

ITEM 11

PAPER NO. WRWA **883**

WESTERN RIVERSIDE WASTE AUTHORITY

MEETING	15 th July 2019
REPORT AUTHOR/DATE	General Manager (Contact Mark Broxup - Tel. 020 8871 2788) 5 th July 2019
SUBJECT	Report outlining potential options for future Governance Arrangements.
CONTENTS	Page 1 Introduction Pages 1 to 14 Items reported on Page 15 Recommendations Pages 16 - 48 Appendix A - Rules of the Authority Pages 49 - 51 Appendix B – Draft SLA Pages 52 - 54 Appendix C – Job Descriptions of Clerk and Treasurer
STATUS	Open
BACKGROUND PAPERS	None

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INTRODUCTION

1. The Authority resolved at its meeting in November 2018 (Paper No. WRWA 866) to approve that the employment of the Clerk (Mr Walker) and Treasurer (Mr Buss) be extended until 31st March 2021, subject to three months' notice of termination on either side, with a further review to be carried out in the Autumn of 2020.
2. However, during debate it was noted that:

“some Members of the Authority would wish to see a review of the governance arrangements, in that a different Constituent Council(s) may wish to take on the administration and/or the finance roles. It was agreed that the General Manager would prepare an options paper for the Authority’s meeting in July 2019.”

It was then agreed that the General Manager would prepare an options paper for this meeting of the Authority.

3. In the preparation of this options paper, it became clear that it would be prudent for the Authority not only to consider the administration and finance arrangements, but also the Authority’s wider management structure.

BACKGROUND AND CURRENT MANAGEMENT ARRANGEMENTS

Proper Officer Functions

4. The Clerk, Treasurer and General Manager have a number of Proper Officer functions delegated to them as set out in Section C of the Rules of the Authority (attached as Appendix A to this report).

Clerk and Treasurer

5. By way of the Waste Regulation and Disposal (Authorities) Order 1985, “**the Order**” the Statutory Joint Waste Disposal Authorities (SJWDAs), including this Authority, were established, on 1st January 1986, in accordance with powers given to the Secretary of State under Section 10(1) of the Local Government Act 1985, “**the Act**”.
6. Section 34(8) of the Act requires the Authority to:

“appoint a person to be the clerk to the authority and in making the appointment the authority shall have regard to the desirability of that person being the chief officer of a constituent council of the authority.”

7. Section 73(1) of the Act requires the Authority to:

“ make arrangements for the proper administration of its financial affairs and shall secure that one of its officers has responsibility for the administration of those affairs.”

8. For almost the first 30 years of the Authority, the Clerk was also the Chief Executive of Wandsworth Council. In October 2015, following the merger of the staffing structures and the creation of a single chief executive for Wandsworth and Richmond Councils, the then Clerk resigned from the Authority and was replaced as Clerk by Mr Walker (who was at that time Wandsworth Council’s Borough Solicitor and Assistant Director of Administration). Mr Walker was initially appointed on an interim basis, by way of the Standing Order 38 procedure (urgent decisions), but at its December 2015 meeting (Paper No. WRWA 796) the Authority confirmed Mr Walker’s appointment for a period of one year.
9. Mr Buss was appointed Treasurer to the Authority in 2006. Mr Buss was then Director of Finance and Deputy Chief Executive at Wandsworth Council. Until Mr Buss’s retirement from that role at Wandsworth Council, in March 2017, the role of Treasurer had always been filled by a senior Wandsworth Council finance officer – either the Director of Finance or, between 1987 and 1993, the Deputy Director).
10. In June 2016, in anticipation of both Mr Walker’s and Mr Buss’s departure from Wandsworth Council, the Authority agreed to extend their roles until 30th September 2018 (Paper No. WRWA 809). In February 2018 (Paper No. WRWA 850) the roles were extended again until 31st March 2019 and, finally, in November 2018 (Paper No. WRWA 866) they were extended until 31st March 2021, subject to three months’ notice on either side, and with a further review to be carried out in Autumn 2020.
11. It is thought that the desirability for the Clerk being the chief officer of a constituent council was initially to give the role status (particularly at the outset of the JWDA’s) and independence.
12. Under guidance produced by the Chartered Institute of Public Finance and Accountancy (CIPFA) the Section 73 role implies *“a responsibility for managing the totality of the Authority’s financial affairs in all its dealings”*. The responsibility cannot be divided (*“it lies with one of their officers”*), nor can any affairs of the

Authority be outside its scope. It should be noted that, under Section 113 of the Local Government Finance Act 1988, the Treasurer must be a member of one of the accountancy bodies listed in that section.

General Manager

13. The General Manager position has always been that of a direct employee of the Authority. The current incumbent has been in post since April 2008, having previously been the Deputy General Manager since April 1990.
14. The General Manager is responsible for the day to day administrative and financial functions of the Authority (such as the processing of invoices and orders). He monitors Government waste policy and the waste market to develop waste policy strategies for consideration by the Authority. He is responsible for the direct management of all technical and operational matters and co-ordinates consultation and dialogue with constituent authorities via their Technical Officers. He exercises the client role in the Waste Management Services Agreement with Cory and other contracts and leads on all negotiations and interactions with outside bodies and organisations.

Ancillary Services and Effective Management

15. Administrative support for the Clerk's role is provided by the Deputy Clerk, who arranges meetings, dispatches agendas and reports and minutes meetings.
16. Financial support for the Treasurer's role is provided by the Deputy Treasurer, who acts as the Authority's accountant and who oversees the Authority's day-to-day financial operations, payroll and debt management. She also liaises with internal and external auditors and prepares the detail of the accounts for the Treasurer.
17. The Deputy Clerk and Deputy Treasurer are both full-time employees of Wandsworth Council and the services described in paragraphs 15 and 16 above are provided under a Service Level Agreement (SLA), the costs of which are reported annually to the Authority as part of the budget forecast process (most recently in November 2018, Paper No. WRWA 865) and are subject to both internal and external audit on an annual basis.
18. However, the SLA has not been reviewed since 2006 and the Authority is asked to formally approve an updated version (attached as Appendix B). The SLA will then be subject to Wandsworth Council's agreement on services and remuneration. The SLA broadly defines the financial and administration support services supplied to the

Authority, together with approximate frequencies and quality standards where relevant. Although the SLA content has not been reviewed, the level of cost recharge has been reviewed annually and was subject to detailed scrutiny by the constituent Councils in 2015 during a previous governance review. That review concluded that the cost levels charged were reasonable for the level of service. Also, at that time, none of the Constituent Councils expressed a desire to take over any of these functions.

19. Outside of these limited administrative and financial functions the General Manager procures and manages all other Authority services, such as legal and property advice, IT support, insurance and so on. These are subject to regular procurement exercises.
20. Operational support for the General Manager is provided by the Deputy General Manager, who oversees the day-to day running of the Waste Management Services Agreement (WMSA) with Cory and leads on communications and education matters. She is assisted in this role by three full-time officers and four part-time, term-time education officers.
21. Regular monthly meetings of the Authority's management team are held, involving the Clerk, Treasurer, Deputy Clerk, Deputy Treasurer, General Manager, Deputy General Manager, Principal Finance and Administration Officer and Executive Officer.
22. These meetings review all new issues, current projects and upcoming legislation or work streams. Further detailed meetings are held separately: the majority by the General Manager or Deputy General Manager, but with the other corporate team members when appropriate.
23. The Clerk and Treasurer also work with the General Manager on matters that threaten the Authority's rights or may require the negotiation of amendments to the Waste Management Services Agreement. Cory's proposals for a Riverside Energy Park at Belvedere are a perfect example, where the Clerk has been assisting the General Manager in preparing the Authority's objections to the Development Consent Order and the Treasurer has been assisting the General Manager in trying to negotiate an agreement with Cory that would allow the Authority to consider removing its objection.
24. It is important that the Authority recognises that the roles of Clerk and Treasurer periodically require extended periods of intensive input from both post holders. Recent examples include the Cory refinancing in 2017 and, in 2018, the on/off negotiations with Battersea Power Station on redeveloping Cringle Dock and Cory's application for a Development Consent Order for a Riverside Energy Park.

Constituent Council Liaison

25. In the past, the Clerk, Treasurer and General Manager met bi-annually with the Chief Executives of the constituent Councils and meetings with Technical Officers, who were at Director or Executive Director level, were held eight times a year. Consequently, cabinet members were generally often well briefed on the Authority's activities which was particularly helpful, if or when any problems arose.
26. Today, senior officer structures in the constituent councils are very different and, for good reason, the Authority no longer enjoys regular contact at such a senior level within the constituent councils. This also reflects to some degree the relative steady state nature of the Authority's operations, being 17 years into a 30 year contract.
27. The Treasurer consults with the constituent council "Section 151" officers, twice a year, on budget matters.
28. The General Manager meets eight times a year with Technical Officers, who are now at assistant director or head of department level, on governance, policy and strategic matters, and he liaises with a variety of officers on operational matters including health and safety, often in conjunction with Cory, and the boroughs' various waste collection sub-contractors. Recycling, communication and awareness initiatives are carried out in consultation with appropriate borough officers.

