

NORTH LONDON WASTE AUTHORITY

REPORT TITLE

2014/15 THIRD BUDGET REVIEW AND 2015/16 BUDGET FORECAST

REPORT OF

FINANCIAL ADVISER

FOR SUBMISSION TO

AUTHORITY MEETING

DATE

12 DECEMBER 2014

1. SUMMARY OF REPORT

This report is the third in the current year of a series of regular reports on the Authority's finances. It concludes that the Authority is currently forecast to have a revenue surplus of £10.150m at 31 March 2015, i.e. an increase of £3.661m compared with the second review.

This review of the 2014/15 budget and the forecast for 2015/16 reflect the positive impact on the Authority's financial position of operational changes which deliver significant savings principally in its Landfill Tax liability. Also having an impact is the new contract with LondonWaste Ltd starting in December 2014; although many prices are unchanged or similar to the current contract, the Authority will benefit from more advantageous pricing in some areas. In the light of continued good performance at LondonWaste there is a good prospect that the Authority will receive a final dividend of £2.5m in December.

Work to prepare an application for a Development Consent Order (DCO) for the replacement of the current Energy-from-Waste facility (EfW) at the Edmonton EcoPark has recently been announced; the cost of undertaking this work is reflected in this update on the Authority's finances.

A detailed assessment of the budget and resource requirements for 2015/16 indicates a net budget requirement of £65.585m. This is a reduction of £1.470m compared with the 2014/15 approved budget and £3.918m lower than the 2015/16 medium term forecast reported to the Authority in February 2014.

With a reduction in the Authority's net budget requirement to £65.585m the Authority would need to use £8.089m of forecast balances in order to achieve a standstill in the 2015/16 levy. This would enable forecast balances of £2.061m to be retained to help fund the 2016/17 budget and restrict the 2016/17 levy increase to 11.62%. In considering this proposition it is important to bear in mind that the scale of the LondonWaste Ltd dividend payment has been a major factor in keeping levy increases at low levels in recent years. LondonWaste Ltd is now focusing on providing a service to the Authority but as a consequence will not be able to pay the same level of dividend as in recent years. The impact is cost neutral to the Authority as more of the Authority's waste is treated at the Edmonton EfW which has the effect of reducing the Authority's cost base.

Additionally, residual waste stream reductions and the resulting cost savings have also been significant in the period 2008 to 2013, and these too have helped to restrict the Authority's levy increases; however, the rate of decline in the waste stream has significantly reduced over the past two years. As a consequence it is now appropriate to consider how best to manage revenue balances that the Authority is forecast to have at the 31st March 2015. For these reasons it is proposed that the Authority should consider holding on to balances in the manner described in the report. This has the potential to provide constituent boroughs with greater stability and certainty in the level of the Authority's levy in the medium term and thereby reducing the risk of major one-off increases in the levy because of the full utilisation of balances in a previous year; this should prove particularly beneficial in a period when there will be further significant pressure on borough finances.

The report also explores the possibility of an inflation increase in the 2015/16 levy which could have the effect of further increasing retained balances to help fund the 2016/17 budget.

The Members' Finance Working Group will have an opportunity to examine the assumptions which underpin the current budget forecast and the levy options at its meeting on 8 January 2015. The outcome of this review together with up-to-date advice on the Authority's budget and resource requirements for 2015/16 will be reported to the budget and levy setting meeting in February 2015. In keeping with established practice it is proposed to liaise with borough Directors of Finance to seek their views on the application of balances and to report back to the Authority at the budget and levy setting meeting in February.

For illustration purposes the report focuses on the prospect of a standstill in the 2016/17 levy. After use of £8.089m of forecast revenue balances the Authority's 2015/16 budget will require funding of £57.496m by constituent boroughs. It is estimated that £9.189m will be funded from the non-household charging arrangement and £1.855m through the household charging arrangement. Finally, it is estimated that the remaining costs of the Authority will be funded by a levy of £46.452m, i.e. the same as 2014/15. The 2015/16 estimated levy comprises a base levy element of £43.604m and a Reuse and Recycling Centre element of £2.848m.

2. RECOMMENDATIONS

The Authority is requested to note:-

- (i) The third review of the 2014/15 revenue budget.
- (ii) The current assessment of the budget and resource requirements for 2015/16 and the factors that could impact on the level of the 2015/16 levy including the approach to the retention of balances discussed in paragraphs 4.6 to 4.9.
- (iii) The changes to the residual non-household charging arrangements that will need to be approved at the February meeting.
- (iv) The levy apportionment arrangements for 2015/16.
- (v) The issues that will need to be addressed at the 2015/16 budget and levy meeting on 12 February 2015.

Signed by the Financial Adviser:

Agreed by Mike O'Donnell

Date: 4th December 2014

3. **Review of the 2014/15 Revenue Budget**

3.1 At its meeting on 13 February 2014 the Authority agreed a budget of £67.055m to be financed by using balances of £6.907m, earmarked reserves of £1.000m, charges to boroughs for non-household waste and chargeable household waste of £10.691m and £2.005m respectively, and a levy of £46.452m.

3.2. In subsequent reviews Members have been advised of:

	£m
Higher level of balances brought forward from 2013/14	(3.835)
Transfer of residual waste from Hendon to Edmonton (net saving)	(2.540)
Shredding and incineration of civic amenity(RRC) waste (net saving)	(1.466)
Forecast reduction in residual waste tonnages (saving)	(0.317)
Additional sites and planning process costs	1.115
Reduction in non-household and chargeable household income	0.554
Forecast revenue balance at 31 March 2015	(6.489)

3.3 A further detailed review of the budget has identified a number of other changes, the net effect of which is estimated to increase the level of surplus revenue balances likely to be available at 31 March 2015 by a further £3.661m to £10.150m. Details of the most significant changes identified by the third review are shown below.

3.4 **Transport, Disposal and Landfill Tax: (- £0.382m)**

3.4.1 In September Members were advised that based on tonnage data for April to July 2014 the Authority was forecasting a net reduction of 0.86% in the level of waste entering the residual waste stream in 2014/15 compared with 2013/14. As a consequence, total residual waste tonnage for 2014/15 was forecast to reduce by 5,031 tonnes to 578,101 tonnes compared with 2013/14. This is 7,383 tonnes less than the 2014/15 original budget assumption of 585,484 tonnes.

