

Public Document Pack

South London Waste Partnership Joint Committee

Meeting of held on Tuesday, 12 September 2017 at 6.31 pm in Sutton Civic Offices

- 1 **Agenda for 12 September 2017 (see print pack)**
- 2 **Agenda Papers Part B (restricted)**
- 3 **Draft minutes for 12 September 2017 (see print pack)**

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Published on 1 September 2017

SOUTH LONDON WASTE PARTNERSHIP JOINT COMMITTEE AGENDA

**A meeting of the SOUTH LONDON WASTE PARTNERSHIP JOINT COMMITTEE will
be held at CIVIC OFFICES, ST NICHOLAS WAY, SUTTON SM1 1EA on 12 September
2017 at 6.30 pm**

Members of the Committee

London Borough of Croydon

Councillor Stuart Collins – Deputy Leader and Cabinet Member for Clean Green
Croydon

Councillor Stuart King – Cabinet Member for Transport and Environment

Substitutes: Councillors Robert Canning and Pat Ryan

Royal Borough of Kingston upon Thames

Councillor Phil Doyle - Portfolio Holder - Resident Services

Councillor Terry Patton

Substitutes: Councillors David Cunningham and Richard Hudson

London Borough of Merton

Councillor Ross Garrod (Vice-Chair) - Cabinet Member for Street Cleanliness and
Parking

Councillor Martin Whelton - Cabinet Member for Regeneration, Environment & Housing

Substitutes: Councillors Mark Allison and Nick Draper

London Borough of Sutton

Councillor Jill Whitehead (Chair) - Chair of the Environment and Neighbourhood
Committee

Councillor Manuel Abellan – Vice-Chair of the Environment and Neighbourhood
Committee

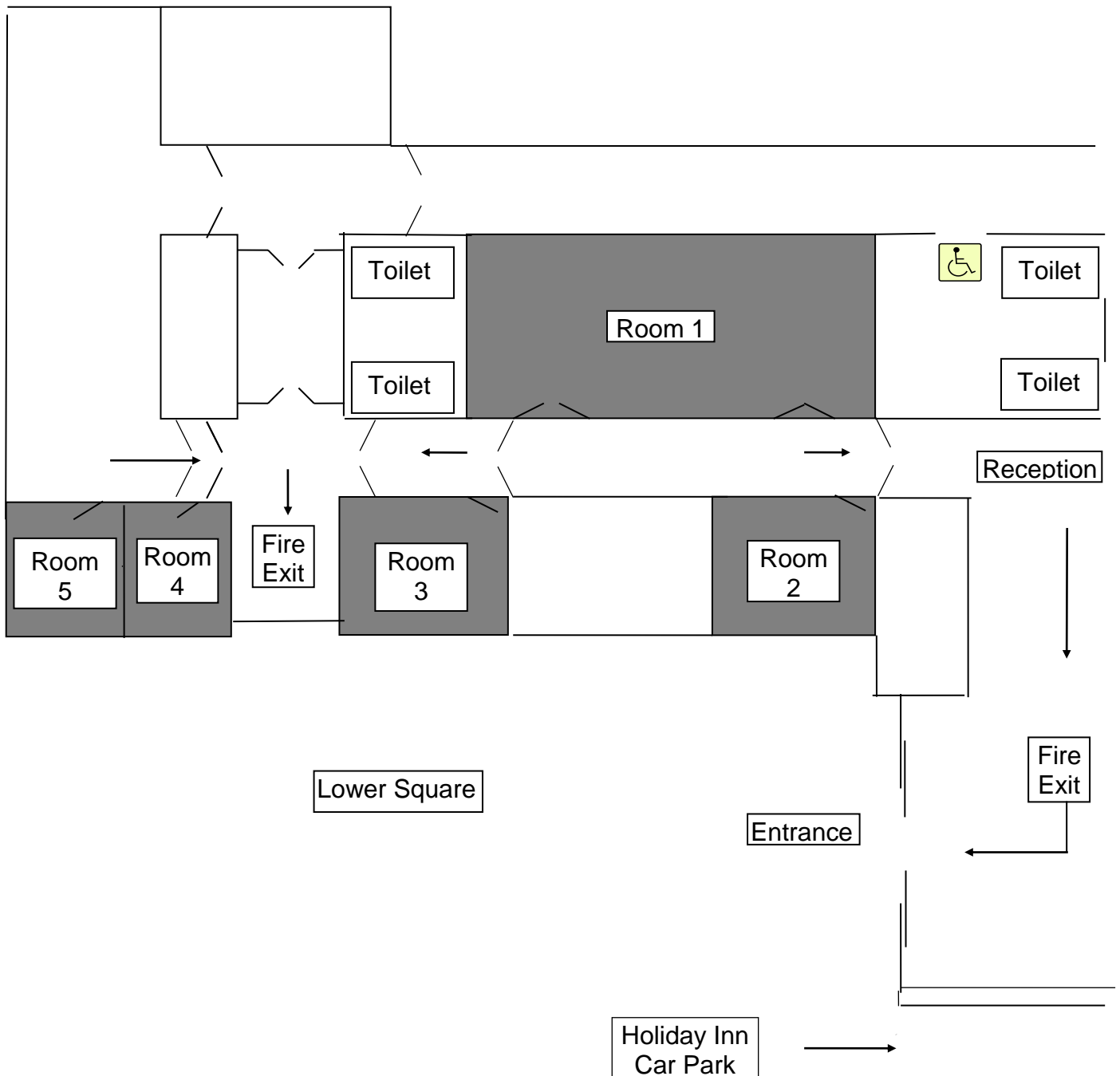
Substitute: Councillor Nighat Piracha

CIVIC OFFICES, SUTTON GROUND FLOOR MEETING ROOMS

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AGENDA

1. **WELCOME AND INTRODUCTIONS**
2. **APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**
3. **DECLARATIONS OF INTEREST**
4. **MINUTES OF THE PREVIOUS MEETING**

To approve as a correct record the minutes of the meeting held on 27 June 2017.

5. **PHASE A & B CONTRACT MANAGEMENT REPORT**

This report provides the Joint Waste Committee with an update on the performance of the three Phase A Contracts applicable to the South London Waste Partnership.

6. **SOUTH LONDON WASTE PARTNERSHIP BUDGET UPDATE**

This report provides an update on the Partnership's budget position for month 4 (July) of the financial year and the projected outturn for the 2017/18 financial year.

7. **SOUTH LONDON WASTE PARTNERSHIP DRAFT BUDGET 2018/19**

This report provides the proposed budget for the Partnership for 2018/19 for its core activities.

8. **COMMUNICATIONS UPDATE**

This report provides an update to members of the South London Waste Partnership Joint Committee on communications and stakeholder engagement activities relating to the Partnership's Phase A (transport & residual waste management, HRRC services and marketing of recyclates) and Phase B (residual waste treatment) contracts.

9. **ANY URGENT BUSINESS**

10. **EXCLUSION OF THE PRESS AND PUBLIC**

To exclude the public from the meeting under Section 100(A)(4) of the Local Government Act 1972 on the grounds that it is likely that exempt information, as defined in paragraph 3 of Part I of Schedule 12A to the Act, would be disclosed and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

This paragraph covers information relating to the financial or business affairs of any particular person (including the authority holding that information)

11. RISK REGISTER

Included in the exempt supplement agenda.

12. DATE OF THE NEXT MEETING

The next meeting will be held on Tuesday 5 December 2017 at the Civic Offices.

SOUTH LONDON WASTE PARTNERSHIP JOINT COMMITTEE**TUESDAY 27 JUNE 2017****5:30 pm – 6:10 pm****London Borough of Croydon**

Councillor Stuart Collins - Deputy Leader and Cabinet Member for Clean Green Croydon

* Councillor Stuart King - Cabinet Member for Transport and Environment

Reserves: Councillors Robert Canning and Pat Ryan

Royal Borough of Kingston upon Thames

Councillor Phil Doyle - Portfolio Holder - Resident Services

* Councillor Terry Paton - Deputy Leader

Reserves: Councillors David Cunningham and Richard Hudson

London Borough of Merton

* Councillor Ross Garrod - Cabinet Member for Street Cleanliness and Parking (Vice Chair)

Councillor Martin Whelton - Cabinet Member for Regeneration, Environment & Housing

Reserves: Councillors Mark Allison and Nick Draper

London Borough of Sutton

Councillor Manuel Abellan - Vice-Chair of the Environment & Neighbourhood Committee

Councillor Jill Whitehead - Chair of the Environment and Neighbourhood Committee
(Chair)

Reserve: Councillor Nighat Piracha

* Absent

Apologies

Councillor Stuart King

Councillor Terry Paton

Councillor Ross Garrod

Alternates

Councillor Pat Ryan

No alternate

No alternate

Declarations of Interest - None**38. Appointment of Chair and Vice Chair 2017/18**

The retiring Chair, Cllr Phil Doyle, nominated Cllr Jill Whitehead as the Chair up to the Annual meeting in June 2018* and this was seconded by Cllr Martin Whelton. As there were no other nominations, Cllr Jill Whitehead was elected unanimously as the Chair.

