



BEST VALUE

PERFORMANCE PLAN 2004

'The North London Waste Authority is committed to obtaining "Best Value" for users of its service. The Authority will ensure that service users receive a high quality service that meets their requirements.'

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NORTH LONDON WASTE AUTHORITY

BEST VALUE PERFORMANCE PLAN 2004

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NORTH LONDON WASTE AUTHORITY

BEST VALUE PERFORMANCE PLAN 2004

1.0 BEST VALUE AND PERFORMANCE PLAN STATEMENTS.

- 1.1 *The North London Waste Authority is committed to obtaining “Best Value” for users of its service. The Authority will ensure that service users receive a high quality service that meets their requirements.***
- 1.2 *The North London Waste Authority is responsible for the preparation of the 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 have been derived. The Authority is satisfied that the information and assessments included in the Plan are in all material respects accurate and complete and the Plan is realistic and achievable.***
- 1.3 *The Authority’s principal aims and objectives in the context of the draft North London Joint Waste Strategy are set out in Chapter 6 of this Plan, with a report on progress made in developing the draft Strategy by which the aims and objectives will be achieved.***
- 1.4 *The Authority’s past performance against targets, and its future targets are set out in Chapter 8 of this Plan.***
- 1.5 *The Authority has let no contracts involving a transfer of staff since the requirement to comply with the Code of Practice on Workforce Matters in Local Authority Service Contracts and the Transfer of Undertakings (Protection of Employment) Regulations 1981 (as amended) came into force.***

2.0 INTRODUCTION TO THE AUTHORITY.

2.1 The North London Waste Authority (NLWA) was established in 1986 as a statutory waste disposal authority after the abolition of the Greater London Council. The Authority's prime function is to arrange for the disposal of waste collected by its seven constituent London Boroughs. These Boroughs are:-

- BARNET
- CAMDEN
- ENFIELD
- HACKNEY
- HARINGEY
- ISLINGTON
- WALTHAM FOREST

2.2 The Authority has a membership of 14 elected councillors. Each Constituent Borough appoints two councillors. The Authority meets 5 times a year, with a provision for special meetings as required. An Urgency Committee has also been established to meet and consider appropriate business where necessary.

2.3 Arising from the requirements of the Environmental Protection Act 1990, the Authority in 1992 entered a process leading to the formation of a Local Authority Waste Disposal Company (LAWDC) and subsequently a Joint Venture. The Authority selected SITA (GB) Ltd as the preferred partner, and a Joint Venture Company called LondonWaste Ltd was established. The Authority subjected its waste disposal needs to competitive tender, with LondonWaste Ltd successfully bidding on behalf of the Joint Venture Partners.

2.4 After eighteen months of negotiations, the arrangements for the Joint Venture were finalised and received the Secretary of State for the Environment's approval in December 1994. The divestment of the Authority's operational arm to LondonWaste Limited took place on 15th December 1994. At the same time, a twenty-year contract for the transfer and disposal of the Authority's waste was awarded to LondonWaste Ltd.

2.5 The LondonWaste Ltd board has eight directors. Three are nominated by the Authority, three are nominated by SITA (GB) Ltd and two non-voting directors are nominated by LondonWaste Ltd itself. This is representative of the 50%-50% share holdings of both partners within the Joint Venture.

2.6 The Authority does not employ any staff directly, but makes the following cross-borough arrangements for governance support services:-

- **London Borough of Camden**

- Clerk
- Deputy Clerk
- Finance Adviser
- Finance Officer
- Legal Adviser

- **London Borough of Haringey**

- Technical Adviser
- Valuation Adviser
- Strategy & Contracts Team (5 full time posts)

2.7 There is also a Technical Officer Group, which is comprised of one senior waste manager from each Constituent Borough, and provides further officer support. The Group is chaired by the Technical Adviser.

2.8 New duties and responsibilities are falling to the Authority beyond its initial role of waste disposal. The Authority now has its own statutory recycling and composting performance standards and is leading the development of a North London Joint Waste Strategy (NLJWS) with the Constituent Boroughs to provide a framework and the appropriate management systems and resources to achieve all Partners' statutory performance standards and new national and European directive targets and obligations. Greater detail on this work is set out in Chapter 6.

3.0 INTRODUCTION TO BEST VALUE.

- 3.1 The Local Government Act 1999 places a duty of “Best Value” on local authorities to secure continuous improvement in exercising all their functions having regard to economy, efficiency and effectiveness. Authorities must produce reports on their past and current performance and how they plan to improve the service in the future. They must also work towards meeting national and local targets, while consulting with users of their services to ensure that services provided match users requirements.
- 3.2 Best Value is part of the Government’s plan for modernising local government. The NLWA is defined as a “Best Value Authority” within Section 1 of the Local Government Act 1999. Previously the Authority was required to review all its services in a piecemeal fashion over a five year period, having to: -
- **Challenge** why and how services are provided the way they are.
 - **Compare** the Authority’s performance to that of other similar organisations.
 - **Consult** with users of the services provided by the Authority, including other authorities, the private sector and the public to determine their opinions.
 - Ensure **competition** to demonstrate that the services are being delivered efficiently and effectively.
 - Ensure **co-operation** between authorities.
- 3.3 It is essential that the Authority to play it’s part in ensuring UK meets its targets for reducing the amount of waste that is sent to landfill and the supporting targets in the Government’s *Waste Strategy 2000*, as more recently developed by the Government’s Strategy Unit in “Waste Not Want Not”, the London Mayor’s municipal waste strategy *Rethinking Rubbish in London* and the Waste and Emissions Trading Act 2003; the integration of the above Best Value principles into all of the Authority’s work is seen as key to achieving this. At a local level, the Statutory Performance Standards for recycling and composting set by the Government for the Authority and each of the Constituent Borough’s individually are also already requiring change in accordance with the above principles too.
- 3.4 This Best Value Performance Plan is intended to advise service users of the steps that the Authority is taking towards providing “Best Value” in the delivery of its services.
- 3.5 This is the Authority’s fifth Best Value Performance Plan. It includes details of the Authority’s current performance and compares it to similar organisations and the targets that have been set. It continues to follow the pattern of previous documents, as Government advice on the simplification of these documents was too late for proper consideration of changes this

year. It also includes details of the progress made in implementing the decisions following previous Best Value Review work and shows the work planned for 2004-05.

- 3.6 The Best Value Performance Plan is subject to audit by the External Auditor. The same team that audits the financial accounts will also be responsible for auditing this plan. The Auditors report on last year's Best Value Performance Plan is also reported in this plan.

4.0 AUDITORS COMMENTS ON THE LAST BEST VALUE PERFORMANCE PLAN.

- 4.1 The Best Value Performance Plan 2003 produced by the Authority last year was audited by Deloitte and Touche in accordance with Section 7 of the Local Government Act 1999 and the Audit Commission's Code of Audit Practice.
- 4.2 The Auditors' full Report is attached as Appendix 2. The Auditors stated their view that the Best Value Performance Plan, was prepared and published in all significant respects in accordance with Section 6 of the Local Government Act 1999 and statutory guidance issued by the Government.
- 4.3 The Auditors then noted that they are required, where appropriate to recommend procedures to be followed by the Authority in relation to the Best Value Performance Plan, but stated that they considered there were no matters to be brought to the Authority's attention.

5.0 SUMMARY OF THE AUTHORITY'S OPERATIONAL ACTIVITIES AND SERVICE DEVELOPMENTS

The Authority's statutory duties are arranging the disposal of controlled waste collected by the seven Constituent Boroughs, the transport and disposal of household waste from Constituent Boroughs' re-use & recycling centres (formerly known as civic amenity sites), the storage and disposal of abandoned vehicles (currently delegated to the Constituent Boroughs), and waste recycling and composting (as a result of statutory performance standards and the new duty to prepare a joint waste strategy).

5.1 Arranging the disposal of controlled waste collected by the seven Constituent Boroughs.

The Authority arranges for the waste collected by the seven Constituent Boroughs and presented to the Authority for disposal under the 'Main Waste Disposal Contract' with LondonWaste Ltd. The total for 2003-04 was 855,833 tonnes. The waste is delivered to one of four sites:

5.1.1 Ashburton Grove – A road waste transfer station, which was built by the Authority in 1989. The Authority still retains the freehold to this site which is operated by LondonWaste Ltd. Situated in the London Borough of Islington it receives all of Islington's waste and a proportion of Camden's and Hackney's waste. This site is being relocated to Hornsey Street, Islington as a result of Arsenal Football Club's successful planning application to build a new football stadium that encompasses the Authority's site (and many other sites too). The new facility will accommodate the Authority's waste transfer station and Islington's depot and new civic amenity site. The Authority agreed in principle to this re-location in July 2001, and expects to move in July 2004.

The waste from this site is mostly sent to landfill sites in Cambridgeshire or Bedfordshire, or to Edmonton for incineration with energy recovery.

Scrap metal and construction and demolition wastes that are delivered to the site are segregated for subsequent recycling, wherever practicable.

5.1.2 Edmonton Solid Waste Incineration Plant – This facility is owned and operated by LondonWaste Ltd and is situated just off the North Circular Road at Edmonton. The facility receives all of Enfield's and Waltham Forest's waste, and most of Hackney's and Haringey's waste together with small amounts from the other three boroughs. The waste is tipped into six bunkers from where it is loaded by crane into hoppers leading into the furnaces. The five furnaces with their associated boilers produce superheated steam to drive turbines, which generate electricity. Some of the electricity generated is used in running the plant, but the vast majority (some 90%) is exported into the national grid, thereby reducing the use of fossil fuels.

Ferrous metal is extracted from the ash that is produced by the energy-from-waste process. The ash is then processed by another company under contract to LondonWaste Ltd to produce materials that are suitable for use in the road building and construction industries as a substitute for natural aggregates. This reduces the amount of quarrying activity elsewhere in the country.

LondonWaste Ltd is also starting to implement plans for an "EcoPark" to recycle or compost appropriate wastes and to introduce further improvements to the combustion and emissions control processes in compliance with the Waste Incineration Directive by December 2005.

The Edmonton facility is an accredited re-processor for packaging waste and recovers energy from this waste in accordance with the requirements of the Packaging Waste Regulations. This is a valuable recovery operation and assists the UK to meet its international commitment to recover value from used packaging whilst also reducing the amount of waste that is sent to landfill.

5.1.3 Fuel Preparation Plant (FPP) – This facility is a road transfer station, where bulky municipal and commercial waste is crudely sorted to separate various fractions for recycling and for energy recovery; the residue (which is the vast majority) is loaded onto articulated lorries and sent to landfill sites in either Cambridgeshire or Bedfordshire. The FPP is within the same site at Edmonton as the energy-from-waste facility described above.

Bulking bays have been installed so that paper, green waste, construction and demolition wastes and scrap metal that are delivered separately to the site can remain segregated and subsequently despatched for composting or recycling, and so that obvious quantities of these materials delivered into the main tipping hall can be pulled out and transferred to the bulking bays for recycling.

