PAPER NO: WRWA 23-03

WESTERN RIVERSIDE WASTE AUTHORITY

MEETING	9th February 2023
REPORT AUTHOR/DATE	General Manager *(Contact Mark Broxup - Tel. 020 8871 2788)* 26th January 2023
SUBJECT	Report on the Authority's Forward Plan.
CONTENTS	Page 1 Introduction Pages 1 to 2 Items reported on Page 3 Recommendations Pages 4 to 7 Appendix A – Forward Plan Pages 8 to 11 Appendix B – Strategy Timetables Pages 12 to 13 Appendix C – Decisions for next two meetings Page 14 Appendix D – Action Monitoring Log
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 Authority and, where applicable, 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 has been divided into sections with sections 'a' to 'e' in Appendix A and section 'f' in Appendix B:

    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

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

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

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

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

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

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

DECISIONS AT NEXT TWO AUTHORITY MEETINGS

3. Appendix C summarises the known decisions that will be needed at the next two Authority meetings.

ACTION MONITORING LOG

4. Appendix D monitors outstanding actions from previous Authority meeting and how, and when, they were actioned.

FUTURE AUTHORITY MEETING DATES

5. At its meeting in November 2022, the Authority approved the following dates for Authority meetings in 2023, to be held at Lambeth Town Hall with a start time of 6.30pm:

    - 9th February 2023 (Thursday)
    - 14th June 2023 (Wednesday) - Annual General Meeting ("**AGM**")
    - 27th September 2023 (Wednesday)
    - 22nd November 2023 (Wednesday)

6. At its AGM the Authority will confirm the meetings for September and November 2023 and set further meeting dates for 2024 up to and including the 2024 AGM.

FUTURE COMMITTEE MEETING DATES AND DECISIONS

7. At its meeting in November 2022 the Authority agreed to set up a Committee to interview and appoint consultants for the following projects (see Paper No. WRWA 23-06 elsewhere on this agenda):

    a. a new Joint Municipal Waste Management Strategy ("JMWMS")
    b. a Procurement Strategy; and
    c. assessment of the options for the future use of Cringle Dock.

8. Dates for this committee are to be decided but its decisions will be reported to the Authority at its meeting in June 2023. Similarly, Paper No. WRWA 23-06 asks if the Authority wishes to form a Committee to interview and appoint new commercial legal and insurance advisors. If so, the results of that Committee's decisions will be reported to the June 2023 meeting of the Authority.

RECOMMENDATIONS

9. The Authority is asked to receive this report as information.

M. Broxup
GENERAL MANAGER

Western Riverside Transfer Station
Smugglers Way
Wandsworth
SW18 1JS

26th January 2023

APPENDIX A

MEETING DATES in 2023 agreed to date

Time	Date	Location	Type of Meeting
6-30pm	9th February 2023(Thurs)	Lambeth Town Hall	Authority (Ordinary)
6-30pm	14th June 2023 (Weds)	Lambeth Town Hall	Authority (AGM)
6-30pm	27th September (Weds)	Lambeth Town Hall	Authority (Ordinary)
6-30pm	22nd 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 2023 to the consultations on a deposit return scheme 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
Annual Report General Manager	Approve the Annual Report for the previous financial year	June annually

TITLE OF REPORT & CONTACT	NATURE OF DECISION	INDICATIVE DECISION DATE
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
AGM Items Clerk	Membership of the Authority (for information) Appointment of the Chairman Appointment of the Vice-Chairman Appointments to Sub-Committees Meeting Dates up to next AGM agreed.	Annually in June.
Governance Review Clerk	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.	Next review due September 2023
Authority Policies Codes and Procedures Clerk	Unless required sooner due to legislative or operational change, all Authority Policies and Codes will be reviewed every 4 years.	Next review due January 2025
Equality, Diversity and Inclusion Clerk and General Manager	Annual Review	September 2023

FINANCE

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

TITLE OF REPORT & CONTACT	NATURE OF DECISION	INDICATIVE DECISION DATE
The Authority's Statement of Accounts Treasurer	To approve the Authority's Audited Accounts	Annually in September or November
The Annual Audit Letter Treasurer	To receive the Annual Audit Letter for information	Annually in November or January/ February

OTHER KNOWN FUTURE DECISION DATES

Next Authority Meeting for Discussion	Description	Decision Date
June 2023	Agree appointment of new legal and insurance advisors – unless the Authority wishes to form a committee to interview and appoint applicants.	14/06/2023
September 2024	Renew AWDC Levy Arrangement	Expires 31/03/2025
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
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 1st 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

