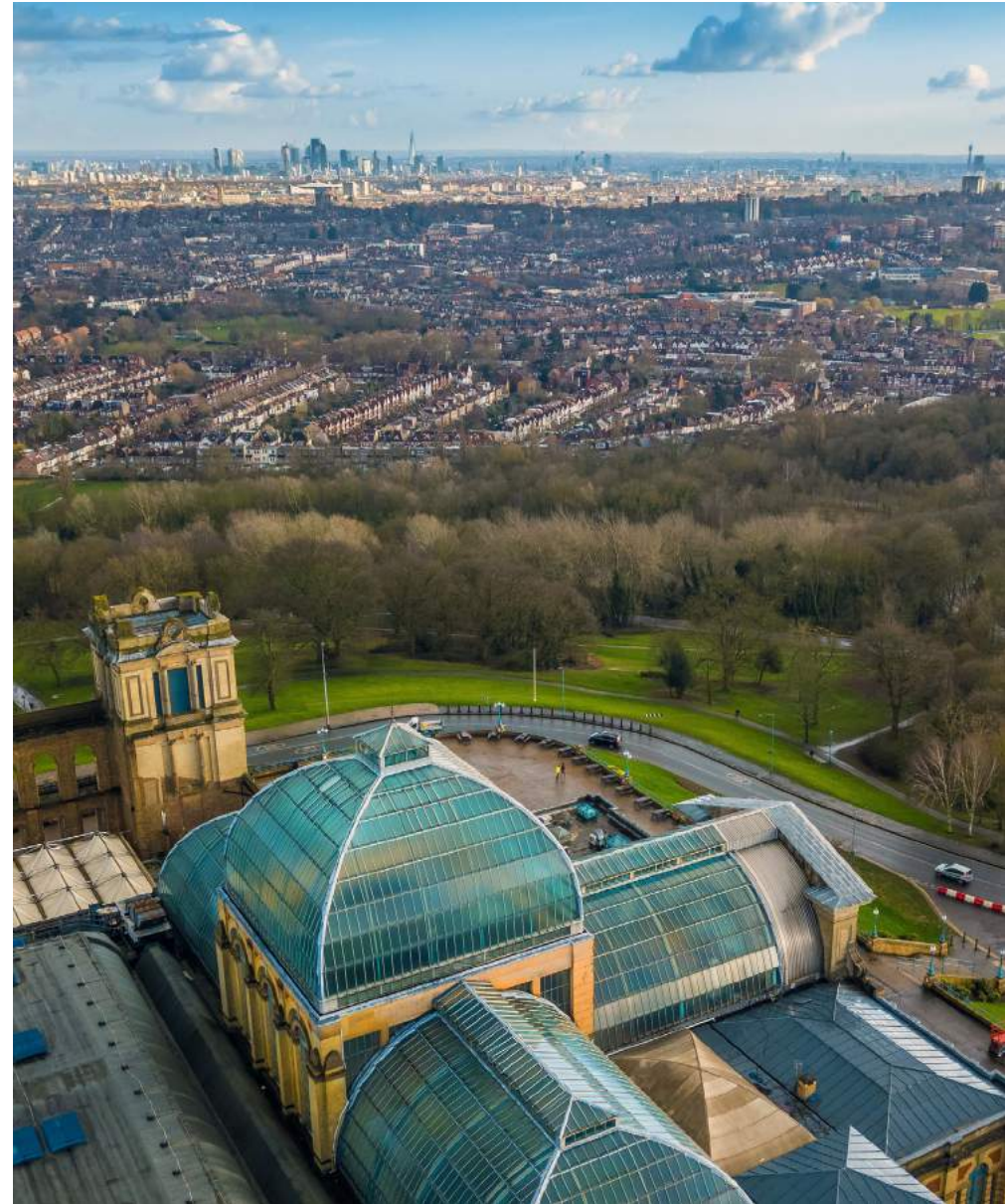


# Annual Report 2020-21



# 1. Background

- 1.1 The Annual Report for the Authority is produced each year for the Annual General Meeting (AGM) in June. The report uses waste tonnage data which is still subject to final validation by the national waste data system, WasteDataFlow, so may be subject to further minor changes. Because this data validation is not completed until September each year the Authority usually also produces its annual Waste Strategy Monitoring Report, which includes the validated numbers, in December each year.
- 1.2 NLWA's largest ever project – the North London Heat and Power Project, (NLHPP) continued as a key focus throughout the year. The NLHPP is the Authority's project to replace the existing energy-from-waste facility at the Edmonton EcoPark with a new energy-recovery-facility (ERF) and to provide associated new assets which support recycling. Other recycling and waste prevention activities to manage and reduce the volume of residual waste are set out in the Residual Waste Reduction Plan 2020-2022 and were also implemented during the year. The remaining activities to deliver the 2004-2020 North London Joint Waste Strategy were also delivered. All of the targets within the joint waste strategy have now been achieved, with the exception of reaching a recycling rate of 50%.



## 2. Highlights of 2020/21

- 2.1** It was a year of strong progress despite the COVID-19 pandemic. The pandemic disrupted operational services and the Authority's waste prevention work. As the year started all the Authority's reuse and recycling centres (RRCs) were closed following the Government announcement on restrictions to all but essential journeys during the first of three lockdowns during the year to reduce the spread of the virus. The RRCs were not re-opened until May 2020. Construction activity on the NLHPP was also paused. The shut-down of works was planned to allow the sites to recommence operations promptly after the suspension was lifted. During the down time the NLHPP Project team worked with the contractors to identify any opportunities for future programme recovery through resequencing or acceleration of the works.
- 2.2** During the three national lockdowns during the year, waste services staff were designated as 'key workers', and there was considerable recognition and support for the importance of waste services to maintain public health. Borough, NLWA and contractors' staff worked throughout the lockdown periods to keep refuse and recycling collection and processing services running. The NLHPP and the RRCs did not close down again in the following two lockdowns. So, despite the COVID-19 disruption, work progressed well within the year with key highlights as follows with 2019-20 figures in brackets where we delivered the same activity the year before:
- 2.2.2** In terms of the amount of local authority collected residual waste disposed of by the Authority, (both from households and businesses) total volumes were down by 1.8% on 2019-20 tonnages (570,394 in 2020-21 compared to 580,656 tonnes in 2019-20). However, 592.25kg of residual waste was collected from every household in north London in 2020-21 compared to 579.3 kg in 2019-20, this is consistent with residents spending more time at home. Less waste was also sent to landfill than in the year before – 4.5% of the total (25,712 tonnes) compared to 7% (40,891 tonnes) the year before.
- 2.2.3** As well as vigorously promoting waste prevention, the Authority aims to increase the proportion of waste reused, recycled and composted. Although the Authority handled significantly more tonnes of dry recycling than the previous year, 121,970 tonnes of dry recycling in 2020-21 compared to 115,344 tonnes the previous year, an increase of 6,626 the overall percentage of household waste reused, recycled or composted fell by 0.5%. to 28.4%.
- 2.2.4** In terms of the source of recycling, reuse and recycling centre (RRC) tonnages decreased by 31.8% from 31,185t in 2019-20 to 21,332t in 2020-21. This was due to the closure of the sites for two months and subsequent controls on visitors for safety reasons. Despite this reduction in recycling tonnage from RRCs the proportion of materials being recycled from the total collected remained steady at 71.5%.



**2.2.5** The first full year of operation of the mixed dry recycling contract with Biffa resulted in improved performance. 339 tonnes of waste which would previously have been rejected for being too contaminated was instead kept for processing. Progress on this was part of a comprehensive programme of work which the Member Recycling Working Group (MRWG) oversaw. This included liaison with Biffa to continue to increase UK processing of recycling and to reduce dependence on far east destinations.

**2.2.6** A number of other operational measures were introduced to stimulate recycling including a new Borough Recycling Fund. Over £93,000 was awarded to Boroughs to trial interventions aimed at combatting recycling contamination and/or increasing the capture of dry recyclables. The level of contamination at which a load can be rejected has been raised. This enables waste to be processed which would have been sent for disposal as residual waste under the previous contract. Information about recycling on the Authority's website was also extensively updated and some of the online question and answer sessions focussed on answering residents' questions on recycling in north London. However, despite all this effort overall recycling rates, (recycling, composting, and reuse), fell from 28.9% in 2019-20 to 28.4% in 2020-21 as noted above.

**2.2.7** The North London Heat and Power Project (NLHPP) progressed in a very significant way during 2020-21. The project comprises the construction and operation of a replacement 700,000 tonnes per annum energy- recovery-facility (ERF) and associated development, including a visitor centre, a Resource Recovery Facility for handling 135,000 tonnes of recyclable material per year and a Reuse and Recycling Centre (RRC) at the Edmonton EcoPark in Enfield. Development of the facility contributes to tackling the climate emergency: every tonne of residual waste which is diverted from landfill saves the equivalent of 200kgs of carbon dioxide. The facility

will also generate power for homes and businesses. The plant will have state of the art technology to reduce emissions affecting air quality, to perform even better than the current energy from waste plant.

**2.2.8** During 2020-21 the NLHPP preparatory works were completed covering the following projects: the laydown area where materials will be stored prior to use, a new transport yard, an upgrade of Deephams Farm Road to access the site and sewer diversion enabling works. Enfield-based company Galldris Construction Ltd and Buckingham Group Ltd, carried out these works, whilst Barhale was the contractor appointed to divert the Angel and Chingford sewers beneath the future Resource Recovery Facility (RRF). Taylor Woodrow is the first contractor to use the laydown area and they began mobilising their workforce onto the site in January 2021. Taylor Woodrow was awarded the contract to build the major set of new facilities in the south of the EcoPark: the new RRF, which will provide capacity to recycle around 135,000 tonnes of waste, including wood, metals and plastics, that might otherwise be sent to landfill; the public RRC and EcoPark House. EcoPark House will be used to teach the local community more about the circular economy and how to reduce the carbon impact of their waste. It will also be home to Edmonton Sea Cadets and provide a space for community use. This work has now started on-site and will deliver excellent new assets by late 2022.

**2.2.9** As at the end of the 2020-21 year, 13 apprentices were employed on the NLHPP and 34 training places had been provided to local people, mostly through the College of Haringey, Enfield and North East London, to give them experience of work on a major construction site. Community engagement on the NLHPP continued throughout the year with a range of activities which are outlined in the Annual Report, including Community Liaison Group meetings, resident newsletters, ongoing responses to questions and requests for information from local stakeholders and digital communications activity.

**2.2.10** All of the Authority's work was supported by communications, including social media communications which resulted in a significant increase in the number of followers of the Authority's Facebook, Instagram and Twitter feeds. A new website [www.nlwa.gov.uk](http://www.nlwa.gov.uk) was created merging NLWA's consumer and corporate websites [wiseuptowaste.org.uk](http://wiseuptowaste.org.uk) and [nlwa.gov.uk](http://nlwa.gov.uk) respectively. The new website was launched in June 2020 together with new social media handles @connectNLWA.

**2.2.11** Significant communications were also required to ensure residents were aware of the closure and re-opening of the RRCs during the year. This included ensuring visitors were aware of the requirement to pre-book and the associated restrictions in place at the RRCs during the year. Work included social media and website communication, support for borough communications teams and working with LondonEnergy, who operate the sites.

**2.2.12** In addition to extensive RRC and NLHPP communications activity, ten digital campaigns were delivered in the year, the most that NLWA has ever produced in a single year. The subjects included campaigns to encourage people to repair, reduce Halloween waste and Christmas waste, the correct disposal of single-use face masks and nappies, food waste reduction and making the most of the clothes they already own as well as making considered choices when purchasing new items rather than buying and disposing of lots of items whenever fashions change.

**2.2.13** The governance section of the Annual Report sets out a range of actions undertaken in the year including to meet statutory requirements in relation to data protection, handling information requests and transparency. Of particular note is the change to procurements resulting from the Agreement on the withdrawal of the UK from the European Union (EU) and the European Atomic Energy Community, signed on 24 January 2020. Changes were required to procurement processes that had previously been issued in line with EU requirements as a result of the withdrawal of the UK from the EU. The Public Procurement (Amendment etc) (EU Exit) Regulations 2020 (PPR 2020) removed the requirement to publish OJEU notices (notices in the Official Journal of the European Union). Instead, contracting authorities are required to publish procurement notices on 'Find a Tender', the UK e-notification service. The Authority is using Find a Tender for new procurements.

**2.2.14** The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, came into force on 4 April 2020, in response to the COVID-19 pandemic. These regulations allow local authorities much greater flexibility in relation to how they hold their meetings, including use of electronic, digital or virtual locations. Local authorities were also granted the freedom to make any standing orders or rules regarding their remote meetings to deal with arrangements for voting, member and public access to documents including by publication on their websites, and remote access of the public and press to the meeting to enable them to attend or participate by electronic means. NLWA held five Authority and six Programme Committee meetings remotely as permitted by these regulations. It also relied on the regulations to move the date of the 2020 AGM from June to September.



**2.2.15** In 2020-21 NLWA's agreed original budget was £71.789 million (m) (£69.504 m in 2019-20). This was to be financed by estimated revenue balances for £5.540 m (£5.377 m), charges to boroughs for non-household waste of £9.105 m (£9.111 m), charges to borough for chargeable household waste of £1.915 m (£1.834 m) and levies on boroughs of £55.229m (£53.182 m). The levy is fixed at the start of the financial year, based upon forecasted expenditure and tonnage projections.