Cllr Phil Doyle then requested nominations for the Vice-Chair. Cllr Stuart Collins nominated Cllr Ross Garrod, and this was seconded by Cllr Martin Whelton. As there were no other nominations, Cllr Ross Garrod was elected unanimously as the Vice-Chair.

In taking the Chair, Councillor Whitehead thanked Councillor Doyle for all his work on the Joint Committee over the past year.

*As Council elections will be held in May 2018 the Chair and Vice Chair roles will be held by the Boroughs of Sutton and Merton in line with the arrangements applying in the period between the elections, Annual Council meetings and the Joint Committee's Annual meeting.

39. Minutes

Resolved that the minutes of the meeting held on 14 March 2017 were confirmed as a correct record.

40. Phase A & B Contract Management Report

Andrea Keys presented an update on the performance of the three Phase A Contracts from April 2016 to March 2017. An update on the Phase B Contract was also reported.

Contract 1 - Transport and Residual Waste management.

The Contract was operating effectively. During 2016/17 just over 240,000 tonnes of residual waste were handled - this is 0.59% increase on 2015/16.

54,000 tonnes has been diverted from landfill to the Lakeside ERF - this equates to 23% of the total and an increase of 12% on 2015/16.

Contract 2 – Household Reuse and Recycling Centres (HRRC).

The Fishers Farm site upgrade is proposed to take place during Autumn 2017 as this is a less busy period.

Over 6,000 responses have been received to a series of customer surveys across the four boroughs. The results were generally positive. Amongst the top five comments at all the sites, customers noted that staff were helpful, and the sites were well organised. The main complaint raised was around the introduction of steps, although the number of complaints on this issue has fallen.

Combined performance across all the sites was 71.8% against a target of 70%. Performance at Garth Road was in line with the previous year's performance. All other sites showed an improvement, most notably at Factory Lane which saw a 4% improvement.

Contract 3 - Marketing of recyclates and treatment of green and food waste

This Contract was performing well.

2016/17 green waste tonnages were up by approximately 4.12%, and this was equivalent to 1,195 tonnes

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Over 2016/17 the Partnership had generated revenue of just under £225,000 from the sale of recyclable materials.

Phase B Contract – Construction of an Energy Recovery Facility (ERF)

The construction programme was on target.

The Phase A collection vehicles were now using the new access road with no issues.

The waste transfer station was progressing well and was estimated to be complete by the end of summer,

In the discussion on this report, Councillor Stuart Collins raised the issue of resident concerns linked to operations at the Beddington site. He suggested that as part of the next meeting's agenda there should be an opportunity for discussion on air pollution issues, the types of vehicles being used by Viridor and the numbers of journeys.

It was noted that whilst Viridor had a Communications Plan on this the Partnership had not yet received the Operations Plan.

The Chair indicated that as part of the arrangements for the coming year she had intended to suggest later in the meeting that a workshop was held after each meeting to provide an opportunity to discuss some of the issues in detail.

The Energy Recovery Facility at Beddington could be the theme for the first workshop.

Members were supportive of this and agreed that a visit to the site ahead of the workshop would be useful.

It was suggested that information on the Energy Recovery Facility operations could be made available on the Partnership's website, to underline independence and accountability of partnership members.

Resolved that

- 1 The performance of the Phase A contracts and the current position on the Phase B contract was noted;
- 2 A site visit for the Joint Committee should be arranged to the Beddington site ahead of the next meeting, and a workshop arranged after the meeting to discuss emissions issues.

41. SLWP Budget Outturn 2016-17

Michael Mackie presented the outturn position for the 2016/17 financial year. There was an under spend for the year of £48,810 (£12,203 per borough) on core functions. In addition the Residual Waste Procurement was put on hold and not carried out this financial year, resulting in an underspend of £59,000 (£14,875 per Borough)

The final outturn position for all activities for 2016/17 was an underspend for all activities of £108,310 (£27,078 per borough).

The major variances on core activities were:

- Internal and external advisors budget for external financial, legal and technical advice – underspend of £40,000. Only £10,000 of advice had been required.

- Salaries underspend of £39,000 from
 - £17,000 Contract Data Officer post held vacant until the end of September 2016,
 - £10,000 from the secondment of the Project Support Officer to LB Sutton
 - £12,000 by covering the Communications Officer post with ad-hoc specialist advice.
- Overspend of £44,000 - additional clienting costs for managing the Environmental Services contract.

The underspend did not remain within the SLWP, so could not be accessed for SLWP activities.

Resolved that the budget out turn be noted.

42. SLWP Budget 2017-18 - Update

Michael Mackie presented an update on the Partnership's budget position for month 2 (May) of the financial year and the projected outturn for 2017/18 financial year. The Partnership's budget for core activities covered procurement, project management, administration, contract management and communications. At Month 2 an underspend for the year of £27,100 (£6,775 per borough) was forecast. This was due to two posts currently being vacant and the assumption that these will be vacant until 1 August 2017. The Project Support Officer (£13,000) was on secondment to Sutton and the Contract Compliant Officer (£14,000) was currently being recruited.

Resolved that the current position be noted.

43. Communications Update

John Haynes the Partnership's Communications Advisor presented an update on communications and stakeholder engagement activities between January 2017 and June 2017. These related to the Phase A (transport & residual waste management, HRRC services and marketing of recyclates) and Phase B (residual waste treatment) contracts.

On the Phase A contracts, Veolia's rolling programme of customer satisfaction surveys across all six HRRC sites continued. These showed generally high levels of satisfaction and also helped to identify site-specific issues, which were being discussed and addressed at the regular contract monitoring meetings.

Work was being done with Veolia on further enhancements including site-specific information boards, leaflets providing details on recycling rates, and information on where garden waste was taken to and its conversion into composting.

On the Beddington Landfill operations, communications and engagement activities were centred on:

- Educating local residents and key stakeholders about vital waste disposal capacity being provided for hundreds of thousands of local households and businesses managed so as to minimise any negative environmental impacts;

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- The restoration of the 100 hectare Beddington Farmlands with habitats for wildlife and public access.

Recent highlights had included a well-attended open day in February 2017 and the third edition of Viridor's 'Beddington ERF Community Update' distributed to 14,000 households in the area. The programme of site visits for key stakeholders was continuing and there had been recent visits from the partner boroughs, local MPs, GLA representatives and waste industry bodies.

The regular meetings with the Beddington Community Liaison Group continued. The presentation given to the last Joint Committee meeting (on the findings of the BMG Research into attitudes of local people toward waste management and treatment) had also been shared with the Community Liaison Group. The Community Benefit Fund (£1m) had distributed £60,650 to 5 projects. However, 11 other applications had been unsuccessful but feedback on the reasons for this had been given so that they could be resubmitted.

Reports in local media and on social media channels were monitored regularly to ensure local residents and stakeholders views towards the ERF were understood and responded to where appropriate.

Whilst the restoration of the landfill site at Beddington was not raised as a point of concern at the recent open days, it was a topic that was attracting attention on social media. The Joint Committee would like to see progress on this, and that view will be forwarded onto the Conservation and Access Management Committee (CAMC).

Waste Minimisation and waste awareness activity had also continued in line with the Partnership's commitment to encourage residents to reduce, reuse and recycle as much as possible.

The Partnership would once again be involved in Resource London's 'Reuse and Repair' quarter and would host:

- Two Jumble Trail events (Merton and Sutton) where neighbours could set up stalls outside their homes and sell things otherwise destined for the bin
- Two 'Restart Parties' (Croydon and Kingston) Electrical repair workshops – local people could take broken electronic items such as smartphones and small electrical appliances to be repaired
- Two Sewing workshops (Merton and Sutton) – to transform and revive old and ill-fitting clothes.

£9,000 of funding had been obtained from Resource London to fund local Recycle Week activity (25th September – 1st October). This would be used to run a Facebook advertising campaign targeted at residents aged between 16-34 years of age (a key target audience for the SLWP Communications Strategy).

Progress on delivering the aims of the Communications Strategy agreed at the last meeting included:-

- Supporting the roll-out of a new collection service in Sutton

- The SLWP Communications Advisor had been appointed to the 'User Group Review Panel' for Recycle for London's three-year (2017-2020) communications and education campaign, which would focus on 18-34 year olds
- Ongoing customer satisfaction surveys across the Partnership's six HRRC sites
- Securing substantial positive coverage in trade publications around the award of the Environmental Service (Phase C) contracts.

On the rollout of the new collection service in Sutton, a briefing paper on this had recently been circulated, from the Communications perspective.

Members agreed that all aspects of the rollout could be a future workshop topic and noted that this was also being discussed by Sutton's Scrutiny Committee in October 2017.

Resolved that the report on communications and engagement activities January – June 2017 be noted.

44. Exclusion of the Press and Public

Resolved that the public are excluded from the meeting under Section 100(A)(4) of the Local Government Act 1972 on the grounds that it is likely that exempt information, as defined in paragraph 3 of Part I of Schedule 12A to the Act, would be disclosed and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

This paragraph covers information relating to the financial or business affairs of any particular person (including the authority holding that information)

45. Risk Register

The Risk Register was reviewed. There were no Red risks. The risk rating of risk 2.11 was increased as the likelihood of a review of subsidies for electricity generated from renewables had been raised.