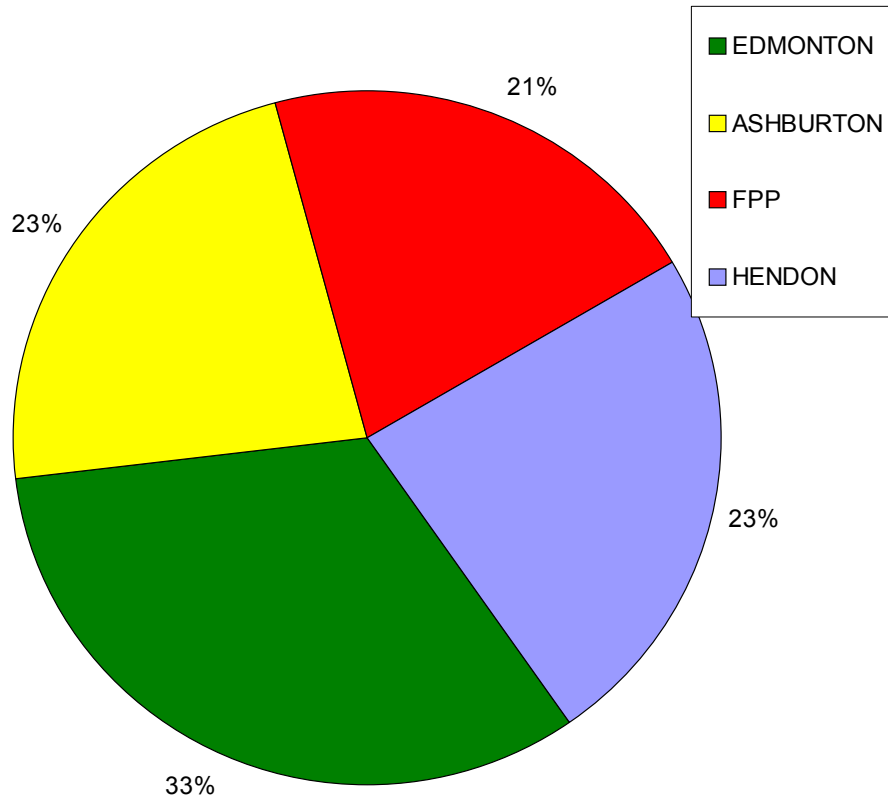
A bulky waste recycling facility has been commissioned by the Authority and is being constructed alongside the FPP to substantially increase the amount of recycling of metals, card, wood, etc. that is delivered from special bulky waste collections and from re-use and recycling centres (civic amenity sites).

5.1.4 Hendon Rail Transfer Station – Situated near Brent Cross Shopping Centre, this site receives nearly all of Barnet's waste, a significant proportion of Camden's waste, and a small amount of Haringey's waste. Shanks Waste Solutions Ltd operates the site under a tri-party agreement with LondonWaste Ltd and the Authority. This arrangement is being extended to March 2009, when the Authority's lease on the site expires. The waste is compacted into containers and transported by rail to a landfill site in Bedfordshire.

There are proposals to relocate this facility too, as part of a much wider redevelopment of the Brent Cross and Cricklewood area. Negotiations are underway regarding the precise nature of the replacement facility.

5.1.5 The overall proportion of the waste delivered to each site can be seen in the pie chart below (please note however that secondary transfers to the Edmonton energy-from-waste facility change the proportions of how waste is ultimately disposed of). Hendon took the same percentage as the year before, and Ashburton Grove took just 1% more than its previous share; within the Edmonton site however 2% of initial deposits were moved away from the main energy-from waste facility to the FPP, showing the contractor's efforts to recycle more waste at the FPP and to ensure that bulky wastes and other wastes unsuitable for incineration are kept out of the process.

PROPORTION OF WASTE DELIVERED TO EACH OF THE AUTHORITY'S CONTRACTED FACILITIES, 2003-2004



5.1.6 A number of smaller contracts exist for the recycling or disposal of specific waste streams, as shown below:

- **Clinical Waste** – This type of waste is directed to the clinical waste disposal facility provided by LondonWaste Ltd at Edmonton through their subsidiary company Polkacrest Ltd.
- **Construction Waste** – The Authority no longer has a contract for the recycling of construction waste as this is now done by the relevant Constituent Boroughs, which then claim a recycling credit from the Authority. The waste continues to be recycled into different grades of aggregate and is subsequently sold to the construction industry.
- **Asbestos** – Cement asbestos deposited at Enfield's Carterhatch Lane civic amenity site is transported by Biffa Waste Services Ltd (who bought the previous contractor, Hales), in especially designed containers, to Pinden Plant & Processing Ltd at Dartford, Kent for disposal.

- **Tyres** – Boroughs are directed to ETD Ltd in Edmonton for the disposal of their tyres. Those tyres that are not suitable for reuse are sent for use as fuel in cement manufacturing.

5.2 **The transport and disposal of household waste from Constituent Boroughs' Re-use and Recycling Centres (Civic Amenity sites).**

5.2.1 Within the Authority's area, re-use and recycling centres (RRCs) are provided at eight sites. The Authority's responsibility is for transporting and disposing of the waste from these sites. In 2003-04 the Authority disposed of 57,059 tonnes of waste from the following RRCs:

- Barnet, Summers Lane
- Camden, Regis Road
- Enfield, Barrowell Green
- Enfield, Carterhatch Lane
- Haringey, Park View Road
- Islington, Ashburton Grove (within the Authority's facility)
- Waltham Forest, Kings Road
- Waltham Forest, South Access Road

5.2.2 The Authority's first completed Best Value Review concluded that the Authority should cease the prevailing approach of contracting for both the transport and disposal of RRC wastes together, and instead should separate the contractual provisions for transport from those for disposal. This was fully implemented in September 2003, when a new contract for just the transportation of the RRC wastes commenced, and the disposal of these wastes was incorporated within the main waste disposal contract with LondonWaste Ltd. Greater detail is available in Chapter 9 of this document.

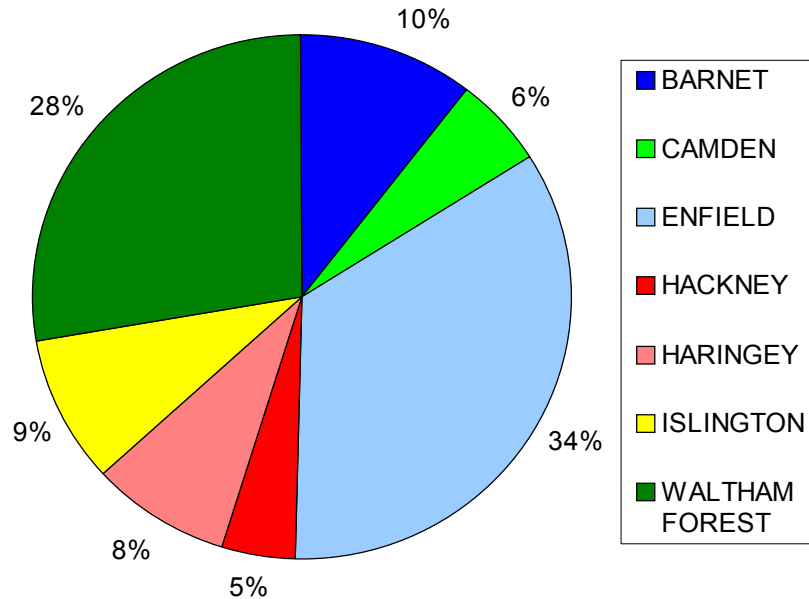
5.2.3 The Authority took the opportunity of seeking tendered rates for the transportation of recyclable wastes on behalf of the Constituent Boroughs within this contract, as it was considered that such a large contract might achieve greater economies of scale and therefore better value for money. All five of the seven Constituent Boroughs with their own direct RRC's are now using this contract.

5.2.4 Successful bids to the London Recycling Fund led to substantial capital investment at the Barrowell Green and Park View Road sites at the end of 2003/04, so improved recycling rates are expected in the future.

5.2.5 The replacement facility for Ashburton Grove mentioned above at 5.1.1 will also include a new separate RRC, so the recycling of such wastes in Islington is expected to improve significantly from July 2004.

5.2.6 RRC wastes that are to be sent to landfill are transported in containers, mostly to the FPP road transfer station at Edmonton. From the FPP the wastes are loaded into articulated lorries and sent in bulk to landfill sites in either Cambridgeshire or Bedfordshire.

**PROPORTION OF CIVIC AMENITY WASTE DISPOSED OF
BY EACH BOROUGH
2003-2004**



5.3 Storage and disposal of abandoned vehicles

5.3.1 The Authority has the statutory responsibility under the Refuse Disposal (Amenity) Act 1978 to arrange for the storage and disposal of abandoned vehicles collected by the Constituent Boroughs.

5.3.2 The Authority has always delegated these functions, together with the expenditure and income, to the Constituent Boroughs. This arrangement was the subject of a Best Value Review in 2001-02, but due to the continuing delays in the UK implementation of the End of Life Vehicle Directive (under which it is expected the Authority will be left with this responsibility until December 2006 rather than it being transferred to vehicle manufacturers and importers or a wider range of the motor industry) it has still not been possible to complete this Review.

5.3.3 Nevertheless, it now appears that it will not be necessary to let an Authority-wide contract for the de-pollution and disposal of these vehicles in order to attract the necessary private capital investment as Borough contractors have already installed the necessary equipment. It is therefore likely the current arrangements will continue and this matter will be finally resolved during 2004-05 with a last review and overhaul of the current arrangements, and the Best Value Review fully completed.

5.4 Waste recycling and composting

5.4.1 The majority of the municipal waste recycling (excluding ash recycling) that occurs in the North London area is managed by the seven Constituent Boroughs. The Authority supports this by paying statutory “recycling credits” to the Boroughs and to local charities. The recycling credit is paid for every tonne of waste that is recycled. The amount of credit paid is equal to the cost that the Authority would have been required to pay if the waste had been sent for disposal instead of being recycled. This money is then available to the Boroughs to help fund their recycling activities.

5.4.2 The Authority is also in receipt of a £1,000,000 dividend from LondonWaste Ltd that it is holding as a separate fund to assist with boosting its recycling rate. As soon as it is possible to align sufficient Borough’s contracts and specifications, the Authority will use this money to help finance a suitable new facility.

5.4.3 The Authority’s principal contractor also recycles waste materials (see paragraphs 5.1.1 to 5.1.3 above), principally incinerator bottom ash, scrap metal, construction waste and green waste.

5.4.4 The Authority has been leading the development of the North London Joint Waste Strategy, as described fully in Chapter 6, in anticipation of the duty placed upon it and the Boroughs by the Waste and Emissions Trading Act 2003.

5.4.5 As noted above, the Authority also helped to co-ordinate successful bids to the London Recycling Fund to improve recycling rates at reuse and recycling centres in its area and to extend estates recycling and green waste collections for composting, as in Chapter 6. A separate Authority bid to the London Recycling Fund for a recycling bulking facility at Edmonton was unsuccessful, but the Authority has since been provisionally awarded £1,700,000 of capital funds towards the construction of a new in-vessel composting facility at Edmonton that will be able to process 30,000 tonnes per year of green garden waste and organic kitchen wastes in accordance with the new, stricter regulations since the outbreak of “foot and mouth” disease. This bid and award were part of an integrated approach to the organic waste stream, with £120,000 also provisionally awarded

to home and community composting and £2,180,000 organic waste collection infrastructure. These bids have been consistent with the developing draft North London Joint Waste Strategy.

