

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: NORTH LONDON WASTE AUTHORITY ANNUAL REPORT 2022/23

REPORT OF: MANAGING DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 22 JUNE 2023


SUMMARY OF REPORT:

This report provides a summary of the Annual Report, which sets out the main activities and outcomes achieved by the Authority between 1 April 2022 and 31 March 2023. Points to note include:

- A. A comprehensive waste prevention plan was approved by Members and put into action. This includes new recycling streams, the production of education material, initiatives to reduce waste and support for community groups through an expanded £250,000 community fund
- B. The energy from waste facility at Edmonton generated exceptional income as a result of high market energy prices. This allowed the Authority to approve windfall payments of £14.95m for the constituent boroughs
- C. State of the art facilities continued to be progressed at the Edmonton EcoPark, including the start of work on site on the new Energy Recovery Facility
- D. Waste and recycling volumes reduced, likely to be as a result of cost of living pressures on residents

RECOMMENDATION:

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

SIGNED:  Managing Director

DATE: 12 June 2023

1. SUMMARY OF PERFORMANCE

- 1.1. The Authority manages waste in line with the waste hierarchy to protect the environment and preserve resources for future generations. We work with our boroughs to deliver public-facing behaviour change programmes to encourage waste prevention and recycling.
- 1.2. We processed 108,909 tonnes of mixed dry recycling tonnages from households. This is slightly lower than the 113,685 tonnes processed in 2021/22. The provisional household recycling rate is 30.7%, which is an increase on the previous year's 28.4%.
- 1.3. Garden waste volumes were adversely affected by the spring and summer heatwave, with 42,133 tonnes of organic waste processed compared to 47,673 the previous year.
- 1.4. Having introduced mattress recycling and recycling of polystyrene in 2021/22, this year the Authority began trials to collect hard plastics for recycling and introduced a scheme for residents to take reusable DIY materials from reuse and recycling centres. The reuse and recycling centre booking system introduced during the COVID-19 pandemic to manage visitor numbers was withdrawn. Consultation showed that some residents saw the booking system as a barrier to making use of the facilities, and the Authority removed the requirement accordingly. 33,123 tonnes of material were collected at our reuse and recycling centres, of which 76.1% was reused, recycled or composted, an increase from last year's recycling rate.
- 1.5. We dealt with 557,094 tonnes of residual waste, which is a reduction of 16,265 tonnes compared to the previous year. This pattern was seen among other authorities and is likely to be caused by cost of living pressures affecting residents' consumption. A particular pressure on the north London population during the year was the steeply increasing price of energy, as energy price caps were raised significantly. As the residual waste is used to generate electricity by LondonEnergy Ltd at the Edmonton EcoPark, increased income was generated. With LondonEnergy Ltd being publicly owned by the Authority, the increased income allowed the Authority to approve payments of £14.95m as a windfall to constituent boroughs.

2. NORTH LONDON HEAT AND POWER PROJECT

- 2.1. Significant progress was made on the Resource Recovery Facility (RRF) and EcoPark House, and they are on course to be complete in 2023. The RRF will maximise recycling from bulky waste and a new public reuse and recycling centre will allow residents to take items directly to the EcoPark. EcoPark House will provide a visitor

centre and community space for local residents and home for the Edmonton Sea Cadets.

- 2.2. In December 2021 the Authority decided to award the contract to Acciona SA for the design and build of the new Energy Recovery Facility. The contract was signed in January 2022 and construction started on site in September 2022. The procurement won the award for Best Public Sector Procurement at the 'Tomorrow's Procurement' awards, hosted by Built Environment Networking. Acciona have started the recruitment of the 90 apprenticeships which will be provided under the contract and have taken initiatives with Women into Construction to promote the project as an equality exemplar with training and career opportunities for women.
- 2.3. Community engagement on the project continued with the Community Liaison Group meetings and increased communications to increase awareness of the project and its benefits. Newsletters were sent to 28,000 residents in the wards around the site. Briefings were held with community groups and opportunities were provided to visit the site to see the facilities being constructed.

3. GOVERNANCE AND FINANCE

- 3.1. On governance there were no major changes compared to the previous year. The Authority held five Authority meetings and one Programme Committee meeting. Other Programme Committee meetings were held informally as Member briefings, without any decisions being taken. All meetings other than Member briefings were livestreamed and recorded so that they were available to be viewed by members of the public.
- 3.2. In order to support the continuous improvement of the work of the Authority, the Local Government Association was requested to undertake a corporate peer challenge. This took place in January 2023 and is reported in a separate paper to the meeting.
- 3.3. On finance matters, the net expenditure as reported as part of the ordinary business of the June 2023 Authority meeting indicates that the net (unaudited) expenditure for the year was less than budget at £60.24m for 2022/23. As the levy is fixed at the start of the year, this resulted in the Authority having a balance brought forward, of £15.12m as at 31 March 2023.
- 3.4. In February 2023, the Authority set the budget for 2023/24 and agreed that the levy for 2023/24 would be set at £63.868m. In addition, the Authority approved a rebate to boroughs through the base levy of £10.2m due to the benefit that the Authority would receive from higher electricity prices. The use of revenue balances and charges for both household and non-household waste make up the balance to fund the Authority's 2023/24 budget of £74.871m.

4. EQUALITIES IMPLICATIONS

- 4.1. The Authority's equality objectives were reviewed in 2021/22 in compliance with the Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017/353. Alongside the Authority's principal waste disposal objective, two further objectives were added, relating to communications and the NLHPP. The report lists the activities or actions that have contributed towards meeting the equality objective during the past year.

5. COMMENTS OF THE LEGAL ADVISER

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

6. COMMENTS OF THE FINANCIAL ADVISER

- 6.1. 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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Annual Report 2023



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1. Introduction and summary

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The North London Waste Authority (NLWA) is the statutory joint waste authority for north London, one of six such authorities in England. We are responsible for the disposal of waste collected by the seven north London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest.

NLWA is the second largest waste disposal authority in the country by volume of waste managed and serves more than 2 million residents. We arrange the recycling and composting of waste collected by our borough councils and oversee reuse and recycling centres.



Refuse collection vehicle in action

NLWA is the owner of LondonEnergy Ltd (LEL), which operates an energy from waste facility and other waste facilities at the Edmonton EcoPark. LEL also operates transfer stations in Islington and Brent. We have 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.

NLWA does not employ any staff directly, but makes arrangements for support services with Camden, Enfield and Haringey Councils. We are mainly funded by a levy placed on constituent boroughs for waste services and by charges for the management of some types of waste.

Performance in 2022-23

NLWA manages waste in line with the waste hierarchy to protect the environment and preserve resources for future generations. In January 2023 we published [Preserving Resources, Driving Change](#) - our plan for behaviour change, communications, engagement and policy work to encourage a reduction in waste. This included increasing our funds to community groups for grassroots waste prevention initiatives to £250,000 - to our knowledge the biggest such scheme in the country.

In 2022-23 we processed 108,909 tonnes of mixed dry recycling from households. This is slightly lower than the 113,685 tonnes processed in 2020-21. The provisional household recycling rate is 30.7%, which is an increase on the previous year's 28.4%.

2022-23 saw a reduction in organic waste, as seen across the country due to the heatwave of summer 2022. Given the relatively low proportion of homes with gardens and the high proportion of flats, volumes of organic waste in north London are lower than many other authorities.

