

## **NORTH LONDON WASTE AUTHORITY**

**REPORT TITLE:** NORTH LONDON WASTE AUTHORITY ANNUAL REPORT 2019-20

**REPORT OF:** MANAGING DIRECTOR

**FOR SUBMISSION TO:** AUTHORITY MEETING

**DATE:** 24 SEPTEMBER 2020

### **SUMMARY OF REPORT:**

This report summarises some of the key developments, activities and trends in the Authority's management of north London's waste. The report includes details of activities and outcomes which took place in the period 1 April 2019 to 31 March 2020. This report is prepared for the Authority Annual General Meeting (AGM) which normally occurs in June. This year the Authority's AGM has been postponed to September in the light of revised arrangements arising from the COVID-19 pandemic, and so this report is being presented later than usual. Appendix A contains the Annual Report of the Authority for the financial year 1 April 2019 to 31 March 2020.

### **RECOMMENDATION:**

The Authority is recommended to approve the Annual Report attached in Appendix A to this report.

**SIGNED:**

**DATE:** 14 September 2020



Managing Director

## **1. BACKGROUND**

- 1.1. The Annual Report for the Authority is produced each year for the Annual General Meeting (AGM) in June. As agreed at the Authority meeting on 25 June 2020, as a result of Coronavirus legislation permitting this, the AGM is being held in September rather than, as normal, in June. . Because of the change in the report presentation date, this Annual Report incorporates waste data which has been validated through the national waste data system, WasteDataFlow, and so is final. The report provides an overview of key activities and developments within the financial year.
- 1.2. The North London Heat and Power Project, (NLHPP) which is the Authority's project to replace the existing energy-from-waste facility at the Edmonton EcoPark with a new energy-recovery-facility (ERF) and associated developments on-site, is a key focus. However, the report also provides an update on progress towards implementing the North London Joint Waste Strategy (NLJWS) 2004 – 2020. The NLJWS is the eight authority – North London Waste Authority (NLWA) and the seven constituent boroughs in north London – strategy for managing waste in the area. This strategy comes to an end in December 2020 with all the targets within it achieved with the exception of the recycling target. A separate Annual Strategy Monitoring Report is published in December which will provide further detail.

## **2. HIGHLIGHTS OF 2019-20**

- 2.1. It was a year of good progress but with unexpected service disruption in the last quarter resulting from the outbreak of COVID-19 in early 2020. This affected operational services and the Authority's waste prevention work and disruption continued into 2020-21. Several waste prevention events had to be cancelled due to the restrictions imposed to protect public health. All of the Authority's reuse and recycling centres (RRCs) closed with effect from 25 March when the Government announced restrictions to all but essential journeys, and centres closed across the country as a result. The RRCs were not re-opened until May 2020. Construction activity on the NLHPP was paused. The shut-down of works was planned to allow the sites to recommence operations promptly after the suspension was lifted. During the down-time the NLHPP Project team worked with the contractors to identify any opportunities for future programme recovery through resequencing or acceleration of the works.
- 2.2. However, as the country went into lockdown waste services staff were designated as 'key workers', and there was considerable recognition and support for the importance of waste services to maintain public health. Borough, NLWA and contractors' staff worked throughout the lockdown period to keep refuse and recycling collection and processing services running. So, despite the COVID-19 disruption, work progressed well within the year with key highlights as follows with 2018-19 figures in brackets where we delivered the same activity the year before:

- 2.2.1. Preventing the generation of waste in the first place is a priority. In waste prevention, from a sample of the 10,934 (13,510) people we spoke to during the year, 92% (95%) said they found the food waste prevention information provided by NLWA useful. We also launched the first Low Plastic Zone in the area during the year, in Farringdon, Islington with more than 50% of businesses in the area taking action to eradicate single-use plastic items. Uptake of the Authority's reusable nappy scheme more than doubled compared to the previous year.
- 2.2.2. In terms of the amount of local authority collected residual waste disposed by the Authority, (both from households and businesses) total volumes were down by 0.36% on 2018-19 tonnages (580,656 tonnes compared to 582,779 tonnes). Less waste was also collected per household with 579.3 kg residual waste collected from every household in north London in 2019-20 compared to 583 kg in 2018-19. Less waste was also sent to landfill than in the year before - 5% of the total (40,891 tonnes) compared to 8% (46,622 tonnes) the year before.
- 2.2.3. As well as vigorously promoting waste prevention, the Authority aims to increase the proportion of waste reused, recycled and composted. Disappointingly, although the Authority handled more tonnes of dry recycling than the previous year, 115,344 tonnes of dry recycling in 2019-20 compared to 113,479 tonnes the previous year, an increase of 1,865 tonnes or 0.02%; volumes of other recyclable waste fell, meaning that the overall percentage of household waste reused, recycled or composted fell. There has therefore been a drop in the household recycling rate from 29.9% to 28.9%. In terms of the source of recycling, reuse and recycling centre (RRC) tonnages recycled also decreased by 6% compared to 2018-19, although the proportion recycled from the total collected through the RRCs remained steady at 73%.
- 2.2.4. Following an 18-month re-procurement exercise, the Authority entered into a new contract with Biffa Waste Services for mixed dry recyclables (MDR) processing services. This is to separate the constituent materials of MDR collected by six of the boroughs and market the output recyclates for reprocessing. and recycle the MDR. The re-procurement of the service allowed the contract terms to be updated to reflect current industry best practice; for example, the Authority now receives improved reporting and data provision. In addition, the level of contamination at which a load can be rejected has been raised. This enables waste to be processed which would have been sent for disposal as residual waste under the previous contract. Better reporting, combined with simultaneous work between NLWA and LondonEnergy Ltd (LEL) for the management of MDR at waste transfer stations has led to transparent reporting of contamination. This

has enabled a more accurate baseline picture of contamination levels to be determined.

- 2.2.5. Contamination is calculated as a combination of whole loads of MDR rejected prior to processing and non-recyclable residues remaining after recyclables have been extracted from MDR. Now that an accurate baseline has been established, the Authority has designed and planned a broad workstream for 2020-21 to focus on tackling contamination. The Authority is working with the constituent boroughs to examine and address recycling and composting rates in 2020-21.
- 2.2.6. The North London Heat and Power Project (NLHPP) , gained significant momentum in the year. The project comprises the construction and operation of a replacement 700,000 tonnes per annum energy-recovery-facility (ERF) and associated development, including a visitor centre and RRC at the Edmonton EcoPark in Enfield. Development of the facility contributes to tackling the climate emergency: every tonne of residual waste which is diverted from landfill saves the equivalent of 20kgs of carbon dioxide. The facility will also generate power for homes and businesses. The plant will have state of the art technology to reduce emissions affecting air quality, to perform even better than the current energy from waste plant.
- 2.2.7. During 2019-20 the Authority awarded, on programme, the majority of the site preparation contracts for the NLHPP. The Authority also held three in-person market information events, two of which were for works associated with the 'EcoPark South' developments of a resource recovery facility incorporating a new publicly accessible RRC and EcoPark House. One of the events was for works associated with the replacement ERF. Over 100 people interested in the procurement opportunities attended this event in person, with an additional 148 online attendees.
- 2.2.8. Construction work started in January 2019 with work to create the laydown area for the construction works, to the east of the River Lee Navigation to the east of the EcoPark site. This work was completed during 2019-20 and the contractor, Buckingham Group, subsequently began construction of the west section and eastern access to the site. Galldris Construction also progressed construction activity on three contracts which are required in preparation for the main construction activity.
- 2.2.9. The Authority's work was supported by communications including social media communications which resulted in a significant increase in the number of followers of the Authority's Facebook, Instagram and Twitter feeds. Preparations also commenced to produce a single new website merging NLWA's consumer and corporate websites [wiseuptowaste.org.uk](http://wiseuptowaste.org.uk)

and [nlwa.gov.uk](http://nlwa.gov.uk) respectively. Work was nearing completion at the end of March 2020, but the launch of the new website was delayed to accommodate communications around the COVID-19 crisis. The launch of the new website has now been completed. Throughout the year the Authority delivered a number of communications campaigns including, in September 2019, participation in national Recycle Week. NLWA communications activity in the week reached 378 people face to face and 178,929 people online with recycling advice and information

2.2.10. The governance section of the Annual Report sets out a range of actions undertaken in the year including to meet statutory requirements in relation to data protection, handling information requests and transparency.

2.2.11. In 2019-20 NLWA's agreed original budget was £69.149 million (m). This was to be financed by estimated revenue balances for £5.377 m, charges to boroughs for non-household waste of £9.111 m and levies on boroughs of £53.182 m. The Authority's net budget requirement as reported as part of the ordinary business of the June 2020 Authority meeting indicates that the total expenditure for the year was less than budget at £62.685 m (£62.176m in 2018-19). As the levy is fixed at the start of the financial year, based upon forecasted expenditure and tonnage projections, this resulted in the Authority having a revenue surplus, including balances brought forward, of £8.443m at 31 March 2020. The Finance section of the Annual Report also confirms NLWA's property holdings and notes that the Authority remains the sole shareholder of LondonEnergy Ltd which in turn owns the approximately 15 hectare site at Edmonton EcoPark, Enfield on which the current energy-from-waste is located, and the and replacement ERF will be located.

### **3. EQUALITIES IMPLICATIONS**

3.1. The Annual Report notes that a single equality objective has been set in compliance with the Equality Act 2010 (Specific Duties) Regulations 2011 (the 2011 Regulations) together with a series of measurable objectives. The report lists the activities or actions have contributed towards meeting the equality objective during the past year.

### **4. COMMENTS OF THE LEGAL ADVISER**

4.1. The Legal Adviser has been consulted in the preparation of this report and comments have been incorporated.

## **5. COMMENTS OF THE FINANCIAL ADVISER**

- 5.1. The Financial Adviser has been consulted in the preparation of this report and comments have been incorporated.

### **List of documents used:**

No documents required to be listed.

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**APPENDIX A: NORTH LONDON WASTE AUTHORITY ANNUAL REPORT 2019-20**

## NORTH LONDON WASTE AUTHORITY ANNUAL REPORT 2019-20

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## 1. Summary of Performance

- 1.1. The North London Waste Authority (NLWA) (the Authority) is responsible for managing the waste collected by seven north London boroughs. NLWA has a statutory responsibility to dispose of the waste collected by Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. However, the Authority also aims to manage the waste in line with the waste hierarchy, prioritising waste management actions which are better for the environment above those that are less preferred from an environmental perspective. This means that waste prevention work is prioritised, recycling and composting are promoted and disposal to landfill is avoided as far as possible.
- 1.2. Preventing waste reduces society's consumption of resources and saves on the costs of waste disposal. In 2019-20 the Authority made good progress with waste prevention. The Authority pioneered the development of Low Plastic Zones, working with local retailers to eradicate single-use plastic. The first Low Plastic Zone launched in Farringdon, Islington on 5 February 2020 with 76% of businesses in the area taking specific action to reduce single-use plastic items in their shops. In addition, in order to tackle clothing waste, the Authority organised 14 clothes swaps or Swish and Style events, which also included clothing repair and upcycling workshops. Despite the cancellation of two events due to the COVID-19 outbreak the project exceeded its objectives attracting 1,059 attendees compared to a target of 640, and the project diverted more than 2.5 tonnes of textiles from recycling and disposal, more than double the target of 1.2 tonnes of textile waste avoided. The uptake of the Authority's reusable nappy scheme subsidy, which rewards parents for using reusable nappies rather than disposables, more than doubled in 2019-20 compared to 2018-19 resulting in an estimated 823 tonnes of nappy waste avoided as a result. Charities in the Authority's recycling credit scheme recycled 2,210 tonnes of materials (textiles, books and furniture) in 2019-20 which is less than the estimated 3,117 tonnes. This was because several of the charities were unable to submit Quarter 4 data due to COVID-19.
- 1.3. In addition to the above, a range of food waste prevention events were delivered, directly reaching 10,934 residents and social media posts promoting food waste prevention generated 217,000 impressions on followers' newsfeeds as part of a 'Three Meals Challenge' food waste campaign.
- 1.4. On recycling, despite carrying out an increased number of communications and engagement events to encourage more recycling, overall recycling rates, (recycling, composting and reuse), fell from 29.9% to 28.9%. In total the Authority handled 115,344 tonnes of dry recycling in 2019-20 compared to 113,479 tonnes the previous year, an increase of 1,865 tonnes or 0.02%. There was a fall in the amount of garden and kitchen waste processed into compost and digestate from 52,272 tonnes in 2018-19 to 49,600 tonnes in 2019-20, a fall of 2,672 tonnes or 5.1%. There was a 5.9% reduction in the amount of

waste delivered to reuse and recycling centres by residents too in 2019-20 (43,390 tonnes) compared to 46,104 tonnes in 2018-19 and 51,842 tonnes in 2017-18.

