

<b>Item No.</b> 9.	<b>Classification:</b> Open	<b>Date:</b> 1 November 2016	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Joint Venture Agreement for Commercial Waste Sales Function	
<b>Ward(s) or groups affected:</b>		All	
<b>Cabinet Member:</b>		Councillor Ian Wingfield, Environment and the Public Realm	

## **FOREWORD - COUNCILLOR IAN WINGFIELD, CABINET MEMBER FOR ENVIRONMENT AND THE PUBLIC REALM**

As service budgets come under pressure, councils are seeking ways to sell services and derive income from existing areas of activity where practicable. The council does not actively operate a commercial waste collection service but has the opportunity to do so through the use of resources deployed in-house for the street cleansing service. In recognition of this cabinet has agreed in the policy and resources strategy for the revenue budget to develop commercial waste collection services to provide a new income stream.

This report sets out the concept for entering into the commercial waste collection market through the establishment of a Special Purpose Vehicle (SPV) company. Under these arrangements, commercial waste sales and administration would be through an external provider - London Business Waste and Recycling (LBWR) - and the collections and disposal would be provided through the in-house street cleansing service. The proposed set up and operation of the proposed SPV are explained in detail in this report.

LBWR was set up by the London Waste and Recycling Board with two clear objectives; to assist London boroughs to generate new revenues from waste services, and to promote good business waste management across London and increasing recycling. The first of these objectives aligns with the council's revenue budget strategy for raising new income. The second objective links to the council's Fairer Future promise to revitalise neighbourhoods by establishing a comprehensive, reliable and cost effective commercial waste collection service, so that all businesses can dispose of their waste responsibly and recycle as much as possible. This will reduce the temptation for businesses to fly-tip, increase compliance with duty of care obligations and ensure that the council is paid for collecting and disposing of waste.

## **RECOMMENDATIONS**

1. That the council enter into a joint venture agreement with London Business Waste and Recycling Limited to create a Special Purpose Vehicle Company (SPV) for the purpose of providing a commercial waste collection service.
2. That the council's participation in the joint venture agreement is reviewed four years after commencement to consider the progress that has been made and to determine whether participation should continue.
3. That the name of the SPV is London Borough of Southwark Business Waste and Recycling Limited.

4. That the director of environment is appointed as the 'A shareholder' director of the board of the SPV representing Southwark council.
5. That cabinet delegates authority to the monitoring officer to sign off the following:
  - the joint venture agreement specifying the terms and conditions of the operation of the SPV
  - the fulfillment contract specifying the terms and conditions of the provision of operational services by the council to the SPV
  - the brand licence agreement authorising the use of the Southwark name and logo in accordance with specified terms and conditions.

## **BACKGROUND INFORMATION**

6. Businesses are required to make their own arrangements for the collection and disposal of commercial waste. They can make these arrangements through their local waste collection authority or they can use private commercial waste collection companies.
7. Southwark council is a waste collection authority and has a duty to provide or arrange for the collection of commercial waste where a request for this service is received from a business located within the borough. This duty is set out in section 45 (1) (b) of the Environmental Protection Act, 1990. A reasonable charge can be made for providing this service.
8. Most London boroughs operate commercial waste collection services either directly in-house or through their waste contract arrangements. Southwark does not pro-actively operate commercial waste collection services at the current time and so businesses in the borough use private waste collection companies to collect their commercial waste.
9. The council's current absence from provision of commercial waste collection services links to the agreement within the waste PFI contract to refrain from doing so for five years from the commencement of the contract in 2008. There is a 'fall back' provision for the council to arrange for commercial waste collections through the waste PFI contract should this ever be called for under the duty set out above. As the five year agreement has now expired the council is free to set up direct commercial waste collection services should it wish to do so.
10. The provision of commercial waste collections by waste collection authorities has the potential to provide a number of benefits including:
  - An income stream that supports the budget which helps protect other services that matter to residents from savings that might otherwise need to be made
  - Businesses producing low waste volumes, or that are in isolated locations of little commercial interest to private collectors, have an alternative, so discouraging fly-tipping which is a cost to the council
  - Allows the more efficient use of existing waste and/or street cleaning collection assets which in turn could also protect those services from reductions to meet future savings
  - Provides the means to implement measures that control when and where commercial waste is left out for collection, such as through a timed collection

scheme.

