

## **Notice of Meeting**

### **EAST LONDON WASTE AUTHORITY**

**Monday, 26 November 2007 - Civic Centre, Dagenham, 1:00 pm**

**Members:** Councillor M E McKenzie (Chair); Councillor S Kelly (Deputy Chair); Councillor P R Goody, Councillor P Murphy, Councillor P Sheekey, Councillor B Tebbutt, Councillor Mrs P A Twomey and Councillor A Weinberg

**Declaration of Members' Interests:** In accordance with the Constitution, Members are asked to declare any personal or prejudicial interest they may have in any matter which is to be considered at this meeting.

19.11.07

R. A. Whiteman  
Managing Director

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### **AGENDA**

- 1. Apologies for Absence**
- 2. Minutes - To confirm as correct the minutes of the meeting held on 8 October 2007 (Pages 1 - 5)**
- 3. The new Local Government Performance Framework (Pages 7 - 21)**
- 4. Budgetary Control Report to 30 September 2007 (Pages 23 - 25)**
- 5. Finance Projection & Budget Strategy 2008/09 to 2010/11 (Pages 27 - 34)**
- 6. Personnel Policies (Pages 35 - 57)**
- 7. Programme of Meetings (Page 59)**
- 8. Contract Performance 2007/08 - April to October 2007 (Pages 61 - 72)**
- 9. Waste and Recycling Performance (Pages 73 - 78)**
- 10. Any other public items which the Chair decides are urgent**

- 11. To consider whether it would be appropriate to pass a resolution pursuant to Section 100A(4) of the Local Government Act 1972**

#### **Private Business**

The public and press have a legal right to attend ELWA meetings except where business is confidential or certain other sensitive information is to be discussed. The items below relate to the business affairs of third parties and are therefore exempt under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as amended.

- 12. IWMS Contract - Annual Budget and Service Delivery Plan 2008/09 (Pages 79 - 94)**

- consideration of report by officers – prior to presentation
- arrival of contractor representatives for their presentation in respect to their Service Delivery proposals for 2008/09
- return to the consideration of recommendations in the officer report.

- 13. Other Confidential Business**

## **EAST LONDON WASTE AUTHORITY**

Monday, 8 October 2007  
(1:08 - 2:40 pm)

**Present:** Councillor M E McKenzie (Chair), Councillor S Kelly (Deputy Chair), Councillor P R Goody, Councillor P Sheekey and Councillor B Tebbutt

### **1513 Apologies for Absence**

An apology for absence was submitted on behalf of Councillor Mrs P A Twomey, Councillor A Weinberg and Councillor P Murphy.

### **1514 Minutes - To confirm as correct the minutes of the last meeting held on 25 June 2007**

We have confirmed as correct the minutes of our meeting held on 25<sup>th</sup> June 2007.

### **1515 Annual Governance Report 2006/07 & External Audit Plan 2007/08**

We have received the Executive Director's Report and Annual Governance Report and External Auditor's Audit Plan for 2007/08.

We have noted the pleasing comments made in the Annual Governance Report and the unqualified opinion. We noted the two areas identified for action.

We have received the District Auditor's Audit Plan covering his proposed work on Financial Statements, Use of Resources, the Best Value Performance Plan and Assessing Risk. We noted that the Authority will need to consider risks arising from the direct employment of staff.

The Auditors have identified that the cumulative knowledge gained to date should result in reduced audit time and their subsequent fee.

Noted that new Auditors may be appointed following an Audit Commission consultation process. The Chairman thanked the District Auditors, Jon Haynes and Sharon Martin for attending the meeting and for their professionalism throughout the Audit process. The District Auditors were excused from the meeting.

### **1516 Greater London Authority (GLA) Bill**

Received and noted the Executive Director's Report. We have received commentary on the Bill's impact on planning and development control, waste collection and disposal authorities, the establishment and composition of a London Waste and Recycling Board (LWRB) and its aims.

We have expressed concern at the power the LWRB Board may have to impose methodology on waste collection authorities and that money previously paid direct

to the Boroughs will now cease and be redirected to the LWRB fund, for which bids had to be made. The LWRB Board would have £20m per annum to distribute.

Noted the key implications for the Authority as being a review of the Joint Waste Management Strategy to conform with the Mayor's Waste Strategy; the Authority's long term waste contract will not be subject to GLA scrutiny for contract provisions conformity unless any major changes are made or new contracts are secured; the specific notice period to be given to the Mayor of any notices relating to new waste contracts; and the general duties of the GLA relating to climate change.

Noted the importance of completion of the East London Waste Development Plan Document in respect of the Mayors new powers and the Boroughs retaining some control over planning applications for waste facilities within the ELWA area.

#### **1517 London Local Authorities Act 2007**

We have received and noted the Executive Director's report and commentary on the way in which the Act gives more powers to Local Authorities to deal with the manner in which householders put out their waste. Noted the provisions relating to Civic Amenity sites which meant that a review of the protocol at ELWA's Reuse & Recycling Centres would be required in due course.

#### **1518 Closed Landfill Sites - Monitoring**

We have received and noted the Assistant Executive Director's report and commentary on the current position regarding monitoring of the inherited closed landfill sites. The possibility of future forestry and coppicing in order to extract value from the land was raised. We have asked the Board to review strategy for these sites for the future.

In response to a question from Havering, Members were informed that because of planning conditions and licensing restrictions, the compost at the Aveley 1 site had to be used on the site.

#### **1519 Aveley Methane Ltd**

Received and noted the Executive Director's current operational and financial report and Appendix relating to the joint venture for the extraction of landfill gas and its conversion to energy. We have agreed to review the financial position on an annual basis.

It has been drawn to our attention that in the Annual Report & Financial Statements, the total figure as at 31 December 2006 of £196,510, in Paragraph 15 Related party disclosures, should be in brackets.

#### **1520 Reuse & Recycling Centres (RRC) Waste Protocol**

Pursuant to Minute 1453, we have received the Assistant Executive Director's report, appendices and commentary on the trial of the Waste Protocol for wastes

delivered in vans to RRC sites. The aim was to better distinguish between household and commercial waste accepted at the sites.

We have accepted recommendations but have asked Officers to include in the related leaflet, entitled "Household Waste Rules", TVs and computers as household waste items and also include a "duty of care" paragraph regarding licensing of carriers of trade waste.

### **1521 Waste Electric & Electronic Equipment (WEEE) Directive**

In accordance with Minute 1505, we have received the Assistant Executive Director's report and noted the satisfactory up-to-date position at the RRC sites since the introduction of the WEEE Regulations in July.

### **1522 Operational Insurances**

We have received the Executive Director's Report on the second benchmarking review of ELWA Ltd operational insurances, the summary of operational insurance premiums for 2007 and variations to insurances relating to asbestos and machinery breakdown;

In addition, we have:

- approved the Authority's contribution to the cost of premiums under the terms of the contract for 2007/08;
- earmarked £¼million in the Reserves for the possibility of uninsured losses arising from machinery breakdown; and
- noted that another review will take place in December to assess the 2008 insurance premiums.

### **1523 Contract Performance for April to August 2007**

The Assistant Executive Director presented his regular progress report on the latest operational and performance issues relating to the Integrated Waste Management Service (IWMS) Contract. The report included tonnage data and contract payments, site operations, recycling and diversion from landfill, for the period April to August 2007. The report also included information arising from the additional contract monitoring carried out by London Remade.

We have noted that the recycling performance was less than anticipated in the Annual Budget & Service Delivery Plan. Contributory factors included reduced green waste, the current problem of finding markets for the glass fraction and the delay in composting 'fine' fraction produced by the Bio-Mrf refining section.

We have asked Officers to prepare reports on glass and green waste collection and recycling for consideration at our next meeting.

Following a request from a Havering Member about whether ELWA would

encourage/assist with front-end glass recycling, we have agreed to receive a further report on this.

Havering expressed concern at the poor recycling figures achieved over the last two years and requested that a stronger line be taken with the Contractor. The Executive Director confirmed that the ELWA Management Board and the Boroughs' Directors of Environment were pursuing this line of action.

Clarification of the LATS position was provided by Officers.

#### **1524 Budgetary Control Report to 31 August 2007**

We have noted the healthy financial position and under-spend of £600,000 against profiled budget. The Finance Director reported the main variations as being a lower than expected payment to Shanks.east london compared to the Annual Budget & Service Delivery Plan of some £357,000. This was mainly due to less tonnages requiring disposal, the generation of additional bank interest as a result of stronger cash flows and receipt of unbudgeted income in respect of the WEEE Grant for the year 2007/08.

Noted that a further report on the projected outturn and trends will be presented at our next meeting as part of the Three Year Financial Plan.

We have offered our thanks for the work undertaken in respect of the Finance Report.

#### **1525 Statement of Accounts 2006-07**

Noted the Finance Director's report that the External Auditor had given an unqualified opinion and certificate without any significant issues being raised. Copies of the signed Accounts were available at the meeting.

#### **1526 Treasury Management Outturn Report 2006-07**

Received the Finance Director's report on the Authority's internal audit systems and procedures and his opinion that the overall systems are sound. We have noted that:-

- the return on short-term investments of 5.06% and return on long-term investments of 5.91% outperformed benchmarks by 0.26% and 0.7% respectively;
- no new external borrowing took place, borrowing limits were not exceeded and repayment of £129,000 to the Public Works Load Board was made during the year;
- cash balances had been actively managed and outperformed the benchmark by 0.35%.

We have commended and thanked the Finance Director for this Treasury

Management Report.

**1527 CIWM Conference 2008**

We have received the Office Manager's report on attendance at the Chartered Institute of Wastes Management (CIWM) Conference and Exhibition and authorised Officers to proceed to make provisional bookings. Members will confirm attendance and note that the programme of events will be circulated in due course.

Chair: .....

Dated: .....

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*(Contact Officer: Tony Jarvis: Tel. 020 8270 4965)***EAST LONDON WASTE AUTHORITY****26<sup>TH</sup> NOVEMBER 2007****EXECUTIVE DIRECTOR'S REPORT**

<b>THE NEW LOCAL GOVERNMENT PERFORMANCE FRAMEWORK</b>	<b>FOR DECISION</b>
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**1 Purpose**

- 1.1 To consider the new Performance Framework for Local Authorities and the major implications for this Authority. The complete contents of the White Paper are not reviewed in this report.

**2. Background**

- 2.1 In October 2006 the government published the Local Government White Paper "Strong and prosperous communities". The Secretary of state explained that the government proposals are intended to provide freedom and space for councils to respond with flexibility to local needs and demands. The main proposals that have implications for ELWA are:

- a reduction in the number of national targets
- a stronger role for councils to lead their communities
- a new framework for local authorities to work with other public service providers
- a new duty for local authorities to work together.

- 2.2 Within London, the proposals in the White Paper are directed in the main at the Boroughs. The White Paper says that it will be essential for the Boroughs to have regard to the Mayor's statutory strategies and relevant targets to gain the maximum benefit from the new framework.

- 2.3 The overall framework for these new government proposals is set out in Appendix A.

- 2.4 Legislation will be required to enact a number of proposals in the White Paper.

**3 Local Government as a strategic leader and place shaper and the Local Area Agreement**

- 3.1 The government is proposing in the White Paper to put in place a new framework for strategic leadership and it confirms that the Local Strategic Partnership is the overriding local body. The government will now require Boroughs, in conjunction with local partners, to prepare a delivery plan for their Sustainable Community Strategy, to be known as a Local Area Agreement.

- 3.2 Community cohesion is a major theme running through the White Paper.

- 3.3 The Local Area Agreement (LAAs) in each Constituent Council will set out a single set of priorities for improvement (35 in total) for local partners, with a duty for local authorities and other local partners to agree these priorities.

- 3.4 In effect the New Performance Framework is introducing, on a statutory basis and on a much wider scale, similar arrangements to those ELWA and the Boroughs committed themselves to in respect of waste management when the Integrated Waste Management Strategy was approved in 1996 and implemented via the signing of the Integrated Waste Management Contract in 2002. This, of course, contained locally agreed targets, with responsibilities on respective partners in terms of delivery, supported by additional central government funding.
- 3.5 Joint Waste Disposal Authorities (JWDAs), such as ELWA, are now specifically named as partners who will be placed under a duty to co-operate to agree relevant targets in the Local Area Agreement. JWDAs must have regard to relevant targets agreed between the Government and local partners in LAAs.
- 3.6 In addition to working across service boundaries, the government is also encouraging local authorities to work across geographic boundaries, particularly on issues like economic development and environmental sustainability.
- 3.7 The four Boroughs have already demonstrated the ability to do this, for example by the development of the Waste Development Plan Document within the Local Development Framework.

