/18. The 2016/17 capital budget (£1.1 million) for the Victoria Road green waste bulking facility is also being carried forward and works will progress following resolution of HS2 land take negotiations. No other capital budgets are being carried forward.

17 Reserves

17.1 Reserves represent an organisations net worth. They provide a buffer for an organisation to manage risks, for example the fluctuations in the level of activity or costs – these variances in costs lead to surpluses and deficits being absorbed within reserves. On this basis, the Authority’s approach to reserves has been to build up sufficient reserves to act as a buffer against risk.

17.2 The added benefit of reserves is that they can be used to stabilise pricing by removing the need for “in year” price reviews. For boroughs and indeed the Authority, this pricing stability / predictability facilitates better planning and budgetary control.

17.3 As known risks facing an Authority are identified in the risk register, this provides a useful basis for determining a suitable level of reserves for managing risk. The specific risks (including risk register reference) and potential costs and likelihood that could be associated with them are as follow:

Risk (per Risk Register)	Risk Description	Likelihood	Financial Risk (£'000)
Waste treatment and disposal contracts (P3)	From time to time, a new market will emerge for recycling of specific waste streams (as opposed to landfill) e.g. carpets. The Authority tests and uses these markets cautiously, however these new markets carry a risk of both market and supplier failure. Should this arise there will be additional costs in making new arrangements to redirect and dispose of waste.	High	£300 (based on 2014/15 experience with mattresses)
Business continuity planning (P8)	Whilst the contractor bears most of the risk in the event of the loss of a transfer station, in major events like this there is a possibility of unforeseen additional costs in implementing and operating alternative arrangements. Therefore it would be prudent to set aside something for these uncertainties.	Medium	£500 (notional)
Financial management (E3)	The budget is based on assumptions of indexation/ inflation, particularly in relation to contracts. There is a risk of higher costs due to higher than anticipated indexation/inflation	Medium	£500 (representing approx. 1% higher indexation)
Financial management (E3)	The budget for SERC depreciation is based on the total construction cost. However for accounting purposes independent valuations will be required before March 2017 which is likely to be	High	£1,500 (for extra depreciation based on a 20% higher

	different to the cost and will determine the actual depreciation charge for 2017/18.		valuation)
Financial management (E3)	The budget for SERC business rates are based on latest (October) estimates from Suez's valuers. The final valuation will however be determined by the valuation office and may be significantly different.	Medium	£400 (per significantly higher rateable valuation of Lakeside)
Financial management (E3)	With a large number of competitors ready to receive waste, there is a risk that price competition could lead to a reduction in planned trade and DIY income	Medium	£200 (representing 15% of other income)
Financial management and control of WLRWS contract (E6)	From time to time costs will arise from contracts that are unpredictable. The largest risk is likely to be in relation to the largest contract.	Medium	£700 (per contract dispute 2014/15)
Financial management and control of WLRWS contract (E6)	It is prudent to set aside reserves to mitigate the risks facing the operation of a large scale EfW plant costing £180 million. Although most of the risk is borne by the developer, it is possible that the Authority could also face unforeseen costs. In a contract of this scale there are many contract clauses and there will be areas open to interpretation	Medium	£900 (representing 0.5% of construction cost)
Changes to waste flows (S1)	Borough changes in waste collection services and changing social / demographics can have a significant impact and increase waste flows to HRRC sites. As these form part of the fixed cost levy there is a risk of extra costs that will need to be borne by the Authority	Medium	£600 (representing a 10% growth in HRRC waste)
Total			£5,600

17.4 The growth from last year's £4.2 million reserve position is the inclusion of new valuation risks around depreciation (£1.5 million) and business rates (£0.4 million) partly offset by reductions across the other risk positions

17.5 Ultimately, the level of reserves is a judgment based on the nature of risk facing an organisation and its risk appetite. On the basis of the risks identified above and appreciating that there are unknown risks which could materialise, £5.6 million represents a prudent and not overly cautious level of reserves.

18 Disbursement of Reserves

18.1 The forecast reserve position for the year ending 31 March 2017 is provided on the following page:

	£000s
Reserves 31 March 2016 per approved accounts	7,150
Forecast over-recovery for 2016/17 per period 7 budget monitoring report	1,578
Forecast reserve position for 31 March 2017	8,728

18.2 Provided that no risks materialise and something close to the forecast reserve position is achieved for 2016/17, the Authority will be in a good position to disburse reserve in 2017/18.

18.3 The Authority may therefore aim to provide a one off levy rebate to boroughs apportioned on the basis of 2017/18 budgeted tonnages. It is important to note that a decision will only be made once the outcome of key events and risks are known. On this basis, there are three key points to note around valuations that could impact the forecast over-recovery for 2016/17 and any decision regarding disbursing reserves.

18.4 Firstly, the LPFA's triennial pension valuation currently underway could result in an increase in the deficit resulting in a charge to the 2015/16 accounts and reduction in level of reserves.

18.5 Secondly, if in the very unlikely event the SERC is valued at less than the construction cost, this will result in a charge to 2016/17 and will reduce the level of reserves available.

18.6 Thirdly, if the SERC valuation is higher than the construction cost, these artificial gains will be accounted for as a surplus and will add to the reserves. However, it is not appropriate to disburse artificial gains and these should be excluded from any decisions regarding disbursement.

19 Medium and Long Term Financial Plan

19.1 The plan reported to the December Authority has been updated to include the minor changes reflected in this final 2017/18 budget proposal.

19.2 The key messages from the plan remain unchanged:

- The effects of pricing inflation are significantly dampened as a result of the WLRWS PPP contract
- The Authority will be debt free at the end of the plan
- Healthy cash balances will mitigate any liquidity risks

19.3 The key updated charts from the plan are provided in Appendix 1.

20 Borough Responses to Budget Consultation

20.1 The borough responses to the 2017/18 budget proposals can be found in Appendix 2. The two common themes (i.e. raised by 3 or more boroughs) are detailed below:

20.2 Disbursement of reserves – the main message drawn from the various comments about reserves is that they should be disbursed to Boroughs on a timely basis with the earliest possible notification. On this basis Management will liaise with boroughs at the earliest

opportunity with the aim of making appropriate recommendations to the June meeting of the Authority.

20.3 Financial challenges facing boroughs – in this theme, boroughs are looking to the Authority to help meet the challenge by focussing on reducing costs and income growth. This is something the Authority continually focusses on both strategically and operationally. Since 2013/14 the Authority’s establishment has reduced to a third of its original size and levies are only 2% higher. The 2017/18 budget includes projects which will continue the strategic approach and from an operational perspective every detailed line of the budget will continue to be reviewed to strip out unnecessary costs and deliver further savings.

21 Legal Implications

21.1 The financial position and performance are provided in the report.

21.2 It is a statutory requirement for the Authority to set a balanced budget (Local Government Finance Act 1992) and to set the levy for constituent boroughs by 15 February (Joint Waste Disposal Authorities (Levies) Regulations 2006).

22 Impact on Joint Waste Management Strategy

22.1 The proposed Annual Budget has been set out in this report to demonstrate that the Authority is supporting the boroughs to deliver improved value for money to its residents in line with Policy 7 and demonstrates partnership working as set out in policy 8.