11. As part of the policy and resources strategies for the revenue budgets covering the period 2015-16 to 2018-19, the council has identified commercial waste as a means to provide an income stream. Table 1 below sets out the budget build up for commercial waste income over the period.

Table 1 – Commercial waste income budget

Year	New income budget	Overall income budget
2015-16	£30,000	£30,000
2016-17	£50,000	£80,000
2017-18	£40,000	£120,000
2018-19	£60,000	£180,000

### **London Waste and Recycling Board initiative**

12. The London Waste and Recycling Board (LWaRB) was established in 2008 by the London Mayor and provided with grant funding to promote and encourage:
- the production of less waste
  - increase in the proportion of waste that is re-used or recycled
  - the use of methods of collection, treatment and disposal of waste which are more beneficial to the environment.

LWaRB has eight board members as follows:

- four London borough councillors appointed by London Councils
- two independents appointed by London Councils
- one independent appointed by the Mayor
- the Chair (the Mayor or his representative)

The board must act in accordance with the Mayor's municipal waste management strategy, act in general conformity with the London Plan and may do anything that facilitates the carrying out of its functions.

13. In June 2015 LWARB provided outline proposals to London boroughs setting out a concept for establishing a company to work with boroughs to develop commercial waste collection services for the purpose of raising income. The council expressed an interest in this concept and responded accordingly, see Appendix 1. A number of other London boroughs similarly expressed an interest.
14. With a number of boroughs having expressed an interest in the concept LWARB committed funds to set-up a new venture, London Business Waste and Recycling Limited Ltd (LBWR). LBWR has been established to undertake sales and administrative functions that are required to operate commercial waste collection services driven by two principal objectives:
- To assist London boroughs to generate new revenues from waste services
  - To promote good business waste management across London and increase recycling.

15. LBWR is now looking to recruit London boroughs as partner authorities (PA) and assist them to generate commercial waste revenues and to increase recycling. The London Borough of Hounslow entered into a joint venture agreement with LBWR in September 2016. Other boroughs are currently undertaking a process of due diligence to determine whether these arrangements are suitable for their needs.

### KEY ISSUES FOR CONSIDERATION

16. The provision of commercial waste collection services requires a range of functions to be in place and these can be broadly split into two main categories, these being sales/administration and operational collection/disposal. Table 2 below sets out in more detail what is involved in the respective functions.

Table 2 – Commercial waste administrative and operational functions

Function	Details
Sales/administration	<p>Sales and customer activity:</p> <ul style="list-style-type: none"> <li>• customer visits</li> <li>• web-site</li> <li>• call handling and customer care</li> <li>• additional service requests.</li> </ul> <p>Customer data management:</p> <ul style="list-style-type: none"> <li>• creation of accounts</li> <li>• management of collection contract and duty of care.</li> </ul> <p>Financial management:</p> <ul style="list-style-type: none"> <li>• invoicing and debt recovery</li> <li>• payments to suppliers</li> <li>• financial reports.</li> </ul> <p>Service management:</p> <ul style="list-style-type: none"> <li>• round lists and collection instructions</li> <li>• container delivery and retrieval instructions.</li> </ul>
Operational	<p>Provision of collection service, container delivery and retrieval:</p> <ul style="list-style-type: none"> <li>• vehicles</li> <li>• staff.</li> </ul> <p>Disposal arrangements:</p> <ul style="list-style-type: none"> <li>• residual waste</li> <li>• recycling.</li> </ul> <p>Storage for containers:</p> <ul style="list-style-type: none"> <li>• storage of sacks and wheeled bins.</li> </ul>