**2.2.16** Actual spend for 2020-21 was £62.856m, generating balances that could offset future levies of £8.043m, which was £3.887m greater than previously forecast. The £4.156m of balances forecast in February has been used to reduce the 2021-22 levy. The in-year financial improvement arose mainly from a lower tonnage affected by the extended lockdown in the first quarter of the 2021 calendar year, savings on administration costs and non-use of the contingency.

**2.2.17** The Finance section of the Annual Report also confirms NLWA's property holdings. 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 NLHPP.

**2.2.18** 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 is subject to a compulsory purchase order. In November 2020, the Authority took a lease of a site owned by Araglin Holdings Ltd (Seneca) at Hannah Close, Wembley. The lease is for seven years, terminable by the Authority after five. This property is intended as a temporary replacement for the Hendon site and the Authority will close the Hendon site in 2021.



### 3. Equalities Implications

- 3.1** The Annual Report for the Authority is produced each year for the Annual General Meeting (AGM) in June. The report uses waste tonnage data which is still subject to final validation by the national waste data system, WasteDataFlow, so may be subject to further minor changes. Because this data validation is not completed until September each year the Authority usually also produces its annual Waste Strategy Monitoring Report, which includes the validated numbers, in December each year.

### 4. Comments of legal advisor

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

### 5. Comments of the financial advisor

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

#### List of documents used:

No documents required to be listed.

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# 1. Summary of Performance

# 1. Summary of Performance

- 1.1** The North London Waste Authority (NLWA) (the Authority) is the statutory joint waste disposal authority for north London, one of six such authorities in England. As such, NLWA is responsible for the disposal of waste collected by seven north London Boroughs (LBs) (the constituent boroughs): Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest.
- 1.2** The area served by NLWA consists of over two million residents making NLWA the second largest waste disposal authority in the country by volume of waste managed.
- 1.3** The Authority also arranges for the recycling and composting of waste collected by six of the seven constituent boroughs and for the provision of reuse and recycling centres (RRCs).
- 1.4** In addition to the operational functions for managing waste, the Authority works jointly with the north London boroughs to deliver public-facing behaviour change programmes to encourage waste prevention and recycling. NLWA aims to manage the waste in line with the waste hierarchy, prioritising waste management actions which are better for the environment above those that are less preferred from an environmental perspective. This means that waste prevention work is prioritised, recycling and composting are promoted, and disposal to landfill is avoided as far as possible.
- 1.5** NLWA is the owner of LondonEnergy Ltd (LEL), which operates an energy from waste (EfW) facility and other waste facilities at the Edmonton EcoPark in Enfield. LEL also operates transfer stations in Hornsey Street, Islington and Wembley, Brent. NLWA has a waste services contract with LEL as well as contracts with other companies for the treatment of mixed dry recyclable materials, waste electrical and electronic equipment, and tyre recycling and disposal.
- 1.6** NLWA is currently delivering the largest project in its history, The North London Heat and Power Project (NLHPP) (the Project). The NLHPP addresses the need to replace the existing energy from waste (EfW) facility at the Edmonton EcoPark, which is reaching the end of its operational life. The Project includes design, construction and commissioning of an energy recovery facility (ERF), a resource recovery facility (RRF) to maximise the recycling of materials from bulky waste and other materials (including a new public reuse and recycling centre), and EcoPark House, which will provide a visitor centre and community space for local residents. EcoPark House will also be the home to Edmonton Sea Cadets.
- 1.7** NLWA does not employ any staff directly, but makes cross-borough arrangements for support services, involving LB Camden, LB Enfield and LB Haringey and 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.
- 1.8** The COVID-19 pandemic provided an unprecedented challenge in 2020-21 and the Authority and its partners had to deal with disruption and uncertainty at short notice which had impacts across the year.



**1.9** At the start of the year, the Authority was two weeks into the first national lockdown. In response to the lockdown, all Authority staff moved to working from home and all non-essential services and visits – including visits to Reuse and Recycling Centres (RRCs) – were prohibited, with RRCs closed as a result. Increased monitoring and reporting arrangements were put in place to assure boroughs that waste services were being delivered and to manage risks with contractors. Construction work on the NLHPP was paused so that arrangements on-site could be reviewed to ensure it could operate safely.

**1.10** Throughout the year the priority was to maintain essential waste disposal services to protect human health, whilst constituent boroughs, LEL and other contractors were managing peaks of above average staff absences due to COVID-19. NLWA continued to maintain disposal and recycling services and initiated twice weekly update meetings online with borough colleagues and contractors to ensure that the status of the service was known and properly reported to enable the London-wide situation to be monitored. As the first lockdown eased the Authority and its contractors also managed the re-opening of RRCs with additional protections in place, including social distancing, additional cleaning and the introduction of a booking system for RRC visitors to manage the volume of people and waste coming into each site.

**1.11** Mixed dry recycling tonnages increased by 6.2% (6,626 tonnes) from 115,344 tonnes in 2019-20 to 121,970 tonnes in 2020-21. The kerbside waste electrical and electronic equipment (WEEE) collection service also became more popular through the year, as several boroughs suspended their bulky waste collection services during the peak of the COVID-19 pandemic, to redeploy staff to core waste collection services.

**1.12** However, there was an 8% fall in the amount of garden and kitchen waste processed into compost and digestate from 49,600 tonnes in 2019-20 to 45,642 tonnes of organic wastes, a fall of 3,958 tonnes. Some boroughs temporarily ceased organic waste collections during the pandemic due to staff absence levels and the need to prioritise residual waste collections, so this fall was not unexpected.

**1.13** The resultant household recycling rate was 28.4%. However, it is important to note that the figures 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 is because the quarter 4 data has not yet been submitted to WasteDataFlow, the national waste database and will not be validated until September.





**1.14** All RRCs closed in March 2020 as a result of the pandemic, in line with other RRCs across the country and in response to government restrictions. Reopening in May 2020 was a major development which involved revised arrangements with recyclers, several of whom were initially not accepting material for reprocessing due to supply chain and manufacturing disruption. The reopening took considerable organisational and communications effort as the RRCs were one of the first parts of the economy to reopen and attracted considerable public attention.

**1.15** Arrangements for reopening included traffic marshalling, road management orders, introduction of a booking system to manage demand and the flow of visitors and waste. New operational procedures were also introduced on re-opening to protect the health and safety of staff and visitors and new arrangements were made to manage social distancing on site. Communications included a residents' communication plan, on-site site signage and new website information, including the development of the online booking system.

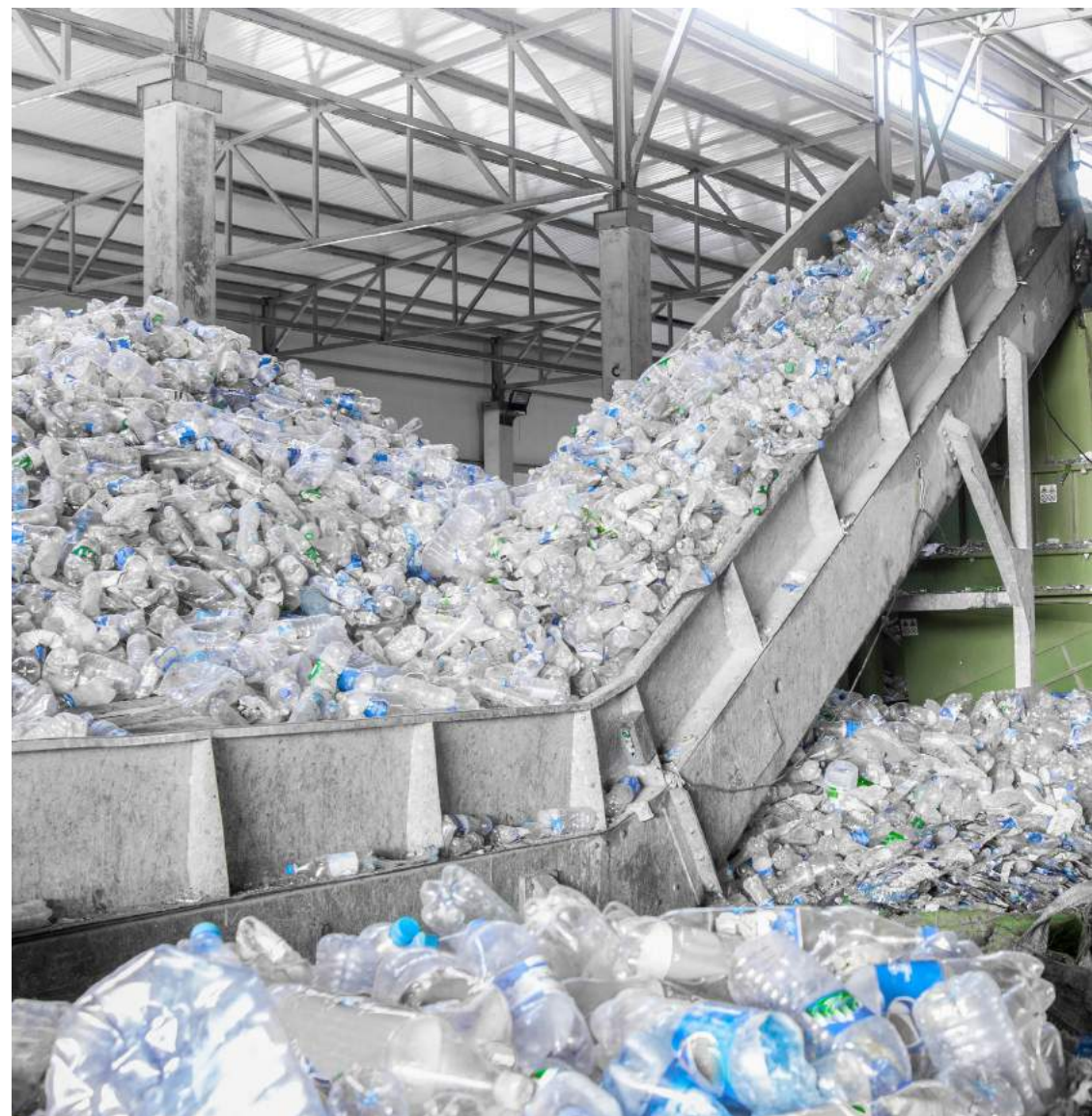
**1.16** As well as managing demand, the booking system also provided residents with the certainty that there would be an available time slot for them to dispose or recycle their waste. The number of time slots available on the booking system was increased as restrictions eased and the RRCs continued to remain open throughout the second and third lockdowns. However, RRC waste volumes were considerably lower than the previous year as a result of the closure - 25,995 tonnes were received at Authority managed RRCs during the year, a reduction from 42,962 tonnes or 38.4% compared to the previous year.

**1.17** Another major development in waste service delivery was entering into a lease for the Seneca Recovery Facility at Wembley. The lease is for seven years with the opportunity to terminate after five years. The facility is acting as a transfer station for the management of Barnet and Camden waste and provides significantly greater flexibility than the Hendon waste transfer station which it replaces. Taking on this lease provides important resilience to support delivery of the NLHPP and avoid costs which would otherwise arise on the Project.

**1.18** The first full year of operation of the mixed dry recycling contract with Biffa resulted in improved performance. 339 tonnes of waste which would previously have been rejected for being too contaminated was instead kept for processing. Progress on this was part of a comprehensive programme of work which the Member Recycling Working Group (MRWG) oversaw. This included liaison with Biffa to continue to increase UK processing of recycling and to reduce dependence on far east destinations.



- 1.19** Although the Authority did not deliver a large-scale recycling promotional campaign as it had in the previous year a number of other operational measures were introduced to stimulate recycling including a new Borough Recycling Fund. Over £93,000 was awarded to Boroughs to trial interventions aimed at combatting recycling contamination and/or increasing the capture of dry recyclables. Information about recycling on the Authority's website was also extensively updated and some of the online question and answer sessions focussed on answering residents' questions on recycling in north London. Overall recycling rates, (recycling, composting, and reuse), fell from 28.9% in 2019-20 to 28.4% in 2020-21 as noted above.
- 1.20** There were substantial developments in the relationship with LEL during the year. The Authority completed the purchase of the EcoPark, save for the portion of land on which the current Energy from Waster (EfW) facility sits and a small area of the site which will be used by Energetik for an energy centre. (Energetik is the company who will be running the district heating network, taking heat supply from the new ERF.) The full purchase of the site will be completed when the current EfW facility closes. The Authority will be owner of the new assets that will be created and the landowner of the site on which they are located.
- 1.21** The wider relationship between the Authority and LEL was also reviewed to ensure that there was alignment between the aims of the organisations and that there was the maximum collaboration, especially to deliver and prepare for operation of the NLHPP facilities. Membership of the LEL Board has been refreshed. It now includes the Authority's chair and vice chairs, borough officers and Authority officers. At a working level, there is increased collaboration and coordination, and this will be built on in 2021-22.





**1.22** Examples of new ways of working for the Authority which were introduced in the face of the pandemic included completely replanning actions to encourage a reduction of residual waste. Face to face events and physical meetings with members of the public were not possible; however, a programme of social media activity was instituted, including the development of webinars, Facebook Live question and answer sessions and the use of Instagram Live to host interviews with social media influencers. New campaigns were developed directly as a response to COVID-19, for example campaigns to encourage reusable face masks and to avoid disposable face masks contaminating recycling. The major annual conference event, the Waste Prevention Exchange, was organised as an online event with nearly double the usual physical number of event attendees.

**1.23** The volume of communications activity during the year was significant as it was necessary to provide sufficient explanation and notification to residents about changes to services, such as the RRC service, as a result of the pandemic, as well as to deliver on planned communications initiatives and use digital communications in particular to replace face-to-face activity as noted above.