ROLE OF THE CLERK & TREASURER

29. Given that the review is focussed on the Authority's administration and finance functions, which are overseen by the Clerk and Treasurer, it is important firstly to review what the role of those officers is.

Functions and Duties of the Clerk

30. The Clerk reports directly to the Chairman of the Authority and advises and supports him or her in the administration and Governance of the Authority. A copy of the Clerk's Job Description (agreed in December 2015, Paper No. WRWA 796) is attached at Appendix C to this report.
31. The main requirements of the role of Clerk are that the appointed person is able to effectively carry out the three main functions of the role:

- a) acting, in effect, as the Head of Paid Service for the Authority, and ensuring an effective and efficient administration of Authority business.
- b) acting as Monitoring Officer for the Authority under Section 5 of the Local Government and Housing Act 1989;
- c) carrying out the other delegated Proper Officer functions as set out in the Standing Orders of the Authority.

32. As Head of the Paid Service the Clerk provides strategic and policy advice to the Authority on decisions of a non-technical and operational nature and ensures the decisions taken by the Authority follow from presentation of properly set out reports covering all relevant professional advice. The role also requires that he ensures that the Authority has sufficient and suitably organised staff and services to discharge its functions effectively.

33. As Monitoring Officer the Clerk must ensure that the Authority, or any office holders, do not contravene any rule of law or enactment, or give rise to acts of maladministration or injustice. Some main issues for consideration under this role will have a legal source.

34. The Clerk has a number of Proper Officer functions delegated to him, including a number of administrative functions in connection with duties such as formally dealing with meetings, and appointments to the Authority, as well as matters such as the Monitoring Officer role, taking urgent action under the Standing Order 38 process (with the Chairman notifying his concurrence) and joint approval of necessary expenditure of up to £30,000.

Personal Specification for the Clerk

35. It is essential that the Clerk:

- a) has experience of similar local authority work at a senior level, and in particular leading a team of different professions (which may include outside professional firms for legal and valuation etc. advice);
- b) understands Local Government law and current administrative practice and has a clear understanding of the role of Members; and

- c) has the personal skills to give leadership, whilst taking substantial advice and delegating heavily, but when necessary has the capacity to give a more specific lead to the officer team and to advise Members.

Functions and Duties of the Treasurer

- 36. The Treasurer, as the Authority's Chief Finance Officer, reports directly to the Chairman and advises and supports him or her in the financial affairs of the Authority. A copy of the Treasurer's Job Description (agreed in December 2015, Paper No. WRWA 796) is attached at Appendix C to this report.
- 37. The main requirements of the role of Treasurer are that the appointed person is able to effectively carry out the three main functions of the role in relation to:
 - a) Section 115(2) of the Local Government Act 1972 – the officer who shall receive all monies due to the Authority;
 - b) Section 73(1) of the Local Government Act 1985 – the officer who shall have responsibility for the proper administration of the Authority's financial affairs (this equates to Section 151 of the Local Government Act 1972 under which Chief Finance Officers at the constituent councils operate); and
 - c) Section 114 of the Local Government Finance Act 1988 – the person having responsibility for the administration of the financial affairs of a relevant authority.

Personal Specification for the Treasurer

- 38. The Authority's Treasurer needs to be a clear, authoritative and impartial professional advisor to Authority Members, giving them objective financial analysis and a clear interpretation of technical and complex matters, and with experience of local authority finance at a senior level.
- 39. CIPFA has set out five principles that define the core activities and behaviours that belong to the role of the chief finance officer in public service organisations and the organisational arrangements needed to support them. The Treasurer therefore needs to be:

- i) a key member of the Authority's management team, helping the Authority to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest;
- ii) actively involved in, and able to bring influence to bear on, all material business decisions to ensure that immediate and longer term implications, opportunities and risks are fully considered, and aligned with the Authority's financial strategy;
- iii) able to lead the promotion and delivery by the Authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.
- iv) lead and direct a finance function that is resourced to be fit for purpose; and
- v) professionally qualified and suitably experienced

ARRANGEMENTS IN OTHER STATUTORY JOINT WASTE DISPOSAL AUTHORITIES

40. From 1st April 2018, the Greater Manchester Waste Disposal Authority transferred all its duties, obligations and statutory powers for waste disposal to the Greater Manchester Combined Authority. Consequently there are now only five Statutory Joint Waste Disposal Authority's (SJWDAs), including this Authority. The current administration and finance arrangements in the other four SJWDA's are summarised below (please note that the roles of 'Managing Director' at WLWA, ELWA and NLWA and 'Chief Executive' at MRWA equate to the General Manager role at WRWA):

West London Waste Authority (WLWA)

41. WLWA employs over 30 staff (29 Full Time Equivalents - FTEs), 13 are operational staff at the Twyford Household Reuse and Recycling Centre (HRRRC). The paid Head of Service is the Managing Director, supported by three part-time chief officers:

- a) The Clerk, who is employed full-time by London Borough of Harrow as Head of Legal and Governance
- b) The Treasurer, who was until February 2019 a full-time Corporate Director of Resources at London Borough of Ealing, and
- c) The Chief Technical Advisor, who was until April 2019 a full-time Corporate Director of Environment at London Borough of Ealing.

42. Part-time chief officers not in full-time employment with a constituent Borough are employed with WLWA on fixed term contracts.

43. WLWA receives support in specialised areas, as follows:

- London Borough of Hounslow – human resources
- London Borough of Ealing – treasury, payroll,
- London Borough of Harrow – legal, insurance, procurement and committee service support
- London Borough of Hillingdon – internal audit
- Independent H&S expertise - health and safety advice
- Contracted support - ICT, finance systems

East London Waste Authority (ELWA)

44. ELWA employs nine staff, headed by a Managing Director who is also the Clerk and Head of the Paid Service.

45. The Managing Director is supported by two senior part-time officers:

- a Finance Director (the Corporate Director of Resources at LB Redbridge) draws on support from the LB Redbridge's finance/resources team as necessary (including a business partner, treasury management and internal audit); and
- an acting (soon to be made permanent) Monitoring Officer/Legal Advisor (the Director of Law, Governance and Human Resources at LB Barking and Dagenham) who draws on support from the LB Barking and Dagenham legal team as necessary.

46. The LB Barking and Dagenham also provides Human Resources, Payroll services and Information Technology services to ELWA.

North London Waste Authority (NLWA)

47. NLWA does not employ any members of staff directly. All full-time NLWA staff members (around 30 FTEs) are employed by LB Camden and seconded to NLWA. NLWA makes cross-borough arrangements for support services, involving LB Camden and LB Haringey (IT services). The principal officer support and managers in post as at 31st March 2018 are set out below:

- Clerk (part-time) – Chief Executive, LB Camden
- Financial Adviser (part-time) – Executive Director, Corporate Services, LB Camden
- Legal Adviser (part-time) – Borough Solicitor, LB Camden
- Environment Adviser – currently vacant
- Managing Director and Deputy Clerk
- Programme Director (responsible for delivery of North London Heat and Power Project)
- Head of Strategy and Services
- Head of Legal and Governance
- Head of Finance

Merseyside Recycling and Waste Authority (MRWA)

48. MRWA employs 30 staff and is independent of any District. It is headed by a Chief Executive. The Chief Executive and Director of Finance (Treasurer) are full-time roles, the Clerk and Monitoring Officer roles are undertaken part-time by two Assistant Directors (Strategy and Operations).

OPTIONS

49. It is clear that this Authority is already a very lean organisation in comparison with most other SJWDA's, with most of its administrative work managed in-house by a small, directly employed team, or externalised and subject to periodic market testing.

50. Therefore, in reality, the options for reorganisation are somewhat limited. The following seven options, whilst not exhaustive, do highlight all the main points that Members will need to consider when assessing a way forward for the Authority and the report goes on to discuss each in further detail:

- a) Combine the role of Clerk and Treasurer, or expand the role of the General Manager;
- b) Return the role of Clerk to a constituent council;
- c) Move the Deputy Clerk role to a different constituent council;
- d) Return the role of Treasurer to a constituent council;
- e) Move the Deputy Treasurer role to a different constituent council;
- f) Leave the existing arrangements as they are;

g) Share arrangements with another SJWDA

a) Combine the role of Clerk and Treasurer, or expand the role of General Manager

51. It is essential that the Authority's organisational and managerial structures facilitate the performance of its statutory duties, and the statutory responsibilities of its key officers, and it is essential that there is an appropriate and clearly defined division of responsibilities for the corporate management of the Authority, such that no one individual has unfettered or excessive powers of decision.