#### **4 Indicators and Targets**

- 4.1 Under the new performance framework there will be a single set of about 200 national outcome indicators. Appendix B sets out the 14 national indicators for environmental sustainability.
- 4.2 There are just three specific indicators for waste, although waste management will have an impact on a number of other indicators in the Environmental Sustainability section. The three waste indicators are:
- NI 191 Residual household waste per head;
  - NI 192 Household waste recycled and composted;
  - NI 193 Municipal waste landfilled.
- 4.3 The precise definitions for the calculation of these indicators have yet to be published.
- 4.4 The government will be strongly encouraging targets where areas are underperforming but the final 35 targets selected will, from 2008/09, be a matter for the Local Area Agreement.
- 4.5 ELWA's strategies could also have an impact on two other national indicators:-
- NI 195 improved street and environmental cleanliness – litter etc;
  - NI 196 improved street and environmental cleanliness – fly tipping.
- 4.6 There are also specific national indicators relating to the Climate Change challenge e.g. :-
- NI 185 CO2 reduction from LA operations
  - NI 186 CO2 per capita emissions in LA area;
  - NI 188 adapting to climate change.

4.7 Discussions within the Local Area Agreement at each Constituent Council will determine the approach to these other indicators.

## **5 External Assessment and Inspection**

5.1 Appendix C sets out the improvements and the arrangements for external assessment and inspection. Details are to follow but it is not currently clear how these arrangements would apply to the partners in a local Strategic Partnership, or whether these apply only to the co-ordinating Council.

5.2 The new assessment and inspection regime will be called the Comprehensive Area Assessment (CAA).

## **6 Finance**

6.1 Local Area Agreements will attract more area based funding streams to improve efficiency and delivery of outcomes.

6.2 There will be four sources of funding that relate to LAAs:-

- the current general unringfenced grants such as Revenue Support Grant;
- the LAA Grant to support outcomes, continuing the four funding blocks of Children and Young Families, Healthier Communities and Older People, Safer and Stronger Communities and Economic Development. The last block will be extended to cover the Environment. These blocks of money within the LAA Grant will not be ring fenced;
- there will be some funding streams that for specific reasons are unsuitable for general grant or LAAs;
- there may also be some short-term needs for grants outside general grant or the LAA framework where, for example, new pilot schemes are initiated.

6.3 There are lengthy sections in the White Paper on Efficiency and Costs.

## **7 The Duty of Best Value**

7.1 The Duty of Best Value and its underlying principles will remain but the requirements to prepare Annual Best Value Performance Plans and conduct best value reviews will be removed.

## **8 Implications for the Joint Integrated Waste Management Strategy and Contract**

8.1 In 2002 ELWA entered in a long term contract for the delivery of its Integrated Waste Management Strategy. The performance targets in that strategy reflected the targets in the National Waste Strategy. The major recycling and diversion from landfill targets in the Integrated Waste Management Contract are set out in Appendix Di.

8.2 In 2006 ELWA and the four Constituent Councils reviewed the Joint Waste Management Strategy and confirmed the recycling and diversion from landfill targets. In addition new targets were set for the reduction of landfilling of biodegradable waste to reflect the new statutory targets in the Waste and Emissions Trading Act (the Landfill Allowances Trading Scheme). At that time (in 2006) it was recognised that the Joint Strategy should be reviewed in 5 years.

- 8.3 ELWA and the Boroughs' current joint waste management strategy is set out in Appendix Dii. The main feature is that the performance targets under the strategy (and therefore the Contract) increase significantly in 2010 and 2015.
- 8.4 Should ELWA or the boroughs wish to vary these targets it may be necessary to renegotiate aspects of the Contract. Depending on the levels of change required the negotiation could be lengthy, potentially expensive and have a number of other implications.
- 8.5 The approach of the Government Office of London (GOL) will be important to the outcome of the Local Authority Agreement in respect to waste targets. On the one hand GOL may consider that poor recycling performance in the past necessitates the inclusion of recycling targets in the LAA and possibly significantly higher recycling targets than in ELWA's strategy and contract. On the other hand GOL has adopted Global Warming as one of its major challenges. GOL could therefore now look at ELWA's Integrated Contract with modern, local facilities and long term diversion from landfill targets as meeting this agenda and come to the conclusion that waste is not a top priority for the LAAs (and therefore not insist on targets) within the ELWA area.
- 8.6 The approach of each of the four Constituent Councils is also very important to the outcome of the LAA. The position of ELWA, and its contractor, could become very difficult if each of the four Councils identifies different priorities for waste and in particular recycling performance. The original strategy was based on a pooled target for the ELWA area with key facilities built to serve the whole area, not individual Boroughs.
- 8.7 The approach of residents and communities is a further important factor in the LAA. There have been loud and clear voices for improved recycling performances but there have also been loud and clear voices to keep Council Tax levels down and in some areas there continues to be a lack of significant engagement or participation in recycling.

## **9 Conclusion**

- 9.1 The White Paper proposes a number of fundamental changes to the way in which Councils operate (not all of the changes are covered by this report).
- 9.2 There are a reduced number of National Outcome Indicators on which all Councils must report. There are just three such Indicators for waste.
- 9.3 Performance Targets will be decided locally by the government (via GOL in London's case) in conjunction with Councils and partners to reflect local priorities and areas for improvement.
- 9.4 ELWA as a named partner has a duty to be part of the process of agreeing the Targets in the LAA that relate to waste management.

9.5 New procedures will inevitably introduce uncertainty for a while about whether targets will be required for waste and, if so, the level of performance required. ELWA had set, in 2002, targets in accordance with the National Waste Strategy for the contractor appointed to deliver the Integrated Waste Management Contract. In 2006 ELWA and the Boroughs reviewed and agreed a Joint Waste Management Strategy which re-affirmed the existing targets and added some additional targets in respect of the Landfill Allowances regimes. Significant changes to those contractual targets may imply a major renegotiation of the contract.

## 10 Recommendations

10.1 It is recommended that Members note that:-

- i) there are three national indicators in the future in respect of waste (paragraph 4.2);
- ii) targets for waste performance in the future will be a matter for agreement within the Local Area Agreements by each of the Constituent Councils in consultation with various parties, including GOL and ELWA (paragraphs 3 and 4);
- iii) there are other national indicators that may form important elements of the LAA and which ELWA may be required to support.

10.2 It is also recommended that:-

- i) if a fundamental contract renegotiation is to be avoided at this stage, the negotiation of any targets in Local Area Agreements by the four Constituent Councils should be based upon the Joint Waste Management Strategy agreed in 2006 (Appendix Dii).

Tony Jarvis,  
**EXECUTIVE DIRECTOR**

<b>Appendices</b>	
A	A framework for effective and co-ordinated local service delivery
B	Environmental sustainability – national indicators
C	Improvement to arrangements for external assessment
Di	Performance targets in ELWA’s Integrated Waste Management Contract
Dii	ELWA and the Boroughs’ Joint Waste Management Strategy
<b>Background papers</b>	
	Strong and Prosperous Communities – White Paper
	Defra’s Proposals for the new local Government performance framework

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## A FRAMEWORK FOR EFFECTIVE AND CO-ORDINATED LOCAL SERVICE DELIVERY

- a duty for the local authority to prepare the Sustainable Community Strategy in consultation with others as set out in section 4 of the Local Government Act 2000;
- the Sustainable Community Strategy and other local and regional plans to be drawn up with regard to each other;<sup>4</sup>
- a new duty for the upper-tier local authority (in two-tier areas) or unitary authority to prepare a LAA in consultation with others;<sup>5</sup>
- a new duty for the local authority and named partners (listed below) to cooperate with each other to agree the targets in the LAA; and
- a new duty for the local authority and named partners to have regard to relevant targets in the LAA – as set out by the relevant Secretary of State in directions.

**5.27** The named partners that will be placed under a duty to co-operate with each other to agree relevant targets in the LAA are as follows:

- Upper tier or unitary authorities
- District authorities
- Chief Officer of Police
- Police authorities
- Local Probation Boards
- Youth Offending Teams
- Primary Care Trusts
- NHS Foundation Trusts
- NHS Health Trusts
- The Learning and Skills Council in England
- Jobcentre Plus
- Health and Safety Executive
- Fire and rescue authorities
- Metropolitan Passenger Transport Authorities
- The Highways Agency
- The Environment Agency
- Natural England
- Regional Development Agencies
- National Park Authorities
- The Broads Authority
- Joint Waste Disposal Authorities.

<sup>4</sup> This will be set out in the statutory guidance referred to in paragraph 12

<sup>5</sup> This means county councils, district councils exercising the functions of a county council in their area (including metropolitan district councils), London Boroughs, the Common Council of the City of London in its capacity as a local authority and the Council of the Isles of Scilly

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**ENVIRONMENTAL SUSTAINABILITY – NATIONAL INDICATORS**

- NI 185 CO2 reduction from Local Authority operations PSA 27
- NI 186 Per capita CO2 emissions in the LA area PSA 27
- NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating Defra DSO
- NI 188 Adapting to climate change PSA 27
- NI 189 Flood and coastal erosion risk management Defra DSO
- NI 190 Achievement in meeting standards for the control system for animal health Defra DSO
- NI 191 Residual household waste per head Defra DSO
- NI 192 Household waste recycled and composted Defra DSO
- NI 193 Municipal waste land filled Defra DSO
- NI 194 Level of air quality – reduction in NOx and primary PM10 emissions through local authority's estate and operations. PSA 28
- NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO
- NI 196 Improved street and environmental cleanliness – fly tipping Defra DSO
- NI 197 Improved local biodiversity – active management of local sites PSA 28
- NI 198 Children travelling to school – mode of travel usually used DfT DSO

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## IMPROVEMENT TO ARRANGEMENTS FOR EXTERNAL ASSESSMENT

- **improve the arrangements for external assessment and inspection** so that they are better co-ordinated between the various inspectorates and related more proportionately to risk by reforming the current performance assessment arrangements for local government, putting in place the following key elements:
  - an annual **risk assessment** which identifies the key risks to outcomes or delivery for each area;
  - an annual scored **Use of Resources** judgement for local public sector bodies, drawn from the annual audit;
  - an annual scored **Direction of Travel** judgement which assesses the effectiveness of each local authority in driving continuous improvement;
  - **inspection activity by relevant inspectorates targeted** primarily on the basis of the risk assessment;

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**PERFORMANCE TARGETS IN ELWA’S INTEGRATED WASTE MANAGEMENT CONTRACT**

<b>SUMMARY OF PERFORMANCE TARGETS</b>	<b>2003/4</b>	<b>2005/6</b>	<b>2007/8</b>	<b>2010/11</b>	<b>2015/16</b>
Minimum Performance Requirements	12% recycling	25% recycling	40% recovery	30% recycling 45% recovery	33% recycling 67% recovery

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## ELWA AND THE BOROUGH'S' JOINT WASTE MANAGEMENT STRATEGY

The Joint Waste Management Strategy set out below was approved by ELWA in February 2006

This strategy shows how the East London Waste Authority, together with the Constituent Councils, intend to manage municipal solid waste by means of a Vision, Objectives and Targets.

Our vision is:

***“To provide an effective and efficient waste management service that is environmentally acceptable and delivers services that local people value”***

Our objectives are to:

- (i) Provide reliable and achievable services in terms of management and disposal of the waste
- (ii) Provide services that are environmentally and economically sustainable in terms of:
  - encouraging waste minimisation initiatives
  - seeking to maximise waste recycling and composting opportunities potentially supported by energy recovery
  - Meeting national recycling and recovery targets whilst recognising regional waste strategies
  - complying with legislation on waste management
  - contributing to local economic development.
- (iii) Help promote the most cost effective delivery of services
- (iv) Ensure that the services shall be sufficiently diverse and flexible and not dependent upon a single method of waste treatment
- (v) Reduce biodegradable waste landfilled in order to meet the requirements of the Waste and Emissions Trading Act.

Our joint targets are to:

- stabilise or reduce the level of waste generated to below 515 kg per year per head of population
- achieve and where possible exceed, statutory recycling and composting standards
- recycle or compost 25% of our waste from April 2005, 30% from April 2010 and 33% from April 2015
- divert from landfill 40% of waste from April 2007, 45% from April 2010 and 67% from April 2015
- reduce biodegradable municipal waste sent to landfill to below 210,000 tonnes per year from April 2009, 140,000 tonnes per year from April 2012 and 100,000 tonnes per year from April 2019
- find the best methods to serve all households with a recycling collection of at least four materials by 2008.

