

PAPER NO: WRWA 22-33

WESTERN RIVERSIDE WASTE AUTHORITY

MEETING	23 rd November 2022
REPORT AUTHOR/DATE	General Manager (Contact Mark Broxup - Tel. 020 8871 2788) 9 th November 2022
SUBJECT	Report on the Authority's Forward Plan.
CONTENTS	Page 1 Introduction Pages 1 to 3 Items reported on Page 3 Recommendations Pages 4 to10 Appendix – Forward Plan
STATUS	Open
BACKGROUND PAPERS	None

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INTRODUCTION

1. At the September 2019 meeting of the Authority, Members asked that a Forward Plan be produced to allow the Authority to identify future reports and see indicative dates of when decisions will need to be made, including, where possible, an indication of when decisions may need to be made by the Constituent Councils.
2. This report will be updated for every meeting and new and forthcoming items will be added to the list over time. The Forward Plan, which is attached as an Appendix to this report, has been divided into sections:
 - a. Consultations, Strategies and Policy Development
 - b. Operational and Other Matters
 - c. Corporate Governance
 - d. Finance
 - e. Known Future Decision Dates
 - f. Waste and Procurement Strategy Timetables

a) Consultations, Strategies and Policy Development

3. Consultations relating to waste planning policy developments and issues relating to waste management are kept under review. Where such consultations are identified, they are noted in this section of the Forward Plan; otherwise a general report is listed, and relevant policy developments and consultations will be included.

b) Operational and Other Matters

4. This section lists the on-going prevention, reduction, reuse, recycling, composting and energy recovery treatment of the wastes collected by the constituent councils, along with associated contract performance management and statutory reporting activities. Bids for financial support from external bodies will also come forward.

c) Corporate Governance

5. Governance and management arrangements are kept under review to ensure that the Authority always complies with its statutory duties and acts in the public

interest. At the organisational level, the Authority continues to have regard to potential risks in its relationships with its contractors and constituent councils.

d) Finance

6. Budget approval reports and Accounts sign off by the Authority or the Audit Committee (when applicable) are included, together with the regular budget updates.

e) Known Future Decision Dates

7. The dates of known future Authority decisions, together with the Authority meeting they will first be discussed, are set out in a table.

f) Waste and Procurement Strategy Timetables

8. Timetables for a new joint municipal waste strategy with the constituent councils and a procurement strategy for the Authority are set out.

FUTURE AUTHORITY MEETING DATES

9. Officers have looked at calendars and, subject to checking with the Democratic Service teams at each constituent council, the Authority is asked to approve the following proposed dates for Authority meetings in 2023 with a start time of 6 pm:

- 2nd February 2023 (Thursday)
- 14 June 2023 - AGM (Wednesday)
- 27 September 2023 (Wednesday)
- 22 November 2023 (Wednesday)

10. For administrative reasons (room booking, IT, refreshments etc.) the Authority is asked to agree that future meetings are held in the borough that employs the Deputy Clerk and therefore all the meetings above would be at Lambeth Town Hall.

11. It is also proposed that in future the Authority decide its future meetings at its AGM in June (up to and including the subsequent AGM) rather than at its November meeting.

12. The Appendix has been updated (in blue) to reflect the proposals set out in paragraphs 9 to 11 above.

RECOMMENDATIONS

13. Members are asked to approve:

- a. the Authority meeting dates as set out in paragraph 9 above, with a start time of 6pm;
- b. future Authority meetings be held at the Town Hall of the borough that employs the Deputy Clerk (currently Lambeth);
- c. going forward, future Authority meeting dates be agreed annually at the AGM (up to and including the subsequent AGM); and
- d. this report be otherwise received as information.

M. Broxup
GENERAL MANAGER

Western Riverside Transfer Station
Smugglers Way
Wandsworth
SW18 1JS

9th November 2022

APPENDIX

Note: all decisions are taken by the Authority unless indicated otherwise

MEETING DATES in 2023 - [subject to approval](#)

Time	Date	Location	Type of Meeting
6pm	2 nd February 2023(Thurs)	Lambeth Town Hall	Authority (Ordinary)
6pm	14 th June 2023 (Weds)	Lambeth Town Hall	Authority (AGM)
6pm	27 th September 2023 (Weds)	Lambeth Town Hall	Authority (Ordinary)
6pm	22 nd November 2023 (Weds)	Lambeth Town Hall	Authority (Ordinary)

CONSULTATIONS, STRATEGIES AND POLICY DEVELOPMENT

TITLE OF REPORT & CONTACT	NATURE OF DECISION	INDICATIVE DECISION DATE
Produced as Required General Manager	To consider and approve draft responses to various waste consultations, as published and periodically develop waste strategies and policy.	As arising.

*Note: Government responses are still expected in 2022 to the 2021 consultations on a deposit return scheme (DRS, and consistency in recycling collections).

