

**23/06/2017 – 1: Chief Operating Officer's Report**

<b>Board paper title</b>		Paper 23/06/2017 - 1
Chief Operating Officer's Report		
<b>Report by</b>	Wayne Hubbard	
<b>Job Title</b>	Chief Operating Officer	
<b>Date of decision</b>	Board Meeting 23 June 2017	

**Summary**

This report provides and update on recent activity.

**Recommendations**

- To note the updates presented.
- To approve and adopt the Media Relations Protocol presented at Appendix 2

**Risk Management**

<b>Risk</b>	<b>Action to mitigate risk</b>
N/A – no decisions being made.	

**Implications****Legal**

N/A – no decisions being made.

**Financial**

N/A – no decisions being made.

**Equalities**

N/A – no decisions being made.

**Originating Officer**

Wayne Hubbard

**Contact details**

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## 23/06/2017 – 1: Chief Operating Officer's Report

### **Why the paper is being presented**

The paper is presented in order to provide an update on activities since the last meeting of the Board.

### **Report**

#### **Staffing**

There have been a number of changes to the staffing structure following the adoption of the new business plan in March. In summary these are:

- a new post to deliver a programme on flats recycling comprising the flats taskforce and work on new build flats (approved by Audit Committee Written Resolution 21 April 2017);
- a new post to manage and deliver the CircE project;
- a new post to create and manage a circular economy hub (both approved by Audit Committee Written Resolution 28 February 2017); and
- consequential changes in the existing structure.

These are detailed below.

#### Local Authority Manager – Flats

As part of its 2017-2020 Business Plan LWARB has committed an additional £1million to the Resource London programme to deliver a targeted London-wide flats recycling activity (the 'Flats Taskforce'). The Flats Taskforce is written into the Resource London programme delivery plan, agreed by the Resource London Partnership Board on 31 March 2017.

The Flats Taskforce is a new programme and will constitute additional activity for Resource London. It will deliver flats specific activity across all of Resource London's work-streams (service support, communications and behaviour change and development and innovation). The support will be resource intensive, working with individual authorities and with multiple regional and national stakeholders.

To deliver the flats activity one Local Authority Support Manager – Flats (Grade 9) position has been added to the LWARB establishment on a fixed term contract until 31 March 2020.

In the first instance, it is anticipated that only a 0.6fte appointment will be required to deliver the activity although the post is 1 fte to allow for additional resource as the project ramps up. The post has been filled from existing staff with Gemma Scott filling the post upon her return from maternity leave.

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### Circular Economy Project Officer

This post will help support the development and implementation of circular economy policy in London and is dedicated to support the EU Interreg project entitled European regions toward Circular Economy (CircE).

The post holder will work with stakeholders to research current resource trends in the relevant regions and identify good circular economy practice in both policy and action. This information will then be used to the London Environment Strategy and London Plan and undertake practical delivery actions.

The project experience will be shared with the European partners of the CircE project, through a series of structured workshops and events, one of which will be hosted in London.

The project, and this post, is 85% funded by Interreg, and 15% by LWARB.

Following a successful recruitment process an appointment has been made and Andrea Crump will be starting starting on 30 June 2017.

### Collaboration Hub Project Officer

The collaboration hub will bring together London businesses, universities, national, regional and local government and other interested parties. It will facilitate collaboration and promote innovation in response to opportunities presented by the circular economy in London, helping to find solutions to the challenges described in the forthcoming London circular economy route map.

This post will create and facilitate collaboration between stakeholders in London through, amongst other things:

- the creation of a circular economy collaboration website with details of live demonstrators and projects, case studies and blogs;
- delivery of webinars on specific areas of interest, potential projects, case studies;
- development of a brokerage service that links organisations with similar areas of circular economy interest with active ongoing support;
- establishing collaboration networking events that will leverage London's role as a location for head offices home to global corporations.

Following a successful recruitment process an appointment has been made and Philip Guthrie took up the position on 12 June 2017.

### Consequential changes to LWARB establishment

- The maternity cover for Gemma Scott's Local Authority Support Manager post has been extended to 31 March 2020.
- The Circular Economy Manager post has been extended to 31 March 2020

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A revised organisation diagram is at Appendix 1.