We will achieve this by working in partnership across the councils, with our contractors and with other stakeholders, putting in place incentives to achieve targets where we can.

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*(Contact Officers: Jay Gohil: 020 8708 5086)***EAST LONDON WASTE AUTHORITY****26<sup>th</sup> NOVEMBER 2007****FINANCE DIRECTOR'S REPORT**

<b>BUDGETARY CONTROL TO 30th SEPTEMBER 2007</b>	<b>FOR INFORMATION</b>
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**1 Introduction**

- 1.1 This budgetary control report compares ELWA's actual expenditure for the six months ended 30<sup>th</sup> September 2007 with the original revenue estimates approved in February 2007 and is based on information supplied by Shanks.east london and the four Councils.
- 1.2 Budgetary control reports are presented for monitoring and control purposes.

**2 Revenue Estimates**

- 2.1 Based on the profiled budget of £19,427,000 and the actual net expenditure on services of £18,654,000, the under spend for the period is £773,000 (see Appendix A).
- 2.2 The main variation relates to the payment to Shanks.east london which is lower than that anticipated in the Annual Budget & Service Delivery Plan by £442,000 as a result of 7,820 less tonnes requiring disposal during the period April to September 2007 than previously forecast (see Assistant Executive's separate report elsewhere on the agenda on Contract Performance for further details).
- 2.3 The other notable variations are (i) lower payments of disposal credits to Boroughs in respect of abandoned vehicles as this is now a producer responsibility (£110,000), (ii) lower commercial waste income due to re-profiling of Borough collection rounds (£107,000), (iii) generation of additional bank interest receipts of £150,000 as a result of stronger cash flows and increased interest rates and (iv) unbudgeted income in respect of the WEEE Grant for 2007/08 of £104,000.
- 2.4 Due to market conditions there have been no sale of surplus LATS allowances to date. Officers will continue to review the situation.
- 2.5 ELWA's original Contingency sum for 2007/08 is £600,000 and comprises of a general provision of £100,000 for unforeseen circumstances, £150,000 for IWMS Contract negotiations including insurance benchmarking, £200,000 for Waste Regulation including testing the biodegradability of waste and £150,000 for closed landfill sites costs including insurance. The agreed utilisation to date is approximately £50,000 costs for biodegradability testing and a further £40,000 for external support and advisory work.

2.6 At this stage in the year, a revenue under spend and unutilised contingency for 2007/08 totalling £1.4m is projected. However, recent experience has highlighted uncertainties, for example, in respect of waste tonnages which can significantly alter such forecasts. The projected outturn and trends is further reported elsewhere on this Agenda as part of the Three Year Financial Plan. Any under-spends for the year will be added back to Revenue Reserves at the end of the year.

### **3 Prudential Indicators**

3.1 The Prudential Indicators for 2007/08, previously agreed by the Authority, covering borrowing, lending and capital expenditure limits are monitored by the Finance Director on a monthly basis. The Authority's Treasury Management and Capital activities for the six months to September 2007 remain within the limits set.

### **4 Recommendation**

4.1 Members are asked to note this report.

Geoff Pearce  
**FINANCE DIRECTOR**

### **Appendix**

A Budget monitoring Statement to 30<sup>th</sup> September 2007

### **Background Papers**

Summary Levy projections

**EAST LONDON WASTE AUTHORITY**  
**BUDGET MONITORING STATEMENT TO 30<sup>th</sup> SEPTEMBER 2007**

<b><u>EXPENDITURE</u></b>	<b><u>Original Budget 2007/08 £'000</u></b>	<b><u>Profiled Budget to 30.9.07 £'000</u></b>	<b><u>Total Actual to 30.9.07 £'000</u></b>	<b><u>Variance to 30.9.07 £'000</u></b>
<b><u>Employees</u></b>	412	206	182	-24
<b><u>Premises Related Expenditure</u></b>	147	74	47	-27
<b><u>Transport Related Expenditure</u></b>	14	7	2	-5
<b><u>Supplies and Services</u></b>				
Payments to Shanks.east London	41,970	20,516	20,074	-442
Other (inc cost of Support Services)	499	250	235	-15
<b><u>Third Party Payments</u></b>				
Disposal Credits	320	160	50	-110
Recycling Initiatives	200	100	100	-
Tonne Mileage	600	300	300	-
Rent payable - property leases	210	105	105	-
<b><u>Capital Financing Costs</u></b>	285	143	143	-
<b>TOTAL GROSS EXPENDITURE</b>	<b>44,657</b>	<b>21,861</b>	<b>21,238</b>	<b>-623</b>
<b><u>Income</u></b>				
Commercial Waste Charges	-3,547	-1,774	-1,667	107
Interest on Balances	-1,300	-650	-800	-150
WEEE Grant	-	-	-104	-104
Other Income	-20	-10	-13	-3
<b>TOTAL INCOME</b>	<b>-4,867</b>	<b>-2,434</b>	<b>-2,584</b>	<b>-150</b>
<b>NET EXPENDITURE ON SERVICES</b>	<b>39,790</b>	<b>19,427</b>	<b>18,654</b>	<b>-773</b>
PFI Grant Receivable	-4,537	-2,269	-2,269	-
Transfer to PFI Contract Reserve	4,537	2,269	2,269	-
Transfer from PFI Contract Reserve	-5,500	-2,750	-2,750	-
Levy Receivable	-32,990	-16,027	-16,027	-
Contingency Allocated	600	90	90	-
Contribution from Reserves	-1,900	-950	-950	-
<b>REVENUE SURPLUS FOR PERIOD</b>	<b>0</b>	<b>-210</b>	<b>-983</b>	<b>-773</b>

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(Contact Officers: Geoff Pearce Tel 0208 708 3588, or Jay Gohil - Tel. 0208 708 5086)

## EAST LONDON WASTE AUTHORITY

26 NOVEMBER 2007

### FINANCE DIRECTOR'S REPORT

<b>FINANCIAL PROJECTION AND BUDGET STRATEGY: 2008/09 to 2010/11</b>	<b>FOR DECISION</b>
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#### 1 Introduction

- 1.1 In accordance with good practice and in order to comply with Financial Standing Orders this report presents the Authority's Financial Projection and Budget Strategy for the three years from 2008/09 to 2010/11 with particular focus on 2008/09.

#### 2 Summary

- 2.1 In recent years ELWA has faced significant financial volatility due to for example, difficulties in predictions of future waste growth and sharply rising disposal costs. There also continue to be new pressures from European Union (EU) and UK legislation.
- 2.2 Last year when agreeing its budget the Authority projected a 2008/09 levy of £36.9m, ie an increase of 11.9% compared to the 2007/08 levy of £32.99m. Since then it has been announced that Landfill Tax is due to rise by £8 per tonne from 1<sup>st</sup> April 2008 which is £5 per tonne **more** than previously planned. This alone has added an extra £1.5m to the pressures ELWA faces. This equates to an additional 4.5% on the 2007/08 levy. To help offset this, the projected year-end under spend, including the unutilised contingency, for 2007/08 of £1.4m will be applied in full together with a further run down in reserves of around £4.0m as agreed last year. The 2008/09 levy is currently projected at £36.5m i.e. an increase of 10.6% and has been calculated using the latest details on tonnages and costings.
- 2.3 Over the next few years this Financial Projection and Budget Strategy recommends that the Authority continues current policies towards contingencies and reserves. There is scope for reserves to be further reduced over the next three years whilst ensuring that they are still maintained at a prudent level. It is necessary to bear in mind that ELWA cannot make a supplementary levy, therefore any new burdens or adverse variations will need to be managed via reserves. Also, ELWA still faces significant risks around the IWMS contract and more legislation changes.

#### 3 Financial Projection and Levy Forecast: 2008/09 to 2010/11

- 3.1 ELWA Members will understand the impact of its levy on the Boroughs' Budgets and Council Taxes and it is important to keep any annual increases to a minimum subject to the continual need for financial prudence and operational viability. These two pressures must be balanced and Members must also take a three-year view on the budget strategy. It is likely that ELWA will continue to face uncertainty in the future and financial pressures cannot be ruled out for the remainder of the current year and for the years 2008/09 to 2010/11.

- 3.2 The Boroughs should see the levies for 2008/09 to 2010/11 in the context of the rising costs of waste disposal including the impact of landfill tax, the projections of increases in future tonnages delivered and inflation. The Authority's IWMS contract, supported by Private Finance Initiative (PFI) funding, is not only a response to legislative requirements but is also an attempt to cap and smooth the cost of future waste disposal cost increases by means of a long term contract which significantly reduces the amount of waste landfilled. In the absence of the Contract and based on projected increases in waste and landfill tax levels, the ELWA levies in the future would be very much higher. This would primarily be attributable to increased landfill prices due to the increased scarcity of landfill, to increased expenditure to landfill taxes, to penalties under the landfill allowances regime, and to the need for extra capital investment on ELWA and Borough sites to meet the Government's improved recycling and recovery targets.
- 3.3 This Financial Projection and Budget Strategy highlights various complex issues facing ELWA which necessitates a prudent approach to its Projection and Strategy. Waste management generally continues to be subject to many changes, a number of which are driven by the Government's national agenda and beyond ELWA's control. This Projection and Strategy has been prepared in conjunction with, and is supported by, all of the ELWA Directors.
- 3.4 When considering this Financial Projection and Budget Strategy, Members will need to have regard to the Authority's longer-term position and the level of its reserves over the next few years.
- 3.5 Comments On Key Financial Issues

The key pressures on the ELWA levy are as follows:

- the levy reflects the rising volumes of waste being generated in the four Boroughs either from collections (+2.5%) or from Civic Amenity sites (+3.0%);
- an issue of particular concern will be the pace of development of the Thames Gateway and the impact of the Olympics which will significantly add to waste growth over the next decade;
- general rise in the cost of all aspects of waste management including recycling infrastructure costs and landfill disposal including higher taxation: [a further increase in landfill tax of £8 per tonne each year until 2011/12 is now certain. In 2008/09 the further £5 per tonne increase in landfill tax adds an extra £1.5m or 4.5% to the levy];
- the implications of recent EU and UK legislation on particular issues, for example, the Government's new Waste Strategy;
- service and performance improvements may need to be driven by an injection of funds from contingencies and reserves (for example, the consideration of a new Communications Strategy);
- the need to hold a reasonable level of reserves to meet the costs associated with unforeseen circumstances and the uncertainties of waste disposal at the current time; and

- risks around inflation (forecast at 2.5% per annum).

### 3.6 The basic elements of the ELWA levy are:

- the key item is Shanks East London's Annual Budget and Service Delivery Plan (ABSDP). The ABSDP for 2008/09 is on your agenda today. The associated annual contractual cost accounts for nearly 95% of ELWA's total gross expenditure;
- the cost of services not subject to the IWMS Contract, for example, management of Aveley I site, strategy, support and administration costs. It is expected that this expenditure is likely to increase in line with inflation. However, there is an element of risk management about maintaining the closed landfill sites and this has cost implications;
- offsetting income, for example, generated by commercial waste charges to the Boroughs, investment income and the PFI Grant; and
- other items including contingency provisions and use of reserves.

### 3.7 ELWA and its Constituent Boroughs benefit directly from significant additional revenue funding in the form of PFI credits. Constituent Boroughs may also directly receive extra funding from Government for waste initiatives.

### 3.8 2008/09 Levy Forecast

The 2008/09 levy will be the sixth full year under the new Contractual arrangements. The provisional ABSDP for 2008/09 assumes a total ELWA Waste figure of approximately 509,000 tonnes (waste growth of 2.5%). The advice of Technical Officers from all the four boroughs is that this tonnage figure of 509,000 is a reasonable projection.

### 3.9 The current provisional contract price forecast for Shanks East London for 2008/09 is £47.6m an increase of £5.6 (13.3%) compared with an estimated cost of £42.0m for 2007/08 and an estimated outturn of £41.5m. The provisional figure for 2008/09 includes increases in baseline prices as dictated under the contract. In 2008/09 the IWMS Contract cost reaches its maximum in real terms as all the planned infrastructure will be completed during the year. ELWA's waste management costs are now effectively capped in cost per tonne terms apart from external factors such as rising landfill taxes. The figure of £5.6m includes the landfill tax increase of £8 per tonne announced by the Chancellor in March 2007. This time last year the levy forecasts only built in a £3 per tonne landfill tax increase. It is worth noting that this increase in contract price would have been £0.5m more if Shanks had not planned to achieve the higher diversion from landfill rate of 47%. Contractually, the minimum requirement for diversion from landfill is 40% for 2008/09.