- 1.5. The outbreak of COVID-19 in March 2020 caused significant service disruption. As the country went into 'lockdown' waste services staff were designated as 'key workers', and there was considerable recognition and support for the importance of waste services to maintain public health. Whilst borough, NLWA and contractors' staff worked throughout the lockdown period to keep refuse and recycling collection and processing services running, all of the Authority's reuse and recycling centres (RRCs) closed with effect from 25 March when the Government announced restrictions to all but essential journeys, and centres closed across the country as a result. The RRCs were not re-opened until May 2020.
- 1.6. The Authority is the sole owner of LondonEnergy Ltd. (LEL) which had a turnover of £64.991 million in 2019-20. The turnover arises principally from contracts with the Authority for the disposal of waste, sales of electricity, contracts with other waste disposal authorities for treatment of their waste and operating the RRCs under contract to NLWA. LEL also worked closely with the Authority during the year to develop the design solutions for the North London Heat and Power Project (NLHPP) which addresses the need to replace the existing energy from waste facility at the Edmonton EcoPark which is coming to the end of its operational life.
- 1.7. During 2019-20 the Authority awarded, on programme, the majority of the site preparation contracts for the NLHPP. The Authority also held three in-person market information events, two of which were for works associated with the 'EcoPark South' developments of a resource recovery facility incorporating a new publicly accessible RRC and EcoPark House. One of the events was for works associated with the replacement energy recovery facility. More than 100 people interested in the procurement opportunities attended this event in person, with an additional 148 online attendees.
- 1.8. Construction work also started in January 2019 with a temporary laydown area to the east of the River Lee Navigation to the east of the EcoPark site. This work was completed during 2019-20 and the contractor, Buckingham Group, subsequently began construction of the west section and eastern access to the site. Galldris Construction also progressed construction activity on three contracts. In the last quarter of the financial year, the COVID-19 pandemic affected the NLHPP and contractors were instructed to pause activity as result. During the down-time the Project team worked with contractors to identify opportunities for future programme recovery through resequencing or acceleration of the works.

- 1.9. In 2019-20 NLWA's agreed original budget was £69.149 million (m). This was to be financed by estimated revenue balances for £5.377 m, charges to boroughs for non-household waste of £9.111 m and levies on boroughs of £53.182 m.
- 1.10. The net budget requirement as reported as part of the ordinary business of the June 2020 Authority meeting indicates that the total expenditure for the year was less than budget at £62.685 m. As the levy is fixed at the start of the year, this resulted in the Authority having a revenue surplus, including balances brought forward, of £8.443 m at 31 March 2020. In February 2020 the Authority set the budget for 2020-21 and decided that the levy on boroughs for 2020-21 would be set at £55.229 million with the use of revenue balances and charges for both household and non-household waste making up the balance to fund the Authority's 2020-21 budget of £71.789 m.

## **2. Role and Operation of the Authority**

2.1. North London Waste Authority (NLWA) (the Authority) is the statutory joint waste disposal authority for north London and as such is responsible for the disposal of waste collected by seven north London boroughs (the constituent boroughs):

- The London Borough of Barnet (LB Barnet)
- The London Borough of Camden (LB Camden)
- The London Borough of Enfield (LB Enfield)
- The London Borough of Hackney (LB Hackney)
- The London Borough of Haringey (LB Haringey)
- The London Borough of Islington (LB Islington)
- The London Borough of Waltham Forest (LB Waltham Forest)

2.2. The Authority also arranges for the recycling and composting of waste collected by six of the seven constituent boroughs and for the provision of reuse and recycling centres (RRCs).

2.3. In addition to the operational functions for managing waste, the Authority works jointly with the north London boroughs to deliver public-facing behaviour change programmes to encourage waste prevention and recycling.

2.4. The Authority is the owner of LondonEnergy Ltd (LEL), which operates an energy from waste (EfW) facility and other waste facilities at the Edmonton EcoPark in Enfield. LEL also operates transfer stations in Hornsey Street, Islington and Brent Terrace, Barnet. NLWA has a waste services contract with LEL as well as contracts with other companies for the treatment of mixed dry recyclable materials, waste electrical and electronic equipment, and tyre recycling and disposal.

2.5. The Authority has a membership of 14 councillors, with each constituent borough appointing two councillors. Meetings are normally held five times a year, with provision for extraordinary meetings as required. A Programme Committee was established in 2018-19 to oversee progress with the North London Heat and Power Project (NLHPP). The Programme Committee meets in between Authority meetings five times per year.

2.6. At the June 2019 Annual General Meeting (AGM) of the Authority, Cllr Clyde Loakes (LB Waltham Forest) was appointed as Chair of the Authority, and Cllrs Dean Cohen (LB Barnet) and Rebecca Rennison (LB Hackney) as Vice Chairs.

2.7. The Authority is mainly funded by a levy it places on its constituent boroughs for waste services and by specific charges for the management of some types of waste.

2.8. The Authority does not employ any staff directly, but makes cross-borough arrangements for support services, involving LB Camden, LB Enfield and LB Haringey. The principal officer support and managers in post as at 31 March 2020 are set out below:

- Clerk – Jenny Rowlands (part-time NLWA)
- Financial Adviser – Jon Rowney (part-time NLWA)
- Legal Adviser – Andrew Maughan (part-time NLWA)
- Managing Director and Deputy Clerk – Martin Capstick
- Programme Director, North London Heat and Power Project – David Cullen
- Head of Strategy and Services – Andrew O'Connor
- Head of Legal and Governance – Ursula Taylor
- Head of Finance – Paul Gulliford
- Commercial Lead – Robert Sedgman

*Structure charts for the officer teams are attached as Annex 1.*

#### North London Joint Waste Strategy

2.9. The Authority and the seven constituent boroughs agreed a joint waste strategy for 2004 to 2020, which sets out the eight partners' targets, aspirations and approach to managing waste in the area for that period. All the targets in the North London Joint Waste Strategy (the Strategy) have been achieved with the exception of the recycling target. While the Authority and constituent boroughs take positive action to promote recycling, recycling performance has remained in line with broader London trends, with average London recycling rates (as a percentage) remaining in the low 30s. The partners will not reach the Strategy target of 50% recycling by 2020 despite considerable progress since 2004.

2.10. The Authority reports annually on progress with delivering the Strategy on behalf of the eight partners in the Annual Monitoring Report (AMR). During 2019-20 the Authority produced the eleventh AMR. The AMR presented data up to 2018-19. A copy of the AMR is available at [nlwa.gov.uk/ourauthority/our-reports](http://nlwa.gov.uk/ourauthority/our-reports)

2.11. Key targets in the Strategy include (with achievements in 2019-20 in brackets):

- to achieve a 35% recycling and composting rate for household waste by 2010, 45% by 2015, and 50% by 2020 (28%);
- to reduce the amount of local authority-collected waste sent to landfill to 15% of overall local authority-collected waste (5%);
- to provide door to door recycling services to 95% of relevant households (100%);

- to provide all residents in multiple occupancy housing (flats) with either door to door collection services or a minimum of one 'near-entry' recycling site for every 500 households as soon as possible (100%); and
- to achieve 60% recycling and composting diversion rates at all north London reuse and recycling centres by 2015 (73%).

2.12. As noted above, all but one of the above targets - the recycling and composting target - have now been achieved. The strategic approach to managing residual waste beyond 2020 has also been set through the application for and grant of a Development Consent Order for the development of the Edmonton Ecopark in Enfield with a new replacement Energy Recovery Facility. This new facility will have the ability to manage waste to produce 78MWe of energy. The development of the replacement facility incorporates assumptions which require ongoing activity to increase recycling and to reduce the waste arisings in the area. Details of the Authority's work to increase recycling and reduce waste arisings are set out elsewhere in this report.

2.13. At the Annual General Meeting (AGM), which usually takes place in June each year, the Authority provides details of waste management performance in the previous year (as contained in this report). The preliminary data upon which this performance is based is subsequently adjusted once the numbers are finalised with the constituent boroughs for reporting to the national WasteDataFlow system by 30 June each year. The numbers are then validated by WasteDataFlow and subsequently reviewed by the Department for Environment, Food and Rural Affairs (Defra).

2.14. In line with many other local authorities, the Authority's AGM is being held later than usual as a result of coronavirus. For this financial year the later date of the 2020 AGM in September means that performance information for 2019-20 has already been validated. The performance in 2019-20, with 2018-19 for comparison in brackets, was as follows:

- 579.3 kg (583kg) residual waste for every household was collected;
- 28.9% (29.9%) of household waste was reused, recycled or composted;
- 5% (8%) of municipal waste was sent to landfill; and
- 100% (100%) of residents continued to receive a door-to-door or communal recycling service.

2.15. The following sections of this report provide further details about the Authority's work to encourage more waste prevention and recycling through behaviour change and communication activities, and the operational aspects of managing waste. The report also details progress with developing replacement and new facilities for future waste management as well as the financial and governance arrangements of the Authority in the past year.

### 3. Waste Prevention

- 3.1. The best waste management option for north London residents is to avoid the production of waste in the first place and thereby reduce the environmental impact and cost of collecting and treating it. Since 2006, North London Waste Authority (NLWA) (the Authority) has delivered a progressively more ambitious waste prevention programme in partnership with the seven constituent boroughs to encourage a reduction in collected waste. Despite the challenges imposed by COVID-19 towards the end of the 2019-20 financial year, the Authority was able to further develop some of the existing programmes of behavioural change as well as introducing some new initiatives.
- 3.2. There were three key themes to the work:
- Reducing food waste
  - Encouraging the reuse of furniture
  - Exchanging and mending clothes
- 3.3. The programme also included face-to-face communication with residents to increase recycling, which is reported upon elsewhere in this report.
- 3.4. Additional programmes of activity were delivered to reduce the amount of single-use plastic that is disposed of and encourage a reduction in unwanted mail, as well as to encourage a reduction in the number of disposable nappies that are thrown away. The following sections of the report set out the achievements in each area.
- 3.5. The 2019-20 financial year was the second year of the two-year North London Waste Prevention Plan 2018-20 (the Plan), the overall aim of which was to reduce waste arisings in north London by 20,000 tonnes over the two years.

#### Food waste prevention

- 3.6. One of the Authority's strategic priorities is to reduce the amount of food waste that is thrown away in north London. During 2019-20, NLWA officers and contractors delivered an extensive outreach programme, speaking to 10,934 people face to face at roadshows, public events and stalls in supermarkets. The average household can save up to £600 each year by reducing the amount of food waste they throw away.
- 3.7. The food waste prevention outreach programme was supplemented by social media activity, which was used to share practical advice about food waste prevention. Table 1 below shows the breakdown of events and conversations by borough and details of social media activity. Further details of communications activity is included in Section 8 of this report:



<b>Borough</b>	<b>Events delivered</b>	<b>Number of conversations about food waste</b>	<b>Impressions on social media</b>	<b>Engagements on social media</b>
Barnet	17	1,451	4,298	55
Camden	20	1,997	5,070	60
Enfield	17	1,375	2,308	23
Hackney	12	1,390	2,309	33
Haringey	13	1,025	2,847	41
Islington	21	2,295	5,555	60
Waltham Forest	13	1,401	3,233	19
Activity across all seven boroughs			14,298	209
<b>Total</b>	<b>113</b>	<b>10,934</b>	<b>39,918</b>	<b>500</b>
2018/19 comparison	114	13,510	52,821	1,287

**Table 1.** Events, conversations and social media activity about food waste prevention during 2019-20

- (1) Impressions are the number of times adverts or posts are seen by online users  
(2) Engagements mean when someone 'likes', shares or comments on your content

- 3.8. The total number of events attended by NLWA included 28 information stalls held in supermarkets, 35 stalls at large outdoor events, nine events in colleges and universities, 14 events in offices during 'Green Office Week', seven outdoor cookery demonstrations (Waste Less, Lunch Free events), 13 parent sessions held as part of a schools waste prevention project, one event as part of the 'Save Your Spuds' project, four events during European Week for Reduction and two events during Zero Waste Week.
- 3.9. NLWA officers also delivered 14 food waste prevention presentations and workshops. Groups that benefitted included Grahame Park Community Drop-In and Independent Living Group (Barnet), the Tamil Group (Enfield), Ihsan Children's Centre (Hackney) and Holmcroft House residents (Waltham Forest).
- 3.10. The programme of food waste prevention activity also included displays in north London libraries. At the year-end there were 18 food waste prevention displays across all seven north London boroughs.

3.11. Potatoes and bread are two of the most wasted items of food. Following on from the success of a 2018-19 bread waste prevention project called 'Save A Crust', a new initiative, 'Save Your Spuds', was developed with a focus on potatoes. The project aimed to raise awareness of the amount of potatoes that go to waste and to provide north London residents with tips and advice to make the most of the potatoes they buy. The project included:

- A high-profile event on 29 February 2020 at Edmonton Green Shopping Centre in Enfield, which included a cooking demonstration and distribution of free samples of the recipes prepared.
- Seven free-of-charge cookery workshops which were to be held in north London schools at the end of the school day. Due to school closures as a result of the COVID-19 outbreak, only three of the seven workshops took place.

#### Encouraging furniture reuse

3.12. Furniture is the second of the priorities in the waste prevention plan. Although furniture is thrown away less frequently than food, it is bulky and heavy and often has a relatively high potential for reuse and upcycling.

3.13. On 16 November 2019, NLWA delivered the London Upcycling Show and Competition for the fourth consecutive year. Groundwork London was contracted to organise both the competition and show, which are focal points for encouraging furniture reuse in north London. The show took place during the European Week for Waste Reduction (EWWR), which ran from 16 to 24 November 2019.