**1.24** Notable successes in the year included a very successful digital campaign to mark London's first Repair Week, which included a series of online repair videos with local repair experts explaining and showing how to do everyday repairs. The campaign resulted in NLWA gaining a 10% increase (500) in followers on Instagram over the course of the week. NLWA was also able to distribute £60,000 in funding to community groups working on waste prevention activity in north London through its Waste Prevention Community Fund. In addition, NLWA delivered its most successful ever, in terms of number of attendees, annual Waste Prevention Exchange conference, online and an online sustainable wedding fair which was also a new event for NLWA. Further details are included in section 8 of this Annual Report.

**1.25** The NLHPP progressed in a very significant way. Progress in design, planning and procurement was maintained through remote working involving many partner organisations, by a strong focus on digital tools, collaboration and communications. There have been important advances on all works associated with construction of new facilities. The preparatory works of the laydown area where materials will be stored prior to use, a new transport yard, an upgrade of Deephams Farm Road to access the site and sewer diversion enabling works have all been completed.

**1.26** Enfield-based company Galldris Construction Ltd completed construction on three contracts during the year: a temporary Transport Yard for LEL, adjacent to the EcoPark at Hawley Road, a new northern access entrance from Deephams Farm Road to the site and the sewer diversion enabling works. Work is well underway on the sewer diversion itself too.





**1.27** In addition, Buckingham Group Ltd. completed construction on the laydown area, which is being used by contractors to assemble materials before transporting them to the EcoPark, and houses the workforce in newly built office and welfare facilities. Taylor Woodrow is the first contractor to use the laydown area and they began mobilising their workforce onto the site in January 2021. Taylor Woodrow was awarded the contract to build the major set of new facilities in the south of the EcoPark: the new RRF, a public RRC and EcoPark House. This work has now started on-site and will deliver excellent new assets by late 2022.

**1.28** Barhale, the contractor appointed to divert the Angel and Chingford sewers beneath the future RRF and public reuse and recycling centre, also used an innovative construction technique, allowing them to finish the sewer ahead of schedule.



**1.29** Community engagement on NLHPP continued with the Community Liaison Group meetings and resident newsletters as well as ongoing responses to questions and requests for information from local stakeholders. In the period, the Authority produced and circulated two community newsletters to 28,000 homes and businesses, and one construction newsletter to 19,000 properties near the EcoPark. The Communications team used social media to ensure that key facts about the project are in the public domain. In the period April 2020 to March 2021:

**1.29.1** 335 tweets were issued from the NLHPP twitter handle, with the following impact:

**1.29.1.1** 132,737 impressions (number of times a user saw an NLHPP tweet)

**1.29.1.2** 5,070 engagements (number of times a user interacted with an NLHPP tweet including retweet, reply, 'favourite')

**1.29.2** Forty-three press releases were also issued during the year

**1.30** During the year, the Authority also approved the start of procurement for the new ERF, which will represent the centrepiece of the new EcoPark development. This will be in construction from 2022 to 2025. Bidders are now preparing to submit their detailed solutions for developing the new facility. As regards COVID-19, construction work was initially paused to review plans for safe working. When appropriate plans were in place, construction restarted. In response to new variants, existing precautions were extended with the introduction of testing for construction staff and the deployment of new wrist-worn devices which warn if two individuals come closer than two metres.

**1.31** In addition, as at April 2021 13 apprentices are now employed on the scheme and 34 training places have been provided to local people, mostly through the College of Haringey, Enfield and North East London (CONEL), to give them experience of work on a major construction site.

**1.32** Despite COVID-19 the Project has successfully maintained its planned momentum and delivery has continued safely and successfully during the year.

**1.33** Finally, on governance and finance matters: On governance there were no major local changes compared to the previous year. However, national emergency legislation was introduced in response to the COVID-19 pandemic. The Coronavirus Act 2020 granted the UK government emergency powers to handle the COVID-19 pandemic. Subsequent regulations, made using powers in the Public Health (Control of Diseases) Act 1984, imposed on UK citizens a national lockdown and the wearing of face coverings. The Cabinet Office published “Procurement Policy Note – Responding to COVID-19”, which set out information and associated guidance on the public procurement regulations in response to the pandemic. The Authority adjusted its working practices in compliance with these regulations and requirements.

**1.34** The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, also came into force on 4 April 2020. These regulations allowed local authorities much greater flexibility in relation to how they hold their meetings, including use of electronic, digital or virtual locations. NLWA held five Authority and six Programme Committee meetings remotely as permitted by these regulations.

**1.35** On finance matters, the net budget requirement as reported as part of the ordinary business of the February 2021 Authority meeting indicates that the total forecast expenditure for the year was less than budget at £67.165 m for 2020-21. As the levy is fixed at the start of the year, this resulted in the Authority forecast having a balance brought forward, of £4.157m as at 31 March 2021. In February 2021, the Authority set the budget for 2021-22 and agreed that the levy for 2021-22 would be set at £57.798m (consisting of a base element of £53.584m and a Re-use and Recycling Centre (RRC) element of £4.214m). The use of revenue balances and charges for both household and non-household waste make up the balance to fund the Authority’s 2021-22 budget of £72.237m.

**1.36** Further detail on the activities undertaken during 2020-21 is included in the following sections of this annual report.



# 2. Role and Operation of the Authority



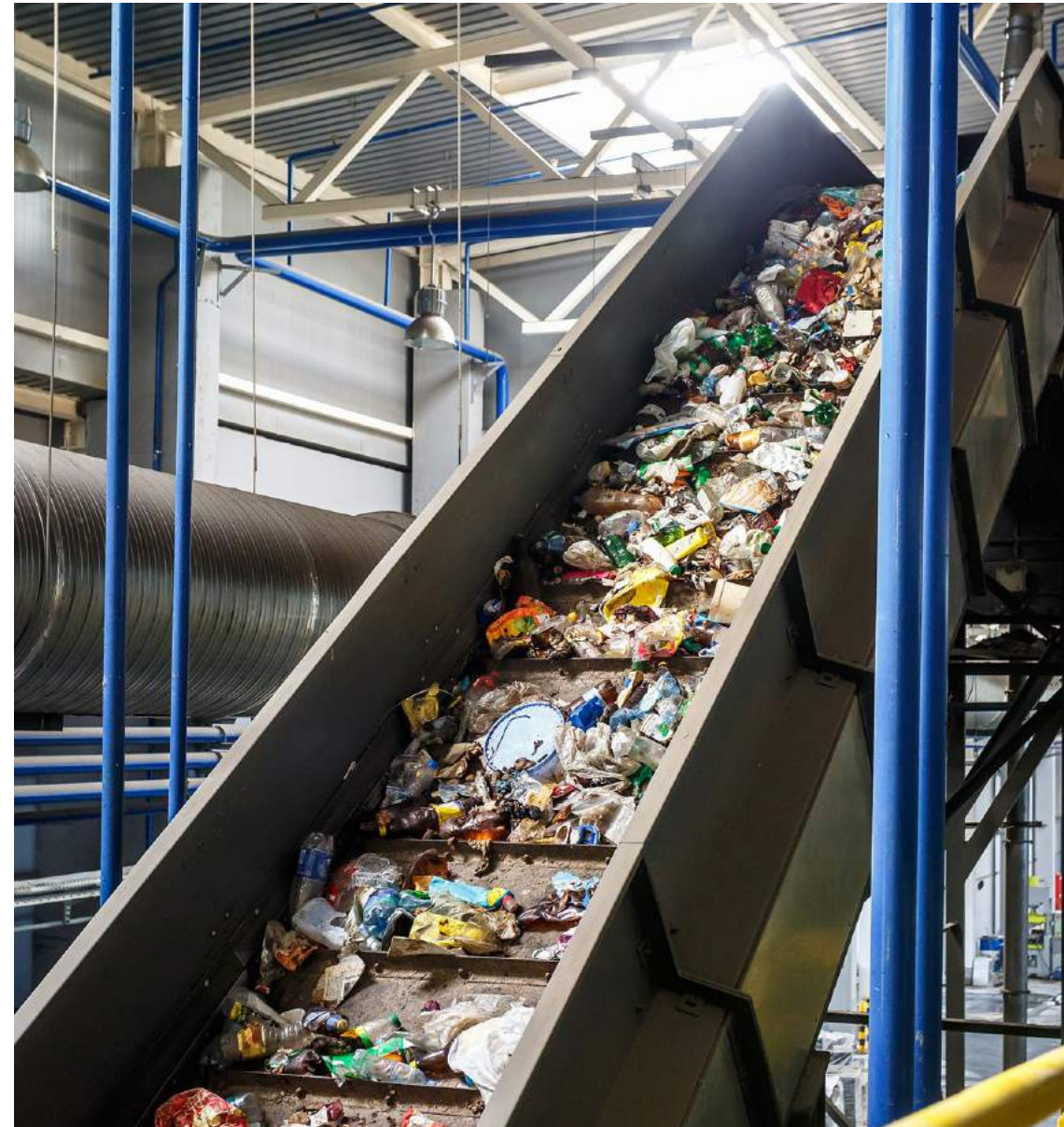
## 2. Role and Operation Authority

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

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

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

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



- 2.4** The Authority is the owner of LondonEnergy Ltd (LEL), which operates an energy from waste (EfW) facility and other waste facilities at the Edmonton EcoPark in Enfield. LEL also operates transfer stations in Hornsey Street, Islington and Wembley, Brent. A transfer station at Brent Terrace operated during 2020-21 and closed at the end of the year following mobilisation at the new Wembley transfer station. NLWA has a waste services contract with LEL as well as contracts with other companies for the treatment of mixed dry recyclable materials, waste electrical and electronic equipment, and tyre recycling and disposal.
- 2.5** The Authority has a membership of 14 councillors, with each constituent borough appointing two councillors. Meetings are normally held five times a year, with provision for extraordinary meetings as required. A Programme Committee was established in 2019-20 to oversee progress with the North London Heat and Power Project (NLHPP). The Programme Committee meets in between Authority meetings five times per year.
- 2.6** The Annual General Meeting (AGM) of the Authority was postponed from the usual June date to September. At the Annual General Meeting (AGM) of the Authority on 24 September 2020, Cllr Clyde Loakes (LB Waltham Forest) was appointed as Chair of the Authority, and Cllrs Peter Zinkin (LB Barnet) and Rebecca Rennison (LB Hackney) as Vice Chairs for the 2020-21 municipal year.
- 2.7** The Authority is mainly funded by a levy it places on its constituent boroughs for waste services and by specific charges for the management of some types of waste.

- 2.8** The Authority does not employ any staff directly, but makes cross-borough arrangements for support services, involving LB Camden, LB Enfield and LB Haringey. The principal officer support and managers in post as at 31 March 2021 are set out below:

**Clerk** – Jenny Rowlands (part-time NLWA)

**Financial Adviser** – Jon Rowney (part-time NLWA)

**Legal Adviser** – Andrew Maughan (part-time NLWA)

**Managing Director and Deputy Clerk** – Martin Capstick

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

**Head of Strategy and Services** – Michael Clarke (interim)

**Head of Legal and Governance** – Ursula Taylor

**Head of Finance** – Paul Gulliford

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

# 3. North London Joint Waste Strategy



## 3. North London Joint Waste Strategy

- 3.1** The Authority and the seven constituent boroughs agreed a joint waste strategy for 2004 to 2020, which sets out the eight partners' targets, aspirations and approach to managing waste in the area for that period. All the targets in the North London Joint Waste Strategy (the Strategy) have been achieved, except for the recycling target. While the Authority and constituent boroughs take positive action to promote recycling, recycling performance has remained in line with broader London trends, with average London recycling rates (as a percentage) remaining in the low 30s. The partners did not reach the Strategy target of 50% recycling by 2020 despite considerable progress since 2004.
- 3.2** The Authority reports annually on progress with delivering the Strategy on behalf of the eight partners in the Annual Monitoring Report (AMR). The publication of the last AMR was delayed but the twelfth AMR will be published in 2021. The AMR will present data up to 2020-21 and brings the AMR series of reports to a close. A copy of the AMR is available at [nlwa.gov.uk/ourauthority/our-reports](http://nlwa.gov.uk/ourauthority/our-reports)
- 3.3** Key targets in the Strategy include (with achievements in 2019-20 in brackets):
- 3.3.1** to achieve a 35% recycling and composting rate for household waste by 2010, 45% by 2015, and 50% by 2020 (28%);
  - 3.3.2** to reduce the amount of local authority-collected waste sent to landfill to 15% of overall local authority-collected waste (5%);
  - 3.3.3** to provide door to door recycling services to 95% of relevant households (100%);
  - 3.3.4** to provide all residents in multiple occupancy housing (flats) with either door to door collection services or a minimum of one 'near-entry' recycling site for every 500 households as soon as possible (100%); and
  - 3.3.5** to achieve 60% recycling and composting diversion rates at all north London reuse and recycling centres by 2015 (73%).



**3.4** As noted above, all but one of the above targets - the recycling and composting target - have now been achieved. The strategic approach to managing residual waste beyond 2020 has also been set through the application for and grant of a Development Consent Order for the development of the Edmonton EcoPark in Enfield with a new replacement Energy Recovery Facility. This new facility will have the ability to generate 78MWe of energy from unrecyclable, residual waste. The development of the replacement facility incorporates assumptions which require ongoing activity to increase recycling and to reduce the amount of waste disposed. More details about the Authority's work to increase recycling and reduce waste are set out in further sections of this report.

