



**WEST LONDON WASTE AUTHORITY
BEST VALUE PERFORMANCE PLAN
2003-2004**

CONTENTS

Section 1	
Foreword	3
Section 2	
Introduction	4
Section 3	
Aims of the Performance Plan	5
Section 4	
The Authority's Services	6
Section 5	
The Authority's Objectives	8
Section 6	
The Review Programme	11
Section 7	
Performance Indicators and Standards	15
Section 8	
Efficiency Improvements	19
Section 9	
BVPP Audit	20
Section 10	
Review Areas	21
Section 11	
Financial Statement and Service Data	24
Section 12	
Conclusion	32
Appendix	
Statutory audit report on this Best Value Performance Plan	

SECTION 1

Foreword

**BY COUNCILLOR VALERIE LAMEY
CHAIR OF THE AUTHORITY**

West London Waste Authority was established in 1986 as an independent statutory body with the important responsibility of disposing of waste for the whole of West London. The Authority has worked hard to ensure continuity and improvement of the service against a backdrop of a changing climate of environmental concern, where the emphasis has changed from simple waste disposal to waste management via reduction, re-use and re-cycling; more rigorous environmental controls and increasing budget pressure. These factors have required the Authority to regularly review its services, the cost of provision, its relationship with its main partners – the constituent boroughs and its private sector providers – within the framework of its commitment to an environmentally responsible approach to waste management.

With the Government's modernising agenda the Authority has a legal duty of continuous review of all parts of its service. Through the mechanism of these reviews it will re-examine the purpose of the service and how it is provided. We will compare performance with similar providers. Through consultation and co-operation with our constituent boroughs and other stakeholders, we will consider how we can continue to maintain and improve the quality, efficiency, flexibility and environmental sustainability of our services.

This is our fourth Best Value Performance Plan. In the past three years the Authority has reviewed the financial and propriety elements of corporate governance – including Financial Regulations, anti-fraud and corruption policies, and its whistle-blowing arrangements. The Authority has also conducted an in-depth review of how it deals with abandoned vehicles, which is a growing public concern, and met new challenges including those brought about by additional environmental protective measures in the disposal and treatment of old fridges and freezers. Of prime significance, with the constituent boroughs the Authority has been engaged upon a major review of its waste management strategy in order to meet demanding Government standards for increased recycling and composting and diversion of waste from landfill in future years.

The Authority is confident that this Best Value Performance Plan demonstrates to the public and to its partners its ability to deliver Best Value services to the standard which they have a right to expect.

June 2003

SECTION 2

Introduction

- 2.1. The West London Waste Authority (WLWA) is a statutory authority established in January 1986 to undertake the waste disposal functions for six boroughs in west London. These boroughs are responsible for the collection of waste in their areas. The Authority is composed of one councillor from each of its six constituent boroughs, the London Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond-upon-Thames. The main administrative offices of the WLWA are situated at Mogden, Isleworth, and there are three waste transfer stations accepting waste from the boroughs before transport to disposal sites. The work of the Authority requires close co-operation with the constituent boroughs in the matters of waste management policy and operational arrangements.
- 2.2. The WLWA is primarily financed by an annual levy on the constituent boroughs. The 2002-2003 levy was £29,757,000. The levy for 2003-2004 is £32,124,000. Other income is generated from sources such as charges paid by the boroughs and by businesses for the disposal of non-household waste. The Authority's estimated expenditure for 2003-2004 is £39,065,000, which is mostly related to waste disposal contracts with the private sector.
- 2.3. The Authority now has a statutory duty of Best Value that relates to continuing commitment to delivering high standards of service. Best Value is a key element in the Government's plans for modernising local government. The Authority has prepared this fourth Best Value Performance Plan as the means of ensuring the implementation of Best Value. The first annual Performance Plan was published on 31 March 2000 and the second on 31 March 2001.
- 2.4. In 2002 the Government changed the required publication date to the end of June to enable Performance Plans to contain final data for the previous financial year and, accordingly, last year's 2002-2003 Plan was published on 30 June 2002 and this 2003-2004 Plan is due to be published on 30 June 2003. In April 2003, in pursuance of Best Value being applied with a "lighter touch", the Government issued further guidance about the matters to be included in the Best Value Performance Plans to be published by the Authority and by the other five statutory joint waste disposal authorities.
- 2.5. The Authority is responsible for the preparation of this Performance Plan and for the information and assessments set out within it, and the assumptions and estimates on which they are based. The Authority is also responsible for setting in place appropriate performance management and internal control systems from which the information and assessments in the Performance Plan are derived. The Authority is satisfied that the information and assessments included in the Plan are in all material respects accurate and complete and that the Plan is realistic and achievable.

SECTION 3

Aims of the Performance Plan

3.1. This Best Value Performance Plan sets out the Authority's continuing commitment to achieve Best Value in the delivery of services. This Plan will:

- consider the objectives of the Authority.
- consider the functions, and their level, exercised by the Authority.
- review the level of services for the future and the action required to deliver those services
- assess performance of the functions and relate this to performance indicators and against performance standards.
- assess the competitiveness of performance in exercising functions by way of comparison with other authorities and other bodies.
- consult with other authorities, the private sector and the public on provision of services.

3.2. The Authority will use Best Value reviews to consider new approaches to service delivery and establish performance targets to ensure continuous improvements.

3.3. Reviews will:

Challenge why and how a service is being provided

Compare performance with other waste authorities using agreed indicators

Consult users of the service, including constituent boroughs, business and the public

Competition will be reviewed to ensure efficient and effective service delivery

SECTION 4

Authority Services

4.1. The Authority has statutory responsibilities in three main service areas in the provision of:

- facilities for the receipt and disposal of the waste which is collected by the six constituent boroughs.
- the transport and disposal of the waste which the constituent boroughs receive at their civic amenity sites.
- the storage and disposal of the abandoned vehicles which are removed by the constituent boroughs.

Overall in 2002-03 the Authority and its constituent boroughs dealt with a total of 874,000 tonnes of waste and abandoned vehicles. Of this total just over 100,000 tonnes was recycled or composted, and the remainder was sent for disposal, nearly all to landfill. The following gives more detail in relation to the three main service areas:

Arranging facilities for the receipt and disposal of the waste that is collected by the six constituent boroughs.

- 4.2. In 2002-2003 the boroughs collected a total of about 602,000 tonnes of waste. The majority of this was waste from households. The remainder was a combination of waste from commercial premises and waste arising from the cleaning of streets and open spaces. The boroughs recycled some 72,000 tonnes out of this total of 602,000 tonnes. The remaining 530,000 tonnes was delivered by the boroughs to sites which the Authority is responsible for arranging.
- 4.3. 79% (420,000 tonnes) of it was delivered to the two rail transfer stations which the Authority operates at Transport Avenue, Brentford, and Victoria Road, South Ruislip. At these two sites the waste is compacted into ISO containers and loaded on to the railway and then taken by the Authority's transport contractor, EWS Ltd, to contractors' landfill sites for final disposal. Last year Transport Avenue's waste was disposed of by Waste Recycling Group PLC at Sutton Courtenay, Oxfordshire, and Victoria Road's waste was disposed of by Shanks PLC at Calvert, Buckinghamshire.
- 4.4. 10% (53,000 tonnes) was distributed between the Authority's Twyford transfer station and the boroughs' civic amenity sites; the Authority has contracts for these sites with private sector waste management companies to transport the waste away. Most goes by road directly to landfill; some goes by road into the Authority's two rail transfer stations and thence by railway to landfill.
- 4.5. The remaining 11% (57,000 tonnes) was delivered to five private sector operated transfer stations at which the Authority had made arrangements, the largest portion (31,000 tonnes) going to Shanks' rail transfer station at Hendon.
- 4.6. In addition to the waste delivered by the constituent boroughs, the Authority's three transfer stations also received a total of 21,000 tonnes of commercial waste, which was delivered for disposal by the private sector, and 10,000 tonnes of municipal waste from a neighbouring waste disposal authority.

Arranging the transport and disposal of the waste that the constituent boroughs receive at their civic amenity sites.

- 4.7. In the Authority's area, the constituent boroughs are responsible for arranging the provision of civic amenity sites for residents to deposit their waste. Some of civic amenity sites also take in trade waste and borough-collected waste. The Authority is responsible for arranging the transport and disposal of the waste received at these sites except for the waste the boroughs recycle. (Note: This is the division of responsibilities which actually is being applied by the constituent boroughs and the Authority notwithstanding an anomaly in the law which also gives the Authority a legal duty to arrange the provision of civic amenity sites in parallel to the similar legal duty given to the boroughs.)
- 4.8. There are ten civic amenity sites. At two of them the function of arranging transport and disposal is carried out for the Authority by the boroughs concerned under agency arrangements. These two sites are provided and operated by private contractors under contracts with the boroughs that include transport and disposal. The boroughs are reimbursed by the Authority for the transport and disposal costs they incur.
- 4.9. The Authority arranges transport and disposal for the other eight sites through its own contracts with the private sector. One of these eight sites is operated by the Authority at its Victoria Road transfer station as agent on behalf of the London Borough of Hillingdon.
- 4.10. In 2002-2003 the civic amenity site waste sent for disposal totalled about 253,000 tonnes. Of this, householders deposited 152,000 tonnes; 54,000 tonnes was trade waste; and 47,000 tonnes was borough-collected waste.

Arranging the storage and disposal of the abandoned vehicles that are removed by the constituent boroughs.