### **Communications and Publicity**

At the last board meeting in March, the board asked that a revised media relations protocol be brought back to the board for approval. Subsequently, a meeting was held between LWARB, the GLA and London Council press teams. It was agreed that the existing media relations protocol was essentially fit for purpose with some minor amends. The protocol is at Appendix 2.

In summary the protocol states that:

- i) all media work (press releases, lines to take, articles, other external communications such as contributions to other organisations' newsletters, websites, trade and academic journals, or interview requests) regarding the Board must be agreed in advance by the LWARB Communications Manager and cleared by the Chief Operating Officer (COO) with London Councils and GLA media team providing supporting roles; and that
- ii) any reference to the Mayor, Mayoral quotes in press releases, articles or publications and likewise for Borough and Independent Members must be cleared in advance by the appropriate contacts from the Mayor's Press Office and London Councils media team.

LWARB has recently agreed to be the content provider for a 'circular economy connect theatre' at this year's RWM conference in September. The Advance London team, the Head of Resource London and the COO will be speaking and LWARB will have a stand at the event. The Advance London team will also run a hackathon during the event (exact theme yet to be confirmed).

**News releases** since the last Board meeting include:

- New LWARB business plan (released 14<sup>th</sup> March 2017)
- New guide to waste management in the domestic rented sector (16<sup>th</sup> March 2017)
- Advance London launch event (news release published 19<sup>th</sup> April 2017)

In addition the Circular Economy route map will be launched in the period between publication of these Board papers and the Board meeting itself, on 19<sup>th</sup> June 2017.

**Articles** written and published by the team since the last Board meeting include:

- MRW Online March 2017 – 'The power of innovation' – Stuart Ferguson on supporting innovative circular economy businesses;
- April 2017 – 'Last word' – Dr Liz Goodwin on London's potential to be a leading sustainable city – Recycling & Waste World
- May 2017 – 'Capital idea' – Wayne Hubbard on LWARB's business plan and tackling resource management in the capital – CIWM Journal

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- June 2017 – 'Generation Eggs?' – Dr Liz Goodwin on the challenges of tackling food waste – CIWM Journal

### **Funding**

The LWARB team, together with the Chair, have met to discuss opportunities for generating income. This is an ongoing project and will in due course generate ideas that require Board approval. As these are further developed the board will be kept up to date with progress. Board members are invited to submit any ideas they may have to the Chair or the COO.

### **Finance Reports**

Finance Reports for the period April 2016 to January 2017 (as approved by the Audit Committee at its meeting on 28 March 2017) are attached at Appendix 3.

### **Future Schedule of Meetings**

The next meeting of the Board is being scheduled for the end of September or beginning of October this year. In future years it is proposed that formal meetings of the Board be scheduled for January, May and September/October.

Proposals are being developed for keeping Board members up to date on LWARB business between meetings. These will include the circulation of a monthly progress update, and an update meeting with officers between board meetings

It is proposed that a Board training/awayday is held in the autumn, which will include a review of the Board's role and effectiveness (including looking at members' skills and knowledge and their individual roles on the Board, and a Risk Management Workshop.

### **Supporting papers/appendices**

- Appendix 1: LWARB & LBWR Organogram
- Appendix 2: Media Relations Protocol
- Appendix 3: Finance Reports



Permanent Staff

Fixed Term Contracts

London Business Waste & Recycling  
(See separate organogram)

Wayne Hubbard  
Chief Operating Officer

Stuart Ferguson  
Head of Investment

Jessica Brodrick  
Business Development Officer

Katie Lindsay  
Advance London Project Manager

Natalia Agathou  
Advance London Business Advice Manager

Louanne Steyn  
Advance London Senior Business Advisor

Emma Ryan  
Advance London Senior Business Advisor (CE)

Emma McKenna  
Advance London Business Advisor

Clare Ollerenshaw  
Circular Economy Manager

Andrea Crump  
Circular Economy Project Officer

Philip Guthrie  
Circular Economy Collaboration Hub Project Officer

Antony Buchan  
Head of Programme (Resource London)

Ali Moore  
Communication Manager

Vacant  
ECAP Campaign Officer (0.5 fte)

