

**NORTH LONDON WASTE AUTHORITY**

**REPORT TITLE:** PARTICIPATION IN, AND SCHEDULING OF, AUTHORITY COMMITTEES

**REPORT OF:** MANAGING DIRECTOR

**FOR SUBMISSION TO:** AUTHORITY MEETING

**DATE:** 20 JULY 2026

**SUMMARY OF REPORT:**

This report explains why and how the Authority's Programme & Urgency Committees were established. Taking account of issues raised at the Authority meeting on 25 June it invites Members to consider the case for the Committees and sets out the thinking behind the report to the AGM on 25<sup>th</sup> June which included a proposal that they should not continue.

**RECOMMENDATIONS:**

The Authority is recommended to advise on their preferred way forward. As regards the Urgency Committee, the recommendation is that Members should decide either (a) not to establish an Urgency Committee or (b) establish an Urgency Committee with all Members on it and with Cllr Cable appointed as Chair (section 4.6 of the report). As regards the Programme Committee the recommendation is that either Members should agree to (a) to increase the number of Authority meetings in the year or (b) to hold the current number of Authority meetings and additionally schedule Programme Committee meetings. Programme Committee meetings would have the same membership but a more focussed agenda (section 4.11 of the report). It is proposed that additional meetings be scheduled as set out in section 4.12

**SIGNED:** .....  ..... Managing Director

**DATE:** 7 July 2026

## **1. INTRODUCTION**

- 1.1. At the Authority's AGM on 25<sup>th</sup> June, officers presented a report on the establishment and membership of the Authority's Committees – ([Appointment of Members to committees and working groups](#)<sup>1</sup>).
- 1.2. After a full debate members instructed officers to arrange an Extraordinary General Meeting as soon as possible to review the future of the Authority's Programme and Urgency Committees.
- 1.3. This report has been prepared to inform that review.

## **2. CONTEXT**

- 2.1. NLWA is a Statutory Waste Authority with two primary functions – the disposal of waste collected by its seven constituent councils, and the provision of facilities to enable resident of North London to dispose of household waste.
- 2.2. The Authority is governed by 14 Councillors, two appointed by each of the seven constituent boroughs.
- 2.3. Prior to the 2026 local council elections, the Authority was made up of 14 Labour Councillors and had been chaired by Councillor Clyde Loakes since June 2008.
- 2.4. The Authority's current membership is now made up of seven Green councillors, five Labour councillors and two Conservative councillors, as follows:

### **London Borough of Barnet**

Councillor Alan Schneiderman (L), Councillor Peter Zinkin (C)

### **London Borough of Camden**

Councillor Camron Aref-Adib (L), Councillor James Slater (L)

### **London Borough of Enfield**

Councillor Madeline Church (G), Councillor Eralda Qirjo (C)

### **London Borough of Hackney**

Councillor Jacob Cable (G), Councillor Florence Schechter (G)

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<sup>1</sup> <https://www.nlwa.gov.uk/sites/default/files/2026-07/appointment-to-committees-june-2026.pdf>

### **London Borough of Haringey**

Councillor Johann Beckford (G), Councillor Gio Iozzi (G)

### **London Borough of Islington**

Councillor Rowena Champion (L), Councillor Paul Convery (L)

### **London Borough of Waltham Forest**

Councillor Em Dean (G), Councillor Sarah Bentley (G)

## **3. AUTHORITY COMMITTEES**

- 3.1. In determining how to manage decision-making in the context of limited whole authority meetings, NLWA in common with most other local authorities has established committees and delegated specific functions to these committees, which are made up of a sub-set of Councillors.
- 3.2. The main rationale for such an arrangement is to enable greater scrutiny of specific functions by members who have or develop knowledge and expertise in the subject. This frees time in the Authority meetings for consideration of strategic and high-profile matters.
- 3.3. An example is the Authority's Audit & Governance Committee, which NLWA is required by law to establish. The Committee's prime function is to scrutinise and comment on the Authority's accounts, which are lengthy and complex documents. The Committee having completed its scrutiny, may pass comments and recommendations back to the Authority.

## **PROGRAMME & URGENCY COMMITTEES**

- 3.4. Under the previous membership of the NLWA, these committees were established with seven members, one from each constituent borough. This meant that at a meeting of either committee there was appropriate political and borough representation.
- 3.5. When considering the future of both committees before the AGM, it was clear that, given NLWA's current political make up (para 2.4), it would not be possible to establish and appoint to committees comprising a subset of the Membership with appropriate political and borough representation.
- 3.6. For this reason, it was proposed at the AGM that NLWA should not establish either committee, and instead all matters, other than those with the terms of reference of the Audit & Governance Committee, would be considered by all members at the scheduled authority meetings.