3.14. The London Upcycling Show and Competition consisted of two elements:

- An **upcycling competition** for north London residents which ran from 23 September to 13 October 2019. The 21 entrants were given a piece of unwanted furniture which they had to upcycle in time for the show. The competition was judged by Tommy Walsh of BBC's 'Groundforce' show and vlogger Georgina Burnett (The Home Genie). Two free workshops were also organised for competition entrants so they could borrow tools and seek expert advice. The workshops took place at one of two Groundwork London reuse hubs in north London - 'the Loop' in Hackney.
- A **one-day exhibition** featuring the judging of the competition, announcement of winners and award of prizes, demonstrations and workshops, as well as exhibits from a range of reuse, repair and upcycling organisations of furniture, textiles, electrical items and home wares.

3.15. The exhibition was attended by 366 visitors and included 21 stalls. In 2018-19 there were 341 visitors and 20 stalls. Seven of the stall holders provided information and ran interactive activities and demonstrations on their stalls. Activities ranged from learning to use wood-cutting power tools and making door signs, to children's activities.

- 3.16. The Show was supported by Waltham Forest Borough of Culture volunteers who helped make the event a part of the borough's cultural events for 2019. The volunteers made a valuable contribution to the event and in particular engaged many more participants than in previous years in providing feedback about the event.
- 3.17. Communications activity to extend the impact of the show and raise the profile of the event is included in Sections 8.23 – 8.26.

#### Exchanging and mending clothes

- 3.18. Between September 2019 and February 2020, the Authority delivered **21 Repair Café events** (three in each north London borough). This year's Repair Cafés built on some trial events delivered in 2018-19.
- 3.19. Overall, 297 residents participated in the 21 repair cafes. A total of 495 items weighing 1.5 tonnes were brought for repair, out of which 422 items (1.3 tonnes) were fully or partly repaired. Attendance was higher, (297 compared to 240) as was the number of items brought for repair (495 compared to 262), compared to the previous year.
- 3.20. In addition to potentially repairing an item, the repair specialists explained the fixing process so that the owner could repair the items themselves in the future.
- 3.21. NLWA also contracted Olga Agency to deliver 14 clothes swap or **Swish and Style events**, which also included clothing repair and upcycling workshops.
- 3.22. The aim of the events was to attract at least 640 residents and divert a minimum of 1.2 tonnes of textiles via reuse, repair and upcycling. Unfortunately, due to the COVID-19 outbreak, the final two events were cancelled. However, the project still exceeded its objectives; the 12 events attracted 1,059 attendees and diverted more than 2.5 tonnes of textile waste from disposal.

#### IMPACT

More than **2.5 tonnes of textiles diverted from disposal** at 12 swish and style events

#### Additional waste prevention activity

- 3.23. Additional activity during the year included a **waste prevention education programme** designed to encourage behavioural change amongst pupils, with supporting activities for parents and school staff. The aim was to increase knowledge of the waste hierarchy and waste prevention practices that could be embedded into everyday life in school and at home. Fourteen schools were involved in the project. Based on waste audit data from start and end of project

waste audits, the project was responsible for a total decrease of 41% in waste arisings from participating schools.

**IMPACT**

**Waste volumes decreased by 41%** from the 14 schools participating in the NLWA waste education project.

Source: Results of audits in participating schools.

- 3.24. With single-use plastics still high on the public agenda (and highlighted in the Defra Resources and Waste Strategy) in July 2018 NLWA initiated **a new project called Low Plastic Zones**. The aim of the project was to provide a demonstration that retail businesses could successfully be prompted and assisted to reduce single-use plastic, in turn supporting a reduction in the amount of single-use plastics thrown away across north London. Borough officers, in liaison with Authority Members, selected an area in their respective boroughs and visited businesses located within that area to encourage them to sign up to a North London Charter of Commitment to reduce single-use plastic.
- 3.25. To participate in the initiative a business had to commit to eradicate a minimum of one single-use plastic item from a range of options. Once a business achieved the required standard, it would then be accredited as being 'low plastic'. For an area to be accredited as a Low Plastic Zone more than 50% of the businesses operating in the area had to be accredited as 'low plastic'. Farringdon in Islington was the first area to be accredited and the launch event took place on 5 February 2020 at Crowcross Street in Farringdon.

**IMPACT**

First Low Plastic Zone launched in Farringdon, **more than 50% of businesses took action to eradicate single-use plastic items**.

- 3.26. The project is still underway and four out of seven north London boroughs (Camden, Enfield, Islington and Waltham Forest) have areas which have been accredited as 'Low Plastic Zones'. Work in Hackney and Haringey is still in progress whilst Barnet is in the process of selecting a suitable area of focus.
- 3.27. NLWA continues to pay a subsidy of £54.15 per baby to parents in north London who use **reusable nappies** rather than disposable ones. The level of subsidy reflects the saving to NLWA of not having to dispose of the nappies in the waste stream. There are two schemes offered to the boroughs: a voucher scheme where parents receive a voucher that can be redeemed against the cost of a reusable nappy and a cash-back scheme where parents can claim back the subsidy after they have purchased the nappies. The voucher scheme, administered by Real Nappies for London (RNfL) includes as members: Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. Barnet is a member of the cash-back scheme.

- 3.28. The uptake of the reusable nappy scheme subsidy more than doubled in 2019-20 compared to 2018-19 (rising from 699 vouchers/cash-back claims in 2018-19 to 1,723 in 2019-20. The estimated tonnage of waste avoided as a result was 823 tonnes.

**IMPACT**

An estimated **823 tonnes of nappy waste avoided** as a result of the reusable nappy scheme

- 3.29. On 28 February 2020 the Authority held its sixth **North London Waste Prevention Exchange** one-day conference at the Inmarsat Conference Centre in Islington. Environment Media Group was commissioned to assist with promoting and delivering the event. The theme of the event was 'embedding reuse and repair into everyday life' with a focus on reuse and repair of items such as furniture and textiles. The free conference was attended by 110 delegates, including officers from central government, regional authorities, local authorities and the third and private sectors.

- 3.30. For the third year, the Authority established and distributed funding through an annual **Waste Prevention Community Fund**. The Fund provides local community organisations with financial support to develop new approaches and initiatives for tackling waste prevention and to extend the reach and impact of waste prevention activity in north London. Five projects were funded in 2019-20:

3.30.1. **Bread n Butter's Waste Warriors schools' workshops** – a five-week programme about wasting less food and increasing recycling and reuse of certain materials (in particular plastic).

3.30.2. **Life After Hummus' Cooking Club Socials** project - 30 cooking events and clothing swaps in Camden.

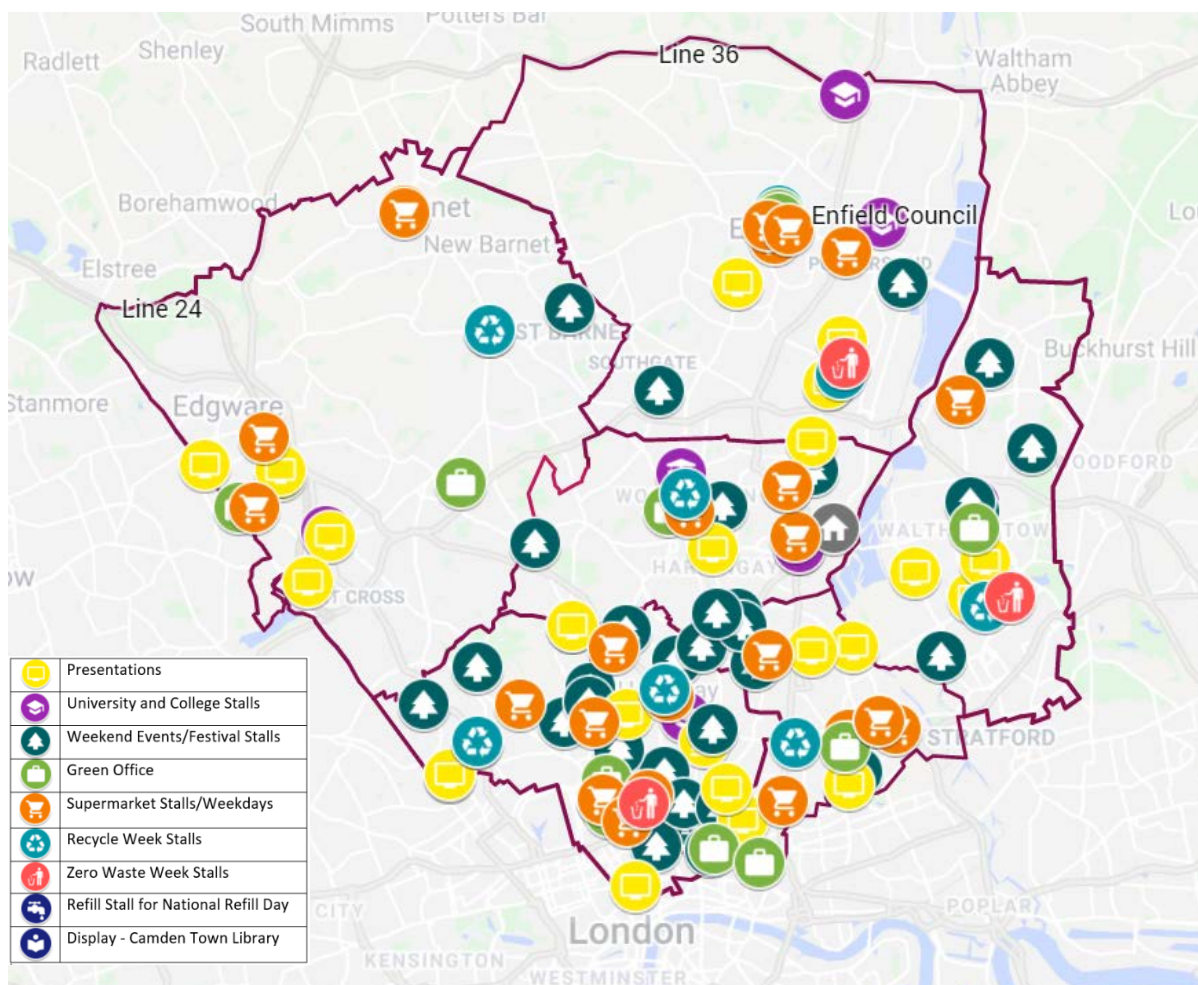
3.30.3. **Groundwork London's CIRCLE (Communities Increasing Reuse Confidence, Levels & Expertise) project** - 20 upskilling workshops to educate and empower residents to repair and reuse household furniture and textiles. The workshops took place at two well-established furniture reuse workshops, 'the Loop', on the Grahame Park estate in Barnet and the Pembury estate in Hackney.

3.30.4. **London Community Resource Network (LCRN)** received funding to promote sustainable fashion and reuse through a large **festival of sustainable fashion**, held on 24 November during EWWR. Six organisations took part and 450 people attended.

3.30.5. **Freegle** (an online exchange platform) hosted four themed **Give and Take events** (free exchange events) across north London to enable residents to share

unwanted goods.

3.31. The map below shows the distribution of waste prevention activity in 2019-20.



**Map 1.** The location of NLWA waste prevention activities 2019-20

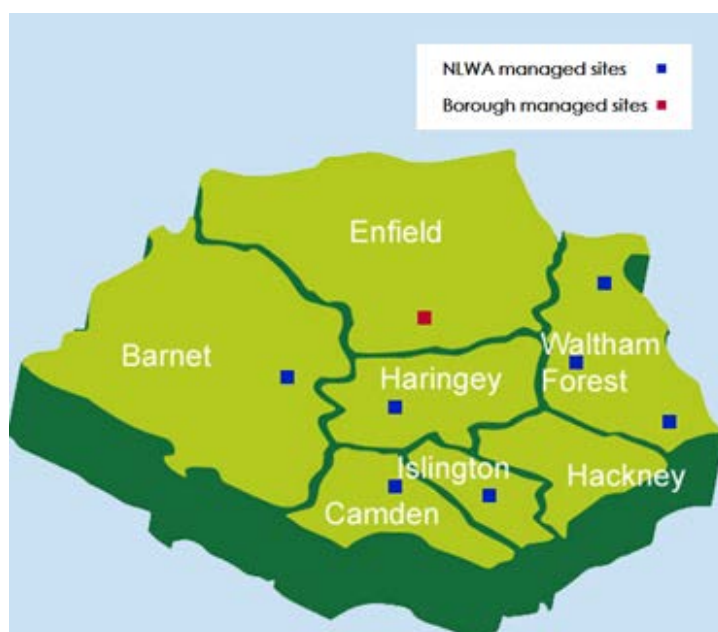
Please note that not all events are displayed because events which were held at the same venue on more than one occasion are only indicated once.

## 4. Recycling Services

- 4.1. The Authority manages a range of recycling services and contracts with provision for:
- processing more than 100,000 tonnes of mixed dry recyclables through one materials recycling facility (MRF) contract;
  - seven reuse and recycling centres (RRCs);
  - a Waste Electrical and Electronic Equipment (WEEE) service; and
  - facilities to compost organic matter.