52. Although in ELWA the Managing Director is also the Clerk and Head of the Paid Service, Western Riverside Waste Authority officers believe there could on occasion be a tension between the roles, particularly as the General Manager is the principal author of key reports to the Authority.

53. The current division of duties and responsibilities between the Clerk, Treasurer and General Manager have worked well since the Authority was created without any issues, providing effective checks and balances, and it is recommended that they be retained.

b) Replace the Clerk

54. The legislation highlights that the Authority should 'have regard to the desirability of that person being the chief officer of a constituent council', but it does not require it.

55. It would obviously be beneficial to the Authority if the Clerk was also a Chief Executive of a constituent council as, in addition to their experience and administrative skills, they would more easily be able to bring a degree of influence to bear with the other Chief Executives. In practice, however, the need for such influence has proved rare.

56. However, whilst this might be considered an attractive option, the Authority needs to be mindful that (as was the case with Wandsworth previously) the constituent councils (or the Chief Executives themselves) may be unwilling to increase the workload of their most senior officers in this way. As Mr Walker and the previous Clerk can testify, the workload is not steady and can be quite intensive for periods.

57. Given the role that is to be performed, a borough solicitor or director of administration might be an alternative if a suitable candidate could be identified. However there is always the remote risk that, if a future dispute with the Clerk's own constituent council were to arise, it could cause a conflict of interest issue.

58. There is also a danger that, if the Chairman and the Clerk (or Treasurer) come from the same constituent council on a long term basis, this could be perceived as placing too much control in one constituent council.

59. The alternative of recruiting a recently retired senior officer, such as Mr Walker, can therefore have its advantages as well as potential disadvantages.

c) Move the Deputy Clerk role to a different constituent council

60. This role is entirely administrative in nature and could be carried out equally well by any of the constituent council committee sections, subject to capacity.

61. If, in the future, the Clerk were to be from one of the constituent councils then it would make sense for the Deputy Clerk to be from the same Council.

62. However, if the Clerk were to remain independent then, if only for geographical convenience, if Wandsworth is willing to continue to provide the service there seems little purpose in changing the existing arrangements.

63. There could also be additional costs for the Authority in compensating LB Wandsworth for any amendments to its current staffing arrangements and to cover the cost of the transitional arrangements to another borough.

d) Replace the Treasurer

64. In common with the other SJWDAs, it is thought essential that the Treasurer is, or has been, a serving local authority Chief Finance Officer or Section 151 officer, or a very experienced Deputy Section 151 officer. Without that experience it may be difficult to gain the confidence of his or her peers at the constituent councils.

65. However, even more so than the Clerk, the role can be extremely demanding and intensive during times of procurement or contract variation. The Treasurer is also responsible for administering the annual budget and accounting cycles.

66. The Authority therefore has to be mindful that the constituent councils (or the chief finance officers themselves) may be unwilling to increase the workload of their most senior officers in this way.

e) Move the Deputy Treasurer role to a different constituent council

67. This is feasible but not without complication, particularly within a budget year, given that the financial systems that would need to move as well as the person.
68. The Deputy Treasurer is a qualified accountant and a corporate Financial Controller at Wandsworth and she compiles the annual accounts by importing the Authority's financial data into Wandsworth Council's accounting systems.
69. She also oversees liaison with both internal and external audit (internal audit being via the South West London Audit Partnership which serves the LBs of Kingston, Merton, Richmond, Sutton and Wandsworth.). The Authority's day-to-day payroll, pension and debt management functions also fall under her control.
70. As with any change of the Deputy Clerk, there could be additional costs for the Authority in compensating the LB Wandsworth, who would have to amend its current staffing arrangements, and to cover the costs of the transitional arrangements to another borough.
71. Council financial systems do not all operate in the same way and any new host would need to be able to accommodate the requirements of the Authority's accounting arrangements. It is also possible that this may cause tension if the Treasurer and Deputy Treasurer were from separate boroughs on separate systems. Whilst similar problems could arise with an independent Treasurer, it is thought to be less likely.

f) Leave the existing arrangements as they are

72. This is a legitimate option for the short to mid-term. The Clerk and Treasurer are both currently employed until 31st March 2021 (subject to three months' notice of termination on either side), with a further review already programmed to be carried out in the Autumn of 2020. At present both are content to serve until the end of March 2021.
73. By 2024 the Authority will need to be preparing a strategy for the re-procurement of waste management services post-2032 and it will probably need to have re-assessed the structure of its directly employed staff before then, in preparation for that new phase in the Authority's existence.

g) Share arrangements with another SJWDA

74. In theory there might be an opportunity to share a Clerk or Treasurer and support arrangements with another SJWDA, especially as all local government organisations are being encouraged to combine management and infrastructure arrangements to save costs. However, given that each SJWDA is specifically tied to its constituent councils and the scale of SJWDA operations and contracts (especially as they are all in very different stages of the procurement cycle), it is thought unlikely that this would be viable in practice.

WAY FORWARD

75. Members are asked to give careful consideration to the various options set out in this Paper and to decide the preferred option(s) they wish officers to progress. In the event that the preferred option(s) involves a greater level of commitment from the constituent councils, it would be necessary to consult each to ascertain their willingness, or otherwise, to supply the Authority with the necessary resources.

COMMENTS OF THE CLERK

76. The Clerk concurs with the views expressed in this Paper and emphasises that if the Authority's preferred option(s) were to involve a greater level of commitment from any constituent council then, before proceeding further, it would be necessary to consult each constituent council to establish whether or not any council would be willing to provide the necessary resources.

COMMENTS OF THE TREASURER

77. Both the Clerk and Treasurer are directly remunerated by the Authority and, as such, are employees of the Authority. The current remuneration for each post is £11,444 per annum. The Authority also pays any overhead costs related to this sum such as National Insurance contributions. The Deputy Clerk and Deputy Treasurer are directly paid by Wandsworth, and are both paid an emolument by that Council for their additional duties with the Authority. The Costs to the Authority of the Finance and Administrative support in 2018/19 were £55,000 and £ 37,000, respectively.

RECOMMENDATIONS

78. The Authority is recommended to:

- a) formally approve an updated version of the Service Level Agreement (attached as Appendix B) and discussed in paragraphs 15 to 18 above;
- b) carefully consider the contents of this Paper and to decide which preferred option(s) for its future governance arrangements it wishes officers to progress:
 - Combine the role of Clerk and Treasurer, or expand the role of the General Manager
 - Return the role of Clerk to a constituent council
 - Move the Deputy Clerk role to a different constituent council
 - Return the role of Treasurer to a constituent council
 - Move the Deputy Treasurer role to a different constituent council
 - Leave the existing arrangements as they are
 - Share arrangements with another SJWDA;
- c) consider if it wishes officers to consult with the constituent councils on their willingness to supply the Authority with senior officers at this stage and/or to provide it with financial and administrative functions; and
- d) otherwise to receive this report as information.

M. Broxup
GENERAL MANAGER

Western Riverside Transfer Station
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Wandsworth
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5th July 2019

Western Riverside Waste Authority

RULES OF THE AUTHORITY

A. Constitution

B. Standing Orders

C. Scheme of Delegations and Proper Officer Functions

(Revised December 2015)

A

CONSTITUTION

WESTERN RIVERSIDE WASTE AUTHORITY

CONSTITUTION AND TERMS OF REFERENCE

Name. The Authority formed to discharge the operational functions of waste disposal for the areas of the Borough Councils of Hammersmith and Fulham, Kensington and Chelsea, Lambeth and Wandsworth, pursuant to the Local Government Act 1985 and the Waste Regulation and Disposal (Authorities) Order 1985, shall be known as the Western Riverside Waste Authority (WRWA).

Objective. The objectives of the Authority shall be

- to work with its constituent councils (as the waste collection authorities for the WRWA area) to create effective strategies for waste management;
- to support and facilitate waste prevention and waste minimisation;
- to provide places for the deposit of waste and to dispose of, or make use of, waste delivered to those places;
- to encourage reclamation and recycling of waste and to provide facilities for such reclamation and recycling;
- to recover energy from waste that cannot be recycled or composted;
- to maintain civic amenity site facilities for use by the public which allow for separating out of materials that can be recycled, composted or reused;
- to properly execute the statutory duties of the Authority;
- to educate and inform the public about waste management issues, and in particular how they can prevent waste arising, minimise the waste they do produce, reuse products and recycle or compost;
- to assist in achieving regional self-sufficiency in waste management for the London area;
- to undertake its waste management activities in ways that minimise disruption to others and involve a “good neighbour” approach to the management of waste facilities ; and
- to achieve best value and practical environmental options for waste management that do not involve excessive cost.

Membership. The Membership of the Authority shall comprise two elected Members from each of the constituent Councils, appointed by each Council.

Chairman. The Authority shall appoint at each annual meeting for the ensuing year a Member to be Chairman of the Authority and a Member to be Deputy Chairman.