### 3.10 After taking into account the projected revenue underspend and unutilised contingency for the current year, the revenue reserves at 31st March 2008 are estimated to be around £9.3m. These reserves have been built up over the last few years due primarily to lower payments than expected to Shanks East London and the need to "smooth out" significant contract increases.

3.11 This report continues the previous policy of returning Authority underspendings to the Boroughs at the earliest possible time under the levy arrangements. For example, the anticipated underspending of £1.4m for 2007/08 (see Budgetary Control report on this Agenda) has been added to the figure for reserves but then applied immediately in reducing the levy for 2008/09. This Financial Projection and Budget Strategy also recommends continuing existing policy for a phased reduction of revenue reserves to a lower but prudent level. In addition, the continuation of the agreed use of the PFI Contract Reserve.

3.12 This Financial Projection and Budget Strategy assumes no income for the anticipated surplus Landfill Allowances accruing to the Authority nor any penalties for any potential deficit of Landfill Allowances for the years to 2010/11. This is because the current value of any sale of surplus allowances is unclear. But also because under some scenarios the Authority would in future years be a purchaser of allowances

3.13 The final detailed Revised Estimates for 2007/08 and the Revenue Estimates for 2008/09 will be prepared in conjunction with Borough officers and the Contractor during the period up to mid-January 2008. Clearly there could be further changes to the figures in this report in the light of any new information over the coming weeks and months. The 2007/08 and 2008/09 Estimates will be finalised for approval at the ELWA meeting in early February 2008, including consideration of the Authority's reserves position.

3.14 In summary:-

- the previous prediction for 2008/09 was for a levy of £36.9m, an increase of 11.9% compared to the 2007/08 levy;
- to this, further landfill tax increases add about £1.5m and other net costs of £0.35m;
- from this, is deducted previously agreed increased contributions from reserves of £2.25m including the anticipated under spend in the current year;
- resulting in a revised 2008/09 levy prediction of £36.5m, an increase of 10.6% which equates to a total saving of £400,000 for the Boroughs against the earlier projected increase and the indicative amounts per Borough is as follows:

Barking & Dagenham	£75,000
Havering	£105,000
Newham	£115,000
Redbridge	£105,000



### 3.15 2009/10 to 2010/11 Levy Forecasts

The main component will continue to be the IWMS Contract cost which in turn will reflect waste growth, inflation and improved performance and landfill taxation. Based on these factors and the proposed use of reserves recommended in this and previous reports, the indicative figures for the ELWA levy from 2009/10 to 2010/11 are in the region of £40.6m to £45.1m respectively i.e. an annual increase of approximately 11% of which half will be due to increases in landfill taxes. This time last year the forecast for 2009/10 to 2010/11 was in the region of £40.4m and £43.8m. It should also be emphasised that ELWA's costs have increased for the additional landfill tax since this time last year but the levy forecasts have been smoothed and broadly maintained by the utilisation of reserves.

- 3.16 The levy forecasts for 2009/10 to 2010/11 clearly can only be taken as an attempt to provide an as helpful as presently possible indication for planning purposes, together with an explanation of some of the relevant factors concerned. However, a change in any of a number of uncertain factors for example landfill allowances, waste growth and inflation assumptions and any new legislation could significantly impact on the overall projections.
- 3.17 It should be noted that the anticipated key costs would have been much higher if the Authority had not embarked upon the current IWMS. For example, the controls exerted over waste flows by the contractor, particularly at the old Civic Amenity sites, have reduced tonnage by 20% compared to that anticipated.
- 3.18 Furthermore, the success of diverting waste from landfill, by virtue of the current infrastructure (to almost 50% diversion in 2008/09) has significantly reduced the Authority's exposure to landfill taxes and penalties under the landfill allowances regime.

## **4 General Budget Strategy**

- 4.1 ELWA is well placed compared to many Waste Disposal Authorities (WDA) in that it has a clear waste management strategy being implemented via an Integrated Waste Management Strategy (IWMS) Contract. In general terms ELWA is less exposed to the need for unplanned or unbudgeted significant new capital expenditure than most WDAs.
- 4.2 However it remains exposed to other risks, the major issues being around waste levels, as follows:-
- Volumes of waste could increase by more than the 2.5% assumed in these figures. This is quite likely as Thames Gateway (eg Barking Riverside) developments proceed and as a result of the Olympics and its legacy. The extra cost is £0.5m per 1% increase in waste.
  - Inflation at greater than 2.5% will increase these costs. The extra costs are £0.5m per 1%.
  - Landfill Tax increases of above £8 per tonne p.a. will increase these costs. Every £1 per tonne on landfill tax increases costs by £0.3m p.a.

- New Regulations over waste, for example, hazardous waste, could increase costs. This is quite possible because these changes are driven largely by the EC.
- There is a Contractual arrangement to benchmark operational insurance costs incurred by ELWA Ltd and if these increase significantly ELWA will share some of the increase.
- Problems around Contract delivery and / or the need to change the Contract.

4.3 The responsibility for, and maintenance of, four closed landfill sites continues to carry a significant financial risk for ELWA. Currently maintenance operations are at relatively low cost but the nature of the sites creates some financial uncertainty for the future.

## **5 Budget Strategy for PFI Credits and PFI Contract Reserve**

5.1 As previously agreed by Members, ELWA's Financial Projection and Budget Strategy must take account of both the reducing value of the PFI credit in cash terms over 25 years and the increases in contract costs when, for example, the Government's targets for increased recycling and recovery are implemented in accordance with the requirements of the IWMS contract. It is prudent to seek to level this trend over this period to give greater financial stability

5.2 As the IWMS contract has step price increases in the early years it is good financial practice and agreed ELWA policy that a suitable level of PFI Contract Reserve be set-aside in the years prior to such changes (for example in 2008/09) to avoid large step increases in the levy for those years.

5.3 This Financial Projection and Budget Strategy assumes that the forecast PFI Contract Reserve of approximately £16.6m as at 31st March 2008 is released from 2008/09 and later years. For example, the IWMS contract cost is forecast to increase by over 13% in 2008/09 but by management of the PFI credits in the earlier years the predicted levy increases for 2008/09 to 2010/11 are smoothed to around 11% by utilising nearly £10.5m of the built-up PFI Contract Reserve and a further £4.0m of Revenue Reserves.

5.4 If the Authority had not entered into the IWMS Contract the Authority would not have benefited from PFI Credit and it would have been exposed to very significant increases in the levy in any event, arising from increasing rates of landfill tax, for excess landfilling (under Landfill Allowances regime) and an escalation of landfill costs due to market forces.

## **6 Strategy for Revenue Reserves**

6.1 The Authority has accepted in earlier years that the minimum level of normal operational revenue balances should be approximately 5% of the gross revenue expenditure. However, the suggested approach now is to move to a risk-based approach. The estimated total financial cost of risks facing the Authority in 2008/09 is currently being reviewed and reassessed by Officers and will be presented to your next meeting.

- 6.2 The Authority's Auditors in their Annual Reports over recent years have commented favourably on the Authority's medium to long-term approach to financial planning. This includes the need for the Authority to continue to monitor and agree the level of reserves it holds.
- 6.3 This Financial Projection and Budget Strategy assumes that the Revenue Reserves which are estimated at £9.3m by the end of 2007/08 are reduced by £4m over the next three years to match the current assessed profile of the risks facing ELWA during this period. However, this would be subject to an annual assessment of the risks and plans for the Authority.

## **7 Budget Strategy**

- 7.1 The foregoing sets out the Authority's financial issues for the next three years. This highlights that there continues to be the need for the Authority to prudently move forward whilst managing the risks before it. Therefore the following Strategy is being proposed:
- 7.2 That the Authority recognises the need to ensure there is an effective Budget Strategy in place to drive forward the financial planning process. The Budget Strategy is determined by policies and priorities contained within plans of the Authority.
- 7.3 That the Authority recognises the need to seek new funding and new ways of working. The Authority will also continue to look at new ways of working and to improve value for money.
- 7.4 That, while addressing its priorities and setting a balanced and prudent budget, the Authority will seek to keep any increase in the levy to the lowest possible level.
- 7.5 The Authority will also seek to manage the risks it faces including through the maintenance of an adequate and prudent level of reserves.

## **8 Conclusion**

- 8.1 Waste Disposal has been, and continues to be, subject to much new legislation and regulation. This has created uncertainty in waste flows and in costs. All the Directors recommend the continuation of the existing strategy of seeking to smooth out increases in the levy. Whilst some risks identified in earlier years have been reduced, many are still present. It is thus difficult to project beyond three years and annual reviews are necessary. As the IWMS contract continues, even lower levels of reserves may be possible but they cannot be recommended yet.

8.2 ELWA, by letting an IWMS contract and gaining PFI support has put itself in a good position and is better placed to manage the future. This report sets out the projected financial pressures on ELWA, proposes a Strategy for the use of reserves and suggests that the overall levy increase will be in the region of 10.6% for 2008/09 and 11% for 2009/10 and 2010/11. These increases are dampened due to the use of reserves as set out in this report. Without the IWMS Contract and the related PFI Credit this forecast would have had to anticipate higher levels. The Finance Director will continue consulting with Borough Directors of Finance during the next couple of months regarding the details of this Financial Projection and Budget Strategy. Detailed calculations of actual levy increases will be considered at the February meeting of the Authority prior to the start of the 2008/09 financial year.

8.3 The Budget Strategy recommended in this report will need to be kept under review in the light of new circumstances.

## **9 Recommendation**

9.1 Members are asked to agree the Financial Projection and Budget Strategy for the years 2008/09 to 2010/11.

Geoff Pearce  
**FINANCE DIRECTOR**

### **Appendices**

None

### **Background papers**

None

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## EAST LONDON WASTE AUTHORITY

26th NOVEMBER 2007

### EXECUTIVE DIRECTOR / HUMAN RESOURCES MANAGER'S REPORT

<b>EMPLOYMENT POLICIES</b>	<b>FOR CONSIDERATION</b>
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#### 1 Purpose

1.1 To consider a number of employment policies for ELWA.

#### 2. Background

2.1 The Human Resources Manager reported to the Authority on 25<sup>th</sup> June setting out the policies completed (these necessary for employment of TUPE staff) and policies to be completed in the next few months.

2.2 The appendix to this report repeats the appendix to the previous report, listing the proposed policies and suggesting deadlines for completion and indicating the policies now being recommended.

#### 3 Policies for Consideration

3.1 Attention has necessarily been focussed on the following policies:

- Policy on Flexible Working
- Policy on Retirement
- Policy on Recruitment and Selection

3.2 Other policies set out in Appendix A are less urgent and will be brought forward in due course.

3.3 In all cases the proposed policies have been derived from those that apply within the London Borough of Barking & Dagenham. Amendments have been made to reflect that ELWA is a separate local authority and to reflect that the staffing structure is small.

3.4 A draft code of conduct for ELWA employees is also being developed.

3.5 The adoption of new policies and the code of conduct will require amendments to the Authority's Constitution in due course.

#### 4 Financial Implications

4.1 There are no additional financial implications arising from the adoption of these policies. Working arrangements, obligations and entitlements are very similar those that would have been applicable if the staff had remained employees of the Boroughs.

4.2 Where significant expenditure proposals arise they would be reported separately, as in the case of the accompanying report in respect of the recruitment of the Assistant Executive Director.

## **5 Risk Assessment**

5.1 Failure to have appropriate personal policies in place could lead to the Authority exposed to claims for compensation or subject to charges of illegality.

5.2 Failure to have appropriate personnel policies in place could also leave the position of being unable to recruit suitable candidates to vacant posts.

5.3 The approval of too many or too detailed policies can lead to inflexibility and the inability to respond quickly to new circumstances. This can be mitigated by relevant delegations being approved to the Head of Paid Service.

## **6 Recommendations**

6.1 Members are recommended to:-

- i) adopt the attached additional policies in respect of Flexible Working, Retirement, and Recruitment and Selection.

Tony Jarvis, **EXECUTIVE DIRECTOR** and  
Ruth Gibson, **HUMAN RESOURCES MANAGER**

### **Appendices**

- A Proposed list of personnel policies and timetables for completion
- B Policy on Flexible Working
- C Policy on Retirement
- D Policy on Recruitment and Selection

### **Background papers**

25/06/07 Report & Employment - Update  
Minute 1511

**List of Policies and Proposed Deadlines**

This is not an exhaustive list. ELWA may introduce their own policies that reflect the unique way that it works.