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



**3.6** For this financial year the performance in 2020-21, with 2019-20 for comparison in brackets, was as follows:

**3.6.1** 592 kg (579.3) residual waste for every household was collected;

**3.6.2** 28.4% (28.9%) of household waste was reused, recycled or composted;

**3.6.3** 4.5% (5%) of municipal waste was sent to landfill; and

**3.6.4** 100% (100%) of residents continued to receive a door-to-door or communal recycling service.

**3.7** As noted above, the eight partners' current performance remains below the recycling and composting target contained within the Strategy. However, work continues amongst the partners to address the current recycling rate. National government action in the form of proposed changes to introduce a deposit return scheme for drinks containers, reform packaging regulations, require consistency of recycling collections as well as introduce a tax on plastic packaging will all have a positive impact in the forthcoming years.

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

# 4. Waste Prevention



## 4. Waste Prevention

- 4.1** The best waste management option for north London residents is to avoid the production of waste in the first place and thereby reduce the environmental impact and cost of collecting and treating it. Since 2006, NLWA has delivered a progressively more ambitious waste prevention programme in partnership with the seven constituent boroughs to encourage a reduction in collected waste.

### Online Engagement

- 4.2** From May 2020 to March 2021, 21 webinars and 16 live Q&A sessions were delivered on the theme of waste prevention in the home. Webinars were delivered via Microsoft Teams live and provided attendees with the opportunity to ask questions via a live chat function. The five themes focused on for these events were recycling, food waste, contamination of recycling, plastics, and textiles. Six of the webinars were delivered for or in partnership with external organisations including constituent boroughs.
- 4.3** The Facebook and Instagram Live Q&A sessions also provided live interaction opportunities for attendees to ask questions. The sessions primarily focused on dry mixed recycling whilst one was also delivered on textiles. Some sessions discussed recyclables from specific areas within the household such as the kitchen, bedroom and bathroom, and others covered themes such as Recycle Week and European Week for Waste Reduction.

Total data	No. of events	No. of attendees	No. of questions/ comments during event
Webinars			
Food waste	8	136	90
Total data	No. of events	No. of attendees	No. of questions/ comments during event
Recycling	7	158	97
Plastics	4	163	61
Contamination	1	47	79
Textiles	1	27	12
<b>Totals:</b>	<b>21</b>	<b>531</b>	<b>339</b>
Q&As			
Recycling	15	102	143
Textiles	1	6	5
<b>Totals:</b>	<b>16</b>	<b>108</b>	<b>52,821</b>

Table 1: A summary of the number of events, comprised by online webinars, Facebook Live and Instagram Live events, number of attendees, questions and comments 2020–21

### Clothing reuse

- 4.4** NLWA trialled a new approach to textile waste prevention through an online programme of activity called Stop & Swap. Five Instagram Lives and five online clothes swap events were delivered from November to December 2020. There were 35 items of online media coverage for the project, providing 43 million opportunities for people to see/hear about Stop & Swap.
- 4.5** Aimed at 16 – 35-year-olds, the programme comprised a series of online clothes swapping events and virtual talks relevant to the topic of sustainable fashion. ReLondon were contracted to deliver the Stop & Swap project through their textile waste prevention campaign known as Love Not Landfill. The clothes swap events were facilitated on the swapping app Nu Wardrobe. Through participation in the project, north London residents received two months unlimited free membership to the app and exclusive access to the Stop & Swap events.
- 4.6** The Stop & Swap programme was successfully delivered but the number of participants it attracted was below target. A short piece of research was undertaken to learn lessons from the approach and to inform further textile waste prevention activities. Following the impact of increased COVID-19 lockdown restrictions, four of nine planned Stop & Swap events were cancelled. This was done to enable everyone to comply with Government guidance and avoid non-essential visits to post items.

### Reusable Nappy Subsidy

- 4.7** NLWA continues to pay a subsidy of £54.15 per baby to parents/carers in north London who use reusable nappies rather than disposable ones. The level of subsidy reflects the saving to NLWA of not having to dispose of the nappies in the waste stream. There are two schemes offered to the boroughs: a voucher scheme where parents/carers receive a voucher, which can be redeemed against the cost of reusable nappies; and a cash-back scheme where parents/carers can claim back the subsidy after they have purchased the nappies. The voucher scheme, administered by Real Nappies for London (RNfL) includes as members: Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. Barnet is a member of the cash-back scheme.
- 4.8** The reusable scheme was successful again in 2020-21 with a total uptake of 1,455 vouchers, and of those, 871 have been redeemed. There is an assumption that after a person has redeemed a voucher their baby will continue to use reusable nappies for at least two years, and therefore, the reduction in disposable nappy waste is experienced for more than one year. For the period of 2020-21, it is estimated that 1000 tonnes of waste was avoided by a total of 3483 children.

#### IMPACT

An estimated 1000 tonnes of nappy waste avoided as a result of the reusable nappy scheme

### North London Waste Prevention Exchange

- 4.9** The Authority held its seventh Waste Prevention Exchange conference on 4 March 2021. Delivered virtually for the first time, the event attracted 215 delegates. Environment Media Group was commissioned to deliver and assist with promoting the event. The theme for the conference was Extended Producer Responsibility (EPR) and it brought together representatives from local authorities, business, government, and academia. Eleven sector specialists, including four international speakers, presented on the day. The programme looked at the EPR system from local authority and business perspectives, considered examples of EPR systems from Europe, explored the second phase of consultation on the EPR for packaging, and considered the opportunities for extending the EPR scheme to other materials.

### Waste Prevention Community Fund

- 4.10** For the fourth year, the Authority established and distributed funding through the annual Waste Prevention Community Fund. The Fund provides local community organisations with financial support to develop new approaches and initiatives for tackling waste prevention and to extend the reach and impact of waste prevention activity in north London. Six projects were funded in 2020-21:

- 4.10.1** Hackney City Farm – Get Loose Get Out! Hackney: NLWA's grant helped the farm's zero waste store comply with COVID-19 restrictions, trial a zero waste deposit and collection point scheme, and instal a display screen for waste reduction information and events.
- 4.10.2** Feast With Us – Zero Waste Feast Camden, Islington, Haringey: Creation of a zero waste system to address the food and plastic waste generated through operations that had to be adapted due to COVID-19 restrictions, including trialling of hubs for reusing single-use plastic food containers.
- 4.10.3** Food Hall – Community Cooks Haringey, Hackney, Islington: Provision of food waste prevention training, mentoring and qualifications for community cooks delivering community meals using surplus food.
- 4.10.4** Groundwork - REVIVE: Repair & Resale environmental initiative revitalising communities Barnet: Support for LOOP furniture reuse, a repair and upcycling hub on the Grahame Park Estate including provision of workshops and informal sessions for participants on upcycled crafts and food waste prevention.
- 4.10.5** Myddleton Road Market - Bowes and Bounds Waste Reduction Toys, Textiles, Gifts, Furniture in Haringey, Enfield: Community-led waste awareness activities in the Bowes Park and Bounds Green area, including delivery of food and clothing waste prevention activities and resources.
- 4.10.6** Forest Recycling Project: project deferred to 2021-22 due to impacts on the project plan arising from COVID-19 restrictions.



## Sustainable Wedding Fair

- 4.11** NLWA delivered an alternative approach to providing waste prevention information to residents through the 'Something Green' virtual wedding fair. The event took place on the 27 and 28 March and aimed to encourage north Londoners to plan more sustainable weddings, along with encouraging more general lifestyle changes applicable to other social events.
- 4.12** Delivered via dedicated Instagram and Facebook channels, the fair featured eight live talks, with a range of ongoing content linked to the associated NLWA webpage. The content was designed to appeal to diverse wedding types and aimed to inspire those getting married to select more sustainable options for their celebration. The activities were delivered through partnerships with local suppliers and focused on four main themes with associated waste reduction messages: clothing, decorations, catering, and location.
- 4.13** Engagement with the wedding fair was positive and 436 new followers joined the dedicated social media channels. Thirty-seven items of media coverage reported on the event providing the opportunity to over 23.3 million people to see/hear about it. There were 686,264 social media impressions and 4,425 engagements relating to it. Recordings of the talks continued to be promoted post event and to date have had 16,472 views. A sustainable wedding guide and directory of local suppliers were created for the event and are hosted on the NLWA website, whilst recordings of the talks are available from the NLWA YouTube channel.

## Single Use Plastics campaign

- 4.14** NLWA ran a PR campaign in December 2020, which focused on single-use face coverings to raise awareness of the scale of the problem of the exponential littering of disposable face coverings. The campaign also aimed to encourage a reduction in the use of single use plastics, specifically to encourage people to switch to reusable face coverings if suitable for them to do so. NLWA commissioned polling with residents to assess levels of understanding about what to do with single-use face coverings, the outcomes of which informed a media campaign targeting regional, national and trade media and raised awareness of the amount of single-use face coverings being thrown away. As part of this activity, NLWA worked with not-for-profit social enterprise Fashion Enter to create 1,400 reusable facemasks, which were distributed free-of-charge to residents in the run up to Christmas via north London food banks. Seventy-eight pieces of media coverage were achieved for the campaign, providing 242 million opportunities for people to see/hear about it.

### IMPACT

Innovative approaches including working with external organisations were delivered to maintain engagement with residents whilst face-to-face activity was put on hold as a result of COVID-19 restrictions during 2020-21.



# 5. Recycling Services

## 5. Recycling Services

## 5. Recycling Services

- 5.1** NLWA manages a range of recycling services and contracts with provision for:
- 5.1.1** processing more than 120,000 tonnes of mixed dry recyclables through one materials recycling facility (MRF) contract;
  - 5.1.2** seven reuse and recycling centres (RRCs);
  - 5.1.3** a Waste Electrical and Electronic Equipment (WEEE) service.

### Reuse and recycling centres

- 5.2** The Authority is responsible for seven reuse and recycling centres (RRCs) - Summers Lane in Barnet, Regis Road in Camden, Western Road in Haringey, Hornsey Street in Islington, Gateway Road in Waltham Forest, King's Road in Waltham Forest, and South Access Road in Waltham Forest.



Map 1: The Location of Reuse and Recycling Centres (RRCs) in north London

- 5.3** To protect members of the public and redeploy staff to other essential business areas during the COVID-19 pandemic, the RRCs were closed in March 2020. From May 2020, RRCs gradually reopened as government COVID-19 advice was updated. Initially the RRCs opened for receipt of residual waste only and there were also restrictions on the number of residents who could attend in each hourly time period, to enable social distancing. Restrictions on the waste types accepted and the number of visitors were gradually eased through the year.

- 5.4** There was a total of 25,995 tonnes received at Authority managed RRCs during the year, a reduction from 42,962 tonnes the previous year, shown in Chart 1 below. Despite the waste type restrictions caused by the pandemic, a recycling rate of 72% was achieved, just 1% less than the previous year.

### IMPACT

72% of material taken to RRCs recycled

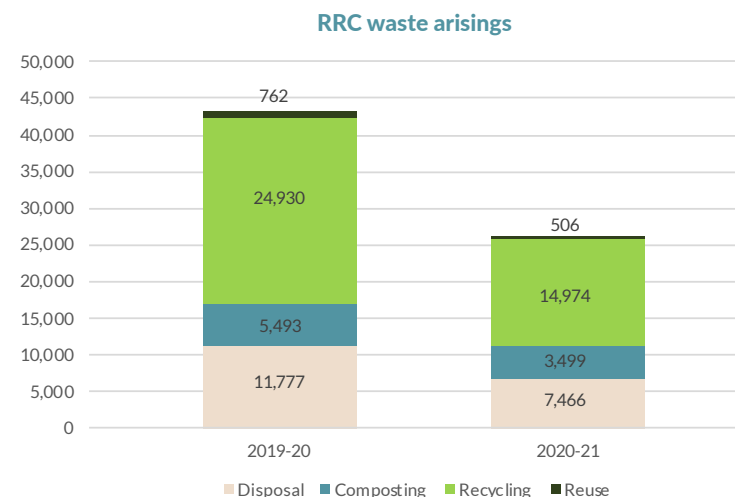


Chart 1: RRC Waste Arisings in 2019-20 compared to 2020-21



## Organic wastes

- 5.5** The constituent boroughs delivered 45,642 tonnes of organic waste for treatment at the various facilities used by the Authority: open windrow composting for green waste, anaerobic digestion of food waste, and in-vessel composting of mixed food and green waste.

Organic wastes arising 2020-21

■ Mixed Organics ■ Food ■ Kerbside Green ■ RRC Green

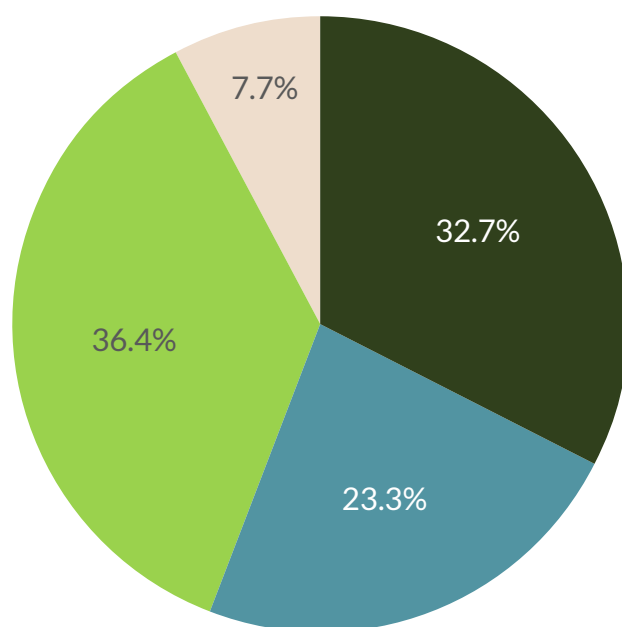


Chart 2: Sources of organic waste arising in north London 2020-21

## Processing of mixed dry recyclables

- 5.6** The Authority arranges the recycling of mixed dry recyclables (MDR) on behalf of six of the north London boroughs (excluding LB Enfield). Table 2 indicates the tonnages of MDR arising during 2020-21.