### Reuse and recycling centres

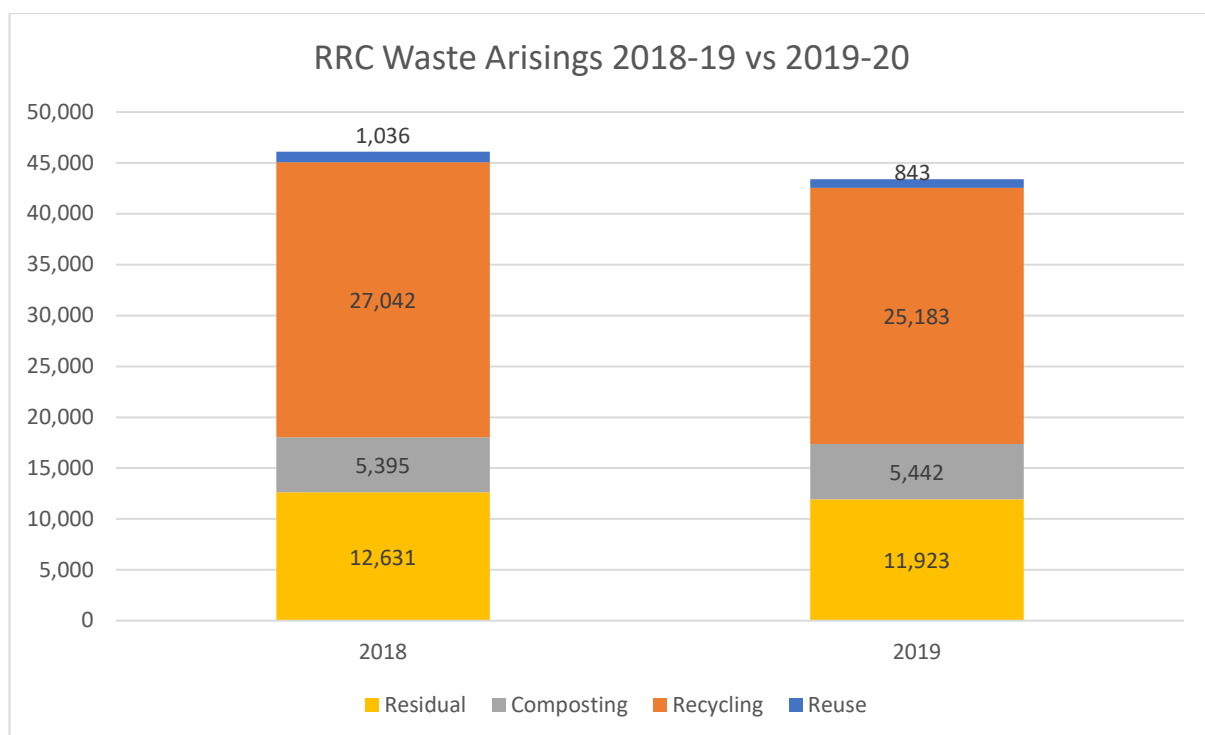
- 4.2. The Authority is responsible for seven reuse and recycling centres (RRCs) - Summers Lane in Barnet, Regis Road in Camden, Western Road in Haringey, Hornsey Street in Islington, Gateway Road in Waltham Forest, King's Road in Waltham Forest and South Access Road in Waltham Forest. The service continues to be popular with local residents.



**Map 2.** The Location of Reuse and Recycling Centres (RRCs) in north London

- 4.3. The RRC sites collected a combined total of 43,390 tonnes of material, which is a reduction of 6% compared to 2018-19, as shown in Chart 3 below. The recycling rate at RRCs remained at 73% as in 2018-19. This is in line with the targets set in the contracts for this service.

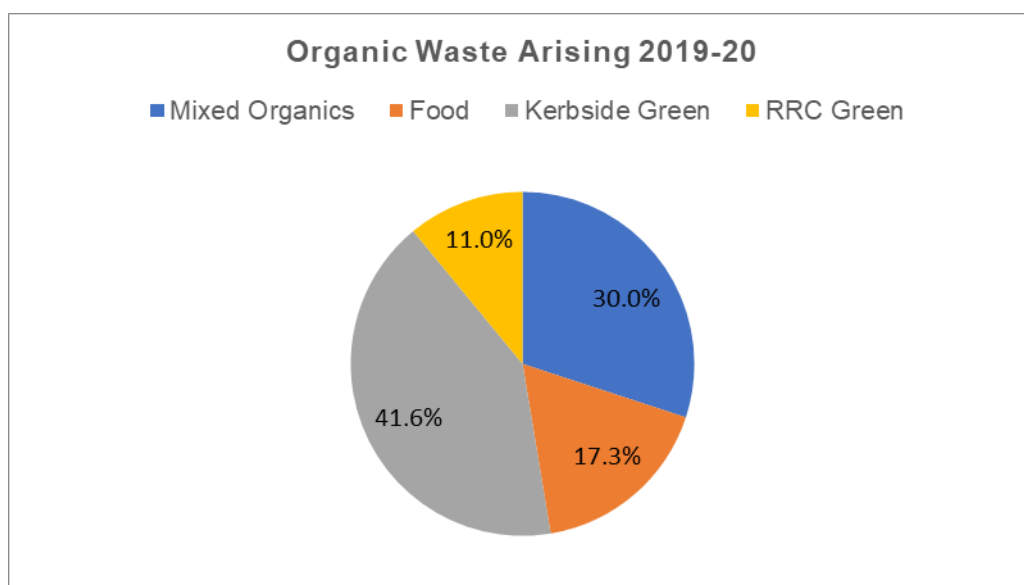
<b>IMPACT</b>
<b>73% of material taken to RRCs recycled</b>



**Chart 1.** RRC Waste Arisings in 2018-19 compared to 2019-20

#### Organic wastes

- 4.4. The constituent boroughs delivered 49,600 tonnes of organic wastes to be treated at the various facilities used by the Authority: open windrow composting for green waste, anaerobic digestion of food waste, and in-vessel composting of mixed food and green waste.



**Chart 2.** Sources of organic waste arising in north London 2019-20



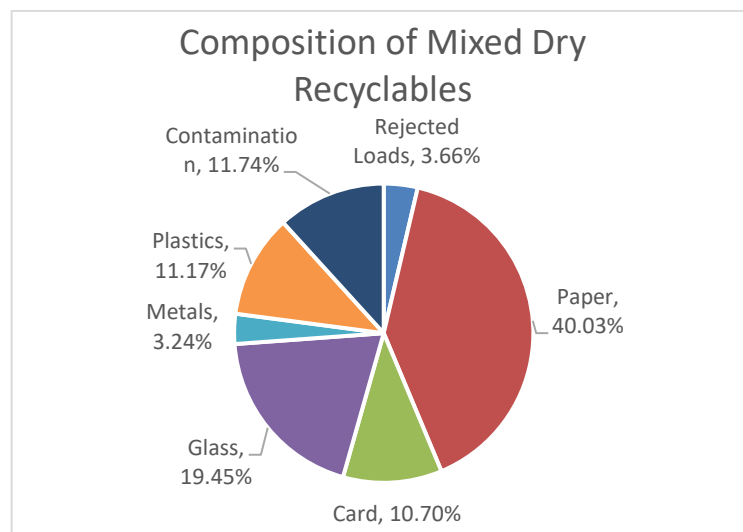
### Processing of mixed dry recyclables

- 4.5. The Authority arranges the recycling of mixed dry recyclables (MDR) on behalf of six of the north London boroughs (excluding LB Enfield). Table 2 indicates the tonnages of MDR arising during 2019-20.

Borough	MDR Tonnes Arising
Barnet	27,149
Camden	17,831
Hackney	18,502
Haringey	18,047
Islington	16,773
Waltham Forest	17,042
<b>Total</b>	<b>115,344</b>

**Table 2.** Tonnes of mixed dry recyclables arising by borough in 2019-20

- 4.6. Chart 3 below shows the composition of MDR in 2019-20, which is calculated by sorting through samples taken from delivered loads arriving at the MRF, as required under the MRF Code of Practice regulations.



**Chart 3.** Composition of mixed dry recyclables

- 4.7. In December 2019 the Authority's contracts with Biffa Waste Services Ltd (Biffa) and Bywaters (Leyton) Ltd (Bywaters) for the sorting of MDR expired. Following an 18-month procurement exercise the Authority announced that it would enter into new contracts with Biffa and Bywaters for MDR processing services. This is to separate the constituent materials of MDR collected by six of the boroughs and market the output recyclates for reprocessing. However, shortly before the contracts came into force Bywaters sought new contract terms which were

unacceptable to the Authority. Therefore, the Authority contracted with Biffa for the delivery of the MDR service.

- 4.8. The re-procurement of the service allowed the contract terms to be updated to reflect current industry best practice, for example the Authority now receives improved reporting and data provision. In addition, the level of contamination at which a load can be rejected has been raised. This enables waste to be processed which would have been sent for disposal as residual waste under the previous contract.
- 4.9. Better reporting, resulting from the new MRF contract, combined with simultaneous work between NLWA and LondonEnergy Ltd (LEL) for the management of MDR at waste transfer stations has led to transparent reporting of contamination. This has enabled a more accurate contamination baseline figure to be determined.
- 4.10. Reporting during Quarter 4 (January to March 2020) indicates that contamination levels range between 11% and 20% for individual Boroughs and sit at 15% overall for the Authority. Contamination is calculated as a combination of whole loads of MDR rejected prior to processing and non-recyclable residues remaining after recyclables have been extracted from MDR.
- 4.11. Now that an accurate baseline has been established, the Authority has designed and planned a broad workstream for 2020-21 to focus on tackling contamination. Key aspects of this planned work are shown in Table 3.

Action	Description
Recycling Fund	Boroughs can apply for funding of up to £76,000 collectively for focussed projects which aim to tackle contamination
Food Contamination Campaign	NLWA communication officers will seek to replicate the success of the 2019-20 nappy contamination campaign with a new campaign focussed on tackling food waste contamination, this being the most prominent cause of rejected loads
Social Media Contamination Posts	NLWA communication officers will issue regular social media posts highlighting the problem of contamination
Outreach Education	Contamination education will also be included in the outreach work and online communication programme (including webinars) delivered by the Authority's outreach and engagement officers.
MDR Officers Group	The Authority will launch an officers' group with borough colleagues aiming to improve the recycling of MDR, including sharing best practice to tackle contamination
Recycling Manager Role	The Authority has created a new role of Recycling Manager to drive forward work on increasing the recycling rate and reducing contamination of MDR

**Table 3.** Work areas to tackle contamination from 2020-21

- 4.12. Materials markets saw continued decline during 2019-20, with increasing restrictions on exports to east Asia reflecting concerns about the quality of the recyclates being exported, and uncertainty due to Brexit negotiations. This was further compounded at the end of the year by the initial impacts of COVID-19, which reduced the demand for recyclates. This was due to a widespread closure of the manufacturing industry and further challenges involved in the transit of materials to recycling facilities.
- 4.13. In response to market engagement prior to procuring the new MRF contract, the Authority committed to increasing its share of the risk on material sales from 50% to 80% from December 2019. This resulted in a total income received from the sale of recyclates in 2019-20 of £1.8m, which is £0.45m more than in the previous year. The overall net cost of processing MDR increased from £5.4m to £5.5m.

#### Increasing recycling

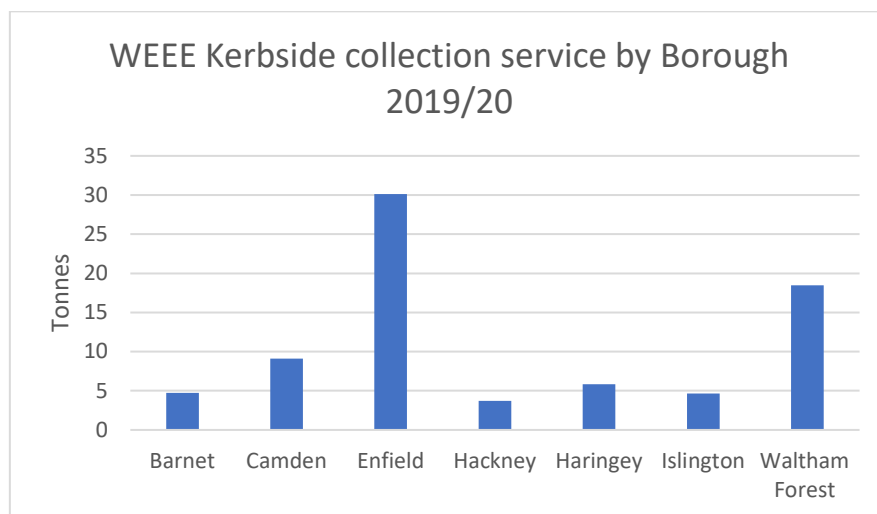
<p>IMPACT</p> <p><b>5,676 north London residents were engaged in conversations</b> to help them recycle more, against a target of 2,500</p>
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#### Waste Electrical and Electronic Equipment (WEEE) service

- 4.14. The Authority's WEEE services contract with European Recycling Platform (ERP) started in January 2019 and runs for a period of two years (with an option to extend for a further two years). The service is provided at no cost to the Authority as the cost is met by producers who, as part of the WEEE Directive 2005, are required to take financial responsibility for the environmental impact of the products that they place on the market, specifically when those products become waste.
- 4.15. The option to take up an additional service, which provides kerbside collections of large WEEE was agreed by Authority Members as part of this contract. A summary of the services provided is as follows:
- 96.8% of WEEE material is collected from NLWA designated collection facilities (DCFs) (i.e. reuse and recycling centres, certain bulky waste stores on estates, and borough depots).
  - 0.7% of WEEE materials are collected from 45 'bring banks' where the public can deposit small WEEE (usually small domestic appliances).
  - 2.5% of WEEE is collected from the optional kerbside collection service, which is provided by Clearabee. Under this arrangement, residents can phone to request the free collection of larger WEEE items from their home. Under the

contract, up to 20 appointments are offered each working day across the north London area.