Resolved that the current position on the Risk Register be noted.

MEETING ARRANGEMENTS AND WORKSHOPS

The next meeting was 12 September at Sutton. The start time of 5:30 was raised, as 6:00pm may be a better fit for some Members. It was agreed that start time options would be circulated.

As mentioned in Minutes 40 and 43 the Chair's proposal for a workshop session after each meeting was supported.

The agreed themes were:

12 September	Beddington ERF communications: operational phase
5 December	Roll out of the Sutton Contract
6 March	Improving Recycling

27 June 2017

South London Waste Partnership Joint Committee

Signed.....Date.....
Chair

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Report to: South London Waste Partnership (SLWP)
Joint Waste Committee

Date: 12 September 2017

Report of: South London Waste Partnership Management Group

Author(s):
Andrea Keys, Contract Manager

Chair of the Meeting:
Councillor Jill Whitehead

Report title:

Phase A & B Contract Management Report

Summary:

This report provides Joint Waste Committee with an update on the performance of the three Phase A Contracts applicable to the South London Waste Partnership:

- i. Contract 1 - Transport and Residual Waste management
- ii. Contract 2 - HRRC services - HRRC site management and material recycling
- iii. Contract 3 - Marketing of recyclates and treatment of green and food waste

This report provides performance data for the quarter one period 1st April 2017 until 30th June 2017.

This report also provides Joint Waste Committee with an update on the Phase B Contract.

Recommendations:

The Joint Waste Committee is asked to note the contents of this report, and comment on any aspects of the performance of the Partnership's Phase A & B contracts.

Background Documents:

Contract Performance Monitoring updates have been presented to the Joint Waste Committee since 22 July 2010. The most recent reports were presented at the meeting in June 2017 by the Contract Manager.

PHASE A BACKGROUND

- 1.1. Contract 1 is operated by Viridor Waste Management Ltd and includes the bulk haulage of material and the disposal of residual waste.
- 1.2. Contract 2, the HRRC service is operated by Veolia (ES) (UK) Ltd. The contract commenced on the 1st October 2015 and includes the management of the 6 Partnership HRRC sites in addition to the marketing of recyclates collected at each of the sites.
- 1.3. Contract 3 is operated by Viridor and includes the marketing of recyclates and the treatment of green and food waste.
- 1.4. The London Boroughs of Croydon, Sutton and Merton direct deliver kerbside collected residual waste and organics into the Beddington site, operated by Viridor. Merton also deliver kerbside recycling to Beddington, whilst Sutton delivers kerbside recycling to both Beddington and Veolia under a separate contract, and Croydon deliver all recycling to Veolia.
- 1.5. The Royal Borough of Kingston (RBK) direct delivers kerbside collected waste, organics, and recyclates into the Kingston Villiers Road Waste Transfer Station (WTS). Viridor operate Villiers WTS and related bulk haulage services on behalf of RBK under Contract 1.

2. PERFORMANCE DETAIL

2.1. Contract 1: Transport and Residual Waste Management (Viridor Waste Management Limited)

- 2.1.1. Under Contract 1 for the period being reported, 1st April 2017 until 30th June 2017, the Partnership managed just over 57,000 tonnes of residual waste. This shows a drop in waste of 6.7% (c.4,100 tonnes) on the same period last year. Please see Appendix A Section 2 for further detail.
- 2.1.2. Landfill Diversion: Viridor has diverted over 13,000 tonnes of residual waste from landfill via the Lakeside ERF during the period being reported. This equates to a 23% diversion from landfill. Viridor have direction on which borough's waste is diverted to Lakeside, largely determined by the location and capacity at the facility receiving the waste. Please see Appendix A Section 3 for further tonnage data.
- 2.1.3. The Contract is operating effectively. There were no major operational or performance issues, no formal complaints were reported, and there were no KPI failures reported under Contract 1.

2.2. Contract 2: Management of the Household Reuse and Recycling Centres (Veolia (ES) (UK) Ltd)

- 2.2.1. Contract Management: the scope of the HRRC services can be summarised in three parts: the general management of the sites including staffing, plant, equipment, and site layouts; the transportation of materials; and the recycling,

treatment, and/or disposal of waste collected at the HRRC sites (excluding green and residual waste).

- 2.2.2.** HRRC Site Reconfigurations: upgrades are complete at the Kingston, Merton, Sutton, Factory Lane and Purley Oaks sites. The Fishers Farm HRRC site requires upgrades to the drainage as directed by the Environment Agency (EA). These works are scheduled to take place winter 2017, and the site will be required to close for two weeks to facilitate these works. The Fishers Farm drainage upgrades are not part of the contractor proposals, but Veolia are supporting on this project. SLWP has also been in discussions with Veolia with regard to further improvements at the Villiers Road and Factory lane sites following work with customer surveys and H&S recommendations, and so further work will take place at these sites in the next 6-12 months.
- 2.2.3.** Key Performance Indicators (KPIs): the contract specification focuses on three key performance categories; site user experience, health and safety, and material recycling. Appendix A section 4 provides a summary of the contract KPIs.
- 2.2.4.** KPI – Customer satisfaction: The first phase of Customer satisfaction surveys started in July 2016 and ran until July 2017 (see part 5 of appendix A for further detail). The real time data for the customer satisfaction surveys can be accessed on line by SLWP so we have direct access to all of the data gathered. The results were generally positive, the most frequent comments recorded were that the staff are helpful. The most frequent complaints raised were in regard to the new steps. There were also a number of requests to extend the opening hours.
- 2.2.5.** The Contract requires customer satisfaction levels 80% and above at each of the sites. Purely Oaks and Villiers are the only two sites where this has not been achieved for all questions. At Purley this failure was rectified following the site refurbishment. At Villiers Road, the two performance failures for customer satisfaction are in relation to site signage and ease of navigation around the site. RBK and SLWP are working with Veolia on a site redesign that aims to address this issue.
- 2.2.6.** KPI - Recycling Performance: Section 6 of Appendix A details the recycling performance by site, by month, and a year to date average – please note the year to date average is based on the raw tonnage data, not an average of the recycling performance per month. Factory Lane and Kimpton did not make the 70% target for this first quarter.
- 2.2.7.** Using historical data, the forecast is that all sites will meet their recycling target, except Factory lane. Historically, the performance at Factory has been lower than the other sites, assumed to be largely due to the 7 day a week van and trailer access policy. Section 7 of Appendix A provides a summary of the projected end of year recycling rate for each site.

2.3. Contract 3 – Materials Recycling Services, Composting, and additional treatment services (Viridor Waste Management Limited)

- 2.3.1.** Green waste is delivered to the Viridor Beddington facility where it is bulked and hauled off-site for treatment in the following facilities: KPS Isfield and Pease Pottage, Woodhorn Runcton and Tangmere, Tamar Beddingham and Swanley, and Birch Airfield.
- 2.3.2.** The green waste is processed in order to produce a BSI PAS100 compost product. Year to date green waste tonnes across the partnership are up by approximately 2% when compared to the same period last year, approximately 243 tonnes. Green waste tonnage data for quarter 1 by borough can be found in Appendix A Section 8.
- 2.3.3.** Food waste is delivered to either the Beddington facility or the Villiers Road Transfer Station facility. From both sites the food is transferred by Viridor to the Agrivert Trumps Farm Anaerobic Digestion (AD) facility located in Surrey. The Agrivert facility produces a BSI PAS 110 compost product. There are no performance issues with this element of the Contract 3 service. Appendix A Section 8 contains further food waste information.
- 2.3.4.** Comingled recyclates handled under contract 3 are delivered to the Viridor Beddington facility and then transferred to the Viridor Materials Recycling Facility (MRF) located in Crayford. Contamination rates continue to fluctuate, and the contractor continues to accept the material. Work is on-going at each of the Boroughs to manage and reduce contamination and bring the material back within the specification. Please refer to Appendix A section 9.
- 2.3.5.** The twin stream recyclates collected by RBK are delivered to the Villiers Road Waste Transfer Station under Contract 1 and transferred by Viridor to the RBK recycling material processing contract with Veolia.

3. PHASE B UPDATE

3.1. Background

- 3.1.1.** Viridor South London Limited ('Viridor') was formally awarded a contract for the treatment and disposal of residual waste in November 2012. The Contract involves Viridor designing, building and operating an Energy Recovery Facility (ERF) which will remain in its ownership and through which it will dispose of municipal residual waste arising in the South London Waste Partnership area.
- 3.1.2.** Full planning consent was granted for the Construction of the ERF in March 2014, the Judicial Review concluded on the 28th April 2015, following which Viridor confirmed that Satisfactory Planning, free from legal challenge, was achieved on the 1st June 2015.
- 3.1.3.** Financial close took place on 9th June 2015, at which point the Sterling Euro exchange rate for the construction capital was agreed and fixed, in addition, the construction indexation was also fixed. Following the agreement of the variable rates detailed above, an updated base case Financial Model was

agreed by all parties and the model was locked. Completion of the financial close stage provided a revised and more beneficial ERF gate fee for the Partnership.