- 4.11. The constituent boroughs have a duty to remove vehicles that appear to have been abandoned and then deliver them to the Authority for destruction or storage. The Authority undertakes this work through a contractor – currently Car Spares at West Drayton Ltd.
- 4.12. In recent years, a downturn in the scrap metal market has resulted in a very substantial increase in the numbers of vehicles being dealt with. Until six years ago only about 1,000 vehicles were being received annually. In 2002-2003 over 19,000 vehicles were received, weighing in total more than 15,000 tonnes.
- 4.13. Abandoned vehicles in poor condition are delivered for immediate crushing and recycling and disposal. In 2002-2003 15,144 abandoned vehicles plus 3,595 vehicles surrendered by their owners were dealt with in this way. Abandoned vehicles in better condition are required to be stored until the boroughs have completed statutorily prescribed ownership enquiries. These enquiries result either in the owner paying a fee and reclaiming the vehicle or in the vehicle not being reclaimed in which case it is disposed of. In 2002-2003 there were 486 of these vehicles of which less than 5% were reclaimed.

SECTION 5

Authority Objectives

Efficiency and economy

- 5.1. Historically the Authority has aimed to provide its three main services in the most efficient and economical manner possible, making the best use of its own assets and of other available facilities in the public and private sector. The great majority of the Authority's work has long been carried out on its behalf by the private sector through contracts widely advertised and won by competitive tendering.

Giving a speedy, reliable and flexible service

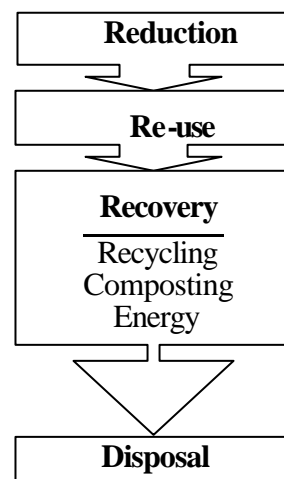
- 5.2. In parallel with efficiency and economy, a prime concern has been to recognise the environmental importance to the public of the boroughs' refuse collection services. Accordingly, a key objective for the Authority has also been to ensure that the boroughs are offered a swift turn round for their collection vehicles at the disposal point. That is coupled with the objective of providing a reliable disposal service which has adequate flexibility and capacity to cope with periods of peak inputs following bank holidays and with problems which inevitably arise from time to time from plant failures, difficulties on the railway and suchlike.

Safeguarding the environment

- 5.3. The Authority has also been concerned to ensure that, both at its own sites and through its contractors, all its own functions are carried out in an environmentally sound way. Under the site licensing and 'Duty of Care' provisions of the Environmental Protection Act 1990, all the Authority's waste responsibilities – receipt, transfer, transport and disposal - are tightly regulated to minimise harm to the environment and are subject to inspection and enforcement by the Environment Agency. The fact that most of the Authority's waste is transported by rail has a particular environmental benefit in reducing heavy lorry movements on the roads and thereby reducing air pollution and road congestion.

Future direction, sustainability and the National Waste Strategy

- 5.4. In recent years the Authority and its constituent boroughs, in consultation with each other, have begun to focus on the need to re-orient waste collection and disposal in accordance with greater environmental sustainability and the Government's national waste strategy. This involves having regard to the principles of the Government's waste hierarchy (shown on the right) and seeking to move more towards the top and middle. In relation to the Recovery part of the hierarchy, the Authority fully supports the Government's view in the national strategy that incineration with energy recovery should not be considered before the opportunities for recycling and composting have been explored.



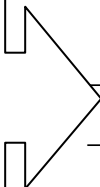
- 5.5. Making waste management arrangements with regard to the waste hierarchy also involves consideration of the Best Practicable Environmental Option (BPEO) and of the proximity principle. BPEO is defined as “the outcome of a systematic and consultative decision making procedure that emphasises the protection and conservation of the environment across land, air and water. The BPEO procedure establishes, for a given set of objectives, the option that provides the most benefits or the least damage to the environment as a whole, at acceptable cost, in the long term as well as the short term”. The proximity principle suggests that waste should generally be disposed of as near to its place of production as possible.
- 5.6. In 1997 the Authority’s objectives for its integrated waste strategy for the long term were widely publicised throughout its area and made the subject of extensive consultation with the general public, environmental and community groups, the constituent boroughs, and other statutory bodies and stakeholders. The objectives as then published were:

To promote and establish environmentally sustainable, cost effective, and flexible long term waste management services which:

- favour the co-ordinated development and cost effective use of the most appropriate methods of waste treatment, transfer and disposal in order to:
 - facilitate waste reduction and re-use initiatives within the wider community and region;
 - maximise the recycling and composting of materials from the household and other waste streams;
 - encourage the treatment of waste as close as possible to the point of arising thereby minimising the need to transport waste, especially by road;
 - reduce future reliance upon the landfilling of untreated waste while recognising that landfill will continue to play a significant role;
 - enhance the opportunities to recover energy and other resources;
 - consider the principles of ‘Best Practicable Environmental Option’ and ‘Best Available Technology Not Entailing Excessive Cost’ in the management of both the local and wider environmental impacts of contracted waste management services;
- promote the future establishment and use of cost effective local waste management services which are based upon flexible solutions for the recovery of resources from the municipal waste stream; and
- minimise the cost of future waste management services while complying with the requirements of the Environmental Protection Act and other relevant legislation.

Note:

Energy may be recovered in a variety of ways including pyrolysis, anaerobic digestion of organic waste, and use of gas from landfills.



- 5.7. Not long after the conclusion of that consultation, circumstances caused the Authority to pause. There was a change of Government and the incoming Government announced its intentions both to review the national waste strategy and to establish a Mayor for London with the responsibility for planning Greater London’s waste management arrangements. Additionally, there was major uncertainty about the likely impact of the (then) draft European Landfill Directive that would restrict the amount of biodegradable municipal waste that could be disposed of by landfill.

Most recent position

- 5.8. The uncertainties of recent years are now starting to be clarified. The national waste strategy was published in May 2000. Publication of the Mayor's municipal waste strategy for Greater London, which will have legal force, is expected in the Summer of 2003. The Landfill Directive has been enacted in the EC, and the Government is now in stages bringing it into force in the UK. The Directive's requirements to reduce the landfilling of biodegradable municipal waste will come into effect in 2010. By then alternative ways of dealing with the waste that can no longer be landfilled will need to be in place. To ensure the Directive is complied with, the Government is legislating through the Waste Emissions and Trading Bill to introduce a system of rationing of the amounts of biodegradable municipal waste that may be landfilled, and use of landfill is also to be made economically more unattractive by increasing the Landfill Tax to £18 per tonne in 2005 and increasing it annually thereafter by at least £3.
- 5.9. In the period of this Best Value Performance Plan, the review and final decisions on the shaping of the Authority's waste management services for the longer term will be progressed, working with the constituent boroughs and other stakeholders and taking account of the Mayor's strategy as it emerges and of the views of the residents of the Authority's area. The key objective is to ensure that necessary decisions are taken soon enough to allow sufficient lead-time to enable new arrangements to be established ready for the impact of the Landfill Directive in 2010. A strategy group of Authority and constituent borough members and officers has been set up with the aim of producing a joint municipal waste strategy for the Authority's area.
- 5.10. The Government's national targets for recycling and composting have been turned into performance standards to be pursued at local level. During the currency of this Plan 2003-2004 a continuing important focus of the Authority with the constituent boroughs will be on this most pressing issue of how to increasing recycling and composting levels to meet these local performance standards set by Government. Compared with the 2002-2003 level of recycling and composting at about 14%, the target levels set for the Authority's area overall are to achieve 18% by 2003-2004 and 27% by 2005-2006. Each constituent borough also has been given its own individual targets for 2003-2004 and 2005-2006.
- 5.11. The Authority and the constituent boroughs have been successful in bidding for a total of nearly £4m from the Government-financed Capital Recycling Fund. In 2003-2004 this will enable improvements to increase recycling at three civic amenity sites. And especially it will enable boroughs to collect green garden waste for composting to keep it separate from the waste that is sent for disposal at landfill, which will help to achieve the diversion of biodegradable waste from landfill that is required the EU Landfill Directive. A new facility for the receipt and shredding of green waste is opening at WLWA's waste transfer station at Transport Avenue, Brentford, that will enable green waste to be despatched on the railway for composting in Oxfordshire.
- 5.12. Other significant issues that the Authority will need to address during the currency of this Plan will include the implementation in the UK of the EU Waste Electrical and Electronic Equipment (WEEE) Directive and the EU End of Life Vehicles (ELV) Directive. The WEEE Directive obligates retailers, importers and manufacturers of electrical and electronic goods to arrange for the separate collection and recycling of these products and is due to come into effect in the UK in 2005. The Government is consulting on means of implementation and the role waste authorities will have is not yet known. The ELV Directive requires exacting standards for the depollution and recycling of old vehicles and, as from 2007, obligates manufacturers to take back all old vehicles free of charge for recycling. Government currently is consulting on the way to implement this Directive but, until the manufacturers assume responsibility in 2007, the Authority almost certainly will have to meet the costs estimated at £1m per annum of achieving the higher depollution standards.

SECTION 6

The Review Programme

Statutory Requirement

- 6.1. The West London Waste Authority is a Best Value authority by virtue of the provisions of Section 1 of the Local Government Act 1999. Initially Regulations made under the Act required authorities to carry out Best Value reviews of all functions by 31 March 2005. However, although the duty to carry out reviews remains, in March 2002 the law was amended to remove the requirement to carry out reviews within a specified time period.