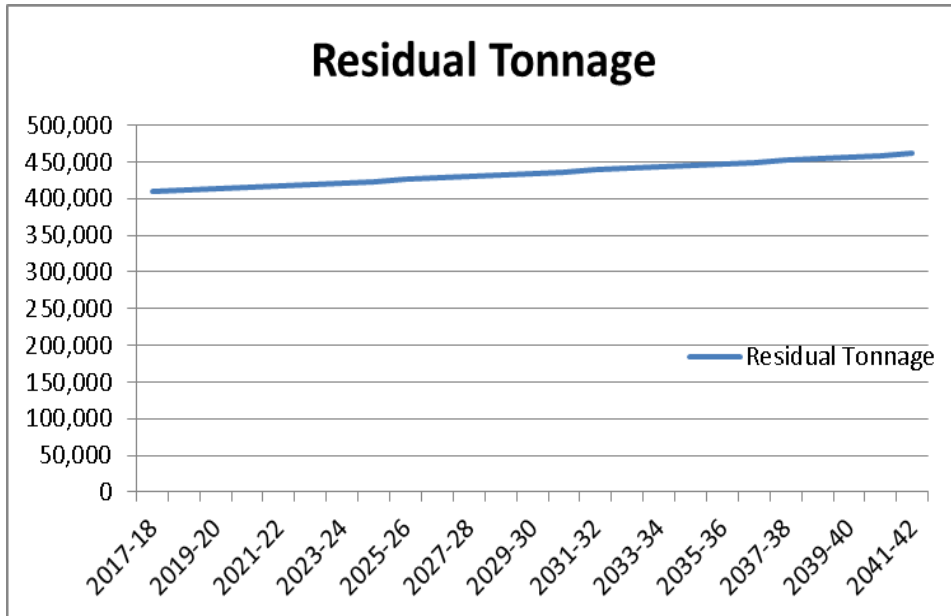
22.2 Policy 7: The West London Waste Authority and constituent Boroughs will seek to provide waste management services that offer good value, that provide customer satisfaction and that meet and exceed legislative requirements.

22.3 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.

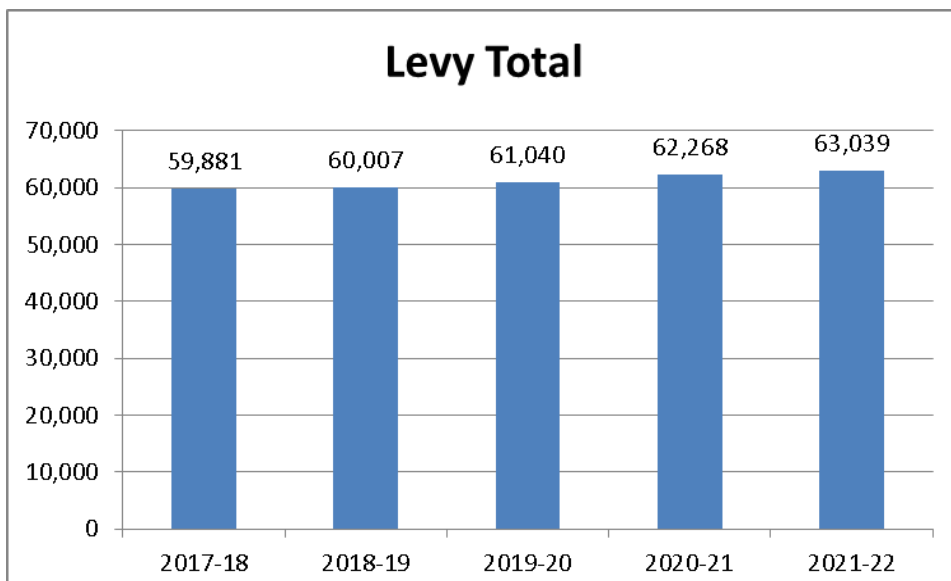
Contact Officers	Jay Patel, Head of Finance	020 8825 9524
	jaypatel@westlondonwaste.gov.uk	
	Ian O'Donnell, Treasurer	020 8825 5269
	Odonnelli@ealing.gov.uk	

Appendix 1: Updated Medium Term Financial Plan Charts

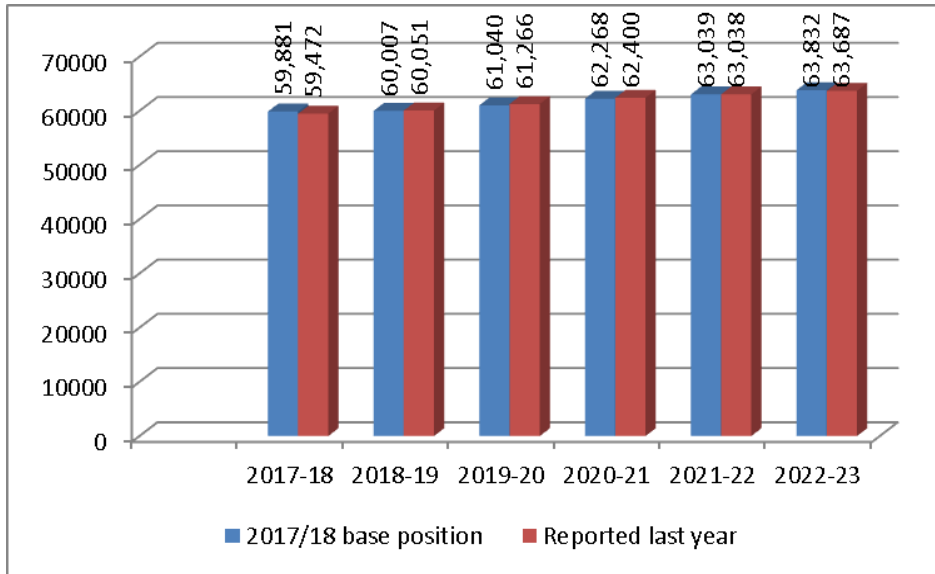
The plan assumes 2.0% pricing inflation and an annual 0.5% growth in residual tonnage which is illustrated below:



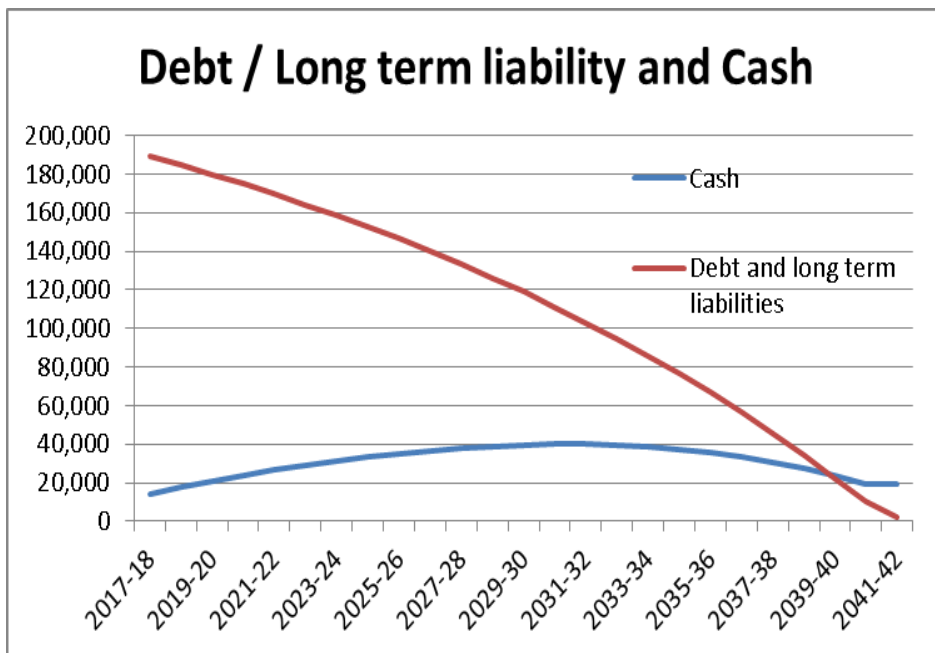
The chart below shows the resulting growth in levies dampened by the favourable WLRWS pricing mechanism:



The chart below shows that the projections are consistent with the message reported last year:



The Authority will be debt free at the end of the WLRWS contract and will hold healthy cash balances to manage liquidity risk as illustrated in the chart below:



Appendix 2: Borough Consultation Responses



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EMAIL CONRAD.HALL@BRENT.GOV.UK

Ian O'Donnell- Treasurer
West London Waste Authority
Civic Centre
Lampton Road
Hounslow
TW3 4DN

6th January 2017

Dear Ian,

Re: Response on the Consultation regarding the WLWA Budget and Levy for 2017/18.

Brent Council welcomes the opportunity to respond to the WLWA on its draft budget proposals for 2017/18.

We recognise that previous predictions highlighted that levies would rise in 2017/18 compared to 2016/17 as a result of one off savings arising in that year from the lower commissioning rates. It is also acknowledged that last year's cost for depreciation, business rates and financing was lower than 2017/18 due to the part year service effect of the SERC contract.

We accept that the overall increases cost for 2017/18 has been contained and is £0.8 million lower than 2015/16. It is noted that the staffing budget is £0.1m higher than 2016/17 due to the 1% pay award and minor increases in staff numbers.

Brent Council welcomes the reduction in WTD cost of approx. £1.4m and noted this is being used to offset increased cost for new expenditure linked to the SERC contract such as business rates, financing cost and depreciation.

It is also noted that there is still some risk/uncertainty on the actual costs of business rates and depreciation at this stage and any additional costs after valuation will be funded through reserves.

However, we would appreciate if you could provide greater clarity on the Disbursement of Reserve position in 2017/18 so that this can be taken into account in the overall assessment of Brent's financial position in regard to the WLWA levies.

In conclusion, Brent Council, subject to the query around reserves above, is broadly supportive of the budget proposal.

Yours Sincerely,

A handwritten signature in black ink that reads "Conrad Hall". The signature is written in a cursive style with a large initial 'C'.

Conrad Hall
Chief Financial Officer



www.ealing.gov.uk

Date: 16 January 2017

Ian O'Donnell
Treasurer
West London Waste Authority
c/o Ealing Council, Perceval House
London W5 2HL

Ealing Council
Perceval House
14-16 Uxbridge Road
Ealing
London W5 2HL
Tel: 020 8825 6110

Dear Ian,

Response to West London Waste Authority (WLWA) draft 2017/18 Budget consultation paper

Thank you for your report dated 09 December 2016 which sought our comments on the 2017/18 budget proposal.

We welcome the achievement of almost complete diversion of residual waste from landfill to energy conversion for 2017/18. We also welcome the lower prices payable to principal contractors under the new WLRWS contract. We find it encouraging that the main planks of the Authority's strategy are being accomplished. Whilst we acknowledge that the proposed Waste Transport and Disposal (WTD) budget is marginally lower than 2015/16 budget levels and that there are some increased finance and depreciation costs related to the Severnside Energy Recovery Centre (SERC), we would expect to see cost benefits arising from the strategy of waste minimisation and diversion reflected in budgets for future years. We would also like to have a clearer view of how income benefits from energy conversion will be measured and how these are likely to impact future budgets.

As a general point, please note that visibility of financial plans beyond one year is essential to Ealing Council's medium term financial planning. Our budget processes require that we produce medium term financial plans that cover three years. As such, we consider it reasonable to expect a medium term financial plan from the Authority covering a similar timeframe. This should also help explain the planned medium term financial benefits of the Authority's strategy.

We also have the following comments and views:

1. **Employee costs:** We acknowledge the Authority's reasons for the growth in establishment. However, we request that the Authority demonstrate the cost benefit of this investment, for example savings achieved as a result of waste minimisation efforts.

2. **Supplies and Services:** Please clarify whether the increase of £0.6 million is a permanent increase. Is all or part of the cost relating to advisory and planning services to investigate and develop strategic infrastructure one-off, as it is reasonable to expect such activity to have an end date? Are we likely to see this element of the budget reduce significantly in future years? We would like the Authority to ensure that this does not unintentionally result in a permanent establishment increase. Also, we presume the £300,000 expiry cost of an old lease is one-off?
3. **Residual Waste Tonnage:** Residual waste represents a key driver of costs and the trajectory of tonnages assumed in the budget proposal is upwards. This seems to be at odds with the Authority's waste minimisation drive (and the FTE increase to promote waste minimisation). What are the reasons for the proposed growth in residual waste? Could it be connected to the expected increase in trade waste income? If so, why is the expected increase in trade waste and other income (£147,000 from 11.6 Savings table) less than the increased cost related to residual waste tonnage (£276,000 from 11.5 Growth table)? We would expect trading activity to be profitable or at worst to break even.
4. **Reserves Level:** We note and accept the Authority's assurance that £5.6 million represents adequate cover for the financial risks that the Authority has identified. We note however that the forecast level of reserves at 31 March 2017 is £8.221 million. We would welcome prudent and reasonable reserve disbursements during 2017/18, and would appreciate confirmation of the likely amount and timing as soon as possible.
5. **Ealing Council Tax base:** Please note that the 2017/18 Council Tax base for Ealing is 111,132, which is less than the estimate used in the FCL levy calculation.

Subject to the comments above, Ealing Council is broadly supportive of this proposed budget.

Yours Sincerely



Ross Brown
Director of Finance (Deputy s.151 officer)
Corporate Resources

Resources Directorate, Finance Division
Dawn Calvert, Director of Finance

Ian O'Donnell
Treasurer
West London Waste Authority
c/o Ealing Council
Perceval House
London W5 2HL

4th January 2017

Dear Ian

Thank you for your letter of 9th December 2016, which sought the views of constituent boroughs on the 2017/18 draft budget.

Firstly it is encouraging news that the full service at the new energy from waste plant has now commenced. This will give us some level of certainty over longer term costs on residual waste disposal. Whilst Harrow has delivered various measures to minimise the growth of residual waste tonnages, the pricing inflation over time of the disposal contract will inevitably create a budget pressure for the Council. Given the extent of financial challenges facing all boroughs, I'd like to see a strategic approach by the Authority to reducing the overall net costs. I note, in the 17/18 budget, that there is £131k allocated for investigative work on the development of MRF and anaerobic digestion plant. Any future income/commercial opportunity via these infrastructures will represent an innovative way of delivering savings for the boroughs.

I note that the budget for Other Income is circa 20% less than 16/17 forecast. With full service operating at the energy from waste plant, I expect that there will be additional income from power generation and potentially processing of third party waste. It was suggested in last year's budget report that some early modelling indicated that this could be in excess of £1m. However I cannot see this being reflected in 17/18 budget.