3.2. Construction Phase

- 3.2.1. Notice to Proceed (NTP) was issued by Viridor to their engineering, procurement and construction (EPC) contractors on the 1st July 2015. Following the issue of NTP construction works are deemed to have started, and this is termed the Works Commencement Date. The key developments in relation to the Phase B ERF construction are below:

Estimated date	Activity
Jul-15	Notice to proceed is issued 1st July 2015
Aug-15	Preparation of piling for walls
Sep-15	Demolition of existing buildings
Feb-16	New road and roundabout works commence
Oct-15	Work will start on the waste bunker
Apr-16	Waste Bunker construction becomes visible
Apr-16	Process equipment starts to arrive and visible construction is on-going
Aug- 18	ERF operational

- Cladding works continue and are progressing well,
- foundations have now been laid for the administration building, the workshop, and the new weighbridges,
- the chutes into the waste bunker have been installed, and
- the build is still on target to meet the August 2018 completion date.

4. RECOMMENDATIONS

It is recommended that the Joint Waste Committee:

- 4.1. Note the contents of this report, and comment on any aspects of the performance of the Partnership's Phase A & B contracts.

5. IMPACTS AND IMPLICATIONS

Legal

- 5.1. There are no legal considerations arising directly out of the recommendation in this report

Finance

5.2. There are no financial considerations arising directly out of the recommendation in this report

6. Appendices

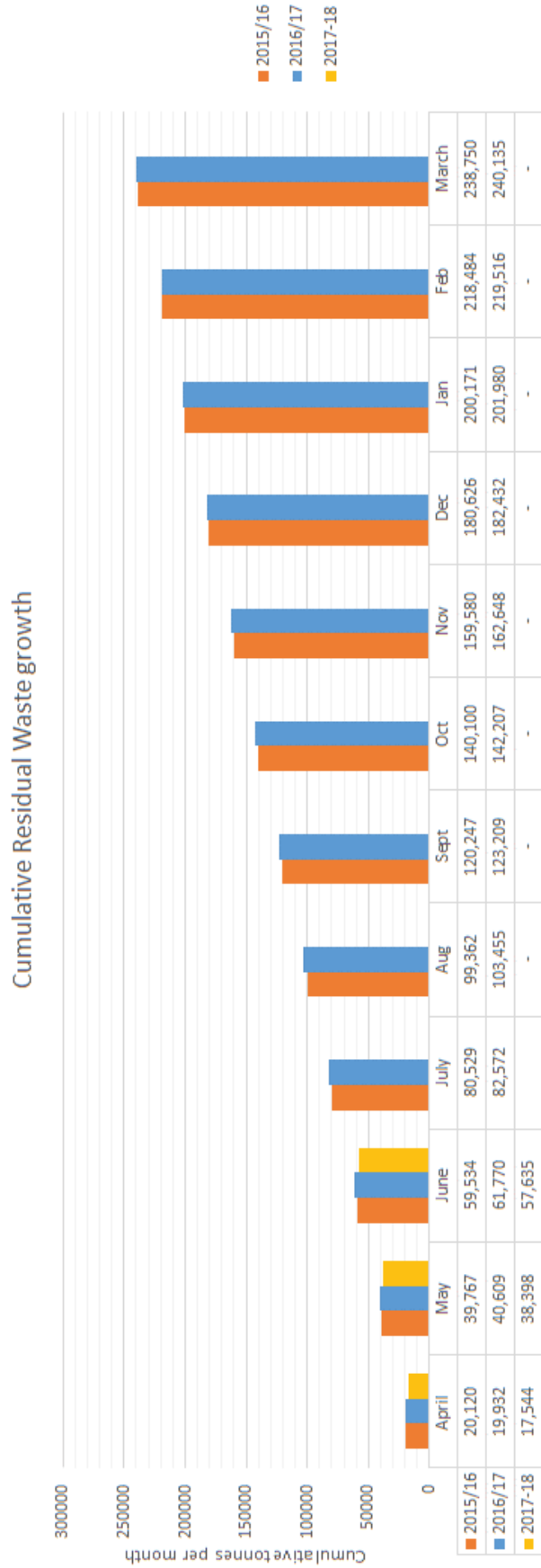
6.1. Appendix A provides data on the performance of the Phase A contracts for the reporting period 1st April 2017 to the 30th June 2017.

Appendix A: Phase A: Contract Performance Data for the period 1st April 2017 to 30th June 2017

1. Contract 1 Key Performance Indicators:

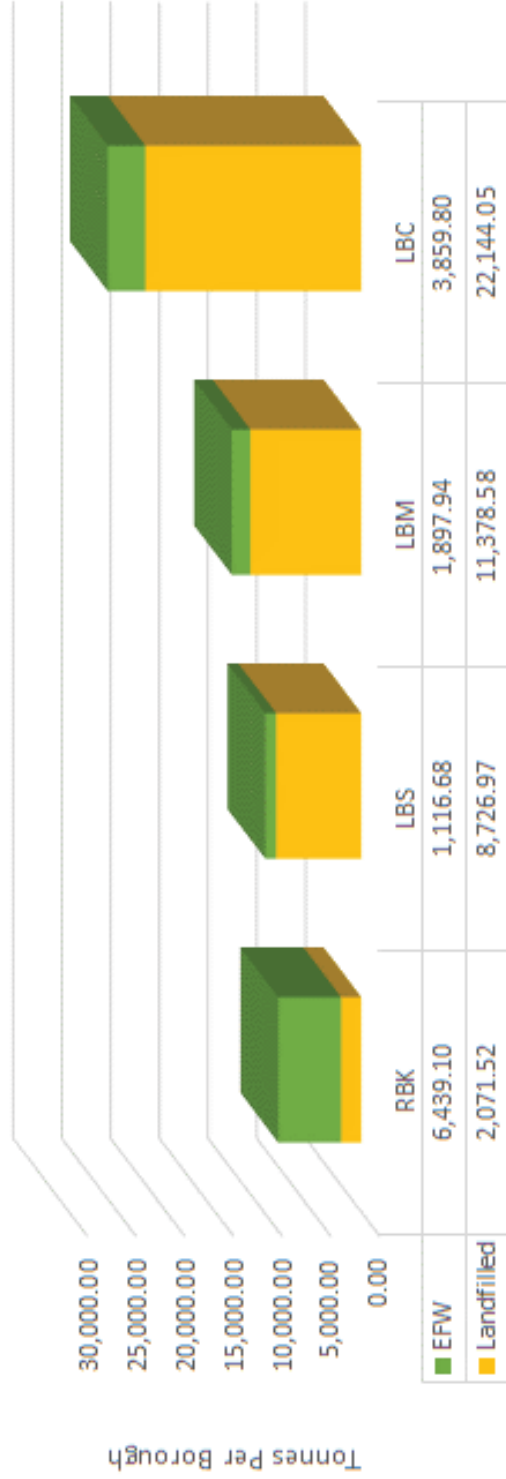
KPI	Description
Turnaround times	Failure to achieve a maximum average turnaround time at the facility of 15 minutes
Cleanliness	Failure to remove litter attributed to the Contractors operations within 50m of facility within 1 day
Statutory Nuisance	Each warning letter or notice issued by a relevant statutory authority related to the Service
Correspondence	Failure to deal with correspondence in accordance with the Output Specification.
Environment, Quality, H&S	Failure to meet submission standards, report issues, good practice and applicable legislation.
Corrective action	Failure to deal with complaints in accordance with the Specification.
Monthly Summary Report	Failure to submit Summary Report within 5 Business Days of end of the previous Month.
KPI Reporting	Failure to notify the Council of any performance failures within the relevant Reporting Period.

2. Contract 1 - Cumulative Residual Waste Growth 2017/18 against 2015/16 and 2016/17.



3. Contract 1 - Residual Waste Disposal at Quarter 1 - 1st April 2017 to 31st March 2017:

Residual Waste: Landfill and ERF



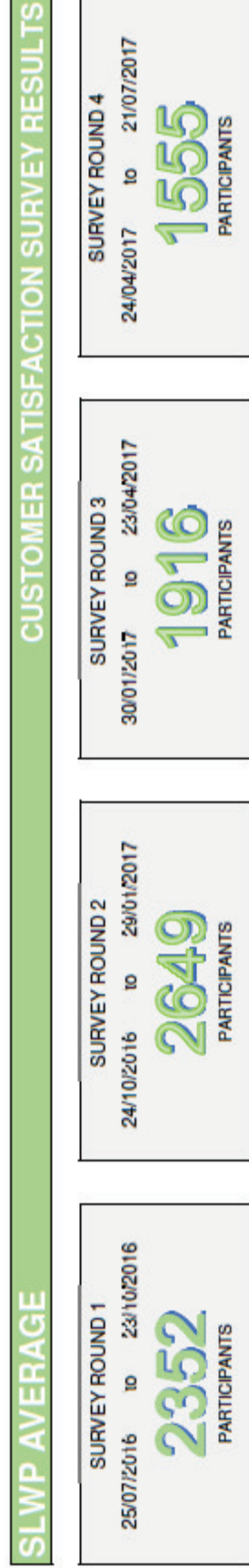
	SLWP	RBK	LBS	LBM	LBC
Landfilled	44,321	2,072	8,727	11,379	22,144
EFW	13,314	6,439	1,117	1,898	3,860
Residual Total	57,635	8,511	9,844	13,277	26,004
Diverted	23%	76%	11%	14%	15%