17. In giving consideration to what is the best option for establishing a commercial waste collection service, the council must determine how these functions can be carried out most efficiently and what resources and opportunities are available to do so.
18. The operational functions and resources required to provide commercial waste collections are similar in nature to those required to provide the council's in-house cleaning service. This means that with some adjustments the in-house cleaning team could provide commercial waste collection operational functions. However, there is currently no in-house capacity or capability to undertake commercial waste sales and limited capacity for the associated administration functions. The proposal from LWaRB to provide commercial waste sales and administration functions through an SPV provides a unique opportunity for the council to enter the commercial waste market.
19. LBWR would bring knowledge and experience of the commercial waste market and manage the sales and back-office functions for multiple partner authorities creating scale economies. In addition to undertaking the administrative and sales functions set out in table 2, LBWR would also be responsible for the following:
  - Recruit staff with strong relevant commercial experience
  - Remunerate (and retain) staff on the basis of financial performance
  - Set out a clear and differentiated strategy and adopt clear business performance targets
  - Working towards achievement of a surplus to ensure that it has the necessary strength to support its activities (including debt service payments) and expansion
  - Manage its finances in line with normal commercial practice and prepare accounts, as would any other company, to be audited and published.
20. The advantages of this approach are as follows:
  - operational functions would be through the use of existing street cleaning waste collection capabilities, so providing a more efficient use of existing assets - low cost, low risk entry into the market for the operational function
  - sales and administration functions would be undertaken by LBWR, a company specifically set up for this purpose
  - LBWR paid for sales staff at cost and a management fee based on the actual sales income achieved, low risk entry to the market for the sales and administration function
  - sales can be targeted towards converting unpaid trade waste into paid trade waste - so reduced fly-tipping and savings in addition to any profit made
  - service can be developed to match the specific demands for commercial waste collections in Southwark
  - profits of SPV returned to the council as a dividend.

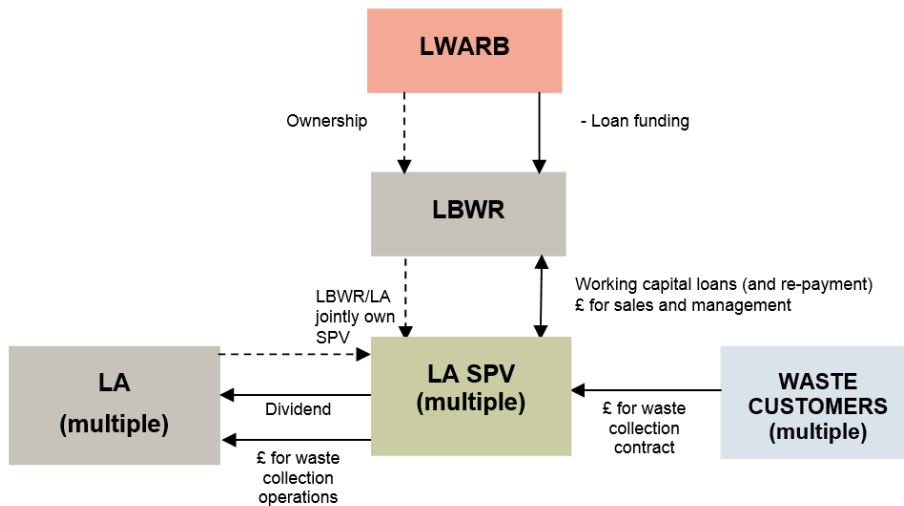
### **SPV structure and governance**

21. The SPV would have a board comprising three directors as follows:
  - LBWR chief executive
  - Resource London's head of programme

- Local authority senior officer.