In terms of the Authority's operational costs, there has been growth in Waste Minimisation team over 3 years. 17/18 also sees an additional budget of £144k allocated to food waste recycling projects. Whilst I agree that more resources should be deployed on recycling work to help achieve recycling targets, I'd like to see the team working more collaboratively with our in-house recycling officers in Harrow and supporting on recycling activities.

I understand that the provision of a food waste bulking facility at Victoria Road is delayed due to HS2 issues. The availability of a food waste transfer station in a closer proximity to Harrow is crucial as part of our on-going work on route optimisation. Some of our MTFs savings are also predicated on this. I'd appreciate that the works are expedited as soon as there is a resolution of HS2 issues and regular updates on its progress are provided during

the year.

I agree in principle that a reasonable level of reserve should be maintained to mitigate financial risks and uncertainties. I have reviewed the list of financial risks in the report and consider that the proposed level of reserve is adequate.

Yours sincerely

A handwritten signature in black ink, appearing to read "Dawn". The signature is written in a cursive style with a circled initial "D".

Dawn



Mr Ian O'Donnell
Treasurer
WLWA

Via Email: odonnell@ealing.gov.uk

Ref: PW/JA/272

9th January 2017

Dear Ian

RE: West London Waste Authority (WLWA) Levy Consultation 2017/18

Thank you for your email/letter of 9th December 2016, which sought the views of constituent authorities on the 2017/18 draft budget and levy as outlined in the report.

1) Reserves

Hillingdon notes that the authority's latest monitoring for 2016/17 is showing an increase in projected underspend to £1.1m and would suggest that this provides some evidence that the previous budget (including the one-off £2m contingency that has now been stripped out) was overstated.

Whilst accepting that WLWA wishes to avoid returning in-year to boroughs for more resources, Hillingdon would argue that with forecast reserves of £8.221m as at 31 March 2016, WLWA's risks are more than adequately covered. In the context of the challenging financial position Hillingdon request that consideration should be given to an in-year disbursement of reserves back to Boroughs in 2016/17 or a reduction in the 2017/18 levy, rather than the prospective release at an unspecified point during 2017/18 which is referred to in paragraph 18.2. This risks mentioned in paragraphs 18.4 and 18.5 do not seem to be material enough to warrant holding back further reserves of £2,621k in addition to the £5.6m outlined in the reserve requirement.

Finance Directorate
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pwhaymand@hillington.gov.uk www.hillingdon.gov.uk
London Borough of Hillingdon,
4N/08, Civic Centre, High Street, Uxbridge, UB8 1UW



2) 2017/18 levies rise back to 2015/16 levels

The 4.4% reduction in Hillingdon's PAYT levy stated in the draft report is incorrect, as it does not use the correct total forecast tonnage figure supplied. The correct figure is c£360k higher and therefore very similar to this year's PAYT levy. We trust that the final report will correctly reflect the PAYT charge to Hillingdon for 2017/18.

3) Staffing

Hillingdon would again question the level of overall staffing (growth of 0.7 FTE in the report), given the current financial climate in local government. Hillingdon notes that the overall employee budget is increasing by £72k in 17/18 which follows increases made to the staffing budget in 16/17.

4) Medium-Term position

The budget report contains no financial information beyond the next financial year 2017/18. It would be useful to have some medium-term forecasts given that Hillingdon in common with other local authority's budgets include an updated five year medium-term plan as part of the annual budget-setting process.

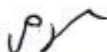
5) PAYT rates - Materials

Hillingdon notes that there is a large jump in material costs for soil (para 13.1 of report). It is understood that this charge is temporarily high until indicative rates are confirmed and updated in the final report.

6) Council Tax Base

The 2016-17 council tax base for Hillingdon is 97,220. It is anticipated this will be ratified by Council on the 19th January and will provide further confirmation once this is formally agreed.

Yours sincerely



Paul Whaymand
Corporate Director of Finance

C.C. Cllr K Burrows, Cabinet Member for Planning, Transportation & Recycling and London Borough of Hillingdon's representative on the WLWA Board
Jean Palmer – Deputy Chief Executive & Corporate Director – Residents Services
Perry Scott – Deputy Director, Development & Assets - Resident Services
Colin Russell – Waste Services Manager
Andy Evans – Head of Operational Finance
Gregory Pike - Finance Manager - Residents Services
Emma Beal - Director, WLWA
Jay Patel - Head of Finance & Performance, WLWA



Director's name: Clive Palfreyman
Department: Finance and Corporate Services

Mr Jay Patel
Head of Finance & Performance
(Deputy S.73 Officer)
West London Waste Authority

Civic Centre
Lampton Road
Hounslow TW3 4DN

Your contact: Rob Meldrum / Anna Biney
Direct Line: 020 8583 2312

E-Mail: robert.meldrum@hounslow.gov.uk
Our ref: WLWA/ RM/CF/AB
Date: 9th January 2017

Dear Jay

Re: WLWA 2017-18 Budget Consultation

Thank you for your email dated 9th Dec. 2017, the attached letter and Budget report. We have reviewed the documents and noted that although the total proposed WLWA expenditure for 2017/18 is currently budgeted at £61.4m and appreciate that it is £0.8m lower than 2015/16 level. However, this is still an increase of £3.6 million from the 2016/17 budget of £57.8m (even though this is lower by £0.6m than that of 2015/16 budget of £62.0m).

As you are already aware, this is a time when London Borough of Hounslow, like other London local authorities, is facing significant budget pressures year on year both on services and its financial position. We will therefore implore the WLWA to continue to review all areas of its service delivery for improvements and efficiencies in order to drive down costs thereby reducing any current and/or future budget gaps that may arise in 2017/18 and the future and the consequent financial impact of contributory boroughs. The savings outlined in the report are commended however it is imperative that continued efforts are made to improve the efficiency of WLWA.

The level of reserves held by WLWA as outlined in the report of £8.2m is higher than the level required £5.6m, the surplus reserve should be redistributed to Borough's on a timely basis during the year. London Borough of Hounslow would like to see a clear time table for distributing these reserves upon confirmation of the final position for 2016/17 and a final review of the appropriate level of reserves included in the budget report.

We hope that regular information will be provided as part of quarterly performance reviews and budget monitoring during 2017/18 and the future.

PTO

Yours sincerely/faithfully,

A handwritten signature in black ink, appearing to read 'Clive Palfreyman', with a long, sweeping flourish extending to the right.

Clive Palfreyman
Director of Finance and Corporate Services

Ian O'Donnell
Treasurer
West London Waste Authority
C/o Ealing Council
Perceval House
London. W5 2HL

Dear Ian,

Thank you for your letter of 9th December 2016 seeking views on the 2017/18 draft budget. We acknowledge that 2017/18 is the first full year of service using the completed SERC and would like to thank WLWA officers on the successful completion and implementation of the facility. We appreciate that with this change in operations there will be some budget uncertainties.

Our comments are as follows:

FCL/PAYT Budget

We note the 6.2% increase in budget from 2016/17 reflecting the one off nature of savings in 2016/17. However, we are disappointed that the 2017/18 budget represents a less than 1% reduction on the budget for 2015/16. We note the savings made in the 2017/18 draft budget. Whilst we acknowledge that much of Authority spending is committed under long term contracts and agreements, we would like to see a greater focus on identifying further cost saving initiatives in the future in view of the on-going funding constraints faced by Richmond.