- 4.16. In 2019-20 the tonnage of WEEE recycled from all sources went down compared to the previous year. The tonnage of WEEE recycled in 2019-20 was 3,072 tonnes compared with approximately 4,080 tonnes in 2018-19. The decline in tonnage reflects a national trend; household WEEE has declined over the past two years. This may be due to people keeping more items for longer and an increase in the on-line resale of electrical items.
- 4.17. During the last year a number of bring banks have been removed due to the rationalisation and, in some cases, removal of all 'on street' recycling facilities. However, there was a marginal increase of 1.5% in the amount of WEEE collected in the bring banks in 2019-20.
- 4.18. The **kerbside WEEE service** allows for residents to make up to a total of 20 collection appointments each day (Monday to Friday) across the north London area. In 2019-20, there was an 11.6% increase in WEEE collected from this service compared to the previous year. Chart 4 indicates the tonnage of WEEE collected by borough in 2019-20.



**Chart 4.** Tonnage collected from WEEE kerbside collection service by borough 2019-20

#### Second Time Around reuse shop

- 4.19. The Second Time Around reuse shop is located at Kings Road RRC and is open to the public from Wednesday to Saturday, and on the first Sunday of each month.
- 4.20. In 2019-20 Second Time Around sold 97 tonnes of reusable items compared with 67 tonnes in 2018-19. This is an increase in sales of 45% and generated an income of almost £71,000, which is used to support waste prevention activities.

**IMPACT**  
**45% increase in sales at Second Time Around, generating £71,000 for waste prevention activities**

#### Third party reuse and recycling credits

- 4.21. The Authority offers third party reuse and recycling credits to organisations that remove items from the municipal waste stream, for reuse or recycling, that would otherwise have been sent for disposal at the Authority's expense. In 2019-20 the value of the third party credit was £76.54 per tonne.
- 4.22. Fifteen organisations registered as potential claimants for an estimated 3,117 tonnes of material in 2019-20. A budget provision of £238,537 was made to cover the cost of these claims.
- 4.23. In 2019-20 the claims submitted were for 2,210 tonnes of material, which equates to a cost of £169,153. This is a decrease compared with the estimated tonnage (and budget). Some charities were unable to submit their Quarter 4 claims due to the impact of COVID-19 where charity operations were disrupted and their staff put on furlough.

#### Contract Management

- 4.24. The outbreak of COVID-19 in early 2020 caused significant disruption. As the country went into 'lockdown', waste services personnel were designated as 'key workers' who could continue to go to work to keep services running. During the national lockdown all contractors, Authority staff and borough officers worked tirelessly in ensuring close communication and data-sharing to enable services to continue. The one service that was significantly impacted was the Authority's reuse and recycling centres, which were closed in March, as they were across the country. The RRCs did not re-open until May.
- 4.25. The Authority continues to work with LondonEnergy Ltd (LEL) under the structure of the main waste contract to ensure disposal services are maintained and improved for the benefit of the boroughs and north London residents.
- 4.26. During 2019-20 the quarterly operational safety group (OSG) was re-established. The OSG is made up of representatives from the constituent boroughs, NLWA and LEL. Data prepared by LEL led to productive OSG discussions around the speed of traffic at the EcoPark as well as other site incidents, and contamination. Early trends reported by LEL suggest that these discussions have led to a reduction in speeding offences, thanks to subsequent work between borough officers and vehicle drivers.

## IMPACT

### **Improved on-site safety at the EcoPark following re-establishment of OSG**

4.27. The Authority has also worked closely with LB Islington throughout the year to monitor, plan and implement solutions that address the volume of odour complaints received at the Hornsey Street RRC and waste and recycling transfer site. Looking forward, the Authority will work in close partnership with LB Islington to complete improvement works that will bring significant benefit to residents in the local area.

#### Consultation responses

4.28. In February 2019 the Government issued four consultations about proposed policy changes designed to help the UK meet the requirements set out in the Government's 25 Year Environment Plan, the EU Circular Economy Package and the resultant Waste and Resources Strategy. The consultations were as follows:

- Defra consultation on reforming the UK packaging producer responsibility system;
- Defra consultation on providing consistent business and household recycling collections by local authorities;
- England, Wales and Northern Ireland Government consultation on the introduction of a deposit return scheme on drinks containers;
- HM Treasury consultation on introducing a tax on plastic packaging which contains less than 30% recycled content

4.29. Officers worked with constituent boroughs, with London-wide organisations and with other waste authorities across the country to ensure that the Authority's responses took account of information from those sources, including analytical data. This liaison was designed to maximise impact by ensuring that the Authority submitted a co-ordinated response. The Authority's supportive responses to these consultations are available on the [Authority's website](#).

4.30. The results of consultations to which the Authority supportively responded in the 2018-19 on proposals to ban the distribution and/or sale of plastic straws, plastic-stemmed cotton buds and plastic drink stirrers in England and a consultation on the proposal to extend the single-use carrier bag charge to all retailers and to increase the minimum charge to 10p were also produced. Moves to make these changes progressed.

#### Digital focus

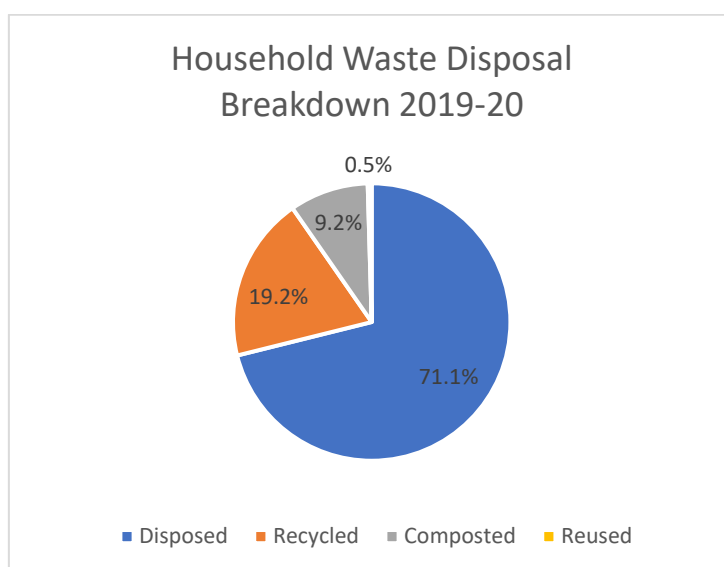
4.31. The recruitment of new members of staff to the Authority's Strategy and Services department has enabled the team to focus on digitising NLWA service processes. Towards the end of the financial year, the team had developed PDF-fillable forms for waste transfer notes and other contractual processes, as well the first digital dashboard (with future iterations being developed for the coming year). Figure 1 below visualises some of the Authority's high-level focus points for 2020-21, to continue the digital journey. A new business analyst will be recruited in the coming year to further support this process.



**Figure 1.** Areas of focus for the digitalisation of services

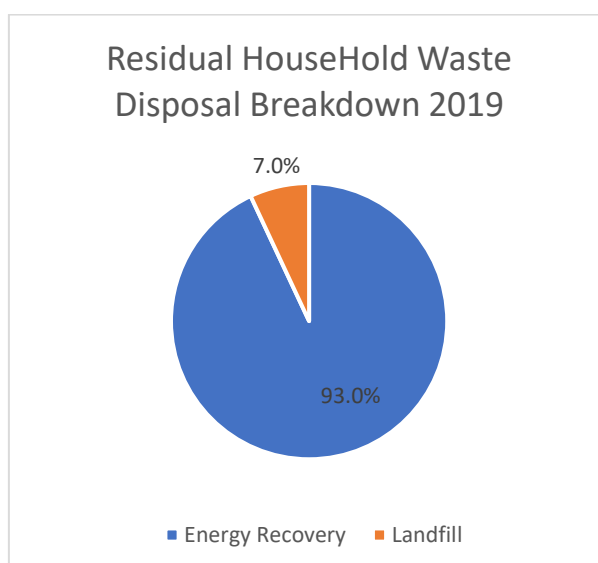
## 5. Residual Waste Services

- 5.1. In 2019-20 the total waste arisings for the Authority were 817,825.35 tonnes. Of this, 66% was sent to energy recovery and 5% was sent to landfill on behalf of the constituent boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington, and Waltham Forest. The cost of disposal for this waste was around £36 million pounds.
- 5.2. The remainder of waste was recycled or composted as illustrated in Chart 5.



**Chart 5.** How household waste was disposed in north London 2019-20

- 5.3. Chart 6 illustrates the Authority's continued efforts to reduce the reliance on landfill for disposal of residual waste and to use waste as a resource, primarily for energy recovery at the energy from waste plant at the Edmonton EcoPark.



**Chart 6.** Proportion of household waste disposed to energy recovery and landfill in north London 2019-20



## 6. Relationship with LondonEnergy Ltd

- 6.1. The Authority is the sole owner of LondonEnergy Ltd (LEL). A shareholder group, comprising the Authority's Chair and Vice Chairs supported by Authority officers, oversaw the Authority's interest in the Company. LEL Directors have prepared their own annual report to the Authority, which is presented to the Authority at the AGM and available separately on the Authority's website [nlwa.gov.uk/governance-and-accountability/authority-meetings/](https://nlwa.gov.uk/governance-and-accountability/authority-meetings/).
- 6.2. The Company's reporting year runs from January to December. In the calendar year 2019 turnover was £64,991,000, arising principally from:
- contracts with the Authority for the disposal of waste;
  - sales of electricity;
  - contracts with other waste disposal authorities for treatment of their waste; and
  - operating reuse and recycling centres (RRCs) under contract to the Authority.
- 6.3. LEL recorded a loss before tax of £1,442,000 in calendar year 2019, compared to a profit before tax of £1,386,000 for the year 2018. The Authority continues to support LEL and has agreed some variations to the main waste contract gate fees to ensure the long-term sustainability of the Company.
- 6.4. In 2019 LEL embarked on an ambitious plan to modernise their information technology (IT) platform by migrating to a new IT platform - Microsoft Dynamics 365 (D365). D365 is an integrated IT reporting programme for HR, finance, health and safety and data management. In 2019-20 the changes affected LEL's internal reporting. Changes in the 2020-21 reporting year include the application of new systems to weighbridge operations.
- 6.5. LondonEnergy Ltd has a comprehensive vehicle strategy. During 2019-20 LEL retained its accreditation with FORS (Fleet Operator Recognition Scheme) at Gold standard and continued plans to modernise its fleet of vehicles for transporting waste to meet future Ultra Low Emission Zone (ULEZ) standards (Euro VI). Two new vehicle access points are also being introduced to the Edmonton EcoPark site as part of the works to build the North London Heat and Power Project (NLHPP). This will improve the management of vehicle flows to the site, for both operational and construction traffic.
- 6.6. The Authority and LEL are also working closely together on the NLHPP, in developing the design solutions for the new site.

## 7. North London Heat and Power Project

### Overview

- 7.1. The North London Heat and Power Project (NLHPP) (the Project) addresses the need to replace the existing energy from waste (EfW) facility at the Edmonton EcoPark, which is reaching the end of its operational life. The Project includes design, construction and commissioning of an energy recovery facility (ERF), a resource recovery facility (RRF) to maximise the recycling of materials from bulky waste and other materials (including a new public reuse and recycling centre), and EcoPark House, which will be used to provide a space for community use and teach the local community more about the circular economy. EcoPark House will also be the home to Edmonton Sea Cadets.
- 7.2. The ERF will have a capacity for processing 700,000 tonnes of waste each year and will generate around 78 megawatts of energy (MWe). The energy will be directed to provide electricity to the national grid and to deliver heat to a local district heat network.

### Establishing the Project baseline

- 7.3. During the year, the Project team finalised a well-evidenced and benchmarked baseline of scope, cost, risk and time schedule for the delivery of the Project, which was required by the Authority to provide a robust and realistic assessment of the objectives for the Project against which progress and performance will be measured.

<p style="text-align: center;"><b>IMPACT</b></p> <p>Clear objectives established to enable <b>robust measurement of progress and performance</b></p>
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- 7.4. The Project team validated that the scope of the Project as defined in the Development Consent Order (DCO) remains the most practical and economic option for fulfilling the Authority's waste disposal obligations.
- 7.5. It was identified that a Project cost in which the Authority could have a high level of confidence would be £1.2bn.

### Progressing the procurement programme

- 7.6. During 2019-20 the Authority has awarded, on programme, the majority of the site preparation contracts for the Laydown Area West and Eastern Access with Buckingham Group, and contracts for the Northern Access, Transport Yard, and sewer diversion enabling works with Galldris, an Enfield-based contractor. The contract for the design and construction of the sewer diversion was awarded to Barhale, a specialist tunnelling company.

- 7.7. The Authority successfully held three in-person market information events during the year, two of which were for works associated with EcoPark South and one of which was for works associated with the energy recovery facility (ERF). More than 100 people interested in procurement opportunities attended the ERF event in person, in addition to 148 online participants.
- 7.8. The procurement process for the EcoPark South contract was successful in attracting good quality contractor tenders and the planned negotiation process, which began during the national COVID-19 lockdown, used virtual meetings, which proved to be a highly effective technique.
- 7.9. Development of the extensive ERF procurement documentation began in 2019-20 and progresses with the objective of publishing the Prior Information Notice in early July 2020.