4. C2 HRRC Key performance indicators:

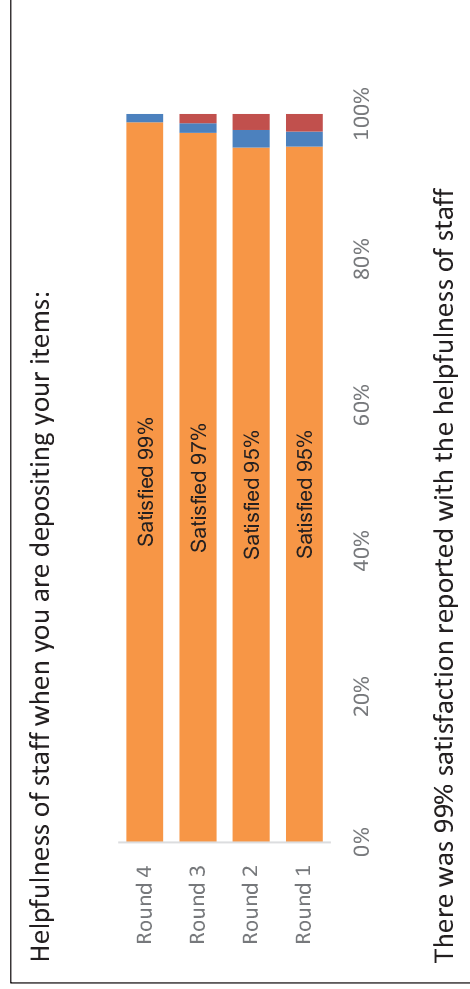
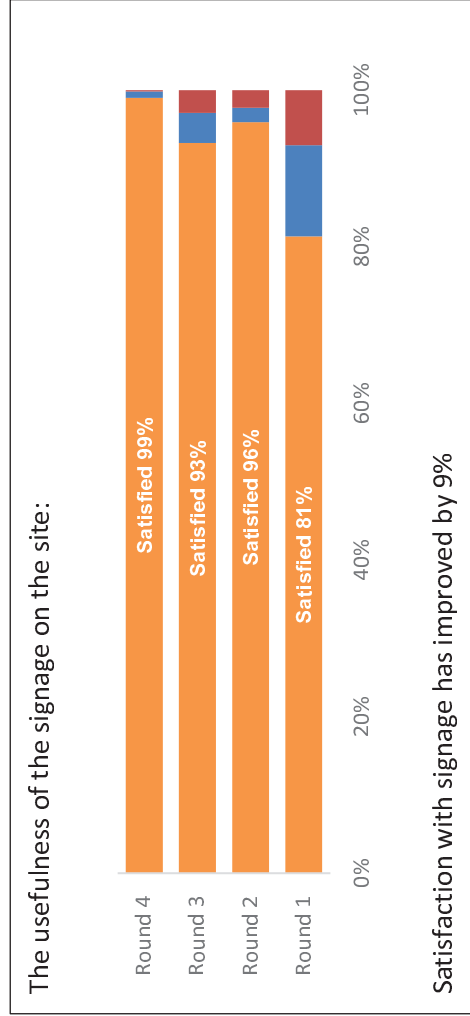
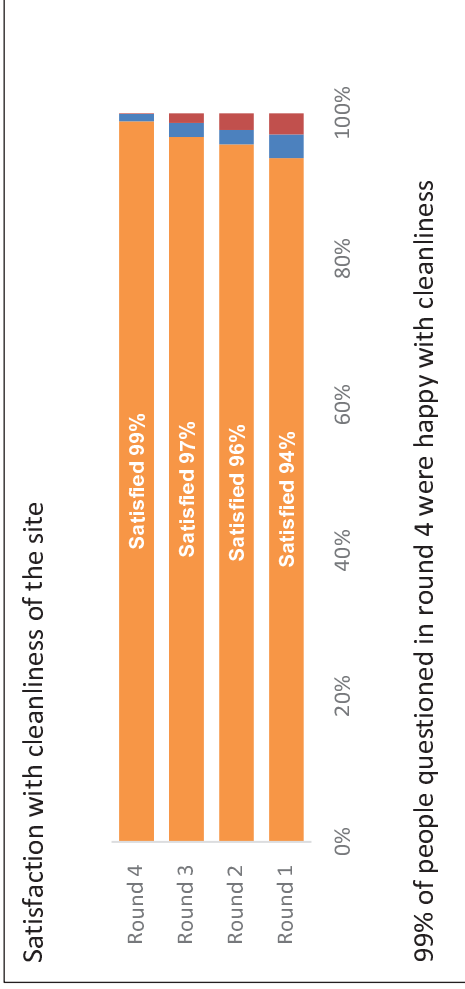
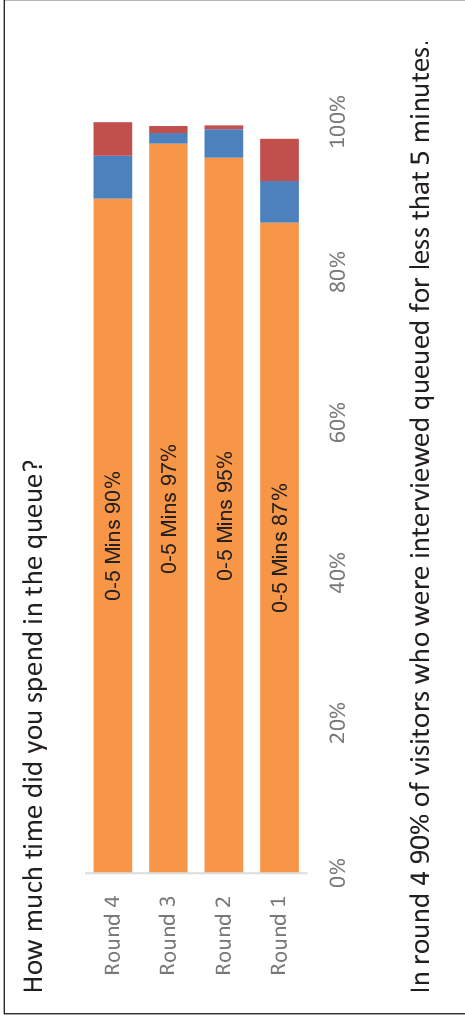
No.	KPI	Description
1	H&S	Failure to comply with agreed health & safety procedures at all Sites
2	Contamination	Failure to minimise contamination resulting in materials being rejected by processors
3	Customer satisfaction	Failure to achieve customer satisfaction levels of 80% at each of the Sites per quarter
4	Staff Training	Failure to ensure Staff are trained and execute duties in a professional and safe manner.
5	Containers	Failure to provide adequate numbers of containers
6	Staff Numbers	Failure to provide a suitably trained "meet and greet" Site employee at each Site
7	Data	Failure to maintain, and agree systems for the accurate storage of tonnage data
8	Correspondence	Failure to provide a full response to correspondence within 5 Business Days of receipt.
9	Site Availability	Failure to receive Contract Waste at any HRRC site during operating hours.
10	Site Security	Failure to comply with the security requirements specified for each HRRC
11	Recycling target	70% average recycling rate (calculated annually)

5. Customer satisfaction Surveys:

Customer Satisfaction surveys are continuing across all sites. The fourth and final round of phase 1 surveys has been completed at each site, with the exception of Purley Oaks, which only completed three rounds due to the site closure questionnaire. The table below details of the number of surveys conducted at each site during each round of this first phase of surveys.