Clerk and Treasurer. In accordance with Section 34 (8) of the Local Government Act 1985 the Authority shall appoint an officer as its Clerk.

In accordance with Section 73 of the Local Government 1985 Act the Authority shall appoint one of its officers (the Treasurer) to be responsible for the proper administration of its financial affairs. Also, in accordance with Section 113 of the Local Government Finance Act 1988 the Treasurer will be a member of a recognised accountancy body.

The Clerk and Treasurer shall be delegated, after consultation with the Chairman and Deputy Chairman, the authority to take action on behalf of the Authority in any matter which is either urgent or routine.

The Authority may review such appointments at any time. However, once every two years, in February, it will formally ask each constituent council if it considers such a review to be necessary and, if so, a paper will be prepared for the Authority's next annual meeting.

Meetings. The Authority shall meet at least four times a year, as determined by Standing Orders.

Notice to Members. At least four clear days before a meeting of the Authority, notice of the time and place of the meeting and business to be transacted thereat shall be delivered to the last known residence of every Member of the Authority, provided that the want of service of such notice shall not affect the validity of the meeting.

Quorum. No business shall be transacted at a meeting of the Authority unless one fourth of its Members are present thereat.

Minutes. Minutes of the proceedings of a meeting of the Authority shall be drawn up and signed at the ensuing ordinary meeting by the person presiding thereat.

STANDING ORDERS

WESTERN RIVERSIDE WASTE AUTHORITY

STANDING ORDERS OF THE AUTHORITY AS APPROVED ON 6TH JANUARY 1986 AND SUBSEQUENTLY AMENDED

PART A – STANDING ORDERS RELATING TO THE AUTHORITY

OFFICIAL APPOINTMENTS

1. **Chairman and Deputy Chairman of the Authority**

- (a) The Chairman and Deputy Chairman of the Authority shall be appointed annually by the Authority from among the Members.
- (b) The appointment of the Chairman and Deputy Chairman shall be the first business transacted at the annual meeting of the Authority.

2. **Deputy Chairman of the Authority**

Subject to any standing orders made by the Authority, anything authorised or required to be done by or in relation to the Chairman, may be done by or in relation to the Deputy Chairman in the absence of the Chairman.

MEETINGS OF THE AUTHORITY

3. **Meetings to be Held**

The following meetings shall be held in every year:-

- (a) an annual meeting of the Authority which shall be held on such day in the months of April or May or June or July as the Authority may fix and such ordinary meetings of the Authority as the Authority directs for the transaction of ordinary business, subject to the requirement that the Authority meets at least four times each calendar year; and
- (b) such extraordinary meetings (which may be referred to as “special meetings”) as may be called by the Chairman or by two members of the Authority in accordance with Standing Order No. 6 if the Chairman is in default.

4. **Venue for Meetings of the Authority**

The venue for the Annual Meeting and other meetings of the Authority for the transaction of ordinary business shall be as set out in the notice of time and place of the intended meeting.

5. **Calling an Authority Meeting**

- (a) Four clear days at least before a meeting of the Authority notice of the time and place of the intended meeting shall be given and, where the meeting is called by Members of the Authority, the notice shall be

signed by those Members in accordance with Standing Order 6(b) and shall specify the business to be transacted thereat.

- (b) A summons to attend an Authority meeting specifying the business proposed to be transacted thereat and signed by the Proper Officer shall be left at or sent by post to the usual place of residence of every Member of the Authority.

Provided that –

- (i) Want of service of a summons on any Member of the Authority shall not affect the validity of a meeting; and
- (ii) If a Member of the Authority gives notice in writing to the Proper Officer of the Authority that he/she desires the summons to attend meetings of the Authority to be sent to him/her at some address specified in the notice other than his/her place of residence, any summons addressed to him/her and delivered at or sent by post to the address so specified shall be deemed sufficient service of the summons.
- (c) All constituent Borough Councils, shall be sent a set of agendas, non-confidential papers and minutes of a meeting of the Authority (and confidential papers subject to Standing Order 5(d)). The Authority will endeavour to send out such documents, or drafts thereof where a paper has yet to be finalised, to the Technical Officers of the constituent councils 10 working days prior to meetings and to the Members in accordance with statutory requirements.
- (d) Confidential papers will be sent to the Chief Executive, Technical Officer, Executive Director and Finance Directors nominated to the Authority by each Constituent Borough Council and to the head of legal services at each Constituent Borough Council, unless the Clerk determines that it is reasonable to withhold a document in the interests of the Authority. Under the terms of a confidentiality agreement, the Constituent Borough Council's head of legal services may decide whether or not to disclose the papers to other persons, which may for example include other councillors of the Constituent Borough Council.
- (e) All papers to be considered at a meeting will be sent to each Member of the Authority or, where necessary, they will be tabled at the meeting, for reasons of urgency.

6. Calling an Extraordinary Authority Meeting

- (a) The Chairman of the Authority may call an extraordinary meeting of the Authority at any time.
- (b) If the Chairman refuses to call an extraordinary meeting of the Authority after a requisition for that purpose, signed by two Members of the Authority, has been presented to him/her, or if, without so refusing, the Chairman does not call a meeting within seven days after such

requisition has been presented to him/her, any two Members of the Authority, on that refusal or on the expiration of seven days, as the case may be, may forthwith call a meeting of the Authority and the provisions of Standing Order No. 5 shall apply provided that the Members issuing the notice shall first consult with the Clerk as to whether the proposed date and venue for the meeting are appropriate.

7. Presiding at Meetings of the Authority

- (a) At a meeting of the Authority the Chairman of the Authority, if present, shall preside (unless he/she indicates that he/she declares an interest in a matter which makes it inappropriate for him/her to do so, or if he/she wishes to vacate the Chair in relation to one or more items for any other reason.)
- (b) If the Chairman of the Authority is absent from a meeting of the Authority the Deputy Chairman of the Authority, if present, shall preside (unless he/she declares an interest in a matter which makes it inappropriate for him/her to do so, or if he/she wishes to vacate the Chair in relation to one or more items for any other reasons.).
- (c) If the Chairman and Deputy Chairman are both absent from the meeting, or are unable to preside for any other reason, another Member of the Authority chosen by members of the Authority present shall preside. The person so elected may exercise all the powers of the Chairman under these standing orders in relation to presiding at meetings. In the event that person declares an interest in a matter which makes it inappropriate for him/her to preside or if he/she wishes to vacate the Chair in relation to one or more items for any reason the meeting shall elect another Member to chair the meeting for that item or items.

8. Record of Attendance at Meetings

- (a) The names of the Members present at a meeting of the Authority shall be recorded.
- (b) Every Member attending a meeting of the Authority shall sign his/her name on the attendance record provided by the Proper Officer.

9. Quorum

- (a) No business shall be transacted at a meeting of the Authority unless at least two of the whole number of Members of the Authority are present thereat.
- (b) If (i) at the commencement of any meeting or (ii) during any meeting, the Chairman finds that there is not a quorum, the meeting shall stand adjourned (i) for 20 minutes or (ii) for 3 minutes to enable a quorum to be sought. If at the end of that time there is still no quorum, the

meeting shall end and the remaining business shall stand referred to the next meeting.

10. Voting at Meetings

- (a) Where a motion or amendment appears to be opposed by any Member, the person presiding shall take a show of hands vote and announce the result. Any three Members of the Authority may then require a division to be called by a further show of hands.
- (b) Where a division is to be taken, the question shall be put again by the Chairman and the names of Members from the division shall be taken by the Proper Officer and the total of votes for and against announced by the Chairman. The name of any Member present but not voting shall also be recorded. If the division differs from the first show of hands, the division vote shall prevail.
- (c) Where no division has been taken, on request, a Member's personal dissent or abstention shall be recorded in the minutes.
- (d) In the case of an equality of votes, the person presiding at the meeting shall have a second and casting vote.

11. Disorderly Conduct by Members at a Meeting

If a Member disregards the Chairman's ruling, the Chairman may order the Member to end his/her speech, or may move "that the Member be not further heard" and the motion if seconded shall be put and determined without discussion. If, following such a resolution the Member continues in a disorderly manner the Chairman may suspend the meeting for such period as he/she feels appropriate. Alternatively the Chairman may move that the Member be removed from the meeting for a period of time. This motion shall be voted on without discussion, and, if carried, the Chairman shall order the removal of the Member.

12. Admission of Public and Press

All meetings of the Authority and its committees or other appointed decision making bodies shall be open to the press and public provided that the Authority may by resolution exclude the press and public from a meeting (whether during the whole or part of the proceedings) whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the public were present during that item, there would be disclosure to them of exempt information within the terms of Part 1 of Schedule 12A to the Local Government Act 1972 and the Authority is of the view (where required) that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

13. Disorderly Conduct from Public Galleries

The Chairman, after warning the person(s) concerned, may order the removal from the galleries of any member of the public causing a disturbance. The

Chairman may, if he/she considers it appropriate, suspend the meeting for such period as he/she considers necessary to enable this to be done.