At our reuse and recycling centres, the booking system introduced to manage the number of visitors during the COVID-19 pandemic was removed. 33,123 tonnes of material were collected, of which 76% was reused, recycled or composted. We continued our trial to recycle polystyrene and expanded our mattress recycling scheme, saving tonnes. We launched a DIY materials reuse service and trialled recycling hard plastics like garden furniture and toys. Both of these schemes are due to be expanded to more sites in 2023-24.

We dealt with 557,094 tonnes of residual waste, a decrease on the previous year's 573,359.



Mattresses waiting to be processed

North London Heat and Power Project

To help tackle the climate emergency and to prevent rubbish going to landfill we are delivering the largest project in our history. The 50-year-old energy from waste plant, which is reaching the end of its operational life, is being replaced by the greenest energy recovery facility in the country.



NLHPP logo

We are building a resource recovery facility (RRF) to maximise recycling from bulky waste and a new public reuse and recycling centre. The new EcoPark House will provide a visitor centre and community space for local residents and home for the Edmonton Sea Cadets. Significant progress was made on these facilities this year.

In September 2022, Acciona SA started construction on site of the new energy recovery facility.

Building the Energy Recovery Facility is creating hundreds of skilled jobs, including 180 training placements and 90 apprenticeships, bringing life-changing career opportunities for local people. These new positions are in addition to the hundreds of jobs, apprenticeships and training placement already created to take the project to this point Acciona also started its RePower Communities initiative, which provides funding for local community projects.



One of our many apprentices on site

Governance and finance

NLWA held five Authority and one Programme Committee meeting. All meetings were livestreamed and recorded so that they were available to be viewed by members of the public.

The total expenditure for 2022-23 was £60.244m compared to a budget of £76.712m. This left the Authority with a surplus at 31 March 2023 to help lower the levy for 2023-24.

The Authority owns the Edmonton energy from waste facility and its operator, LondonEnergy Ltd, which saw an increase in income due to high electricity prices. As the facility is publicly owned, the Authority was able to pass a £4.75m windfall saving to our constituent councils in 2022-23, by waiving the November 2022 levy. The Authority agreed that a further £10.2m windfall will be used to reduce the levy paid by councils in 2023-24.



EcoPark

2. NLWA's role and operation

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NLWA (the Authority) is the statutory joint waste disposal authority for north London and is responsible for the disposal of waste collected by seven north London local authorities: Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest councils.

The Authority has a membership of 14 councillors, with each borough council appointing two councillors. Meetings are normally held five times a year, with extraordinary meetings if required. The Programme Committee oversees the North London Heat and Power Project (NLHPP). In addition, briefings have been provided to ensure Members are able to keep up to date with key NLHPP issues. The Authority also has Member finance and recycling working groups.

At the Annual General Meeting in June 2022, Cllr Clyde Loakes (Waltham Forest) was appointed as Chair and Cllrs Rowena Champion (Islington) and Mete Coban (Hackney) as Vice Chairs for 2022-23.

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.



Clyde Loakes

The Authority does not employ any staff directly, but makes cross-borough arrangements for support services, involving Camden, Enfield and Haringey Councils. The principal officer support and managers in post as of 31 March 2023 are:

Clerk – Jenny Rowlands (part-time NLWA)

Financial Adviser – Jon Rowney (part-time NLWA)

Legal Adviser – Andrew Maughan (part-time NLWA)

Environment Adviser – Doug Wilkinson (part-time NLWA)

Managing Director and Deputy Clerk – Martin Capstick

Programme Director, North London Heat and Power Project – David Cullen

Director of Corporate Services – Nikesh Shah

Head of Strategy and Services – Michael Clarke

Head of Strategic Communications – Joe Sheeran

LondonEnergy Ltd

The Authority is the sole shareholder of LondonEnergy Ltd (LEL). LEL and the Authority continued to work closely together to provide a coordinated service which ensured boroughs benefited from the public ownership of the Company.

As operator, LEL managed the delivery of new initiatives to recycle mattresses and expanded polystyrene. These require specialist processing and are not covered in the vast majority of waste contracts across the country. However, arrangements with LEL allowed the Authority to introduce new services, which were successfully managed by LEL, to increase the range of materials that can be recycled in north London.

LEL operates the energy from waste facility at Edmonton, which manages most of north London's residual waste and produces over 200,000 Megawatt Hours of electricity in a year. As electricity prices were at record levels over winter 2022-23, the company gained unexpectedly high income from selling electricity to the National Grid. As LEL is publicly owned, this enabled the Authority to make a windfall payment to constituent boroughs of £4.75m in November 2022 and further windfall payments of £10.2m in 2023-24.

In March 2022 LEL installed new switchgear to replace the outdated equipment in the existing facility. Switchgear allows onward transmission of the electricity generated from burning waste. Transmission takes place both to the Grid and also to facilities on the EcoPark. As a result of the new switchgear, power has successfully been supplied to the new resource recovery facility which will be completed in 2023. Associated with the switchgear installation were some unplanned outages of the energy from waste plant, which reflect the challenge of managing the interface between new pieces of equipment and a facility in which assets are over 50 years old.



LondonEnergy Ltd offices at Edmonton

A further important development was the installation of a spare turbine. The Edmonton facility had four turbines but capacity to treat waste and generate electricity was restricted when any turbine was out of operation. The spare turbine allows full operation to continue when maintenance is underway. After careful testing the spare turbine was fully operational in January 2023.

Preparatory work has moved forward on coordinated plans between LEL and NLWA for successful asset management. This covers new facilities being provided under the North London Heat and Power Project and the transition of services into new buildings when they are complete.

3. Recycling services

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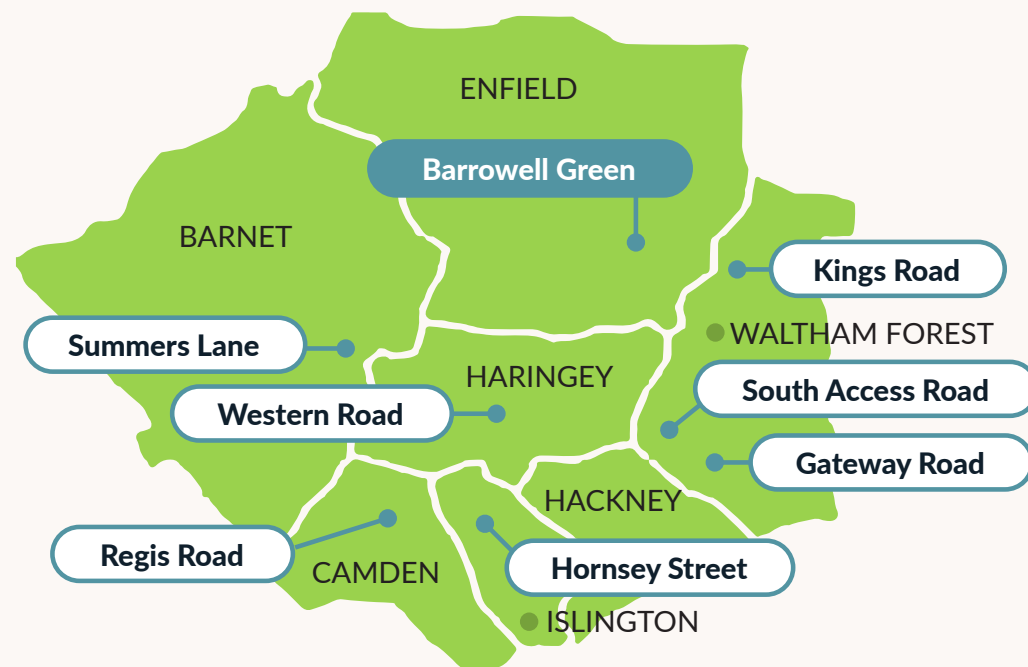
Summary of performance

	2021-22	2022-23
Residents receiving a door-to-door or communal recycling service	100%	100%
Household waste reused, recycled or composted	28.4%	30.7%
Municipal waste sent to landfill	3.6%	0.6%

Table 1: NLWA 2022-23 summary of waste and recycling services

The figures for 2022-23 are provisional and based upon three quarters of actual tonnage and an estimated fourth quarter’s data using an average of the first three quarters. This preliminary data will be adjusted once the numbers are finalised with the constituent boroughs for reporting to the national WasteDataFlow system.