INDICATIVE PROGRAMME TIMELINE - SUBJECT TO CHANGE WITH INPUT FROM APPOINTED TECHNICAL ADVISORS

	Tasks	JANUARY				FEBRUARY				MARCH					APRIL					
		Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2
					M															
Task 1	**Engagement of Technical Advisors (JMWMS & Procurement)**																			
	Scope work and report to Nov Committee																			
	Prepare tender docs & advert: EOI CCS Framework																			
	Place ad & commence procurement process: 4th January 2023																			
	Deadline for clarification questions: 23rd + 24th January 2023																			
	Tender submission deadline: 2nd + 3rd February 2023																			
	Tender evaluation																			
	Presentations if needed - Member Committees x 3																			
	Contract Award notice																			
	Standstill period - Not Needed with CCS Framework																			
	Confirm award																			
	Contract commencement: 1st March 2023																			
Task 2	**Waste Strategy Development**																			
	WRWA Strategy preparation work																			
	Technical Advisors commence work: 1st March 2023																			
	Strategy Development: 1st March 2023 (5 week delay)																			
	Strategy structure & chapter drafting																			
	Stakeholder Engagement - CCs / Members																			
	Public consultation																			
	Strategic Environmental Assessment																			
	Final Strategy production																			
	Authority Adoption - September meeting																			
Task 3	**Procurement Strategy Development**																			
	Early market engagement - 1st March commencement																			
	Scene setting																			
	Market analysis and capacity gap modelling																			
	Scope of contract																			
	Market engagement																			
	Stakeholder Engagement / Consultation																			
	Financial Analysis																			
	Outline Business Case																			
	Final Business Case																			
Task 4	**Cringle Dock Redevelopment**																			
	Phase 1 - Options appraisal																			
	Analysis and selection of options for redevelopment																			
	Detailed development of preferred options - June Authority meeting																			
	Business Case for preferred option																			
	Selection of development partner																			
	Phase 2 - Implementation																			
	Preparation of Environmental Statement																			
	Detailed facility design																			
	Stakeholder engagement and public consultation																			
	Planning application																			

KEY	
Task description	Amended task timeline
M	Authority Meeting
P	Papers Due
	Task Commencement
	Task Delivery
	Task Completion

INDICATIVE PROGRAMME TIMELINE - SUBJECT TO CHANGE WITH INPUT FROM APPOINTED TECHNICAL ADVISORS

	Tasks	2023																		
		MAY			JUNE				JULY				AUGUST					SEPTEMBER		
		Wk 3	Wk 4	Wk 5	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 1	Wk 2	Wk 3
							M													M
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	Planning application																			

KEY
Task description
M
P

INDICATIVE PROGRAMME TIMELINE - SUBJECT TO CHANGE WITH INPUT FROM APPOINTED TECHNICAL ADVISORS

	Tasks		OCTOBER				NOVEMBER					DECEMBER				JAN	FEB	MAR	APR	MAY
		Wk 4	Wk 1	Wk 2	Wk 3	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
										M						M				
Task 1	**Engagement of Technical Advisors (JMWMS & Procurement)**																			
	Scope work and report to Nov Committee																			
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Task description
M
P

INDICATIVE PROGRAMME TIMELINE - SUBJECT TO CHANGE WITH INPUT FROM APPOINTED TECHNICAL ADVISORS

	Tasks	2024 JUN 2024	JUL 2024	AUG 2024	SEP 2024	OCT 2024	NOV 2024	DEC 2024	2025 JAN
		M			M		M		
Task 1	**Engagement of Technical Advisors (JMWMS & Procurement)**								
	Scope work and report to Nov Committee								
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	Detailed facility design								
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KEY
Task description
M
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APPENDIX C

Known matters for decision at Authority Meeting on 14th June 2023

SECTION	TITLE OF REPORT & CONTACT	NATURE OF DECISION
Operational and Other Matters	Report outlining progress with operations and other matters since the previous meeting of the Authority **General Manager**	Updates on operational activities and performance together with matters that in themselves do not warrant production of a separate report.
	Annual Report **General Manager**	Approve the Annual Report for the previous financial year
	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
Corporate Management	AGM Items **Clerk**	Membership of the Authority (for information) Appointment of the Chairman Appointment of the Vice-Chairman Appointments to Sub-Committees Meeting Dates up to next AGM agreed.
Finance	Outturn Position for previous Financial Year **Treasurer**	For Information
	Review of Risk Management Strategy **Treasurer**	For Information
	Review of Governance Arrangements and Publication of the Annual Governance Statement **Treasurer**	Approve the Annual Governance Statement For publication with the Authority's accounts
Other	Agree appointment of new legal and insurance advisors – unless the Authority wishes to form a committee to interview and appoint applicants.	14/06/2023

Known matters for decision at Authority Meeting in September 2023

SECTION	TITLE OF REPORT & CONTACT	NATURE OF DECISION
Operational and Other Matters	Report outlining progress with operations and other matters since the previous meeting of the Authority **General Manager**	Updates on operational activities and performance together with matters that in themselves do not warrant production of a separate report.
	Annual Report **General Manager**	Approve the Annual Report for the previous financial year
	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
Corporate Management	Governance Review **CLERK**	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.
	Equality, Diversity and Inclusion GENERAL MANAGER	Annual Review
Finance	The Authority's Statement of Accounts **Treasurer**	To approve the Authority's Audited Accounts

APPENDIX D

Action Monitoring Log 2022/23

Meeting date	Agenda Item	Action	Owner	Closed
23.11.22	2 – Minutes of the previous meeting	The Deputy Clerk to produce an action list ahead of each meeting.	Wayne Chandai	01.12.22
23.11.22	3 - Audit	If completed in time, members to be informed of the outcome of the LPFA pension triennial review – as part of the Budget and levy paper in new year.	Chris Buss	See Paper 23-01 Feb 23 Agenda
23.11.22	4 – Budget Forecast	Members to be provided with costs of consultants that carry out work for the Authority.	Chris Buss	e-mailed to Members 16/12/22
23.11.22	4 – Budget Forecast	Members to be provided with information on recyclate income at the next Authority meeting.	Chris Buss	e-mailed to Members 16/12/22
23.11.22	6 – General Manager's Report	Members to be provided with information on how many tours and school visits had taken place.	Mark Broxup	See Paper 23-05 Feb 23 Agenda
23.11.22	9 – Appointment of Technical Advisors	A committee to be convened with one delegate from each authority, to interview and appoint Technical Advisors	Rachel Espinosa	See Paper 23-06 Feb 23 Agenda