3.4.2 Data for the six months to September 2014 indicates that there could be a further small reduction in the amount of waste delivered to the Authority. The 2014/15 residual waste stream is now forecast to reduce by 1.02% compared with 2013/14 i.e. by 5,977 tonnes to 577,155 tonnes. Whilst the reduction compares favourably with the 2014/15 original budget assumptions, the Authority will need to take care when budgeting for waste trends at this key time in the budget process. This is considered in more detail below.

3.4.3 Details of the percentage movement in forecast 2014/15 residual waste tonnage levels for each borough compared with 2013/14 may be summarised as follows:-

Table 1	September Forecast	December Forecast	Variance between September and December forecasts
	<i>(April to July data)</i>	<i>(April to September data)</i>	
	%	%	%
Barnet	- 3.70	- 3.01	+ 0.69
Camden	+ 0.01	- 0.57	- 0.58
Enfield	- 0.25	- 0.60	- 0.35
Hackney	+ 1.74	+ 1.73	- 0.01
Haringey	+ 0.63	- 0.19	- 0.82
Islington	- 0.12	+ 0.69	- 0.81
Waltham Forest	- 3.90	- 5.06	- 1.16
Overall Position	- 0.86	- 1.02	- 0.16

- 3.4.4 Given the inherent uncertainty in forecasting waste tonnages and the slow-down in the rate of tonnage reduction, the third review adopts a degree of caution in projecting the outturn for the year and allows for an increase of 1% in the total waste stream during the second half of the year. As a consequence the third budget review assumes a full year residual tonnage forecast of 585,167 tonnes. Data for the period to December 2014 will be available to help inform the decisions that will need to be made in February on the 2014/15 revised budget and 2015/16 draft budget.
- 3.4.5 Prices in the Authority's waste contracts including the new contract with LondonWaste Ltd are linked to changes in the Retail Price Index (RPI). Although the 2014/15 budget allowed for an increase of 2.9% at the relevant review date (December for most LWL prices) for these contracts, RPI is currently rising at an annual rate of 2.3% (October index) and this has been allowed for in the third budget review. Actual December year-on-year inflation levels will be known by the time of the February budget and levy meeting and therefore there will be an opportunity to allow for the actual rate of change at that time. This has contributed to a reduction in forecast costs.
- 3.4.6 The new contract arrangements with LondonWaste Ltd will also see a reduction in the cost of treating clinical waste and a reduction in the cost of treating the Hendon waste stream which is transported by rail to landfill. The part-year saving from these changes is estimated to be in the region of £0.684m in 2014/15.
- 3.4.7 As more of the Authority's residual waste is now being treated at the Edmonton EfW (in place of commercial waste) its share of the landfill tax paid by LondonWaste in respect of incinerator residues also rises. This plus a review of the tonnages to be sent to landfill is estimated to add £0.590m to the Authority's costs compared with the second review.
- 3.4.8 Also included within this budget category is the cost to the Authority of the annual adjustment in relation to electricity prices achieved by LondonWaste Ltd that is contained in both the old and new contracts with the Company. This requires the Authority to contribute towards the reduction in the Company's electricity income as a result of the cessation of the Non Fossil Fuel Obligation in December 1998 (the Obligation provided for

an enhanced electricity price to be paid). Compared with the original budget assumptions, the value of this claim in 2014/15 is estimated to be £0.383m less.

3.4.9 Allowing for all of the above changes and other minor revisions, the net effect of these changes, compared with the second budget review is to reduce the cost to the Authority by £0.382m in 2014/15.

3.5 Composting and MRF Services: (- £0.541m)

3.5.1 Based on forecast data provided by constituent boroughs, usage of the MRF service for commingled waste in 2014/15 is expected to be 113,586 tonnes. Compared with the 2014/15 budget which was based on 118,979 tonnes, the expenditure on the MRF service is estimated to fall by £0.296m to £5.830m.

3.5.2 Tonnage delivered by the boroughs for composting is projected to be 53,979 tonnes, a reduction by 1,850 tonnes compared with the 2014/15 budget. Allowing also for a cost reduction in December 2014 the expenditure on the composting service has been reduced by £0.245m to £2.722m in the third review.

3.6 Waste Transfer Stations and Other Sites: (- £0.160m)

3.6.1 This budget head includes the Authority's share of the landlord's costs at the Hornsey Street facility and rent in respect of the Hendon rail transfer station; a small net saving of £0.010m is currently expected.

3.6.2 The maintenance budget for other sites has been reduced by £0.150m to reflect the limited level of maintenance likely to be required during the year.

3.7 Reuse and Recycling Centres (RRCs): (+ £0.152m)

3.7.1 Formerly known as Household Waste Recycling Centres, the term Re-use and Recycling Centre has been adopted so that it more appropriately describes the services provided at the sites.

3.7.2 Overall, compared with the original budget assumptions the third review allows for a net budget increase of £0.152m. The net costs to the Authority of operating RRCs are ring-fenced to the 'home' borough and are recovered from boroughs through a separate element of the levy. Under or over spends are carried forward to the levy calculation in the following year so the net cost to each borough in any year also reflects the changes in its balance position.

3.7.3 In setting the budget and levy for 2014/15 the Authority assumed that it would have favourable RRC balances of £0.562m to offset the cost of RRCs in 2014/15. In the final outturn, favourable RRC balances at 31 March 2014 were £0.686m, an improvement of £0.124m.

3.7.4 Based on the first six months of the year the net cost of recycling services at the RRCs is forecast be £0.633m, or £0.279m above budget. Although this reflects increased recycling rates that the Authority has achieved since taking over management responsibilities, the increases for the most part have been in materials that do not produce an income. These additional costs are expected to be partially offset by operational

savings and a lower than expected cost of planned improvement works amounting to £0.127m.

3.7.5 The costs set out in Table 2 below include elements of the Operations Team and Revenue Funding of the Capital Programme budgets that relate to the RRCs. In 2014/15 these costs are expected to be £0.082m and £0.027m respectively (£0.064m and £0.118m in the original budget). With regard to the Revenue Funding of the Capital programme, the original budget assumed that the acquisition of the Western Road RRC would have taken place early in 2014/15 but this is now likely to be towards the end of 2014/15. A saving of £0.091m has resulted.