The increased recycling rate is partly due to an alteration in the methodology used to record fly-tipped waste. Boroughs previously had locally agreed methodologies for calculating residual waste collected per household, which excludes fly-tipped waste. NLWA and boroughs have now agreed a consistent methodology which brings us into line with how waste rates are reported across London.



Reuse and recycling centres

Managed by NLWA and operated by LondonEnergy Ltd

- Summers Lane, Barnet
- Regis Road, Camden
- Western Road, Haringey
- Hornsey Street, Islington
- Kings Road, Waltham Forest
- South Access Road, Waltham Forest

Managed by NLWA and operated by Bywaters Ltd

- Gateway Road, Waltham Forest

Managed by Enfield Council

- Barrowell Green, Enfield



A waste collection operative at work

In 2022-23, we decided to review the booking system brought in during the COVID-19 pandemic to manage visitor numbers. A resident survey strongly indicated that the booking system was a barrier to using sites, so the booking system for cars was removed.

NLWA-managed sites dealt with 33,123 tonnes in 2022-23. This is a decrease of 5,484 tonnes compared to 2021-22. 76.1% of all materials were recycled, reused or composted in 2022-23 an increase from 73.8% in 2021-22.

This year we continued to expand the range of materials collected at our reuse and recycling centres. We continued to work with the British Plastic Federation to run the innovative polystyrene recycling service (EPS), which was introduced last year. We are the only authority in the UK to provide a recycling option for this notoriously difficult material. We also continue to run a mattress recycling service, which recycled 84,589 mattresses in 2022-23

Organic waste

Organic waste comprises three categories: food waste, garden waste and BioK (garden and food waste combined). The heat wave of summer 2022 led to a reduction in garden waste collected across the UK.

	2019-20	2020-21	2021-22	2022-23
Food	9,110	10,586	12,931	11,854
BioK	15,062	14,901	14,512	11,976
Green	20,530	16,973	20,230	18,303
Total Organics	44,702	42,460	47,673	42,133

Table 2: Total tonnes collected from households.

Dry mixed recycling

Dry mixed recycling (DMR) is a mix of plastics, paper and cardboard, metals, and glass which is sorted into component materials and recycled. NLWA manages a contract with Biffa to process the recycling collected by six of our seven constituent boroughs. From April 2023, Enfield Council's dry mixed recycling became part of the Biffa contract, so from 2023-24 NLWA will manage all seven boroughs' recycling.

	2019-20	2020-21	2021-22	2022-23
Total Tonnes	110,585	117,728	113,685	108,909

Table 3: Total tonnage of dry mixed recycling per financial year

The table above shows that we processed 4,776 tonnes less than the previous year. The reduction from 2021-22 and previous years could be due to residents returning to workplaces in greater numbers and changes to purchasing habits, potentially impacted by the increased cost of living.

DMR composition 2022-23

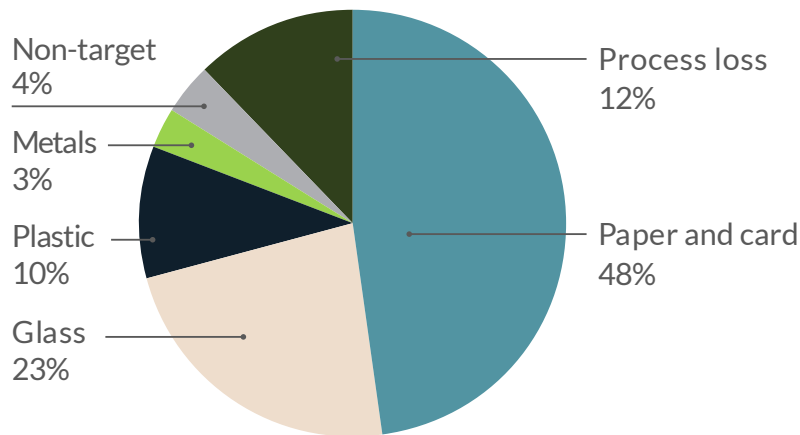


Figure 1: The composition of dry mixed recycling collected in 2022-23

Process loss is items which have been put in recycling bins but cannot be recycled, like nappies, or where recycling has been contaminated with materials like food. This year saw a 4% increase in process loss, which suggests that people may be putting more dirty or unrecyclable items in their recycling.



A lorry offloading dry mixed recycling (DMR)

Recycling income

NLWA receives an income per tonne of materials recycled. The value of this significantly increased during 2022-23 with the quarter four value per tonne being £43.78.



Figure 2: Income from dry mixed recycling per tonne

Recycling destinations

Since March 2020 we have been working with Biffa to reduce the amount of recycling processed overseas, with a commitment of 100% UK destinations by 2030. Currently, 100% of our metals and plastics are processed in the UK. Since March 2020 we have reduced the percentage of our cardboard processed in the far east from 69% to just 7%.



The recycling sorting process

Third party reuse and recycling credits

During 2022 NLWA offered third party reuse and recycling credits to organisations that remove items from the municipal residual waste stream which would otherwise have been sent for disposal at our expense. In 2022-23 the value of the third-party credit was £83.67 per tonne.

Nine charities took advantage of the scheme this year receiving credits worth a total of £188,601. Between them, these charities collected 2,254 tonnes of furniture, textiles and books for subsequent recycling. This was an increase from 1,888 tonnes on the previous year.

Waste electrical and electronic equipment (WEEE)

During 2021-22 NLWA provided a kerbside service for the collection of WEEE to five of our seven constituent boroughs (Hackney and Haringey opted out of the scheme). The service operated by Clearabee collected almost 78 tonnes of WEEE an increase of 26 tonnes on the previous year.

Residents delivered 2,502 tonnes of WEEE to our network of RRCs in 2022-23, an increase of 195 tonnes when compared to 2021-22.

4. Residual waste services

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In 2022-23, we dealt with 557,094 tonnes of residual waste. This reduced by 16,265 tonnes, from 573,359 tonnes in 2021-22.

	2019-20	2020-21	2021-22	2022-23
Total tonnes	586,589	570,394	573,359	557,094

Table 4: Total tonnage of residual waste including clinical, asbestos, RRCs and rejects per financial year



Residual waste

0.6% of residual waste was sent to landfill during 2022-23 with the remaining 99.4% sent for energy recovery. This compares to 3.56% of residual waste being landfilled in 2021-22.