Approach to the Review

- 6.2. The Authority has considered carefully how it may most effectively carry out its duty of a best value review of the whole of its service. In doing so, account has been taken of the singular nature of the operations; their relative importance to the public, including the cost to taxpayers; and the relationship with other services and other partners. Regard has also been had to regional, national and European initiatives which are likely to have an impact on the delivery of service. These are more particularly dealt with below.

The nature of the operation

- 6.3. As indicated elsewhere in the Plan the Authority's responsibilities differ from other best value authorities, in that, primarily, WLWA is the provider or facilitator of a single-purpose undertaking, namely the disposal of waste. This primary activity is not easily – or meaningfully – capable of division into lesser defined activities, such as to make it amenable to a yearly programme of individual reviews. Dividing the disposal operation e.g. between delivery and receipt of waste, operation of transfer stations, transport and final disposal, simply in order to facilitate reviews, would be artificial and ineffective. A much more comprehensive and integrated approach is necessary to any review of the primary task of transporting and disposing of municipal waste.

Importance to the public

- 6.4. Although the Authority does not, strictly speaking, provide services directly to the public nevertheless there is increasing public awareness of the:
- environmental impact of different means of disposal;
 - need to reduce the overall quantity of waste;
 - requirement to increase recycling and recovery activity;
 - availability of civic amenity sites with recycling facilities.

Whilst the cost of disposal of waste has doubled in the last decade this has largely resulted from factors outside the Authority's control. These costs must however be kept in proper perspective, when considered in relation to the overall costs to local taxpayers of the overall provision of other local services.

Relationship to other services and partners

- 6.5. Any review of the disposal service could not be undertaken in isolation from, or without recognition of, the interdependency with:
- a) the services provided by the constituent local authorities including the collection and delivery of household and other waste; and their responsibilities for recycling, civic amenity sites, abandoned vehicles and clinical waste.
 - b) the privately contracted services – most significantly for road and rail transport, and for disposal through landfill.

Other influencing factors

- 6.6. When considering both the content and timing of best value reviews the Authority has had regard to the significant climate of change including:
- the emergence of a national strategy for waste, with recycling and re-use targets
 - the future role of the Mayor for London in developing a regional strategy and in powers of direction for Waste Disposal Authority operations
 - the prospective changes to legislation including the repeal of compulsory divestment, and changes to the basis of levying, and recycling credits
 - the impact of European legislation on production and disposal of waste
 - continuing indications of regular growth in waste tonnages delivered for disposal
 - a review of the long-term contracted arrangements for transport and disposal of waste, together with re-negotiation of the lease of Transport Avenue transfer station
 - a review of the use of Twyford transfer station.

The effect of many of these is unclear – either by reason that they are happening now, or have yet to occur.

Review Programme

- 6.7. The summary of issues in the preceding paragraphs illustrates the complexity and uncertainties, which face the Authority in devising a coherent review programme. Many of the facets of waste disposal operations are influenced by matters outside the Authority's control, and in some instances are unclear or undecided. Further, each of the constituent authorities is a best value authority and will be proposing its own review programme for related waste management services.
- 6.8. After careful consideration of these issues, and of the Government's guidance on the Implementation of Best Value, the Authority initially determined that within the original five year statutory review period it would first review those services which most closely resemble services provide directly to the public or with which the public might most readily identify:
- the delivery, storage and disposal of abandoned vehicles and
 - the operation of civic amenity sites.

In the case of abandoned vehicles, the Authority has in recent times received reports on the continuing and serious difficulties in maintaining this service and the escalation in costs. It was appropriate therefore that this area was reviewed early in the best value programme.

6.9. Accordingly the programme originally established was for abandoned vehicles to be reviewed first, followed by civic amenity sites, and then the third stage of the review would look at the substantive waste handling part of the Authority's operations. Reviewing the major part of the service later in the programme has the advantage of enabling more information to become known about some of the uncertainties identified above. More recently the Authority concluded that civic amenity sites would best be reviewed as an integral part of the review of overall waste arrangements, so that this review now includes:

- arrangements for the delivery of waste by the constituent boroughs
- transport and disposal arrangements
- management of the transfer stations
- civic amenity sites.

6.10. It is recognised that the constituent waste collection authorities have a very substantial interest in the services the Authority provides. Accordingly, in reviewing its services the Authority looks to the constituent boroughs to co-operate and actively assist in a thorough examination of the whole of the operation.

6.11. The Authority also decided, in its first Performance Plan, that it should undertake reviews of its arrangements for corporate governance. Best practice indicated that this should be conducted contemporaneously with the other reviews, so that Corporate governance is being reviewed on a rolling basis.

Timetable Summary

- 6.12. (a) Abandoned vehicles: Review was completed in 2001-2002.
(b) Waste arrangements: 2001 to 2004
(c) Corporate governance: 2000 to 2003 and on going.

Action Plan

6.13. The concept of Best Value relies on the principal objective of continuing to deliver quality and cost effective services. In accordance with the need to conduct thorough Best Value reviews which:

Challenge
Consult
Compare and
Compete

6.14. The implementation of the Best Value reviews will follow a series of steps to demonstrate genuine rigour of investigation:

Step One Identify the scope of the project
Outline the project itself
Agree composition of project team
Set timescales

Step Two Review service provision / configuration
Revisit service plans (or develop new plan)
Examine service from viewpoint of alternative methods of service delivery
Define objectives of service

Step Three Determine performance measures / targets
Agree outputs / outcomes

Step Four Institute Benchmarking process
Identify comparators but also step outside "family groups" for radical alternatives
Join / create Benchmarking Club

Collate / interpret comparative statistics
"Soft Test" private sector providers

Step Five

Identify consultees including providers (potential and current), users of service, Residents and other agencies generally, Constituent Authorities, Unions / Workforce.

Carry out consultation re: possible options through questionnaires, surveys, opinion polls and public meetings, unions and workforce.

Feedback outcome to project groups

Consult on preferred solution(s)

Step Six

WLWA Board to consider report and preferred option

Examine service, policy, resource and workforce implications of preferred solution

Refer preferred solution to constituent Authorities

Step Seven

Agree Improvement Plan re: changes to delivery, configuration, resourcing of service

Adopt Implementation Plan

Approve local Best Value Performance Plan

Adopt monitoring of Plan and continuous review process

- 6.15. Once the Implementation Plan has been adopted, attention will be focused on delivery, monitoring, continuous review and the completion of local performance plans.

Resources

- 6.16. The Authority recognises that there is limited capability within its management structure to undertake the comprehensive reviews that are timetabled above. It established a Steering Group for reviews comprising the Authority chief officers.

- 6.17. In addition the Authority uses review groups of:

- constituent authority waste officers
- additional constituent council representation with appropriate interests / skills.

For each review area, the Authority will also consider the appropriateness of including other relevant stakeholders including staff side representatives, environment and amenity groups, and residents.

SECTION 7

Performance Indicators and Standards

- 7.1. The law requires the Authority's Best Value Performance Plan to include a statement specifying any best value performance indicators, best value performance standards and best value targets which are specified or set in relation to the Authority's functions. The Government has published performance indicators and targets for statutory waste disposal authorities as set out in the next section.

Best Value Performance Indicators and Targets

- 7.2. The tables on the next two pages set out a number of Best Value Performance Indicators (BVPIs) which are specified by the Government. The Authority has also chosen to include a some additional local service indicators that are reviewed each year. Wherever possible the Authority has included performance target figures for both corporate health and service indicators. It may be noted that some of the specified corporate indicators may not be very relevant to the Authority because of its single purpose nature and small staffing numbers.
- 7.3. Of key significance amongst the specified service indicators are the statutory performance standards set for the Authority's recycling and composting of 18% of household waste in 2003-2004 and 27% in 2005-2006. These are complementary to the standards set for the individual constituent boroughs, since the boroughs' recycling and composting counts in the total for the Authority. The boroughs' standards are:

	2003-2004	2005-2006
LB Brent	10%	18%
LB Ealing	20%	30%
LB Harrow	16%	24%
LB Hillingdon	14%	21%
LB Hounslow	28%	36%
LB Richmond	28%	36%

As noted in Section 5 above, the Authority is working closely with the constituent boroughs towards the achievement of these standards and towards meeting the longer term requirement to introduce more sustainable waste management methods in order to divert waste away from landfill.

- 7.4. An important element of Best Value is to be aware of how other local authorities are performing in providing their services. With the other five statutory joint waste disposal authorities (the three in London - the East London, North London, & Western Riverside waste authorities - and the Greater Manchester and Merseyside waste authorities), the Authority participates in a 'benchmarking club' which facilitates the exchange of information. A table is included below that shows the BVPIs published for 2001-2002 by these authorities, though many differences in their circumstances significantly reduce the value of the crude BVPI figures for comparison purposes.