14. Rulings by the Chairman

The Chairman shall decide all questions of order (having consulted the Proper Officer) and his/her ruling upon all such matters and interpretations of these Standing Orders and upon any matters arising during debate shall not be open to challenge at a meeting of the Authority.

BUSINESS AT MEETINGS

15. Order of Business

- (a) At the Annual Meeting of the Authority the order of business as specified in the summons shall be:-
 - (i) Appointment of Chairman and Deputy Chairman, pursuant to Standing Order No. 1(b) above;
 - (ii) Minutes;
 - (iii) Special announcements by the Chairman and reports by the Chairman of any communications;
 - (iv) Dates of ordinary meetings of the Authority.

Other items of business may be included on the agenda for the Annual Meeting as necessary where in the judgement of the Proper Officer, in consultation with the Chairman, they are required to be brought before the Authority.

- (b) The order of business specified in the summons for every ordinary meeting of the Authority, notwithstanding the meeting at which the Authority is to approve the Budget and Levy shall be – (i) the minutes of the Authority's previous ordinary meeting; and (ii) those items of business which, in the judgment of the Proper Officer, in consultation with the Chairman, require to be brought before the Authority.
- (c) Subject to statutory requirements, the order of business or the order for dealing with particular items under each heading of business may be varied at the discretion of the Chairman, or upon a motion put without discussion and carried by a majority vote of the Members present at the meeting.

16. Limit to Business

Except in the case of business required to be transacted at the Annual Meeting of the Authority or except in the case of a matter of urgency brought before the Annual Meeting in accordance with any Standing Order made by

the Authority, no business shall be transacted at a meeting of the Authority other than that specified in the summons relating thereto.

17. Minutes

- (a) Minutes of the proceedings of a meeting of the Authority shall be drawn up by the Clerk and shall be signed at the next non Special meeting of the Authority by the person presiding thereat.
- (b) The minutes shall be taken as read if they have been sent to Members not less than 72 hours before the meeting. The minutes may be challenged only on their accuracy. Such challenge shall be by motion before the minutes are signed. No other motion or discussion shall take place on the minutes.

18. Length of Meetings

The Authority may, at any time after it has sat for 3¼ hours, determine to dispose of the remaining business on the agenda by voting upon such business, including any business then under debate, without further debate.

19. Submission of Written Motions for Debate

- (a) Subject to Standing Orders Nos. 19(c), 19(e), 19(i), 23(a) and 23(b) below, a Member may submit a motion or an item of business for inclusion on the agenda for a meeting of the Authority.
- (b) Motions or items of business submitted for debate under Standing Order No. 19(a) shall be included in the order of business and shall be debated in the order they are received unless the Authority decides otherwise.
- (c) Such items or motions submitted under Standing Order No. 19(a) must relate to the functions of the Authority and notice in writing, signed by the Member, must be received by the Proper Officer at least 10 clear days before the meeting at which it is to be considered.
- (d) If a motion proposes extra expenditure or loss of income (other than a purely nominal sum) and the matter has not previously been approved in principle by the Authority, then, except in the case of a motion relating to proposals in officers' reports, the motion shall take the form of giving instructions for a report thereon to a subsequent meeting.
- (e) With respect to motions submitted under Standing Order No. 19(a), no motion to rescind any resolution passed by the Authority and no motion to the same effect as one which has been rejected by the Authority (including any motion to amend a proposal) may be proposed until after the expiry of 6 months from the date the resolution was passed or the motion or amendment rejected.

- (f) A motion (including any motion to amend a proposal) shall not be discussed unless it has been proposed and seconded.
- (g) At the conclusion of the debate on any motion the Chairman shall call upon the mover of the original motion, whether or not it has been amended, to sum up the debate.
- (h) At the conclusion of debate the mover of any motion under discussion shall sum up and the motion will be put to the vote without further discussion, provided that if an amendment is under discussion, the amendment shall first be put to the vote without further discussion.
- (i) Any motions submitted under Standing Order No. 19(a) shall be open to inspection by every Member of the Authority.

RULES OF DEBATE AT AUTHORITY MEETINGS

20. Proposing and Seconding Procedural/Interruptive Motions

A procedural/interruptive motion or amendment thereto may be moved without notice but shall not be discussed unless it has been proposed and seconded. For the purposes of this Standing Order, motions or amendments include those to adopt recommendations in reports.

21. Speaking at Meetings

- (a) No speech, unless permitted by the Chairman, shall exceed 5 minutes except in the case of the mover of an original motion who, when moving that motion, may speak for 10 minutes.
- (b) A Member wishing to speak shall address the Chairman and direct his/her speech to the question under discussion. If two or more Members wish to speak, the Chairman shall call on one to speak. While a Member is speaking no Member may interrupt except that a Member may speak on a point of personal explanation if the current debate, in the opinion of the Chairman, warrants it. A Member may interrupt another Member's speech to raise a point of order which shall be dealt with immediately. No other interruption of a speech shall be permitted unless the speaker is prepared to give way.
- (c) Any Member may be accompanied by one or more of the officers referred to in 5(d) (subject to it being noted that where such officers are also officers of the Authority, when present at the Authority meeting they will be acting in their capacity as officers of the Authority). Other Constituent Borough Council officers, apart from those referred to in 5(d), may also attend at the discretion of the Clerk.
- (d) The Chairman may request any person present at a meeting to speak and any Member may ask the Chairman to allow such interventions.

22. Points of Order

If a Member rises to raise a point of order, he/she shall indicate to which Standing Order his/her point of order is directed.

23. Amendments

- (a) When a motion is under debate amendments in either of the following or like terms shall be admitted:-

that the motion be amended;

that the recommendation in a report be referred back to the author of the said report.

- (b) An amendment shall be to

(i) leave out words;

(ii) to leave out words and insert or add others;

(iii) to insert or add other words.

but any such amendment must not have the effect of introducing a new proposal or of merely negating the motion.

- (c) The Chairman may require amendments to be put in writing and read on moving.

24. Withdrawal of a Motion or Amendment

The mover of a motion or amendment may, with the consent of the Authority, given without debate and by a show of hands only, withdraw or amend it.

25. General Debating Rules

- (a) No Member other than provided for in (b) below may speak more than twice on any item before the meeting that is:

(i) once to second or speak on the original motion or to move or second an amendment thereto; and

(ii) once on any other amendment.

- (b) The only exceptions to (a) above relate to:-

(i) The mover of an original motion which remains unamended at the close of the debate. The mover may speak once to move the motion, once on any subsequent amendment, and may close the debate.

or

- (ii) The mover of a successful amendment standing as the substantive motion at the end of the debate, who may close the debate.

In neither case shall the mover introduce any new matters in closing the debate.

- (c) Each amendment moved to a motion shall be discussed and voted on separately. If any amendment is not carried, other amendments may then be moved to the original motion. If an amendment is carried the motion as amended shall take the place of the original motion and shall become the motion upon which other amendments may be moved.
- (d) Further amendments shall not be moved until the Authority has decided upon the previous amendments.
- (e) At the Chairman's discretion (in order to facilitate the business of the Authority) he/she shall allow the debate on an item to range across more than one amendment tabled and shall inform the Authority accordingly.

26. Procedural/Interruptive Motions

Notwithstanding Standing Orders Nos. 15(a) and (b), a Member may move at the end of another Members' speech without comment –

- (a) That the question be put
- (b) That the debate be adjourned
- (c) That the Authority proceeds to the next business.

If the motion is seconded (without speech), the Chairman, if he/she is satisfied that the motion/amendment or item of business has been adequately debated, shall in relation to:-

(a) above - put the procedural motion to the vote and, if carried, shall allow the mover of the original motion his/her right of reply as set out in Standing Order No. 25(a) before putting the motion to vote.

(b) & (c) above - put the procedural motion to the vote and, if carried, the Authority shall proceed to the next item.

27. ADJOURNMENT OR SUSPENSION OF MEETINGS

The Chairman of a meeting may at any time, if he/she thinks it desirable in the interests or order, suspend the meeting for a time to be named by him/her.

28. VARIATIONS OF STANDING ORDERS

Unless contrary to law, a Member may move at the meeting of the Authority, with the permission of the Chairman, that any of Standing Orders Nos. 21, 25(a), 25(b), 25(c) and 25(d) be suspended. The motion shall be moved and the mover shall be allowed a 5 minute speech. It shall be seconded without comment.

Another Member chosen by the Chairman shall be allowed to reply (5 minute speech). The motion shall then be put to the vote.

PART B – GENERAL

GENERAL

29. PRIVACY OF DOCUMENTS

The Proper Officer shall classify all documents for presentation to meetings of the Authority. Documents which he considers contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 shall not be released to the press and public unless in the case of exempt information the Authority specifically resolves that the documents be made public.