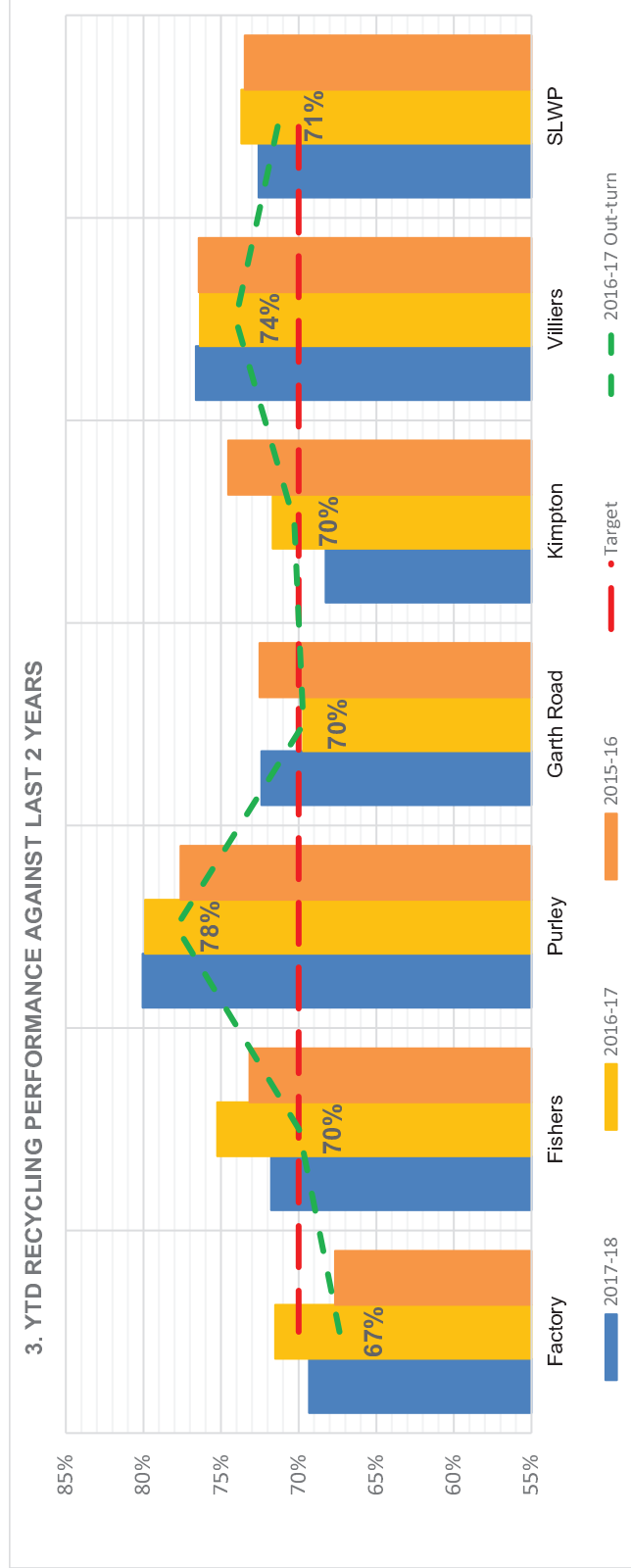
The tables below provide a partnership summary of the responses received to four key questions in the three rounds of the survey:



6. C2 Recycling performance by month:

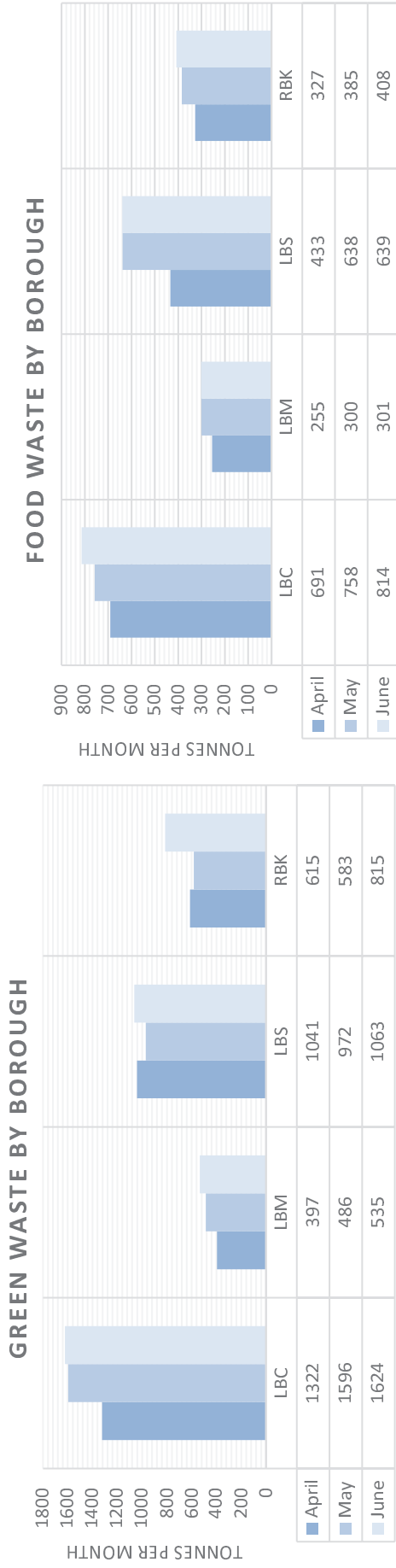
2017	Factory Lane	Fishers Farm	Purley Oaks	Kimpton Park Way	Garth Road	Villiers Road
April	73%	71%	82%	68%	75%	77%
May	65%	75%	78%	67%	73%	75%
June	70%	70%	81%	70%	71%	78%
YTD	69%	72%	80%	68%	73%	77%

7. KPI 11 Cumulative recycling performance target 70%:

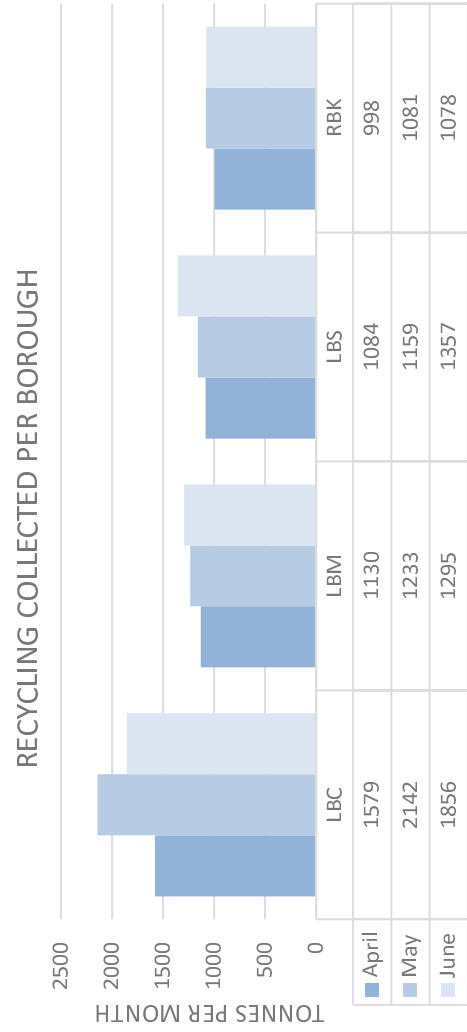


The outturn provides a forward projection of where SLWP estimate the end of year recycling rate will be.

8. C3 Green and Food waste data



9. C3 Recycling data



Resident communication, kerbside collection, and the quality control at the kerbside of green, food and recyclables, are managed by the Boroughs through the kerbside collection arrangements.



Report to: South London Waste Partnership (SLWP)
Joint Waste Committee

Date: 12 September 2017

Report of: South London Waste Partnership Management Group

Author(s):

Michael Mackie, Finance Lead

Chair of the Meeting:

Councillor Jill Whitehead

Report title:

South London Waste Partnership Budget Update Month 4 2017/18

Summary:

This report provides an update on the Partnership's budget position for month 4 (July) of the financial year and the projected outturn for the 2017/18 financial year.

Recommendations:

To note the content of this report.

Background Documents and Previous Decisions:

Previous budget reports.

1. Background

- 1.1 The Partnership sets its budget in December for the forthcoming financial year.
- 1.2 The budget is monitored by Management Group every quarter to allow the budgets to be flexed where appropriate in order to respond to any budget pressures.

2. Financial Position 2017/18

2.1 The table below refers to the Partnership's budget position for its Strategic Management activities for month 4 (July) of the 2017/18 financial year. It relates to expenditure in the following areas; procurement, project management, administration, contract management and communications.

Item	Approved Budget £	Actuals £	Anticipated Outturn £	Variance £
<i>Internal and External Advisors</i>	125,000	0	125,000	0
<i>Project & Contract Management</i>	492,100	132,178	466,000	(26,100)
<i>Document and Data Management</i>	24,000	0	24,000	0
<i>Communications</i>	25,000	0	25,000	0
TOTAL	666,100	132,178	640,000	(26,100)
COST PER BOROUGH	166,525	33,045	160,000	(6,525)

2.2 The Partnership's budget for Strategic Management activities forecasts an under spend for the year of £26,100 (£6,525 per borough).

2.3 The underspend is due to 2 posts currently being vacant.

1. The Project Support Officer originally on secondment to Sutton and has now left the partnership. The underspend assumes the post will be vacant until 1 December 2017 (-£26k) and;
2. The Contract Compliant Officer post being vacant (-£20k). This post is currently being recruited to and the forecast underspend assumes the post will be vacant until 1 October 2017.

Offset by agency cover for 2 posts on maternity leave (+£20k)

3. Recommendations:

It is recommended that the Joint Waste Committee:

3.1 Note the content of this report.

4. Impacts and Implications:

Finance

4.1 Contained within report.



Report to: South London Waste Partnership (SLWP)
Joint Waste Committee

Date: 12 September 2017

Report of: South London Waste Partnership Management Group

Author(s):
Michael Mackie, Finance Lead

Chair of the Meeting:
Councillor Jill Whitehead

Report title:	South London Waste Partnership Draft Budget For 2018/19
Summary:	This report provides the proposed budget for the Partnership for 2018/19 for its core activities.
Recommendations:	To agree the proposed draft budget for the core activities of the Partnership as set out in 2.1 and request individual boroughs to consider and agree the resources required in consultation with borough Finance Directors.
Background Documents:	Previous budget reports.