CORPORATE BVPIs							
BVPI No	Indicator	2000-01 Outturn	2001-02 Outturn	2002-03 Target	2002-03 Outturn	Targets 2003-04 onwards	Comment
11	Percentage of senior management posts filled by women.	14.29%	14.29%	BVPI deleted	BVPI deleted	BVPI deleted	"Senior management posts" in BVPI 11 were defined as the top three management tiers. As from 2002-2003 the Government has replaced this with the "top 5% of earners" in BVPIs 11a and 11b. In WLWA's case, 5% is less than 4 people so that, whilst the Authority would welcome gender & ethnic diversity amongst its senior staff, "targets" cannot be meaningfully set for any year.
11a	Percentage of top 5% of earners that are women	Not applicable	Not applicable	Not set	0%	Not set	
11b	Percentage of top 5% of earners that are from black and minority ethnic communities	Not applicable	Not applicable	Not set	0%	Not set	
12	Average number of working days / shifts lost to sickness absence	12.46	11.19	10.5	9.3	9.1 & then reducing	The Government set figure to aim at in London is 9.1 days and WLWA's 2002-2003 figure has come very close to this.
14	Early retirements (excluding ill-health) as a percentage of total workforce	0%	0%	0%	0%	0%	The WLWA 2002-2003 figure of 0% is better than the Government set target of 0.45%.
15	Ill-health retirements as a percentage of the total workforce	1.28%	0%	0%	0%	0%	The WLWA 2002-2003 figure of 0% is better than the Government set target of 0.35%.
16	% of workforce declaring they meet the Disability Discrimination Act disability definition compared with: % of economically active (defined as persons aged 18 to 65) disabled people in authority area	0% Not applicable	0% Not applicable	Not set Not set	0% 11.8%	Not set 11.8%	The Authority is fully committed to meet its obligations under the DDA though "targets" cannot meaningfully be set given the small workforce. For 2002-2003 the Government has added the comparison with 'the economically active disabled people in the Authority's area' overall (though the specified calculation is the 2001 census record of people who declared having a 'limiting long term illness').
17	Minority ethnic community staff as % of total workforce compared with: % economically active (persons aged 18 to 65) minority ethnic community population in authority area	14.0% Not applicable	12.8% Not applicable	17.0% To be set	10.5% 35.2%	17% & then increasing 35.2%	
156	Percentage of buildings open to the public in which all public areas are suitable for and accessible to disabled people	Not applicable	0%	0%	0%	0%	This BVPI relates specifically to buildings and the Authority's figure is 0% because the nature of the Authority's functions means that it does not have buildings containing public areas. However, the Authority's civic amenity site at Victoria Road is accessible to all and any necessary assistance is given.
157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	Not applicable	100%	100%	100%	100%	In the Authority's case, the interactions with the public which are capable of electronic service delivery are largely to do with financial transactions (electronic means available) and the provision of information (email, telephone, & Authority's website)

Staffing BVPIs 11 to 17

The BVPIs concerning staff are required to be expressed as averages or percentages. This may be suitable for most local authorities which employ large numbers. However, for small employ like WLWA (total staff 75, where one person is 1.33% of the staff), this can be misleading. Matters to do with very few individuals may result in large statistical fluctuations.

SERVICE BVPIs									
BVPI No	Indicator	2000-01 Outturn	2001-02 Outturn	2002-03 Target	2002-03 Outturn	2003-04 Target	2004-05 Target	2005-06 Target	Comment
STATUTORY BVPIs									
82a	Total tonnage of household waste arisings - percentage recycled	9.90%	10.58%	14.00%	11.70%	14.50%	18.13%	21.75%	The performance standards set by the Government for the Authority for recycling together with composting are to achieve 18% in 2003-2004 and 27% in 2005-2006. These standards are reflected in the targets shown here.
82b	Total tonnage of household waste arisings - percentage composted	0.98%	1.54%	2.50%	2.18%	3.50%	4.38%	5.25%	
82c	Total tonnage of household waste arisings - percentage used to recover heat, power and other energy sources	0.08%	0.08%	0.10%	0.09%	0.10%	0.10%	0.10%	For the Authority this indicator only applies to the small amount (600 tonnes p.a.) of clinical waste that requires disposal in specialised incinerator facilities.
82d	Total tonnage of household waste arisings - percentage landfilled	89.04%	87.80%	83.40%	86.03%	81.90%	77.40%	72.90%	The targets for this BVPI are based on the the percentage of waste sent to landfill reducing in line with the targets for increased recycling and composting above.
84	Kg of household waste collected per head	460 kg	439kg*	440kg	466kg	Not set	Not set	Not set	Over many years household waste has increased nationally at about 3% p.a., and society as a whole must aim to stabilise and then reverse this trend. However, meaningful future targets cannot be set for individual local authority areas.
		*less than year before due to changed calculation							
87	Cost of waste disposal per tonne for municipal waste	£32.87	£32.37	£35.89	£34.70	£36.53	Not set	Not set	The target for 2003-2004 is based on services being delivered in accordance with the Authority's approved budget for the year. There are too many imponderables to set targets for later years. However, it is to be expected that costs per tonne will rise significantly from the effects of higher Landfill Tax, EU Directives (particularly for End of Life Vehicles), landfill permit trading, & other matters.
WLWA LOCAL BVPIs									
(i)	Percentage of waste transported by rail to disposal	64.5%	67%	70%	67%	70%			This is to monitor that the adverse environmental and congestion effects of road transport are reduced by the use of rail transport.
(ii)	Number of HSE reportable accidents per year	1	Nil	Nil	3	Nil			This monitors the Authority's safety record to ensure the maintenance of its previous good performance.

BVPI data for 2001-2002 published by the six statutory joint waste disposal authorities

BVPI No	Indicator	West London	East London	North London	Western Riverside	Greater Manchester	Merseyside
11	Percentage of senior management posts filled by women.	14.29%	16.70%	Not applicable - NLWA does not employ staff directly and is supported by staff employed by constituent boroughs	33.33%	40.00%	33.33%
12	Number of working days / shifts lost to sickness absence	11.19	16		6.3	24.96	20
13	Voluntary leavers as percentage of staff in post	2.55%	2.63%		12.00%	0.00%	0.00%
14	Early retirements (excluding ill- health) as a percentage of total workforce over 50 years of age	0%	2.63%		0%	0%	0%
15	Ill-health retirements as a percentage of the total workforce	0.00%	0.00%		0%	0%	4.65%
16	Number of staff declaring that they meet the Disability Discrimination Act disability definition as a percentage of total workforce	0%	2.63%		0%	0%	5%
17	Minority ethnic community staff as a percentage of total workforce	12.80%	7.89%		6%	0%	4.65%
156	Percentage of buildings open to the public in which all public areas are suitable for and accessible to disabled people	0.00%	0.00%		100%	100%	0.00%
157	The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	100.00%	100.00%		100%	83%	100.00%
82a	Total tonnage of household waste arisings - percentage recycled	10.58%	5.90%		7.24%	8.86%	5.07%
82b	Total tonnage of household waste arisings - percentage composted	1.54%	1.60%	1.09%	0.57%	1.55%	1.63%
82c	Total tonnage of household waste arisings - percentage used to recover heat, power and other energy sources	0.08%	6.60%	44.02%	0.06%	5.18%	0.08%
82d	Total tonnage of household waste arisings - percentage landfilled	87.80%	85.90%	47.65%	90.51%	87.00%	93.28%
84	Kg of household waste collected per head	439	522	458	419	581	548
87	Cost of waste disposal per tonne for municipal waste	£32.37	£39.34	£35.43	tbc	£45.72	£33.28

SECTION 8

Efficiency Improvements

Authority's approach to efficiency improvements

- 8.1. The end product of the Service Review will be an Improvement Plan that sets out efficiency improvements and action to be taken to achieve the new, improved standard. The targets within the Service Improvement Plan (SIP) will be published annually to all Stakeholders. This will act as the principle means by which the Authority is held accountable for the quality and efficiency of its services. Service Stakeholders will also be consulted on the draft Improvement Plan for their opinions and endorsement.
- 8.2. The Service Improvement Plan will be the output of the review and will be the working document of the development of the review area. The Authority will:
 - Inform and consult Stakeholders during the implementation period.
 - Monitor and control the implementation process.
 - Introduce new responsibilities and working practices.
 - Undertake staff training.
 - Dispose or acquire assets.
 - Arrange new or amended contracts to meet service improvements.
- 8.3. Once the service areas have been reviewed and new performance targets identified, the service options will need to be incorporated into the Authority's financial planning strategy. The Service Improvement Plan will include:
 - Objectives
 - Long term
 - Medium term
 - Short term
 - Performance targets
 - Action Plan
 - Tasks
 - Responsibility for Tasks
 - Deadline
 - Resources
 - Budget
 - Employees
 - External Support

SECTION 9

BVPP Audit

Audit 2001-2002

- 9.1. The audit of the accounts for the year ended 31 March 2002 was completed with an unqualified opinion given on 28 November 2002.
- 9.2. In his management letter the auditor noted that the Authority' financial standing remained soundly based in 2001-2002. The audit also demonstrated that the Authority maintained effective systems of internal financial control and generally satisfactory arrangements for ensuring the legality of transactions with financial consequences, for maintaining standards of conduct, and for the preventing and detecting fraud and corruption.

(Source: District Audit Management Letter to the Authority 28 November 2002)

Auditing the Best Value Performance Plan

- 9.3. The process, planning and delivery of Best Value, including the Best Value Performance Plan, is subject to independent audit and inspection under the auspices of the Audit Commission.
- 9.4. The Auditor certified the Authority's 2002-2003 Best Value Performance Plan on 28 November 2002 without any qualifications in that it complied with statute and Government guidance. The Auditor concluded that the Authority's systems for producing performance information and arrangements for securing economy, efficiency and effectiveness in the use of the resources at its disposal are satisfactory.
- 9.5. The Auditor referred to comments previously made on two matters:

That improvements will be achieved through the adoption of a more rigorous approach to action planning as a result of Best Value Reviews.

The Authority has noted this comment and will have regard to it in its future Best Value Reviews.

That a formal procurement strategy should be adopted by the Authority.

Following the Auditor's report, a formal procurement strategy was adopted by the Authority at its meeting on 16 April 2003.