**Completing Policies – Proposed Deadlines**

**Achieved**

***March – May***

- Contract and Terms and Conditions of Employment
- Grievance
- Discipline
- Pay and Pensions
- Allowances and Benefits (Car Users etc)
- Sickness Absence and Sick Pay
- Annual Leave
- Termination of Employment
- Working Hours



***June – December***

- Confidentiality and Data Protection
- Work-Life Balance – (Flexible Working) Attached
- Health and Safety
- Risk Assessments
- Politically Restricted posts
- Special Leave Arrangements (Garden Leave, Time off for Dependents etc)
- Redundancy, Redeployment and Assimilation
- Training and Development
- Performance, Appraisals and Capability
- Whistle Blowing
- Job Evaluation
- Retirement Attached

***January 2008 – March***

- Equal Opportunities and Diversity
- Harassment and Bullying
- Maternity Leave
- Paternity Leave
- Adoption Leave
- Recruitment and Selection Attached
- Probation
- Using Consultants
- Violence and Aggression at Work
- Working for ELWA

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**East London Waste Authority**  
Arden House, 198 Longbridge Road, Barking, Essex IG11 8SY



## **Policy on Flexible Working**

### **Policy Statement - The Business Need for Flexible Working**

Although ELWA is committed to providing the widest possible range of working patterns for its workforce, both management and employees need to be realistic and to recognise that the full range of flexible working options will not be appropriate for all jobs across all areas of the business.

Where an instance of flexible working is proposed ELWA will need to take into account a number of criteria including (but not limited to) the following:

- the cost of the proposed arrangement;
- the effect of the proposed arrangement on other staff;
- the level of supervision that the post-holder requires;
- the structure of the department and staff resources;
- other issues specific to the individual's department;
- an analysis of the tasks specific to the role, including their frequency and duration;
- an analysis of the workload of the role.

ELWA's contract of employment that is issued to all staff on their employment provides guidelines for flexible working. Although ELWA recognises the importance of helping its employees balance their work and home life by offering working arrangements that enable them to balance their working life with other priorities, including parental and other caring responsibilities, this is based on the premise that staffing levels must at all times remain in line with the demands of the business as outlined above.

This policy statement aims to set out the ways in which flexible working can increase staff motivation, build better relationships between ELWA and its employees, increase the rate of retention of staff, reduce absence, attract new talent and promote work-life balance, in doing so, improve ELWA's efficiency, productivity and competitiveness. It provides a description of the issues involved, taking into account the possible benefits of each kind of flexible working to both employees and ELWA, also possible drawbacks and areas of potential concern.

The policy statement considers the following options, but ELWA recognises that there may be alternatives, and that the working pattern that may suit any particular individual could be a unique one involving a combination of options:

- job-sharing;
- part-time working;
- voluntary-reduced working time;

## **Eligibility**

Although it is recognised that not all of the flexible working patterns considered will be suitable for all sections of the Authority's workforce, there should be no arbitrary barriers. Employees in all areas and levels of the Authority will be considered for flexible working regardless of their age, sex, sexual orientation, race, or religion or belief, or whether they have a disability, their level of seniority, their current working pattern, or whether they are employed on a permanent or fixed-term basis. However, there is no automatic right for employees to change to any of the flexible working patterns - each application will be considered on the basis of the particular work involved and any detrimental effect the change could have on individual, team or business performance.

## **Right to Request Flexible Working**

From 6 April 2003, the Employment Act 2002 introduced a right for employees with 26 weeks' continuous service, a child under the age of six (18 where the child is disabled) and parental responsibility for the child to request a change to the number of hours that they work, the times that they work or their place of work.

From 6 April 2007, this was extended to employees who have a minimum of 26 weeks' continuous service and who have caring responsibilities for an adult aged 18 or over who is their spouse, partner or civil partner; a relative; or someone who lives at the same address.

While it is the Authority's policy to be flexible on working patterns for all its employees, in order to ensure that it is complying with its legal obligations concerning the right to request flexible working, there may be situations where precedence has to be given to those who are eligible for this right.

## **Employee consultation/participation**

While some approaches to flexible working practices will involve changes to individual contracts of employment and be relatively easy to implement, such as flexitime. ELWA works on the basis that consultation gives all parties the opportunity to raise the issues that are of greatest importance to them and ensures that they are considered from all angles.

The findings of any consultation will be communicated to all staff, along with any proposed action resulting from the consultation.

## **Training and support**

ELWA recognises that both managers and employees may benefit from training to accustom themselves to working patterns with which they are unfamiliar.

## **Publicity**

A statement on ELWA's policy on flexible working practices will be included in all recruitment literature to encourage applications from the widest range of job applicants possible.

## **Time**

Sufficient time to implement and fine-tune new working practices will always be permitted.

## **The Flexible Working options**

### **Job-sharing**

*What is it?*

An arrangement whereby two part-time employees share the responsibilities of one position.

In a 'shared responsibility' arrangement the individuals both carry out all the duties of the job, simply picking up the work where the other one left off, while in a 'divided responsibility' arrangement the duties of the position are divided between the two individuals, with each being able to provide cover for the other where necessary.

*Benefits to employee*

- Permits more time for caring responsibilities or other commitments.
- The employee works at regular, defined times, permitting arrangements in his/her free time to be made in advance.
- Can allow the employee to become more accustomed to increased leisure time in the run-up to retirement.
- Can permit an employee to continue with the security of regular employment while at the same time working on a self-employed basis.

*Benefits to employer*

- Two individuals are likely to bring increased skills and expertise to the position.
- Peak periods of demand can be covered by flexible hours when the two individuals work simultaneously.
- Sick leave and annual leave can be covered.
- Overtime savings may be made.

*Variations*

A position could be split between more than two people.

### **Part-time working**

*What is it?*

A system whereby the employee is contracted to work fewer than the standard number of contractual hours per year for the type of work in question.

### *Benefits to employee*

- Employee can fit paid work around childcare and other commitments.
- Can allow the employee to become more accustomed to increased leisure time in the run-up to retirement, or to supplement a pension from another employer.
- Can permit an employee to continue with the security of regular employment while at the same time working on a self-employed basis.

### *Benefits to employer*

- Periods of peak demand in production or service can be targeted.
- Can be used to retain the skills of women employees after maternity leave.

### *Variations*

There is enormous variation in part-time working patterns. Examples are later start or earlier finish times, afternoons or mornings only, and fewer working days in the week.

### **Voluntary reduced working time (V-time)**

#### *What is it?*

A system whereby it is agreed that the employee will work reduced hours for a certain period of time, with a return to full-time hours at the end of this period.

Salary, pension, holiday and other benefits are pro rated during this time.

#### *Benefits to employee*

- A temporary reduction in hours allows an employee to accommodate a specific event in his/her life, eg a course of study or a relative's illness, but to return to the security of a full-time position.

#### *Benefits to employer*

- The employee's skills are retained on a reduced basis at a point when they might otherwise have been lost completely, and regained on a full-time basis when the agreed period comes to an end.
- The system could also act as a means of permitting an employee recovering from an illness or adjusting to an impairment to return to work on a phased basis.

#### *Variations*

Although the variation in hours is usually temporary it may also be permanent.

Employees could also volunteer to increase their hours.

## **Law relating to this document**

Working (Eligibility, Complaints and Remedies) Regulations 2002 SI 2002/3236  
Working (Procedural Requirements) Regulations 2002 SI 2002/320  
Working (Eligibility, Complaints and Remedies) (Amendment) Regulations 2006 SI 2006/3314  
Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 SI 2000/1551  
Employment Rights Act 1996  
Working Time Regulations 1998 SI 1998/1833  
National Minimum Wage Act 1998  
National Minimum Wage Regulations 1999 (Amendment) Regulations 2006 SI 2006/2001  
Sex Discrimination Act 1975  
Disability Discrimination Act 1995  
Health and Safety at Work etc Act 1974  
Management of Health and Safety at Work Regulations 1999 SI 1999/4242  
Health and Safety (Display Screen Equipment) Regulations 1992 SI 1992/2792

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**East London Waste Authority**  
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## **Policy on Retirement**

### **1. Policy Statement**

- 1.1 The Employment Equality (Age) Regulations 2006 provides for a national default retirement age of 65 years. Although ELWA's policy is that every employee, irrespective of hours worked per week shall retire on reaching the age of 65, it has a duty to consider seriously written requests from employees who wish to work beyond their retirement date.
- 1.2 ELWA operates a phased Flexible Retirement scheme that allows employees to reduce their hours of work gradually to become accustomed to an increased amount of leisure time prior to their contractual retirement age. Full details of the scheme are attached.

### **2. Retirement**

- 2.1 ELWA will notify staff of their 'compulsory' retirement date (on the employee's 65<sup>th</sup> birthday) at least six months and no more than 12 months before that date. You will be fully informed of your rights and entitlements at that time, including the right to request to continue working beyond this date.
- 2.2 Employees should advise their manager as early as possible what their wishes are in relation to retirement. This will help ELWA with its succession planning and assist employees who wish to continue working beyond their contractual retirement age, as it will give management more time to consider the possible options.
- 2.3 Once an employee has reached his/her 64<sup>th</sup> birthday or when he/she is within one year of a planned early retirement date, ELWA will endeavour to provide pre-retirement training at no extra cost to the employee.

### **3. Procedure**

- 3.1 The procedure for making a request to continue working beyond retirement age is set out in Guidelines in Appendix 1.
- 3.2 The guidelines relating to flexible retirement prior to the normal retirement age are also set out in Appendix 1.

### **4. Pension rights on retirement**

- 4.1 Employees who are members of the Local Government Pension Scheme (LGPS) occupational pension scheme and who have decided to retire on a specific date may request details of their pension entitlement from the pensions department at the London Pension Fund Authority (LPFA).

4.2 The LGPS allows employees to take a pension before normal retirement age but if the benefit is drawn before the age of 65, there may be a proportionate reduction in the amount payable.

## **5. Law relating to this document**

Employment Equality (Age) Regulations 2006 SI 2006/1031

Employment Rights Act 1996

Sex Discrimination Act 1975

Age and the workplace: Putting the Employment Equality (Age) Regulations 2006 into Practice (on the ACAS website)

This policy complies with the full procedure introduced by the Employment Equality (Age) Regulations 2006 that applies to retirement dismissals that take place on or after 1 April 2007.





## **Appendix 1**

### **GUIDANCE - Working beyond Retirement Age**

Under the Employment Equality (Age) Regulations 2006, employees have the right to request to continue working beyond any compulsory retirement age imposed by their employer, either on an indefinite basis, for a defined period, or until a specified date.

Employees will be informed in writing by ELWA's Human Resources service at the London Borough of Barking and Dagenham of their date of retirement (65<sup>th</sup> birthday) and provided with details of their right to request to continue working beyond this date.

Employees who wish to submit a request to continue working should do so in writing no more than three months, but not more than six months, before the retirement date notified to them by ELWA's Human Resource service at The London Borough of Barking and Dagenham. The employee should specify whether the request is to continue working indefinitely, for a defined limited period, or until a specified date. The request should be submitted to the Head of Paid Service.

Once a request has been received, the employee will be invited to attend a meeting to discuss his/her request not to retire on the intended date of retirement. A decision will be made following the meeting in conjunction with the Head of Paid Service, taking into account the employee's representations and the general needs of the business. The outcome of the request will be communicated to him/her in writing as soon as it is reasonably practicable to do so after the meeting.

Employees may raise a grievance against a decision not to grant their request to continue working by following ELWA's agreed Grievance Procedure.

ELWA's decision will be final.

Employees have the right to be accompanied by a fellow worker of their choice or trade union representative at the meeting to discuss their request not to retire on the intended date of retirement (2.6 above) and at any subsequent grievance and/or appeal meeting.

## **GUIDANCE - Flexible Retirement (pre-retirement age)**

These are guidelines only.

In all cases, employees are strongly encouraged to consult with the London Pension Fund Authority or the LGPS (address below) regarding their pension entitlement.

**There is no automatic right** to flexible retirement which is subject to management consent.

### **What is Flexible Retirement**

The information below is based on LGPS **Guidelines**.

Flexible retirement provides employees with an opportunity to scale down their working arrangements until they retire.

Flexible retirement may be a reduction in current working hours and/or a move to a less senior position.

Following the Head of Paid Service's consent to the move to 'flexible retirement' employees may draw on the pension benefits they have built up.

Salary/wage will be based on the agreed working arrangements and payments into the pension scheme can continue thereby building up further benefits into the scheme.

With employer consent, under specific circumstances, flexible retirement will be permitted from the age of 55.

### **To Request Flexible Retirement**

Employees should enquire as to their pension benefits by contacting either LPFA or the LGPS.