3.7.6 Table 2 below provides a summary of the current financial position for each borough including Operations Team and capital funding costs:

	1	2	3	4	5
Table 2	Change in RRC Balances at 1 April 2014 (As reported In June)	Total Operating Costs – 2014/15 Original Budget	Total Operating Costs - 2014/15 Third Budget Review	Change in 2014/15 Total Operating Costs	Estimated RRC Balances at 31 March 2015 (Column 1 less 4)
	£	£	£	£	£
Barnet	-	725	166	(559)	(559)
Camden	(40,496)	354,562	383,058	28,496	(12,000)
Enfield	-	453	104	(349)	(349)
Hackney	-	226	52	(174)	(174)
Haringey	(63,277)	727,828	713,804	(14,024)	(77,301)
Islington	(3,153)	610,929	579,747	(31,182)	(34,335)
Waltham Forest	(17,130)	944,528	1,041,261	96,733	79,603
Total	(124,056)	2,639,251	2,718,192	78,941	(45,115)

3.7.7 Subject to final review in February RRC balances of £0.045m will be taken into account in calculating the RRC element of the 2015/16 levy. For Waltham Forest the negative balance will add to the 2015/16 levy.

3.8 Re-use and Recycling Credits and Other Recycling Initiatives: (- £0.081m)

3.8.1 The Reuse and Recycling Credits scheme budget provides funds to reward not-for-profit and charitable organisations for taking waste out of the waste stream which reduces the Authority's costs. The budget reflects information provided by registered organisations during the application process. The value of claims made in the first quarter of this year was lower than expected and if this trend continues there could be a saving of £0.070m. Additionally, take-up of the real nappies scheme indicates that the budget will not be fully expended in 2014/15 resulting in an estimated saving of £0.011m.

3.9 Commingled Income Payment Scheme/Income from the sale of Recyclates

3.9.1 The value of payments made to the boroughs under this scheme is limited in practice to the value of income received by the Authority from the sale of recyclates, i.e. there is no net cost to the Authority. Latest tonnage forecasts provided by the boroughs for 2014/15 indicate an increase in their use of the scheme compared with 2013/14 although this is less than earlier forecasts for 2014/15. The increase since 2013/14 is largely due to the full year effect of LB Barnet using the service together with changes to the collection services in Camden. As regards prices achieved in the market by the Authority's MRF contractors, these fell to an average of £27.88 per tonne in 2013/14 and have declined further in 2014/15. The third review therefore allows for an average of £23.70 per tonne. Taking this into account together with the forecast reduction in tonnages, the third budget review allows for a reduction of £0.129m compared with the second review and £0.282m compared with the original 2014/15 estimate. The reduction is reflected in both budgets which therefore remain cost neutral to the Authority. Boroughs may also wish to take a cautious approach when reviewing their own budgets.

3.10 Corporate and Other Support Service Costs: (- £0.174m)

3.10.1 Included in this budget are the Legal and Governance, Finance and External Relations teams and other support costs of operating the Authority. The latter includes the costs of the lead borough support arrangements, the core costs of operating the Authority and the cost of engaging external consultants to support the work of the Managing Director and Authority Advisers. All budgets have been subjected to a detailed review however the net saving in the main relates to the transfer of a communications budget of £0.173m to the Development Consent Order (DCO) project referred to below.

3.11 Operations Team: (- £0.178m)

3.11.1 The original budget included a provision to undertake a waste composition survey, however, it has been decided to defer this work until 2016/17 and 2017/18; this is the main reason for the forecast saving.

3.12 Sites & Planning Process Costs: (+ £0.925m)

3.12.1 A detailed assessment of the resources needed in 2014/15 to prepare the Development Consent Order (DCO) application has concluded that an additional budget of £0.925m is required in 2014/15. A report elsewhere on this agenda provides further information.

3.13 Revenue Funding – Capital Programme: (- £0.897m)

3.13.1 This budget provides for the revenue cost of funding the Authority's capital programme. Other than the intention to complete the purchase of the Western Road HWRC no further acquisitions are anticipated in 2014/15. This should result in a saving of £0.487m with a further £0.410m resulting from the temporary use of cash balances in lieu of borrowing for a previous acquisition.

3.14 Charges to Boroughs for Non-Household Waste: (+ £0.301m)

3.14.1 In the light of further borough non-household tonnage declarations the amount of non-household waste is currently estimated to fall to 89,064 tonnes compared with an original budget assumption of 93,807 tonnes, i.e. a reduction of 4,743 tonnes. The declarations also indicate an increase in recyclable waste tonnages. Based on these declarations and compared with the second budget review it is estimated that income will fall by a further £0.301m to £9.845m in 2014/15.

3.14.2 Estimated charges for the disposal of non-household waste in 2014/15 compared with the original budget assumptions are shown in the table below:-

Table 3	2014/15 Original Estimate £	2014/15 Current Forecast £	Estimated Variance £
Barnet	1,412,890	1,224,711	(188,179)
Camden*	3,746,125	3,024,178	(721,947)
Enfield	1,018,900	961,222	(57,678)
Hackney	1,844,600	1,839,135	(5,465)
Haringey *	248,185	310,410	62,225
Islington *	2,256,810	2,318,321	61,511
Waltham Forest	163,070	166,734	3,664
Total	10,690,580	9,844,711	(845,869)

* Including income from non-household recyclable wastes.

3.14.3 Boroughs make on account payments to the Authority during the year based on the original estimate. Any additional sums due or refunds are determined as part of the 2014/15 final accounts process. The table indicates that Haringey, Islington and Waltham Forest may need to make additional payments to the Authority. All other boroughs could be entitled to a refund.

3.15 Charges to Boroughs for Chargeable Household Waste: (+ £0.018m)

3.15.1 The latest declarations by the boroughs indicate a small reduction in the Authority's income from this source. Estimated charges are shown in the table below

Table 4	2014/15 Original Estimate £	2014/15 Current Forecast £	Estimated Variance £
Barnet	262,200	261,995	(205)
Camden*	497,720	470,233	(27,487)
Enfield	164,565	164,436	(129)
Hackney	596,007	595,445	(562)
Haringey *	274,717	274,534	(183)
Islington *	210,184	211,181	997
Waltham Forest	0	0	0
Total	2,005,393	1,977,824	(27,569)

3.16 Dividend Income (LondonWaste Ltd) (- £2.500m)

3.16.1 The original budget assumed an income of £2.5m from LondonWaste Ltd. An interim dividend of £2.5m was paid in July 2014. In the light of the trading performance reported elsewhere on this agenda the Company has advised that it will be considering a proposal to pay a final dividend of £2.5m to the Authority at its December Board meeting. This has been allowed for in the current review.