Members shall not refer to such confidential or exempt documents or their contents in public.

30. ABSENCE FROM MEETINGS

Subject to the exceptions prescribed by statute as regards members of HM Forces, etc. during war or emergency, if a Member of the Authority fails throughout a period of six consecutive months from his/her last attendance to attend a meeting of the Authority, he/she shall, unless the failure was due to some reason approved by the Authority before the expiry of that period, cease to be a Member of the Authority.

31. RESIGNATIONS

Notwithstanding other legislative provisions relating to membership of the Authority, a person appointed to the Authority by a constituent Council, may at any time resign his/her office by written notice delivered to the Proper Officer of the Authority and his/her resignation shall take effect immediately upon receipt by that Officer.

32. SEAL OF THE AUTHORITY

- (a) The Seal of the Authority shall be kept in a safe place secured by a lock, and the key shall be kept by the Proper Officer of the Authority.
- (b) The Proper Officer (or his/her authorised representative) shall affix the seal to any document which requires to be sealed for the transaction of the functions of the Authority. The document shall be signed by the

Proper Officer (or his/her authorised representative). This signature shall be a full and sufficient certificate that the document has been duly and validly sealed in compliance with all Standing Orders of the Authority in that behalf.

- (c) The Proper Officer shall maintain a record of sealings which may be inspected by members on application to him/her.

33. MEMBERS NOT ELIGIBLE FOR STAFF APPOINTMENTS

A person shall, so long as he/she is and for twelve months after he/she ceases to be a Member of the Authority, be disqualified from being appointed by the Authority to any paid office.

34. FAMILY RELATIONSHIPS

Members of the Authority shall disclose to the Proper Officer any family relationships in connection with the appointment, promotion, settlement or individual conditions of service or termination of employment of a relation. Persons shall be deemed to be related if any family relationship (including relationship by marriage) is known to exist between them. Applicants for employment shall be required to declare any such relationship.

35. CANVASSING

Members of the staff and applicants for employment may not canvass Members.

36. PERSONAL AND PECUNIARY INTERESTS

- (i) All members of the Authority shall register annually any disclosable pecuniary interests as defined in the Localism Act 2011. They shall also declare any personal and pecuniary interest to any meeting where an item of business relates to, or is likely to affect, that interest. Where a member, or his or her spouse or civil partner, has a disclosable pecuniary interest in any such matter, they shall:-
 - (a) withdraw from the room or chamber where the meeting is being held;
 - (b) not take part in any debate on, or vote on, that matter; and
 - (c) not seek improperly to influence a decision about that matter.
- (ii) within 28 days of receipt, any Member must notify the Clerk in writing of any gift or hospitality with an estimated value of £25 or more, and disclose any gift or hospitality of that value to any meeting where an item of business relates to, or is likely to affect, the interests of any person or body from whom such gift or hospitality has been received."

37. MEMBERS GENERALLY

- (a) In all matters Members shall follow the “Nolan Principles” as prescribed by the Committee on Standards in Public Life.
- (b) Members are under a duty to exercise independent judgement with an open mind in the interests of the Authority whilst at all times acting in accordance with the law and having regard to relevant professional advice.
- (c) Members shall exercise their powers:
 - (i) to achieve the objectives of the Authority;
 - (ii) to ensure that the Authority does not incur avoidable loss or fail in its statutory duties; and
 - (iii) in the interests of the residents of the Authority’s area as a whole by reaching decisions objectively and based on merit.”
- (d) Members must notify the Clerk in writing of any pecuniary interest, or any change to a previously notified pecuniary interest.”

38. AUTHORITY DELEGATED TO CLERK AND TREASURER

- (a) There shall be specifically delegated to the Clerk and the Treasurer in conjunction the authority to take action on behalf of the Authority in any matter which either is urgent or is routine. When any expenditure involved exceeds a limit from time to time prescribed by the Authority or the Clerk considers the action to be of particular significance, this delegated authority shall only be exercised after a written summary of the action is prepared and the procedure set out in this standing order is followed. The written summary of the action shall be sent by the Clerk to the Chairman and the Chairman shall be asked to sign the written summary. After the Chairman has signed the written summary the procedure set out in this standing order, as it relates to the delegated authority, shall be deemed to have been completed. A copy of such delegated authority when exercised in writing shall be sent by the Clerk to the Member of the Authority nominated for that purpose by those Members not constituting the majority voting party and he/she may, within 48 hours, require that the action be subsequently reported to the Authority.
- (b) Where the Clerk or Treasurer is unable to act through absence or otherwise, this delegated authority may be exercised by the officer who, by reason of holding the office of deputy or otherwise appointed by the Clerk/Treasurer, is authorised to act in his place.
- (c) Each delegated authority shall, when exercised in writing, be in such a form as may be prescribed from time to time by the Clerk, who shall make available copies of all such authorities for inspection by any Member of the Authority and who shall, if any Member so requests in writing, report any such written authority to the next ordinary meeting of the Authority.

39. CONSTITUTION, SCHEME OF DELEGATIONS AND PROPER OFFICER FUNCTIONS AND CODE OF PRACTICE ON CONTRACTS PROCEDURES

- (a) The constitution of the Authority shall be the constitution approved at the meeting of the Authority held on 6th January 1986 as amended by the Authority at any subsequent meeting.
- (b) Where the provision of the Authority's Constitution and the provisions of its Standing Orders conflict, those to be found in Standing Orders shall take precedence.
- (c) The Clerk shall publish a scheme setting out all delegations of authority to officers and all Proper Officer functions, which shall be available to Members and to members of the public.
- (d) All contracts made by the Authority shall comply with the Code of Practice approved by the Authority from time to time and/or any statutory requirements.

40. COMMITTEES

- (a) The Authority may delegate to Committees of Members of the Authority such of its powers as it so chooses provided that the Committee may only make such decisions as are consistent with the Authority's policy and provided that any expenditure authorised can be met from financial estimates approved by the Authority. Such Committees shall report on each of their meetings to the earliest possible meeting of the Authority.
- (b) The Standing Orders of the Authority as to conduct of debate and as to pecuniary and other interests, shall mutatis mutandis apply to Committee meetings, subject to any procedural rules the Authority may make on the appointment of a Committee.
- (c) In respect of each Committee, the Authority shall appoint a Chairman and Deputy Chairman.
- (d) A Committee may appoint a sub-Committee comprising Members of that Committee subject to the approval of the Authority.
- (e) Membership of any Committee shall comply with the Local Government (Committees and Political Groups) Regulations 1990 and any other relevant legislation.

C

SCHEME OF DELEGATIONS

AND PROPER OFFICER FUNCTIONS

DELEGATIONS AND PROPER OFFICER FUNCTIONS

**Statement by the Clerk relating to “Proper Officer Functions” and Powers
Delegated to Officers**

CLERK TO THE AUTHORITY

A. PROPER OFFICER FUNCTIONS

- (i) The Clerk to the Authority is the Proper Officer of the Authority to perform functions in relation to:-
 - (a) The preparation and dispatch of a summons to attend an Authority meeting (Standing Order No. 5).
 - (b) Receiving notice in writing from Member(s) of the Authority desiring summonses to attend Authority meetings to be sent to an address specified other than his/her place of residence (Standing Order No. 5).
 - (c) The preparation and dispatch of a summons to attend an Extraordinary Authority meeting on the refusal by the Chairman to call such a meeting and on a requirement of two Members of the Authority (Standing Order No. 6).
 - (d) The provision at each meeting of the Authority of an attendance record (Standing Order No. 8).
 - (e) The provision of advice to the Chairman on all questions of order at meetings of the Authority, together with the interpretation of Standing Orders of the Authority (Standing Order No.14).
 - (f) The preparation of a minute of each meeting of the Authority (Standing Order No.17).
 - (g) Receiving from Members of the Authority notice in writing of items, motions and/or amendments (to motions) to be considered/debated at meeting of the Authority (Standing Orders Nos. 19 and 23).
 - (h) Classifying all documents for presentation to meetings of the Authority (Standing Order No. 29).
 - (i) Receiving notices of changes of membership of the Authority (Standing Order No. 31).
 - (j) Keeping the key to the lock of the Seal of the Authority.
 - (k) Affixing the Seal to any document which requires to be sealed for the transaction of the functions of the Authority and maintaining a record of sealings (Standing Order No. 32).