Employees should make a formal request in writing to the Head of Paid Service for flexible retirement. The letter should include a proposal regarding the reduced hours they would like to work and/or the less senior role they would like to undertake, and the date they would like to start these new arrangements.

The employee should make suggestions as to how any gaps in service provision as a result of their reduced working arrangements can be accommodated.

The Head of Paid Service will seriously consider the proposal and invite the employee to an informal meeting to discuss. They may be accompanied by a work colleague or trade union representative to this meeting.

Following the informal meeting, the Head of Paid Service will write to the employee informing them of their decision. The Head of Paid Service will need to consider if the employee's proposal can be accommodated without incurring additional costs or have implications on resources (i.e. the need to recruit and employ additional staff to cover the reduced hours). The move to a less senior post should pertain to an existing vacant position.

### **Where Flexible Retirement Has Been Agreed**

The Head of Paid Service will inform ELWA's Human Resource Service at The London Borough of Barking and Dagenham who will:

- confirm with the pension provider (LPFA) any previously advised provisional cost implications to ELWA on agreeing to the flexible retirement arrangements, and
- initiate changes to working terms and conditions.

ELWA's Human Resource service at The London Borough of Barking and Dagenham will write to the employee to confirm the new arrangements and the start date. If necessary, issue new contracts of employment.

### **Where Flexible Retirement Has Not Been Agreed**

The employee would have the right to challenge the Head of Paid Service's decision through ELWA's Grievance Procedure at the informal stage, progressing through the formal process if necessary.

The decision is final following any Appeal. There is no further recourse.

### **LGPS Contact Details**

**Website:** <http://www.lgps.org.uk>

**Email:** [Irene.wass@lg-employers.gov.uk](mailto:Irene.wass@lg-employers.gov.uk)

**Address:** The Local Government Pensions Committee  
Layden House  
76-86 Turnmill Street  
London EC1M 5LG

**Telephone:** 020 7296 6600

### **LPFA Contact Details**

**Website:** <http://www.lpfa.org.uk/>

**Address:** London Pensions Fund Authority,  
Dexter House,  
2 Royal Mint Court,  
London EC3N 4LP

**Telephone:** **Corporate Enquiries:** 020 7369 6004  
**Fund Members:** 020 7369 6118

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**East London Waste Authority**  
Arden House, 198 Longbridge Road, Barking, Essex IG11 8SY



## **Policy on Recruitment and Selection**

### **1. Policy Statement**

1.1 The East London Waste Authority (ELWA) aims to provide quality, accessible and relevant services for the local community, and believes that the success or otherwise of this aim is dependent upon the staff who work for it. It is therefore, essential that the “right” people are selected, recruited and join ELWA’s workforce. Accordingly, ELWA’s strategic aims for recruitment and selection are:

- To recruit the right people into the right jobs at the right time and in the right numbers, in a fair, consistent and cost effective manner;
- To practice recruitment and selection, in line with best Human Resource Practice and the requirement of Equal Opportunities legislation;
- All appointments throughout ELWA are made on the basis of clear and justifiable job-related criteria;
- Greater opportunity for all groups to apply for and secure jobs, and for individuals in under-represented groups to compete on equal terms;
- All recruitment and selection processes and decisions will conform to the requirements set by legislation and will be undertaken in accordance with other related ELWA policies.

1.2 The Recruitment and Selection Policy details ELWA’s standards.

1.3 ELWA requires that all those involved in the process of recruitment and selection adhere to the standards in this document; failure to do so may result in disciplinary action.

### **Recruitment and Selection – Standards**

#### **2. Confidentiality**

2.1 All information obtained from applicants in the recruitment and selection process will be treated as confidential and will be confined to those involved in the process.

#### **3. Training / Accreditation**

3.1 To ensure the consistent application of this Policy and Standards document, ELWA’s mandatory requirement is that all staff involved in the process of recruitment and selection will be sufficiently informed and supported by ELWA’s Human Resources Manager about best practice, prior to undertaking any recruitment and selection.

3.2 Where selection panels comprise of representatives from partner organisations, the recruiting manager should ensure that they adhere to the standards in this

document and that they are trained or accredited for prior learning appropriately.

#### **4. Determining the Vacancy - The Decision to Recruit**

- 4.1 Decisions in relation to the recruitment of the Chief Officer post of Executive Director will be taken by the Authority.
- 4.2 Decisions in relation to other officer posts will be taken by the Head of Paid Service in conjunction with ~ ELWA's Human Resources Service at the London Borough of Barking and Dagenham
- 4.3 Before a decision to recruit is taken, consideration will be given to the best means of filling the 'gap' and the vacancy will be reviewed.
- 4.4 All funded jobs will be recruited to as soon as possible.
- 4.5 Prior to a vacancy being advertised, consideration will be given to:
  - whether flexible work patterns can be offered
  - whether redeployment from affiliated authorities may be considered.

#### **5. Job Description and Person Specification**

- 5.1 All jobs shall have a job description and Person Specification will be developed / reviewed prior to advertising. The Job Description will relate only to the justifiable tasks, duties and responsibilities of the job.

#### **6. Person Specification**

- 6.1 A person specification, drawn up from the information contained in the Job Description will always be developed / reviewed prior to advertising. The criteria specified in terms of the required skills, knowledge and experience will relate only to the job, and in accordance with Equal Opportunities legislation.
- 6.2 Formal qualifications will only be required where they are really necessary in order to perform the job.

#### **7. Planning the Process**

- 7.1 All recruitment and selection processes will have a planned time-table prior to commencement, which has been agreed by ELWA's Human Resources Service at the London Borough of Barking and Dagenham.

#### **8. Advertising**

- 8.1 Unless the Authority agrees that special circumstances apply, all vacancies will be advertised externally as well as internally, In the case of reorganisation, redeployment, redundancy and transfers, special arrangements may apply.
- 8.2 Internal advertising would be via ELWA and the 4 Borough Council's Intranet site and Internal Vacancy Bulletin.
- 8.3 External advertisements shall be placed in paid media and appropriate web sites as agreed by the Head of Paid Service, appropriate to the circumstances.

- 8.4 The diversity of the workforce should be considered when selecting the appropriate media for recruitment advertising.
- 8.5 Advertisements will contain the job designation, job related criteria, the pay level applicable, ELWA's Logo, the closing date for receipt of completed applications, the interview dates (if available), and contact details. Where appropriate, advertisements will indicate any special conditions attached to the post.

## **9. Applications**

- 9.1 Applicants for employment will be issued, as a minimum, with ELWA's recruitment pack containing:
- Application details with detachable Equal Opportunities Monitoring form
  - ELWA's Recruitment letter
  - Job Description
  - Person Specification
  - Organisation chart
  - Conditions of Appointment (where appropriate) for example:
  - Additional Information (as applicable)
  - Salary details
  - Covering Letter, indicating closing date for receipt of completed applications and the selection timetable and whether travelling expenses will be reimbursed.
- 9.2 Application material will be of a good quality and standard and promote a professional image of ELWA.
- 9.3 Application material will be available to meet the needs of diverse people. CV's will be accepted where it is a reasonable adjustment to meet the requirements of disabled applicants.

## **10. Shortlisting**

- 10.1 Completed application forms will be shortlisted, by at least 2 trained /accredited staff, against the requirements of the person specification.
- 10.2 Disabled applicants will be shortlisted for interview if they meet the minimum requirements of the person specification. They will not be required to meet the desirable requirements.

## **11. Interviews**

- 11.1 Interviews will be undertaken by an appropriate panel. The best practice standard is a panel comprising of at least 3 people, however, for certain vacancies a panel of 2 people may be more appropriate. The constitution and arrangements for the panel should be made by the Authority in respect of the Chief Officer post and by the Head of Paid Service in respect of other posts. Both are on the advice of the Human Resources Service at the London Borough of Barking and Dagenham.
- 11.2 If, on the advice of the Human Resources representative to the Executive Director a panel member is insufficiently trained, the Human Resources representative will take necessary steps to ensure that they are sufficiently

informed of best practice. The Human Resources representative will be in attendance at all such interviews.

- 11.3 Consideration will be given to the diversity of the panel. Each panel will have a chair, who will have overall accountability for the selection decision.
- 11.4 The structure and nature of interviews shall be pre-planned, relevant to the post, and in all cases consistent with ELWA's requirements in respect Equal Opportunities.
- 11.5 All applicants will be treated equally on merit, ability and potential, and all appointments will be made on the basis of clear and justifiable job-related criteria.
- 11.6 Interviews will be reasonably adjusted to accommodate any requirements of disabled applicants.

## **12. Occupational Tests & Psychometric Questionnaires**

- 12.1 Occupational Tests and Psychometric Questionnaires may be used when relevant to the vacant post and where they add value to the recruitment and selection process.
- 12.2 Where psychometric questionnaires, licensed occupational tests and externally purchased tests are to be used, they will be commissioned and administered through ELWA's Human Resources Service at the London Borough of Barking and Dagenham.
- 12.3 Other occupational tests whether basic (e.g. spelling or typing) or more detailed (e.g. special aptitude tests, presentations) will be conducted through the manager/supervisor who will be responsible for the test, ensuring that it avoids unfair discrimination, that it is validated accordingly, and that it is reliable, acceptable and fit for purpose.
- 12.4 Where it is intended to use any of these arrangements, applicants will be notified in writing beforehand. Tests and questionnaires will be reasonably adjusted to accommodate any requirements of disabled applicants.
- 12.5 All results shall be evaluated and interpreted by suitably trained/accredited staff; shall be regarded as confidential and restricted to those in the selection process; and shall be judged only in relation to the criteria previously specified.

## **13. Offers of Employment and Appointments**

- 13.1 Applicants will be informed at interview of when and how they will be told of the outcome; either verbally or in writing. Offers of employment, whether verbal or in writing, will be made by the ELWA's Human Resources representative and will be subject to receiving satisfactory references, medical clearance, and compliance with legal provisions such as the Rehabilitation of Offenders Act.
- 13.2 Verbal offers will be confirmed in writing.
- 13.3 Once satisfactory information has been received, the offer of appointment will be confirmed in writing. However, for specific jobs, in consultation with ELWA's Human Resource Service at the London Borough of Barking and Dagenham,



appointments may commence prior to the receipt of all necessary information. Confirmation of the appointment will be dependent upon the receipt of this information.

- 13.4 The terms and conditions of employment will be sent as soon as practicable, but no later than 8 weeks after the applicant's start date.

#### **14. References**

- 14.1 Confirmation of appointments will be dependent on ELWA receiving satisfactory written references, one of which should be the present or last employer of the applicant. It is ELWA's final decision as to whether the references are satisfactory.

#### **15. Criminal Convictions**

- 15.1 Where the post is exempt from the Rehabilitation of Offenders Act, confirmation of appointment will be subject to receiving satisfactory "Disclosure" checks. Disclosure checks will be undertaken in accordance with the Criminal Records Bureau's Code of Practice.

#### **16. Feedback**

- 16.1 Oral feedback shall be offered to all applicants who are interviewed but not appointed.
- 16.2 Feedback will not be offered automatically in respect of applicants who are not shortlisted for interview. It may however be provided if requested by the applicant. Internal applicants will be informed and offered oral feedback if they are not shortlisted.
- 16.3 Feedback on psychometric questionnaire results and on other licensed products shall be provided where appropriate and on request, by the person or company commissioned.

#### **17. Record Keeping**

- 17.1 Appropriate written records will be kept that are sufficient to validate the panel's selection decision.
- 17.2 Information relating to applicants, i.e. details of shortlisting and interviews, will be retained securely by ELWA's Human Resource Service at The London Borough of Barking and Dagenham.
- 17.3 Information regarding the successful applicant will be included in their personal file.
- 17.4 Information regarding unsuccessful applicants will be retained for 6 months after the appointment decision is taken in order to meet possible complaints of unfair treatment.
- 17.5 Details of applications received and other relevant information will be retained by ELWA for monitoring and statistical purposes for a minimum period of 6 months.

## **18. Induction**

18.1 Any person newly appointed, whether they are an internal or external applicant, will receive a full and comprehensive induction by their manager into the post, the team and ELWA (where appropriate). All new recruits will receive Induction Training.

## **19. Probation**

19.1 Any person newly appointed will have a probationary and assessment period.

19.2 For those who were external applicants (and are new entrants to local government) the formal probationary process will apply. It is not until the probationary period has been completed successfully that their appointment is fully confirmed in writing.

19.3 For those who were internal applicants (or external applicants that have continuous local government service) an assessment and monitoring process will be undertaken that will follow the same framework as the formal probationary process. The appointment is not subject to this assessment process, failure to meet the required standards will be managed through the capability procedure.