1. Background

- 1.1. The Partnership is required to produce a draft budget for consideration by the Joint Waste Committee by 31 October each year. In accordance with the Inter Authority Agreement (IAA) the agreed draft budget is then subjected to consideration by the individual boroughs before a finalised budget is taken to the Joint Waste Committee for approval. The IAA sets out that the final budget must be approved by 31 December each year.

2. Issues

2.1. The table below details the estimated draft budget requirement of the Partnership for 2018/19 together with the approved 2017/18 budget for comparison.

Core Activities

Item	2017/18 Approved Budget £	2018/19 Proposed Budget £
<i>Internal & External Advisors and Accounting</i>	125,000	175,000
<i>SLWP Staff Resources</i>	492,100	500,000
<i>Document and Data Management</i>	24,000	24,000
<i>Communications</i>	25,000	25,000
TOTAL	666,100	724,000
COST PER BOROUGH	166,525	181,000

2.2. The Internal & External Advisors and Accounting budget allows the Partnership to engage external and internal advisors to provide expert legal, financial and technical advice in respect of all the partnerships contracts (Phase A, Phase B, HRRC's and Environmental Services). This also includes costs from Kingston for providing finance activities for managing Phase A transactions (£25k), costs from Croydon for providing finance activities for Phase B, the HRRC and the Environmental Services contract transactions (£25k). The increase in budget over 2017/18 is to allow for additional resources required for external advisors for the first annual review of the Environmental Services contract for both Lots 1 and 2, and to assist with any issues arising from the commissioning of the ERF.

2.3. The SLWP Staff Resources budget contains provision for eight roles.

1. Strategic Partnership Manager
2. Contract Manager (Phase A and B)
3. Project Support Officer
4. Contract Data Officer x 2
5. Communications work
6. Contract Manager (Phase C - Lot 1)

7. Contract compliance officer

The increase over 2017/18 allows for pay increments and inflation on pay of 1%.

- 2.4. Document and Data Management provides data storage for the Partnership's data room to allow the sharing of documents across the Partnership and for storage of project documentation in an online library which is available on-licence to authorised stakeholders.
- 2.5. The communications budget of £25k is for planning and delivering communications activities.

3. Recommendations

It is recommended that the Joint Waste Committee:

- 3.1. Agree the proposed draft budget for the core activities of the Partnership as set out in 2.1 and request individual boroughs to consider and agree the resources required in consultation with borough Finance Directors.

4. Impacts and Implications:

Finance

- 4.1 Contained within report.

Legal

- 4.2 Section 9 of the Inter Authority Agreement sets out the budget setting process for the Joint Waste Committee. This is referred to within the body of the report

5. Appendices

- 5.1 None

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Report to: South London Waste Partnership Joint Committee

Date: 12 September 2017

Report of: South London Waste Partnership Management Group

Author(s):

John Haynes (South London Waste Partnership Communications Advisor)

Chair of the Meeting:

Councillor Jill Whitehead

Report Title:

**Communications and Engagement
South London Waste Partnership - Phase A and Phase B contracts**

Summary:

This report provides an update to members of the South London Waste Partnership Joint Committee on communications and stakeholder engagement activities relating to the Partnership's Phase A (transport & residual waste management, HRRC services and marketing of recyclates) and Phase B (residual waste treatment) contracts.

This report focuses on activity that has taken place between June and August 2017.

Recommendations:

The Committee is asked to note the contents of this report and comment on any aspects of communications and engagement activities relating to the Phase A and Phase B contracts.

1. Phase A Background

- 1.1 The Phase A contracts encompass transport & residual waste management, HRRC services and marketing of recyclates.
- 1.2 From a communications and stakeholder engagement perspective, the elements of the Phase A contracts that are of most significance are:
 - the management of the six Household Reuse, and Recycling Centres (HRRCs), and
 - the landfill operations at Beddington.

2. Household Reuse And Recycling Centres (HRRCs)

- 2.1 This contract is operated by Veolia on behalf of the Partnership.
- 2.2 An SLWP press release has been drafted and is due to be issued highlighting the findings of a survey of more than 6,700 HRRC site users:
 - 98% say they feel safe on the sites
 - 97% are happy with the greeting they received on arrival and the general helpfulness of the site staff
 - 97% are satisfied with the cleanliness of the sites
 - 96% are satisfied with the length of time they had to queue
 - 92% are satisfied with the usefulness of the signs on the sites
- 2.3 Additional questions relating to presentation of resident permits at the gate have been added to the survey. This will help Veolia and the Partnership ensure that resident-only policies are being enforced consistently.
- 2.4 The Partnership's Communications Advisor is working with Veolia to explore further enhancements to the service, including site-specific information boards and leaflets providing details on recycling rates, where waste is taken and what it is turned into.

3. Beddington Landfill Operations

- 3.1 This contract is operated by Viridor on behalf of the Partnership.
- 3.2 The focus of communications and engagement activities has been two-fold:
 - Educating local residents and key stakeholders about the landfill operations at Beddington – i.e. how it is providing vital waste disposal capacity for hundreds of thousands of local households and businesses and how the site is being managed in order to minimise any negative environmental impacts;

- Providing information on how the 120-hectare Beddington Farmlands site (which incorporates the landfill) is being restored into a rich patchwork of habitats for wildlife with public access.
- 3.3 In recent months, Viridor has continued to invite key stakeholders to the Beddington site so they can see for themselves the work that is being done to manage and restore the landfill site. This includes partner boroughs, local MPs, GLA representatives and waste industry bodies.
- 3.4 In August, Viridor made a donation of 25 tonnes of high quality soil conditioner (made from green garden waste collected from households in the four SLWP boroughs) to the Good Food Matters Learning Centre in Croydon. This community project works with local people, teaching them how to grow and cook food in a healthy and sustainable way. The donation secured some favourable press coverage for Viridor and the Partnership.
- 3.4 Viridor will be hosting two further Beddington Farmlands Open Days on 15th and 22nd September. These will provide members of the public with the opportunity to join a guided tour of the site and find out how it is being transformed from an active landfill site into one of London's most significant wildlife conservation areas. The Open Days have been timed to coincide with the Wandle Fortnight and have received the backing of the Chairman of the Wandle Valley Forum. As with previous Open Days, the September events have proved popular and are fully subscribed.

4. Phase B Background

- 4.1 The Phase B contract (residual waste treatment) was awarded to Viridor in 2009. In order to fulfill the contract, Viridor are constructing a £205m state-of-the-art Energy Recovery Facility in Beddington that will become operational in 2018. Household waste from the four Partner boroughs that has not been sorted by residents for recycling will be treated at the facility and turned into electricity.
- 4.2 The SLWP Communications Advisor continues to work closely with Viridor to:
- Ensure Viridor are meeting their contractual requirements with regards to communications and stakeholder engagement around the construction of the Beddington ERF
 - Ensure local people understand why it is we need an ERF and provide reassurance around the safety of modern, well-run facilities such as this
 - Ensure the Partnership understands the views of local people with regards to waste treatment and ERF technologies in particular

5. Beddington ERF Communications And Stakeholder Engagement

- 5.1 A communications and engagement plan for the construction phase of the Beddington ERF is already in existence and Viridor have been implementing that plan, with progress monitored by the SLWP Communications Advisor at the monthly contract meetings. With the facility now nearing completion (and due to become operational in 2018) attentions are turning to the very different challenge of communicating and engaging with local people once waste is being treated at the ERF.
- 5.2 In recent months, Viridor has continued to invite key stakeholders to the Beddington site so they can see for themselves progress with the construction of the ERF. This includes partner boroughs, local MPs, GLA representatives and waste industry bodies.
- 5.3 Regular Community Liaison Group meetings, where community representatives are invited to the site for an update on progress on the construction project, continue to take place, with the SLWP Communications Advisor in attendance.
- 5.4 Viridor are responsible for administering and promoting the Beddington Community Benefit Fund (a £1m fund to support community projects primarily in and around the Beddington area). Applications to the Fund are considered by a Panel made up of community, Sutton Council and Viridor representatives. To date, over £60,000 has been awarded to five community projects.
- 5.5 Close monitoring of local media and social media channels to ensure the views of local residents and stakeholders towards the ERF are understood and responded to appropriately

6. Waste Minimisation Campaigns

- 6.1 The four Partner boroughs are committed to doing all they can to encourage residents to reduce, reuse and recycle as much as they possibly can. The Beddington Energy Recovery Facility will not change that approach.
- 6.2 The Partnership provides a platform for waste education and awareness campaigns to be delivered at a regional level – this is an effective use of borough resources and can help attract funding from external partners such as WRAP, Recycle for London and industry associations.