22. Figure 1 below sets out how the relationship would work and how costs, income and dividends would flow.

Figure 1 – LBWR, SPV and local authority relationships and financial flows



23. The SPV would be a newly established private company limited by shares and incorporated in England and Wales. It would operate under an agreed set of articles of association and through the following agreements:

- LBWR and Southwark council enter into a joint venture agreement (JVA) to create an SPV company (SPV)
- A loan agreement is set up between LBWR and the SPV that makes up to £150k available from LBWR to the SPV to provide working capital to pay for operational collection and disposal services (provided by the council) and sales and administration (provided by LBWR)
- A services agreement is entered into between the SPV and LBWR placing responsibility on LBWR for sales and administration of commercial waste contracts on behalf of the SPV – the administrative function; LBWR charges the SPV a management fee linked to the value of sales income plus the cost of the sales team
- A fulfillment contract is entered into by the SPV and the council for the collection and disposal of waste from customers through the council and/or sub-contractors; the council charges the SPV the cost of collection and disposal - the operational function
- A brand licence agreement that sets out the rules of the use of the Southwark council name and brand by LBWR and the SPV.

### SPV shareholder arrangements

24. The council would be entitled to appoint one director to the SPV Board; LBWR would be entitled to appoint two directors. The chair of the board will be one of the LBWR directors. Shared ownership of the SPV will be as follows:

- 'A Shareholder' - London Borough of Southwark with 50% shareholding
- 'B Shareholder' - LBWR with 50% shareholding.

25. The board would meet at least every three months. At least one director of each shareholder, or an alternate, must be in attendance in order to form a quorum. Ordinary business decisions will be made on a simple majority basis with each director having one vote. An exception will be that in respect of any decision by the board to appoint a collector of commercial waste other than by the council's own direct collection service, the director appointed by the council may exercise a veto right. It is not anticipated that the veto right would have to be used in relation to standard waste collection services as these will be provided through the council's in-house service. Rather, it may be considered in relation to appointment of a collector of waste to meet specialist requirements not within the council's capability, for example to collect certain types of hazardous wastes. In such circumstances the board must work together to find an alternative collector.
26. Certain matters relating to the overall structure and purpose of the SPV will require the unanimous consent of all directors, for example material alteration to the nature of the business or amendments to the articles of association. In the event that the Board is unable to agree unanimously to any unanimous consent matter, a deadlock event shall be deemed to have occurred. The JVA makes provision for a process and timescale for dealing with such a situation.

### **Funding**

27. Neither shareholder is required to provide finance to the SPV. A loan is provided by LBWR to the SPV which the SPV must repay at the market rate. Further details in relation to the loan agreement are set out in the financial implications section below. Should the SPV Board determine that it requires additional funding to achieve its objectives as set out in the business plan, this will be provided as far as practicable, from third party sources at the market rate on terms agreed by the SPV board, shareholders and the relevant third parties.

### **Business case and market potential**

28. A business case has been developed for the London Borough of Southwark to become a PA with LBWR. The business case is contained in the closed version of this report.
29. Subject to the decision by the council to enter into the JVA, a full business plan will be prepared covering a three year period from the point when the SPV is established. The business plan will be updated annually by the 'B shareholder' with the assistance of the 'A shareholder' and presented to the SPV board for adoption.
30. The opportunity to become a partner authority to LBWR has a number of significant advantages and the business case suggests that there are good prospects for developing an income stream that meets the policy and resources budget requirements. Based on these factors, it is recommended that the council enters into a joint venture agreement with London Business Waste and Recycling Limited to create an SPV for the purpose of providing a commercial waste collection service. Subject to approval for entering into the joint venture agreement it is anticipated that collection services would commence early in 2017.

## **Performance monitoring**

31. The performance of the SPV relies on both parties undertaking their respective functions to good standards. The performance of LBWR in carrying out the sales function will be monitored by the SPV in accordance with the services agreement. The primary measures of performance will be in relation to the number and value of contracts secured compared to the forecasts in the business plan and the capture of recycling collection contracts to achieve good commercial waste recycling rates. The performance of the council in carrying out the collection and disposal function will also be monitored by the SPV in accordance with the fulfilment contract. The primary measures of performance will be collection of waste on schedule and the timely delivery of the required waste receptacles to customers.

## **Production and auditing of accounts, tax matters, dividend policy**

32. Accounts for the SPV will be produced and audited annually in accordance with the requirements of all applicable laws and generally accepted accounting principles applicable in the UK. Similarly, in relation to tax matters, the SPV will operate in accordance with the applicable requirements of all applicable laws. The dividend policy is explained in more detail in the financial implications section below.