Financing

Due to the increase in budget for financing costs, we would look for confirmation on the certainty of the estimates provided for this. It would be helpful to have more information on how they have been calculated.

Depreciation & Business Rates

We note the uncertainty regarding the estimates used for these and would request that WLWA officers provide the constituent boroughs with an update on these when valuations have been received.

Disbursement of Reserves

We note the position of the reserves and the possibility of a potential disbursement in 2017/18. We would request that boroughs are notified of this as early as possible.

Yours sincerely



Mark Maidment
Director of Resources and Deputy Chief Executive
Serving Richmond and Wandsworth Councils

Treasury Management

SUMMARY

This report provides the treasury management plan for 2017/18

RECOMMENDATION(S)

The Authority is asked to:-

- 1) Approve the treasury management plan for 2017/18
- 2) Adopt the prudential indicators and minimum revenue provision in Section 3.

1. Background

1.1 The Authority is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. A key function of treasury management is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Therefore funds are invested in low risk instruments commensurate with the Authority's low risk appetite, providing adequate liquidity before considering investment return.

1.2 Another key function of treasury management is the funding of the Authority's capital plans. These capital plans identify the borrowing need of the Authority which can involve arranging long or short term loans, refinancing or using longer term cash flow surpluses.

1.3 This report sets out the annual plan for 2017/18 alongside required prudential indicators as identified in the CIPFA Prudential Code.

2. Annual Treasury Management Plan for 2017/18

3.1 The plan for 2017/18 is low risk and simple.

3.2 With construction of the SERC complete, it is no longer necessary to hold significant cash balances for liquidity purposes. Therefore the focus will be to manage our funds to achieve better returns whilst ensuring their security and also ensuring that adequate cash remains available to meet day to day spending requirements.

3.3 The Authority will apply the practice which is in accordance with the treasury management policy:

- Funds will be invested with the London Borough of Ealing under existing arrangements to ensure liquidity and deliver a reasonable return.
- funds will be invested with local authorities and other low risk entities (banks with high credit ratings) to deliver better returns.
- the upper limit for fixed term investments of more than 364 days will be £10 million

3.3 In addition to this the 2017/18 budget includes activities to develop waste infrastructure by working with boroughs. Any consequent construction of infrastructure will provide the opportunity to better utilise excess cash balances instead of borrowing. Such infrastructure and funding options will be evaluated as part of any project appraisal and appropriate recommendations will be made to the Authority in due course. With significant lead times for any infrastructure project, no borrowing is currently planned for 2017/18.

3. Prudential indicators & minimum revenue provision (MRP)

3.1 The treasury management plans are fairly simple and explained above. However, the CIPFA Prudential Code prescribes a range of indicators and provides a framework to support decision making. These are probably more pertinent to organisations with complex treasury management arrangements however the indicators required for an annual treasury management plan and a brief explanation of what they illustrate are provided in the table below:

Prudential Indicator	Prudential code paragraph number	Explanation	2017/18 Estimate £000s	2018/19 Estimate £000s	2018/19 Estimate £000s
Ratio of financing costs to net revenue stream	37	This is an indicator of affordability of capital plans. It shows that financing costs will only account for a small portion of overall income, so the borrowing is affordable	15%	14%	13%
Capital expenditure	47	This is a summary of the Authority's capital spending plans identified in the long term plan.	270	0	0
Capital financing requirement (CFR)	50	This is a measure of the Authority's underlying borrowing need to finance capital expenditure – primarily to finance the cost of constructing the SERC, by far the largest capital item	180,519	172,547	164,572
Operational boundary for external debt	55	This is a projection of debt supporting the capital financing requirement – essentially the value of loans and long terms liabilities financing the construction of the SERC	184,670	179,886	174,898
Authorised limit for external debt	54	This provides £10m headroom for the operational boundary (above) to deal with any unusual cash movements and timing of cashflows	194,670	189,886	184,898

4.2 The historic capital expenditure and borrowing in relation to the construction of the £185 million Energy from Waste plant accounts for the majority of the figures in the table above.

4.3 Minimum Revenue Provision (MRP) - The Authority is required to pay off an element of the accumulated capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP). The Authority will continue with its current approach where MRP will follow standard depreciation accounting procedures. This will provide for a reduction in the borrowing need over the asset's life.

4. Financial Implications – These are detailed in the report.

5. Legal Implications – There are no legal implications as a result of this report.

6. Impact on Joint Waste Management Strategy – Improvements to financial management in the Authority will continue to ensure that the Authority addresses policies of the JWMS.

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Waste Prevention – Update on the Waste Prevention Action Plan for 2016/17**SUMMARY**

This report presents an update on the delivery of projects in this year's Waste Prevention Action Plan

RECOMMENDATION(S)

The Authority is asked to:-

- 1) *Note the progress of activities so far in 2016/17 (as at appendix 1)*

- 1. Introduction** – In 2010 it was agreed that the Authority should take the lead role to deliver the campaigns agreed by the constituent boroughs in the Waste Prevention Strategy (2011 – 15) and yearly Waste Prevention Action Plans (WPAP). The Waste Minimisation (WM) Team delivers the campaigns which target the 5 key waste streams of food, textiles, waste electrical and electronic equipment, furniture and nappies. The WM Team is also responsible for the Authority's website, intranet, social media, and media communications.
- 2. Background** – Each year a new WPAP is developed in consultation with the constituent boroughs. The yearly action plans and the progress against actions in the plan are reported to the constituent boroughs and published on the Authority's [website](#). Reports are also regularly presented at Authority meetings, in June 2016 the results for 2015/16 were reported and a waste minimisation update is given at 4 of the meetings each year.
- 3. All actions in the WPAP** are focused on giving residents quick and easy options to make changes at home, school or work, showcasing inspirational ideas, and encouraging a person to think more about waste or rather how an item is not waste after all. It seeks to help individuals and families find something that they can do and that they might want to do without telling them what action to take. Many of the actions people take after speaking to the team or interacting with them on-line will reduce the amount of waste they put in their bin and can increase recycling.
- 4. Progress so far in 2016/17** – Appendix 1 contains the progress made between April 2016 and December 31 2016 with specific detail about the activities in October, November and December 2016. The year is still progressing well with the status of the majority of actions on green with none classified as red. Highlights of the year so far are discussed in paragraphs 5 through 7.
- 5. Food** – The team held their first large scale Love Food Hate Waste event in October. The Disco Soup involved 60 residents enjoying food waste talks, activities and tasty dishes all prepared from surplus food. The team also concluded their popular LFHW Library Tour program which ran from July to October. Across all our food related events for the year so far, the team have

spoken to over 6,000 residents and distributed over 8,000 recipe cards, bag clips, and leaflets to residents encouraging them to reduce their food waste at home.

6. Textiles – Our swish events are continuing to increase in popularity with more community groups and residents taking part. We've now exceeded our yearly target of 8 swishes with 10 already completed and another 2 planned before April. We've also collaborated with the national Love Your Clothes program to host sewing workshops across all our boroughs with a total of 60 residents attending.
7. Communications – The WM Team uses a variety of ways to share hints, tips and ideas for reducing waste with our residents.
 - a. Social media – As an engagement tool, social media has proved to be a very popular in engaging with residents and organisations. Our annual Twitter follower target (2231) has already been exceeded and sits at 2,628 as at the end of December 2016.
 - b. Newsletters – Our monthly newsletter subscriber base is growing steadily, at the end of December it stood at 653 close to our subscriber target of 709.
 - c. Events – Speaking directly to people, answering their questions and being able to adapt what you tell them to their personal circumstances can make a big impact on their behaviour and the actions they take following that conversation. This year the targets were to speak to 5,000 people at 40 events. By the end of December we've significantly exceeded our annual target by engaging with over 6,000 people at 80 different events. Considering events already planned in, we may hit 100 events for the first time in a financial year.