- 6.3 Following on from a series of successful events in 2016, the Partnership is once again involved in Resource London's 'Reuse and Repair' quarter (being delivered under the Recycle for London brand).
- 6.4 As part of the 'Reuse and Repair' quarter, the Partnership has hosted (or will host):
- Two Jumble Trail events (Sutton (6th August) and Merton (3rd September)) – giving neighbours the opportunity to set up stalls outside their homes and sell things that were otherwise destined for the bin
 - Two 'Restart Parties' electrical repair workshops (Kingston (14th October) and Merton (2nd December)) – enabling local people to take broken electronic items such as smartphones and small electrical appliances to be repaired
 - Two 'Love Your Clothes' sewing workshops (Merton (29th November) and Sutton (tbc)) - helping local people transform and revive old and ill-fittings clothes.
- 6.5 The Partnership has also been successful in securing £9,000 of funding from Resource London to fund local Recycle Week activity (25th September – 1st October).
- 6.6 The funding is being used to run a targeted Facebook advertising campaign. Engaging and thought-provoking recycling-themed animations (provided by WRAP) will be targeted at residents aged between 16-34 years of age (a key target audience for the SLWP Communications Strategy). The campaign is expected to deliver 1,100,000 impressions and 375,000 views (of +3 seconds). It will be supported by London-wide activity delivered by Resource London.

7. Impacts And Implications

Legal

- 7.1 None

Finance

- 7.2 The South London Waste Partnership's Communications Advisor post is funded through the core activities budget.
- 7.3 A £25,000 Communications Budget is available to support communications and engagement activities.

8. Recommendations

- 8.1 The Committee is asked to note the contents of this report and comment on any aspects of communications and engagement activities relating to the Phase A and Phase B contracts.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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SOUTH LONDON WASTE PARTNERSHIP JOINT COMMITTEE

Tuesday, 12 September 2017

6.31 - 7.00 pm

London Borough of Croydon

Councillor Stuart Collins - Deputy Leader and Cabinet Member for Clean Green Croydon

* Councillor Stuart King - Cabinet Member for Transport and Environment

Reserves: Councillors Robert Canning and Pat Ryan

Royal Borough of Kingston upon Thames

Councillor Phil Doyle - Portfolio Holder - Resident Services

* Councillor Terry Paton Deputy Leader

Reserves: Councillors David Cunningham and Richard Hudson

London Borough of Merton

Councillor Ross Garrod - Cabinet Member for Street Cleanliness and Parking (Vice-Chair)

* Councillor Martin Whelton - Cabinet Member for Regeneration, Environment & Housing

Reserves: Councillors Mark Allison and Nick Draper

London Borough of Sutton

Councillor Manuel Abellan - Vice-Chair of the Environment & Neighbourhood Committee

Councillor Jill Whitehead - Chair of the Environment and Neighbourhood Committee
(Chair)

Reserve: Councillor Nighat Piracha

*Absent

Apologies

Alternates

Councillor Terry Paton

None.

Councillor Stuart King

Councillor Pat Ryan

Councillor Martin Whelton

Councillor Nick Draper

1. WELCOME AND INTRODUCTIONS

The Chair welcomed all those present.

2. APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

Apologies were received from Councillors Terry Paton (Kingston), Councillor Stuart King (Croydon) with Councillor Pat Ryan (Croydon) attending as a

substitute and Councillor Martin Whelton (Merton) with Councillor Nick Draper (Merton) attending as a substitute.

3. DECLARATIONS OF INTEREST

There were no declarations of interest made.

4. MINUTES OF THE PREVIOUS MEETING

RESOLVED: that the minutes of the meeting held on 27 June 2017 were agreed and signed as a correct record.

5. PHASE A & B CONTRACT MANAGEMENT REPORT

The Contracts Manager for the South London Waste Partnership (SLWP), Andrea Keys, presented the report. The report provided an update on the performance data of the three Phase A Contracts, for the quarter one 2017/18.

On Contract 1 - Transport and Residual Waste management (Viridor Waste Management Limited) the Contract Manager reported that there was a drop in total waste of 6.7% on the same period last year. The contract was operating effectively and there were no performance issues to report.

On Contract 2 - Management of the Household Reuse and Recycling Centres (Veolia (ES) (UK) Ltd). The Contract Manager reported that the Factory Lane and Kimpton sites did not reach their 70% recycling performance target for the first quarter. There were no other performance issues to report.

On Contract 3 – Materials Recycling Services, Composting, and additional treatment services (Viridor Waste Management Limited). The Contract Manager reported there were no performance issues with this element of the service.

The Contract Manager updated the committee on the Phase B Contract reporting that this was progressing well and there were no issues to report.

Members commented that all aspects of the contracts were going well, but the Communications and Engagement Advisor, John Haynes was asked to report such good news in wider communications. The Communications and Engagement Advisor said he would address this point in the Communications Update.

RESOLVED: that the contents of the report be noted, and wider communications be made on the good performance of the Partnership's Phase A & B contracts.

6. SOUTH LONDON WASTE PARTNERSHIP BUDGET UPDATE

The Finance Adviser, Michael Mackie, presented the report. The report highlighted that the Partnership's budget for Strategic Management activities forecast an underspend for the year of £26,000. This is due to two posts currently being vacant to the value of £46k, offset by forecast £20k spend on maternity cover.

Members asked if there was any update on the Contract Compliance Officer post. The Strategic Partnership Manager, Annie Baker, explained that interviews for the post would be taking place later in September.

RESOLVED: that the contents of the report be noted.

7. SOUTH LONDON WASTE PARTNERSHIP DRAFT BUDGET 2018/19

The Finance Adviser, Michael Mackie, presented the report. The table at paragraph 2.1 of the reports outlined the draft budget which highlighted a £57,900 increase in the budget for 2018/19. The increase allowed for pay increments and for inflation of 1% on pay (£8k), and £50k for adviser costs.

Members commented that a budget increase of £50,000 could be considered high, and asked what the reasons were behind it. The Finance Adviser explained the increase was needed to engage legal and finance advisers for the first annual review of the Environmental Services contracts and to assist with any issues from the commissioning of the Energy Recycling Facility.

The Strategic Partnership Manager, Annie Baker, explained further that it was a first time for the partnership doing an annual review, and the commissioning for the ERF, so the advisory requirements were needed in case of any problems that may arise with these two events. The following year the Partnership may be able to go back to the usual budget and this increase could be considered a one-off.

RESOLVED that: The proposed draft budget for the core activities of the Partnership as set out in 2.1 of the report be agreed, and it be requested that individual boroughs consider and agree the resources required in consultation with borough Finance Directors.

8. COMMUNICATIONS UPDATE

The Communications and Engagement Advisor, John Haynes gave the update. He mentioned that there had been good trade coverage recently around the SDEN agreement and its relation to the ERF, and the South London Waste Partnership was positively referenced in the Mayor of London's draft London Environment Strategy.

The Communications and Engagement Adviser referred to the Phase A Contract highlighting that:

- The HRRC's had featured in a press release on satisfaction levels, and the surveys will continue on a rolling basis. Further survey questions regarding HRRC permits have been added, and will be reported on in the coming months.
- Work is being done with Veolia to improve information available to HRRC site users and an update will be given at the next meeting
- There would be two further Beddington Farmland open days, which were fully booked and Viridor would hopefully be holding more in the near future.

The Communications and Engagement Adviser highlighted the following under the Phase B Contract:

- There were planned communications for the construction phase and Viridor had recently accommodated stakeholder visits to the site, including SLWP members.

In relation to Partnership-wide waste minimisation campaigns, the Communications and Engagement Adviser commented that:

- Two successful Jumble Trail events had taken place and that two 'Restart' electrical repair workshops and two 'Love Your Clothes' sewing workshops were planned.
- £9,000 had been secured from Recycle For London for a targeted Facebook advertising campaign in support of Recycle Week 2017

The Chair asked whether residents from one SLWP borough could use HRRCs in the other SLWP boroughs, especially if they lived near borough boundaries. The Strategic Partnership Manager, Annie Baker confirmed that she would look into the possibilities and report back to the committee at the next meeting.

Members requested that information be circulated to the committee regarding the £1million Community Benefit Fund, when it has to be spent, its criteria, and how people can apply for the money.

Members also asked about street trading licences for Jumble Trail events, and whether the Partnership or stall holders make the application. The Communications and Engagement Adviser explained that Recycle for London were aware of the issues, and boroughs could submit applications to hold events locally using the Recycle for London funding. It would be helpful for boroughs across London to agree consistent requirements for street trading licences.

The Communications and Engagement Adviser said further that the Community Benefit Fund had been explained on a recent visit by Members to the Beddington Site, was available on the Beddington ERF website and that further information will be circulated to members.

RESOLVED: that the contents of the report be noted and comments regarding communications and engagement activities relating to the Phase A and Phase B contracts.

9. ANY URGENT BUSINESS

There was no urgent business.

10. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED: that the public are excluded from the meeting under Section 100(A)(4) of the Local Government Act 1972 on the grounds that it is likely that exempt information, as defined in paragraph 3 of Part I of Schedule 12A to the Act, would be disclosed and the public interest in maintaining the exemption outweighs the public interest in disclosing the information. This paragraph covers information relating to the financial or business affairs of any particular person (including the authority holding that information)

11. RISK REGISTER

The risk register was reviewed.

12. DATE OF THE NEXT MEETING

The next meeting will be held on 5 December 2017 at the Sutton Civic Offices.

Signed Date.....
Chair

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