## **20. Using Employment / Placement Agencies**

20.1 ELWA operates an approved list of Employment / Placement Agencies (via LBBB) who will be used to supply Agency and Temporary staff.

## **21. Recruitment Consultants**

21.1 The use of Recruitment Consultants in order to carry out the full recruitment and selection process must be determined by the Head of Paid Service. The use of Consultants for this purpose should be limited to senior posts, posts which are difficult to fill or for a specific recruitment campaign. Recruitment Consultants will be selected in accordance with ELWA's Constitution and Contract Rules.

21.2 The appointment decision will at all times remain the responsibility of ELWA and therefore accountability for the selection decision remains with Members in respect of the Chief Officer post and the Head of Paid Service in respect of other parts, not the Recruitment Consultants.

## **22. Performance**

3.1 All aspects of recruitment and selection processes will be subject to the advice of and monitored by ELWA's Human Resource Service at The London Borough of Barking and Dagenham (LBBB). This information will be used to ensure that recruitment and selection practice meet ELWA's objectives for human resource management and equal opportunities in employment, and assist with future recruitment and selection processes. This information will guide future developments.

22.2 ELWA will strive for continuous improvement in its recruitment and selection processes and will monitor and review any targets set in this area.

## **23. Working With Or On Behalf Of Partner Organisations**

23.1 Partner organisations may have their own recruitment and selection requirements. These may include additional requirements to those of ELWA. If, however, the standards are lower, and ELWA has accountability for appointment decisions, then ELWA policy must be adhered to.

## **24. Appeals**

24.1 There are no rights of appeal against appointment decisions.

24.2 Any ELWA member of staff who feel that they have been subject to unfair treatment in the recruitment and selection process may raise the matter through the Grievance Procedure. This will not affect the appointment decision.

## **25. Recruitment and Retention**

25.1 Market supplements may be considered in accordance with Authority policy

25.2 A Relocation Package can be offered in accordance with LBBD's agreed Relocation Guidelines.

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(Contact Officer: Shirley-Ann Gray - Tel. 020 8270 4964)

**EAST LONDON WASTE AUTHORITY****27 NOVEMBER 2006****OFFICE MANAGER'S REPORT**

<b>PROGRAMME OF MEETINGS 2008/2009</b>	<b>FOR DECISION</b>
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**1 Purpose**

- 1.1 Set out below, for Members' consideration, is the proposed programme of ELWA meetings for the forthcoming municipal year. The programme has principally been based around specific dates by which ELWA is either legally or contractually required to approve key matters, as referred to below.

	<b>Day</b>	<b>Date</b>	<b>Time</b>	<b>Purpose</b>
<b>Dates Proposed for the Municipal year 2008/09</b>	Monday	23 June 2008	1.00pm	(Annual General Meeting) Approval of draft Statement of Accounts
	Monday	29 September 2008	1.00pm	Approval of Annual Governance Report
	Monday	24 November 2008	1.00pm	Approval of IWMS Contract Annual Budget & Service Delivery Plan required by 30/11/08
	Monday	02 February 2009	1.00pm	Approval of annual Levy required by 15/02/09
	Monday	06 April 2009	1.00pm	

- 1.2 It is proposed that these meetings are held at the Civic Centre, Dagenham.
- 1.3 Members are asked to consider and agree the above proposed programme of meetings for the 2008/2009 municipal year.
- 1.4 Members are reminded that the meetings for the current 2007/08 municipal year are as follows:-

	<b>Day</b>	<b>Date</b>	<b>Time</b>	<b>Purpose</b>
<b>Dates agreed 2007/08</b>	Monday	04 February 2008	1.00pm	Approval of annual Levy required by 15/02/08
	Monday	07 April 2008	1.00pm	

Shirley-Ann Gray  
**OFFICE MANAGER**

**Appendices**

None

**Background papers**

27.11.06 Report &amp; Minute 1473 Programme of Meetings 2007/08

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*(Contact Officer: John Wilson- Tel. 020 8270 4997)***EAST LONDON WASTE AUTHORITY****26th NOVEMBER 2007****ASSISTANT EXECUTIVE DIRECTOR'S REPORT**

<b>CONTRACT PERFORMANCE - APRIL TO OCTOBER 2007</b>	<b>FOR INFORMATION</b>
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**1 Purpose**

- 1.1 To report on the performance of the Integrated Waste Management Strategy (IWMS) Contract for the period April to October 2007.

**2 Tonnage Data and Contract Payments**

- 2.1 As can be seen from Appendix A the tonnage for this period was 305K tonnes, approximately 5k tonnes less than anticipated in the Annual Budget & Service Delivery Plan, producing a saving against budget of £ 354K.

**2.2 Site Operations**

- 2.3 There have been no major changes to operational facilities since July when the Jenkins Lane Bio Mrf began receiving co mingled collections. The performance tests have been satisfactorily completed.

- 2.4 Deposits of wastes into the Temporary Transfer Station have decreased as Shanks prepare for the installation of the Orange Bag MRF early in 2008. The orange bags are being delivered to Frog Island for sorting in the RRC Mrf prior to delivery to the recycling processors. This extra sorting has reduced the tonnage of Orange Bags recycled due to contamination which was the cause of them being rejected by the third party Mrfs. A composition report carried out by MEL indicates that there appears to be between 10-20% contaminants in the Orange bags. This appears a large amount of contamination. Accordingly ELWA and Shanks together with each respective borough, will undertake a series of trials over four weeks in November. This involves selecting a random collection round in Barking and Dagenham and Havering (in the first instance) and counting and analysing the orange bags through four different scenarios. A similar trial is proposed for Newham to follow in February 2008. The size of the sample loads is dependent upon capacity at the facilities to sort these loads and the timing programmed to avoid the Christmas period when waste flows get distorted. These trials will hopefully suggest if the problem is due to the collection/sorting equipment or public misuse.

**3 Contract Monitoring**

- 3.1 In addition to monitoring by ELWA and Borough staff, London Remade completed their second monitoring review. A summary of this report is attached in Appendix D.

**4 Recycling Performance**

- 4.1 The revised Service Delivery Plan, agreed by the Board in March 2007, anticipated that to achieve a year-end percentage of 22% for 2007/08, recycling and composting performance would need to rise from approximately 18.4% in April 2007 to over 25%

in March 2008. The recycling performance to October is shown in Appendix B. This was 17.12%, which is lower than the cumulative 22.7% that was projected. This performance makes the recycling needed in the winter months even more critical and difficult, as not only will Shanks' have to increase recycling in line with their projection but will also need to recover the lost ground from these early months. Despite Shanks recently securing a contract to accept the Bio Mrf glass, this glass recycling is only likely to add an extra 1.5% on the 2007/8 total.

- 4.2 The lower than expected recycling/composting performance reflects the dependence of the performance programme to 'back end' processes from the refining section of the Bio Mrfs, which consists of recycling a glass fraction, and composting a 'fine' fraction (less than 6mm in size). The loss of this 'back end' recycling has had a significant impact (approx 6%) on Shanks being able to meet their overall recycling performance, because, although 'front end' recycling has increased it has not increased sufficiently to avoid the critical dependence on the back end processes.
- 4.3 During this period Shanks have been working to secure outlets for both these materials and are optimistic markets will be found, but meanwhile the performance to date has been affected. The trials for the glass appears to have reached a successful conclusion as Shanks have secured a contract to recycle this product as reported above. The trials on the 'fines' which have been conducted with a company based in Cambridge have also been successful in producing a composted product that can be used in land remediation. However this company does not have the capacity to immediately take all the tonnage that Shanks need to deliver this year. Planning approvals for an extension to their operations needs to be obtained. Obtaining permissions will be time consuming and perhaps uncertain, therefore this element of their recycling performance projection for this year is unlikely. Meanwhile other outlets are also being investigated fir this material.
- 4.4 Based upon the performance for the first seven months and the reasoning given above, the achievement of the 22% recycling target for 2007/8 looks doubtful.
- 4.5 Appendix B shows the recycling and composting performance for April to October compared to the agreed plan for 2007/08. This illustrates the under performance described above.

## **5 Diversion from Landfill**

- 5.1 The contractual target for diversion from landfill is 40% for 2007/8. This target is being exceeded with a diversion of 44.7% due to the success of the SRF market and which potentially offers the Authority a LATS benefit.
- 5.2 The performance against LATS allowances for 2007/8 is shown at Appendix C. This shows a surplus of 36663 allowances for the above period i.e. a greater diversion of biodegradable waste from landfill than was necessary to meet the government target.
- 5.3 Unfortunately, to date, there is not a 'market' for the sale of surplus LATs , and is likely to remain the same for the remainder this year, with the majority of the WDAs having sufficient allowances to meet their 2007/8 targets, and therefore will be potential sellers not buyers. Therefore although these Allowances have a potential value as indicated by CIPFA and DEFRA and as reported by the Finance Director, without a buyer their actual value is nil. ELWA currently have 96028 allowances banked.



## **6 Conclusion**

- 6.1 Overall waste levels for this seven month period, although increasing over last year, are lower than projected.
- 6.2 Recycling and composting performance averaged 17.1% compared to the 22.7% recycling performance projected for the period to October. Although the Contractor continues to suffer a loss in financial supplements arising from the lower than required recycling performance this saving is of less significance to ELWA than contract compliance.
- 6.3 The 44.7% diversion from landfill is better than projected which reflects the success Shanks are having in securing markets for the Secondary Recovered Fuel (SRF).

## **7 Recommendation**

Members are asked to note this report.

John Wilson  
**ASSISTANT EXECUTIVE DIRECTOR**

## **Appendices**

- A Contract Performance
- B Contract recycling performance compared to ABSDP 2007/08
- C Performance against LATS target
- D Executive Summary (London Remade) – supplementary Contract Monitoring

## **Background Papers**

None

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**Contract Performance**

	Contract Tonnages						Contract Sums £K		
	ABSDP		Actual Tonnage		RRC Tonnage		2006/7	2007/8	
	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	Actual	ABSDP	Actual
<b>April</b>	45511	41984	40573	42736	8178	9895	£2,658	£2,865	£2,885
<b>May</b>	43378	47106	45523	43237	8484	8205	£2,869	£3,124	£3,019
<b>June</b>	47851	49818	48144	43209	9533	8517	£2,954	£3,198	£2,956
<b>July</b>	42148	42726	41277	44372	6913	8572	£2,695	£3,759	£3,730
<b>August</b>	42771	43578	42113	45446	6963	10103	£2,732	£3,797	£3,796
<b>September</b>	45056	44385	42869	42778	7617	8807	£2,758	£3,774	£3,688
<b>October</b>	40311	40948	41114	43339	6113	7719	£2,705	£3,680	£3,768
<b>November</b>	40915	41738	40719		5533		£2,667	£3,656	
<b>December</b>	38838	38351	35895		4418		£2,471	£3,564	
<b>January</b>	38244	39116	40802		4772		£2,722	£3,599	
<b>February</b>	35448	35823	35087		5064		£2,444	£3,274	
<b>March</b>	40960	40872	41999		7472		£2,726	£3,677	
<b>Total</b>	501431	506445	496115	305118	81060.5	61817	£32,401	£41,965	£23842

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**Contract Waste Recycling Performance**

Month	Recycling				Composting				Total Recycling				
	Tonnes		Percentage		Tonnes		Percentage		Tonnes		Percentage		
	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8	2006/7	2007/8 Actual	Revised ABSDP target
<b>April</b>	4256	5,352	10.5%	12.50%	1596	2,115	3.9%	4.90%	5852	7,467	14.4%	17.50%	18.40%
<b>May</b>	4249	5,561	9.3%	12.86%	2658	1,881	5.8%	4.35%	6907	7,442	15.2%	17.21%	18.55%
<b>June</b>	4130	5,016	8.6%	11.61%	2822	2,191	5.9%	5.07%	6952	7,207	14.4%	16.68%	18.73%
<b>July</b>	4129	5,330	10.0%	12.01%	1843	2,130	4.5%	4.80%	5972	7,460	14.5%	16.81%	20.43%
<b>August</b>	4526	5,540	10.7%	12.19%	1572	1,849	3.7%	4.07%	6098	7,389	14.5%	16.26%	21.63%
<b>September</b>	5152	5,150	12.0%	12.04%	1942	2,970	4.5%	6.94%	7094	8,120	16.5%	18.98%	22.30%
<b>October</b>	4145	5,442	10.1%	12.56%	1600	1,713	3.9%	3.95%	5745	7,154	14.0%	16.51%	22.65%
<b>November</b>	4370		10.7%		1356		3.3%		5726		14.1%		23.35%
<b>December</b>	4097		11.4%		1002		2.8%		5099		14.2%		24.06%
<b>January</b>	5285		13.0%		793		1.9%		6078		14.9%		24.53%
<b>February</b>	4304		12.3%		883		2.5%		5187		14.8%		25.66%
<b>March</b>	5236		12.5%		1264		3.0%		6500		15.5%		25.72%
<b>Accumulative Total</b>	<b>53879.5</b>	<b>37390.3</b>	<b>10.9%</b>	<b>12.25%</b>	<b>19331.3</b>	<b>14848.4</b>	<b>3.9%</b>	<b>4.87%</b>	<b>73210.1</b>	<b>52238.8</b>	<b>14.8%</b>	<b>17.12%</b>	<b>22.00%</b>