MDR Tonnages	20/21 Actual Tonnage
NWLA	121,970
Barnet	30,046
Camden	15,718
Hackney	19,872
Haringey	20,167
Islington	16,339
Waltham Forest	19,827

Table 2: Tonnes of mixed dry recyclables arising by borough in 2020-21

**5.7** There was a net increase of 6,626 tonnes compared to the previous year, which can be attributed to residents spending a higher proportion of their time at home due to COVID-19 government restrictions. All boroughs apart from Camden and Islington saw an increase in MDR (Camden and Islington saw a net reduction in MDR due to their trade collections being subdued by businesses closing during the pandemic).

**5.8** Chart 3 below shows the composition of MDR in 2020-21, which is calculated by sorting through samples taken from delivered loads arriving at the Materials Recycling Facility (MRF), as required under the MRF Code of Practice regulations.

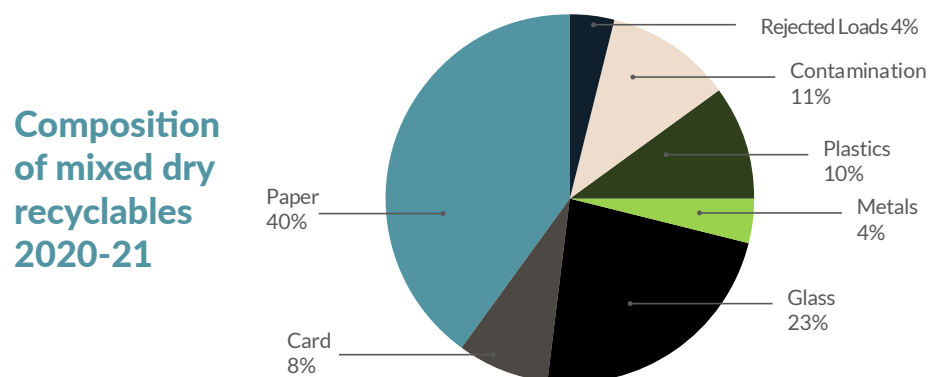


Chart 3: Composition of mixed dry recyclables

**5.9** During the year, NLWA has worked closely with LEL to bring their load assessment processes of MDR received at their waste transfer stations closer in line with the processes at Biffa. Further work planned for early 2021/22 will enable composition data to be linked directly back to the source Borough of all MDR received at the MRF.

**5.10** Contamination levels range between 11% and 24% for individual boroughs and sit at 15% overall for the Authority. Contamination is calculated as a combination of whole loads of MDR rejected prior to processing and non-recyclable residues remaining after recyclables have been extracted from MDR.



**5.11** The Authority has launched a broad workstream during 2020-21 focused on tackling contamination. Key aspects of this work are shown in Table 3.

Action	Description
Borough Recycling Fund	Over £93,000 awarded to Boroughs to trial interventions aimed at combatting contamination and/or increasing the capture of dry recyclables
Contamination Communications Campaign	NLWA Communications Team have commissioned a high-profile contamination reduction campaign due to launch in 2021/22
Outreach Education	A series of contamination webinars for residents were conducted by the Waste Prevention Team
Officers' Recycling Working Group	A new partnership working group has been established, bringing together the Recycling Officers from the seven boroughs, along with the NLWA and Biffa. This offers a forum for reviewing performance information, sharing best practice, and designing partnership work to improve services.

Table 3: Work areas to tackle contamination from 2020-21





**5.12** Markets for recyclable materials have fluctuated greatly throughout the year, as COVID-19 restrictions have been imposed and eased, both in the UK and further afield. Income passed to the Authority at the end of the year was £6.50 per tonne higher than at the start of the year.

**5.13** There has been a focus on the destinations of recyclables. Whilst Biffa have successfully achieved 100% UK recycling of plastics and metals, and 100% European recycling of glass, there is currently a reliance on facilities outside of Europe to recycle much of the paper and cardboard, reflecting the demand for materials. Biffa have committed to ambitious targets to bring the remaining recycling into the UK and Europe by 2030, with significant progress being anticipated by 2023.

### Waste Electrical and Electronic Equipment (WEEE) service

**5.14** European Recycling Platform (ERP) are contracted by NLWA to arrange the collection and recycling of WEEE received from residents at the Reuse and Recycling Centres (RRCs) and collected by boroughs at Designated Collection Facilities (DCFs).

**5.15** ERP provide these services free-of-charge under their duties as a producer compliance scheme, in accordance with the WEEE Directive 2005.

**5.16** ERP additionally provide bring banks for the receipt of small electrical items from residents, and provide a kerbside collection service for large WEEE, which is chargeable to NLWA but offered to residents as a free service.

**5.17** A total of 2,355 tonnes of WEEE were recycled during the year, which is broken down by source in chart 4.

### TONNES WEEE COLLECTED BY SOURCE

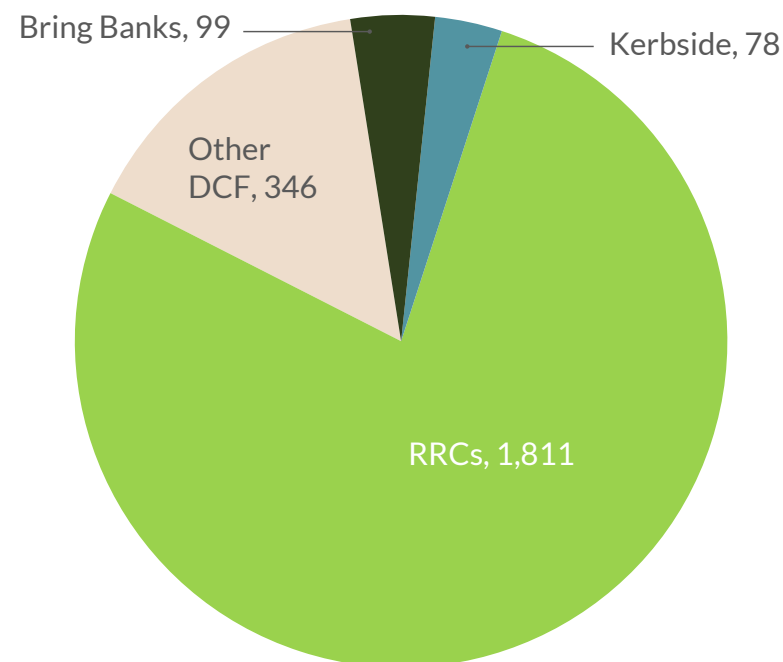


Chart 4: Tonnes WEEE collected by source

**5.18** The total tonnage of WEEE arising was approximately 650 tonnes less than the previous year; however, it is anticipated that this is due to the restrictions on RRCs caused by the COVID-19 pandemic.

**5.19** The kerbside WEEE service became increasingly popular through the year, as several boroughs suspended their bulky waste collection services during the peak of the COVID-19 pandemic, to redeploy staff to core waste collection services.

**5.20** Chart 5 indicates the tonnage of kerbside WEEE collected by borough in 2020-21.

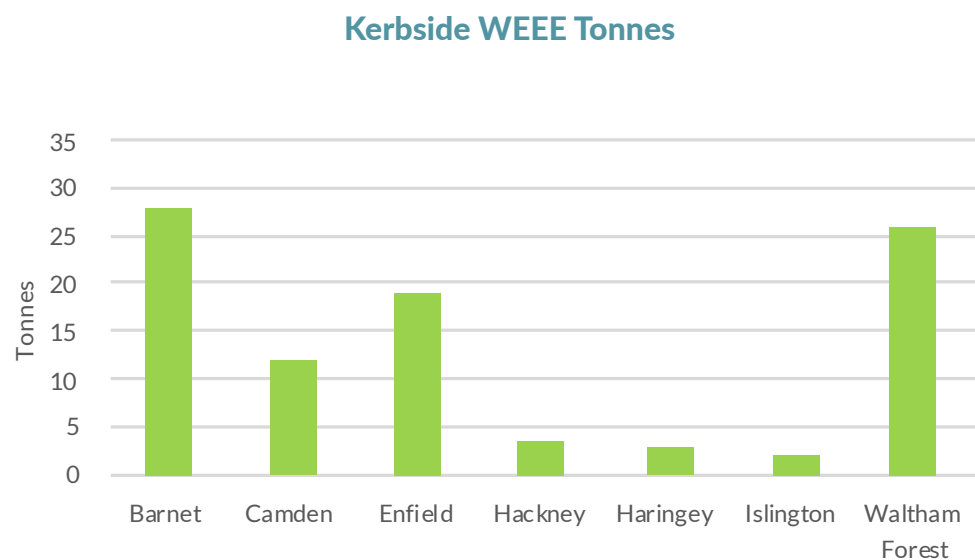


Chart 5: Tonnage kerbside WEEE collected by Borough 2020-21



### Second Time Around reuse shop

**5.21** The Second Time Around reuse shop is located at Kings Road RRC, where residents can purchase items which are reusable to prevent them going for waste disposal and to bring in some income.

**5.22** Due to COVID-19 restrictions, the Second Time Around shop was only open for three full months and part of two months, and the footfall dramatically reduced.

### Third party reuse and recycling credits

- 5.23** NLWA offers third party reuse and recycling credits to organisations that remove items from the municipal waste stream, for reuse or recycling, which would otherwise have been sent for disposal at the Authority's expense. In 2020-21 the value of the third-party credit was £78.84 per tonne.
- 5.24** Ten organisations registered as potential claimants for an estimated 2,164 tonnes of material in 2020-21. A budget provision of £170,610 was made to cover the cost of these claims.
- 5.25** Due to national restrictions, the charity retailers were forced to cease trading for much of the year, resulting in fewer claims being received than usual and for less tonnage.
- 5.26** In 2020-21 the claims submitted were for 1,511 tonnes of material, which equates to a cost of £119,147. This is a decrease compared with the estimated tonnage (and budget).

### Contract Management

- 5.27** The COVID-19 pandemic led to significant pressure on Authority services, contractors faced peaks of above average sickness levels, increasing tonnages of household waste, and a need to protect borough and contractor staff and residents from risks of catching COVID-19.

- 5.28** Authority officers established regular meetings with boroughs and contractors to discuss the fast-moving situation and developed a dashboard to inform Directors of Environment service levels and risks at all given times.

- 5.29** The most notable impact on services was the closure of the RRC service between March and May 2020 to prevent risks of infection being passed between residents. This also enabled RRC staff to be redeployed to core areas of LEL, such as operating Hendon and Hornsey Street Waste Transfer Stations (WTS). RRC Sites re-opened in May with a new online booking system in place to manage the number of residents attending at any one time, and with various other safety measures in place, such as social distancing, enhanced cleaning, and staff lateral flow testing.





- 5.30** The Authority has worked closely with Biffa to manage the Materials Recovery Facility (MRF) service. This service came under significant pressure from increased tonnages arising, with some boroughs seeing sharp rises in volumes for a prolonged period.
- 5.31** The Authority has also worked closely with LB Islington throughout the year to monitor, plan and implement solutions that address the number of odour complaints received about the Hornsey Street RRC and WTS.
- 5.32** Looking forward, the Authority is working in close partnership with LB Islington to improve the existing odour management system to further reduce the impact on local residents and the environment. It is anticipated that these improvements will be implemented over the next 12 months.

### Consultation responses

- 5.33** In March 2020, the Government published a consultation on the introduction of a plastic packaging tax, which would apply to plastic packaging manufactured in or imported into the UK containing less than 30% recycled plastic. The rate would be set at £200 per tonne and introduced in April 2022.
- 5.34** The consultation sought views on the detailed design, implementation, and administration of a Plastic Packaging Tax to ensure it best meets the government's environmental objectives while placing only proportionate burdens on business. It considered what specific parts of packaging the tax would be applied to, rules around importing and exporting plastics, the definition of plastic packaging and the exemptions and reporting methods to be applied.

- 5.35** The consultation was primarily aimed at plastics packaging producers rather than collection and disposal authorities, however, there were some implications for local authorities. These included how the funds generated from the tax will be used and how this aligns with the introduction of the deposit return scheme (potentially 2023) and consistent collections changes (potentially 2023).
- 5.36** NLWA responded to this consultation and it is available on the NLWA website



# 6. Residual Waste Services

## 6. Residual Waste Services

- 6.1** In 2020-21, the total residual waste arisings for the Authority were 570,394 tonnes. Of this, 4.5% of the total (25,712 tonnes) was sent to landfill, with 95.5% being processed as Energy to Waste.
- 6.2** The remainder of waste was recycled or composted as illustrated in Chart 6.