Contract management and service resilience

One of NLWA's key responsibilities is to ensure that waste and recycling services are maintained so residents' collections are not disrupted. During 2022-23, due to the construction of the new facilities at the Edmonton EcoPark, NLWA worked with Biffa and LEL to find solutions to significant operational challenges and maintain a continuous service to boroughs.

The temporary bulky waste facility was handed over to Acciona in February 2023 to begin demolition and clearance for construction of the new energy recovery facility.

To ensure services were maintained, it was necessary to make arrangements for the bulking of some materials to take place away from the EcoPark.

Arrangements were identified and agreed in consultation with Borough officers, which included greater use of our existing waste transfer stations at Hornsey Street and Wembley and using third party facilities near the EcoPark. Organic waste was diverted to Biffa's Edmonton site.

These waste streams will return to be bulked at the EcoPark when the new resource recovery facility is operational.

The off-siting operation delivered successfully against key objectives – ensuring a resilient service for local authority collected waste that minimises service degradation (landfill, bulking recycle, extracting of recycle from residual streams), minimising disruption to the boroughs (travel and turnaround times) and providing a cost-effective solution.

5. Communications, outreach and engagement

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Since 2006, NLWA has delivered a progressively ambitious programme of communications, engagement and outreach in partnership with our boroughs.

In 2022-23 we developed and published [Preserving Resources, Driving Change](#), which sets out our approach to community engagement, communications and policy work to enable a reduction in residual waste in north London from autumn 2022 to mid-2025.

Members advised that a collaborative approach should be taken, and recommended priority themes. The draft plan was presented and approved in October 2022. The plan was finalised and published in January 2023.

The Plan was developed with input from borough officers and was discussed at a series of workshops with stakeholders. The aim is to draw on the collective expert experience of NLWA and constituent boroughs, apply behaviour change methodologies, use existing research and test and evaluate approaches as work is developed and delivered.

The Plan is designed to succeed through collaboration, and priorities have been set that have importance to north London residents and sector stakeholders.

The priorities are to:

- Enable communities to deliver change on the ground by providing residents with prevention, reuse, and repair opportunities
- Campaign for change
- Working in partnership
- Educate and inform residents
- Support our boroughs

- Work with businesses

We ensure our communications, campaigns and engagement activities are based on audience insights and research to ensure we can reach residents as effectively as possible. We reach our audiences through a variety of ways, including:

- Face-to-face at events organised by NLWA and partners
- Information on our websites
- Information on our boroughs' websites
- Social media: Twitter, Facebook, Instagram, YouTube and LinkedIn
- Outdoor advertising
- Local newspaper advertising
- National, regional and trade press



North London Community Fund projects promote repair and upcycling

Summary of engagement in 2022-23

We reached residents through our online, press, social media and advertising offer.

Activity	People reached/engaged
Face-to-face events	845 people
NLWA websites	642,520 visits
Social media (Twitter, Facebook, Instagram, YouTube and LinkedIn)	6,790,343 views of all posts
Outdoor advertising	3,753,250 potential number of people who saw the adverts
Local newspaper advertising	336,258 number of copies printed and distributed
National, regional and trade press	1,678,098,524 total views of all publications

Table 5: Number of residents reached through our communications and outreach in 2022-23

Project highlights

North London Community Fund

Since its launch in 2017, the North London Community Fund enables change at grassroots level, tapping into existing community networks and creating local advocates.

In 2022-23 the Authority awarded £75,624.50 to seven projects delivering activities at the local community level. Organisations provided a variety of in-person waste prevention focused activities for residents to participate in, also some used the funding to improve infrastructure associated with their operations that directly benefit residents.

The activities included:

- Electrical repair delivered by young trainees
- Woodwork training events using scrap wood
- Mixed events and activities focused on textiles, food and electrical waste prevention
- Infrastructure support for refill and food distribution activities

In recognition of its success, we increased the North London Community Fund to £250,000 from 2023-24.

Timings for the fund were adjusted in 2022-23 to allow a longer lead-in time, and delivery of activities over the summer of the following year. Thirty-eight bids were received, and funding was awarded to 17. They aim to reduce a range of types of waste including bulky waste, waste electricals, food, textiles, compost, paint, and nappies.



One of our North London Community Fund recipients, Octopus Communities in Islington

Waste Prevention Exchange conference

Planning was underway for the annual NLWA sector-focused conference, on 18 May 2023, providing a forum to share good practice on waste prevention initiatives. The programme for the 2023 event focuses on systems thinking which allows us to identify the barriers to and opportunities within moving to a more circular economy. Sector specialists were recruited to speak across a range of topics that bring a focus on opportunities for positive change within the waste sector.

Reusable nappy fund

The scheme operated across all the north London boroughs and provided vouchers of £54.15 per baby to parents/carers to use against reusable nappies or a nappy laundry service. In the year, 863 people signed up to the scheme. There is an assumption that whilst a person has redeemed a voucher their baby will continue to use reusable nappies for at least two years, therefore the benefits of disposable nappy waste is experienced for more than one year. For the period of 2022-23, it is estimated that 994 tonnes were avoided from 3,328 children. In March 2023 we agreed to increase the value of the voucher to £70 from 1 April 2023.

Flats above shop food waste trial

The Authority supported Hackney Council and Islington Council in the launch of innovative trials to provide food waste collection services for flats above shops. NLWA and borough council officers spoke to residents on doorsteps, created communications materials and produced a monitoring approach to measure the service uptake and behaviour change. Those trials continue and learnings are being disseminated across all constituent boroughs in 2023-24.



An Islington resident added to the new flats above shops food waste recycling trial

Repair and upcycling events

A series of repair and upcycling events were delivered providing residents with the opportunity to hear from experts and business owners, see upcycling demonstrations and take part in hands-on repair activities focusing on furniture and soft home furnishings. The events were well received with over 650 residents attending and participating in talks and workshops delivered by 21 different organisations operating within the north London reuse, repair, and upcycling sector.



Residents attending a repair and upcycling event in Islington

Single-use plastic reduction

We started developing an evidence-led behaviour change campaign to get residents to use reusable alternatives to single-use plastics. The intervention based on the Behaviour Change Wheel will be delivered

in 2023-24 and will demonstrate expected behaviours, feature community members, educate on the environmental consequences of single-use plastics, generate commitments to reuse and refill, and ask businesses to display behaviour related messaging and prompts in their premises.

ReUse Shop promotional campaign

NLWA has a reuse shop at Kings Road Reuse and Recycling Centre.

During 2022-23, we ran an advertising campaign to encourage more people to visit the shop. This included local newspaper advertising, digital on-street panels and targeted social media advertising. Outcomes from this promotion include:

- 6,443 people visited the [ReUse Shop webpage](#) on NLWA's website.
- [ReUse Shop Instagram account](#) gained 374 new followers.
- Reached 35,000 people through social media advertising.
- Outdoor advertising was seen 3,753,250 times.
- Newspaper adverts reached 336,258 people.



A newspaper advertisement for the ReUse Shop in Chingford

Reaching residents through digital channels

We use digital channels to make it as easy as possible for residents to find information about local services. However, with 77% of UK residents regularly finding information about services online and 65% regularly using social media ([Office for National Statistics](#)), we can also use digital channels to reach new audiences and try to influence and persuade them.