3.17 Overview

3.17.1 Allowing for the factors outlined above, the total net expenditure in 2014/15 for the Authority is estimated to reduce to £59.867m. This represents a reduction of £3.980m compared with the second budget review in September. Taking into account a reduction in non-household and household charges since September of £0.319m, the net revenue surplus at 31 March 2015 is currently forecast to increase to £10.150m, i.e. a net increase of £3.661m since the September forecast.

3.17.2 Table 5 below provides a summary of the current financial position:

Table 5	2014/15 Original Budget	2014/15 Second Review	2014/15 Third Review	Variance between Second and Third Reviews
	£'000	£'000	£'000	£'000
Expenditure				
Main Waste Disposal Contract (ex CA Waste)	26,073	27,363	26,371	(992)
Civic Amenity (RRC) Residual Waste	1,382	1,408	1,428	20
Landfill Tax	13,809	8,170	8,760	590
Composting Services	2,967	2,967	2,722	(245)
MRF Services	6,126	6,126	5,830	(296)
Transfer Station and Other Sites	1,585	1,585	1,425	(160)
Re-use and Recycling Centre Operations	2,457	2,457	2,609	152
Corporate and Other Support Service Costs	2,843	2,843	2,669	(174)
Operations Team	766	766	588	(178)
Waste Reduction Programme – New Initiatives	316	316	316	0
Technical and Planning Team	259	259	309	50
Joint Communications Initiative	298	298	108	(190)
Recycling Initiatives	297	297	216	(81)
Commingled Income Payment Scheme	2,974	2,821	2,692	(129)
Sites and Planning Process Costs	1,000	2,115	3,040	925
Revenue Funding – Capital Programme	8,242	8,242	7,345	(897)
	71,394	68,033	66,428	(1,605)
Less				
Income				
Rents	(105)	(105)	(104)	1
Sale of Recyclates	(2,974)	(2,821)	(2,692)	129
Interest on Balances	(75)	(75)	(80)	(5)
Dividend (LondonWaste Ltd)	(2,500)	(2,500)	(5,000)	(2,500)
	(5,654)	(5,501)	(7,876)	(2,375)
Net Expenditure	65,740	62,532	58,552	(3,980)
Contingency	1,315	1,315	1,315	0
Total Net Expenditure	67,055	63,847	59,867	(3,980)
Financed by:				
Balances b/fwd	(6,907)	(10,742)	(10,742)	0
Return of Earmarked Reserve to Revenue	(1,000)	(1,000)	(1,000)	0
Charges to Boroughs (non-household waste)	(10,691)	(10,146)	(9,845)	301
Charges to Boroughs (household waste)	(2,005)	(1,996)	(1,978)	18
Levy – Base Element	(44,375)	(44,375)	(44,375)	0
Levy - RRC Element	(2,077)	(2,077)	(2,077)	0
Total Resources Available	(67,055)	(70,336)	(70,017)	319
Estimated Revenue Balance as at 31 March 2015	0	(6,489)	(10,150)	(3,661)
Retained Balances	(5,000)	0	0	0

4. **2015/16 Budget Forecast**

- 4.1 At the Authority meeting in February 2014, I provided Members with an early forecast of the budget and resource requirements for 2015/16. This indicated that the net budget requirement for the year ahead was estimated to be £69.503m. Given the use of projected revenue balances to assist with the funding of the 2014/15 budget, and assuming no revenue balances at 31 March 2015, the levy was forecast to increase by 21.23% in 2015/16. I advised though, that no allowance had been made for costs that may arise out of decisions yet to be made concerning the Authority's new residual waste strategy. Since then revenue balances at 31 March 2014 improved by £3.835m. In addition the first two reviews of the 2014/15 budget revealed the likelihood that revenue balances at 31 March 2015 could increase by a further £2.654m to £6.489m.
- 4.2 Members will appreciate from the detailed third review of the 2014/15 budget discussed earlier in this report that forecast revenue balances at the 31 March 2015 are currently estimated to be £10.150m. The Authority is in a strong financial position. This has been due mainly to operational changes introduced through LondonWaste Ltd in connection with the incineration of part the Hendon waste stream instead of landfill and the shredding and incineration of a large proportion of the Authority's civic amenity residual waste stream. The Authority is also forecast to benefit from the new LondonWaste contract which comes into effect in December 2014; this includes a number of price reductions. Offsetting these savings, however, is a forecast reduction in income from non-household waste in 2014/15 and the cost of the DCO project. Assuming the assumptions which underpin this forecast remain valid in February, it is envisaged that balances of £10.150m should be available to assist with the funding of future years' budgets.
- 4.3 The Authority's 2015/16 net budget is currently estimated to be £65.585m, i.e. a reduction of £1.470m compared with the 2014/15 budget and £3.918m lower than the 2015/16 medium term forecast reported to the Authority in February 2014. The reduction from the 2014/15 budget has arisen mainly from the full year effect of the changes referred to in paragraph 4.2. The scale of the saving allows the Authority to consider setting a standstill levy which accommodates the cost of the DCO process and a lower level dividend payment from LondonWaste Ltd. The 2015/16 budget forecast also allows for a reduction in residual non-household charges (please refer to section 5.18).
- 4.5 LondonWaste Ltd is now focusing on providing a service to the Authority and therefore will not be able to pay the same level of dividend as in recent years. The impact is cost neutral to the Authority as more of the Authority's waste is treated at the Edmonton EfW which has the effect of reducing the Authority's cost base. As a consequence it is now appropriate to consider how best to manage revenue balances that the Authority is forecast to have at the 31st March 2015.
- 4.6 With a reduction in the Authority's net budget requirement to £65.585m the Authority would need to use £8.089m of forecast balances in order to achieve a standstill in the 2015/16 levy. This would leave forecast balances of £2.061m to help fund the 2016/17 budget and restrict the 2016/17 levy increase to 11.62%. It is important to bear in mind that the scale of the LondonWaste Ltd dividend payment has been a major factor in keeping levy increases at a low level in recent years. Additionally, waste stream reductions and the resulting cost savings have also been significant in the period 2008 to 2013 and these too have helped to restrict the Authority's levy increases; the rate of decline in the residual waste stream however has significantly reduced over the past two years. For these reasons it is recommended that Members should consider holding on to

balances in the manner described. This has the potential to provide constituent boroughs with greater stability and certainty in the level of the Authority's levy in the medium term and thereby reducing the risk of major one-off increases in the levy because of the full utilisation of balances in a previous year; this should prove particularly beneficial in a period when there will be further significant pressure on borough finances. On this basis the projected year-on-year change in the cost to boroughs may be summarised as follows:

