

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: ASSET MANAGEMENT UPDATE

REPORT OF: MANAGING DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 12 FEBRUARY 2026

SUMMARY OF REPORT:

This report:

- Provides an update on the provisional implementation of the Authority's Asset Management Strategy and plans towards its formal publication in late 2026;
- Summarises the commendation received from the global Institute of Asset Management on the success of the Authority's Integrated Asset Management Improvement Programme (IAMIP), and steps going forward to embed the approach to safeguard and extend the life of the Authority's existing facilities (including existing Energy from Waste (EfW) facility);
- Provides a short update on progress to create an Area Plan for the Authority's land at Pinkham Way (London Borough of Haringey).

RECOMMENDATION(S):

The Authority is recommended to:

- A. note the substantial progress made by NLWA and LondonEnergy Ltd on asset management to date; and,
- B. note the approach to consult on the Authority's Asset Management Strategy in late 2026.

SIGNED:  Managing Director

DATE: 04 February 2026

1. INTRODUCTION

- 1.1. Through the North London Heat and Power Project (NLHPP), the Authority is making a substantial capital investment to create new facilities to meet the waste management needs of north London for the long term.
- 1.2. The new facilities which have successfully been created and brought into operation to date include a world-class Resource Recovery Facility (RRF), Reuse and Recycling Centre (RRC), and EcoPark House (EPH) – located on the Edmonton EcoPark.
- 1.3. North London Waste Authority (NLWA) and its primary delivery organisation (LondonEnergy Limited (LEL)) are now preparing for the successful handover, operation and management of the new Energy Recovery Facility (ERF).
- 1.4. Separate to the facilities at the Edmonton EcoPark, the Authority owns land and/or directs waste management services at thirteen (13) other sites across north London. These include Pinkham Way – which consists of approximately 4.8 ha of unutilised land in the London Borough of Haringey (LBH)¹.
- 1.5. As part of the Authority's Asset Management Strategy, NLWA is taking the necessary steps to ensure all our investments in facilities/assets/land(s) return optimal value for money and are preserved to meet the lifespan for which they will be required.
- 1.6. This paper:
 - 1.6.1. Outlines steps to finalise and formally publish the Authority's Asset Management Strategy in late 2026;
 - 1.6.2. Summarises the progress made by NLWA and LEL, and the coordinated steps we are taking to safeguard and extend the life of our existing facilities, including the existing energy from waste facility; and,
 - 1.6.3. Provides a short update on efforts to realise latent value from the Authority's land at Pinkham Way.

2. ASSET MANAGEMENT STRATEGY UPDATE

- 2.1. Following the publication of the North London Joint Waste Strategy (NLJWS)², officers are working to finalise an Authority Asset Management Strategy.
- 2.2. Whist still in draft, the success of the asset management strategy – and our supporting Integrated Asset Management Improvement Programme (IAMIP) through which it is implemented – is paying dividends. In late 2025, the Authority

¹ <https://www.nlwa.gov.uk/sites/default/files/2025-04/05%20Asset%20Planning%20%20Asset%20Management%20Strategy%20Summary%20Update.pdf>

² <https://www.nlwa.gov.uk/ourauthority/our-strategies>

and LEL were jointly awarded the **UK's Corporate/Organisation Transformation Award** from the global professional body for asset management (the Institute of Asset Management)³. Through the Asset Management Strategy, the NLWA and LEL will build on that success and embed the approach to 'Responsible Asset Stewardship'⁴ across all facilities.

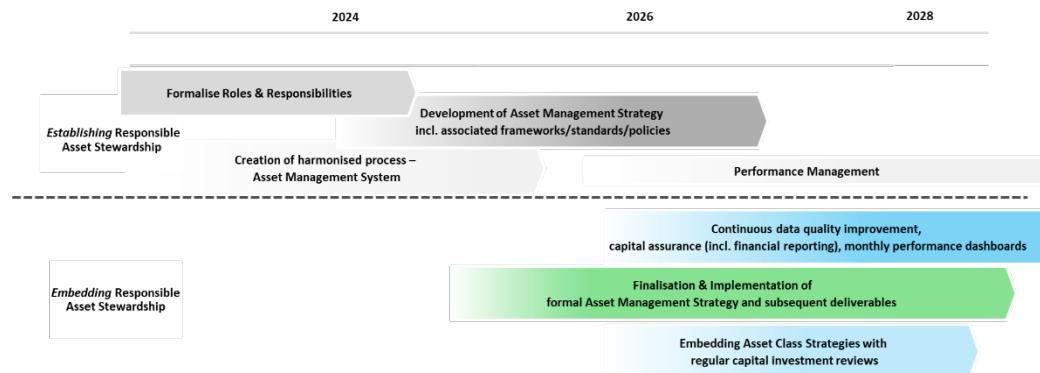


Figure 1: Showing the transition from 'Establishing Responsible Asset Steward' to 'Embedding Responsible Asset Stewardship' – through the Integrated Asset Management Improvement Programme (IAMIP)