SECTION 10

Review Areas

Summary of review areas

- 10.1. Of the review areas described in section 6 above, the abandoned vehicles study was completed and an interim report made to the Authority in March 2001. The final report was considered by the Authority in July 2001 following consultation on the study outcome with constituent boroughs and other interested parties. The Authority will return to the consideration of this review when further information is available about the EU End of Life Vehicles Directive which will have a very significant impact on future abandoned vehicle disposal arrangements. In relation to the review of overall waste arrangements, in October 2000 the Authority established a joint waste strategy group with the constituent boroughs. The work of this group, together with the London Mayor's municipal waste strategy (which is scheduled to be finalised in the Summer of 2003), will provide the framework for the review of waste arrangements.
- 10.2. The Authority is also continuing its review of its corporate values and policies over the study period, as follows:

10.2.1. *Financial Regulations and Standards*

These have now been reviewed and approved by the Authority after consultation with interested parties, and were brought into effect from April 2001.

10.2.2. *Anti-Fraud and Corruption Policy*

The Authority approved during 2000-2001 an anti-fraud and corruption policy linked to the Public Disclosure Act 1999 (whistle blowing arrangements). The role and responsibilities of Members and Officers was examined and defined. In addition procedures currently in place were examined to ensure continued effectiveness. The review examined current policy and established written, codified, arrangements on an anti-fraud and corruption policy. These arrangements inform employees of their rights under the Act and about how to make disclosures under the Act.

10.2.3. *Review of the current structure of the Authority*

The review will examine the current structure of the Authority, which has remained largely unaltered since the Authority was established in 1986. Staffing structures have changed little, except at the top management level. Legal, financial and technical support is given by three of the constituent boroughs that are reimbursed for this work. The review will also examine the implications of the Local Government Act 2000 that seeks changes to local democracy including alternative structures for decision making and a new ethical framework.

The following chart sets out the present organisational structure:

West London Waste Authority
 Six Members
 One from each constituent borough
 (Brent, Ealing, Harrow, Hillingdon, Hounslow, Richmond upon Thames)

**BOROUGH BASED CHIEF OFFICERS
 & BOROUGH SUPPORT SERVICES**

Clerk
 Also is Borough Solicitor
 L.B. Hounslow

Committee Services,
 Legal, Valuers &
 Personnel advice

Treasurer
 (Also is Director of
 Finance
 L.B. Harrow)

Financial Management
 and Accountancy;
 Payroll; Cashiers &
 Income, Internal Audit
 services

Chief Technical Advisor
 (Also is Head of Environmental &
 Operational Services
 L.B. Richmond upon Thames)

General technical advice
 Constituent Engineers' group
 (Borough officers discussing
 waste management matters)

**WLWA
 MANAGEMENT**

General Manager

Administration offices at
 Mogden, Isleworth: 8 staff
 Controls revenue budget waste
 policy & planning

3 Transfer stations (70 staff).
 Transport, recycling &
 disposal contracts; all
 supplies, services, income &
 procurements.

9 borough Civic Amenity
 sites. Transport & disposal
 contracts, other waste
 contracts. Abandoned
 vehicles.

Borough liaison & waste
 direction, recycling credits,
 clinical waste payments, &
 charges for borough
 commercial waste disposal.

External contacts and contacts
 with the general public,
 Government depts and
 agencies, other Waste
 Authorities

10.2.4. *Standing Orders, Delegations to Officers and Contract Standing Orders*

The Authority's Standing Orders and Delegations to Officers have now been reviewed and approved by the Authority after consultation with interested parties, and were brought into effect from April 2003. A review of Contract Standing Orders remains to be undertaken.

10.2.5. *Code of Conduct for Members*

A review of the requirements for a Code of Conduct for Members (including such matters as declaration of interests; Members rights to information and access to documents; standards expected of Members) was included in the review of Standing Orders above and appropriate provisions were made.

10.2.6. *Procurement Strategy*

The Authority adopted a Procurement Strategy in April 2003

10.2.7. *Code of Conduct for Employees*

The review will update requirements for a Code of Conduct for employees including declaration of interests (within a Register of Interests, both pecuniary and non-pecuniary).

10.2.8. *Service Boroughs*

Service provision by constituent boroughs, including the terms of reference for legal, financial and technical advice, will be reviewed and the financial costs evaluated. Comprehensive service agreements will be sought from boroughs supplying services.

10.2.9. *Other Corporate Policies*

The review will also take in other corporate policies including recruitment and equal opportunities, and health and safety.

SECTION 11

Financial Statement and Service Data

Financial Data

11.1. The Authority is a single purpose authority established to undertake the waste disposal functions for constituent London Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond-upon-Thames. This section of the Plan:

- sets out how the Authority's financial resources were managed in 2002-2003;
- sets out the demands on the Authority's finances in 2003-2004 and how these costs will be met;

Overall, the Authority is committed to improving its services as part of its budget strategy and maintain a level of levy requirements to meet statutory obligations.

11.2. The WLWA is primarily financed by an annual levy on the constituent boroughs (the London Boroughs of Brent, Ealing, Harrow, Hillingdon, Hounslow and Richmond-upon-Thames) assessed on their Council Tax base. Other income is generated from sources such as charges paid by the boroughs and by businesses for the disposal of non-household waste. Authority expenditure is primarily related to waste disposal contracts with the private sector, including landfill tax at £14 per tonne from 1 April 2003.

11.3. At 31 March 2003 assets held by the Authority comprise land and buildings (valued at £11.602m) and Fixed Plant and Equipment (valued at £0.877m). The Authority's past capital expenditure is financed by an arrangement with the London Borough of Harrow, the outstanding sum totals £4.235m. The Authority currently has a programme of lease arrangements in respect of essential transfer station equipment. Operational stocks valued at £0.227m are also held at the transfer stations.

2002 - 2003

11.4. The Authority approved its 2002-2003 net budget of £30.957m in February 2002. The net budget was funded by a levy of £29.757m and use of £1.2m of balances. The Authority's actual net expenditure was £30.132m. This was £0.825m (or 2.7%) less than the original net budget thereby reducing the call on balances. Table 2 on the next page shows how much the Authority intended to spend in 2002-2003, how much was actually spent, and a summary explanation of the major variations.

2003 - 2004

11.5. For 2003-2004 the approved expenditure is £39.063m, and is financed as follows:

TABLE 1: FINANCING OF EXPENDITURE 2003 - 2004

	£000
Income	6,464
Contingency sum (held in balances)	250
Use of Balances	225
Levy	32,124
Total expenditure	39,063

TABLE 2: USE OF RESOURCES 2002-2003

	Original Budget £000	Financial Outturn £000	Under (-) or overspend £000	Main reasons for significant differences between planned and actual spending
INCOME				
Levy Income	-29,757	-29,757	0	
Trade waste charges to boroughs	-4,741	-4,356	385	Reductions due to lower borough disposal tonnages.
Other income				
Miscellaneous	-30	-62	-32	Miscellaneous items
Agency & Trade Waste	-1,184	-1,508	-324	Income from handling waste from another authority
Interest on cash flow	-190	-255	-65	Additional cash flow interest.
Total Income	-35,902	-35,937	-35	
EXPENDITURE				
Transport & Tipping	16,757	16,321	-436	Lower disposal tonnages (largely because of increased recycling) than estimated, together with lower costs arising from reduced inflation indices
Landfill Tax	9,963	9,931	-32	Lower disposal tonnages than estimated.
Recycling Credits	2,781	3,083	302	Recycling tonnages higher than estimated hence increased payments to boroughs
Employee Costs	2,706	2,573	-133	Reduced costs arising from staff vacancies
Premises	1,900	1,933	33	Additional rents and premises maintenance, offset by reduced rates and energy costs
Capital & Leasing Finance	896	861	-35	Underspends on leasing finance and reduced capital charges
Plant & Equipment	489	345	-144	Reduced fuel oil costs and reduced maintenance costs for containers and other plant, arising from replacements (via leasing)
Abandoned Vehicles	1,013	638	-375	The revised budget reflected an underspend of £0.150m due to delays in the implementation of EU Directives. Further delays increased the underspend.
Agency costs	201	232	31	Additional costs to secure Rate reductions, increased security and other costs at transfer stations offset by reduced audit fees
Distance payments	31	-5	-36	No requirement from boroughs for reimbursement
Supplies & Services	213	252	39	Additional insurance costs reported at revised budget
Support Boroughs	152	149	-3	Minor variations
Total Expenditure	37,102	36,313	-789	
Adjustment to Balances	1,200	375	-825	

11.6. The following Table 3 shows the actual expenditure in 2002-2003 and the approved original budget for 2003-2004, together with the variations between them and an explanation for the main changes. It will be seen that, as well as cost inflation, the principal influences are the £1 per tonne rise in Landfill Tax (which increases expenditure, and also income from higher levels of charges), higher waste tonnages, and provision for the implementation of the EU End of Life Vehicles Directive that will increase the costs of depolluting and recycling abandoned vehicles.