Table 6	2014/15 Budget £'000	2015/16 Forecast £'000	Variance £'000	Variance %
Charges – non-household	10,691	9,189	(1,502)	(14.05)
Charges – household	2,005	1,855	(150)	(7.48)
Levy	46,452	46,452	0	0.00
Total	59,148	57,496	(1,652)	(2.79)

- 4.7 Details of each borough's estimated charge for non-household waste can be found at paragraph 5.18.5 and chargeable household waste at paragraph 5.19.4, whilst each borough's share of the estimated levy, using the alternative levy apportionment arrangements agreed by constituent councils can be found at paragraph 6.6.
- 4.8 Further information on the 2015/16 budget forecast assumptions can be found at section 5.
- 4.9 If the Authority was minded to consider a 2% inflation increase in the 2015/16 levy this would generate further balances of £0.929m which could be retained and used to reduce the increase in the 2016/17 levy to 9.62%. Any additional balances that may possibly arise in 2015/16 or cost reductions in 2016/17 would further help to keep the levy increase to single figures and provide further stability.

4.10. Table 7 below provides a summary of the 2015/16 budget forecast:-

Table 7	2014/15 Original Budget £'000	2015/16 Budget Forecast £'000	Year on year change £'000
Expenditure			
Main Waste Disposal Contract (ex CA Waste)	26,073	25,333	(740)
Civic Amenity (RRC) Residual Waste	1,382	1,490	108
Landfill Tax	13,809	8,998	(4,811)
Composting Services	2,967	2,474	(493)
MRF Services	6,126	6,107	(19)
Transfer Stations and Other Sites	1,585	1,520	(65)
Re-use and Recycling Centre Operations	2,457	2,523	66
Corporate and other Support Service Costs	2,843	2,512	(331)
Operations Team	766	544	(222)
Waste Reduction Programme – New Initiatives	316	374	58
Technical and Planning Team	259	479	220
Joint Communications Initiative	298	305	7
Recycling Initiatives	297	304	7
Commingle Income Payment Scheme	2,974	2,761	(213)
Sites and Planning Process Costs	1,000	3,465	2,465
Revenue Funding – Capital Programme	8,242	8,053	(189)
	<hr/>	<hr/>	<hr/>
	71,394	67,242	(4,152)
Less Income			
Rents	(105)	(107)	(2)
Sale of Recyclates	(2,974)	(2,761)	213
Interest on Balances	(75)	(55)	20
Estimated Dividend Stream	(2,500)	(1,000)	1,500
	<hr/>	<hr/>	<hr/>
	(5,654)	(3,923)	1,731
Net Expenditure	65,740	63,319	(2,421)
Contingency	1,315	2,266	951
	<hr/>	<hr/>	<hr/>
Total Net Expenditure	67,055	65,585	(1,470)
Financed By			
Use of Balances	(6,907)	(8,089)	(1,182)
Return of Earmarked Reserve to Revenue	(1,000)	0	1,000
Charges to Boroughs (Non-household waste)	(10,691)	(9,189)	1,502
Charges to Boroughs (Chargeable household waste)	(2,005)	(1,855)	150
Estimated Levy – Base Element	(44,375)	(43,604)	771
Estimated Levy – RRC Element	<u>(2,077)</u>	<u>(2,848)</u>	<u>(771)</u>
Total Estimated Levy	(46,452)	(46,452)	0
Total Estimated Resource Requirement	(67,055)	(65,585)	1,470
Retained Balances	(5,000)	(2,061)	2,939

5. 2015/16 Budget Forecast Assumptions

5.1 The following factors have been taken into account:-

5.2 Inflation

5.2.1 The majority of the Authority's contracts are linked to changes in the Retail Price Index (RPI) with the most significant of these linked to the December Index. The summary of independent forecasts published by HM Treasury in November 2014 puts the December 2014 annual RPI increase at 2.3% and the budget forecast currently reflects this level of increase in the relevant costs plus a further 2.9% in December 2015. An allowance has been made for the recently agreed national pay award of 2.2% with effect from January 2015. Other categories of expenditure have been increased by 2.5%. Inflation assumptions will be reviewed and updated at the February budget and levy meeting.

5.3 Transport and disposal

5.3.1 On the basis of information provided by boroughs the 2015/16 residual tonnage forecast allows for a reduction of 4,646 tonnes to reflect the boroughs' planned increase in recycling and composting over the coming year. Members will be aware that the rate of reduction in the residual waste stream has slowed significantly over the past couple of years to 1.51% in 2013/14 (compared with 2012/13) and potentially to 1.02% in 2014/15 (compared with 2013/14). Given also the varied experience of the boroughs it is appropriate to allow for a prudent assessment of the likely growth in waste stream. As a consequence the household waste stream (before recycling is taken into account) is forecast to increase by 2.0%, i.e. 14,681 tonnes, whilst the non-household waste stream is forecast to reduce by 215 tonnes. The 2015/16 transport and disposal budget has been based therefore upon a residual waste stream of 594,987 tonnes, i.e. a net increase of 9,820 tonnes over the 2014/15 projected outturn. These forecasts will be reviewed afresh in the light of the actual tonnage data to December 2014 that will become available in the early weeks of January 2015.

5.4 Landfill Tax

5.4.1 The standard rate of landfill tax is due to rise from £80 to £82.60 per tonne on 1 April 2015. The budget forecast allows for this increase.

5.4.2 The forecast reflects the full year effect of changes in the management of waste delivered to the Hendon facility and the shredding of civic amenity (RRC) residual waste. The 2015/16 forecast also makes reasonable assumptions about the incineration capacity of the Edmonton Energy-from-Waste facility in the year ahead in estimating the amount of the Authority's waste that will be sent to landfill.

5.5 Composting and MRF Services

5.5.1 The budget forecast reflects the intention of the constituent boroughs to continue to deliver a significant amount of organic waste to the Authority in 2015/16, i.e. a total of 55,643 tonnes. Compared with the 2014/15 third budget review this represents an increase of 1,664 tonnes. Allowing for the full year effect of a reduced gate for the treatment of some waste through the LondonWaste Ltd invessel composting facility the overall cost of the composting service in 2015/16 is estimated to be £2.474m.