8. Financial Implications – There are no financial implications.

9. Staffing implications – There are no staffing implications.

10. Health and Safety implications – There are no significant health and safety risks arising from the WPAP. The Authority has in place procedures for lone working and staff working at third party events.

11. Impact on Joint Municipal Waste Management Strategy – Waste prevention activities are in line with the following policies:

Policy 2: WLWA and its constituent boroughs will prioritise waste reduction and waste re-use.

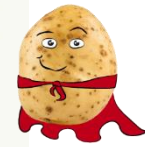
Policy 7: The WLWA and constituent boroughs will seek to provide waste management services that offer good value. That provide customer satisfaction and that meet and exceed legislative requirements.

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

Background	Waste Prevention Action Plan 2016-17
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Papers		
Contact Officer	Sarah Ellis, Waste Minimisation Co-ordinator sarahellis@westlondonwaste.gov.uk	020 8825 9414
	Emma Beal, Managing Director emmabeal@westlondonwaste.gov.uk	020 8825 9488
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West London Waste

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Waste Prevention Action Plan 16/17

Progress October – December 2016

Each quarter the Waste Minimisation Team reports on the work being carried out to achieve the actions in the current Waste Prevention Action Plan. This report sets out what we've been doing and what we have booked or planned for the next few months.

If you have questions about anything we've done or want to work with us then please get in touch. We can be reached via email: info@westlondonwaste.gov.uk, by phone: 020 8825 9468, on Facebook: West London Waste Authority and on Twitter @WestLondonWaste.

What we do really is great fun and interesting, so please do get in touch today.

The Waste Minimisation Team



Food

Ref	Activity and Description	Targets	Status
Fo1	<p>Shout about the benefits of planning, storage, understanding dates, perfect portions and lovely leftover recipes.</p> <p>More #secondchancesmoothie events will be held. We'll aim for 1 in each borough if there is an appropriately large event and borough support available.</p>	<p>2 large scale LFHW events delivered</p> <p>Achieved YTD: 1 delivered and 1 currently planned for Feb 2017</p> <p>Follow up actions developed and completed with 10 community groups</p> <p>Achieved YTD: 4</p> <p>Implement a food waste challenge</p> <p>Achieved YTD: N/A*</p>	<p>Green</p> <p>Budget and spend to date</p> <p>Budget: £10,000 Spend to 31/12/16: £4583.68</p>

Progress

This quarter saw us deliver our first large scale LFHW event for the year – a Disco Soup. Held in Pinner on 27th October residents were invited to come down and help us prepare and use up surplus food donated to us by FareShare London and the local Sainsbury's supermarket.

Activities on the night included talks by the food-sharing app OLIO, the food surplus organisation FareShare, music and educational theatre by This is Rubbish (TIR) and our ever popular smoothie bike making second chance smoothies. In addition chef, Bain Marie, cooked up a delicious range of dishes from surplus food only collected the day before the event.





An amazing night was had by all with almost 60 families, residents and passers-by all popping in and joining in the chopping, peeling and preparation of the ingredients for Marie to cook up in the kitchen.

As well as picking up tips to reduce their food waste, local residents were also given the chance to take home a free food waste kitchen caddy supplied by Harrow Council's recycling team.

Love Food Hate Waste Library Tour

Our Love Food Hate Waste Library Tour ended this quarter with us visiting the final 6 libraries across 4 boroughs engaging with 163 people and sharing 600 tools to help them reduce their food waste at home.

- Brent – Ealing Road (19th Oct)
- Harrow – Wealdstone (3rd Nov)
- Hillingdon – Yeading (7th Oct), West Drayton (11th Oct) and Northwood Hills (28th Oct)
- Hounslow – Chiswick (14th Oct)



Talks, Presentations & Stalls

We also attended these 3 groups

- Hounslow - Rosary Catholic Primary School (16th Nov)
- Brent - Waste & Recycling talk with U3A (23rd Nov)
- Harrow - Wealdstone Day of Action (16th Dec)

Between October and December, our team attended 9 separate events, spoke to **735** people and shared over **700** recipe cards, bag clips, spaghetti measurers and leaflets with residents to promote reducing their food waste.

Implementing a food waste challenge

The food waste challenge was originally intended to be developed in tandem with the national Love Food Hate Waste (LFHW) messaging. Their messaging is currently being refreshed by WRAP and may be subject to some changes. It has therefore been decided to delay the set-up of the food challenge until the updated messaging is available from the LFHW program.

Over the next few months...

We are currently preparing to run our second Disco Soup event in February 2017.

Ref	Activity and Description	Targets	Status
Fo2	Promote food waste recycling	Project with Resource London - introduce food waste recycling interventions in 6000 households across 4 boroughs.	Green
			Budget and spend to date
			Budget: £8,000 Spend to 31/12/16: £8,000

Progress

To help make it even easier for residents to start using their food waste recycling service or to put a wider range of items in the caddies, our team has been working with Resource London to increase the number of residents opting to use their food waste recycling service as part of their normal waste and recycling routine while simultaneously reducing the amount of food waste ending up in the rubbish bin.

In July, the first round of bin stickers (not Richmond), leaflets and caddy liners were delivered to designated areas within Brent, Hounslow and Richmond, with Ealing's delivery happening in September. During October, November and December we've:

- Coordinated and delivered the second rollout of caddy liners (six month supply) to the designated areas in Brent and Richmond in December.
- Started data analysis of pre and post monitoring results.
- Reporting progress back to Resource London

Over the next few months...

A further supply of caddy liners is scheduled to be delivered to properties in Ealing during February 2017. Monitoring data will also be collated at month 6 and 9 after initial delivery of the project.

Textiles

Ref	Activity and Description	Targets	Status
T1	Sew it On	Development of a project plan to investigate textile skills sharing in west London Achieved YTD: 7 textile repair workshops (at least 1 held in each borough)	Green Budget and spend to date Budget: £3,000 Spend to 31/12/16: £296.00

Progress

As part of developing a plan for skill sharing across west London, we investigated the setting up of repair workshops for residents. We set up and ran 7 sewing workshops across our boroughs in collaboration with Love Your Clothes as part of Recycle for London's (RfL) autumn focus on re-use and repair.

- Brent – Willesden Library (19th Oct)
- Ealing – Town Hall (19th & 26th Oct)
- Harrow – Wealdstone Library (17th Oct)
- Hillingdon – Our Lady of Lourdes & Saint Michael Church (18th Oct)
- Hounslow – Hounslow Library (14th Oct)
- Richmond – Twickenham (13th Oct)



The seven workshops attracted a total of **60 residents** who joined us to learn and share basic repair skills to extend the life of their clothes. The workshops also provided an excellent opportunity to encourage repair or re-fashioning of pre-loved items and meet like-minded people to share these skills and knowledge with, regardless of ability.

Feedback has been positive after the events. Every person who provided feedback said that since the workshop they've used at least one skill they learned at the workshops. 80% of those who provided feedback also said they would be interested in attending a regular workshop and believed they would benefit from attending more.