- 5.4.6 The North London Waste Authority will continue to support recycling and sustainable waste management practices by working with the Constituent Boroughs and supporting and engaging in active dialogue with the following organisations:

Association of London Cleansing Officers
Association of London Government
Chartered Institution of Wastes Management
Department of the Environment, Food and Rural Affairs
Department of Trade and Industry
Environment Agency
Greater London Authority (Mayor and Assembly)
Local Government Association
London Community Recycling Network
London Recycling Officers Group
London Remade
London Waste Action
National Association of Waste Disposal Officers
National Waste Awareness Initiative (or successor)
North London Recycling Forum
Office of the Deputy Prime Minister
Waste Resources Action Programme
Waste Watch

6.0 THE NORTH LONDON JOINT WASTE STRATEGY (NLJWS)

- 6.1 The Authority last formally reviewed its waste management strategy in the early 1990's. This supported the principle of the waste hierarchy and, in particular, favoured incineration with energy recovery over landfill as a waste management technique. This enabled the Authority to develop its options for meeting its obligations under the Environmental Protection Act 1990, including, the development of its 20 year Main Waste Disposal Contract. This contract was designed not to constrain the Authority or its Constituent Boroughs in adopting an integrated approach to waste management. The main provisions within the contract that enable this approach are: -
- No guaranteed minimum tonnage to be delivered (since December 1999);
 - No restrictions on the amount of waste that the boroughs can recycle.
- 6.2 The Government's national waste strategy, *Waste Strategy 2000*, actively encouraged the Authority, and Constituent Boroughs, to produce a Joint Municipal Waste Management Strategy and stated the Government's intention to make this a statutory requirement in the future. The Government then issued detailed guidance in March 2001. The Waste Emissions and Trading Act 2003 has now provided the statutory basis for joint waste strategies in areas such as North London that have separate waste collection and disposal authorities.
- 6.3 In September 2003 the London Mayor stated in his municipal waste strategy *Rethinking Rubbish in London* that a joint waste strategy should be written for the Authority's area (as for other London joint waste disposal authority areas), too.
- 6.4 The development of the NLJWS is now well underway and the Authority regards it as a key foundation for and means by which to improve services in the future. At the end of 2003/04 the draft NLJWS was in the final stages of a formal stakeholder dialogue process, with professional consultants assisting the Authority and its partners, although further detail is given at Chapter 13.
- 6.5 Between December 2001 and September 2002, the Boroughs and the Authority had formally adopted joint Aims and Objectives, established a Strategy Project Board of officers and began gathering information needed for the development of a Joint Waste Strategy. The principles of striving for optimal outputs through challenging what we do and how we do it, making comparisons with other areas, consulting with key stakeholders at an early stage, co-operating with each other throughout and accepting open, competitive procurement as a likely means of implementation have formed the basis of both the development of the NLJWS and the Authority's own work on Best Value.

- 6.6 Five Cabinet Member Seminars were held between March 2003 and January 2004, during which Cabinet Members from each of the Constituent Boroughs and the Chair of the Authority (or their nominated deputies) considered the strategic options for waste management in North London, agreed scenarios and evaluation criteria to conduct a Best Practicable Environmental Option appraisal, reviewed the results of this appraisal, agreed draft wording for an internal draft of a strategy document and revised wording for an external draft to be issued for a stakeholder dialogue.
- 6.7 The Authority reviewed the internal draft document at its meeting on 17th December 2003, approving the draft, subject to any changes for the external draft collectively agreed at the 27th January 2004 Cabinet Member Seminar. Minor clarifications to the wording of the document were agreed at this meeting and an external draft document was finalised for a stakeholder dialogue that commenced in February 2004.

Summary of the draft North London Joint Waste Strategy

- 6.8 In North London we will throw away almost a million tonnes of rubbish this year, enough to fill eight football stadiums to the roof and that throwing away rubbish is expensive and damages the environment as it wastes the energy and materials needed to make the products we all use and can cause pollution. The amount of rubbish we throw away is increasing at a rate of approximately 3% per year, and that if we don't change what we do, we will have two thirds more rubbish by the year 2020.
- 6.9 Over half of this rubbish is buried in old quarries called "landfill sites" in Bedfordshire and Cambridgeshire. When rubbish is placed in landfill sites it rots down and produces gases that contribute to global warming. However, new laws drastically restrict how much rubbish we can send to these landfill sites in future and special taxes are making it more and more expensive.
- 6.10 The key steps to dealing with the million tonne rubbish problem are firstly to producing less waste as the best option for the environment; secondly, if rubbish can't be avoided, then recycling or composting it as the next best alternative; thirdly, given that not all rubbish can be recycled or composted, recovering energy from rubbish that cannot be recycled is better than sending it straight to landfill sites.
- 6.11 The ways identified to reduce North London's rubbish by up to 80,000 tonnes per annum are:
- Working with local businesses to reduce packaging and waste
 - Increasing awareness of rubbish problems amongst consumers
 - Supporting home and community composting and re-use collection services.

6.12 Ways in which residents can help are:

- Trying to reduce the amount of packaging they buy
- Composting at home or in the local community
- Repairing, refurbishing and passing on products for re-use wherever possible.

6.13 The ways identified to recycle almost half of North London's rubbish are:

- Providing all households in North London with easily accessible recycling and composting collection services
- Improving the efficiency of our re-use and recycling centres by diverting at least 60% of this rubbish away from landfill sites
- Providing incentives for residents to recycle
- Providing new facilities in North London to enable us to recycle and compost the majority of our rubbish.

6.14 Ways in which residents can help are:

- Separating your rubbish for recycling
- Separating your rubbish for composting at home or with a local community group
- Recycling more when you visit your local re-use and recycling centre.

6.15 The ways to further avoid landfilling rubbish and to continue recovering energy from it instead (we are avoiding over half a million tonnes of landfill already) are:

- Recycle and compost rubbish wherever practical before recovering energy
- Use as much of your rubbish that cannot be recycled or composted as is practical to generate electricity and provide heating
- Improve the environmental performance of the Edmonton energy-from-waste incinerator during its remaining operational life
- Replace the Edmonton energy-from-waste incinerator with the best available technology when this becomes necessary.

6.16 Although household rubbish makes up the majority of the waste managed by the North London local authorities, we also plan to take action to improve the management of other commercial, hazardous and difficult waste streams that we manage in line with new and emerging legislation. These include reducing the environmental impact of how we transport rubbish through continuing our commitment to rail and water transport.

6.17 The Authority and its Partners have undertaken a Best Practicable Environmental Option analysis for North London. The preferred option involves working in partnership as local authorities and with local communities to provide the services and facilities required to make the improvements needed. The option we prefer requires action and investment in:

Waste minimisation:

- Investing in an intensive and on-going public awareness campaign
- Increasing the percentage of residents composting at home from the current 7% to 25%
- Investing significantly in new community composting and re-use projects.

Recycling and composting

- Achieving 35% recycling and composting rates by 2010
- Achieving 45% recycling and composting rates by 2015
- Maintaining and improving the existing recycling banks on the street
- Providing recycling and composting collections to at least 95% of all residents
- Sorting materials in three new local Materials Recycling Facilities
- Composting organic kitchen and garden wastes in four new composting facilities.

Recovering energy from waste

- Recovering energy from 34% of rubbish by 2015
- Improving the environmental performance of the Edmonton energy-from-waste incinerator in the short term
- Replacing the Edmonton Incinerator with advanced energy treatment technology after 2014.

6.18 The cost of improving the management of our rubbish is going to increase significantly, no matter what we choose to do, but doing nothing is not an option. Legislation requires local authorities to divert rubbish from landfill sites. We think our preferred option minimises the risk of not meeting these targets by doing as much as we all can to reduce rubbish, and then recycle or compost it.

6.19 Although achieving all the above targets is a significant challenge, the Partner Authorities are committing themselves to make every effort to do so.

‘Technical’ Issues for the draft North London Joint Waste Strategy

6.20 The development of this draft NLJWS has challenged existing objectives and Authority-wide municipal waste management arrangements and addresses recent developments in waste management policy. The draft NLJWS gives due consideration to the following principal “technical” issues in addition to key stakeholders’ views and the over-arching need for sustainability:

6.20.1 Best Practicable Environmental Option

All choices of waste management options will have regard to the best practicable environmental option (BPEO). BPEO is defined as ‘... 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.’

Within the draft NLJWS this has been identified for North London as achieving a combined recycling and composting rate of 35% by 2010 and 45% by 2015. This is consistent with “*Waste Not, Want Not*” from the Prime Minister’s Strategy Unit in November 2002 and the London Mayor’s own assessment in “*Rethinking Rubbish in London*” in September 2003.

6.20.2 Waste Hierarchy

The “waste hierarchy” shown below is a useful tool used by the Authority and its Constituent Boroughs to help identify the BPEO and to guide overall priorities:

REDUCTION

(Waste Minimisation)



RE- USE



RECOVERY

(Recycling & Composting, then Energy Recovery)



DISPOSAL

(Landfill)



6.20.3 Proximity Principle

Another tool to assist identify the BPEO is the “proximity principle”. The Authority will seek to ensure that its waste is managed at facilities in close proximity to the area where the waste arose. Applying the proximity principle increases the general awareness of waste issues, reduces the environmental impact of transporting waste long distances and removes the environmental impact of treating or disposing of North London’s waste from people and ecosystems in other parts of the country.

6.20.4 The Government's National Waste Strategy - *Waste Strategy 2000* and Statutory Performance Standards.

The Authority will start to offer infrastructure to assist the Constituent Boroughs (and thereby itself) achieve the Government's local statutory performance standards devised to work towards the *Waste Strategy 2000* (WS2K) targets as follows, but will aim to exceed the latter in conformance with the BPEO within the draft North London Joint Waste Strategy.

Statutory Performance Standards, Public Service Agreement Targets & Waste Strategy 2000 Targets

Authority	2003-04 performance standard	2004-05	2005-06 performance standard	2010 WS2K (national)	2015 WS2K (national)
Barnet	18%		27% (30% PSA)	30%	33%
Camden	22% (24% PSA)		33%	30%	33%
Enfield	18%		27% (30% PSA)	30%	33%
Hackney	10%		18%	30%	33%
Haringey	10%		18%	30%	33%
Islington	10%		18%	30%	33%
Waltham Forest	12%	19% PSA	18%	30%	33%
NLWA recycling/ composting	12%		18%	30%	33%
NLWA energy recovery (national)				15%	34%
NLWA combined recycling/ composting and recovery (national)			40%	45%	67%

The Authority's first steps in this direction are the commissioning of a bulky waste recycling facility and an in-vessel composting facility, both through LondonWaste Ltd at their Edmonton site.

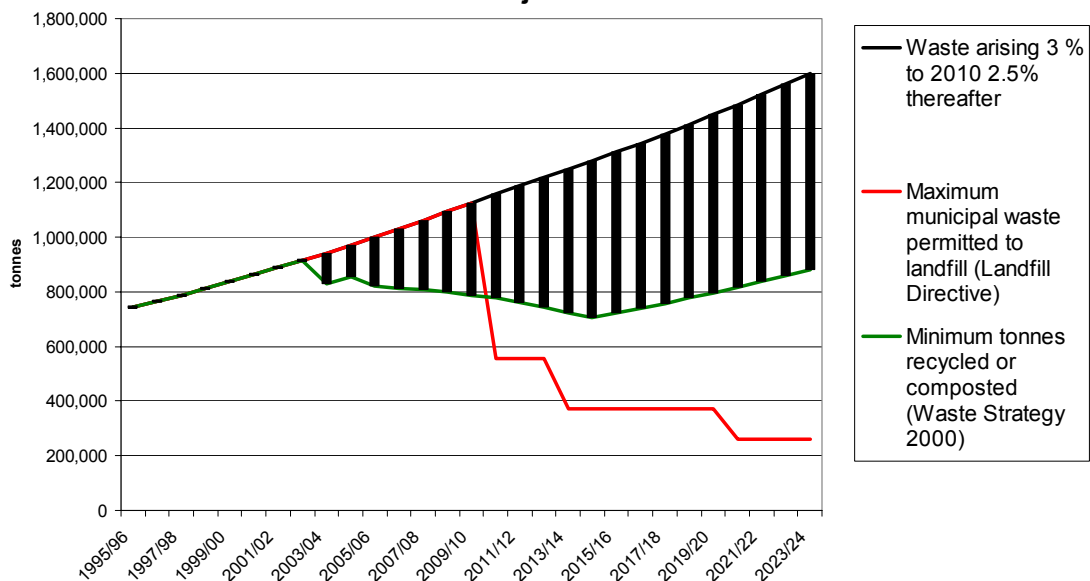
6.20.5 The Landfill Directive and the Waste & Emissions Trading Act 2003 (WET Act)

The Landfill Directive has been transposed into UK law predominantly (from the local authority perspective) by the Waste and Emissions Trading Act 2003. It is starting to change the way waste disposal authorities manage the municipal waste stream in several ways, the most significant of which is the reduction of the quantity of biodegradable municipal waste that can be sent to landfill sites to 75% of 1995 levels by 2009/10, 50% by 2012/13 and 35% by 2019/20.