## **Review and termination arrangements for SPV**

33. The joint venture agreement has no specific term of operation. Termination of the JVA may occur through one of the following events:

- a written notice of no less than 18 months by either shareholder to the other of the intention intends to terminate the agreement
- when a single shareholder holds all the shares
- when an effective resolution is passed or order made for the winding up of the company
- on valid termination of the service agreement in accordance with its terms.

In the event of a termination the council would be entitled to retain and continue to operate all of the waste collection contracts that remain in place at the point when the SPV company is closed.

34. In the event that the SPV remains in operation it would be appropriate for the council to undertake a review of the arrangements to consider the progress that has been made and to determine whether participation should continue. Therefore, it is recommended that the council's participation in the joint venture agreement is reviewed four years after commencement.

## **Policy implications**

35. The council made a decision to hand over its portfolio of commercial waste collection contracts to Veolia when the waste PFI contract commenced in 2008. Since that time the council has not pro-actively operated commercial waste collection services. In case a direct request for a commercial waste collection service is received by the council, there are fall-back arrangements for Veolia to set up collection services under the waste PFI contract if absolutely necessary – a limited number of collections are made under these arrangements but only in



the form of sack collections.

36. The decision to enter into a joint venture agreement and form a Special Purpose Vehicle Company with LBWR as a means to operate in the commercial waste collection market is a new policy position for the council. This is justified as commercial waste has been identified as an opportunity to create a new income stream that supports the budget and in doing so helps to protect funding for other services that are important to residents.
37. As mentioned earlier the LBWR has been established to undertake sales and administrative functions and in doing so to achieve two principal objectives; to generate new revenues and to promote good business waste management across London and increasing recycling. The activities that flow from working to achieve these objectives will contribute towards meeting a number of Fairer Future promises:
- value for money – more efficient use of existing resources, cost effective commercial waste collections for businesses in Southwark
  - a greener borough – recycling of commercial waste
  - revitalised neighbourhoods - better management of waste in town centres and high streets.
38. Table 3 below sets out the risks that have been identified for the recommended course of action along with details of how they can be managed.

Table 3 - Risks for the council in operating commercial waste collections through an SPV company

	Risk	Risk level	Mitigation
1	That the SPV board does not wish to award work for operational functions to the council's in-house service.	Low	The council representative on the board of the SPV has a right of veto in respect of the award of work for operational functions.
2	That the SPV board decisions are contrary to the council's interests.	Low	Unlikely as the basis for LBWR and the council to enter into the JVA is to work towards the council being able to generate profit from the operation of commercial waste collections.  Either party can issue a no fault 18 month termination notice. At termination all live collection contracts would be retained by the council.
3	That sales forecasts are not met, leading to delay in generating profit to pay down loan and deliver a dividend to the council.	Low to medium	Competition is strong but the potential market in Southwark is significant and growing. Note that savings could accrue even without a dividend by focussing sales on converting unpaid fly-tipped commercial waste collections into paid collections.

	Risk	Risk level	Mitigation
4	That the council fails to collect waste from customers leading to service complaints.	Low	The nature of the work that will be required of the council is very similar to the nature of the work already undertaken by the cleaning service.
5	That sales expand at a much faster rate than expected leaving the council short of the resources required to service the demand.	Low to medium	Additional shifts can be operated on an overtime basis if necessary. Fleet requirements can be adjusted using short term hire contracts. Third party collectors can be appointed on an interim basis if required. Stock of containers will be held to meet anticipated demand.
6.	That the SPV fails. This could result in financial loss to the council due to non-payment of suppliers' invoices, including from the council for collection. The council would be liable if there is outstanding loan cost for sales staff salaries. Also, the council could suffer reputational damage.	Low	The set up and governance of the SPV is robust. The business plan will set out how both parties will work collaboratively and with efficient and effective direction of activities to achieve sales targets and good collection services. There is competition for commercial waste collections but there is a significant and growing market giving good prospects for success for services that are good value for money.