#### 4. HISTORY OF THE PROGRAMME AND URGENCY COMMITTEES

- 4.1. The Urgency Committee sounds like a valuable part of the governance structure. The delivery of waste services serving over two million residents is a complex undertaking. It is improbable that it can be achieved without some occasional matters needing rapid and unexpected attention.
- 4.2. However, by law any Authority Committee meeting has to have a notice period of five clear working days, meaning that the Urgency Committee cannot actually be summoned any more quickly than a regular Authority meeting. The main potential benefit of an Urgency Committee involving a subset of Members is that it could be arranged without requiring the attendance of all Members, but as noted above it is not currently possible to convene a subset of members of the Authority that maintains appropriate political and borough representation.
- 4.3. In reality, it is truly urgent business may not be able to be put on hold until a meeting of the Authority or a committee of the Authority can be properly convened. Hence, for genuinely urgent matters there is provision in Section A.27.8 of [Standing Orders](#)<sup>2</sup>:

There shall be delegated to the Clerk or, in the absence of the Clerk, the Managing Director, the authority to act in respect of any functions of the NLWA on any matter which, in his/her opinion, does not admit of delay. This delegated authority shall only be exercised in consultation with the Chair or, where unable to act, as far as possible the Vice-Chair(s) or one of them should the other not be available and (if not the same individuals) wherever possible the leaders of the Opposition Parties.

Each exercise of delegated authority under this Standing Order shall be reported for information to the next meeting of the Authority

The Clerk shall notify the Leaders of the opposition parties of any action taken under this Standing Order, where it was not possible to consult them in advance.

- 4.4. This power was most recently used during the COVID-19 pandemic. There was a period after public meetings had been banned but before the Government introduced temporary regulations to allow local authorities to meet remotely. In that period the decisions were technically made using this power, with full consultation with all members.
- 4.5. An alternative to removing the Urgency Committee would be to retain it. Under the current composition of the Authority, officers do not consider Members would agree it should include only a subset of Members, therefore it would include all

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<sup>2</sup> <https://www.nlwa.gov.uk/sites/default/files/2026-07/nlwa-standing-orders-dec-2024.pdf>

Members, and it is likely that the Chair of the Authority would chair the Committee. This course of action is not recommended as it is considered superfluous to retain a committee which simply duplicates the arrangements for regular Authority meetings.

- 4.6. Officers invite Members to decide either (a) not to establish an Urgency Committee or (b) establish an Urgency Committee with all Members on it and with Cllr Cable appointed as Chair. Based on experience it is unlikely to be required to meet.
- 4.7. The Programme Committee was established and the terms of reference agreed at the Authority meeting in April 2019<sup>3</sup> (for ease of reference, the body of the relevant paper is attached as an appendix, and associated Standing Orders included the following terms of reference)

#### Section B: Appendix 1 – Terms of reference of Committees

##### 3. Programme Committee

1. To receive reports on the progress of the North London Heat and Power (the Project")
2. To consider and agree policies and strategies relating to the implementation of the Project and to receive updates relating to such policies and strategies in accordance with a programme to be agreed (indicative programme schedule).
3. To take any decisions relating to the implementation of the Project (save for matters that may not be delegated to a Committee...) including delegation of the implementation of such decisions to the Managing Director or Programme Director.
4. To consider and advise if decisions relating to the Project should be taken at full Authority meeting and advise the Programme Director accordingly, taking into account of the required timing of decisions.

- 4.8. This allowed for decisions relating to the North London Heat and Power Project to be taken between full Authority meetings in a timely way, enabling the effective carrying forward of planning, procurement and delivery of the major programme. Whilst this was invaluable in the early stages of the Project, as it has progressed there have been fewer decisions required of Members.
- 4.9. In law, authority and committee meetings must be held in person, but attending an in-person meeting can impose substantial time demands on Members, taking account of the need to travel from all areas of north London to a meeting location.