The WET Act is the new primary legislation, and the Government is now in the process of finalising a system of tradable allowances to minimise the cost of UK compliance and to allow maximum flexibility. This trading system itself will undoubtedly require many direct and consequent changes to the work of the Authority, although these will be a matter principally for the Authority (as opposed to the NLJWS Partnership) in the first instance.

Whilst the Authority is still waiting to see precisely how these targets will be set and how local permits will be allocated, the nationwide reduction in the amount of biodegradable municipal waste (BMW) is known, and if transposed onto the Authority's waste stream can be shown to have a major impact from 2010. The combined effects of the directive, statutory performance standards and draft NLJWS are shown in indicative form below.

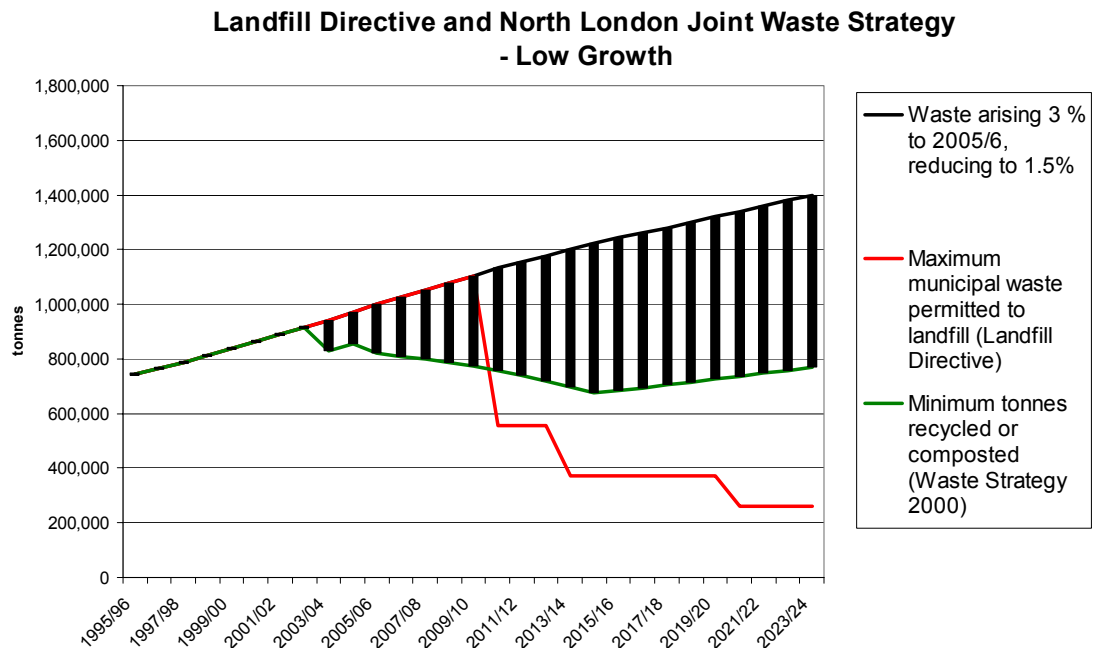
**Landfill Directive and North London Joint Waste Strategy
- Projected Growth**



The graph above shows the Authority's waste stream increasing at 3% per year to 2010, then reducing to 2½% per year thereafter as

local waste minimisation policies take measurable effect, in line with the Strategy Unit and the London Mayor again. The graph also shows the statutory performance standards and the draft NLJWS recycling and composting targets taking effect from 2003-04 in the hatched area, and the Landfill Directive limits from 2010 as the red line.

The graph below has been produced in order to illustrate the significance of seeking to minimise the growth in the amount of municipal waste arising each year. It is the same chart, but this time it assumes the annual growth rate for waste arisings falls from 2006, reducing gradually to 1½% by 2016. Whilst such reductions are beyond what the partners to the draft NLJWS believe they can achieve within current legislation, they illustrate what might potentially be achieved by far more rigorous and concerted Government action on this front; namely some 200,000 fewer tonnes to manage per year in North London in twenty years time.



It should be noted that whilst the Landfill Directive does not limit in any way the amount of non-biodegradable municipal waste that can be landfilled, all of the municipal waste that cannot be sent to landfill must be composted, recycled or recovered. If the waste stream does increase at the Government’s predicted 3% rate to over 1.6m tonnes per year, then the amount of waste that must be treated or recovered will grow substantially too, even if the Authority exceeds the very challenging draft NLJWS targets.

6.20.6 The Landfill Tax

The Landfill Tax is levied on all waste going for disposal to landfill sites. "Inactive" (or inert) wastes that pose no threat to the environment are charged a tax of just £2 per tonne, whereas other wastes are charged the full tax (£14 in 2003-04, £15 in 2004-05, £18 in 2005-06 and increasing annually thereafter by at least £3 per tonne to £35 per tonne).

Coupled with higher landfill gate prices resulting from increasingly rigorous demands from the Environment Agency, the Landfill Tax is one of the Government's principal economic instruments to increase recycling and composting.

6.20.7 Waste Incineration Directive

This Directive is to further reduce emissions to air and land, to reduce the environmental impact of all waste incineration facilities.

The Authority's contractor and joint venture company LondonWaste Ltd has carefully evaluated the best way forwards under their current circumstances, and is now actively re-designing and modifying various parts of the combustion and gas treatment equipment and processes in order to achieve compliance with WID, and thereby be allowed to continue with their energy-from-waste service. The works are scheduled for completion in December 2005.

6.20.8 Waste Electrical and Electronic Equipment (WEEE) 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 2005.

The Government is consulting on means of implementation and the role waste disposal authorities will have is still not yet known in detail. Nevertheless, the Authority will monitor developments closely as additional costs may well arise, and it may be possible to co-ordinate or assist with new arrangements at Constituent Borough Re-use and Recycling Centres.

6.20.9 The London Mayor's Waste Strategy

The Mayor for London published "*Rethinking Rubbish in London*", his final municipal waste management strategy in September 2003, having previously consulted very widely.

The Authority engaged fully and constructively in this process, submitting detailed comments on the Mayor's many draft policies and proposals. The most significant matters were the Authority's concern that the Mayor's recycling and composting targets were too high, that his desire to control London's Landfill Directive permits was inappropriate, that the Mayor should not seek to create a single London-wide waste disposal authority (but that a single waste planning authority for London should be considered) and that the Mayor's apparent opposition to energy-from-waste incineration ought not be sustained whilst all alternatives for the treatment of residual wastes (other than landfill) remain unproven at an appropriate scale of operation for London. Notwithstanding the above however, the Authority was in broad agreement with most of the Mayor's draft policies and proposals, at least in principle.

The Authority was therefore relatively pleased with the Mayor's final municipal waste strategy insofar as all the above key points were either modified towards the position suggested by the Authority (and, no doubt, by others), or they were deferred for future consideration (such as the single waste disposal authority for London).

6.20.10 Other Legislative Requirements

The Authority and its Constituent Boroughs will comply with all legislative requirements relating to waste management including other EU Directives, and will seek to ensure that all developing requirements assist the Authority in the pursuit of its shared strategic objectives with the Constituent Boroughs.

Implementation of North London Joint Waste Strategy

- 6.21 As the Authority moves forward into the implementation of the NLJWS it will continue to have regard to its responsibilities under the Best Value regime. At the time of preparing the Best Value Performance Plan the Authority has yet to consider this in detail, but will do so in such a way at the planned Strategy Implementation Board so as to address key improvement priorities where there is the greatest need or opportunity for improvement, and the specific outcomes that the Authority and its Partners expect to achieve as a result.
- 6.22 Much work has already been undertaken however to improve recycling and composting rates in North London, both in accordance with the draft NLJWS and the statutory performance standards.

- 6.23 The former Strategy Project Board prepared a comprehensive analysis of various potential funding sources for new services and facilities in North London. The most accessible of these was the London Recycling Fund, which was London's share of the £140m fund provided by the Government nationally, namely £21.3 million funding for London that was allocated by January 2003. In total, £4,139,000 was awarded to North London authorities.
- 6.24 Three joint bids, which collectively involved co-operation between all North London boroughs, were awarded funding:
- £2,690,000 to an Estates Recycling Joint Bid (led by L.B. Islington on behalf of L.B. Camden, L.B. Enfield and L.B. Haringey)
 - £379,000 to a Civic Amenity Joint Bid (led by L.B. Enfield on behalf of L.B. Haringey, L.B. Waltham Forest and the NLWA) and,
 - £400,000 to a Green Waste Joint Bid (led by L.B. Waltham Forest on behalf of L.B. Barnet and L.B. Hackney).
- 6.25 All three projects are now completed, and the improvements to local recycling rates are being measured, albeit that some were completed only in March 2004.
- 6.26 As part of the Civic Amenity Joint Bid, £79,000 was allocated to expand a successful furniture and electrical item re-use service in partnership with all Constituent Boroughs and the Kings Cross Furniture Project. The NLWA have been supporting this bid through paying the equivalent of the avoided cost of disposal for each tonne of waste re-used.
- 6.27 As noted earlier, further work is soon to commence since the recent provisional award of £4,000,000 to the North London Integrated Compost Project. For the Authority this means managing the London Community Recycling Network as they promote and assist home composting and community composting in North London, it means co-ordinating the work of four Constituent Boroughs in the collection of good quality organic waste, and it means managing LondonWaste Ltd as they secure planning permission and physically build the new in-vessel composting facility.
- 6.28 Work is also to commence on the Authority's other provisional award from the London Recycling Fund of over £83,000 for building partnerships with the community recycling and composting sector through the London Community Recycling Network.
- 6.29 The North London Joint Waste Strategy (NLJWS) will help the Authority and its Constituent Boroughs to meet the targets for composting, recycling and recovery that have been set by the Government, and also to provide Best Value through flexibility in its waste management options. This will allow the Authority and Constituent Boroughs to take advantage of new technology and exploit new recycling and recovery options as they appear.

- 6.30 The Authority and its Constituent Boroughs have achieved further improvements to the level of recycling and composting in 2003-04. The Authority has always sent a large proportion of its waste for energy recovery through incineration, and the use of this waste management option is likely to continue alongside increasing recycling services. Flexibility in the NLJWS will help the Authority to maintain and build on this past performance.
- 6.31 The Authority has its own aims in continuing and enhancing the services it currently provides for its users. The main objectives are as follows:
- To provide local facilities for the disposal of waste collected by our Constituent Boroughs. These disposal facilities will be: -
 - i. Offering a disposal option over 24 hours, 365 days of the year.
 - ii. Providing a turnaround time for vehicles of no more than 20 minutes.
 - iii. Continuing to provide a healthy and safe working environment.
 - To provide information on transactions (dates, times, weights etc.) for Borough vehicles, within 24 hours, and to provide weekly transaction reports to each Borough, by the end of the following week.
 - To provide advice on all waste management issues to Constituent Boroughs
 - To develop and produce a Joint Municipal Waste Management Strategy in partnership with the Constituent Boroughs.