Violetta Lynch  
Communications & Campaign Officer

Beverley Simonson  
Local Authority Support Manager

Cathy Cook  
Local Authority Support Manager

Gemma Scott  
Local Authority Support Manager

James Lanman  
Head of Finance

Adam Leibowitz  
Governance and Secretariat Officer

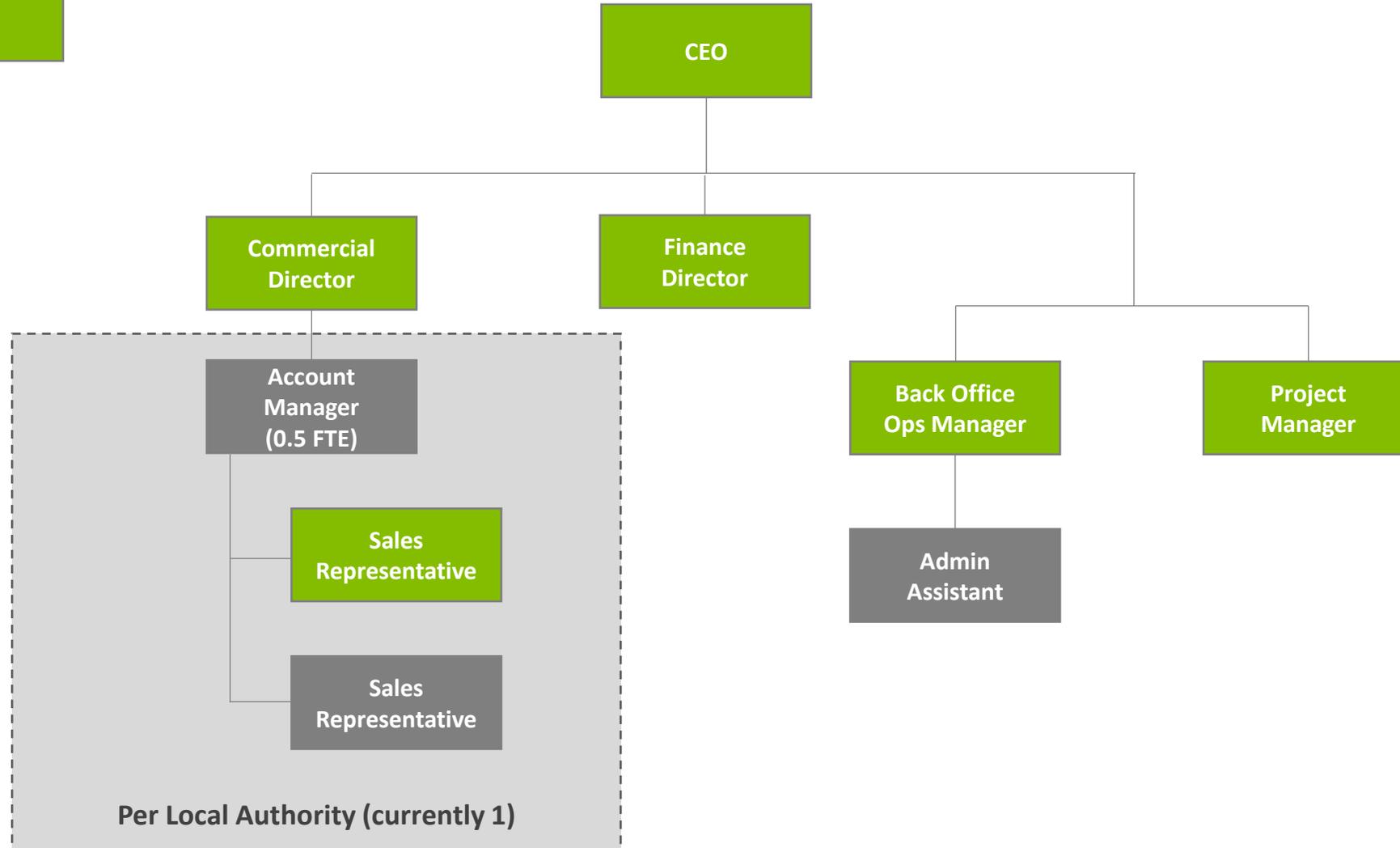
Nicola Bradley  
Administration Officer



ORGANISATION CHART  
(June 2017)



In post



## **Media Relations Protocol**

Media relations protocol for the London Waste and Recycling Board

### **Purpose**

The purpose of this Media Relations Protocol is to provide a clear guide on the media relations process to ensure that London Councils and the Greater London Authority are given the opportunity to review all media and communications activity as the London Waste and Recycling Board's (LWARB) primary stakeholders. This is to ensure that the board is communicating to its secondary stakeholders in a manner that reflects the primary stakeholders' views and standards. The Protocol incorporates all aspects of media handling for LWARB. LWARB recognise the media as one of its stakeholders, and a key player in their communications activity. The protocol contains the procedures for the approval of media work, procedures for the delegation of spokespersons and details of relevant media teams.