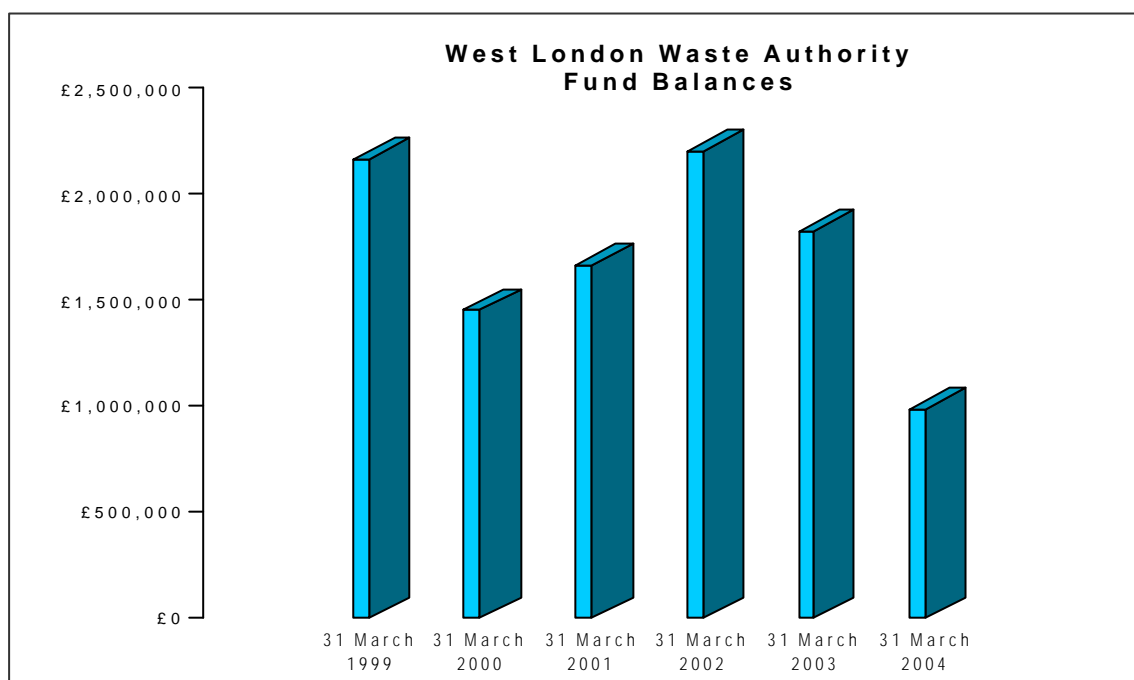
TABLE 3: SPENDING PLANS 2003-2004

	Financial Outturn	Original Budget	Increase / Decrease over	Main reasons for significant differences between 2003-2004 planned and 2002-2003 actual spending
	2002-03 £000	2003-04 £000	2002-03 £000	
INCOME				
Levy Income	-29,757	-32,124	-2,367	Additional levy requirements for inflation, landfill tax and EU Directives
Trade waste charges to boroughs	-4,356	-5,048	-692	Increase in charge per tonne because of higher Landfill Tax
Miscellaneous	-62	-18	44	Minor changes
Agency and Trade waste	-1,508	-1,208	300	Reduction in tonnage expected from an adjacent waste authority in 2003-2004
Interest on cash flow	-255	-190	65	Additional cash-flow interest
Total Income	-35,937	-38,588	-2,651	
EXPENDITURE				
Transport & Tipping	16,321	16,981	660	Additional tonnage predicted and non-recurring outturn variations
Landfill Tax	9,931	10,704	773	Landfill Tax increases
Recycling Credits	3,083	3,227	144	Changes in tonnages and landfill tax
Employee Costs	2,573	2,851	278	Pay inflation and non-recurring outturn variations from 2002-2003
Premises	1,933	2,007	74	Additional premises maintenance
Capital & Leasing Finance	861	995	134	Additional leasing costs from replacement of old plant and waste containers
Plant & Equipment	345	438	93	Maintenance provision changes for containers and other plant
Abandoned Vehicles	638	1,183	545	Effect of EU directives
Agency costs	232	234	3	Minor changes
Distance payments	-5	31	36	Non-recurring outturn variations
Supplies & Services	252	258	6	Minor changes
Support Boroughs	149	154	5	Minor changes
Total Expenditure	36,313	39,063	2,750	
Adjustment to Balances	375	475	100	

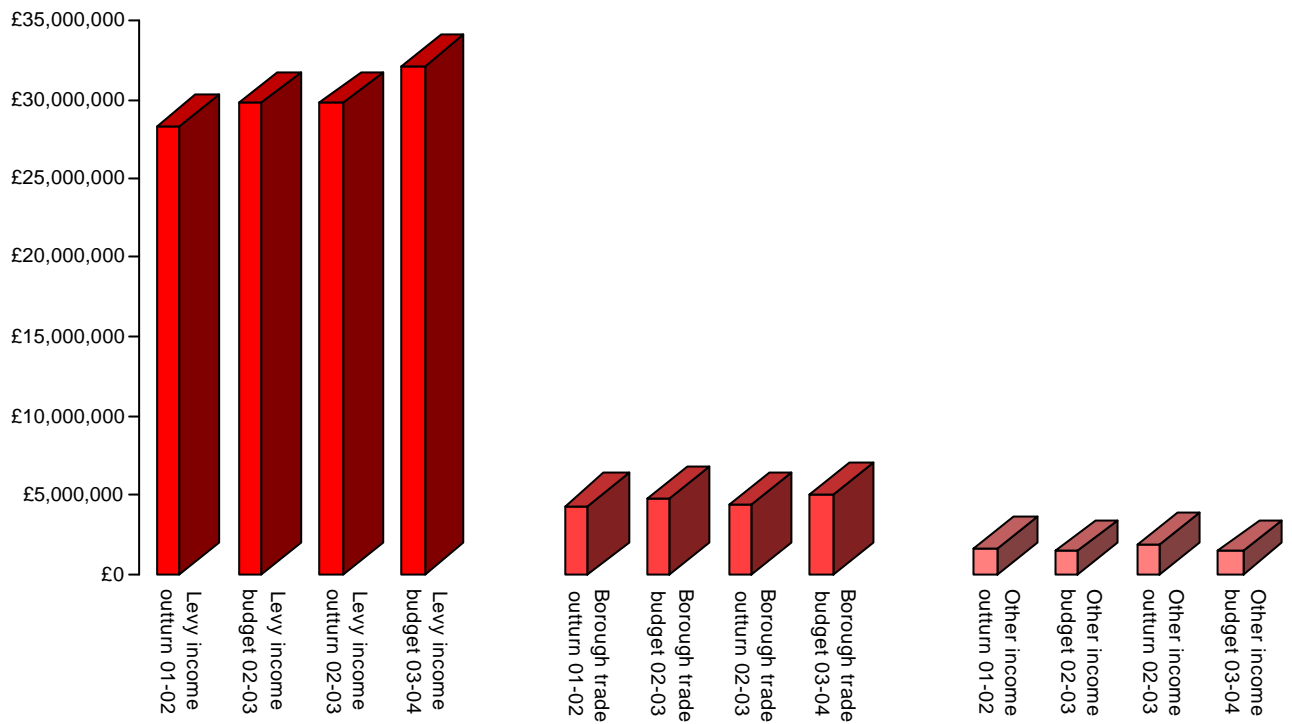
11.7. Levels of fund balances held by the Authority are set out in table 4. A sum of £0.250m is held in balances as a contingency for additional costs that may arise in 2003-2004 from waste strategy implementation. The 2003-2004 levy was reduced by the use of £0.225m from balances.

2000 <i>Financial Outturn</i> £000	2001 <i>Financial Outturn</i> £000	2002 <i>Financial Outturn</i> £000	2003 <i>Financial Outturn</i> £000	2004 <i>Original Budget</i> £000
1,454	1,669	2,203	1,828	986