Promotion for the events was also done in collaboration with Recycle for London and across our own social media channels and website. A [blog](#) by Emma from our Waste Minimisation Team was also featured on the Love Your Clothes website.

Over the next few months...

The team will be looking at further collaboration opportunities with local community groups and the best areas where further similar type workshops will be of benefit.

Ref	Activity and Description	Targets	Status
T2	<p>Swishing is a fantastic way to meet your local community and re-vamp your wardrobe. We will continue to encourage greater swapping of clothes by building capacity in the local community and helping them to host their own swishing events. Using the guide developed in 2014 and our equipment which can be borrowed by groups</p> <ul style="list-style-type: none"> Support community groups and local organisations to run their own swishing events 	<p>8 swishes</p> <p>Achieved YTD: 10</p>	<p style="background-color: #92d050; padding: 5px;">Green</p> <hr/> <p>Budget and spend to date</p> <p>Budget: £0 Spend to 31/12/16: £75</p>

Progress

This quarter our team organised, contributed or attended 7 swishes across all our boroughs. Over the last 3 months, a total of 176 residents attended our swishes - diverting **449 kg** of textiles away from rubbish bins.

- Brent - Abbey Community Centre, Kilburn (19th Nov)
- Ealing Central Library (12th Nov)
- Harrow Age UK (24th Nov)
- Hillingdon - Uxbridge Library (22nd Oct)
- Hounslow Library (1st Oct & 26th Nov)
- Richmond - Ham United Group (2nd Dec)



Your 5 Step Swishing Guide

Our GetSwishing website, created to give people all the information they need to run their own swishing events, is still increasing in popularity with **620 people** visiting our website over the quarter.

More activity is taking place on the GetSwishing Facebook page with increased likes (193 at the end of December) and more people reading and replying to posts. At the end of August we started a GetSwishing Instagram account. So far we've had 26 posts, have 90 followers and we expect it to continue increasing in popularity

Over the next few months...

We have 2 more swishes already planned at Hounslow Library (14th Jan and 11th Mar 17). More could be run if local community groups choose to run one in partnership with us.

Furniture

Ref	Activity and Description	Targets	Status
F1	Promotion of the Re-use and Upcycling Three organisations will be supported to deliver projects that will increase the profile of re-use. <ul style="list-style-type: none"> ▪ Hounslow Furniture Project – signage update and warehouse works ▪ Develop resources for use by boroughs and contact centre staff to improve diversion of suitable furniture to reuse partners 	Reuse targets to be agreed with each organisation.	Amber Budget and spend to date Budget: £8622 Spend to 31/12/16: £0

Progress

Liaison continues with the Hounslow Furniture Project about the works on their premises.

Over the next few months...

We are still investigating working with other reuse organisations across our boroughs.

Electrical Items

Ref	Activity and Description	Targets	Status
E1	Promote local re-use and recycling services for residents in conjunction with our WEEE compliance scheme Various activities to encourage residents to recycle more, dispose of properly, donate large items for re-use and buy second-hand.	12 WEEE bring events – Achieved YTD: 2 with a further 12 booked Run a Recycle Week competition Achieved YTD: Recycle week activities booked in	Green Budget and spend to date Funded through the WEEE compliance contract

Progress

This quarter was spent preparing to deliver our annual new year WEEE programme of multiple drop-off points for residents across our 6 boroughs in January and February 2017.

Over the next few months...

The list below indicates our scheduled WEEE recycling drop off points as part of our annual new year program.

- Brent – Tricycle Theatre (2nd – 8th Jan)
- Ealing – Central Library (6th – 12th Feb) and West Ealing Library (14th – 18th Feb)
- Harrow – Gayton Library (30th Jan – 5th Feb) and Harrow Arts Centre (18th Jan)
- Hillingdon – Uxbridge Library (4th – 11th Jan)
- Hounslow – Heston Leisure Centre (3rd – 7th Jan), Chiswick Library (9th – 13th Jan), Hounslow Library (23rd – 28th Jan), Feltham Library (30th Jan – 3rd Feb) & Hounslow Civic Centre (16th Jan – 27th Jan)
- Richmond – Civic Centre (9th – 13th Jan)

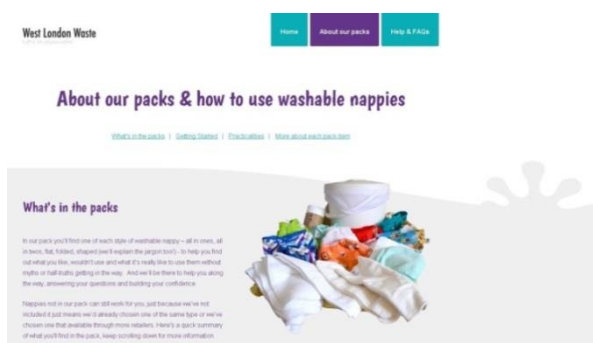
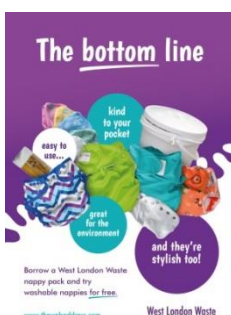
In March 2017, we will be supporting Waste Week, run by the Pod, EDF Energy’s education programme by holding a schools WEEE collection competition similar to those held in previous years. Students in primary schools across our boroughs will be invited to collect small WEEE. The school that collects the most WEEE per pupil will win a prize.

Nappies

Ref	Activity and Description	Targets	Status
N1	Support the promotion of washable nappies Development of a washable nappy trial kit to be used in west London It’s great to have a choice. We’ll promote washable nappies across West London and encourage parents to consider choosing to use cloth.	18 nappy natters Achieved YTD: 0 36 parents borrowing the trial kit Achieved YTD: 0	Amber Budget and spend to date Budget: £6000 Spend to 31/12/16: £3042.00

Progress

This quarter, 7 nappy packs were created along with a new website (www.westlondonnappies.com) and leaflet in preparation for the full launch.



Over the next few months...

The nappy pack will be launched in the new year. It will be introduced to parent and toddler groups across west London and be promoted to residents in our boroughs via our website, social media and other promotional material.

The website will have a contact form to capture information from prospective parents who want to borrow the kit and our team will distribute the kits. The kits will be available to all parents who live in any of our boroughs.

Communications

Ref	Activity and Description	Targets	Status
C1	Maximise the use of www.westlondonwaste.gov.uk to bring engaging and interesting content to residents.	10% increase in unique visitors to the website – 71,361 Achieved YTD: 50,274	Green Budget and spend to date Budget: £1280 Spend to 31/12/16: £1119.00

Progress

In the last 3 months we have published 16 web articles on a wide variety of topics including a Review of the Plastic Bag 5p charge, Love Your Clothes, Disco Soup and our Christmas Spud & Slice advert calendar for our annual Love Christmas Hate Waste campaign.

Our content is aimed at making our news topical to west London residents and encouraging everyone to revisit our website and to participate in our events.

Month	Number of unique visitors	Returning visitors	Total page views
October	5,541	1,176 (18%)	6,492
November	4,943	1,117 (19%)	5,862
December	4,738	979 (18%)	5,717
Totals	15,222	3272 (18%)	18,071



The website also lists all the events we organise or take part in and provides supporting information for these and other actions we ask residents to take.