Household waste disposal breakdown 2020-21

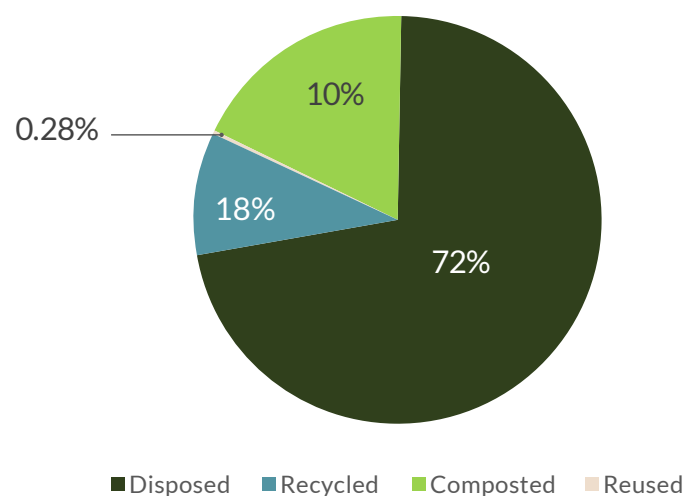


Chart 6: How household waste was disposed in north London 2020-21

- 6.3** Chart 7 illustrates the Authority's continued efforts to reduce the reliance on landfill for disposal of residual waste and to use waste as a resource, primarily for energy recovery at the energy from waste plant at the Edmonton EcoPark.

Residual household waste disposal breakdown

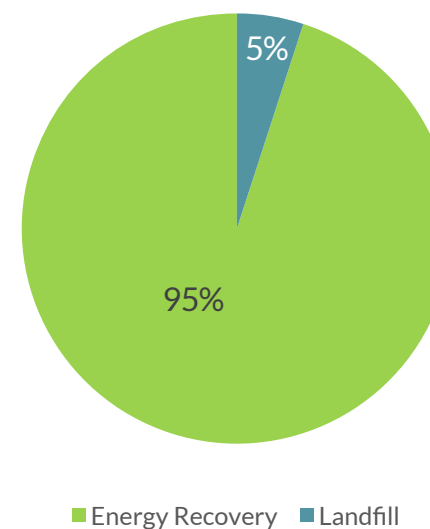


Chart 7: Proportion of household waste disposed to energy recovery and landfill in north London 2020-21



# 7. Relationship with London Energy LTD (LEL)

## 7. Relationship with London Energy LTD (LEL)

- 7.1** The Authority is the sole owner of LEL. LEL Directors have prepared their own annual report to the Authority, which is presented to the Authority at the AGM and available separately on the Authority's website [nlwa.gov.uk/governance-and-accountability/authority-meetings/](http://nlwa.gov.uk/governance-and-accountability/authority-meetings/).
- 7.2** LEL's reporting year runs from January to December. In the calendar year 2020 turnover was £66,739,000, arising principally from:
- 7.2.1** contracts with NLWA for the disposal of waste;
  - 7.2.2** sales of electricity;
  - 7.2.3** contracts with other waste disposal authorities for treatment of their waste; and
  - 7.2.4** operating reuse and recycling centres (RRCs) under contract to the Authority.
- 7.3** LEL recorded a profit before tax of £11,577,000 in calendar year 2020. This reflected a one-off transaction involving the transfer of the EcoPark from LEL to the Authority. This is outlined in paragraph 6.5.

## 7. Relationship with London Energy LTD (LEL)

- 7.4** LEL successfully maintained waste disposal services throughout the coronavirus pandemic, which had a major impact on life in 2020. As noted elsewhere in this report, RRCs were closed from 23 March to 12 May, during the initial lockdown period when non-essential travel was prohibited by law. When sites were permitted to reopen, measures were taken to maintain social distancing and to protect the public and staff. These included the introduction of an online booking system to manage the flow of visitors to a safe level. Sites have remained open since 13 May. The booking system has continued in operation and has successfully allowed the flow of visitors to the RRCs to be managed safely during subsequent restrictions put in place by the UK government to control the spread of coronavirus. A decision will be taken in 2021 on whether to retain the online booking system for the future.



- 7.5** The North London Heat and Power Project has made significant progress in the last year. It has been vital for NLWA and LEL to collaborate to ensure that construction and operation have been and are coordinated as both sets of activities are carried out in close proximity and each must be managed to take account of the other. Further effective collaboration will also ensure there preparation of integrated plans for the start of operations of new assets, which will be owned by NLWA and operated by LEL. Land at the EcoPark was transferred to the Authority under a 999- year lease – save for the site occupied by the current energy from waste plant and land being used by Energetik in connection with the development of a district heating network supplied from the new energy recovery facility – this is in expectation of NLWA taking over the freehold of the site when the current energy from waste plant ceases operation.
- 7.6** The Authority also decided to make additional board appointments to LEL to strengthen alignment and coherence between organisations at this crucial time. These took effect in January 2021. In November 2020 Peter Sharpe, LEL’s managing director announced his departure from the company. He had led the transformation of the Company to a modern waste management company delivering high quality services to NLWA. He left LEL in an excellent position to make the necessary changes to successfully support the delivery of NLWA’s sector-leading North London Heat and Power Project and to play a leading role in London’s green, sustainable future. Jim Kendall, previously LEL’s operations director, took on the role of managing director.
- 7.7** Operationally LEL took possession of a new transfer station at Wembley in November 2020, serving the western part of the Authority’s area. Initial mobilisation took place in 2020. This allows the closure of the Hendon transfer station in 2021. The Wembley facility provides additional capacity and flexibility to manage waste. The new transfer station will contribute to the successful management of waste volumes at the EcoPark while major construction is under way.
- 7.8** LEL were successful in gaining external recognition for their performance in important areas in 2020. The company obtained a silver award from the Royal Society for the Prevention of Accidents (RoSPA) for their health and safety performance. The company also received an “excellent” assessment (the highest standard available) under the Mayor of London’s Good Work Standard, covering pay and conditions, workplace wellbeing, skills and progression, and diversity and recruitment.

# 8. North London Heat and Power Project



# 8. North London Heat and Power Project

## Overview

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

## Benchmarking against the Project baseline

- 8.3 During 2020-21 the Project progressed well against baseline targets for cost schedule performance and remains on target.

## Progressing the procurement programme

- 8.4 During 2020-21 the Authority has awarded, on programme, the construction contract for EcoPark South to Taylor Woodrow, and the site preparation contract for Northern Area Clearance to DSM Demolition.
- 8.5 The procurement for the ERF progressed with three construction companies being successfully shortlisted to the Invitation to Submit Detailed Solutions (ISDS) stage. The ISDS stage continued throughout 2020 and into 2021 with evaluations beginning in April 2021, and the subsequent dialogue stage planned to commence in June 2021. A contractor for the ERF is set to be named in early 2022.



### Progressing the construction

- 8.6** The first major phase of construction started in January 2021 with Taylor Woodrow beginning works on EcoPark South, which includes the RRF, public reuse and recycling centre, and EcoPark House. Following mobilisation at the EcoPark, Taylor Woodrow carried out demolition and groundworks, with piling works commencing in March 2021, which reduced embodied carbon on this set of works by 10%.



Image 1: Piling works being undertaken on EcoPark South, North London Heat and Power Project

- 8.7** Enfield-based company Galldris Construction Ltd completed construction on three contracts: the temporary Transport Yard located adjacent to the EcoPark at Hawley Road, the northern access entrance from Deephams Farm Road and the sewer diversion enabling works.



Image 2: Completed new temporary Transport Yard

- 8.8** Buckingham Group Ltd. completed construction on the Laydown Area, which is being used by contractors to assemble materials before transporting them to the EcoPark. It also houses the workforce in newly built office and welfare facilities. Taylor Woodrow is the first contractor to use the Laydown Area; they began mobilising their workforce onto the site in January 2021.

**8.9** Barhale, the contractor appointed to divert the Angel and Chingford sewers beneath the future RRF and public reuse and recycling centre, used an innovative construction technique, which successfully prepared the sewer ahead of schedule. The innovative approach also enabled Barhale to recycle water during the process, using 65% less water required to complete the work. The main sewer diversion is being carried out in May 2021.

**8.10** Traffic management plans were developed and implemented for the EcoPark to manage construction and operational traffic in unison. Plans are continually reviewed and phased to update the routes, taking account of areas with a high volume of activity across the site.

**8.11** An environmental assurance team has been introduced across the 2020-21 period to ensure NLHPP delivers a low-carbon energy from waste project, which delivers on environmental commitments and maximises enhancement opportunities, as well as to be a good neighbour by minimising impacts on our local communities.

**8.12** In April 2021, a waste management review and audit was completed on all projects across the NLHPP programme to date. It focussed on compliance with waste duty-of-care requirements, and the project KPI of a minimum of 85% landfill diversion for all non-hazardous waste. The review indicated that contractors have processes in place to meet waste duty-of-care requirements, and across the project, the waste KPI is being exceeded with more

than 99% of waste diverted from landfill.

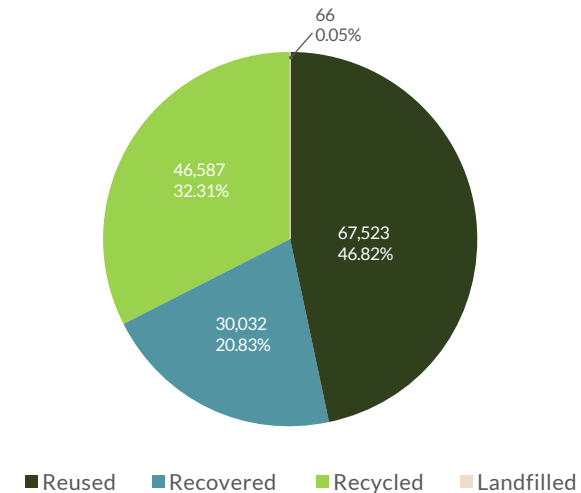


Chart 8: The waste management route (in tonnes and percent) across the project programme through April 2021

### Managing the impact of COVID-19

**8.13** The Project has had to address the impact of the COVID-19 pandemic and the evolving government advice in relation to both construction activity and the ongoing pre-construction development of the Project, including procurement of major contracts.



**8.14** In relation to the pre-construction work the Project team adapted well to remote working through virtual communication/ collaboration techniques, maintaining the programmes for procurement of the ERF and the EcoPark South contracts.

**8.25** In relation to construction activity the Project team carefully considered the risks to the Project around future safety and efficiency of operation. A COVID-19 taskforce was established with the contractors to develop the means by which an acceptable level of workforce safety could be achieved, taking into account:

**8.15.1** Safe travel and accommodation, where required, for the workforce, including an improvement in the safety of public transport.

**8.15.2** The ability to develop a coherent programme of on-site construction activities whilst complying with the current Safe Operating Procedures.

**8.15.3** The availability of supervisory staff, materials, plant and services needed to support the programme.

**8.15.4** The ability to develop risk assessments and method statements that do not compromise other health and safety requirements as a result of workforce availability and restrictions on close working.



### Focusing on Health, Safety & Wellbeing

**8.16** Health Safety & Wellbeing (HSW) has gone through a transition in the 2020-21 period with the introduction of a new team, focused on bringing best practice provisions to the Project.

**8.17** A HSW coordination manual has been developed and incorporated into the programme and contracts. The manual outlines the HSW requirements of all NLHPP partners and suppliers in meeting the best practice standards aspired to. It sets out the roles of all parties, collaboration standards and how monitoring will be provided in pursuance of continual improvement.



**8.18** HSW forums have been formed to engage and act upon feedback from the programme suppliers and partners. A HSW workers engagement forum feeds into the HSW working group, in turn making recommendation to the Senior Leadership Team on initiatives and improvements.

**8.19** A HSW reporting tool has been developed in conjunction with the Information Management team. The tool front end collates HSW information from the NLHPP team, suppliers and partners on incidents, observations, KPIs, H&S audits, COVID- 19 cases, and safety leadership tours. This information is then represented in dashboards confirming the level of compliance, positive and negative trends, and engagement, which inform the ongoing HSW initiatives / campaigns on the programme.

**8.20** HSW has carried out the strategies developed from the COVID-19 taskforce, ensuring that the Project response to the pandemic is rapid and successful. Response strategies are intended to provide lines of defence to prevent spread of the virus and are continually reinforced among the project team. Strategies include:

**8.20.1** Launch of 'beable' wearable proximity tracking and alert systems, which encourage users to maintain the two-metre social distancing guidance and tracks other devices, which come in proximity

**8.20.2** Establishment of COVID-19 rapid antigen testing on-site for workers and visitors through Clarity Healthcare

**8.20.3** Introduction of COVID-19 risk measures including, temperature checks, additional PPE, extra hand sanitiser, handwashing stations, and staggered work breaks

### Developing the programme management capability

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



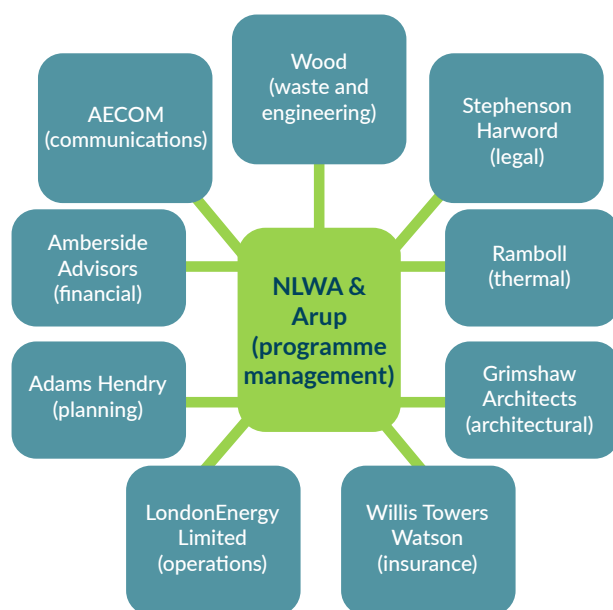


Figure 1: Programme management structure – North London Heat and Power Project

**8.22** The Authority maintains a strong client-led programme management strategy using specialist advisory support, concentrating on:

**8.22.1** Strong skills, behaviour and leadership: connecting with the vision; establishing clear decision-making channels; improving communications across the wider team; enabling a collective approach to problem-solving; and a focusing on the behaviours of leadership team.