7.0 FINANCIAL STATEMENT

- 7.1 The services provided by the Authority are paid for by the seven London Boroughs that make up the Authority's area, who then include this expenditure in their own budgets and council tax calculations. The payment comprises of two elements. A payment for household waste which is paid in the form of a charge known as the levy, and a separate charge for non-household waste, i.e. industrial and commercial wastes.
- 7.2 The Authority's net expenditure requirements for the year ahead and the basis for apportioning the levy are determined each year at the February meeting of the Authority. All constituent Boroughs must agree the method of apportioning the levy unanimously. In the event of failure to reach unanimous agreement a default arrangement is applied.
- 7.3 Since the formation of the Authority in 1986, there has never been unanimous agreement on an alternative method of apportionment of the levy and therefore the Authority has relied upon the default arrangements that currently require the levy to be apportioned in proportion to each Borough's Council Tax base. As this may not fairly reflect the real cost of disposal of the waste from each Borough, the Authority has previously made representations to Government urging a change to a tonnage basis for apportioning the levy. The Authority is continuing to press for a change recognising the consequent need to reappraise civic amenity tonnages and recycling credits.
- 7.4 The Authority owns a 50 per cent interest in LondonWaste Ltd, its principal contractor. The Authority has usually received a dividend income from the company that in turn has helped to reduce the net expenditure requirements of the Authority.
- 7.5 The net budget for 2004-05 of £49.917m is financed as follows:

Financing of Authority's Net Budget for 2004-05

	£'000
Charges for non-household waste	6,776
Use of balances	4,776
Levy for 2003/2004	38,374
Total Income	49,917

- 7.6 Since the formation of LondonWaste Ltd in 1994, it has not been necessary for the Authority to incur any expenditure of a capital nature, however, this may need to be reviewed as the Joint Waste Strategy implementation starts.

7.7 Further details of the Authority's budget for 2004-05, together with details of actual expenditure and income for 2002-03 and 2003-04 (subject to audit) are set out below:

<u>Authority Budgets</u>				
	2002-03 Actual	2003-04 Original Budget	2003-04 Probable Actual	2004-05 Original Budget
	£'000	£'000	£'000	£'000
Expenditure				
Transport and Disposal	27,187	29,816	27,278	32,188
Fridges and Freezers	873	1,687	1,872	1,072
Landfill Tax ¹	3,317	5,527	5,374	6,360
Recycling Credits	2,777	6,096	4,779	9,295
Other Recycling Initiatives	0	0	3	100
Other Costs	563	818	711	969
Total Expenditure	34,717	43,944	40,017	43,944
Income				
Rents	(72)	(75)	(74)	(77)
Interest on Balances	(602)	(375)	(951)	(490)
Dividend Income	(0)	(0)	(0)	(0)
Total Income	(674)	(450)	(1,025)	(567)
Net Expenditure	34,043	43,494	38,992	49,417
Contingency	0	500	0	500
Total Net Expenditure	34,043	43,994	38,992	49,917
Financed by:				
Balances b/fwd	(3,331)	(2,508)	(3,949)	(4,767)
Non-household Charges	(4,917)	(6,392)	(6,029)	(6,776)
Levy	(29,744)	(35,094)	(35,094)	(38,374)
Total	(37,992)	(43,994)	(37,992)	(49,917)
Estimated Balances c/fwd (3,949)		0	(6,080)	0

Table Footnote

In October 1996 the Government introduced the landfill tax at a standard rate of £7 per tonne for general waste and a lower rate of £2 per tonne for inactive waste. The standard rate of tax increased to £13 per tonne in April 2002, £14 in April 2003 and £15 per tonne in April 2004.

7.8 Variations in the figures above are due to a wide range of factors. The Authority's transport and disposal costs are rising with the continuing increase in the waste stream and the overall costs of waste disposal are also rising at above inflation levels.

- New requirements for the treatment and safe disposal of fridges and freezers that came into effect on 1 January 2002 have significantly added to the costs of the Authority.
- Landfill tax liability is directly influenced by the increase in the waste stream and the stepped increase in the landfill tax rates set by Central Government, as set out in the table footnote above.
- The beneficial rate of landfill tax paid by the Authority on its Hendon waste stream ceased in February 2003 and this has contributed to a significant increase in costs in 2003/04.
- Landfill tax costs are also budgeted to rise in both 2003/04 and 2004/05, partly as a result of an increase in the tax paid on residual ash (after incineration) and also as a result of a reduction in waste incineration capacity whilst the Edmonton energy-from-waste facility is upgraded to meet the requirements of the Waste Incineration Directive.
- The costs of transport and disposal of waste passing through the Hendon Waste Transfer Station increased significantly on 1 January 2004 in response to changing environmental legislation and the strategic importance of retaining Hendon as an environmentally safe waste disposal route in North London.
- A successful appeal against the Rating Assessment of the Hendon Waste Transfer Station resulted in a substantial rate refund in 2003/04.
- Slippage from 2003/04 to 2004/05 of the proposed new waste transfer station at Hornsey Street (Islington) – a replacement for the Ashburton Grove waste transfer station – has also contributed to the budget saving in 2003/04 (the 2004/05 budget allows for a 9-month increase in the costs of operating the new facility).
- Recycling credit payments are also budgeted to rise significantly in both 2003/04 and 2004/05. In part due to an increase in the recycling activity by Constituent Boroughs to meet the Government's statutory performance standards, but also to reflect the higher value of the recycling credit payment for each tonne of waste diverted from the waste stream.

7.9 The Authority also receives a net income from the temporary investment of its cash balances. In addition to an improvement in cash flow, the budgeted increase in the 2003/04 revised estimate reflects the receipt of a significant interest payment in addition to the Hendon rate refund referred to above, and also, for interest due to be paid in addition to outstanding compensation for land acquired by the Highways Agency. In view of the requirements of the Waste Incineration Directive, which will require significant investment at the existing energy-from-waste facility, it is not currently envisaged that the Authority will receive a dividend payment from LondonWaste Ltd for some time.

7.10 The level of waste delivered to the Authority by Constituent Boroughs increased by 16.5% between 1995-96 and 2002-03. This has contributed significantly to the costs of the Authority. Although the rate of increase in the residual waste stream fell very slightly during 2003-04 (the first time for over eight years), the total waste stream including Borough recycling and composting rose by 1%. The budget for 2004-05 provides for a general increase of 2.5% before allowing for a further significant stepped change in borough recycling activity.

7.11 Details of each Borough's share of the levy and estimated charge for non-household waste in 2004-05 compared with the cost to Boroughs in 2003-04 are set out below:

Waste Disposal Costs

	2003-04 Non - Household Charges	2003-04 Levy	2003-04 Total cost to Boroughs	2004-05 Non - Household Charges	2004-05 Levy	2004-05 Total cost to Boroughs
	£	£	£	£	£	£
Barnet	742,880	7,720,005	8,462,885	765,411	8,279,149	9,044,560
Camden	1,395,527	4,990,530	6,386,057	1,438,282	5,550,838	6,989,120
Enfield	555,959	6,001,198	6,557,157	568,955	6,537,458	7,106,413
Hackney	974,808	3,372,107	4,346,915	1,023,345	3,815,541	4,838,886
Haringey	893,562	4,582,740	5,476,302	940,164	4,998,276	5,938,440
Islington	1,080,556	4,259,811	5,340,367	1,140,130	4,721,096	5,861,226
Waltham Forest	749,482	4,167,609	4,917,091	900,026	4,471,642	5,371,668
Total	6,392,774	35,094,000	41,486,77	46,776,313	38,374,000	45,150,313

Financial Forecast for 2005-06, 2006-07 and 2007-08

7.12 At the Authority's budget meeting in February 2004 Members were advised that assuming full use of balances by 31 March 2005, and a year-on-year increase in the waste stream of 2.5% per annum (as adjusted for further stepped increases in recycling), the percentage increase in the cost to the Boroughs in 2005-06 was estimated to be 18.2%, a further 6.5% in 2006-07 and a further 8% in 2007-08. Following closure of the 2003/04 accounts and a first review of the 2004/05 budget (to be reported to the Authority meeting in July) the increases have been revised to 15.4% in 2005/06, 9.7% in 2006/07 and 7.9% in 2007/08. These forecasts are based upon known and quantifiable changes only - including landfill tax rates where the standard rate of tax is expected to rise by stepped increases of £3 per year until a rate of £35 per tonne is reached. These forecasts also allow for the estimated additional full year cost of operating a new waste transfer station at Hornsey Street (the replacement to the Ashburton Grove waste transfer

station). In addition, the Authority is likely to encounter other budget pressures which are not at present quantifiable, including, the costs of meeting the Government's national waste strategy, other environmental legislation and possible costs in connection with the relocation of the Hendon rail transfer station.

8.0 BEST VALUE PERFORMANCE INDICATORS AND TARGETS.

Best Value Performance Indicators (BVPIs)

- 8.1 As part of an integrated approach the Department for the Environment, Transport and Regions together with the Audit Commission have published a number of Best Value Performance Indicators (BVPIs) specifically for Waste Disposal Authorities. The indicators establish a management framework based on performance. The Authority is obliged to report on designated indicators, stating its performance and setting targets for the following year. By adopting the 'Five Cs', Compare, Compete, Challenge, Consult and Co-operate, in both the review of its services, and the development of its Joint Municipal Waste Management Strategy (NLJWS), the Authority intends to improve all its services. Waste Disposal Authorities' Best Value Performance Indicators are split into three categories:

Corporate Health BVPIs

- 8.2 The North London Waste Authority does not directly employ any staff directly. Two of the Constituent Boroughs (Camden and Haringey) provide officer support through both part-time and full-time employees instead.
- 8.3 Under these circumstances the Authority considers that it remains inappropriate to publish these indicators.

Statutory Environmental Service BVPIs for Waste Disposal Authorities – APPENDIX 1, TABLE 1 (attached at the end of this Plan)

- 8.4 These indicators are designed to show how well the Authority performs in providing its waste disposal services. Users can then monitor the improvements in performance over time, and comparisons with other Waste Disposal Authorities can be made.
- 8.5 The service BVPIs have been designed by the Government to reflect a balanced approach in the assessment of performance, and the statutory performance standards set are designed to contribute to national compliance with the Landfill Directive.
- 8.6 The Authority does not report BVPI 90c, (the percentage of people expressing satisfaction with Civic Amenity sites), as these facilities are provided and operated by the Constituent Boroughs under the Refuse Disposal (Amenity) Act 1978.

Local Performance Indicators

– APPENDIX 1, TABLE 2 (attached at the end of this Plan)

- 8.7 Specific requirements of Constituent Boroughs and local sensitivities can be mirrored within these local performance indicators. Targets set will establish the speed at which local improvements in service will be made.
- 8.8 As the Government changed the definition of recycling to be used in calculating the amount of household waste recycled for indicator BVPI 82a from 2001-2002, this made the recycling rate appear to fall due to the large amount of ash and ash product that were included in the rates published in previous years. Therefore, the indicator does not reflect the full amount of recycling in the Authority and since its second Best Value Performance Plan, the Authority decided to report the amount of household waste that is recycled in the Authority both including and excluding the ash products as local performance indicators. This will show the amount of ash product that is recycled and diverted from landfill. Reporting this indicator allows both trends to be monitored.
- 8.9 The Authority is also continuing to publish recycling, composting, energy recovery and landfilling as average weights per head and per household to allow more transparent comparisons with other waste management services both in the U.K. and abroad in the future.

Best Value Performance Indicator Targets

- 8.10 Legally binding targets for recycling and composting have been set by the Government as statutory performance standards for 2003-04 for all Waste Disposal Authorities. The North London Waste Authority is pleased to have exceeded its first statutory performance standard. Other targets continue to be set locally by the Authority.
- 8.11 The Government also requires targets to be set which will improve the Authority's services to a level in line with the performance set by the top 25% of Local Authorities. The Authority has published the Government's 2002-03 upper quartile data for London Boroughs for County Councils at Appendix 1 for comparative purposes. These show the Authority as being very close to the London comparator for recycling and composting (13.22% against 13.7%). Surprisingly, the Authority is some way below the upper quartile for recovery of waste, but this is believed to be the result of the energy-from-waste facility in south-east London serving unitary boroughs, whereas the Authority's performance is necessarily an average across our seven boroughs. The same principle applies to landfilling, but in reverse. The Authority's average kilogrammes per head of population is outside of the London upper quartile, but within the County Council upper quartile; these figures are however subject to the many different methods of calculation. Also, because County Councils operate in different ways and to different legislation in some cases to the statutory joint waste disposal authorities such as NLWA, they can be used only as an approximate guide.