5.5.2 The constituent boroughs have indicated that they will need treatment capacity for up to 116,500 tonnes of dry recyclable material in 2015/16 (an increase of 2,914 tonnes over the projected tonnage requirement for 2014/15). The overall cost of the service in 2015/16 is estimated to be £6.107m.

5.6 Re-use and Recycling Centres

5.6.1 The budget provides for the operation of seven Re-use and Recycling Centres at a cost of £2.608m and capital financing costs of £0.284m, the amounts charged to the relevant boroughs through the 2015/16 levy will also allow for the additional balances (some positive and some negative) that arose from the closure of the 2013/14 accounts and forecast additional balances from 2014/15 (see paragraph 3.7 above).

5.6.2 The revenue costs arising from the capital investment in acquiring the Western Road site and developing the facility will be recovered from boroughs over future years through the levy using the visitor survey method of apportionment. At the time of writing the results of the new visitor survey which will apply to 2015/16 have yet to be finalised and therefore current survey data has been used. Although early indications are that no significant changes are expected it should be borne in mind that borough shares of the revenue cost of funding the purchase of Western Road may change at the February Authority meeting.

Table 8	2015/16 Estimated Operating Costs	2015/16 Capital Charges re. Western Road	2015/16 Total Estimated Operating Costs (Inc. Capital Charges)
	£	£	£
Barnet	0	1,746	1,746
Camden	364,094	108	364,202
Enfield	0	1,091	1,091
Hackney	0	544	544
Haringey	676,266	278,832	955,098
Islington	577,496	2,290	579,786
W. Forest	990,114	219	990,333
Total	2,607,970	284,830	2,892,800

5.6.3 The forecast RRC levy for 2015/16 is shown in the following table:

Table 9	RRC Forecast Balances as at 1 April 2015	2015/16 Total Estimated Operating Costs	2015/16 Estimated RRC Levy
	£	£	£
Barnet	(559)	1,746	1,187
Camden	(12,000)	364,202	352,202
Enfield	(349)	1,091	742
Hackney	(174)	544	370
Haringey	(77,301)	955,098	877,797
Islington	(34,335)	579,786	545,451
W. Forest	79,603	990,333	1,069,936
Total	(45,115)	2,892,800	2,847,685

5.7 **Commingled Income Payment Scheme/Income from the sale of Recyclates**

5.7.1 The value of payments made under this scheme is in practice limited to the value of income received by the Authority from the sale of recyclates, i.e. there is no net cost to the Authority. In view of recent reductions in the sale value of recyclates the 2015/16 budget forecast assumes that these prices will continue. When deciding the level of its contributions towards the relevant boroughs' additional costs of collection, the Authority will continue to have regard to the income it receives from the MRF service contractors from the sale of recyclates. Given that payment levels are by no means certain, and could be less than forecast, boroughs may also wish to take a more cautious approach when finalising their budgets for both 2014/15 and 2015/16. The budget forecast assumes a payment of £23.70 per tonne.

5.8 **Transfer Stations and Other Sites**

5.8.1 The 2015/16 budget forecast allows for the estimated costs of operating the Hendon and Hornsey Street waste transfer stations. An allowance has been made for the costs of maintaining other sites.

5.9 **Recycling Initiatives**

5.9.1 The Authority has the power to pay third party re-use and recycling credits. The budget forecast includes a provision of £0.242m for these payments.

5.9 The 2015/16 budget forecast allows a sum of £0.062m to provide support for the Real Nappy Campaign.

5.10 **Officer Support Teams**

5.10.1 The budget allows for a full complement of staff to provide the day-to-day running of the Authority's waste services to boroughs and the development of its future waste services.

5.11 Waste Reduction Programme – New Initiatives

5.11.1 The budget provides for the second year of the waste reduction programme previously agreed by the Authority. An allowance has also been made for the possible cost of making a bid for LIFE funding (European Programme for the Environment and Climate Action).

5.12 Joint Communications Initiative

5.12.1 The budget forecast of £0.305m allows for a continuation of the initiative to promote joint communications working across the Authority area with a view to securing greater consistency and coverage, better value for money and cost efficiencies.

5.13 Corporate and Other Support Services

5.13.1 This budget includes the core cost of operating the Authority.

5.14 Sites and Planning Process Costs

5.14.1 The budget forecast includes a provision of £3.465m to enable the Authority to progress the DCO application.

5.15 Revenue Funding – Capital Programme

5.15.1 The budget forecast provides for the ongoing financing costs of the Authority's investment in LondonWaste Ltd, Pinkham Way and the acquisition and development of an HWRC site at Western Road, and the possible acquisition of an additional RRC site.

5.16 Dividend Income (LondonWaste Ltd)

5.16.1 Members will be aware that the level of the LondonWaste Ltd dividend payment is dependent upon its in-year performance and that this will not become certain until the closing months of its financial year. Based on the Company's business plan presented to the September Authority meeting the 2015/16 budget forecast allows for a dividend income of £1.0m.

5.17 Interest on Balances

5.17.1 The budget forecast continues to allow for an income from the temporary investment of monies held by the Authority.

5.18 Non-household Waste Charges

5.18.1 Based upon estimated non-household residual tonnages of 82,715 tonnes and a forecast cost per tonne of £107.08 the cost to boroughs in 2015/16 is estimated to be £8.857m. . At the time of writing the results of the new volume to weight ratio which will be used to determine tonnages in 2015/16 have yet to be finalised and therefore current survey data has been used. The tonnage figures used in this report and therefore costs could change.

5.18.2 The Authority is required by statute to make a reasonable charge for the cost of making arrangements for the disposal of commercial and industrial waste collected in its area; in this instance non-household waste delivered to the Authority by its constituent boroughs. Currently, for residual waste the Authority charges the prevailing LondonWaste Ltd base gate fee plus also the full standard landfill tax rate for the relevant year. However, operational changes introduced this year through LondonWaste Ltd will mean that in 2015/16 up to 50,000 tonnes of waste will not be sent to landfill and therefore the Authority's landfill tax bill will reduce. As it would be inappropriate to charge full landfill tax when the Authority itself does not incur this cost, it is necessary to reduce the landfill tax charge that it makes for non-household residual waste. Accordingly, it is necessary to modify the Authority's charging arrangements for 2015/16 such that the landfill tax cost which should be included in the Authority's 2015/16 non-household waste charge should be discounted by £11.29 per tonne. The current estimate of the proposed non-household residual waste charge for 2015/16 is therefore arrived at by taking the full charge of £118.37 and deducting a discount of £11.29, i.e. resulting in a net charge of £107.08 per tonne. The Authority will need to approve these changes at the budget and levy setting meeting in February.