**8.22.2** Strong governance and alignment: maintaining effective project reporting and governance with clear accountabilities; working to a realistic performance baseline; prioritising stakeholder engagement within the community and boroughs; focusing on social value and employment relations.

**8.22.3** Creating the right commercial environment: site preparation works were designed and contracted in multiple packages to encourage local supplier involvement; engaging and consulting with the prospective supply chain; using a progressive target cost outcome-led contract for the EcoPark South contract; developing a strong cost and commercial management capability within the client team.

**8.22.4** Digital transformation: delivering the digital strategy for the Project which has prioritised establishing (i) a 'data hub' in a common data environment enabling 'single version of the truth' across all companies involved in the project, (ii) a Project communications portal to facilitate effective communications across the wider teams involved in the Project, and (iii) the use of a geographical information system (GIS)-based system for the capture and communication of technical information.

**8.22.5** Championing a collaborative and inclusive culture: creating an Inclusion Strategy and implementation plan which set out the Project's priorities for building and maintaining an inclusive culture; developing a Collaborative Behaviours Framework that defines eight behaviours for contributing to effective collaboration on the Project; conducting virtual All-Hands Events to engage the entire Project team in real time to recognise and celebrate the diversity of talent and expertise on the Project; and launching a Reverse Mentoring Programme to exchange skills, knowledge and understanding across different organisations, helping colleagues stay socially connected whilst working from home.

**8.22.6** Innovation: establishment of an innovation and continuous improvement awards scheme, Val:YOU, to record ideas and review ways to improve working practices and working together, encouraging submission of ideas to be recognised across the programme.

### Increasing stakeholder engagement

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

**8.23.1** continued to keep the NLHPP website ([northlondonheatandpower.london](http://northlondonheatandpower.london)) updated. It includes extensive Project information, videos, frequently asked questions (FAQs) and information on Project announcements. It also provides clear information about what is planned for the EcoPark site, including the brochure [northlondonheatandpower.london/project/](http://northlondonheatandpower.london/project/);

**8.23.2** responded to letters and emails from individuals or groups, addressing the specific points raised by them in connection with the Project; and

**8.23.3** used social media to ensure that key facts about the Project are in the public domain. In the period April 2020 to March 2021 335 tweets were issued from the NLHPP twitter handle, with the following impact:

**8.23.3.1** 132,737 impressions (number of times a user saw an NLHPP tweet)

**8.23.3.2** 5,070 engagements (number of times a user interacted with an NLHPP tweet including retweet, reply, 'favourite')

**8.23.4** Topics covered in social media posts included:

**8.23.4.1** Procurement (contract awards, Meet the Buyers event)

**8.23.4.2** ERF – emission controls, low-carbon energy

**8.23.4.3** Wise up to Waste (waste prevention and recycling campaign) activities

**8.23.4.4** Climate Emergency messaging

**8.23.4.5** Project facts, newsletters, website details

**8.23.4.6** Innovation on the project – for example, pioneering construction technique fast tracks the sewer diversion programme; innovative piling works reduce embodied carbon

**8.23.4.7** Construction update video

**8.23.4.8** Building benefits (social value benefits campaign) – apprenticeships and training, local and small business participation, job opportunities

**8.23.4.9** Community engagement – regular Community Liaison Group meetings

**8.24** During 2020-21, 43 press releases were issued to the media at key points in the Project. This includes 32 proactive and 11 reactive press releases.

**8.25** In the same period, the Authority produced and circulated two community newsletters to 28,000 homes and businesses, and one construction newsletter to 19,000 properties near the EcoPark. All newsletters can be found on the Project website here: [northlondonheatandpower.london/community/](http://northlondonheatandpower.london/community/)



**8.26** During the pandemic, NLWA put community roadshows on hold, but maintained public engagement virtually through ongoing Community Liaison Group meetings, and digital engagement through social media and e-newsletters.

### Employment relations and social value

**8.27** The Project is delivering life-changing employment opportunities through its apprenticeship programme. During construction, the programme will provide at least 100 apprenticeships in highly skilled roles across civil engineering, quantity surveying and business administration. During 2020-21, the Project saw 13 apprentices go through the programme with another recruitment drive taking place this summer 2021.

**8.28** Throughout the Project, at least 225 on-site training placements are being delivered to help equip local people with the skills required to start a career in construction. In total, 34 trainees have undertaken placements, gaining valuable experience onsite and working towards obtaining a Construction Skills Certificate Scheme (CSCS) card with Project contractors.



**1.37** Image 3: NLHPP apprentice Hakeem Badmus from Enfield joined the DSM Demolition team

**8.29** The Science, Technology, Engineering and Maths (STEM) - based schools programme had to be halted due to ongoing restrictions on engagement with schools, but the Project team plans to roll-out an effective outreach programme in September 2021 as restrictions ease.

**8.30** NLWA continues to maintain fair and ethical obligations as set out by the Employment Relations Code of Practice (ERCOP), which was developed in order to ensure that the Authority's ethical position on employment relations was addressed by the contractors. The Project team took steps to include the main requirements of the draft ERCOP in contract clauses, and monitors the contractors' compliance with the requirements, including the application of the London Living Wage. The tender documents for the construction contract for EcoPark South included a requirement that the contractor comply with the ERCOP, which is also included as a contract document.

**8.31** NLWA is committed to creating as many local supply chain opportunities as possible and continues to work with contractors to reach a 10% spend with local businesses in Enfield, Haringey, and Waltham Forest. Several local businesses have been recruited to work on the Project, including:

James Clear-Tournas (Enfield-based) – welfare facilities IT consultant

New Life Catering (Walthamstow based) – welfare facilities canteen caterers

Embassy Demolition (Enfield-based) – demolition works sub-contractor for the transport yard, Sea Cadet buildings, southern weighbridges and weighbridge building

J O'Doherty Haulage and Waste Disposal (Enfield-based) – demolition works sub- contractor worked alongside Embassy Demolition

# 9. Communications and Campaigns

## 9. Communications and Campaigns

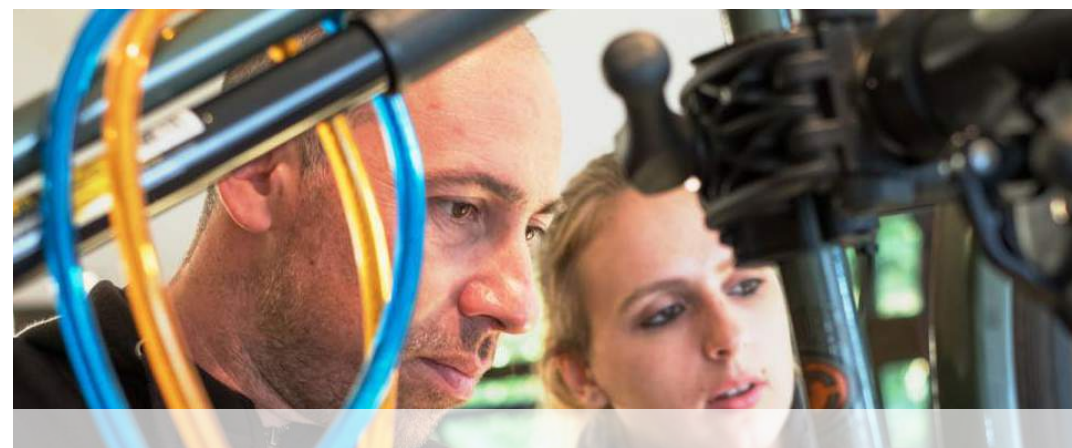
**9.1** During 2020-21 NLWA's initial priority for communications was to provide resident-facing communications about operational changes to waste services as a result of the COVID-19 pandemic. Specifically, this meant providing communications about the closure and then re-opening of the north London reuse and recycling centres (RRCs). Aside from communications to support the operational team, additional communication activity included:

**9.1.1** Stand-alone communications delivered by the communications team which raised awareness of the NLWA's work and/or affected behaviour change amongst north London residents. A range of communications channels were used to deliver targeted messages throughout the year. Planned time-limited campaigns were also delivered throughout the year. The work included partnerships with other organisations.

**9.1.2** Communications activity to support updates and other information about the North London Heat and Power Project (NLHPP) delivered through the NLWA's corporate communications channels, enhancing NLHPP communications activity.

**9.1.3** Activity to promote the NLWA and the organisation's priorities – both within the waste industry and to residents, including by managing the Authority's visual brand through printed and digital communications materials.

**9.1.4** Internal communications – including staff newsletters and all-staff briefing events, to ensure that staff are well informed and up-to-date.



These various activities with impact, where it was measured, are summarised below.

### Branding and website changes

**9.2** Work had commenced in 2019-20 to develop a new NLWA website, combining the previous consumer 'Wise Up To Waste' branded website and the corporate NLWA website. The rationale for developing the new website and associated branding was to better meet the needs of users. The new website was launched in June 2020 together with new social media handles @connectNLWA

**9.3** Social and digital communications have continued to grow. This is in part because the team has made real efforts to replace face-to-face communications at stalls and events with online activity during the pandemic.

**9.4** Figures for Facebook, Instagram and Twitter are indicated in Table 4 below and show an expanded audience base for messaging delivered via social media compared with the same month in the previous two years. This is particularly significant because the increase between March 2020 and April 2021 was during the COVID-19 outbreak.

	March 2019	Percentage increase 2019-20	March 2020	Percentage increase 2020-21	April 2021
Twitter (followers)	2,415	14.5%	2,765	11.5%	3,048
Facebook (people who like/follow NLWA's page)	1,530	55.5%	2,379	26.6%	3,013
Instagram (followers)	533	106%	1,100 <sup>1</sup>	58.7%	1,746

Table 4: NLWA social media status 2019-2021

#### IMPACT

Significant year on year growth in online audience.

## Campaigns

**9.5** Earth Day - An increased amount of social media activity was delivered in the run up to, and around Earth Day on 22 April 2020. This additional activity reinforced existing recycling and waste prevention messages and ran until 1 May. A sample of some of the posts is included below. Many of these posts were shared via the NLHPP Twitter account to reinforce the link between the role of recycling and waste prevention and the NLHPP.



Image 4: Sample of social media posts for Earth Day – 22 April 2020



**9.6** 'In a Fix?' - An online communications campaign on repairing called 'In a Fix?' was delivered from 7 to 22 May 2020. The campaign involved promoted posts on Facebook, Instagram and Twitter. The aim was to encourage more people to try repairing something for the first time (during lockdown). The campaign included a new web page containing information and links to resources covering tools, skills, and guides on wikihow.com and youtube.com as well as details of how to buy a missing part, work out a model number, or download a user manual. The campaign reached 321,949 people, saw an increase of 160 new Instagram followers and saw 1,871 people visit NLWA's dedicated webpage.

**9.7** 'The Fridge Diaries' – In June 2020, a month-long campaign, entitled 'Fridge Diaries' was delivered. This campaign was about food waste prevention and was hosted on Instagram TV. The campaign included some TikTok videos with short tips about how to waste less food. TikTok is a short-form, video-sharing app that allows users to create and share 15-second videos, on any topic. The first episode of the fridge diaries was about organising your fridge to store food in the best way and is available here: <https://www.youtube.com/watch?v=N88bBF4HWos>

**9.8** More information about the Fridge Diaries is available at: <https://www.nlwa.gov.uk/campaigns-projects/fridge-diaries>

**9.9** Full details about NLWA's campaigns are now added to a new campaigns section of the NLWA website, at: <https://www.nlwa.gov.uk/campaigns-and-projects>

#### IMPACT

The campaign reached more than 30,000 people across north London on social media. information.



**9.10** 'My Wardrobe, My Way' - This social media campaign aimed to help residents to make the most of the clothes they already own as well as make considered choices when purchasing new items rather than buying and disposing of lots of items whenever fashions change. The campaign used social media to deliver video content, live online events, Q&As and webinars, and included a competition for a frontline worker to win a styling session with a fashion stylist. The competition closed on 22 October and was won by a frontline worker who wrote to say she was very grateful for the opportunity to have a styling session. The campaign reached more than 30,000 people across north London via social media, which led to high levels of engagement with the posted content. An associated Facebook Q&A session was viewed more than 120 times and the Instagram Live event and video were each viewed more than 1,000 times.

## IMPACT

The campaign resulted in NLWA gaining an impressive 500 new followers on Instagram over the course of the week.