During 2022-23, around 500,000 people visited NLWA's website. While reuse and recycling centres remain very popular pages, most of our web traffic now relates to our [A-Z waste search](#) which allows residents to search 'what to do with' a whole array of different household items. Last year 431,000 searches were carried out on the A-Z and top searches were furniture, paint, electricals, clothes and carrier bags.

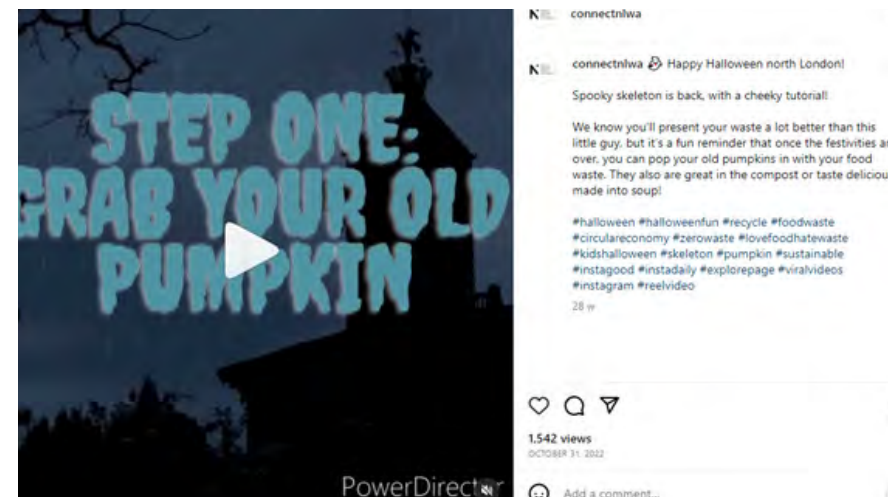


The A-Z waste search, the most popular function on NLWA's website

We regularly post on NLWA's social media accounts, and, across Twitter, Facebook, Instagram and LinkedIn, we have over 10,000 followers. We also run a series of advertising campaigns designed to target a specific audience. We ran 18 digital campaigns in 2022-23 which promoted waste prevention and recycling behaviours, often linked to key cultural events, awareness days or weeks. Examples include:

- Recycle Week 2022
- Halloween waste prevention and food waste recycling
- Back to school waste prevention tips
- Low waste (New Year) resolutions
- Nature cure – nudging people to connect with nature to encourage sustainable behaviours
- NLWA's guide to running a sustainable textiles event

Collectively, these campaigns generated over 5 million impressions and 105,000 engagements. They also drove 21,884 people to NLWA's website.



A Halloween Instagram post which encouraged residents to put used pumpkins in a compost or food waste recycling bin

Research and insight

Education research

We commissioned Keep Britain Tidy to run a study with staff, parents and pupils representing 61 north London primary schools. The aim was to understand the priority areas of interest and gaps relating to waste minimisation education in north London primary schools.

A key theme arising was that having support from an expert regarding waste, and on-going contact for that is important to schools. Also, providing teaching resources and ensuring the correct infrastructure is in place in the schools are essential to help teach on and implement waste prevention. Work commenced on developing an education hub on the NLWA website and creating a strategy to support waste prevention education in north London schools.

Audience insights research

NLWA commissioned Savanta to understand north Londoners' capability, opportunity, and motivations in relation to waste prevention behaviours. The outcome identified four audience profiles, and showed that overall, 76% of north Londoners agree waste reduction is important. Of those, 42% rank environmental reasons as their top motivation. The insights from this work are being used to support the behaviour change activity being developed for the various audiences.

Big Plastic Count

In summer 2022, thousands of people took part in The Big Plastic Count, an initiative led by Greenpeace and Everyday Plastic which asks people to record all the plastic they use in one week. NLWA partnered with Everyday Plastic to provide north London-specific data. Over eight thousand people from more than 3,000 north London households were surveyed in May 2022 revealing that in just one week, these homes threw away a staggering 191,710 pieces of plastic. The insights from that work are being used for joint campaigning and

targeted messaging on the extensive issue of unnecessary plastics and the challenges of dealing with it.

Reuse and recycling centre research

We surveyed north Londoners to understand their out-of-home recycling habits, including awareness of and willingness to use reuse and recycling centres (RRC). Results found that 80% reported recycling unwanted electrical items; 60% took clothes to a charity shop; 40% took batteries to a recycling point and 23% took light bulbs to a recycling point.

In addition, 46% of those surveyed said they had ever visited a north London RRC and 65% said it was 'very important' that as much RRC material as possible was reused or recycled. Of the people who had visited an RRC, 82% travelled by car. Findings from the survey were used to inform campaigning, including a 2023-24 RRC promotional campaign encouraging residents to walk or cycle to sites.

Campaigning

In our Waste Prevention Plan 2022-25, we set out our intention to campaign for systemic change. NLWA and its boroughs welcome reforms set out in the government's Waste and Resources Strategy in 2018. However, the need for legislative action to prevent waste is urgent if we truly want to tackle the Climate Emergency.

As part of our campaigning, we made the following calls to government:

- Reinstate its 2023 start date for proposed Extended Producer Responsibility (EPR) legislation and to include difficult-to-recycle products such as mattresses, carpets, nappies, wet wipes, cigarettes, chewing gum and plant pots
- Make a commitment that money raised from EPR – expected to be about £1 billion – all goes to local government.

- Introduce a 50p charge on single-use, plastic-lined coffee cups.
- Extend its ban on plastic plates and cutlery to far more single use plastics.
- Ban unnecessary packaging on loose fruit and vegetables like plastic bags for bananas, net bags for onions and plastic wrap for cucumbers, in line with the [Everyday Plastic](#) campaign.
- Give local authorities the necessary funding and powers to make recycling compulsory.
- Increase the current packaging levy (Packaging Recovery Note) from 10% to 30% in the interim and give funds to local councils for waste prevention initiatives as well as to help councils improve and extend reuse, repair, and recycling services.

In March, the Chair of NLWA [wrote to the Chancellor and the Under Secretary of State](#) at the new Department of Business and Trade, urging them not to delay or water down Extended Producer Responsibility and the newly announced Deposit Return Scheme. We also pointed out the lack of local council involvement in planning for the Deposit Return Scheme. While the scheme is welcomed in principle, local authorities have valuable insights which, if ignored, could impact the scheme's effectiveness.

This letter was sent after the media reported some lobbying by retailers and producers against both schemes.

Responses to consultations

During 2022-23, we responded to four Government consultations:

- Reform of waste carriers-brokers and dealers in England
- Developing the UK Emissions Trading Scheme (UK ETS)
- Preventing charges for DIY waste at household waste recycling centres and call for evidence on booking system at household waste recycling centres
- Environmental Targets (waste section)

Full consultation responses are available on nlwa.gov.uk/ourauthority/consultation-responses



Gateway Road Reuse and Recycling Centre

6. North London Heat and Power Project

6. North London Heat and Power Project



Aerial View of the EcoPark South project under construction, with the RRF in the foreground

The North London Heat and Power Project is replacing a 50-year-old energy from waste facility at the Edmonton EcoPark. A new energy recovery facility (ERF) will be able to process up to 700,000 tonnes of waste each year and will provide electricity to the national grid and heat to a local district heat network.