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<sup>3</sup> <https://www.nlwa.gov.uk/sites/default/files/2026-07/standing-orders-revision-April-2019.pdf>

As it became more common for there to be progress updates but no Member decisions needed at meetings of the Programme Committee, the Authority regularly adopted an approach under which the meeting would be held informally online and used to brief members on progress with delivery, achievement of social value goals and policies guiding the work of the project team. Officers would still prepare the same reports and be questioned and scrutinised by Members, and the reports would be published on the NLWA website for transparency in the same way as Authority papers.

- 4.10. As challenges grew with delivery of the energy recovery facility, there was also a growing feeling that information should be shared with all Members, and it was less appropriate to hold meetings with a subset of Members. The convening or not of Programme Committee meetings has not hindered the flow of information and in practice information has been shared through public consideration of reports at full authority meetings, private sessions for commercially confidential issues, and detailed briefings to keep members informed of on-site developments. The most recent in-person Programme Committee was held on 18 January 2024.
- 4.11. As with the Urgency Committee, officers do not consider Members would agree that the Programme Committee should include only a subset of Members, therefore it would include all Members, and it is likely that the Chair of the Authority would chair the Committee. At the 25 June meeting it was indicated that members wished to ensure that they had regular and timely updates on the North London Heat and Power Project and that enough meeting time should be provided for them to do so. Two potential options to achieve this would be: (a) to increase the number of Authority meetings in the year or (b) to hold the current number of Authority meetings and additionally schedule Programme Committee meetings. Programme Committee meetings would have the same membership but a more focussed agenda. Members are invited to give their preference of these options.
- 4.12. In either case to allow more time for consideration of relevant issues, it is proposed that some elements or all of the following timetable be considered for adoption:

<b>Month</b>	<b>Meeting</b>
September 2026	Additional Authority meeting or Programme Committee on Thursday 10 September
October 2026	Authority meeting already agreed for Thursday 8 October
November 2026	Additional Authority meeting or Programme Committee on Thursday 12 November
December 2026	Authority meeting already agreed for Thursday 10 December

January 2027	Additional Authority meeting or Programme Committee on Thursday 14 January
February 2027	Authority meeting already agreed for Thursday 11 February
March 2027	
April 2027	Authority meeting already agreed for Thursday 8 April
May 2027	Additional Authority meeting or Programme Committee on Thursday 13 May
June 2027	2027 Annual meeting already agreed for Thursday 24 June

## **5. EQUALITIES IMPLICATIONS**

5.1. There are no equalities implications.

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

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

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

7.1. The Financial Adviser has been consulted in the preparation of this report and has no comments to add.


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

None

### **Contact officer:**

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**APPENDIX – PAPER FROM 2019 REFERENCED IN SECTION 4.7**

<b>NORTH LONDON WASTE AUTHORITY</b>
<b>REPORT TITLE:</b> STANDING ORDERS REVISION: ESTABLISHMENT OF PROGRAMME COMMITTEE AND OTHER MINOR CHANGES
<b>REPORT OF:</b> MANAGING DIRECTOR
<b>FOR SUBMISSION TO:</b> AUTHORITY MEETING
<b>DATE:</b> 4 APRIL 2019
<b>SUMMARY OF REPORT:</b> This report proposes the establishment of a Programme Committee with the remit to receive reports and take decisions relating to the North London Heat and Power Project. Other changes to Standing Orders are proposed (a) to facilitate the work of that committee and (b) to improve practical arrangements for the Authority. It proposes other changes to standing orders, in particular to incorporate an Employment Skills Adviser as agreed at the Authority meeting on 7 February 2019.
<b>RECOMMENDATIONS:</b> The Authority is recommended to: A. Agree the establishment of a Programme Committee with the terms of reference and membership set out in section 2 of this report and shown as changes to the Authority's Standing Orders (June 2018) in the version at Appendix A; B. Nominate one Member from each Constituent Borough to the Programme Committee; C. Agree that meetings of the Programme Committee can be held prior to the Annual General Meeting of the Authority on 27 June 2019 and request the Managing Director to arrange such meetings in accordance with the arrangements set out in section 2. D. Agree the other recommended changes to Standing Orders set out in section 3 and shown in the version of Standing Orders at Appendix A
<b>SIGNED:</b>  Managing Director <b>DATE:</b> 25 March 2019

## **1. INTRODUCTION AND BACKGROUND**

- 1.1 This report proposes the establishment of Programme Committee which would meet in between the meetings of the Authority, and would, together with the Authority, be authorised to take decisions to allow the North London Heat and Power Project (NLHPP) to be managed effectively.
- 1.2 The NLHPP is the Authority's project to replace the existing Energy from Waste facility at the Edmonton EcoPark, which is now nearing the end of its operational life, with an Energy Recovery Facility, and associated building and infrastructure works. The NLHPP was authorised by Development Consent Order: the North London Heat and Power Generating Station Order 2017 (the DCO).
- 1.3 Changes to Standing Orders are required to allow the Programme Committee to exercise the delegations proposed in the draft terms of reference in this report, and these are contained in section 2 of this report.
- 1.4 Further changes are proposed to facilitate the work of the Authority, and these are set out in section 3 of this report.