### **Aim**

To recognise the role of the media in communicating information on LWARB activity and delivery to stakeholders and the public, and to use the media effectively to communicate with key audiences about LWARB's priorities and operations.

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## **Media Protocol**

- All media work (press releases, lines to take, articles, other external communications such as contributions to other organisations' newsletters, websites, trade and academic journals, or interview requests) regarding the Board must be agreed in advance by the LWARB Communications Manager and cleared by the Chief Operating Officer (COO) with London Councils and GLA media team providing supporting roles. The Chair of LWARB will provide final sign off and may ask for further stakeholder consultation as deemed necessary.
  - Enquiries from journalists via telephone, email or other (newspaper, radio, TV, online publications, trade and academic journals, etc) should be directed in the first instance to the Board's Communications Manager, then to the Board's COO, with involvement of London Councils and GLA media teams for information and/or support if required.
  - Any reference to the Mayor, Mayoral quotes in press releases, articles or publications and likewise for Borough and Independent Members must be cleared in advance by the appropriate contacts from the Mayor's Press Office and London Councils media team.
  - LWARB's media grid should be updated monthly and shared with lead contacts in GLA and London Councils (including both organisations' press offices); further information or changes to media plans must be requested by those contacts directly to LWARB's Communications Manager.
  - LWARB's Communications Manager should host a quarterly forward planning meeting with GLA and London Councils media contacts.
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**Spokespersons Protocol**

- In the first instance, the LWARB's spokesperson is the Chair, unless a Board Member has been given delegated authority on behalf of the Board.
- When the Chair is unavailable, the Communications Manager with advice from the media teams, will determine the most appropriate Board Member or appropriately media-trained LWARB Officer.
- Board members may be delegated on behalf of the Board to act as spokespersons on specific projects.

**LWARB:**

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Liz Goodwin  
Chair of LWARB  
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**Greater London Authority:**

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**London Councils:**

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**London Waste & Recycling Board  
Finance Report  
10 months to January 2017**

This report shows figures for the financial year to date from April 2016 to January 2017.

**Headlines**

Programme expenditure is currently 5% under budget for the year, with this underspend expected to catch up to budget by the end of the financial year.

Admin expenditure is currently 1% over budget for the year.

Overall net expenditure is currently 3% over budget.

**Line by line analysis**

**Income and Expenditure**

1. Income from projects – The £156k is comprised of interest income accrued on commercial loans.
2. Reuse funding – The £730k represents funding for the re-use project in April.
3. Local authority support – The £1,057k represents expenditure under the Resource London Programme. Expenditure is currently under-budget by £123k (10%) but forecast to catch up with budget by the year end.
4. Circular Economy – Expenditure under the Circular Economy programme is in line with budget.
5. Advance London – The Advance London business support programme started in January and is in line with budget.
6. Programme Professional fees – these are over budget by £27k due to professional fees related to turnaround projects at loanee companies.
7. Staff costs – Staff costs are over budget by £23k due to maternity costs.
8. Admin expenses – professional fees. These are over budget by £6k but anticipated to be in line with budget by year end.
9. Loan impairments – this £250k item relates to funding extended to the Plasrecycle project in June that subsequently went into liquidation.

**Balance Sheet**

10. Project loans – The £2,999k (£1,490k non current, £1,509k current) represents outstanding loans to commercial entities. The £242k increase over the year represents the net effect of new loans advanced, interest accrued and interest and capital repaid as well as the drawdowns against loans.