The project includes a resource recovery facility (RRF) to maximise recycling from bulky waste and other materials, and a new public reuse and recycling centre. EcoPark House is a new visitor centre and community space for local residents, as well as a waterfront home to Edmonton Sea Cadets.

In September 2022 we handed over the first half of the ERF site in the north of the EcoPark to Acciona to start construction. They carried out a major site clearance and piling programme in readiness for the

start of the construction of foundations and civil engineering. The RRF and EcoPark House construction neared completion and started commissioning in preparation for opening. The entire project remained on time and on budget as set out in the 2019 project baseline.

Energy recovery facility progress

During 2022-23, Acciona took over the operation of the Laydown Area and Welfare Facilities from Taylor Woodrow, in preparation for the increase in the ERF workforce. They installed additional welfare



View of the eastern section of the ERF site under construction

facilities and other infrastructure to meet the needs of the growing workforce, recognising the high standard of working conditions required by the implementation of the National Agreement for the

Engineering and Construction Industry (NAECI) “Blue Book” working rule agreement agreed by Members.

Off-site, Acciona progressed the design and procurement of the specialist process equipment. Key supply subcontracts placed include the boiler; steam turbine and generator; generator step up transformer; plate heat exchanger; and the waste and incinerator bottom ash cranes.

On site, the site clearance of the eastern section of the site was carried out by Galldris, an Enfield-based company, under subcontract to Acciona. This was followed by the commencement of piling by the specialist subcontractor, Van Elle. In total, 1666 piles will be installed. The main civil works subcontractor, Byrne Brothers, was appointed.

EcoPark South construction project progress



Internal view of the Resource Recovery Facility under construction

In 2022-23, the EcoPark South construction project being carried out

by Taylor Woodrow neared the completion of its build programme, with the various facilities taking on their final external appearance.

At the end of the year, the RRF achieved its readiness to commence testing and commissioning of the 42 mechanical and electrical systems, many of which provide essential operational safety and environmental controls.



EcoPark House under construction

The external appearance of the RRF is dominated by the array of solar panels on the roof - the largest solar array in north London - and the towers forming part of the odour control system which changes and cleans the air inside the facility four times per hour.

EcoPark House, which will provide space for community and educational use as well as providing a waterfront base for the Edmonton Sea Cadets, is approaching completion, and will be brought into use early in 2024. The facility is completely “off-grid”, being supplied with electricity from the RRF solar array and heating

through a ground source heat pump. During the year, detailed option studies were undertaken to optimise the way it will operate to provide community benefits.

Construction and installation of services on the reuse and recycling centre (RRC) was well advanced during 2022-23.



Reuse and recycling centre under construction

Health, safety and wellbeing

We continued to prioritise safe working with the aim of achieving zero harm. Tragically, in November 2022, a worker on the ERF project was killed in a collision with moving plant. The ERF site was shut down whilst the safety precautions were re-examined to determine what lessons could be learned and implemented. Work was fully resumed only after a gradual and controlled remobilisation. At the time of

publication the incident is under investigation by the Health and Safety Executive.

Despite the fatality, the project continues to drive to achieve the highest standards in safe working practices. On the EcoPark South contract, Taylor Woodrow reported 2 million hours over 2 years without a lost time incident. The Accident Frequency Rate (AFR) for reportable injuries in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013 is at 0.098 across the project. This compares well with other major construction projects.

In 2022/2023, a great amount of work went towards implementing wellbeing initiatives to reinforce the importance of workplace wellbeing and to promote mental health awareness, conveying the zero harm vision.

One of the wellbeing highlights involved the Mates in Mind programme. Mates in Mind is a leading UK mental health charity, bringing awareness to mental health and wellbeing within the construction workforce. The NLHPP facilitation team have run this training with 115 people. The team was awarded Highly Commended in the Best Workplace Mental Health Team category in the 2023 Mates in Mind Impact Awards.

Another wellbeing initiative implemented was the Wellbeing Matrix. This is a bespoke organisational wellbeing assessment tool designed by organisational psychologists, tested with partners and implemented across the programme.

The 2023 Health Safety Wellbeing Culture Survey was launched at the end of March 2023. To increase operative engagement, the Wellbeing team implemented an in-person communications and engagement plan, involving attending morning safety briefings and lunchtime activities.

Equality, diversity and inclusion (EDI)

During 2022 we ran Safe Space sessions with three groups: women, men, and people from minority ethnic backgrounds. The sessions were designed for people to explore exclusion/inclusion in a safe environment. Discussions were designed to confront myths about exclusion and provoke conversations on topics such as race, culture, ethnicity, well-being, and gender.



International Women's Day Celebration Event on NLHPP

In September 2022 we launched our Women on NLHPP Network to raise the profile of and empower women, and enable women to build connections and learn from each other. The network has open and honest discussion about important issues that affect women in the workplace, and has explored topics such as female career progression and held a celebration event for International Women's Day.

Throughout the year NLHPP and HS2 Euston teamed-up to create and deliver the first of its kind cross-industry Reverse Mentoring Programme. Eleven early careers mentors, primarily from under-

represented groups were matched with senior leaders/experienced mentees across the NLHPP and HS2 project team, including eight different partner organisations.

Our inaugural NLHPP Inclusion Summit was held in November 2022; we invited leaders and colleagues to evaluate how we are really doing against our ambition to create an inclusive and anti-racist environment. On the day we reflected and discussed how we could do more, as individual leaders, as teams, as a project as well as an industry. The summit was particularly focused on learnings alongside discussions concerning race and racism, with a guest panel of award-winning experts.

The inclusive leadership programme also concluded in 2022 which brought together leaders from across the project to collectively explore the challenges and participate in EDI training.



NLHPP Inclusion Summit Event Panel Discussion, Tottenham Town Hall

Social value

The project made great strides in delivering social value for local communities. An ERF Social Value Governance Board was set up with representation from NLWA boroughs to ensure benefits are reaching local residents, communities and businesses through a locally informed approach to delivery of social value.

Acciona launched the RE-Power Communities initiative which provides small grants and volunteering hours to local voluntary and community organisations. In 2022-23 15 initiatives in Enfield, Haringey and Waltham Forest were supported, including charities working with people with disabilities, local groups focused on improving green spaces, support for careers and training developments, and initiatives to support local families struggling financially. A second round will launch in the summer of 2023.

13 skilled apprenticeships were created in 2022-23 for local residents and the total number of apprenticeships created on the project reached 33. Further apprenticeship opportunities will come forward in 2023-24.

As of 31 March 2023, the project has achieved 145 training placements, out of a total project target of 225. A particular focus for training placements has been to encourage groups who are currently underrepresented in the construction workforce to pursue careers in the industry, particularly women. Through a training initiative developed in partnership with Women into Construction, five-week training placements have been delivered for 14 local women across a variety of project roles.

To date across all projects on the NLHPP, 19% of the on-site workforce have been residents of Enfield, Haringey or Waltham Forest and 25% have been residents from one of the seven north London boroughs. Acciona's local workforce on the ERF has increased to 79 people, representing 58% of the total workforce. Employment opportunities continue to be publicised to maximise reach into communities.



A member of the NLHPP Social Value team and the Enfield-based contractor, Galldris, at a careers fair in June 2022

Over the course of the 2022-23 academic year, the Schools Programme has successfully expanded in its reach across all seven boroughs to encouraging young people from all backgrounds to consider careers in the industry. More than 2,000 students across 33 schools in seven NLWA boroughs have been engaged over the past year.