## **2. ESTABLISHMENT OF PROGRAMME COMMITTEE**

- 2.1 The NLHPP is a programme of works comprising the letting and management of construction contracts for works including the construction of the Energy Recovery Facility, a Resource Recovery Facility, EcoPark House and associated infrastructure works. The programme will continue for over ten years, and the contracts relating to the demolition of the existing Energy from Waste Facility and the reinstatement of the laydown area on the Lee Valley Regional Park will be let late in the programme. During the programme, the contracts will be managed through programme management and delivery mechanisms, to ensure that the contracts are let at the required times and in the required sequence, and are managed to bring about successful outcomes, so that the Energy Recovery Facility can be delivered on time.
- 2.2 In order to implement that programme, decisions on matters such as procurement strategy and contract letting, which are reserved to Members under Standing Orders, will arise at timings which will not necessarily fit with the structure of five Authority meetings in a year. It is therefore proposed that the Authority establish a Programme Committee which would have the authority to take decisions relating to the NLHPP. Decisions would be taken by Members either in the full Authority meeting or in the Programme Committee, depending on the required timing for the decision. Minutes of each Programme Committee meeting would be presented to the next meeting of the Authority so that Members are all fully aware of decisions taken without the need for matters to be expressly discussed or on the agenda of more than one decision making meeting. It is proposed that all Members would receive regular updates on the progress of the NLHPP.
- 2.3 The proposed terms of reference for the Programme Committee are:  
  
To receive regular reports on the progress of the NLHPP

To consider and agree strategies relating to the implementation of the NLHPP and to receive updates in accordance with a programme to be agreed

To take any decisions relating to the implementation of the NLHPP, including delegation to the Managing Director or Programme Director.

To consider and advise if decisions relating to the NLHPP should be taken at full Authority meetings and advise the Programme Director accordingly, taking account of the required timing of decisions.

These Terms of Reference are set out in the version of the Standing Orders in Section B Appendix 1.

2.4 Members are asked to agree that the Membership of the Committee should be one Member from each Constituent Borough and to nominate the member to the Committee.

2.5 Under Standing Orders, committees of the Authority can be established at any time but must be approved annually at the Authority's Annual General Meeting. Therefore, the Programme Committee, if established pursuant to recommendations in the report, will be established again at the AGM on 27 June 2019 for the following municipal year.

2.6 Specific changes to Standing Orders to allow the Programme Committee to act in accordance with its proposed terms of reference are required as follows:

For clarity: in B2(f) clarification that the restriction on delegation to a Committee relates to decisions about the sale or acquisition of land as opposed to facilities or other property.

A specific exclusion from matters reserved to the full Authority in B2(f) to allow the Programme Committee to agree the acquisition of land for the purposes of the NLHPP. At present, and as land issues were covered in the Development Consent Order application, the only envisaged land required is a lease for a Transport Yard for use by LondonEnergy Ltd during the programme of Works required by the NLHPP. The decision would be allowed within the proposed terms of reference of the Committee once the restriction in B2(f) is adjusted. In the absence of this, it is expected that a Special meeting of the Authority, or an Urgency Committee meeting would be required.

In C.11, clarification that decisions relating to the letting of contracts in relation to the NLHPP may be taken by the Programme Committee as well as by the full Authority.

### **3. OTHER CHANGES TO STANDING ORDERS**

3.1 The following additional amendments are proposed to Standing Orders:

A.23 That the seal can be held in the safe custody of the Managing Director; this will allow the seal to be held at the offices of the Authority rather than in offices of Camden Council;

In accordance with the decision made at the Authority meeting on 7 February 2019, the role of an Employment and Skills Adviser has been incorporated in section B Appendix 2;

C:16 That the Programme Director may authorise variations to existing contracts that relate to the NLHPP in addition to the existing authority of the Managing Director.

**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.

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