11. Tax debtors represents a debtor held for the reclaim of prior year corporation tax of £86k against tax losses incurred in the current year. HMRC are currently processing the repayment claim.
12. Deferred tax asset – The balance of £75k represents deferred tax to be offset against future profits.
13. Cash – The net £2,935k decrease in cash over the year is reconciled to the net expenditure figure of £2,542k in the Cash Flow statement. The movement reflects programme and admin expenditure over the year as well as drawdowns against funding commitments made under the resource London programme and commercial loans, net of interest and capital payments received.
14. Trade Creditors - The trade creditors balance of £114k relates to December PAYE and NIC and the posting of overheads invoices and loan drawdown requests.
15. Provision for committed expenditure – This reflects outstanding contractual funding commitments under the Resource London programme. The £164k reduction reflects the net effect of funding agreements signed and drawdowns made against agreements over the year.

**London Waste & Recycling Board**  
**Income & Expenditure (£000s)**  
**10 months to January 2017**

	10 months to January 2017						
	Actual	Budget	Variance	%	Prior year	Variance (Actual to Prior Year)	%
<b>Income</b>							
Grant income					1,471	(1,471)	
Income from projects	156	144	12	8%	1,053	(897)	-85%
Bank interest receivable	59		59		47	12	25%
Other income	3		3			3	
<b>Total Income</b>	<b>219</b>	<b>144</b>	<b>74</b>	<b>51%</b>	<b>2,572</b>	<b>(2,353)</b>	<b>-91%</b>
<b>Programme Expenditure</b>							
Reuse funding	730	730				730	
Commercial waste project							
Local Authority Support	1,057	1,180	(123)	-10%	584	473	81%
Circular Economy	132	139	(6)	-5%	90	42	47%
Advance London	13	10	3	30%		13	
Professional fees	89	63	27	42%	50	39	80%
<b>Total Programme Expenditure</b>	<b>2,021</b>	<b>2,121</b>	<b>(99)</b>	<b>-5%</b>	<b>724</b>	<b>1,298</b>	<b>179%</b>
Loan impairments	250		250			250	
<b>Administrative Expenditure</b>							
Staff costs	406	383	23	6%	363	44	12%
Professional fees	15	9	6	66%	9	6	71%
Serviced Accommodation	47	50	(3)	-5%	47		
Other overheads	21	42	(21)	-50%	28	(7)	-25%
<b>Total Administrative Expenditure</b>	<b>490</b>	<b>484</b>	<b>6</b>	<b>1%</b>	<b>447</b>	<b>43</b>	<b>10%</b>
<b>Net Income / (Expenditure)</b>	<b>(2,542)</b>	<b>(2,461)</b>	<b>(82)</b>	<b>3%</b>	<b>1,402</b>	<b>(3,944)</b>	<b>-281%</b>

**London Waste & Recycling Board**  
**Balance Sheet (£000s)**  
**Jan-17**

	<b>Movement over 10 months</b>	<b>Month end</b>
<b>Fixed Assets &amp; Investments</b>		
Project Loans	3	1,490
<b>Current Assets</b>		
Project loans	239	1,509
Debtors	(59)	4
Tax debtor		86
Deferred tax asset		75
Prepayments	(5)	19
Cash	(2,935)	24,595
<b>Total Current Assets</b>	<b>(2,761)</b>	<b>26,288</b>
<b>Current Liabilities</b>		
Trade creditors	53	114
Tax creditors		
Accruals	(77)	14
Deferred Income	(27)	3
<b>Total Current Liabilities</b>	<b>(51)</b>	<b>131</b>
<b>Provision for Committed Project Expenditure</b>	<b>(164)</b>	<b>544</b>
<b>Net Assets / (Liabilities)</b>	<b>(2,542)</b>	<b>27,104</b>
<b>General Fund</b>	<b>(2,542)</b>	<b>27,104</b>

**London Waste & Recycling Board**  
**Cash Flow (£000s)**  
**10 months to January 2017**

	<b>10 months to January 2017</b>
<b>Net Income / (Expenditure)</b>	<b>(2,543)</b>
(Increase)/decrease in project loans	(242)
(increase)/decrease in debtors	59
(increase)/decrease in prepayments	5
increase/(decrease) in creditors	53
Increase/(decrease) in accruals	(77)
Increase/(decrease) in deferred income	(27)
increase/(decrease) in provision for committed project expenditure	(164)
<b>Net cash inflow (outflow)</b>	<b>(2,936)</b>
<b>Opening cash</b>	<b>27,531</b>
<b>Closing cash</b>	<b>24,595</b>