11.8. The following charts compare the financial years 2001-2002 to 2003-2004



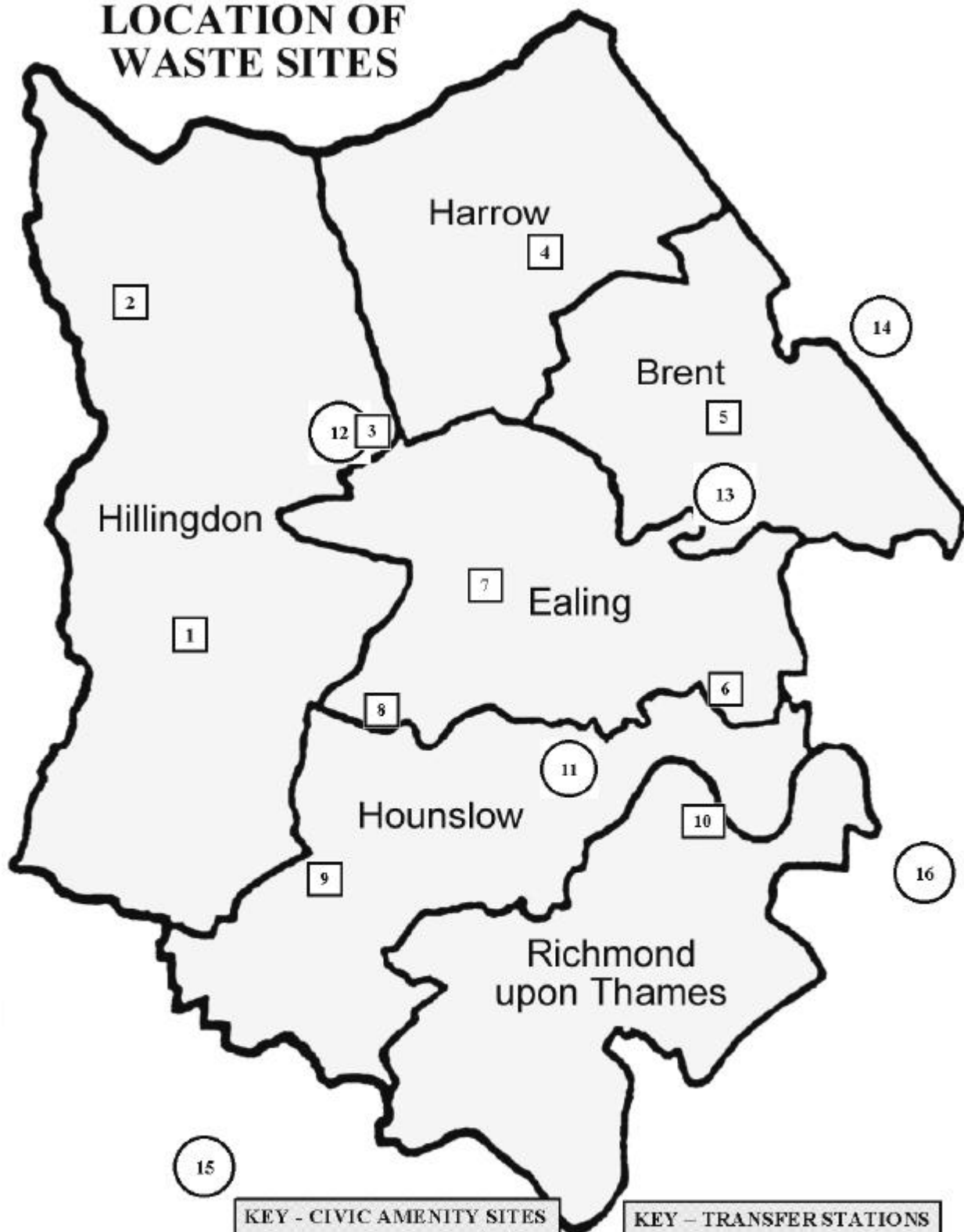
West London Waste Authority - Income



West London Waste Authority - Expenditure



LOCATION OF WASTE SITES



KEY - CIVIC AMENITY SITES

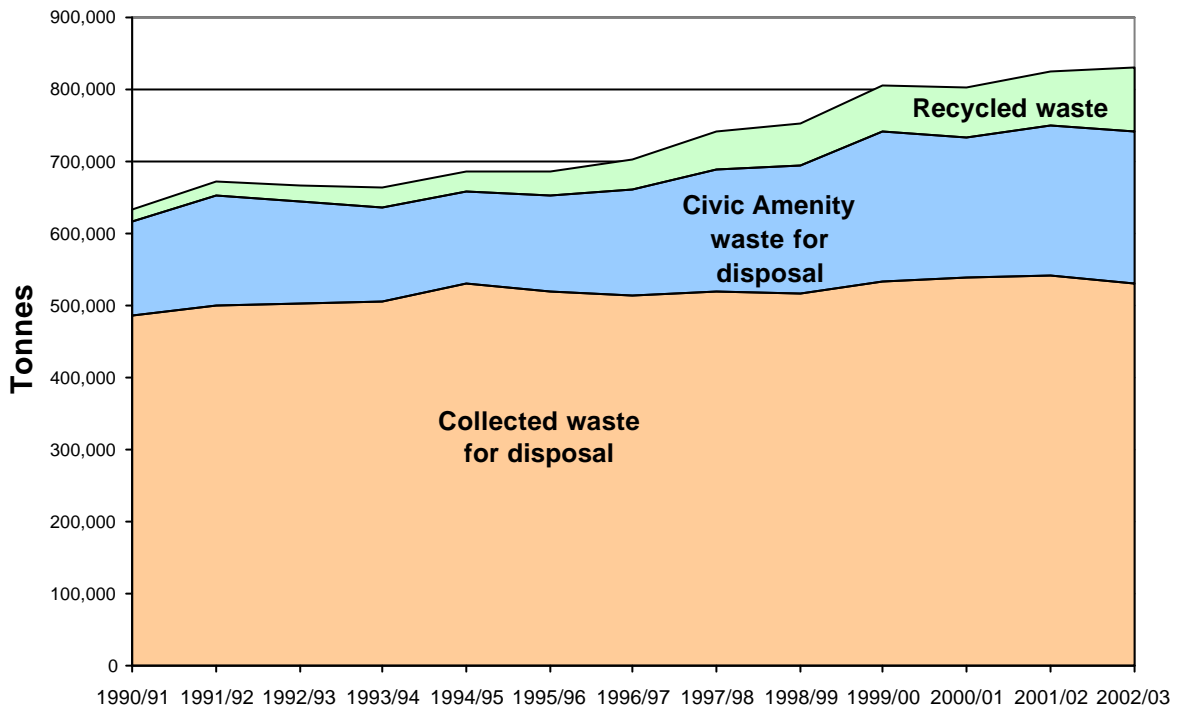
1	Rigby Lane, Hayes.	□
2	New Years Green Lane, Harefield.	
3	Victoria Road, South Ruislip.	
4	Forward Drive, Wealdstone.	
5	First Way, Wembley.	
6	Stirling Road, Acton.	
7	Greenford Road, Greenford.	
8	Gordon Road, Southall.	
9	Space Way, Hounslow.	
10	Townmead Road, Kew.	

KEY - TRANSFER STATIONS

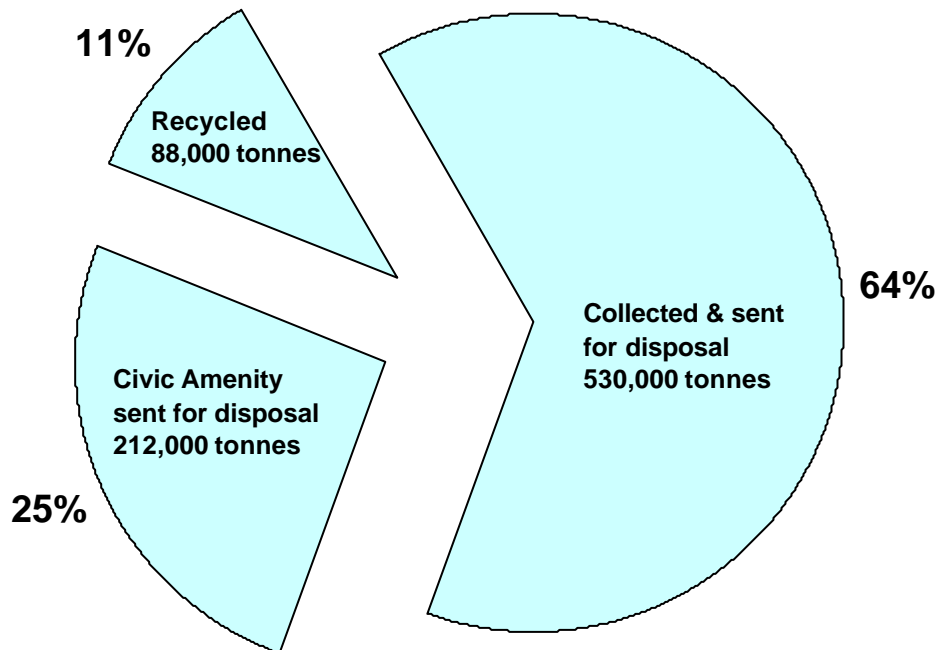
○	WLWA Sites
11	Transport Avenue, Brentford.
12	Victoria Road, South Ruislip.
13	Twyford, Stonebridge Park.
	Other Sites
14	Shanks, Hendon.
15	Surrey WM, Charlton Lane.
16	WRWA, Western Riverside

Waste Tonnes

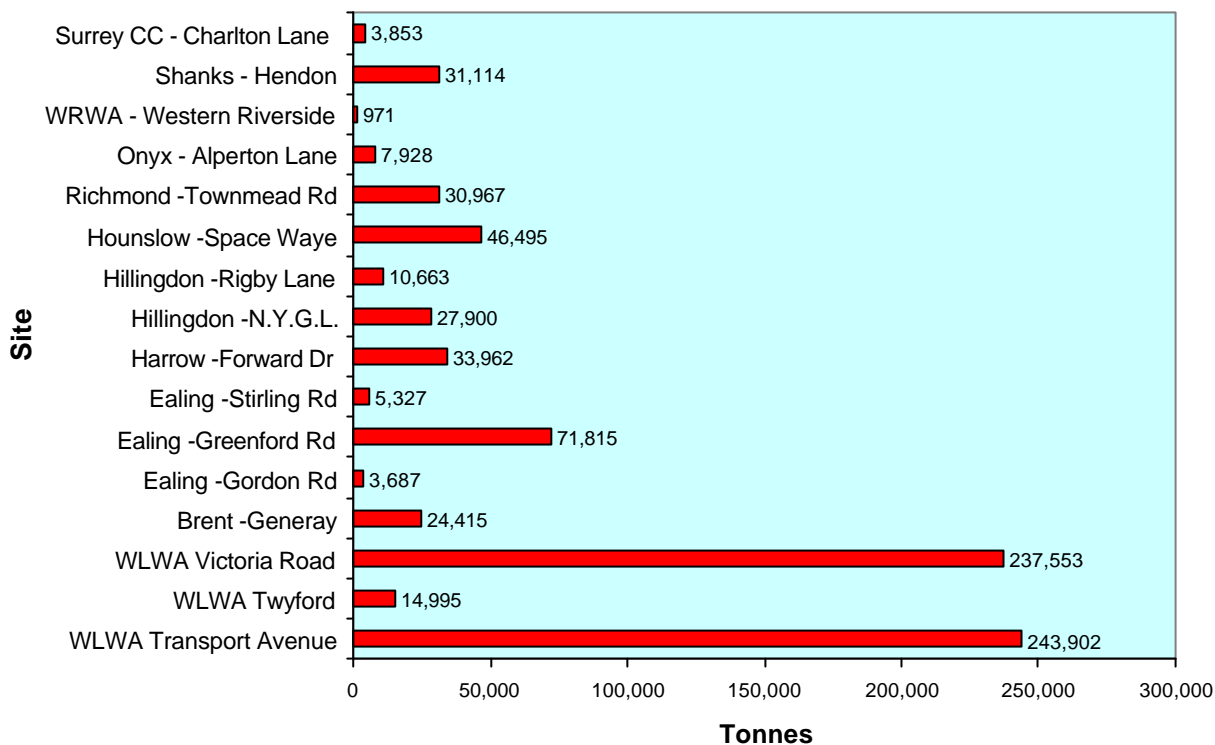
11.9. The Authority's planning must take account of the long-term trend for waste tonnages to grow. The following chart shows the six constituent boroughs' annual waste totals over the past thirteen years. Their total waste has grown from 634,000 tonnes in 1990-1991 to 831,000 tonnes in 2002-2003, an increase of 197,000 tonnes or 31%. Of the 197,000 tonnes increase overall, the additional waste requiring disposal by WLWA was reduced to 127,000 tonnes because of an increase in recycling and composting from 18,000 tonnes in 1990-1991 to 88,000 tonnes in 2002-2003.