- (l) Receiving any disclosures of family relationships in connection with the appointment, promotion, settlement of individual conditions of service or termination of employment of a relation (Standing Order No. 34).
 - (m) Receiving and recording any registration of pecuniary interests, or of receipt of gifts or hospitality, made by any Member of the Authority (Standing Order No. 36).
 - (n) Acting as the Authority's monitoring officer for the purpose of Section 5 of the Local Government and Housing Act 1989.
 - (o) Deciding whether a document discloses certain types of the exempt information described in Schedule 12A to the Local Government Act 1972 which would mean that the document is not required to be open to inspection by a Member of the Authority (Section 100F(2) of the Local Government Act 1972).
 - (p) Signing a summons to attend a meeting of the Authority. (Paragraph 4(2)(b) of Part 1 of Schedule 12 of the Local Government Act 1972).
 - (q) Receiving notice in writing from a Member of the Authority of their wish for summonses to attend meetings of the Authority to be sent to an address specified in the notice other than his place of residence. (Paragraph 4(3) of Part 1 of Schedule 12 of the Local Government Act 1972).
- (ii) The Clerk to the Authority is also the Proper Officer of the Authority to perform the following specific provisions in the Local Government Act 1972 where they are additional to the Standing Orders of the Authority:-
- (a) Not used.
 - (b) The Officer who shall decide which documents, other than reports being supplied to the Authority in connection with an item on an agenda, should be supplied to newspapers (Section 100B(7)(c)).
 - (c) The Officer who shall make a written summary of the proceedings or report of the proceedings at a meeting where members of the public were excluded so as to provide them with a reasonably fair and coherent record of those proceedings (Section 100C(2)).
 - (d) The Officer who shall compile a list of the background papers for a report (Section 100D(1)(a)).
 - (e) The Officer who shall decide which papers are to be background papers for a report (Section 100D(5)(a) and (b)).
 - (f) The Officer who shall make a statutory declaration in connection with entering and verifying any change in the name and identity of the Authority (Section 146).

- (g) The Officer with whom documents of any description shall be deposited, who shall receive and retain such documents and shall make such notes or endorsements on, and give such acknowledgments and receipts in respect of, the documents as may be directed in accordance with Section 225 of the Act.
 - (h) The Officer who shall certify, for production in evidence, the authenticity of the photographic copies of documents held by the Authority or which have been destroyed while in the custody of the Authority (Section 229).
 - (i) The Officer who shall sign on behalf of the Authority any notice, order, or other document which the Authority is authorised or required to give, make or issue except where another officer of the Authority has been designated the Proper Officer for a particular purpose (Section 234).
 - (j) The Officer who shall certify a resolution of the Authority (Schedule 14, Part II, para 25(7)).
-

B. DELEGATIONS

The Clerk to the Authority, or in his absence an officer duly appointed by him, is authorised to exercise the powers and functions of the Authority as follows:-

- (a) To carry out all the functions required of him in his capacity as the “Proper Officer”.
 - (b) To take action on behalf of the Authority in any matter which is either urgent or is routine. This power shall be exercised in accordance with the terms of Standing Order No. 38.
 - (c) In conjunction with the Treasurer, to approve expenditure on various items of plant, works, services and supplies that exceeds £5,000 but is less than £30,000 (or such other upper limit as shall be agreed by the Authority) and is necessary to ensure the continued operation of the transfer stations etc.
 - (d) To share all relevant documents and information with the constituent councils and lead on maintaining close co-ordination and co-operation with them.
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TREASURER TO THE AUTHORITYA. PROPER OFFICER FUNCTIONS

The Treasurer, and whenever he is unfit or unable to act, the Accountant and Deputy Treasurer to the Authority, is the Proper Officer of the Council to perform the functions in relation to –

- (a) Section 115(2) of the Local Government Act 1972 – The officer who shall receive all monies due to the Authority.
- (b) Section 151 of the Local Government Act 1972 – The officer who shall have responsibility for the proper administration of the Authority's financial affairs.
- (c) Section 114 of the Local Government Finance Act 1988 – The person having responsibility for the administration of the financial affairs of a relevant authority.

B. DELEGATIONS

The Treasurer is authorised to exercise the powers and functions of the Authority, as follows:-

- (a) To administer the Authority's banking and payment arrangements.
- (b) To institute any legal or other action as may be appropriate to recover any debt due to the Authority.
- (c) To authorise the writing off of irrecoverable debts not exceeding £1000 in any individual case.
- (d) To swear affidavits in bankruptcies and liquidation proceedings.
- (e) To make arrangements with debtors for payments to be made by instalments.
- (f) To borrow funds as necessary for any purpose for which the Authority is empowered and specifically to:-
 - (i) raise, repay, renew and otherwise vary the terms of loans, and
 - (ii) enter into any collateral agreements necessary to facilitate effective debt management.
- (g) To negotiate and enter into leasing agreements in order to finance the acquisition of vehicles, plant and equipment and to enter into any collateral agreements necessary to facilitate an effective leasing policy.
- (h) To invest any surplus balances of the Authority's funds and to sell investments for the purpose of reinvestment or to meet the needs of the Authority.

- (i) To make suitable insurance arrangements on behalf of the Authority including the variation of the scope of insurance policies in force from time to time to give appropriate cover.
- (j) To settle claims arising under the Authority's insurance policies.
- (k) To implement any decision of a recognised negotiating body awarding an increase in pay or salary to staff in the employ of the Authority who are subject to the scheme and conditions of service prescribed by that body.
- (l) To make payment of arrears of pay to former employees in respect of qualifying retrospective pay increases agreed after the termination of their contract of employment but with effect from a date before their employment ended, provided a written claim for payment is submitted to the Treasurer within six months of the notification of the date of settlement of the award.

Qualifying increases are:-

- (i) Pay increases resulting from a job evaluation assessment.
- (ii) Special recognition payments and acting-up allowances for additional duties carried out.
- (iii) National and London salary and wage awards as agreed by the appropriate National Joint Council.
- (iv) London Weighting awards as agreed by the appropriate National Joint Council.
- (v) Local agreements concerning pay and allowances.
- (m) The setting up of such systems and the adoption of such procedures as the Treasurer considers appropriate, to ensure the proper function of the financial affairs of the Authority.
- (n) In conjunction with the Clerk, to approve expenditure on various items of plant, work, services and supplies that exceed £30,000. This power to be exercised in accordance with the terms of Standing Order No. 38.
- (o) to institute any legal proceedings in any Court or Tribunal on behalf of the Authority under any enactment or regulation as may be appropriate in connection with the enforcement of any of the functions of the Authority, including any proceedings under the Fraud Act 2006 where the Treasurer considers it is expedient for the promotion or protection of the interests of the inhabitants of the Authority's area.
- (p) In conjunction with the Clerk, to approve expenditure on various items of plant, works, services and supplies that exceeds £5,000 but is less than £30,000 (or such other upper limit as shall be agreed by the

Authority) and is necessary to ensure the continued operation of the transfer stations etc.

GENERAL MANAGER

The General Manager, or, in his absence, the Deputy General Manager, is authorised to exercise the powers and functions of the Authority as follows:-

- (a) To take such emergency action as may be necessary, having first consulted with the Clerk where possible, to protect the public and the Authority's interest.
- (b) To approve expenditure necessary to ensure the continued operation of the transfer stations or necessary to ensure in general the proper functioning of the Authority, up to a value of £30,000. Any such items of expenditure between £5,000 and £30,000 shall be reported to a meeting of the Authority at the earliest opportunity.
- (c) To obtain tenders for any scheme or costed proposal which has previously been approved by the Authority. Such action to be carried out in accordance with the Code of Practice for Contracts approved by the Authority.
- (d) To issue interim and final certificates for payment of contractors' accounts for work(s) carried out (except where a dispute arises) and to authorise related payments to contractors/suppliers).
- (e) In consultation with the Treasurer, to authorise the disposal of the Authority's unwanted/obsolete goods or materials where the value does not exceed £500.
- (f) In consultation with the Clerk, to make temporary acting appointments to any post, below that of General Manager and to make such other consequential appointments as may be necessary because of the temporary absence of the postholder(s) concerned or in the case of a post(s) becoming vacant. Any appointment of a Deputy General Manager shall be reported to the Authority for information as soon as practicable.
- (g) To deal with staff management matters in accordance with the powers specified in the Authority's various Codes, Guidelines and Procedures, namely:-

Employees' Disciplinary Code; Procedure for handling staff grievances; Codes of practice for staff sickness; Procedures for dealing with cases of unsatisfactory performance; Harrassment Policy; Whistleblowing Code and Code of Conduct; Probation Code.
- (h) To make all arrangements for advertising for staff.
- (i) To make all permanent appointments of staff except that of the General Manager (which is exclusively made by the Authority).

- (j) In association with the Clerk and the Treasurer, to set hourly or sessional rates of pay and consequential salaries which depend directly upon national or other negotiated awards and payments.
- (k) To authorise such additional payments as are prescribed/permitted under the National Scheme of Conditions of Service and other appropriate schemes.
- (l) The granting of car loans/allowances to staff of the Authority in accordance with arrangements that are from time to time approved by the Authority.
- (m) The nomination of staff to attend conferences.
- (n) The granting of training, including day release facilities for staff.
- (o) The granting of special leave of absence in accordance with arrangements that are from time to time approved by the Authority.
- (p) Authorising extensions of sick pay for up to six months beyond the expiry of normal entitlement under the National Scheme of Conditions of Service.
- (q) The granting of ex-gratia claims up to a value of £100.
- (r) To respond on behalf of the Authority to requests from statutory bodies etc. for the Authority's comments on individual matters.
- (s) To represent and express the views of the Authority at meetings, seminars and conferences.