Improvements to Capital Investment Planning and Implementation

2.3. To achieve this, among other improvements in the IAMIP, officers have established a formal capital investment budget and an accompanying cross-organisation 'Capital Investment Panel' – reporting to the joint NLWA/LEL Asset Management Steering Committee (AMSC). This will provide increased assurance over the Authority's non-NLHPP capital budgets and investments. The intention here is to strengthen oversight; achieve greater value from both capital (CapEx) and replacement (RepEx)⁵ investments; and enable improved investment prioritisation aligned to the NLJWS. This will be required to successfully deliver and assure the forthcoming RepEx initiatives within PROJECT 60 – outlined in brief in paragraphs 2.4 to 2.6 of this paper.

Preserving and extending the life of the existing energy from waste facility (PROJECT 60)

2.4. Aligned to the approach detailed in 2.3 above – work is now underway to design and implement a more broadly scoped project (PROJECT 60) to preserve and extend the life of the existing energy from waste facility. PROJECT 60 was referenced in the agenda item on LondonEnergy Ltd governance in the December 2025 Authority meeting. The project name reflects that the existing facility dates from 1970 and LEL

³ <https://theiam.org/news/iam-uk-chapter-awards-2025-results/>

⁴ To operate and maintain facilities in a way that safeguards their function, maximises their life, and minimises ongoing costs

⁵ Replacement investments or RepEx means the expenditure incurred or projected to be incurred for replacement of capital assets on completion of their useful life but are not covered under business-as-usual repairs and maintenance expenses

are confident it can pass its 60th birthday while remaining operational as needed through a considered programme of asset interventions (i.e., PROJECT 60).

- 2.5. PROJECT 60 is likely to include enhancements and extensions to existing CapEx and RepEx initiatives to meet the challenges associated with operating this facility several years beyond its previously planned decommissioning date. NLWA and LEL will need to implement the best of the recently endorsed asset management methods to achieve this objective.
- 2.6. The aim in early 2026 is to re-characterise the scope of the challenges that the Authority and LEL will face – for as long as the facility will be needed – and create a new baseline for the effort and resources that will be required going forward. A report is due to be produced in summer 2026, and plans are in place to present the scope of PROJECT 60 to the Authority in Autumn 2026 and update financial forecasts for 2027/28.

Approach for the review & publication of the Authority's Asset Management Strategy

- 2.7. Over the coming months, officers will put the draft asset management strategy through a comprehensive series of peer-reviews – across the variety of Authority groups (including senior borough officers); with other external organisations managing similar assets; and with leading external asset management experts – to assure the approach. By late 2026, officers aim to present the final draft to the Authority for approval before publication. Officers will engage Authority members in the second half of 2026 to determine the best approach to consult them on the text of the strategy.

3. UPDATE ON AN AREA PLAN FOR THE AUTHORITY'S LAND AT PINKHAM WAY

- 3.1. As agreed at the April 2025 Authority meeting, officers are taking steps to create an Area Plan for the Authority's unutilised land at Pinkham Way (in the London Borough of Haringey)⁶.
- 3.2. Since that meeting, NLWA and the London Borough of Barnet (LBB) – who own the adjacent land – have agreed to consolidate efforts to propose agreeable usage(s) for the land(s) and present this in one 'Area Plan'. To that end, NLWA recently procured the appropriate external support⁷, and meetings are scheduled to design and implement the forward programme. Officers aim to report on the progress of this work in Autumn/Winter 2026.

⁶ <https://www.nlwa.gov.uk/sites/default/files/2025-04/05%20Asset%20Planning%20%20Asset%20Management%20Strategy%20Summary%20Update.pdf>

⁷ <https://www.nlwa.gov.uk/sites/default/files/2025-06/07%20Procuring%20Services%20to%20Support%20the%20Authority%27s%20Activities.pdf>

4. SUMMARY OF NEXT STEPS

- 4.1. In 2026/27, officers aim to:
 - 4.1.1. Finalise and publish the Authority's Asset Management Strategy (in late 2026);
 - 4.1.2. Finalise and present a coordinated plan to extend the life of EcoPark North (incl. the existing EfW facility) alongside information on the resources required to achieve that objective; and,
 - 4.1.3. Bring forward an 'Area Plan' for the future use of unutilised land(s) at Pinkham Way.

5. EQUALITIES IMPLICATIONS

- 5.1. The strategy has no significant implications upon equality.

6. COMMENTS OF THE LEGAL ADVISOR

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

7. COMMENTS OF THE FINANCIAL ADVISOR

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

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