As well as supporting communities, employment and skills, the project is encouraging procurement of local suppliers from NLWA boroughs. To date, over £31 million has been spent procuring local businesses, and approximately 11% of our contractors' supply chain spend has been with businesses in the area (exceeding our target of 10%). Further supply chain opportunities will become available as the ERF contract progresses, with a number of "meet the buyer" events planned to encourage local businesses to tender for these opportunities.



Students from Haringey Sixth Form College visiting the NLHPP Site in March 2023

Community engagement and communications

As a public authority, it is crucial that we ensure local residents and groups are accurately informed about the project. In 2022-23, we continued to maintain our communications and community engagement work as construction progressed and we broke ground on the energy recovery facility.

We ensured that we responded accurately and quickly to enquiries from residents and groups, and proactively communicated about the most commonly raised themes. In particular, we produced more materials about air quality, carbon emissions, capacity of the new energy recovery facility and the new recycling facilities.

We kept the website northlondonheatandpower.london up to date with extensive information, videos and announcements. The website received 18,000 visits in 2022-23, compared to 45,000 the previous year. This may reflect that approval was given to signing a contract for delivery of the energy recovery facility in December 2021.

On social media, NLHPP channels continue to issue proactive posts which have seen a decline from previous years in negative sentiment. Across channels posts were seen 112,000 times and received 5,438

interactions. LinkedIn has also provided valuable opportunities to further promote job and training opportunities and recognise the great work the project team is delivering.

We issued 17 press releases to local and regional media at key points in the project. In addition, 22 responses related to the project were published on the Scheme of Publication and 21 press enquiries were responded to.

Three newsletters were printed and delivered to 28,000 homes and businesses and made available online.

We held 34 visits to the EcoPark for borough stakeholders and three in-person Community Liaison Group meetings. NLHPP was recognised as leading the way with awards for Public Sector Procurement Project of the Year. Contractors won awards for work on our project in Innovation, Corporate Social Responsibility and bronze in the Green Apple Awards.



Tomorrow's Series Award Ceremony for Public Sector Procurement Project of the Year

7. Governance

7. Governance

NLWA has a robust Governance Framework which includes clear organisational objectives, set out in its annual Business Plan and Joint Waste Management Strategy. The Standing Orders set out how decisions are made, whether by elected members or officers. Most member decisions are made in public on the basis of publicly available reports. Risks are dynamically managed through our risk register, which is reported to members at Authority meetings.

The Authority has strong systems of financial control, which include Camden Council's financial procedure rules and a robust annual budget setting process.

Corporate Peer Challenge

In January and February 2023, NLWA underwent a Corporate Peer Challenge from the Local Government Association (LGA). The review highlighted that the Authority is in a positive position, where observations included strong leadership, effective external communications, an impressive construction programme, well-managed finances and high-calibre, responsive staff. There were areas noted where we can further our development as an organisation, which will be addressed in an action plan in 2023-24.

Declarations of interests, gifts and hospitality

In order to demonstrate accountability, transparency and impartiality to taxpayers, NLWA reports on any transactions of officers and Members in the Authority's statutory accounts each year. Staff must declare any relevant interests and any offers of gifts or hospitality so that they can be recorded. In 2022-23 there were three offers of gifts and hospitality, all valued at £50 or less.

During 2022-23 there were no declarations of interest by officers. Declarations of interest by Authority Members which are relevant to items of business on the agenda of any formal meeting are recorded in the minutes of that meeting.

Data protection

NLWA has a responsibility to protect any personal data it processes during its operations. This would include, for example, collecting feedback about events from residents or taking photographs of people. In November 2022, NLWA renewed its registration as a data controller with the Information Commissioner's Office (ICO).

NLWA has a responsibility to comply with all relevant aspects of the Data Protection Act 2018 and the UK General Data Protection Regulation (UK GDPR), 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 in 2022-23.

The Data Protection Officer has overall responsibility for ensuring compliance with the UK GDPR and reporting directly to the Authority's Senior Management Team.

Freedom of Information and Environmental Information Regulations

NLWA receives formal information requests about its activities under the Freedom of Information Act 2000 and Environmental Information Regulations 2004. In 2022-23, we received 27 information requests.

The table below compares the number of information requests received in 2022-23 with the previous two years. Whilst the deadline to respond can be extended for complex requests, we aim to respond within 20 working days in line with the regulatory requirements.

Period	Within 20 days	More than 20 days	Total
2020-21	22	15	37
2021-22	29	22	51
2022-23	24	3	27

Table 6: Information requests received and responded to

Information Transparency Code

NLWA publishes information in accordance with the Information Transparency Code 2015 on its website. Details can be found at nlwa.gov.uk/ourauthority/information-we-publish. We are working to refresh the information we publish to ensure that the latest information is available.

Equality objectives

In compliance with the Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017/353 (2017 Regulations), which requires equality objective(s) to be set and reviewed every four years, NLWA's equality objectives were last reviewed in January 2022. We will ensure that due regard is had to the Public Sector Equality Duty (PSED) set out in section 149 Equality Act 2010 in the delivery of the objectives and outcomes. Our equality objectives are:

- We will aim to ensure that we provide a waste disposal and waste prevention service that is fair, accessible to all and promotes equality of opportunity.

- We will aim to ensure that we implement the North London Heat and Power Project in a way that is fair and accessible to all and promotes equality of opportunity.

Our activity and measurable outcomes

Provide waste disposal and recycling services through contracts with operators:

We regularly audit the operating procedures and policies of all of our contractors to ensure they discharge their responsibilities in accordance with Equality Legislation and policies of the Authority. We monitor the application of these procedures and policies in action to ensure they meet expectations in reality.

Provide public-facing services through reuse and recycling centres:

We ensure our facilities are staffed adequately and those staff are trained to ensure any visitors that are less physically able are supported to dispose of their items in the most sustainable way.

Plan and coordinate services with boroughs for waste management from the current time to the long term:

We will consider with boroughs and through wider community focused consultation (including with those groups that represent the interest of residents with specific protected characteristics), the impacts our services have on the individual and we'll ensure appropriate adjustments are built in that provide equality of opportunity.

Take responsibility for the stewardship of assets owned by the Authority for the purposes of service provision:

We ensure the accessibility of assets are assessed annually and reasonable adjustments are made for those with disabilities.

Promote positive behaviour by residents through outreach and campaigns which reduce residual waste:

We carry out research to provide audience insight into communities across north London to identify the most effective routes to resident

engagement and messaging that will motivate actions to prevent waste. We research and identify community groups which could take advantage of community grants but are not currently engaged with NLWA. We increase spend in marketing community grants to reach more people and provide support with applications to reduce barriers to participation.

Provide information to the public on the Authority's activities:

We ensure accessibility and inclusion are part of communications planning process and campaign templates.

We follow communications planning best practice and ensure communications is tailored to different audiences. We also use the Government Communications Service [guidance on accessible communications](#) to evaluate and inform our activities. We work with borough communications teams to amplify messaging and maximise the reach of our communications.

Deliver world class new facilities through the North London Heat and Power Project (NLHPP):

We plan to deliver EcoPark House as a model community facility accessible to people with disabilities. We achieve participation in apprenticeships and on-site skills training from under-represented groups in the construction workforce, specifically ethnic minorities and women, in excess of current industry benchmarks. We monitor and verify the application of the London Living Wage as a uniformly applied minimum standard for on-site working across all contracts.