Over the next few months...

There will be a continuing schedule of web articles and the information on our website will be reviewed and updated where it's needed.

Ref	Activity and Description	Targets	Status
C2	Monthly newsletters to engage with residents about waste prevention. We're going to make it even easier for others to find out what we're doing by continuing to produce newsletters that residents can sign up to and boroughs can promote	Increase the number of people signed up by 10% to 709 Achieved YTD: 653	Green Budget and spend to date Budget: £180 for e-distribution Spend to 30/09/16: £100.00

Progress

Newsletters continue to be sent out monthly. Copies can be viewed on our [website](#). There are currently **653** subscribers to our monthly newsletter.

Over the next few months...

Newsletters will continue to be sent out each month for subscribers to keep up with all our activities across west London. We are also looking to re-vamp the look and feel of the newsletter to meet the diverse needs of our ever broadening audience.

Ref	Activity and Description	Targets	Status
C3	Increase West London Waste Social Media presence	<ul style="list-style-type: none"> ▪ Increase Twitter followers by 5% to 2231 Achieved YTD: 2628 ▪ 45% of tweets to be re-tweeted Achieved YTD: 67% ▪ OTS 8 million per year Achieved YTD: 5.9 million 	Green Budget and spend to date Budget: £90 Spend to 31/12/16: £54.00

Progress

We are continuing to use social media to promote all the work we do, to send out ideas and tips and to pass on other useful bits and pieces produced by other organisations. It's also a really effective way to engage with groups both in west London and further afield.

Month	Followers	No. of Tweets sent	Re-tweets	Facebook Reach	Overall Reach OTS
October	2492	220	148 (67%)	2482	1,043,820
November	2579	183	126 (69%)	874	773,380
December	2628	182	97 (53%)	3390	561,740
Total		558	371 (63%)	6746	2,378,940

Our overall online reach has continued to increase and as a result, our online engagement is continually growing.

Over the next few months...

Since July there have been changes in the way our social media channels are measured and tracked due to changes with the way Twitter works. We will continue to promote all our events via social media and we are reviewing our use of Facebook to increase interaction with local residents and attract more people to our events.

Ref	Activity and Description	Targets	Status
C5	Attendance at events to promote the reduce, re-use and recycle messaging In addition, each borough will receive 36 hours of team support at events they organise e.g. service change roadshows.	5000 people spoken to at events Achieved YTD: 6134 Attend 40 events Achieved YTD: 80	Green Budget and spend to date Budget: £2,500 Spend to 31/12/16: £826.00

Progress

Year to date (April – December), our team have attended **80 events** and engaged with **6134 people** across all 6 boroughs.

- Brent 7 events 312 residents
- Ealing 19 events 1853 residents
- Harrow 18 events 681 residents
- Hillingdon 10 event 254 residents
- Hounslow 13 events 1931 residents
- Richmond 13 events 1103 residents

The list below shows all events attended by our team between October and December this year.

Date	Borough	Type	Event name	Spoken to
01/10/2016	Hounslow	Textiles	Hounslow Swish	27
04/10/2016	Richmond	Nappies	Mothercare Kew - Nappy Natter	9
07/10/2016	Hillingdon	LFHW	Library Tour - Yeading	15
11/10/2016	Hillingdon	LFHW	Library Tour - West Drayton	24
13/10/2016	Richmond	Textiles	Sewing Workshop	3
14/10/2016	Hounslow	LFHW	Library Tour - Chiswick	38
17/10/2016	Harrow	Textiles	Sewing Workshop	14
18/10/2016	Hillingdon	Textiles	Sewing Workshop	10
19/10/2016	Brent	LFHW	Library Tour - Ealing Road	29
19/10/2016	Brent	Textiles	Sewing Workshop	8
19/10/2016	Ealing	Textiles	Sewing Workshop	5
22/10/2106	Hillingdon	Textiles	Uxbridge Library Swish	21

Date	Borough	Type	Event name	Spoken to
26/10/2016	Hounslow	Textiles	Sewing Workshop	12
26/10/2016	Ealing	Textiles	Sewing Workshop	8
27/10/2106	Harrow	LFHW	Disco Soup	58
28/10/2016	Hillingdon	LFHW	Library Tour - Northwood Hills	13
03/11/2016	Harrow	LFHW	Library Tour - Wealdstone	44
12/11/2106	Ealing	Textiles	Ealing Central Library Swish	30
16/11/2106	Hounslow	LFHW	Rosary School Food Waste Analysis	473
19/11/2016	Brent	Textiles	Abbey Community Centre Swish	52
23/11/2016	Brent	WLWA	Waste talk @ U3A (University of 3rd Age)	46
24/11/2016	Harrow	Textiles	Age UK Harrow Swish	9
26/11/2016	Hounslow	Textiles	Hounslow Library Swish	16
02/12/2016	Richmond	Textiles	HUG - Green Screen Swish	21
16/12/2016	Harrow	Food	Harrow Day of Action in Wealdstone	41
Total				1026

Over the next few months...

The team is booked to attend a number of events over the next few months. We're happy to attend more though, so if you're putting on an event please get in touch to see how we can be part of it.

Ref	Activity and Description	Targets	Status
C7	Developing resources for the new education centre at Victoria Road Waste Transfer Station		Amber
			Budget and spend to date
			Budget: £4,000

Progress

The checks undertaken on the existing building at Victoria Road to ascertain it's suitability as an education centre for children and adults have been completed. As a result of this extra information this activity has been adapted for this financial year. We are currently looking to procure a film showing what happens to west London's waste. The scope of this will be agreed in early 2017.

Over the next few months...

Once the scope has been agreed a company will be procured and the film produced. Once it is ready we will be able to bring this to talks and events.

General

Ref	Activity and Description	Targets	Status
G1	The Waste Minimisation Team will actively seek out potential funding opportunities including commercial partnerships		Green
G2	Helping people to find a way to reduce, re-use and recycle that meets their needs and means they do at least one thing differently.		
G3	Respond to appropriate consultations encouraging prevention and re-use	Responding to consultations	£0

Progress

Grant funding has been secured from Resource London, (in collaboration with Biogen, Countrystyle, LB of Hounslow and LB of Ealing) to deliver activities under activity Fo2 as described earlier in this report.

There haven't been any other appropriate consultations to respond to yet this year.

Ref	Activity and Description	Targets	Status
G4	Waste Minimisation Team staffing and Shared Expertise programme. <ul style="list-style-type: none"> ▪ Maximum cost for staff including pension and NI contributions. Includes travel. ▪ 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. 		Green
			Budget and spend to date
			Budget: £168,695 Spend to 31/12/16: The whole of the budget is allocated

Summary

There are 14 activities in the Waste Prevention Action Plan relating to our priority materials, the status for each is shown in this report and a summary is below:

Green **11 actions**
Amber **3 actions**
Red **0 actions**

The total budget for the activities outlined in this progress report is **£217,960**. The total spent to date is on track to be within this budget.

Links with other waste prevention activities

The activities described below are not covered by this Action Plan and run by Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond Councils.

Borough	October to December 2016	Over the next few months
Brent	02/10/16 - Kensal Green clean-up day. 08/10/16 Campbell Gordon Way London in bloom award. 12/10/16 Talk back in partnership with BHP (Brent Housing partnership). 12/11/16 Kensal Green clean-up day.	

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