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**Performance against LAT'S Target**

Month	Contract Waste		LANDFILL		LATS Target		Landfilled
	Tonnage	Biodegradable	Tonnage	Biodegradable	Tonnage	Difference	
April	42,736	29,915	25,975	18,183	22,097	3,915	60.8%
May	43,237	30,266	24,815	17,371	22,097	4,727	57.4%
June	43,209	30,246	25,952	18,166	22,097	3,931	60.1%
July	44,372	31,060	24,047	16,833	22,097	5,264	54.2%
August	45,446	31,812	23,293	16,305	22,097	5,792	51.3%
September	42,778	29,945	21,065	14,746	22,097	7,351	49.2%
October	43,339	30,338	23,447	16,413	22,097	5,684	54.1%
November		0		0	22,097		
December		0		0	22,097		
January		0		0	22,097		
February		0		0	22,097		
March		0		0	22,097		
Accumulative Total	<b>305,118</b>	<b>213,582</b>	<b>168,594</b>	<b>118,016</b>	<b>265,164</b>	<b>36,663</b>	

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## Executive summary

### Bring sites

- 228 brings sites were visited. Table 1 shows the break down of bring sites monitored by authority.

**Table 1: bring sites monitored per authority**

Authority	Number of bring sites monitored
Barking and Dagenham	52
Havering	24
Newham	92
Redbridge	60

- Instances of non-compliance were observed at 103 bring sites. Table 2 shows the break down of responsibility for the instances identified.

**Table 2: responsibility for instances of non-compliance**

Responsibility for instances of non-compliance	Number of sites*
SEL	59
Boroughs	64
ELWA - Textile and shoe banks	6

\* The total number of non-compliance instances is greater than 103, as more than one party responsibility was identified at sites.

- Of the 103 sites where instances of non-compliance needed to be rectified by SEL, 18 were revisited and in eight cases was the issue still present

### Waste facilities

- The four Reuse and Recycling Centres, the Ilford Recycling Centre and the Bio-MRF and the dirty MRF at Frog Island were visited. The dates that the visits took place are given in table 3. A number of issues were observed during these visits, these included:
  - Poor quality signage used at Chigwell RRC
  - Over flowing glass containers at Gerpins Lane RRC

- Broken barrier at entrance at Fritzlands RRC
- Dust suppression unit broken down at Jenkins Lane RRC
- Borough vehicles queuing outside the faculties at Frog Island

**Table 3: schedule of visits to the waste facilities**

<b>Facility</b>	<b>First visit</b>	<b>Second visit</b>
Chigwell RRC	08/08/2007 (pm)	04/09/07 (am)
Gerpins Lane RRC	06/08/2007 (am)	08/09/07 (am)
Fritzlands RRC	06/08/2007 (pm)	01/09/07 (am)
Jenkins Lane RRC	06/08/2007 (pm)	08/09/07 (am)
Ilford RC	08/08/2007 (pm)	04/09/07 (am)
Frog Island	08/08/2007 (pm)	07/09/07 (am)

*(Contact Officer: Tony Jarvis: Tel. 020 8270 4965)***EAST LONDON WASTE AUTHORITY****26<sup>TH</sup> NOVEMBER 2007****EXECUTIVE DIRECTOR'S REPORT**

<b>WASTE &amp; RECYCLING PERFORMANCE</b>	<b>FOR INFORMATION</b>
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**1 Purpose**

- 1.1 To advise Members of the measures being taken to assist in future decision making on recycling and waste management.

**2. Background**

- 2.1 The infrastructure under the Integrated Waste Management (IWMS) Contract has now largely been completed and it is appropriate to consider how to optimise the use of the infrastructure in place.
- 2.2 At an earlier meeting of the ELWA Management Board, it was suggested that all potential recycling improvements and costs should be modelled. This would allow the evaluation of various scenarios including 'stretching' the performance of the current infrastructure and also address the concerns about the levels of contamination within the recyclates being collected.

**3 Approach Adopted**

- 3.1 The approach towards improving future performance has taken four directions:-
- the framework recycling model;
  - recycling trials of current arrangements;
  - an enhanced and co-ordinated communications strategy;
  - high level discussions about the priorities in sustainable waste management for the future.

**4 The Framework Recycling Model**

- 4.1 A framework model has now been developed in consultation with Borough Officers with the following basic constituent parts:-
- The materials that make up the household waste stream and the percentage of total weights;
  - The amounts of that material that are already separated for recycling.
  - The balance of materials in the average waste stream.
  - The potential of that balance that could feasibly be separated.
  - The minimum and maximum cost of turning that potential into reality.
  - The ultimate impact on a Boroughs BVPI recycling performance.

- 4.2 The model applies this concept separately to household collected waste and civic amenity (RRC) waste. A sample summary page is attached at Appendix A.
- 4.3 Work has commenced initially to evaluate the individual position of glass, newspaper, cardboard, green garden waste and other compostable materials.
- 4.4 At this stage all work has been done by ELWA officers and there have been no external costs incurred.
- 4.5 The model helps to identify priorities and is a basis for detailed consideration of scenarios utilising the current infrastructure.
- 4.6 The model will also be developed to include scenarios where new infrastructure would be required, to be provided by either by the collection authorities, by the Authority or by Shanks.

## **5 Recycling Trials**

- 5.1 Over the next three months, various trials will be conducted to understand the levels of contamination and the efficiencies of the orange bag collection processes.
- 5.2 In operational terms, these trials are difficult to organise and the results are likely to be difficult to interpret. Absolute answers may not emerge but, at the end of the trial period, the information collected should assist in future developments both in operations and in communications.

## **6 An enhanced Communications Strategy**

- 6.1 Preparatory on a new co-ordinated approach to communications began during the summer with the assistance of WRAP and ROTATE.
- 6.2 The final report with recommendations is planned for December and this will be a focus for co-ordinated efforts by ELWA, Shanks and the Boroughs to improve participation and the capture of recyclates. The report is likely to contain recommendations concerning a higher level of spending by the parties over the next few years.
- 6.3 There will be a further report on the implementation of an enhanced communications strategy at the next meeting.

## **7 High Level Discussions on the Future**

- 7.1 In addition to reviewing current operations, it is important to understand the pressures for the future. Accordingly, the four Directors of Environment, together with the Waste Managers at the Constituent Councils, have participated in a workshop with ELWA Officers, representatives of Shanks and external advisers to consider the future for sustainable waste management in East London. The Directors of the Environment will be meeting shortly to consider making recommendations for the way forward.
- 7.2 Similarly, the ELWA Management Board will be taking part, in the new year, in a further workshop, with advisers, to consider the next steps and future priorities for ELWA as the Waste Disposal Authority.

7.3 These discussions are very relevant to the consideration by the Constituent Councils of their approach to the government's new performance framework, summarised in another report on the agenda.

## **8 Recommendation.**

- i) Members are recommended to note:-
  - a) the activities being undertaken to analyse and improve performance; and
  - b) that further reports and recommendations will be brought forward as this work progresses.

Tony Jarvis,  
**EXECUTIVE DIRECTOR**

### **Appendices**

A Recycling Model

### **Background papers**

None

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Material Specific Recycling and Reuse Data

500000

Base Tonnage

Material	Current					Balance Within Residual Tonnes	Potential Available Tonnes	Potential Revenue Cost		Potential BVPI	Potential BVPI	Comments
	% in Waste stream		Recycling (all Sources) 2006-7					Minimum	Maximum	% Impact Minimum	% Impact Maximum	
	1* %	2* Tonnage	3* Tonnes	%	Current Source							
Mixed glass	5.00%	25,000	5,500	1.1%	Bring/ Red kerb	19,500	15,600	Nil	£1,530,000	3.7%	3.7%	See appendix for detail
Newspaper and light card	14.00%	70,000	26,245	5.2%	Kerbside	43,755	25,000	£130,000	£1,697,500	1.2%	6.0%	See appendix for detail
Cardboard	4.50%	22,500	1,850	0.4%	RRC	20,650	16,000	£80,000	£1,985,000	0.5%	2.9%	See appendix for detail
Books	0.00%	-	-	0.0%	Bring	-					-	Not Evaluated
Mixed cans	2.50%	12,500	7,000	0.3%	Bring/ Kerbside	5,500					-	Not Evaluated
Plastic Bottles	2.00%	10,000	3,600	0.6%	Bring/ Kerbside	6,400					-	Not Evaluated
Dense Plastic	1.00%	5,000	700	0.1%	RRC	4,300					-	Not Evaluated
Other Plastic (packaging)	1.50%	7,500	-	0.0%		7,500					-	Not Evaluated
Textiles & footwear	1.50%	7,500	1,000	0.2%	Bring	6,500					-	Not Evaluated
Green waste only	15.0%	75,000	20,500	4.1%	RRC (some Coll)	54,500	27,000	£80,000	£4,415,000	0.5%	6.4%	See appendix for detail
Other compostable waste	15.0%	75,000	-	0.0%		75,000	18,000	Nil		4.3%	4.3%	Back end only
Wood	1.5%	7,500	3,200	0.7%	RRC	4,300					-	Not Evaluated
Chipboard / MDF	1.0%	5,000	-	0.0%		5000					-	Not Evaluated
Furniture	0.1%	500	10	0.0%	RRC	490					-	Not Evaluated
Fridges & Freezers	0.4%	2,000	1,600	0.3%	RRC & Bulky	400					-	Not Evaluated
Other electrical goods	0.2%	1,000	-	0.0%	RRC	1,000					-	Not Evaluated
Other white goods	0.7%	3,250	Inc Below		RRC & Bulky	Inc Below					-	Not Evaluated
Other metals	2.5%	12,500	6,400	1.7%	RRC	6,100					-	Not Evaluated

Continued/2 Material	Current					Balance Within Residual Tonnes	Potential Available Tonnes	Potential Revenue Cost		Potential BVPI	Potential BVPI	Comments
	% in Waste stream		Recycling (all Sources) 2006-7					Minimum	Maximum	% Impact Minimum	% Impact Maximum	
	1* %	2* Tonnage	3* Tonnes	%	Current Source							
Fluorescent tubes	0.0%	10	1	0.0%	RRC	9					-	Not Evaluated
Aluminium foil	0.0%	20	-	0.0%		20					-	Not Evaluated
Automotive batteries	0.1%	250	250	0.1%	RRC	-					-	Not Evaluated
Post-consumer, non-automotive batteries	0.1%	250	-	0.0%	RRC	250					-	Not Evaluated
Vegetable oil	0.1%	250	-	0.0%	RRC	250					-	Not Evaluated
Mineral oil	0.0%	100	100	0.0%	RRC	-					-	Not Evaluated
Paint	0.0%	20	20	0.0%	RRC	-					-	Not Evaluated
Aerosols	0.0%	20	-	0.0%	RRC	20					-	Not Evaluated
Tyres	0.1%	500	500	0.1%	RRC	-					-	Not Evaluated
Gas Bottles	0.0%	100	100	0.0%	RRC	-					-	Not Evaluated
<b>Non BVPI Recyclate - Rubble</b>	<b>5.0%</b>	<b>25,000</b>	<b>10,800</b>	<b>2.2%</b>	<b>RRC</b>	<b>14,200</b>						<b>Non BVPI Recyclate</b>
<b>Residual waste</b>		131,730										
<b>Totals</b>	<b>74%</b>	<b>500,000</b>	<b>89,376</b>	<b>17.2%</b>		<b>275,644</b>	<b>101,600</b>	<b>£290,000</b>	<b>£9,627,500</b>	<b>10.2%</b>	<b>23.3%</b>	

1\*. Source

DEFRA "Wrate LCA" Database - Municipal Waste

2\* (Collected Waste Only)

BioMrf Moisture loss (80,000t) reduces some of the above tonnages

3\*. Source

Recycling (all routes) 2006-7



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