### Community impact statement

39. The proposals in this report relate to arrangements for operating commercial waste collection services for businesses in Southwark. There is no direct impact on other service design, outcomes or access. The operation of a commercial waste collection service will give the council more control over the management of commercial waste in Southwark which could produce indirect positive outcomes. For example, by facilitating the expansion of timed waste collection schemes - similar to that in Walworth Road - into other town centres in the borough.

### Social impact

40. Staff employed in the sales and administration functions under the proposed arrangements will be paid at least London living wage.
41. Fly-tipping of commercial waste has been identified as a problem both in terms of the environmental impact on the street and in terms of the cost of collection and disposal of unpaid waste. The proposed arrangements will provide the opportunity to target sales at locations where fly-tipping is prevalent; this will help establish a greater level of control over waste on the street creating a cleaner environment and also to turn unpaid waste into an income stream.

## Resource implications

42. The main resource implications arising from this proposal relate to the operational functions which include:
- organising collection requests in readiness for issue of instructions to collection teams
  - collection capacity, vehicles and associated staff resource
  - delivery, retrieval, maintenance of wheelie bins and eurobins
  - delivery of sacks.
43. For the council to extract the best income flows from the proposed arrangements, most or all of these functions should be delivered directly through the cleaning team using the existing service infrastructure. It is possible that some adjustments and adaptations will be needed to accommodate the new work flow. The most critical aspect of the resource requirement is collection capacity. Table 4 below shows the details of the street cleaning fleet currently deployed specifically for street cleaning operations, the average number of tips per week, average weight tipped, unused payload and fleet costs.

Table 4 – Current street cleaning collection resources and costs

Fleet type	Number in service	Payload (tonnes)	Average number of tips per week	Average weight tipped (tonnes)	Unused payload per tip (tonnes)	Unused payload per annum (tonnes)	Fleet cost per annum (£'000)
3.5 tonne cage	8	0.9	14	0.44	0.46	2,679	42.1
7.5 tonne cage	3	2.5	15	1.0	1.5	3,510	36.3
18 tonne RCV	2	7.0	13	3.9	3.1	4,191	95.2
Total	13					10,380	173.6

44. In the very early stages commercial waste collections can be carried out within existing street cleansing resources using spare payload capacity as set out in table 4 above. As demand for commercial waste collection services increase over time, the capacity and type of the street cleansing fleet will need to be adjusted to accommodate the increase in workload and tonnage and to handle increased bin lifts both in terms of frequency and geographical distribution. This can be managed to some degree through up-sizing of existing fleet but a successful operation may require additional fleet and crew. Further details about this are shown in the financial implications section below.

## **Legal implications**

45. See concurrent from the director of law and democracy below.

## **Financial implications**

46. A loan up to £150k would be made available by LBWR to the SPV to provide working capital to pay for operational collection and disposal services (provided by the PA) and sales and administration (provided by LBWR). This is designed to facilitate a start up whereby neither shareholder is required to provide immediate finance to the SPV. In order to comply with competition law the loan will operate on a commercial basis. Repayment of the loan and interest would be from the flow of income and profits generated by sales. The structure of the repayment of the loan is geared to prioritise pay back of the loan whilst still paying a dividend to the PA. Once the loan has been repaid in full, the profits of the SPV would be paid to the PA as a dividend. Further details of the loan agreement, repayment structure and link to payment of dividends to the PA are contained in the closed report.
47. Whilst the loan agreement is designed to provide a start up with no immediate finance to the SPV from either shareholder, it must be noted that some up-front expenditure will be required by the council to have a ready supply of waste containers for customers.
48. The sell price to the SPV set out in the closed report is designed to capture the cost of providing the service including a margin for overheads and commercial risk. It is anticipated that the successful operation of the proposed arrangements will lead to the SPV generating a profit which will be paid to the council as a dividend, subject to repayment of the loan.
49. The benefits from the operation of commercial waste SPV should not be viewed purely in terms of the dividend paid out by the SPV. A potentially significant benefit is that fly-tipped commercial waste can be targeted by the sales team so that payment is captured for waste that is currently collected and disposed of for no payment. Also, the use of existing street cleaning resources to undertake income generating activities will support the continuation of overall service provision in an environment where budgets are under increasing pressure.
50. All sums referred to in this report and the appendices for charges for collection services are exclusive of VAT.
51. Further details about these financial implications are contained in the closed report.