5.18.3 In addition to the non-household residual waste stream, three boroughs deliver non-household recyclable wastes to the Authority for treatment. This will result in an estimated additional income of £0.332m (6,325 tonnes).

5.18.4 The Authority has calculated the estimated charges for the treatment of such waste to be £52.42 for dry-recyclable waste and £56.67 for food waste. Dry recyclable tonnages will also be eligible for a CIPS payment.

5.18.5 The cost to boroughs in 2015/16 is estimated to be:-

Table 10	2015/16 Estimated Tonnes	2015/16 Estimated Cost (£)
Barnet	10,439	1,117,808
Camden*	27,778	2,758,234
Enfield	8,639	925,064
Hackney	16,194	1,734,054
Haringey *	3,022	298,125
Islington *	21,576	2,206,748
Waltham Forest	1,392	149,055
Total	89,040	9,189,088

* Including tonnages and income from non-household recyclable wastes.

5.18.6 The final charges will be calculated as part of the 2015/16 final accounts process and reported to the Authority in June 2016. Any under or over payment by boroughs will be collected from or repaid to boroughs at the conclusion of the final accounts process.

5.19 Chargeable Household Waste

5.19.1 The revised basis for calculating the cost of non-household waste also applies to chargeable household residual waste.

5.19.2 Constituent boroughs have advised the Authority that they will collect 18,747 tonnes of chargeable household waste comprising 15,945 tonnes of residual waste and 2,802 tonnes of recyclable and compostable waste.

5.19.3 The Authority has calculated the estimated charges for the treatment of chargeable household waste as £107.08 (including discount) for residual waste, £52.42 for dry-recyclable waste and £56.67 for food waste. Dry recyclable tonnages will also be eligible for a CIPS payment.

5.19.4 The cost to boroughs in 2015/16 is estimated to be:

Table 11	2015/16 Estimated Tonnes	2015/165 Estimated Cost (£)
Barnet	2,280	244,143
Camden	4,469	438,913
Enfield	1,431	153,231
Hackney	5,635	558,630
Haringey	2,777	259,046
Islington	2,155	200,682
Waltham Forest *	0	0
Total	18,747	1,854,645

* Waltham Forest has indicated that it does not collect such waste

5.19.4 Arrangements for the settling of over or under payments by the boroughs are the same as for non-household waste.

5.20 Efficiency Savings and Other Cost Reductions

5.20.1 Members will be aware that given the demand-led nature of the service provided by the Authority to the constituent councils and the long-term contracts that it has for the majority of these services, that the scope to make savings is limited. Despite these limitations the officers take every opportunity to reduce costs or to improve value for money where possible. This includes good housekeeping and ensuring that day-to-day operational costs are kept to a minimum. In the case of 2014/15 and 2015/16 the Authority has worked extensively with LondonWaste Ltd to make improvements to services, resulting in a significant reduction in the Authority's cost base. The Authority has also secured lower gate fees across a range of services and these have been reflected in this budget update.

5.21 Contingency

5.21.1 There is a high degree of uncertainty about the scale of a number of budget pressures in the coming year. This particularly the case for the Sites and Planning budget. It is proposed that a contingency of £1m be reserved for this budget and related matters in

addition to a 2% operational base contingency provision (£1.266m); this is consistent with previous years.

5.22 Use of Balances

5.22.1 The Authority's practice for many years has been to return any revenue surpluses to constituent boroughs as soon as reasonably practicable. For reasons set out earlier in this report, however, it is recommended that the Authority retains balances of £2.061m which can be used to help fund the 2016/17 budget. It is customary that the borough Directors of Finance are consulted regarding the application of balances and their views on this proposal will help inform the recommendation to the levy setting meeting in February.

6. Levy Apportionment Arrangements

6.1 The decision on the apportionment of the levy is a matter for the Authority's constituent councils. Unless all seven councils can agree unanimously on the way the levy is to be apportioned, the levy will be calculated in accordance with the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006. Constituent councils have, however, agreed that alternative levy apportionment arrangements will apply from 2012/13 (as appended to the levy and Budget report at the February 2012 Authority meeting) until replaced by arrangements set out in the Inter Authority Agreement.

6.2 From 2012/13 constituent councils have agreed that the 'household' element of the levy will continue to be apportioned on a tonnage basis and the 'other costs' element on a council tax basis. The new HWRC element of the levy will be calculated to ensure that councils only incur costs associated with the running of the Household Waste Recycling Centres (HWRCs) that are situated within their borough boundary and which have been transferred to the Authority.

6.3 Since then two further changes have been agreed by constituent boroughs:

6.3.1 As the levy apportionment arrangements stood Barnet's decision to send dry recyclable waste to the Authority from October 2013 would have led to the resulting additional treatment costs in 2014/15 and 2015 /16 falling largely on the other constituent boroughs. To address this, Barnet proposed a levy change which ensures that it pays an equitable share of the increased costs in 2014/15 and 2015/16. This has been agreed by all constituent councils and was factored into the apportionment of the 2014/15 levy and will apply also to the 2015/16 levy.

6.3.2 The previous levy arrangements had provided for the apportionment of costs arising from the Authority's proposed purchase of an HWRC to be developed at Cranford Way as a replacement for the High Street, Hornsey HWRC. However, the replacement HWRC is now being developed at Western Road. To provide an equitable arrangement for apportioning costs incurred by the Authority in the purchase and development of the Western Road HWRC, a further amendment to the levy arrangements for HWRCs has been approved by constituent councils that replicate the previously agreed provisions for Cranford Way. Whilst 97.894% of such costs will be borne by LB Haringey, the remaining 2.106% will be recovered from the other six constituent councils. The 2014/15 levy apportionment of these costs reflected this agreement. The 2015/16 budget forecast also includes a provision for these costs, however, it should be noted that the results of a new visitor survey are awaited and therefore it is possible that there could be a change in the percentages used in the actual levy apportionment for 2015/16 at the February meeting.