OPERATIONAL AND OTHER MATTERS

TITLE OF REPORT & CONTACT	NATURE OF DECISION	INDICATIVE DECISION DATE
Report outlining progress with operations and other matters since the previous meeting of the Authority General Manager	Update on operational activities and performance together with matters that in themselves do not warrant production of a separate report.	Ongoing
	To consider funding bids to various bodies	As arising
	Approval of communication campaign(s) for the next financial year	November/January or February annually

TITLE OF REPORT & CONTACT	NATURE OF DECISION	INDICATIVE DECISION DATE
Annual Report General Manager	Approve the Annual Report for the previous financial year	June annually
Various Matters associated with the Authority's Waste Management Services Agreement with Cory Environmental Limited (trading as Cory Riverside Energy) General Manager and Treasurer	Updates on various contractual matters and generally considered in private session	Ongoing

CORPORATE MANAGEMENT

TITLE OF REPORT & CONTACT	NATURE OF DECISION	INDICATIVE DECISION DATE
<p>AGM Items</p> <p>Clerk</p>	<p>Membership of the Authority (for information)</p> <p>Appointment of the Chairman</p> <p>Appointment of the Vice-Chairman</p> <p>Appointments to Sub-Committees</p> <p>Meeting Dates up to next AGM agreed.</p>	<p>Annually in June.</p>
<p>Dates of meetings</p> <p>Clerk</p>	<p>Dates of meetings for the following calendar year</p>	<p>Annually in November</p>
<p>Governance Review</p>	<p>Periodic review of Governance and Management Arrangements last undertaken in September 2019. Unless required sooner due to legislative or operational changes, these arrangements will be reviewed every 4 years.</p>	<p>Next review due September 2023</p>
<p>Authority Policies</p> <p>Codes and Procedures</p>	<p>Unless required sooner due to legislative or operational change, all Authority Policies and Codes will be reviewed every 4 years.</p>	<p>Next review due January 2025</p>
<p>Equality, Diversity and Inclusion</p>	<p>Annual Review</p>	<p>September 2023</p>

FINANCE

TITLE OF REPORT & CONTACT	NATURE OF DECISION	INDICATIVE DECISION DATE
<p>The budget forecast for the current financial year and the prospects for the Apportionment of Waste Disposal Costs (AWDC) rates and the Levy for the next financial year.</p> <p>Treasurer</p>	<p>For Information</p>	<p>Annually in November</p>
<p>Details of makeup of the General Waste Rate in the current and next financial years and update on savings proposals</p> <p>Treasurer</p>	<p>For Information</p>	<p>Annually in November</p>
<p>Budget and Levy for the next financial year and prospects for future years</p> <p>Treasurer</p>	<p>Setting the Budget and Levy for the next financial year</p>	<p>Annually in January or February (Statutory Deadline 15th February)</p>
<p>Treasury Management and Capital Strategy for next financial year</p> <p>Treasurer</p>	<p>Setting Authorised Borrowing Limit and Operational Boundary and agreeing the 'Minimum Revenue Provision' and the investment policy for the next financial year</p>	<p>Annually in January or February</p>
<p>Outturn Position for previous Financial Year</p> <p>Treasurer</p>	<p>For Information</p>	<p>Annually in June</p>
<p>Review of Risk Management Strategy</p> <p>Treasurer</p>	<p>For Information</p>	<p>Annually in June</p>

TITLE OF REPORT & CONTACT	NATURE OF DECISION	INDICATIVE DECISION DATE
Review of Governance Arrangements and Publication of the Annual Governance Statement Treasurer	Approve the Annual Governance Statement For publication with the Authority's accounts	Annually in June or September
The Authority's Statement of Accounts Treasurer	To approve the Authority's Audited Accounts	Annually in June or September
The Annual Audit Letter Treasurer	To receive the Annual Audit Letter for information	Annually in September or November

KNOWN FUTURE DECISION DATES

Next Authority Meeting for Discussion	Description	Decision Date
January 2023	Agree arrangements for replacement of Treasurer	The current Treasurer's employment is due to finish on 30 th September 2022 but he is willing to extend this until 30 th November 2022 to complete the 2022/23 audit.
January 2023	Renew AWDC Levy Arrangement	Expires 31/03/2025 so needs agreement in place prior to WRWA January 2025 Budget Setting Meeting.
September 2024	Renew Abandoned Vehicle Agreement with Constituent Councils	Expires 31/03/2025
November 2024	Finalise Residual Value Terms	By 04/10/2026
January 2025	Finalise Residual Value Terms Longstop Date	04/08/27 then DRP possible

Next Authority Meeting for Discussion	Description	Decision Date
September 2026	Renew the Groundwork "Licence to Use" on Smugglers Way	Expires 26/01/2027
January 2027 September 2027 then annually in September	First Residual Value Calculation Date for 2032/33 Subsequent Calculation Dates	By 05/07/2027 By 1 st January 2028 then annually
July 2027	EfW Annual Reserved Capacity Adjustment	Before 01/10/2027
September 2028	Renew Feathers Wharf Lease	Expires 7/10/2030