- 8.12 The targets set for 2004-05, 2005-06 and 2006-07 represent an even transition to the second known statutory target, and then to the combined recycling and composting rate of 35% in 2010, as within the draft North London Joint Waste Strategy (NLJWS). These will take the Authority beyond the 2002-03 London Borough Medians and beyond the 2002-03 Upper Quartile County Councils combined level of recycling and composting.
- 8.13 The stakeholder dialogue process for the NLJWS will help the Authority and its partners to ensure that the targets set in future annual plans will always reflect local users sensitivities and needs.

Action to achieve targets

- 8.14 The Authority's statutory performance standards for the amount of waste collected, the percentage recycled and the percentage composted are at present very dependent upon the decisions and actions of the Constituent Boroughs given the exclusion by the Government of ash and ash metal recycling.
- 8.15 In this context, progress towards these targets is being monitored by the Authority at its meetings as complete quarterly information becomes available, a process which effectively encourages comparisons between the relative effectiveness of the different approaches of different boroughs. Progress has also been made through the development of the draft NLJWS, within which both the Boroughs and the Authority are working in partnership to find and implement the most cost-effective and sustainable means of achieving our common objectives. Our progress with the NLJWS is described more fully at Chapter 6.
- 8.16 The 2003-4 statutory performance standard for the Authority of 12% recycling and composting has been exceeded through benefiting from the successful bids to the London Recycling Fund for additional estates and civic amenity recycling and additional green waste collection services, as well as from other programmed improvements in the Boroughs to their recycling and composting services and the Authority's own contractor's arrangements for fridge recycling and other efforts to recycle more from the residual waste stream. Progress towards local 2004/05 targets and the higher 2005/06 statutory targets will continue to be monitored during the year so that corrective action can be taken if necessary.
- 8.17 The statutory targets for the cost of waste disposal per tonne and the percentages landfilled and used for energy recovery are within the Authority's control to only a limited extent, as at present they are largely dependent upon increases in the level of landfill tax and the physical capacity of the Authority's relevant contracted waste handling facilities.

- 8.18 The Authority's target for the quantity of household waste collected per head of population is effectively to stay below the then keep growth rates within 1.5% per person per year. The Authority has done preparatory work on a range of potential waste minimisation measures for the draft NLJWS noted in Chapter 6 to prioritise and implement these. It is believed that further improvements will need Government action. As before however, it should be noted that different methods of calculation prevail, so comparisons must be treated with caution.
- 8.19 The Authority's local performance level for availability of disposal facilities and the processing of Borough vehicles are under constant review to ensure their achievement.

Historical Comparisons of Best Value Performance Indicator

- 8.20 General comments have been made above, and further outline comments on the variations in the Authority's BVPI's for 2002-03 are included in Appendix 1 at the rear of this document. The amount of household waste collected by the Boroughs for recycling and composting increased by some 20,000 tonnes from 68,434 tonnes in 2002-03 to 89,294 tonnes in 2003-04. This must then be set against a reduction in the overall household waste stream of just over some 20,000 tonnes.
- 8.21 The percentage used to generate electricity fell slightly again. Given the finite capacity of the Edmonton energy-from waste facility and continuing growth in the waste stream, it seems likely that the most the Authority can aspire to in terms of diversion from landfill is to maintain a broadly similar level in absolute tonnage terms. The principal landfill diversion will come from increased levels of recycling with new and improved services to achieve the statutory performance standards within the Constituent Boroughs.
- 8.22 It should also be noted that due to the need to upgrade the waste-to-energy facility in order to satisfy higher forthcoming European standards on emissions, there will in practice be a lower level of incineration capacity later in 2003-04 and continuing through 2004-05 and into 2005-06. As final decisions have not yet been taken on the nature of the improvement works, it is not yet possible to forecast accurately the effect this will have on the Authority's performance as measured by BVPI 82c.
- 8.23 From 2005/06 onwards the Authority's prime concern will be managing within its allocation of tradable landfill allowances.

**Comparisons of BVPIs with other Joint Waste Disposal Authorities
– APPENDIX 1, TABLE 3 (attached at the end of this Plan)**

- 8.24 At Appendix 1, Table 3 comparisons are shown between the North London Waste Authority and the other five statutory joint waste disposal authorities. North London's recycling rate is third to Western Riverside and West London, and our composting rate fourth to West London, Merseyside and Manchester.
- 8.25 In the past, BVPI 82a (the percentage of household waste recycled) has been difficult to compare because of different circumstances in each area. Whilst the NLWA's indicator benefited from ash and ash metal recycling, others benefited from the recycling of abandoned cars (which is a delegated function in the NLWA area, and not included). It should be noted too that the definition of "household waste" has changed for the purposes of this indicator, making year-on-year comparisons difficult. There still remain however very different methods of calculating the proportion of the municipal stream that is classified as "household waste", and that which is "non-household waste", which still affect the published figures.
- 8.26 The development of new recycling and composting facilities is a key objective of the draft North London Joint Waste Strategy, discussed in detail in Chapter 6. The current work on a bulky waste recycling facility and an in-vessel composting facility, both through LondonWaste Ltd at their Edmonton site are the first steps in this direction.
- 8.27 The relative performance on BVPI 82c, the percentage of household waste used for heat or power generation, varies tremendously according to the availability of a suitable facility. The NLWA is contracted to LondonWaste Ltd, owners and operators of the Edmonton Solid Waste Incineration Plant, and consequently delivers a relatively high proportion of its waste to this facility. The same facility receives some of ELWA's waste, whilst Greater Manchester also has some access to a nearby facility. The variations on BVPI 82d, the percentage of household waste sent to landfill sites, are effectively a mirror image of this.
- 8.28 The amount of household waste collected per head of population varies considerably (the highest is 65% higher than the lowest), indicating outstanding differences in the way in which each waste disposal authority has calculated the household element of the municipal waste stream to reflect local operational differences and historical precedents, as noted above.
- 8.29 Variations in the cost of disposing of municipal waste may also be a further reflection of the methods of identifying the "non-household" element of the municipal waste stream, and the consequent amounts charged to the Constituent Boroughs for their disposal. In North London, this is coming under close consideration as we assess how to allocate costs more fairly and how to jointly introduce new co-ordinated services and facilities through the NLJWS .

8.30 The table shows the North London Waste Authority as the third highest in terms of cost per tonne, this is just 7p above the average rate for the six SJWDAs.

9.0 UPDATE ON PAST REVIEWS OF SERVICES

- 9.1 Whilst the most significant work in the last two years has been on the development of the draft North London joint Waste Strategy (as detailed in Chapter 6), it has continued to be necessary to see through various elements of the Authority's first two Best Value Reviews.
- 9.2 The conclusions of the Authority's first Best Value Review on the Transport and Disposal of Civic Amenity Waste (chosen due to the conclusion of the current contract) are fully implemented now, with new contractual arrangements having been tendered and the contract started in September 2003. The second Best Value Review on the Arrangements for the Storage and Disposal of Abandoned Vehicles Combined with Disposal Arrangements for Dumped Tyres (chosen due to expected legislative change) has been completed as far as possible until the precise nature of the legislative change has become certain, which is still expected soon. Greater detail is given below.

9.3 Transport and Disposal Arrangements for Civic Amenity Waste

- 9.3.1 The principal challenge to the way in which this service was being operated was to question whether the Authority should continue with a single contract for both the transport and disposal elements of the service, or whether these should be separated. The Review concluded to separate these services in order to obtain the most competitive prices possible for the transport element, and to place the disposal of these wastes within the Main Waste Disposal Contract.
- 9.3.2 Other issues were considered such as the most suitable length of the contract, inclusion of the possibility of Boroughs using the Authority's contractor for transporting recyclable wastes, and flexibility for the future physical and operational development of existing and new CA sites. Also considered were the risks associated with new legislation such as the Landfill Directive and the draft Waste Electrical and Electronic Equipment Directive, which proposes targets for collection, re-use and recycling, requires specific treatments and a mechanism for equipment producers to meet costs and which bans the use of certain hazardous substances.
- 9.3.3 Early consultation took place with the Boroughs, as the users of the Authority's service, and prospective tenderers, and comparisons were also been made with other Waste Disposal Authorities' arrangements and costs where recycling rates were high. A contract and a process were prepared under which tenders were assessed for price and quality factors on a ratio of 35:65.

9.3.4 Within the contract the opportunity was also taken to provide Constituent Boroughs with prices for the transportation of their recyclable wastes, if they so choose, taking advantage of a competitive tendering exercise across all seven Boroughs. The rates secured are good, and all five of the Constituent Boroughs with their own direct RRC's are now using the contract.

9.3.5 This contract was awarded to LondonWaste Ltd. As the contracting process pre-dated the Code of Practice on Workforce Matters in Local Authority Service Contracts (issued as Annex C to ODPM Circular 03/2003 to regulate the transfer of staff), it was not assessed against the requirements of the Code. The Code also applies at present only to principal local authorities, but the Authority will follow the Code or the anticipated tailored guidance for statutory joint waste disposal authorities as soon as it is available and the Authority next has a qualifying contract to let.

9.4 Arrangements for the Storage and Disposal of Abandoned Motor Vehicles Combined with Disposal Arrangements for Tyres

9.4.1 Arrangements for the storage and disposal of abandoned motor vehicles have been fully delegated to the Boroughs, whereas the collection and disposal of fly-tipped tyres remains an issue for both the Boroughs and the Authority. New European legislation is changing these existing relationships however. This legislation was consulted on with the Authority's prospective service users, the Boroughs, and it formed the basis of this Review, rather than an assessment of existing arrangements that will clearly have to change.

9.4.2 The principal consideration within this Review is therefore the End of Life Vehicle Directive, which sets targets for re-use, recycling and recovery, and introduces treatment standards.

9.4.3 The targets are:

- to increase re-use and recovery to 85% and recycling to a minimum of 80% by 1st January 2006
- to increase re-use and recovery to 95% and recycling to a minimum of 85% by 1st January 2015

The Directive also requires:

- manufacturers to design vehicles with recyclability and re-use in mind
- systems to be established to ensure that all vehicles are collected and transferred to an authorised treatment facility, for "de-pollution" (i.e. the full and proper removal of all potential pollutants).

- 9.4.4 Because the UK Government has not yet given any significant indication of how responsibility for achieving these recycling targets is to be divided up, and who is going to be financially liable for which parts of the process (local authorities, vehicle manufacturers and importers or the whole motor industry at large), and because the magnitude of change is so tremendous, it has still not been possible to bring this Review to a meaningful conclusion yet, although it does appear fairly certain that local authorities will carry much of the burden until 2007.
- 9.4.5 Also of major importance to abandoned vehicles and tyre disposal is the Landfill Directive which banned the landfilling of whole tyres during 2003 and shredded tyres during 2006 and which, in banning the co-disposal of hazardous and non-hazardous wastes, is likely to effect the disposal of car battery acids.
- 9.4.6 The Review initially included a more detailed summary of the End of Life Vehicle Directive, an appraisal of best practice elsewhere, alternative disposal points for tyres (fuel for cement kilns, raw material for athletic tracks, carpet underlay, rubberised asphalt road surfaces, etc) and consideration of whether or not sufficient abandoned cars and tyres were arising within the Authority area in order to provide the feedstock for a new Authorised Treatment Facility as envisaged in the ELV Directive.
- 9.4.7 The last issue was, however, already overcome in 2003 by the installation of various equipment to “de-pollute” unwanted and abandoned vehicles by a contractor who is already serving four of the Authority’s Constituent Borough’s.
- 9.3.8 On the assumption that the legislative framework in the UK for End of Life Vehicle’s will now be finalised in 2004-05, this Best Value Review will be fully completed in 2004-05.
- 9.5 The Authority has co-dependency with its Constituent Boroughs. Borough services, collection of municipal wastes and the provision of re-use and Recycling Centres, are directly reliant upon the efficient manner in which the Authority exercises its primary function of disposing of waste. The Authority recycling rate is dependent on the recycling activities in the Boroughs. Therefore, all Reviews will involve substantial consultation phases with Constituent Boroughs as well as other stakeholders and interest groups.
- 9.6 Additionally there will be external factors, which the Authority cannot entirely control that may impact on the Authority’s services. These include:
- The disruption to the Edmonton Energy from Waste facility whilst works are undertaken (with boilers shut down for potentially long periods of time) to comply with the Waste Incineration Directive.
 - The re-location of the Ashburton Grove road transfer station as part of the Arsenal FC stadium proposals.