#### Progressing the construction

- 7.10. Construction started in January 2019 with the temporary laydown area to the east of the River Lee Navigation to the east of the EcoPark. This contract completed during the year and the contractor, Buckingham Group, subsequently began construction of the west section and eastern access to the site.



**Image 1.** Construction work on the Laydown Area, North London Heat and Power Project

- 7.11. Enfield-based company Galldris Construction Ltd has progressed construction activity on three contracts: the temporary Transport Yard being provided adjacent to the Ecopark at Hawley Road, the Northern Access and the sewer diversion enabling works. All three contracts are due to complete in the second half of 2020.



**Image 2.** Construction work on the temporary Transport Yard

Managing the impact of COVID-19

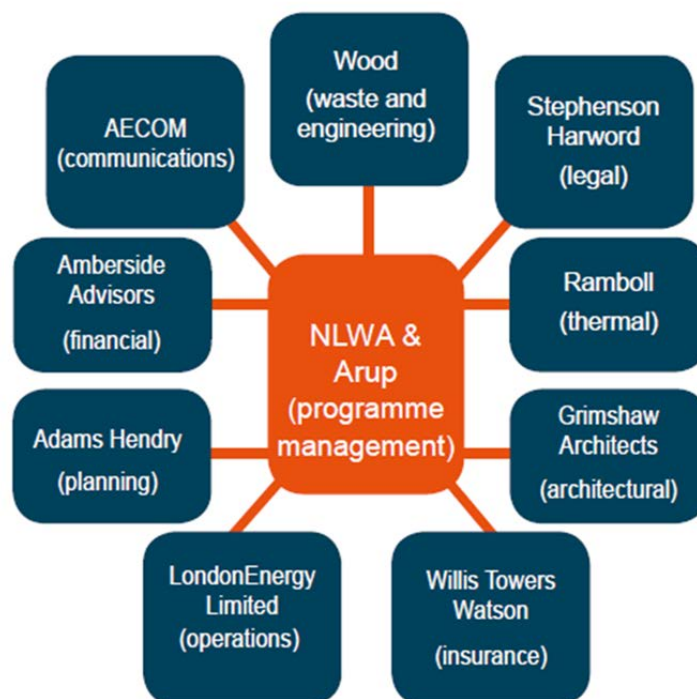
- 7.12. The Project has had to address the impact of the COVID-19 pandemic and the evolving government advice in relation to both construction activity associated with the site preparation works and the ongoing pre-construction development of the Project, including procurement of major contracts.
- 7.13. In relation to the pre-construction work the Project team adapted well to remote working through virtual communication/collaboration techniques, maintaining the programmes for procurement of the ERF and the EcoPark South contracts.
- 7.14. In relation to construction activity the Project team carefully considered the risks to the Project around future safety and efficiency of operation. After liaison with boroughs officers, and further to several consultations with the Authority Chair and Vice-Chairs as plans were evolving, the Project team instructed contractors to pause construction activity.
- 7.15. The shut-down was planned to allow the sites to recommence operations promptly after the suspension is lifted. A taskforce was established with the contractors to develop the means by which an acceptable level of workforce safety could be achieved, taking into account:
- Safe travel and accommodation, where required, for the workforce, including an improvement in the safety of public transport.

- The ability to develop a coherent programme of on-site construction activities whilst complying with the current Safe Operating Procedures.
- The availability of supervisory staff, materials, plant and services needed to support the programme.
- The ability to develop risk assessments and method statements that do not compromise other health and safety requirements in light of workforce availability and restrictions on close working.

7.16. During the down-time the Project team worked with the contractors to identify any opportunities for future programme recovery through resequencing or acceleration of the works.

#### Developing the programme management capability

7.17. Having made the Project leadership appointments and established the structure of the integrated programme management team in the previous year, the Programme Director has focused on the proven requirements for the Authority to be a capable client owner to manage the delivery programme for the Project.



**Figure 2.** Programme management structure – North London Heat and Power Project

7.18. The Authority has established a strong client-led programme management strategy using specialist advisory support, concentrating on:

- **Strong skills, behaviour and leadership:** connecting with the vision; establishing clear decision-making channels; improving communications across the wider team; enabling a collective approach to problem-solving; and a focusing on the behaviours of leadership team.
- **Strong governance and alignment:** maintaining effective project reporting and governance with clear accountabilities; working to a realistic performance baseline; prioritising stakeholder engagement within the community and boroughs; focusing on social value and employment relations.
- **Creating the right commercial environment:** site preparation works were designed and contracted in multiple packages to encourage local supplier involvement; engaging and consulting with the prospective supply chain; using a progressive target cost outcome-led contract for the EcoPark South contract; developing a strong cost and commercial management capability within the client team.
- **Digital transformation:** establishing a digital strategy for the Project which prioritises (i) a 'data hub' in a common data environment that enables 'single version of the truth', (ii) a Project communications portal to facilitate effective communications across the wider teams involved in the Project, and (iii) the use of a geographical information system (GIS)-based system for the capture and communication of technical information.

#### Increasing stakeholder engagement

7.19. As a public authority promoting a major construction project, it is a key priority to ensure that information about the Project is readily available to interested groups and individuals, and that information is accurate. During the year, the Authority has:

- continued to keep the NLHPP website ([northlondonheatandpower.london](http://northlondonheatandpower.london)) updated. The website was refreshed in June 2019. It includes extensive Project information, videos, frequently asked questions (FAQs) and information on Project announcements. It also provides clear information about what is planned for the EcoPark site, including the brochure <http://northlondonheatandpower.london/project/>;
- responded to letters and emails from individuals or groups, addressing the specific points raised by them in connection with the Project; and
- used social media to ensure that key facts about the Project are in the public domain. In the period April 2019 to March 2020 81 tweets were issued from the NLHPP twitter handle, with the following impact:
  - 64,461 impressions (number of times a user saw an NLHPP tweet)

- 1,265 engagements (number of times a user interacted with an NLHPP tweet including retweet, reply, 'favourite')

7.19.1. Topics covered in social media posts included:

- Procurement (contract awards, market information events)
- ERF – emission controls, low-carbon energy
- Wise up to Waste (waste prevention and recycling campaign) activities
- Climate Emergency messaging
- Project leaflets, newsletters, website details
- Innovation on the project – deep soil stabilisation
- Construction update video
- Social value – apprenticeships and training
- Community engagement – presentation to Enfield Society

7.20. During 2019-20, 13 press releases were issued to the press at key points in the Project. This includes 11 proactive and two reactive press releases.

7.21. In the same period, the Authority produced and circulated two construction newsletters to 19,000 properties near the EcoPark. Both newsletters can be found on the Project website.

7.22. The Authority engaged with the public through three community roadshows, ongoing engagement with the Community Liaison Group and one presentation to a community group.

#### Employment relations and social value

7.23. During the year, the first NLHPP apprentice was appointed by Galldris Construction. The subsequent appointment of apprentices and provision of training on existing contracts was put on hold due to COVID-19 restrictions but is now restarting in conjunction with the contractors' return to site.





*Florentia Theori (left), the first apprentice on the NLHPP, with Councillor Clyde Loakes (right) – image from February 2020*

**Image 3** – The first apprentice on the North London Heat and Power Project

- 7.24. Similarly, the Science, Technology, Engineering and Maths (STEM) - based schools programme had to be halted as schools closed, but as schools prepare for students to return to the classroom in September, the Project team is working to determine how the schools programme can be delivered most effectively.
- 7.25. In order to ensure fair and ethical treatment of the construction workforce, the Authority agreed the Employment Relations Code of Practice (ERCOP), which was developed in order to ensure that the Authority's ethical position on employment relations was addressed by the contractors. The Project team took steps to include the main requirements of the draft ERCOP in contract clauses, and monitors the contractors' compliance with the requirements, including the application of the London Living Wage. The tender documents for the construction contract for EcoPark South included a requirement that the contractor comply with the ERCOP, which is included as a contract document.
- 7.26. The Authority also decided that the ERF project should be nominated with the National Joint Council under the National Agreement for the Engineering and Construction Industry (NAECI) working rule agreement, sometimes known as the 'Blue Book', prior to the start of the formal procurement process. This was deemed an effective and visible way of demonstrating the Authority's determination to prioritise the rights of the workforce and avoids any risk of ambiguity on this point.



### Next steps

- 7.27. After establishing safe operating procedures for carrying out construction activity under COVID-19 conditions, the suspended works will be safely remobilised. The site preparation contracts currently underway will be completed during the next year, except for the works associated with the sewer diversion.



**Figure 3.** Timetable of works for the North London Heat and Power Project

- 7.28. The next year will see key activity related to the major projects within the NLHPP. For Ecopark South, the contract will commence in September 2020 with the first phase of detailed design work by the contractor. The start on site is programmed for early 2021.
- 7.29. For the ERF, after further market information days and consultation with the prospective supply chain, the formal procurement process will begin in July 2020 on publication of the OJEU Notice. After a Supplier Qualification phase and down-selection, the tender process will begin at the end of 2020.
- 7.30. With the easing of COVID-19 restrictions, the creation of apprenticeships and on-site skills training placement can restart, both with the existing site preparation contractors whose plans had to be put on hold, and in anticipation of the EcoPark South Contract, which will create at least 20 new apprenticeships. The Authority will be managing a campaign to attract candidates for the apprenticeships in readiness for the contract start in September 2020.

## 8. Communications and Campaigns

### Introduction

8.1. During 2019-20 NLWA communications activity was delivered in the following ways:

- Stand-alone communications delivered by the Communications team which raised awareness of the Authority's work and/or affected behaviour change amongst north London residents. A range of communications channels was used to deliver targeted messages throughout the year. Planned time-limited campaigns were also delivered throughout the year. The work included partnership working with other organisations.
- Communications to support the work of other teams within NLWA. The aim of this type of communication was to support Authority services, initiatives and activities to increase their impact and/or effectiveness, e.g. take-up of a service or attendance at an event.
- Communications activity to support updates and other information about the North London Heat and Power Project (NLHPP) delivered through the Authority's corporate communications channels, enhancing NLHPP communications activity.
- Activity to protect the Authority's reputation and raise its profile - both within the waste industry and to residents, including by managing the Authority's visual brand through printed and digital communications materials.
- Internal communications - including staff newsletters and all-staff briefing events, to ensure that staff are well informed and up-to-date.

### Social and digital communications

8.2. Social and digital communications continue to be a growth area for the Authority. The Authority grew its audience across three key social media platforms during the year working under its 'Wise Up To Waste' communications campaign identity. Figures for Facebook, Instagram and Twitter are indicated in Table 4 below and show an expanded audience base for messaging delivered via social media compared with the same month in the previous two years. This is particularly significant because at the end of the year the COVID-19 outbreak meant the Authority had to increase the amount of activity delivered online in lieu of face to face activity.

	March 2018	March 2019	March 2020
Twitter (followers)	2,100	2,415	2,765
Facebook (people who like/follow NLWA's page)	932	1,530	2,379
Instagram (followers)	299	533	1,100*

**Table 4.** Wise Up To Waste social media status

\*estimated figure for March based on number of followers in previous and subsequent months – i.e. number of followers is 1,269 at July 2020

<p style="text-align: center;"><b>IMPACT</b></p> <p style="text-align: center;">Significant year on year growth in online audience.</p>
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- 8.3. Preparations to deliver a single new website that merges [wiseuptowaste.org.uk](http://wiseuptowaste.org.uk) and [nlwa.gov.uk](http://nlwa.gov.uk) and better meets the needs of users began in 2019-20. A contract was awarded to Resource Media to draw up a structure for this new website, to build the new site and write updated content in order to provide an improved user experience. Work was nearing completion at the end of March 2020. The launch of the new website was delayed to accommodate communications around the COVID-19 crisis. The new website was activated from June 2020.

#### Campaigns

- 8.4. The majority of the Authority's communications activity for 2019-20 was delivered through specific behaviour change campaigns using the Wise Up To Waste campaign identity. The Authority's corporate brand was used for all communications relating to governance matters and corporate functions.
- 8.5. In September 2019, the Authority supported **Recycle Week** – a national week-long campaign aimed at encouraging people to recycle more – led regionally by the London Recycles campaign. The theme of the campaign was *Recycling. It's in our own hands.*

<p style="text-align: center;"><b>IMPACT</b></p> <p style="text-align: center;">Reaching 378 people face to face and 178,929 people online with recycling advice and information.</p>
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- 8.6. The Authority received funding from London Recycles to deliver a recycling communications campaign for Recycle Week. The funding support resulted from a partnership bid comprised of NLWA as the lead partner and the seven constituent boroughs.

- 8.7. The Authority ran a series of digital seasonal campaigns using small amounts of budget. These seasonal campaigns were designed to grow the Authority's online audience and provide practical tips to support residents to model better waste behaviours (and save money) at key points in the year. The campaigns used promoted social media posts to reach an audience beyond the Authority's existing followers and drive more people to visit the website.
- 8.8. The Christmas 2019 campaign highlighted the amount of waste produced during the festive season across packaging and food waste streams, as well as from wrapping paper, decorations and gifts.