11.10. The following chart shows borough waste tonnages in 2002-2003

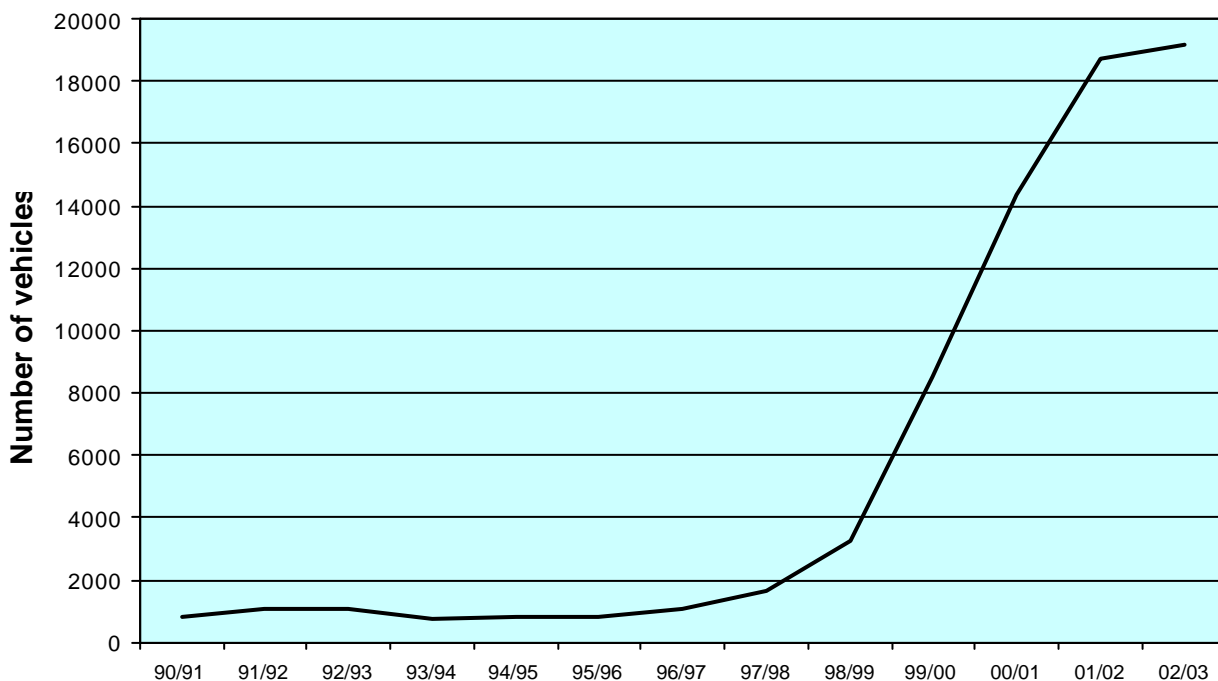


11.11. The following chart shows the distribution of disposal waste tonnages between the various sites in 2002-2003.



Abandoned vehicles

11.12. The following chart shows that historically the constituent boroughs delivered about 1,000 vehicles or fewer each year to WLWA. The chart also shows the more recent dramatic escalation in numbers, with the total in 2002/2003 exceeding 19,000. More abandoned vehicles are being dealt with by the municipal sector because falling prices for scrap vehicles have reduced the proportion handled by private sector operators.



SECTION 12

Conclusion

- 12.1. Prior to publication of this Best Value Performance Plan in its final form on 30 June 2003, interested parties were consulted on a draft of the Plan. Copies of the draft Plan were made available to the constituent boroughs, Authority staff, local Chambers of Commerce, other statutory and neighbouring waste disposal authorities, contractors, and were placed in local libraries, town halls and civic centres.
- 12.2. The final Plan, and a summary of it, are being made available to the constituent boroughs, the general public and interested parties. Further copies will be available on request from Mr. M.J.Smith, Clerk to the West London Waste Authority, Civic Centre, Lampton Road, Hounslow, Middlesex, TW3 4DN or by email to mike.smith@hounslow.gov.uk. They also will be obtainable from the Authority's website at www.westlondonwaste.gov.uk. Further information on the activities and financial information of the WLWA may also be obtained from:

Operational Activities

The General Manager,
West London Waste Authority,
Mogden Works,
Mogden Lane,
Isleworth,
Middlesex,
TW7 7LP

Financial Information

The Treasurer,
West London Waste Authority,
c/o London Borough of Harrow,
Chief Executive's Department,
P.O.Box 21,
Civic Centre,
Harrow, Middlesex, HA1 2UJ

Auditor's Report to the West London Waste Authority on its Best Value Performance Plan for the Year Ending 31 March 2004

Certificate

We certify that we have audited West London Waste Authority's Best Value Performance Plan in accordance with Section 7 of the Local Government Act 1999 and the Audit Commission's Code of Audit Practice. We also had regard to supplementary guidance issued by the Audit Commission.

Respective Responsibilities of the Authority and the Auditors

Under the Local Government Act 1999 (the Act), the Authority is required to prepare and publish a Best Value Performance Plan summarising the Authority's assessments of its performance and position in relation to its statutory duty to make arrangements to secure continuous improvement to the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The Authority is responsible for the preparation of the Plan and for the information and assessments set out within it. The Authority is also responsible for establishing appropriate performance management and internal control systems from which the information and assessments in its Plan are derived. The form and content of the Best Value Performance Plan are prescribed in Section 6 of the Act and statutory guidance issued by the Government.

As the Authority's auditors, we are required under section 7 of the Act to carry out an audit of the Best Value Performance Plan, to certify that we have done so, and:

- to report whether we believe that the Plan has been prepared and published in accordance with statutory requirements set out in Section 6 of the Act and statutory guidance and, where appropriate, recommending how the Plan should be amended so as to accord with statutory requirements;
- to recommend:
 - where appropriate, procedures to be followed in relation to the Plan;
 - whether the Audit Commission should carry out a Best Value inspection of the Authority under section 10 of the Local Government Act 1999; and
 - whether the Secretary of State should give a direction under section 15 of the Local Government Act 1999.

Deloitte

Opinion

Basis of this opinion

For the purpose of forming our opinion whether the Plan was prepared and published in accordance with the legislation and statutory guidance, we conducted our audit in accordance with the Audit Commission's Code of Audit Practice. In carrying out our audit work we also had regard to supplementary guidance issued by the Audit Commission.

We planned and performed our work so as to obtain all the information and explanations which we considered necessary in order to provide an opinion on whether the Plan has been prepared and published in accordance with statutory requirements.

In giving our opinion we are not required to form a view on the completeness or accuracy of the information or the realism and achievability of the assessments published by the Authority. Our work therefore comprised a review and assessment of the Plan and, where appropriate, examination on a test basis of relevant evidence, sufficient to satisfy ourselves that the Plan includes those matters prescribed in legislation and statutory guidance and that the arrangements for publishing the Plan complied with the requirements of the legislation and statutory guidance.

Where we have qualified our audit opinion on the Plan we are required to recommend how the Plan should be amended so as to comply in all significant respects with the legislation and statutory guidance.

Opinion

- In our opinion, West London Waste Authority has prepared and published its Best Value Performance Plan in all significant respects in accordance with Section 6 of the Local Government Act 1999 and statutory guidance issued by the Government.

Recommendations on procedures followed in relation to the Plan

Where appropriate, we are required to recommend the procedures to be followed by the Authority in relation to the Plan.

Deloitte

Basis of recommendations

For the purpose of making our recommendations, we conducted our audit in accordance with the Audit Commission's Code of Audit Practice. In carrying out our audit work we also had regard to supplementary guidance issued by the Audit Commission.

We planned and performed our work so as to obtain all the information and explanations that we considered necessary in order to enable us to determine whether or not to make recommendations in this report on the matters that came to our attention during the audit. However, our work cannot be relied upon to identify every weakness or opportunity for improvement. In particular, it has not necessarily covered the same areas as a Best Value inspection.

For this purpose, our audit included a review and assessment, and where appropriate, examination on a test basis of evidence relevant to:

- the adequacy of the systems set in place by the Authority for collecting and recording specified performance information;
- and the testing of specific performance indicators selected by the Audit Commission for its comprehensive performance assessment of the Authority.

Recommendations

On the basis of our audit work, we consider that there are no matters to be brought to your attention:

Recommendations on referral to the Audit Commission/ Secretary of State

We are required each year to recommend whether, on the basis of our audit work, the Audit Commission should carry out a Best Value inspection of the Authority or whether the Secretary of State should give a direction.

On the basis of our work:

- We do not recommend that the Audit Commission should carry out a Best Value inspection of West London Waste Authority under section 10 of the Local Government Act 1999;
- We do not recommend that the Secretary of State should give a direction under section 15 of the Local Government Act 1999.

Signature Deloitte Gough W.P. Date 19-12-2003