## **Consultation**

52. No consultation has been undertaken in relation to this proposal.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Law and Democracy**

53. Section 95 of the Local Government Act 2003 provides the local authority with the power to trade for commercial purposes through a company to carry out any

of its ordinary functions. This power can only be exercised through a company within the meaning of Part 5 of the Local Government and Housing Act 1989 in which local authorities have interest.

54. Where a company is set up under section 95, the Council will need to comply with the Local Authorities (Best Value Authorities) (Power to Trade) Order 2009. This requires the Council to consider and approve a suitable business case for establishing a trading company. A business case has been prepared by the parties and is contained in the closed version of this report.
55. It is proposed that the SPV will be established as a private limited company with a 50:50 shareholding. The SPV will have three directors, two of whom are from the LBWR and the third director is a council officer. Voting will be based on a simple majority which means that the LBWR will have a majority voting rights at board level, thus placing the council in a disadvantaged position.
56. Directors of companies are under a duty to ensure that their decisions are in the best interest of the company (and not the council) as required by the Companies Act 2006. This means that the council officer who is also a director of the SPV must exercise judgements that are in the best interest of the SPV, even though the judgements may not be favourable to the council. Other duties of directors include:
  - duty to avoid conflict of interests;
  - duty to promote the success of the company;
  - duty to exercise reasonable care, skill and diligence; and
  - duty to declare interest in the proposed transaction or arrangement.
57. The council and/or the company must ensure that its own insurance policy provides adequate cover for the officer to carry out the directorship role.
58. Although the joint venture does not have an end date, this report recommends that the council reviews the joint venture before the end of four years to ascertain whether it is economically viable to continue. The Joint Venture Agreement will contain a provision to enable either party to terminate the agreement on giving 18 months prior written notice.

#### **Strategic Director of Finance and Governance (FC126/022)**

59. The strategic director of finance and governance notes the recommendations in this report for a Joint Venture Agreement with London Business Waste and Recycling Limited to create a Special Purpose Vehicle Company (SPV) for the purpose of providing a commercial waste collection service.
60. The report contains some information about the financial implications to the council, including some initial set up costs to the council.
61. The sale of services to the SPV is intended to be at a level to cover direct costs, overheads and margin.
62. The loan by LBWR to the SPV will operate on a commercial basis. Repayment of the loan and interest would be from the flow of income and profits generated by sales. The council would be liable if the SPV failed and there were any outstanding loan repayments.

63. Although there will be an income stream by 2019-20, the council's Policy and Resources strategy has an income target for commercial waste which is not going to be met until past 2020-21. The department should identify how it is going to address this shortfall in income through additional income elsewhere up to 2010-21 or by reducing costs.
64. Further commentary is included in the closed report.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
More information about LWARB can be found using the link below	Waste Management Team 43 Devon Street London SE15 1AL	Michael McNicholas  020 7525 3449
<b>Link:</b> <a href="http://www.lwarb.gov.uk/wp-content/uploads/2015/03/Introduction-to-LWARB_April_16-121773.pdf">http://www.lwarb.gov.uk/wp-content/uploads/2015/03/Introduction-to-LWARB_April_16-121773.pdf</a>		

## APPENDICES

No.	Title
Appendix 1	Expression of interest letter to LWARB June 2016

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Ian Wingfield, Environment and the Public Realm	
<b>Lead Officer</b>	Ian Smith, Director of Environment	
<b>Report Author</b>	Michael McNicholas, Head of Waste and Cleaning	
<b>Version</b>	Final	
<b>Dated</b>	20 October 2016	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments sought</b>	<b>Comments included</b>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	N/a
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	20 October 2016	