DRAFT TIMELINE

Tasks	2024																								2025				
	NOVEMBER					DECEMBER				JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 1	Wk 2	Wk 3	Wk 4	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024	2024								
Task 1	Engagement of Technical Advisors (JMWMS & Procurement)																												
					M						M																		
	Scope work and report to Nov Committee																												
	Prepare tender docs & advert																												
	Place ad & commence procurement process																												
	Deadline for clarification questions																												
	Tender submission deadline																												
	Tender evaluation																												
	Presentations if needed																												
	Contract Award notice																												
	Standstill period																												
	Confirm award																												
	Contract commencement																												
Task 2	Waste Strategy Development																												
	WRWA Strategy preparation work																												
	Technical Advisors commence work																												
	Strategy Development:																												
	Vision setting, priorities & objectives																												
	Baseline data gathering																												
	Baseline wasteflow modelling																												
	Forecasting - waste tonnages																												
	Collections modelling																												
	Set evaluation criteria (from priorities & objectives)																												
	Options selection																												
	Whole system model - residual, DMR, organics																												
	Whole system cost model																												
	Options appraisal & environmental assessment																												
	Model preferred option(s) (& sensitivities)																												
	Strategy structure & chapter drafting																												
	Draft document review by officers																												
	Iteration, final draft doc (assume word doc)																												
	Stakeholder Engagement - CCs / Members																												
	Consultation with GLA																												
	Public consultation																												
	Preparation of consultation plan & materials																												
	Preparation of consultation materials																												
	Consultation delivery period																												
	Review of consultation responses																												
	Reporting																												
	Agreement of areas for revision from consultation																												
	Strategy revision																												
	Strategic Environmental Assessment																												
	SEA screening report																												
	SEA screening statutory consultation & decision																												
	Reporting																												
	SEA scoping report																												
	Environmental report																												
	Post adoption statement																												
	Final Strategy production																												
	Revision of Draft Strategy from consultation																												
	Production of final strategy document for Member approval																												
	Proof-reading																												
	Design & layout of public-facing document; publish																												
	Authority Adoption - September meeting																												
Task 3	Procurement Strategy Development																												
	Early market engagement																												
	Scene setting																												
	Scope of contract																												
	Market engagement																												
	Stakeholder Engagement / Consultation																												
	Financial Analysis																												
	Outline Business Case																												
	Final Business Case																												
Task 4	Procurement Process																												
	Advertisement																												
	1st Stage Selection																												
	2nd Stage Selection																												
	Dialogue / negotiation phase - assume 3 stages																												
	Preferred bidder stage																												
	Final award																												
Task 5	Cringle Dock Redevelopment																												
	Tasks to be determined																												
Task 6	WMSA Contract Expiry																												
	Tasks to be determined																												

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DRAFT TIMELINE

Tasks	SEP	OCT	NOV	DEC	2026	2027	2028	2029	2030	2031	2032
	Task 1 Engagement of Technical Advisors (JMWMS & Procurement)										
Scope work and report to Nov Committee											
Prepare tender docs & advert											
Place ad & commence procurement process											
Deadline for clarification questions											
Tender submission deadline											
Tender evaluation											
Presentations if needed											
Contract Award notice											
Standstill period											
Confirm award											
Contract commencement											
Task 2 Waste Strategy Development											
WRWA Strategy preparation work											
Technical Advisors commence work											
Strategy Development:											
Vision setting, priorities & objectives											
Baseline data gathering											
Baseline wasteflow modelling											
Forecasting - waste tonnages											
Collections modelling											
Set evaluation criteria (from priorities & objectives)											
Options selection											
Whole system model - residual, DMR, organics											
Whole system cost model											
Options appraisal & environmental assessment											
Model preferred option(s) (& sensitivities)											
Strategy structure & chapter drafting											
Draft document review by officers											
Iteration, final draft doc (assume word doc)											
Stakeholder Engagement - CCs / Members											
Consultation with GLA											
Public consultation											
Preparation of consultation plan & materials											
Preparation of consultation materials											
Consultation delivery period											
Review of consultation responses											
Reporting											
Agreement of areas for revision from consultation											
Strategy revision											
Strategic Environmental Assessment											
SEA screening report											
SEA screening statutory consultation & decision											
Reporting											
SEA scoping report											
Environmental report											
Post adoption statement											
Final Strategy production											
Revision of Draft Strategy from consultation											
Production of final strategy document for Member approval											
Proof-reading											
Design & layout of public-facing document; publish											
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Task 3 Procurement Strategy Development											
Early market engagement											
Scene setting											
Scope of contract											
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Stakeholder Engagement / Consultation											
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Final Business Case											
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Advertisement											
1st Stage Selection											
2nd Stage Selection											
Dialogue / negotiation phase - assume 3 stages											
Preferred bidder stage											
Final award											
Task 5 Cringle Dock Redevelopment											
Tasks to be determined											
Task 6 WMSA Contract Expiry											
Tasks to be determined											

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