**Figure 4.** Examples of artwork for the 2019-20 Christmas seasonal campaign

### IMPACT

Social media generated 68,456 engagements\* with the Christmas campaign messages

\* People sharing, commenting on or 'liking' a social media post

- 8.9. During 2019-20 the Authority expanded the support provided to the constituent boroughs on waste and recycling communications by providing campaign toolkits to enable borough communications teams to support or deliver localised versions of the NLWA seasonal campaigns.
- 8.10. The Authority continued to focus on food waste as a priority waste stream for waste prevention work. In January 2020, **the three meals challenge** food waste campaign encouraged north London residents aged between 28 and 45 years to use their love of good food to plan three meals a week and reduce food waste.
- 8.11. This campaign was one way in which the Authority's communications activity sought to occupy more space in lifestyle communications – showing how positive

waste behaviours can complement and enhance residents' lifestyle choices rather than simply being good for the environment or their purse.



**Figure 5.** Three Meals Challenge campaign advert

8.12. The campaign was successful in delivering food waste messages to the target audience, as indicated in Table 5 below.

	Target	Actual
Number of impressions* generated through NLWA social media posts	75,000	114,015
Number of people reached by Time Out social media posts	n/a	76,656
Number of impressions generated through Time Out social media posts	n/a	103,000

**Table 5.** Results from the 'Three Meals Challenge' campaign

\*impressions are the number of times adverts/posts are seen by online users

8.13. In the light of public concern around single-use plastics the Authority ran a campaign in support of **National Refill Day** in June 2019. The campaign used the

Authority's model of combining community-based outreach activity with a supporting social media campaign.

- 8.19. Authority staff provided information about swapping single use plastic bottles for a reusable bottle and downloading the national Refill app (which indicates which businesses offer free water refills). Participants were encouraged to join in with the national campaign by sharing an image of themselves on their own social media channels and those that participated were given a free reusable water bottle.
- 8.20. In January 2020 The Authority worked with charity [TRAID](#), to run the **RELOVED** clothing upcycling competition targeting students from colleges and universities in north London and north London residents aged 18-45 with an interest in fashion. The aim of the competition was to highlight how easy it is to extend the life of items of clothing rather than disposing of them or buying new items. The campaign was designed to extend the impact of the Authority's *Repair Cafés* (see Section 3 of this report) initiative.

#### IMPACT

Partnership working to deliver effective waste prevention communications and engagement work within the community with a lifestyle focus.

#### Events

- 8.24. Working with a specialist communications agency, Barley Communications Ltd, the Authority delivered communication activity to support the **London Upcycling Show** (see Section 3.13). This included a series of videos following three residents who entered the upcycling competition on their journey to creating their final furniture pieces. These videos were used to generate media coverage on BBC Radio 5 Live, and promote upcycling as a positive waste and lifestyle behaviour through the Authority's online channels.
- 8.25. Website analytics demonstrate that the London Upcycling Show web page received more than 1,000 unique page views during the period of the campaign. The Authority was successful in its attempts to position upcycling as a positive lifestyle choice with a younger target audience; the data demonstrates that 24% of the audience were in the 18 to 34 age bracket.
- 8.26. The **Waste Prevention Exchange** is the Authority's flagship event for sharing and disseminating best practice on waste prevention within the waste industry.



- 8.27. Specialist agency Environment Media was commissioned to deliver the event in February 2020. The communications involved an extensive email marketing campaign, supported by social media activity, to raise awareness of the event and encourage attendance from key delegates and speakers.

#### **IMPACT**

Delivery of a high-profile conference attended by 110 delegates from across the industry, and both national and international speakers.

#### Service communications

- 8.28. In August 2019 the Authority delivered the second of a two-part communications campaign to promote local recycling services for Waste Electrical and Electronic Equipment (WEEE), including small WEEE banks and the free WEEE collection service.
- 8.29. The August-September campaign exceeded its target of reaching 50,000 people online across north London. The campaign reached more than 114,000 Facebook users and 9,000 Twitter users, with a high level of engagement.
- 8.30. Following the campaign there was a significant and immediate increase in tonnage of WEEE collected (see Table 6 below), which may be linked to improved resident awareness of the range of WEEE that can be recycled.

July 2019	August 2019 (WEEE campaign running)	Sept. 2019 (WEEE campaign running)	<b>Quarter 2 Total</b>	October 2019	November 2019	December 2019	<b>Quarter 3 Total</b>
5.76 tonnes	9.62 tonnes	6.92 tonnes	<b>22.3 tonnes</b>	13.1 tonnes	15.82 tonnes	11.4 tonnes	<b>40.32 tonnes</b>

**Table 6.** Tonnage of WEEE collected in north London in Quarter 2 and 3 of 2019-20

- 8.31. The Authority's Communications team delivered extensive communications and media relations activity in support of other Authority initiatives and projects, particularly around waste prevention. These included *Swish and Style* clothes swap events and *Save Your Spuds* food waste reduction events.

## Media

- 8.32. In addition to media relations activity delivered in support of Authority projects and initiatives, the Authority also ran dedicated media relations campaigns to raise awareness of key issues.
- 8.33. Working with Barley Communications Ltd and the Authority's materials recycling facility (MRF) operator, Biffa, the Authority developed a campaign to tackle the problem of recycling contamination by used nappies. The ***Bin Your Nappy*** campaign centred around two videos: one animated video targeting residents, one live action video targeting a more corporate audience. The videos were distributed on social media and were supported by a series of informative posters and letters that were delivered to children's centres to raise awareness amongst parents.
- 8.34. *Bin Your Nappy* was supported by a media relations campaign, which focused on the results of national polling that indicated widespread confusion amongst parents about how to dispose of nappies correctly and a series of letters sent to manufacturers, industry and government figures highlighting the problem. The media campaign (and the polling results) was launched at a children's centre and was attended by regional broadcast media, who interviewed the Chair of the Authority. The media coverage also included footage filmed at the MRF and extracts from the campaign videos.
- 8.35. The Authority is now pursuing further consumer communications activity (stage two of the campaign) about nappy contamination.

### **IMPACT**

**Impactful media campaign** that was covered in BBC London, ITV London, Daily Mail and other regional, national and trade media and **galvanised action from manufacturers.**



## 9. Governance

### Related party transactions and hospitality

- 9.1 In order to demonstrate accountability, transparency and impartiality to local taxpayers, the North London Waste Authority (NLWA) (the Authority) reports on any related party transactions of officers and members in the Authority's statutory accounts each year.
- 9.2 In addition, staff must declare any relevant interests and any offers of gifts or hospitality so that they can be recorded and made available to anyone who asks, and in order to prove impartiality in the Authority's business.
- 9.3 Officers record both the number of offers of gifts and hospitality accepted, and the number refused. In 2019-20 six offers of gifts and hospitality were accepted and three offers were refused. This compares to 2018-19 when 11 offers of gifts and hospitality were accepted and seven were refused.
- 9.4 During 2019-20 there were no declarations of interest, which was the same as in 2018-19.

### Data protection

- 9.5 The Authority has a responsibility to protect any personal data which it processes in the course of its operations. This would include, for example, collecting feedback about events from residents or taking photographs of people recycling. In January 2020 the Authority renewed its registration as a data controller with the Information Commissioner's Office (ICO).
- 9.6 The Authority has a responsibility to comply with all relevant aspects of the Data Protection Act and the General Data Protection Regulation, including releasing details of any personal data held about an individual if they request it (a data subject access request). The Authority did not receive any data subject access requests for personal information held during the financial year 2019-20.
- 9.7 During 2019-20, the Authority continued to deliver a range of activity in order to ensure compliance with the General Data Protection Regulation (2016/697) (GDPR) and the Data Protection Act 2018, including:
- improved organisational systems for data security, in particular:
    - a new online information request and subject access request handling system, which brings improved personal data security; and
    - a new online photography database which includes alerts to allow communications officers to more easily maintain compliance with retention requirements.

- training members of staff on the requirements of GDPR and implications for the Authority; and
- the award of Practitioner Certificate in GDPR to the Authority's Data Protection Officer.

#### **IMPACT**

**Robust methods for ensuring compliance** with GDPR and Data Protection legislation.

9.8 The Authority intends to continue in-house training for members of Authority staff who deal with data protection issues on a day to day basis. The Data Protection Officer has overall responsibility for ensuring compliance with the GDPR, working with the Head of Legal and Governance, and reporting directly to the Authority's Senior Management Team.

#### Freedom of Information and Environmental Information Regulations

9.9 The Authority receives a range of enquiries about its operations, as well as practical enquiries such as what can and cannot be recycled, and why. The Authority also receives questions about the North London Heat and Power Project (NLHPP). A new information request handling system, as referenced in paragraph 9.7, has improved the internal management of such information requests during 2019-20.

9.10 The Authority responds to these requests as appropriate, with the aim of delivering an efficient response process and providing the information requested in the format requested. The Authority usually responds to requests for information under the Environmental Information Regulations (EiR) because of the subject matter of the Authority's work. In 2019-20, 28 requests for information were received, which is six fewer than the previous year.

9.11 Table 7 below compares the number of information requests received in 2019-20 compared to the previous three years. Table 7 also shows the proportion of requests responded to within the 20 working days statutory deadline. Whilst extensions to respond to requests can be made, the Authority aims to respond within 20 working days.

9.12 There were no appeals against refusal to release information and no complaints were made to the ICO regarding requests for information made to the Authority.

	Within 20 days	More than 20 days	Total
2017-18	10	12	22
2018-19	28	6	34
2019-20	27	1	28

**Table 7.** Number of EIR requests received and answered

#### Information Transparency Code

- 9.12 The Authority continues to publish information in accordance with the Information Transparency Code 2015 (Code) on its website at [nlwa.gov.uk/governance-andaccountability/transparency-and-supplier-payments](http://nlwa.gov.uk/governance-andaccountability/transparency-and-supplier-payments). This information includes details of all payments to suppliers for invoices greater than £500. The website also includes the Authority's Standing Orders and information on land and building assets that the Authority uses to deliver services. Information on senior employee salary details is also available in the annual statements of accounts to which there is a link on the webpage.

#### Equality objective

- 9.13 A single equality objective has been set in compliance with the Equality Act 2010 (Specific Duties) Regulations 2011 (the 2011 Regulations). As the Authority has a single waste disposal function, officers have determined that a single equality objective is appropriate. The objective is then broken down so that it reflects the broad categories of activity across the Authority, with measurable outcomes for each category of activity. The Authority will ensure that due regard is had to the Public Sector Equality Duty (PSED) set out in section 149 Equality Act 2010 - the elimination of discrimination, harassment and victimisation, the advancement of equality of opportunity and the fostering of good relations between people who share a relevant protected characteristic and those who do not - in the delivery of the objective and measurable outcomes.

- 9.14 The objective is:

<b>Equality objective</b>	We will aim to ensure that we provide a waste disposal service that is fair, open to all and promotes equality of opportunity.
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The measurable outcomes are:

<b>Authority's activity</b>	<b>Measurable outcomes</b>
Waste disposal procurement and contract management	Ensuring that any contractors appointed are capable of complying with the duty, understand their obligations, and meet the duty in practice.
Communications and partnership working with boroughs	<p>Ensuring that all printed communications are also available online - so that the size of the document is scaleable. Working towards ensuring that all imagery used in online communications and websites includes image titles that are understandable when used by screen readers and that videos include subtitles where possible.</p> <p>Ensuring that communications from the Authority are accessible to all.</p> <p>Ensuring that an equalities section is included in the annual communications strategy</p>
Waste prevention outreach and campaign work	Ensuring accessibility of activities and events to people with the relevant protected characteristic and encouraging participation from under-represented groups.
Reuse and Recycling Centres (RRCs), visitor centres and other public facing services	Ensuring accessibility of sites and that reasonable adjustment is made for disabilities.
North London Heat and Power Project (NLHPP)	Ensuring that buildings constructed for the NLHPP are accessible to people with disabilities*.

\* Further detail is included in paragraph 9.17.

9.15 The Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017/353 (2017 Regulations) imposes reporting requirements on public authorities specified in schedule 2 and consolidates the gender pay reporting requirements with the obligations under the 2011 Regulations. The Authority does not employ members of staff directly. All Authority staff members (currently 26 FTE) are employed by London Borough of Camden (LB Camden) and seconded to the Authority. The requirements of the 2017 Regulations relating to employee data is to be met by LB Camden as the employer.

9.16 The equality objective was reviewed in 2017-18 and is reviewed every four years as

required by the 2011 Regulations; the next review is due in 2021-22. The following activities or actions have contributed towards meeting the equality objective:

- contracts entered into in the last year by the Authority have contained suitable equality obligations on contractors not to discriminate in relation to the provision of services to the public and to employment practices in relation to their staff; where appropriate, procurement procedures include a check of tenderers' equality policies;
- waste prevention work has continued to reach a wide range of audiences with presentations adapted if required and venues selected to be fully accessible. A variety of venues and times for presentations and events was also used to ensure that a wide range of audiences was reached, for example, clothes swap events included weekend and evening events as well as a range of different event locations;
- NLWA supported the community benefit society, Life After Hummus through its Waste Prevention Community Fund. Life After Hummus received Authority funding to deliver 30 Food Waste Cooking Club Socials and Clothing Swap events. The objectives of Life After Hummus are specifically to pioneer nutrition and lifestyle intervention solutions to improve the physical and mental health of the public, reduce health inequalities, tackle food poverty and reduce social isolation;
- All printed communications are made available online so that the size of the document is scaleable and all imagery used in online communications and websites includes image titles that are understandable when used by screen readers;
- the Communications team continues to ensure that online and printed communications material is fully accessible.
- Accessibility requirements were incorporated into the master plan for the North London Heat and Power Project (NLHPP) and the individual designs for the resource recovery facility (RRF), EcoPark House and the energy recovery facility (ERF). By way of example, this includes:
  - Distributed accessible parking spaces across the NLHPP site (at the southern entrance, adjacent to EcoPark house, within the central car park, and adjacent to the ERF office entrance at the north).
  - Seating incorporated into the accessible pedestrian route from EcoPark House towards the ERF visitor areas.
  - Covered walkways incorporated into the accessible pedestrian route from EcoPark House towards the ERF visitor areas.