- The re-location of the Rail Transfer Station at Hendon as part of a major redevelopment of the Cricklewood area.
- The provision and operation of civic amenity sites.
- New statutory performance standards for recycling and composting and Constituent Borough LPSAs.
- The way in which the Government enacts European Legislative requirements such as the Landfill Directive, the Waste Electrical and Electronic Equipment Directive and the End of Life Vehicle Directive.
- The Mayor of London's future review of his strategy for all waste in the Capital, and his future supplementary planning guidance.
- Possible changes to the way in which the Authority charges the Boroughs for the disposal of household waste, from a levy based on the number of Council Tax band D properties to, for example, a levy based on the actual tonnage the Boroughs deliver. This may also affect the way the Authority calculates recycling credits.

9.7 Where the dates of these external factors are known, they will be linked into future Best Value Reviews.

9.8 In February 2002, Statutory Instrument No. 2002/305 revoked the requirement for the Authority to review all its functions in a five-year cycle. This change allowed the Authority to cease the piecemeal reviews of its various waste services and instead to focus attention on the development of the North London Joint Waste Strategy. Developing the strategy has already started to cover the "Five C's" of Best Value identified in Chapter 3 of this document and has particularly involved critical appraisal of the most appropriate roles for the Authority and the Constituent Boroughs, making comparisons in the U.K. and beyond, introducing competition wherever appropriate and affordable, employing and co-ordinating the resources of the Authority and the Boroughs and consulting with stakeholders throughout.

9.9 Opportunities for improved value for money will be kept under review, but it has to be recognised that there is now only one local service provider, LondonWaste Ltd (LWL), and that the wastes are contracted to LWL in any case under the Main Waste Disposal contract until December 2014. The further discrete waste streams of construction waste and hazardous household waste had been identified for separate Best Value Reviews in 2003-04, but were appraised in outline within the NLJWS; more detailed work can be undertaken after the stakeholder dialogue to re-appraise the options for the way forward for these minor services and the more major challenges of delivering new waste facilities in co-ordination with complementary recycling and composting collection services, including the question as to whether or not these services are appropriate, within the Best Value framework.

10.0 RESOURCES

- 10.1 The first Best Value Reviews were written with assistance from the Improvement and Development Agency, but significant Authority officer time was expended on this, and some Borough officers' time, too.
- 10.2 The Best Value approach of the North London Joint Waste Strategy (NLJWS) in 2003-04 was resourced mostly by officers of the Authority and the Constituent Borough's but will specific and significant external resources for the BPEO assessment and the stakeholder dialogue. The Authority agreed to fund the development of the NLJWS, and has set aside a specific sum from which to do this. As noted previously, the NLJWS will require application of the "Five C's" (Compare, Compete, Challenge, Consult and Co-operate) in reviewing the services, monitoring the Authority's progress in achieving the Best Value Performance Indicator targets with regular reports back to the Authority.
- 10.3 The use of a mixture of external, Borough and Authority expertise is intended to give an independent approach to the process and critical analysis of the findings. Consultants have already assisted, for example, with a review of technologies for central facilities to sort mixed recyclable wastes (which will allow reduced collection costs) and for composting garden and kitchen wastes. Consultants are being further employed for tasks such as a local waste composition assessment and analysis, and other will be needed for items such as technical reviews of further waste handling and treatment technologies and other discrete tasks within the finalisation and implementation of the NLJWS to ensure the process and the outcomes are in accordance with the Authority's commitment to Best Value.

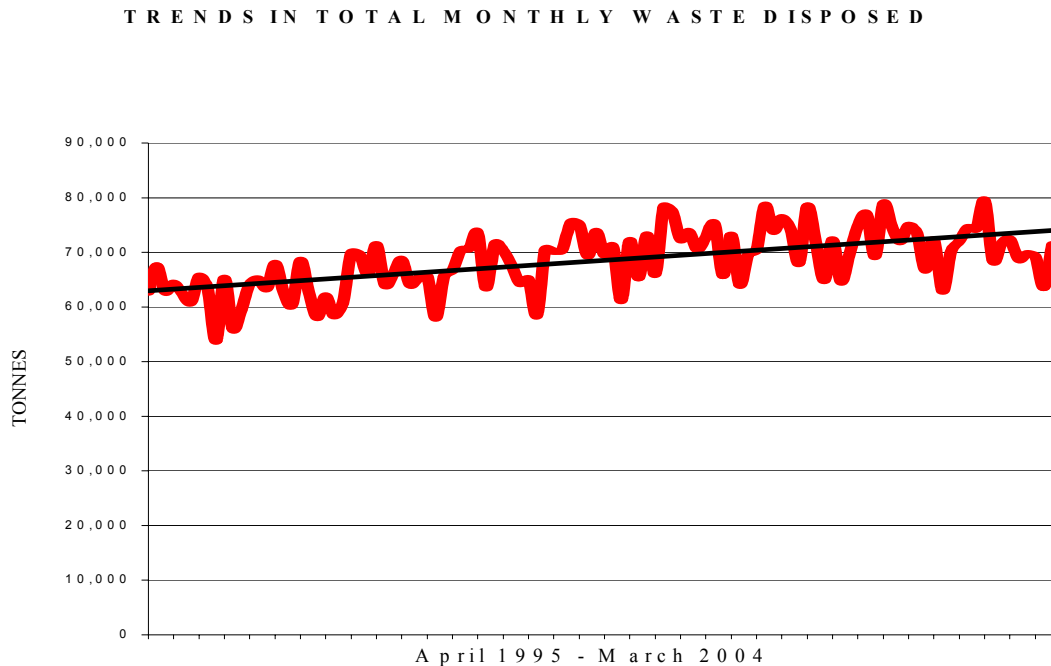
11.0 EFFICIENCY IMPROVEMENTS

- 11.1 The commencement of the new contract for the transport of civic amenity wastes is bringing improvements to this service in as efficient a manner as possible, and will provide stability and opportunity for at least five years. Arranging for the disposal of this waste stream through the Main Waste Disposal Contract at the originally tendered price per tonne (plus inflation) ensured value for money for eleven years (until the end of that contract).
- 11.2 The nearly complete Best Value Review on abandoned vehicles appears now to have little potential to give a whole new area of work to the Authority that is currently undertaken by the Boroughs. Efficiency improvements in this case are likely therefore to remain a matter for the Constituent Boroughs.
- 11.3 In all other areas the Authority is looking very closely at how it can most efficiently achieve its own statutory recycling and composting performance standards, and assist the Constituent Boroughs achieve theirs in a joined-up way. Beyond that, the Authority is looking closely at the Landfill Directive and the Waste & Emissions Trading Act and other forthcoming requirements with the same goal of efficiency and best value.
- 11.4 In all cases the Authority will:
- Clearly identify the end objectives of change to all users;
 - Monitor and control the process of change;
 - Ensure all resources and pre-requisites are in place;
 - Recognise all external dependencies;
 - Ensure that quality standards are maintained; and
 - Identify any risks involved.
- 11.5 An indication of the Authority's performance can be judged by the benchmarking of service BVPIs of all statutory Waste Disposal Authorities. The results can be seen in Appendix 1, Table 3 at the end of this Plan.

12.0 WASTE TRENDS

Total Waste Disposed

12.1 In order to evaluate future waste trends the Authority has analysed 9 years of historical data. During this period the total tonnage disposed of by the Authority increased from 744,178 tonnes (1995-96) to 867,336 tonnes (2002-03), an increase of 16.5% (123,158 tonnes) that is equivalent to just under 2% growth per annum in residual waste presented by the Constituent Boroughs to the Authority for disposal. However, in 2003/04 there was a decrease in the residual waste stream, but this must be looked upon in the context of greatly increased recycling and composting by the Constituent boroughs, which is expected to show a continuing overall increase in the size of the waste stream. Through the monthly variations in Graph 3 a trend line has been plotted to show more clearly the year on year changes in total waste presented for disposal.

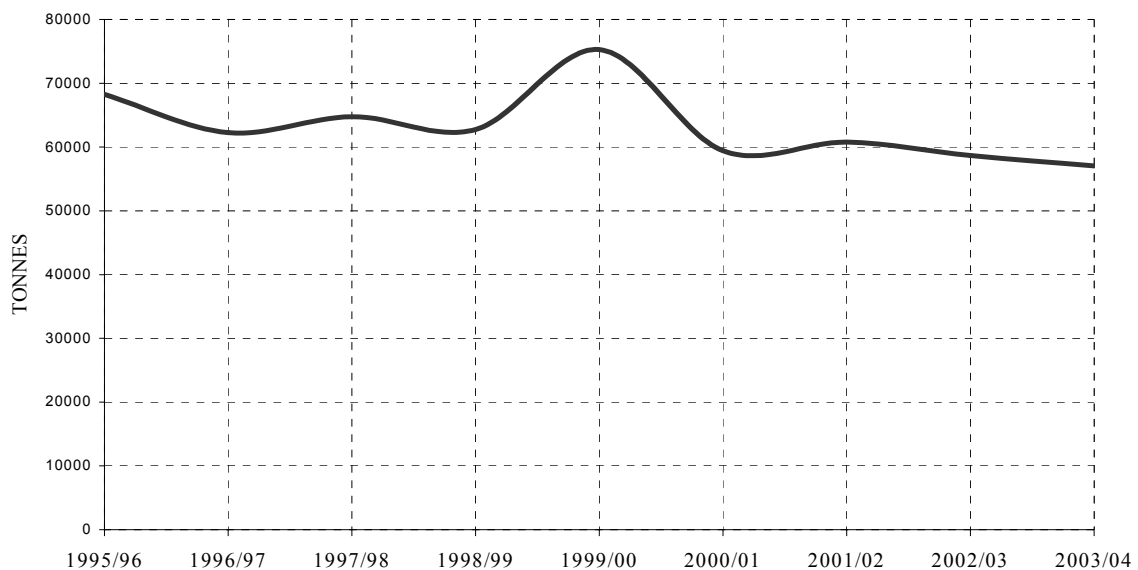


12.2 The Government's *Waste Strategy 2000* indicates an annual growth rate of 3 percent. Through the development of the draft NLJWS a local projection has been agreed, specific to the Authority's area, of 3% until 2010, reducing to 2.5% thereafter.