Activities which contribute towards meeting our equality objectives

The following activities or actions have contributed towards meeting the equality objectives:

- Contracts awarded by the Authority contain 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 also include a check of tenderers' equality policies.

- Waste prevention work continued to reach a wide range of audiences through the year. Outreach with residents was delivered through a mix of approaches including in-person, print and digital information.
- Under its duty to comply with The Public Sector Bodies (Websites and Mobile Applications) (No.2) Accessibility Regulations 2018, NLWA's website meets Web Content Accessibility Guidelines version 2.1 AA standard.
- All printed communications are made available online so that the size of the document is scalable, and all imagery used in online communications and websites includes image titles that are understandable when used by screen readers.
- NLWA's Communications team continues to ensure that online and printed communications material is fully accessible.
- We continue to incorporate accessibility requirements 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).
- We also work to promote the inclusion of women and ethnic minorities in the NLHPP's on-site construction workforce, as well as in on-site skills training placements and apprenticeships. In March 2023, the project launched a women in construction training programme led by Acciona, the contractor for the energy recovery facility, with the assistance of the Women into Construction community interest company and supported by several other partner organisations.

The 2017 Regulations impose reporting requirements on public authorities specified in schedule 2 and also impose gender pay reporting requirements on public sector employers with more than 250 employees. The Authority does not employ members of staff directly. All Authority staff members are employed by Camden Council

and the requirements of the 2017 Regulations relating to employee data is to met by Camden Council as the employer.

Public procurement

NLWA's procurements are advertised and conducted in accordance with the Public Contract Regulations 2015 and our Contract Standing Orders.

Modern slavery

The Authority works with Camden Council to meet the requirements of the Modern Slavery Act 2015. A link to its modern slavery statement is provided on the Authority's website and training on slavery and human trafficking provided by Camden Council is made available to our staff.

NLWA regularly checks that potential suppliers have in place a slavery and human trafficking statement which complies with the law as part of its procurement processes.

Risk

To protect the public interest, the Authority needs to identify, assess and manage risk. NLWA has a high-level risk register which we review each year. In response to increasing responsibilities, we enhanced our approach to risk management in 2022-23 through the integration of relevant and appropriate risks from the NLHPP and LEL risk registers into the high-level register, to ensure awareness of organisational risks and priorities. The outcome of this approach is that both LEL and NLHPP have clear sight of NLWA's top risks which form a basis to ensure optimal resource allocation.



8. Finance and resources

8. Finance and resources

The net revenue budget of the Authority for 2022-23 was funded mostly by a levy on constituent boroughs, which 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.

In February 2022, the Authority agreed an original budget of £76.712 million (m) for 2022-23, to be financed by estimated revenue balances of £9.266m, charges to boroughs for non-household waste of £8.590m, household waste of £1.809m, and a levy of £57.047m. In setting the 2022-23 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 2023-24 budget and levy.

The Authority also planned to finance the cost of the North London Heat and Power Project (NLHPP) through borrowing at different stages in the Capital programme. To pay for project costs as they arise, the Authority has borrowed a total of £970m from the Public Works Loan Board, part of Her Majesty's Treasury for periods ranging 14.5 years to 44.5 years. This brings total borrowing to £1,000m. £280m of the borrowing was converted to Euro and placed in Euro Money Market Fund managed by LB Camden on the Authority's behalf. This is being drawn down to pay for the Energy Recovery Facility (ERF) construction work.

The 2022-23 final outturn reported as part of the ordinary business of the June 2023 Authority Meeting indicates that NLWA's total expenditure for the year was £60.245m, and that charges for non-household and chargeable household waste were £6.555m and £1.266m 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 £15.122m at 31 March 2023. This is £4.683m

better than previously forecast in February 2023. The in-year financial improvement arose mainly from lower residual tonnage received from boroughs, higher wholesale electricity prices resulting in a lower electricity claim, savings on administration costs and non-use of the contingency.

2022-23 Gross expenditure	£m
Waste disposal and recycling services (including landfill tax)	51.763
Reuse and recycling centres (including disposal costs from these sites)	4.860
Corporate and support services	3.948
Waste prevention initiatives (including work with community groups and constituent councils)	0.708
North London Heat and Power Project (development costs)	0.667
Revenue cost of funding the capital programme	6.752
Expenditure	68.697
Sale of recyclables	(8.091)
Other income	(0.361)
Net Expenditure	60.245

Table 7: NLWA 2022/23 gross expenditure

In February 2023, the Authority set the budget for 2023-24 at £74.871m. The Authority decided that the £10.439m revenue balance forecast available would be used to help fund the budget. In addition,

the Authority was able to approve a rebate to the levy of £10.2m due to the benefit of higher electricity windfall payment from LondonEnergy Ltd. Consequently, the 2023-24 budget has been financed as follows:

	£m
Use of revenue balances	10.439
Charges to boroughs for non-household waste	8.949
Charges to boroughs for household waste	1.815
Levy	63.868
Levy rebate	(10.2)
Total	74.871

Table 8: Financing of the 2023-24 Authority budget

The levy for the 2023-24 financial year of £53.868m after the rebate is included, has been apportioned between the constituent boroughs as follows:

	Levy £m	Rebate £m	Levy due £m
Barnet	12.778	(2.004)	10.774
Camden	8.617	(1.281)	7.336
Enfield	10.377	(1.576)	8.801
Hackney	7.559	(1.556)	6.003
Haringey	8.207	(1.292)	6.915
Islington	6.759	(1.262)	5.497
Waltham Forest	9.571	(1.229)	8.342
Total	63.868	(10.200)	53.668

Table 9: NLWA 2023-24 levy breakdown by borough

Tonnage levels

Allowing for a continuation of constituent borough recycling and composting activity, the 2023-24 budget allows for the disposal of 567,832 tonnes of residual waste, the processing of 13,303 tonnes of mixed organic waste, 20,735 tonnes of food waste, 26,913 tonnes of garden waste, and bulking and sorting arrangements for 128,108 tonnes of mixed dry recyclable waste.

NLWA 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: mostly for 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 for 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.



LondonEnergy vehicle disposing of waste

Property

NLWA 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.

In December 2020, NLWA began a 999-year lease of 73% of the area of the EcoPark from LondonEnergy Ltd to facilitate construction of the North London Heat and Power Project.

The Authority has varying property interests at:

- Edmonton EcoPark
- Hornsey Street, Islington
- Hannah Close, Wembley
- Pickets Lock Lane (residual land)
- 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

In relation to the Hendon rail transfer station, the Authority had a tenancy with Network Rail that was taken over by the London Borough of Barnet in July 2020. This site was subject to a compulsory purchase order. In November 2020, the Authority took a 5-year lease of a site owned by Araglin Holdings Ltd at Hannah Close, Wembley. This property is intended as a temporary replacement for the Hendon site and the Authority handed the Hendon site back to the London Borough of Barnet in December 2021. In February 2022, British Land

Properties Ltd acquired the freehold interest of Hannah Close from Araglin Holdings Ltd.

Throughout 2022-23, work to manage two invasive plant species, Japanese knotweed and giant hogweed, continued at the Pinkham Way site and at Deephams Farm Road.



Hannah Close, Wembley



Hornsey Street reuse and recycling centre