- Accessible signage and way-finding principles have been incorporated into the site-wide way-finding strategy.
- Level access routes have been incorporated between the central car park and the primary building entrances for EcoPark House and the RRF.
- Lift access both in the Resource Recovery Facility (RRF) offices, the RRF Crows' Nest, EcoPark House, and the ERF offices and visitor platform.
- Automatic opening doors to the main building entrances to enable wheelchair users to enter without discrimination.
- Internal people-occupied spaces have been designed to allow for minimum clear areas for wheelchair manoeuvring.
- All fire stairs have been designed with a refuge on each floor.
- Internal door layouts have been designed to allow for approach clearances for less mobile people.
- Accessible toilets have been provided in every building, and accessible showers and changing areas have been provided where required.
- Material specification has taken into account requirements for colour contrast strips, non-slip requirements, lighting and acoustics.
- An Equalities Act compliance review has been undertaken for EcoPark House and RRF, recording design decisions for any future contractor to develop further.

#### Public procurement

- 9.17 From 18 October 2018, the use of electronic procurement became mandatory under regulation 22 of the 2015 Regulations. The Authority's Contract Standing Orders further require the electronic submission of tenders from October 2018. The Authority is compliant with this requirement and all procurements are carried out using an e-procurement system that meets the requirements in the 2015 Regulations.

#### Authority meetings during COVID-19 restrictions

- 9.18 The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, came into force on 4 April 2020, in response to the COVID-19 pandemic. These regulations allow local authorities much greater flexibility in relation to how they

hold their meetings, including use of electronic, digital or virtual locations. Local authorities were also granted the freedom to make any standing orders or rules regarding their remote meetings to deal with arrangements for voting, member and public access to documents including by publication on their websites, and remote access of the public and press to the meeting to enable them to attend or participate by electronic means. NLWA has held Authority and Programme Committee meetings remotely as permitted by these regulations.

### Risk

- 9.19 In order to protect the public interest, the Authority needs to identify, assess and manage risk. NLWA has a high-level risk register which is reviewed by the Authority each year. The Authority's arrangements for managing risk are reviewed each year by the Members Finance Working Group (MFWG) and were reported to the 7 February 2019 meeting of the Authority, when no new risks were identified. The next review was due on 25 June 2020). The reports can be viewed on the Authority's website at [nlwa.gov.uk/ourauthority/our-meetings](https://nlwa.gov.uk/ourauthority/our-meetings).

### Legal Challenge rejected

- 9.20 In June 2019 a request was made to the Department for Business, Energy and Industrial Strategy (BEIS) to revoke the Development Consent Order (DCO) granted to the Authority in 2017 for the NLHPP. This request was refused by BEIS and was followed up by an application to the courts for permission to bring a judicial review application of this decision by BEIS. The Authority was joined as an interested party, and made a witness statement which included the environmental credentials of the project with regard to energy efficiency and improvement of recycling in the north London area through provision of a new reuse and recycling centre (RRC) and a Resource Recovery Facility (RRF) on site. The statement referenced the assessment of impact on human health made at the time of the DCO application, which concluded that there were no adverse impacts, and the updated assessments relating to air quality, in particular particulates. In November 2019, the Court refused the request to judicially review the Government's consent for the DCO, and a notification was posted on the website [here](#). An appeal against the refusal was lodged, and was rejected in February 2020, which brought the process to an end.

## 10. Finance and Resources

10.1 The net revenue budget of the North London Waste Authority (NLWA) (the Authority) for 2019-20 was funded mostly by a levy on constituent boroughs that covers the cost of disposal of household waste and the core costs of running the Authority. There is a separate charging arrangement in place for non-household waste and for certain other categories of household waste.

10.2 In February 2019, the Authority agreed an original budget of £69.149 million (m) for 2019-20, to be financed by estimated revenue balances of £5.377m, charges to boroughs for non-household waste of £9.111m, household waste of £1.834m and a levy of £53.182m. In setting the 2019-20 budget and levy, it was recognised that, subject to favourable circumstances outside of its control, the Authority might enjoy a small level of surplus revenue balances by the time it needed to take decisions on the 2020-21 budget and levy.

10.3 The Authority also planned to finance the cost of the North London Heat and Power Project (NLHPP) through borrowing. To facilitate this, the Authority submitted a bid for Local Infrastructure Rate borrowing from HM Treasury, via the Public Works Loan Board. The bid was successful and £100m was borrowed in February 2020.

10.4 The 2019-20 final outturn reported as part of the ordinary business of the June 2020 Authority meeting indicates that the Authority's total expenditure for the year was £62.685m, and that charges for non-household and chargeable household waste were £8.007m and £1.718m respectively. As the levy is fixed at the start of the year, this resulted in the Authority having a revenue surplus, including balances brought forward, of £8.443m at 31 March 2020. This is £2.903m better than previously forecast in February 2019 (£5.540m). The in-year financial improvement arose mainly from a decrease in the net cost of recycling, resulting from lower tonnage and improved income, savings on administration costs and non-use of the contingency.

10.5 Table 8 indicates the 2019-20 gross expenditure, which comprised:

	£m
Waste disposal and recycling services (including landfill tax)	<b>48.713</b>
Reuse and recycling centres (including disposal costs from these sites)	<b>4.719</b>
Corporate and support services	<b>3.020</b>
Waste prevention initiatives (including work with community groups and constituent councils)	<b>0.783</b>
North London Heat and Power Project (development costs)	<b>0.630</b>
Revenue cost of funding the capital programme	<b>6.824</b>
<b>Expenditure</b>	<b>64.689</b>
<b>Less</b>	
Sale of recyclables	(1.802)
Other income	(0.084)
<b>Net Expenditure</b>	<b>62.685</b>

**Table 8.** NLWA 2019-20 gross expenditure



10.6 Looking forward, in February 2020, the Authority set the budget for 2020-21 at £71.789m. The Authority decided that the £5.540m revenue balance forecast available would be used to help fund the budget. Consequently, the 2020-21 budget has been financed as follows:

	<b>£m</b>
Use of revenue balances	5.540
Charges to boroughs for non-household waste	9.105
Charges to boroughs for household waste	1.915
Levy	55.229
<b>Total</b>	<b>71.789</b>

**Table 9.** Financing of the 2020-21 Authority budget

10.7 The levy for the 2020-21 financial year of £55.229m has been apportioned between the constituent boroughs as follows:

	<b>£m</b>
Barnet	12.351
Camden	5.695
Enfield	7.006
Hackney	7.076
Haringey	8.008
Islington	6.363
Waltham Forest	8.730
<b>Total</b>	<b>55.229</b>

**Table 10.** NLWA 2020-21 levy breakdown by borough

### Tonnage levels

10.8 Allowing for a continuation of constituent borough recycling and composting activity, the 2020-21 budget allows for the disposal of some 587,600 tonnes of residual waste, composting arrangements for 43,100 tonnes of green/kitchen waste and a bulking and sorting arrangement for 115,500 tonnes of mixed dry recyclable waste.

10.9 The Authority can charge the seven constituent boroughs for some types of waste - principally non-household or trade waste - but recovers most of its costs via a levy - principally ordinary household and major project costs. Since 2016-17, the Authority's costs have been apportioned using a system of levy and charges based on 'menu pricing'. This means that each type of waste has a different price to the boroughs. Under this 'menu pricing mechanism' the allocation of the Authority's net expenditure is now primarily driven by the tonnage of different types of waste that each borough delivers to the Authority. In addition, the Authority's costs in relation to the network of

reuse and recycling centres (RRCs) are recovered from each constituent borough in proportion to their residents' usage of these RRCs.

#### Property issues

10.10 In relation to the Hendon rail transfer station, the Authority had a tenancy with Freightliner Heavy Haul that was taken over by Network Rail (the original superior landlord). The Authority also has an interest in part of a 6.97-hectare site at Pinkham Way in Haringey, and the Authority wholly owns LondonEnergy Ltd, which in turn owns the approximately 15-hectare site at the Edmonton EcoPark in Enfield. To facilitate the North London Heat and Power Project, the Authority has leased land at Lower Hall Lane and Hawley Road, both in Edmonton.

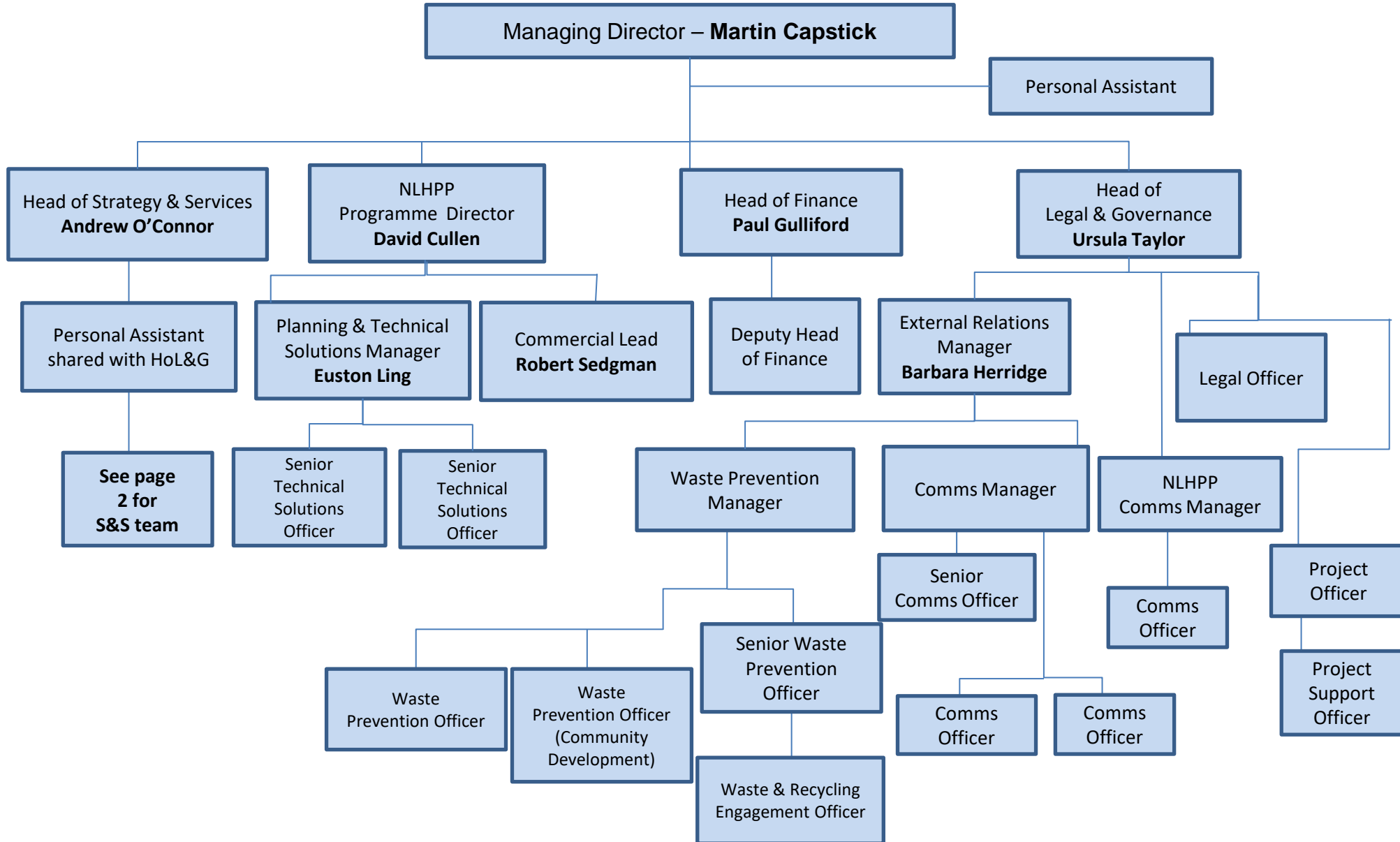
#### Property holdings

10.11 The Authority has varying property interests at:

- Hornsey Street, Islington
- A406, Edmonton (residual land)
- Pickets Lock Lane (residual land)
- Hendon Waste Transfer Station
- Pinkham Way - land at part of the former Friern Barnet Sewage Treatment Works
- Deephams Farm Road and land to the north of the Edmonton EcoPark
- Land beside Lower Hall Lane, Edmonton
- Land at Hawley Road, Edmonton
- Berol House, Tottenham Hale

10.12 Throughout 2019-20 work to manage two invasive plant species, Japanese knotweed and giant hogweed, continued at the Pinkham Way site and at Deephams Farm Road. This is ongoing in 2020-21.

# NLWA Staff Structure Chart April 2020



## NLWA Strategy & Services April 2020