Re-use and Recycling Centre (Civic Amenity) Waste

- 12.3 The tonnage from Re-use and Recycling Centres (RRCs) is included within the total waste arising shown in the previous section. RRC waste is household waste that is delivered by residents to designated sites within the Constituent Boroughs. From 1995-96 to 1998-99 the tonnage from these sites reduced due to the closure of the old Summers Lane (Barnet) and Auckland Road (Waltham Forest), and the introduction of permits to discharge, for all vans.
- 12.4 The decrease from 1999-00 to 2000-01 is largely due to the closure of both Enfield sites for capital improvement works and subsequent restrictions imposed by Enfield on opening times and access by non-residents.
- 12.5 The 2002-03 year is the first full year in which Barnet has provided just its new Summers Lane CA site (having closed it's Brent Terrace CA site during December 2001), which has been designed and is being operated to achieve high recycling rates of some 50% diversion from landfill.
- 12.6 In 2003-04 RRC waste has diminished for a variety of reasons, but principally the temporary closures of RRCs whilst they were being refurbished and improved with monies from the London Recycling Fund and, to a much lesser extent, the furniture re-use scheme partly funded by the Authority diverted some residual waste in 2003-04 too.
- 12.7 In overall terms, however, it appears that the residual waste stream from RRCs has started to fall after staying relatively static for the previous three years. It should be noted however that a new, purpose built RRC is due to open in Islington during July 2004, and this may bring more waste into the municipal stream.

TRENDS IN CIVIC AMENITY WASTE (1995 - 2004)



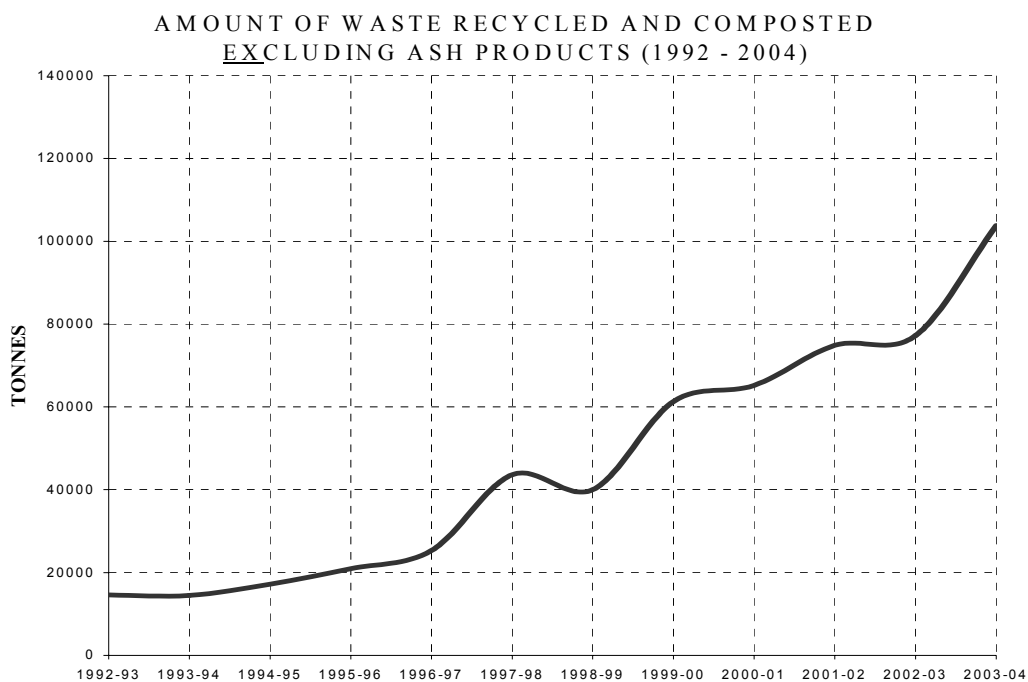
12.8 The Authority does not provide or operate RRCs. Future changes in the tonnage levels can occur due to operational changes made by Constituent Boroughs.

Recycling Waste

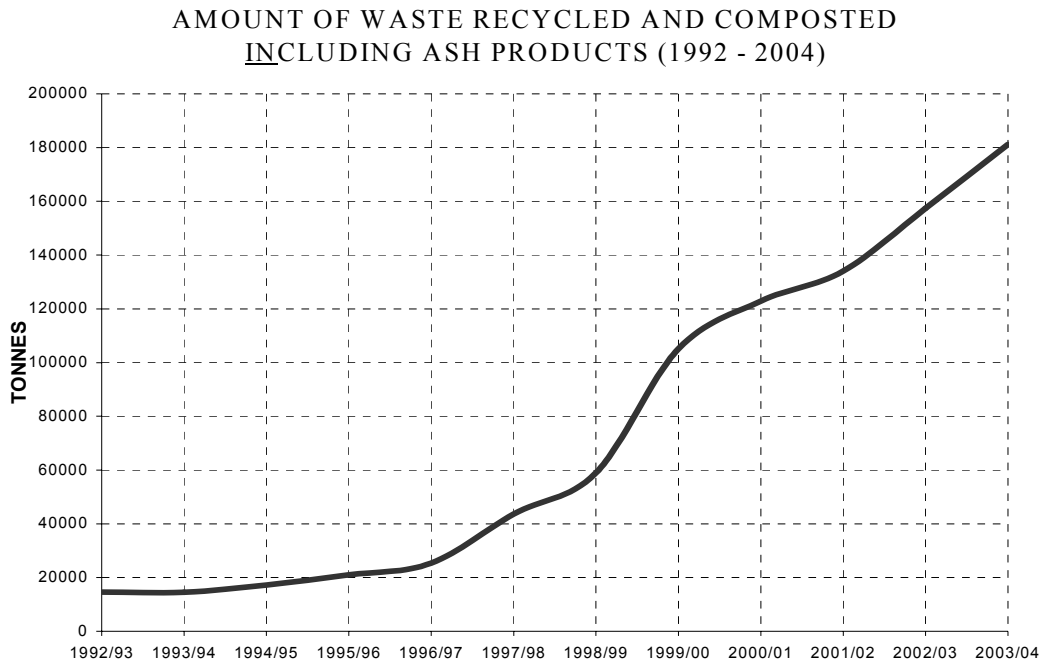
12.9 The total amount of waste recycled and composted by the Authority and the Boroughs has increased more than 7 times from 1992-93 (14,584 tonnes) to 2003-04 (103,824 tonnes). This means that the Authority has exceeded its statutory performance standard of recycling or composting 12% of its household waste (excluding residues from energy recovery) in 2003-04 by achieving a rate of 13.22% in 2003-04,. This figure rises to 22.52% when construction waste, ash and ash metal recycling are included.

12.10 Recycling across the Authority-area has increased rapidly in recent years particularly. This has been mainly due to the Constituent Boroughs introducing and expanding kerbside recycling schemes, and to improvements in the design and operation of Civic Amenity sites. More recently, green waste collection services have been introduced by some Boroughs. These developments are expected to show more fully in 2004-05.

12.11 The first graph below shows the amount of waste recycled and composted by the Authority and the Constituent Boroughs over the past 10 years excluding ash recycling.



12.12 The second graph shows the amount of waste recycled and composted by the Authority and the Constituent Boroughs over the past 10 years including ash recycling.



12.13 As noted previously, the Authority helped to co-ordinate successful bids to the London Recycling Fund to the value of over £4m in 2003-04 and over £4m again for 2004-05 and 2005-06. The earlier part was mostly for improved recycling on housing estates, but also for improved civic amenity sites, new or improved green waste collections, furniture re-use from civic amenity sites and community recycling development support; the later part is for organic waste minimisation, collection and actual composting in North London, and the building of further effective partnerships with the community sector.

12.14 The Authority's new contract for the transportation of civic amenity waste was also written to assist the Constituent Boroughs with their recycling operations at civic amenity sites, and is achieving this objective.

13.0 CONSULTATION

- 13.1 The Authority is currently actively engaged in a very significant stakeholder dialogue in relation to the North London Joint Waste Strategy (NLJWS). This will allow the Authority to:
- establish the needs of all users.
 - inform users on the whole waste management process from collection to final disposal.
 - increase its profile within the local community.
- 13.2 The previous work with the North London Recycling Forum (NLRF) reported in the 2003 Best Value Performance Plan has been built upon still further
- 13.3 In May 2003 the NLRF met again, with a focus on developing partnerships to secure new lottery funding for recycling and composting in North London. Over 100 people attended it, and initial feedback was very positive, but it appears difficult to obtain quantifiable and measurable outputs from events such as this.
- 13.4 In January 2004 at a Cabinet Member Seminar presentations were given by the Greater London Authority, LondonWaste Ltd and the London Community Recycling Network who had all been identified as key stakeholders and given an earlier draft NLJWS for review and comment. Their views were then taken into account in the final draft NLJWS.
- 13.5 In February 2004 a presentation was given to the NLRF about the conclusions of the draft NLJWS and a detailed description of the proposed stakeholder dialogue, so that Forum members could before the outset modify the nature of the stakeholder dialogue process (which they did not feel the need to do) and be fully aware and able to respond once the process actually started (as it since did).
- 13.6 The Stakeholder Dialogue process consisted of five phases as follows:
1. A technical review by key stakeholders
 2. A public qualitative review (through workshops)
 3. A public quantitative review (through postal and online questionnaire responses)
 4. A stakeholder review by North London Recycling Forum members
 5. A Stakeholder Dialogue Event to address key issues raised by all stakeholders
- 13.7 The specialist consultant MORI was appointed by the Authority on behalf of the partners preparing the NLJWS to conduct the stakeholder dialogue following a competitive tendering exercise.

- 13.8 The external draft NLJWS documents and flyers for the public were distributed to Borough Technical Officers in April 2004, with a period of some six weeks for resident to respond. A Summary document was available in large print, braille and audio formats and the ten most commonly spoken community languages in North London.
- 13.9 Key stakeholders had been identified in consultation with borough Technical Officers to take part in the Technical Review to challenge the detailed methodology of the draft strategy and its implications beyond North London. They were all sent the full draft NLJWS and a separate feedback form directly. Responses to the Technical Review were received by MORI.
- 13.10 Two Public Review Workshops were conducted by MORI in May 2004 to investigate the public response to the approach taken within the draft strategy. One workshop will concentrated on residents of properties of multiple-occupancy and one on residents in single property households to investigate if this key division of housing type in North London has any effect on the responses of residents to the draft strategy.
- 13.11 A website was developed to enable easy access to the draft strategy document including the translations of a summary document into the 10 most commonly used languages within the North London area and promotional press releases were developed to enable Partner Authorities to attract further publicity for the stakeholder dialogue.
- 13.12 Following the presentation to the North London Recycling Forum in February 2004, all representatives were sent the draft strategy summary document and feedback forms to encourage a review of the local implications of the draft strategy for waste management companies and community organisations with an interest in sustainable waste management in North London.
- 13.13 The Technical Stakeholder Feedback Event focussed on the Best Practicable Environmental Option analysis undertaken by AEA Technology for the Authority and its Boroughs, as this was the most significant area of concern raised.
- 13.14 The results of the technical, public and North London Recycling Forum reviews will be collated and interpreted by MORI to identify key issues of interest, clarification and / or concern raised by stakeholders.
- 13.15 MORI is now preparing a report on the Stakeholder Dialogue for consideration by all the Partners preparing the North London Joint Waste Strategy at a Cabinet Member Seminar on 5th July 2004. Further revisions to the draft strategy may be necessary at this stage.
- 13.16 Each Partner Authority must then separately consider and approve the revised document before it can be submitted to the London Mayor in time for the September 2004 deadline.

14.0 PUBLISHING

- 14.1 The Best Value Performance Plan is published annually. Copies are placed in Constituent Boroughs' public buildings. Service users can obtain a copy of the plan by contacting the Authority directly via letter, telephone, fax or e-mail. A notice will be issued to local newspapers, outlining these methods of obtaining the plan.
- 14.2 The Authority has developed its own web site on the Internet, where all the Authority's public reports are now published. The address of the web site is:

www.nlwa.gov.uk

If you would like to comment on the Best Value Performance Plan or any aspect of the Authority's functions then please write to:

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