DEPUTY GENERAL MANAGER

In the absence of the General Manager, to exercise all the powers and functions of the Authority delegated to the General Manager.

Appendix B

**SERVICE LEVEL AGREEMENT BETWEEN WANDSWORTH COUNCIL AND
WESTERN RIVERSIDE WASTE AUTHORITY – JULY 2019**

**FOR THE PROVISION OF FINANCIAL AND ADMINISTRATIVE SUPPORT
SERVICES (COSTS ARE AS PER 2019/20 BUDGET)**

FINANCIAL SERVICES

Financial services are the overall responsibility of the Treasurer within his statutory responsibilities. The services detailed below are provided by the Deputy Treasurer **with** support from Wandsworth Council's Financial Control team as required, with specialist input from other Sections, in particular Internal Audit. Recharges are based on estimated time inputs and are agreed annually with the General Manager of the Authority. They then form the basis of the agreed budget.

1. Accounting

- Maintaining proper accounting records to CIPFA standards according to the appropriate CIPFA Codes in Wandsworth and WRWA systems.
- Producing annual accounts and stewardship report to WRWA Members.
- Liaison with Internal Audit, including:
 - annual risk review
 - production of the statutory Annual Governance Statement.
- Liaison with External Auditors annually to accounts certification stage.
- Formal publication of draft and audited Accounts to (reducing) statutory deadline.
- Commissioning asset valuations as required for accounting purposes.

2. Budgeting/Budgetary Control

- Producing and reporting the annual forecast to the Authority in November/December following discussions with Technical Officers and in consultation with constituent council finance officers. Full review of tonnages/units and costs.
- Liaison and correspondence with Boroughs on household numbers/tax base/levy tonnages to produce agreed bases for budget and recharge purposes.
- January budget/levy report incorporating a further review of prices, tonnages/units.
- Formal levy notification process to constituent councils.
- Monitoring receipt of levy /follow up action on defaulters.
- Reporting as required on budget position to monthly Waste Management Board meetings.

3. Financial Advice & Support

- Continuous availability to WRWA for advice and support on all issues relevant to finance, including:

Routine

- Attendance at Waste Management Board monthly.

- Attendance at Authority meetings minimum 4 x p.a..
- Attendance at Technical Officer meetings minimum 8 x p.a..
- Financial input and comment on procurement and contract proposals and other financial transactions of the Authority.
- Financial appraisal of contract variations.
- Financial input into policy reviews.
- Second stage authorisation with General Manager of payments.

Government Statutory Requirements- Annual Submissions

- Revenue Accounts Budget Estimates (RA).
- Capital Estimates Return (CER) .
- Revenue Out-turn (RO).
- Capital Out-turn (CO).
- Whole of Government Accounts (WGA).
- Completion of regular and ad hoc returns, surveys or questionnaires.

Government Statutory Requirements- Quarterly Submissions

- Borrowing and Lending.
- Quarterly Revenue Out-turn projections (QRO)
- Capital receipts and payments.

4. Treasury Management

- Annual review and report.
- Cash flow management.
- Ongoing borrowing/investment through Public Works Loans Board/ Wandsworth Borough Council / external third parties to proper standards.

5. Internal Audit

- Full Internal Audit service, reducing External Audit input and cost.
- Contribution to production of Annual Governance Statement.
- Advice on new systems, etc as required.

6. Payroll/Pensions Administration

- Salary administration and payments, including expense claims and responses to employee queries.
- Liaison with LPFA.
- Commissioning actuarial reports for accounting purposes.
- Pensions advice to employees.

ADMINISTRATIVE SERVICES

Committee services are the overall responsibility of the Clerk within his statutory responsibilities. The services with regards to meetings are provided by the Deputy Clerk **with** support from Wandsworth Council's Administration team as required.

1. Committee Services

- collating, dispatching and minuting Authority meeting agendas minimum 4 x p.a,
- organisation of meeting dates (including cost of room)
- minuting monthly waste management board meetings.
- Maintaining registers of interests and related party transactions etc.
- maintaining Constitution, Standing Orders and Scheme of Delegations.

2. Other Administrative Services

- Human Resources advice on recruitment and employee matters generally.
- Occupational Health advice and support

APPENDIX B (WRWA 796)

Job Descriptions

Job Title: Clerk to the Western Riverside Waste Authority
Reports to: Chairman of the Western Riverside Waste Authority

Role Purpose:

To advise and support the Chairman in the administration and governance of the Western Riverside Waste Authority (WRWA).

Key relationships:

1. Chairman of the WRWA
2. Members of the WRWA
3. General Manager of the WRWA
4. Treasurer to the WRWA
5. Constituent council Chief Executive's and other relevant officers
6. WRWA contractors, legal advisers and other relevant organisations and individuals

Accountabilities:

1. To ensure the Authority is properly advised in terms of procedure, adherence to its constitution, standing orders and scheme of delegations and conformity with standards of good governance
2. To contribute at Authority meetings, supporting the Chairman and Members in weighing the importance of different issues and achieving a clear consensus;
3. Chair the WRWA management team, working closely with the Treasurer and General Manager
4. In liaison with the Treasurer, undertake the performance management of the General Manager, agreeing with him following consultation with the Chairman his annual objectives and undertaking his annual performance assessment with the Treasurer
5. Liaise regularly and as necessary with the four constituent councils at Chief Executive level, meet with them every six months or as required, provide relevant and timely briefings as appropriate and generally ensure that constituent councils are properly involved in the Authority's key decisions
6. On behalf of the Authority, commission external advice where necessary, for example on contractual and legal matters;

7. Subject to (1) above, protect the Authority's interests and, so far as possible, the boroughs' interests in negotiations with other parties, ensuring that the Members' decisions are fully respected and carried out
8. When required, support the General Manager in his management of the day-to-day operation, including where necessary involvement in staff management issues
9. When required, advise the Chairman and Authority members on the recruitment and appointments process for the General Manager and treasurer.
10. Maintain general awareness of matters relating to waste disposal services, especially with a view to the promotion of value for money and continuous improvements
11. To exercise delegated authority with respect to Proper Officer and other functions.

Job Description

Job Title: Treasurer to the Western Riverside Waste Authority
Reports to: Chairman of the Western Riverside Waste Authority

Role Purpose:

To advise and support the Chairman in the financial arrangements and governance of the Western Riverside Waste Authority (WRWA).

To act as the statutory chief finance officer of the Authority as required by Section 73 of the Local Government Act 1985 and Section 114 of the Local Government Finance Act 1988.

Key relationships:

1. Chairman of the WRWA
2. Members of the WRWA
3. General Manager of the WRWA
4. Clerk to the WRWA
5. Constituent council Section 151 officers and other relevant officers
6. WRWA contractors, legal advisers and other relevant organisations and individuals

Accountabilities:

1. To ensure the Authority is properly advised in terms of financial management, administration and advice; that it adheres to proper accounting practice as set out in legislation and related guidance as issued by CIPFA; and that its accounts are published and audited in line with statutory deadlines.

2. To ensure that the Authority sets a balanced budget and that the resulting levy and other recharges to the constituent Councils are reported to the Authority for agreement by the due date set by statute.
3. In liaison with the Clerk, to undertake performance management of the General Manager, agreeing with him following consultation with the Chairman his annual objectives and undertaking his annual performance assessment with the Clerk
4. To exercise vigilance on the part of the Chairman and Members to ensure that options for reducing the call on constituent councils' funding are properly explored and presented to Members, fully reflecting consequences for the Authority
5. Liaise as necessary with the four constituent councils at Section 151 officer level (and other relevant officers), meet with them as required, provide relevant and timely briefings on the Authority's financial affairs at least twice a year and generally ensure that constituent councils are properly involved in the Authority's key financial decisions
6. On behalf of the Authority, commission external advice where necessary, for example on contractual and legal matters with particular regard to taxation treatment or complex financial issues.
7. When required, support the General Manager in his management of the day-to-day operation or in special projects involving or affecting the Authority, including where necessary involvement in staff management issues and negotiations with the waste management contractor on commercial issues.
8. Maintain general awareness of matters relating to waste disposal services, especially with a view to the promotion of value for money and continuous improvements
9. Exercise delegated authority with regard to treasury management, borrowing and other related issues in line with the Authority's annually agreed treasury management policies .
10. Ensure that the Authority's risk management processes and procedures are fit for purpose and reviewed at least annually by the management team and the Authority
11. Ensure that the Authority has robust internal audit arrangements and liaises with the appointed external auditor.

Qualifications:

Must be a member of one of the accounting bodies set out in Section 113 of the Local Government Finance Act 1988.