- 6.4. The alternative levy apportionment arrangements require constituent boroughs to formally notify the Authority of both their council tax base for 2015/16 and also their household waste tonnages for 2013/14 by 31 January 2015. Members will be aware that the Authority already holds details of the 2013/14 household waste tonnages as this data originates from the Authority's records of tonnages delivered to the Authority by the boroughs for treatment. As a consequence, constituent councils have been asked to confirm the household tonnage data held by the Authority (attached at Appendix A).
- 6.5. Allowing for the level of revenue balances projected to be available at 31 March 2015 and the Authority's current forecast of its 2015/16 budget requirements, Table 12 below provides an indication of the relative share of the levy that could be borne by each constituent borough based upon the current alternative levy apportionment arrangements agreed by constituent boroughs. It is important to bear in mind that this illustration uses 2014/15 council tax data that will need to be updated when constituent boroughs have completed their calculations of their 2015/16 council tax base and duly notified this to the Authority. The 2013/14 household waste tonnage data as used in the levy apportionment will not change (subject to borough confirmation).
- 6.6. Table 12 summarises the estimated levy impact for each council (further details of the calculation can be found at Appendix B):

Table 12	2014/15 Actual Levy			2015/16 Forecast Levy			Total Estimated Levy Change (Column 6 minus Column 3)	
	Base	RRC	Total	Base	RRC	Total		
	(1)	(2)	(3)	(4)	(5)	(6)		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Barnet	9,648	1	9,649	9,458	1	9,459	(190)	(1.97)
Camden	4,994	128	5,122	5,201	352	5,553	431	8.41
Enfield	5,180	0	5,180	5,155	1	5,156	(24)	(0.46)
Hackney	6,027	0	6,027	5,876	0	5,876	(151)	(2.51)
Haringey	6,567	808	7,375	6,338	878	7,216	(159)	(2.16)
Islington	5,167	614	5,781	4,869	546	5,415	(366)	(6.33)
Waltham Forest	6,792	526	7,318	6,707	1,070	7,777	459	6.27
Total	44,375	2,077	46,452	43,604	2,848	46,452	0	0.00

7. Medium Term Budget Forecast for 2016/17 to 2018/19

- 7.1 This section provides an early indication of the budget and levy prospects for 2016/17 (including individual borough impacts). It assumes that balances of £2.061m are available to help fund the 2016/17 budget. The 2016/17 net budget requirement is currently estimated to be £65.377m. After allowing for estimated balances of £2.061m, non-household waste charges of £9.564m and chargeable household waste charges of £1,903m the 2016/17 levy is estimated to be £51.849m.

- 7.2 The following table provides an early indication of the potential change in the levy contributions for each borough in 2016/17.

Table 13	2015/16	2016/17	Variance	
	Budget Forecast Levy £'000	Budget Forecast Levy £'000	£'000	%
Barnet	9,459	10,773	1,314	13.89
Camden	5,553	6,394	841	15.14
Enfield	5,156	5,764	608	11.79
Hackney	5,876	6,721	845	14.38
Haringey	7,216	7,838	622	8.62
Islington	5,415	5,886	471	8.70
Waltham Forest	7,777	8,473	696	8.95
Total	46,452	51,849	5,397	11.62

It should be noted that the levy apportionment in Table 13 is based upon forecast household waste tonnages for each borough. In particular, it allows for the boroughs' own forecasts of their 2016/17 recycling activity and the amount of recyclate that they plan to send to the Authority for treatment. The levy apportionment also uses borough 2014/15 council tax base figures (will be 2016/17). The table therefore provides a guide based upon current information.

- 7.3 For 2017/18 the net expenditure requirement is estimated to be £67.998m which after deduction for non-household and chargeable household waste charges will require an estimated levy of £56.103m, an increase of £4.254m or 8.2% over the 2016/17 levy.
- 7.4 For 2018/19 the net expenditure requirement is estimated to be £71.825m which after deduction for non-household and chargeable household waste charges will require an estimated levy of £59.485m, an increase of £3.382m or 6.03% over the 2017/18 levy.

8. Conclusion

- 8.1 On the basis of current information the third review indicates that the 2014/15 budget remains sufficiently robust to meet the cost of the Authority's waste disposal obligations in the current year. The opportunity has also been taken to provide Members with an up-to-date assessment of the 2015/16 budget requirement which has been prepared using the latest waste stream data and an assessment of the operational needs of the Authority in the coming year. The Authority is in relatively good financial health and therefore should be well placed when it comes to finalise the 2015/16 budget and take decisions on the levels of the budget and levy in February.
- 8.2 The report proposes that the Authority considers the retention of some revenue balances to help fund the 2016/17 levy and the possibility of raising the 2016/17 levy by 2%.

8.3 In February it will be necessary for Members to take decisions to ensure that the 2015/16 budget is sufficient to meet the Authority's statutory obligations in the year ahead. To assist with this process the Members' Finance Working Group will be meeting on 8 January 2015 to review the assumptions which underpin the 2015/16 budget forecast and to consider the levy options. It is also proposed to liaise with borough Directors of Finance. The outcome from these reviews together with up-to-date advice on the Authority's budget and resource requirements for 2015/16 will be reported to the budget and levy setting meeting in February.

9. **Comments of the Legal Adviser**

9.1 The Authority may in accordance with Regulation 3(1) of the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006, issue levies on its constituent councils to meet all liabilities falling to be discharged by it for which no provision is otherwise made.

9.2 The amount to be levied by the Authority in respect of any financial year from each of its constituent councils is determined in accordance with Regulation 4 by apportioning the total amount to be levied either in such proportions as all the constituent councils may agree or in absence of such agreement, by a combination of:

9.2.1 apportioning costs in proportion to the tonnage of household waste delivered by each of council; and

9.2.2 for non-household waste and other costs, apportioning costs on the basis of the council tax base.

9.3 As stated in Paragraph 6.1 above, all the constituent councils have agreed that alternative levy apportionment arrangements will apply from 2012/13 until replaced by arrangements set out in the Inter Authority Agreement. This sufficiently meets the requirements of the Joint Waste Disposal Authorities (Levies) (England) Regulations 2006.

Local Government Act 1972 - Section 100 as amended

Documents used in the preparation of this report:-

Reports to the Authority dated 13 February, 26 June and 29 September 2014.
2013/14 budgetary control and 2013/14 budget working papers

Contact Officers: R A Bench - Head of Finance
N Harris – Deputy Head of Finance
North London Waste Authority
Unit 1b Berol House
25 Ashley Road
London
N17 9LJ

Tel: 020 8489 5867
Email: robert.bench@nlwa.gov.uk