- 9.11** Repair Week - London's first 'Repair Week' was delivered between 12 and 17 October 2020. To support Repair Week, NLWA worked with five north London repair experts who were filmed demonstrating a simple, handy repair on Instagram TV. The videos were shared on NLWA's social media channels and were added to the NLWA repair week webpage once complete: [www.nlwa.gov.uk/RepairWeek2020](http://www.nlwa.gov.uk/RepairWeek2020). The repair tutorials included the Restart Project's 'How to Speed up your Laptop or Computer' and Worn Well's 'Repairing a Tear'. In addition, a presentation was delivered as part of a London Environment Directors' Network (LEDNET) repair event on NLWA's experiences of delivering repair cafes.
- 9.12** 'Pumpkin Pledge' – In the lead up to Halloween, NLWA ran an online campaign to encourage celebratory activities, which do not generate food waste. It is estimated that 12.8 million pumpkins are purchased and thrown away at Halloween every year. The aim of the campaign was also to encourage residents to pledge to have a food waste-free Halloween. Residents were encouraged to look out for the 'Pumpkin Pledge' on our Facebook, Instagram, and Twitter channels.
- 9.13** 'Pick the Habit' campaign – this digital campaign focussed on encouraging people to pick just one good habit to reduce food waste. The campaign included a BuzzFeed quiz for people to find out which food loving personality they are and therefore identify which techniques they were most likely to find successful in reducing their food waste at home. The quiz was promoted with the offer of a prize for one participant of a £50 voucher to spend at the Hackney based zero-waste shop 'Get Loose'. The competition closed on 16 November 2020.
- 9.14** '24 days to a waste-free Christmas' - this online campaign featured a range of waste reduction tips (one per day) from 1 to 24 December. The tips included video presentations and demonstrations from a range of people and organisations including Maddie from the Zero Waste Club; LessWasteLaura; Hubbub; Georgina, the founder of Pebble Magazine and Kavita @shewearsfashion.
- 9.15** Reusable mask campaign – With the rise in single-use mask use during the year, NLWA ran a campaign to encourage the use of reusable masks in December 2020. Calculations for the campaign estimated that almost 13 million disposable facemasks are thrown away in London each week; an amount would cover Wembley pitch 29 times. The campaign included social media activity, donation of reusable masks via food banks and encouraging people to make their own reusable mask. Further detail is available on the campaign webpage <https://www.nlwa.gov.uk/reusable-facemasks>

**9.16** #BinYourNappy – in early 2021, NLWA’s next campaign focused on the correct disposal of reusable nappies. NLWA research found that there is widespread confusion about correct nappy disposal: 10% of parents of under 3s think nappies should go in a bin other than general waste. A video was produced to support the campaign, and this is available online: <https://youtu.be/V45HbfZNHmU> NLWA will continue to work with nappy manufacturers in 2021-22 on providing clear communications to parents and carers about what to do with dirty nappies at the point of disposal. NLWA has also teamed up with Keep Britain Tidy and more communications will be delivered on this pressing issue in 2021.

**9.17** Further communications work was delivered at the end of the financial year on clothing repair and reuse, re-purposing some of the content from the 2020 ‘My Wardrobe, My Way’ campaign.



### Communications to support the work of other teams

**9.18** Communications to support operational services - During the year there were two focuses of communications to support the work of other teams. The first of which was communications to support the closure and re-opening of RRCs. As a result of the COVID-19 pandemic and following the implementation of government restrictions for essential travel only, all seven of the RRCs in north London were closed on 24 March 2020. The team led communications with borough officers, residents, and NLWA members to ensure that the new situation and the rationale for it, was understood. All RRCs in London and most of such sites across England closed at the same time. However, it was apparent by mid-April that the UK government was looking to encourage the opening of RRCs, suggesting this was to enable residents to remove waste, which might be causing danger to households. It was important for the Authority to be able to consider whether, and if so how, RRCs could safely be opened should restrictions be eased.

**9.19** An operational and associated communications plan was developed for delivering a re-opening of all NLWA’s RRCs. The communications included social media and website communication, support for borough communications teams and working with LondonEnergy, who operate the sites. An online visitor booking system was introduced to manage the volume of site visitors. The communications campaign accompanying the opening of RRCs emphasised the need to book, the fact that the service was limited, and people should use the sites only if necessary. New site signage was produced to assist with safe re-opening.



Image 5: Some of the on-site signage produced to assist the re-opening of RRCs

- 9.20** On 13 May, RRCs opened, with the booking system providing approximately 7,000 slots per week across NLWA's sites. This timing aligned with the majority of other RRCs opening in London including Enfield's Barrowell Green RRC which is managed by the borough, rather than NLWA. Following the safe and successful operation of the sites in May, a second phase of service was initiated by operators from 2 June.

### Communications to support the work of the Waste Prevention Team

- 9.21** Communications activity was also delivered to support waste prevention activity, namely:

- 9.21.1** Promoting a series of online webinars and question and answer sessions to attract more attendees. The promotion was delivered via paid-for social media advertising.
- 9.21.2** Promoting a series of online clothes swaps. NLWA delivered five online 'Stop & Swap' clothes swapping events in conjunction with the London Waste and Recycling Board's (LWARB's) Love Not Landfill initiative and the online clothing swap app Nuw. Each online swap was preceded by an Instagram Live interview with a range of online influencers talking to well-known journalist hosts about clothes and clothing waste. The NLWA Communications team supported the promotion of these events.
- 9.21.3** Promotion for the 'Something Green' wedding fair, which is covered below.
- 9.22** The **Waste Prevention Exchange** is the NLWA's flagship event for sharing and disseminating best practice on waste prevention within the waste industry. The event was held online for the first time, due to ongoing COVID-19 restrictions.

#### IMPACT

Delivery of a high-profile online conference attended by 215 delegates (nearly double the previous year's attendance) from across the industry, and both national and international speakers.



- 9.23** Specialist agency Environment Media was commissioned to deliver the event in February 2021, the focus of which was Extended Producer Responsibility (EPR). The communications involved an extensive email marketing campaign, supported by social media activity, to raise awareness of the event and encourage attendance from key delegates and speakers.

### North London Heat and Power Project communications

- 9.24** Communications activity to support updates and other information about the North London Heat and Power Project delivered through the NLWA's corporate communications channels was significant and is reported upon in section 7 of this report.

### Promoting the NLWA and the organisation's priorities

- 9.25** Due to the global COVID-19 pandemic it was a quieter year than usual for the industry as a whole in terms of profile raising, with relatively limited opportunities for speaking engagements or PR. The focus was rightly upon continuing to provide essential waste services.
- 9.26** The NLWA's branding was updated as previously stated although consumer materials in the old 'Wise Up To Waste' brand were used before newly branded materials were ordered. For example, all north London libraries were contacted to see if they were interested in having a set of food waste prevention display materials for when they re-opened. The display materials consisted of information leaflets and food waste prevention tools such as rice scoops and spaghetti measures with the previous branding. Several libraries took up this opportunity.

### Internal communications

- 9.27** Internal communication was critical during the pandemic in order to maintain a sense of cohesion whilst everyone was working from home, ensure that all staff knew what was happening and for well-being too. The communications team introduced a monthly informal e-newsletter, organised two song recordings and an online Christmas social celebration. These activities were supplemented by twice-weekly online all-staff and all-staff and contractor briefings from the Managing Director throughout the year.

### Media

- 9.28** In addition to media relations activity delivered in support projects and initiatives, NLWA also ran dedicated media relations campaigns to raise awareness of key issues.
- 9.29** Working with Barley Communications, NLWA delivered the single use face masks initiative already mentioned above, the Stop and Swap, clothing initiative with London Recycles and Nuw, and the Waste Prevention Exchange, also mentioned above.
- 9.30** In addition, a new initiative called 'the Something Green Wedding Fair' was also delivered.
- 9.31** Something Green Wedding Fair – At the end of March 2021, the NLWA delivered an online sustainable wedding fair. The fair was delivered on Instagram and Facebook. Eight live sessions aimed to help people - select more sustainable, yet sophisticated, options for their wedding. The sessions included

tips and inspiration from wedding experts and carefully sourced local suppliers to help people bring 'Something Green' to their upcoming nuptials. A sustainable wedding guide was also produced as part of the event. The sessions can be watched again from the links available on the wedding fair webpage at <https://www.nlwa.gov.uk/campaigns-and-projects/something-green-wedding-fair>

### Something Green Wedding Fair -Video Recordings

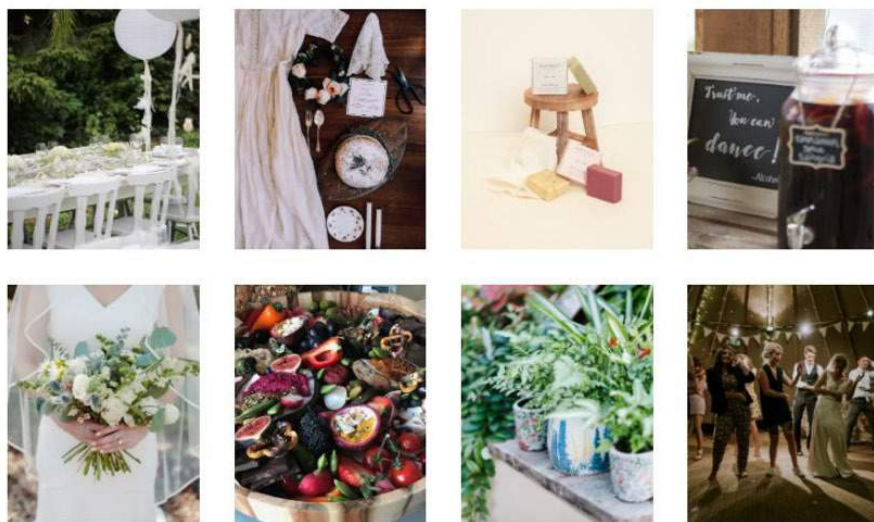


Image 6: Something Green Wedding Fair - Video Recordings

# 10. Governance

# 10. Governance

## Related party transactions and hospitality

- 10.1** In order to demonstrate accountability, transparency and impartiality to local taxpayers, the North London Waste Authority (NLWA) (the Authority) reports on any related party transactions of officers and members in the Authority's statutory accounts each year.
- 10.2** In addition, staff must declare any relevant interests and any offers of gifts or hospitality so that they can be recorded and made available to anyone who asks, and in order to prove impartiality in NLWA's business.
- 10.3** Officers record both the number of offers of gifts and hospitality accepted, and the number refused. In 2020-21 there were no offers of gifts and hospitality. This compares to 2019-20 when six offers of gifts and hospitality were accepted and three were refused.
- 10.4** During 2020-21 there were no declarations of interest, which was the same as in 2019-20.

## Data protection

- 10.5** NLWA has a responsibility to protect any personal data which it processes in the course of its operations. This would include, for example, collecting feedback about events from residents or taking photographs of people recycling. In January 2020, NLWA renewed its registration as a data controller with the Information Commissioner's Office (ICO).

- 10.6** NLWA has a responsibility to comply with all relevant aspects of the Data Protection Act 2018 and the UK General Data Protection Regulation (and the General Data Protection Regulation up until 1 January 2021), including releasing details of any personal data held about an individual if they request it (a data subject access request). The Authority did not receive any data subject access requests for personal information held during the financial year 2020-21.
- 10.7** During 2020-21, the Authority continued to deliver a range of activity in order to ensure compliance with the Retained Regulation (EU) 2016/679 (UK GDPR) and the Data Protection Act 2018 (DPA 2018), including:
  - 10.7.1** improved organisational systems for data security, in particular:
    - 10.7.1.1** a new online information request and subject access request handling system, which brings improved personal data security; and
    - 10.7.1.2** a new online photography database which includes alerts to allow communications officers to more easily maintain compliance with retention requirements.



**10.7.2** training members of staff on the requirements of GDPR and implications for the Authority; and

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

#### IMPACT

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

### Freedom of Information and Environmental Information Regulations

**10.8** NLWA receives a range of enquiries about its operations, as well as practical enquiries such as what can and cannot be recycled, and why. The Authority also receives questions about the NLHPP. A new information request handling system, as referenced in paragraph 9.7, has been implemented.

**10.9** NLWA responds to these requests as appropriate, with the aim of delivering an efficient response process and providing the information requested in the format requested. The Authority usually responds to requests for information under the Environmental Information Regulations (EiR) because of the subject matter of the Authority's work. In 2020-21, 37 requests for information were received, which is nine more than the previous year.

**10.10** Table 7 below compares the number of information requests received in 2020-21 compared to the previous three years. Table 7 also shows the proportion of requests responded to within the 20 working days' statutory deadline. Whilst extensions to respond to requests can be made, the Authority aims to respond within 20 working days.

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

	Within 20 days	More than 20 days	Total
2018-19	28	6	34
2019-20	27	1	28
2020-21	22	15	37

Table 5: Number of EiR requests received and answered

## Information Transparency Code

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

## Equality objective

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



## 10.14 The objective is:

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

Authority's activity	Measurable outcomes
Waste disposal procurement and contract management	Ensuring that any contractors are able to comply with the duty, understand their obligations, and meet the duty in practice.
Communications and partnership working with boroughs	Ensuring that all printed communications are available online – so that the size of the document is scalable. Working towards ensuring that all imagery used in online communications and websites includes image titles that are understandable when used by screen readers and that videos include subtitles where possible. Ensuring that NLWA communications are accessible to all. Ensuring that an equalities section is included in the annual communications strategy
Waste prevention outreach and campaign work	Ensuring accessibility of activities and events to people with the relevant protected characteristic and encouraging participation from under-represented groups.
Reuse and Recycling Centres (RRCs), visitor centres and other public facing services	Ensuring accessibility of sites and that reasonable adjustment is made for disabilities.
North London Heat and Power Project (NLHPP)	Ensuring that buildings constructed for the NLHPP are accessible to people with disabilities. <sup>2</sup>

<sup>2</sup> Further detail is included in paragraph 9.16.

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

**10.16** The equality objective was reviewed in 2017-18 and is reviewed every four years as required by the 2011 Regulations; the next review is due in 2021-22. The following activities or actions have contributed towards meeting the equality objective:

**10.16.1** contracts started in the last year by the Authority have contained suitable equality obligations on contractors not to discriminate in relation to the provision of services to the public and to employment practices in relation to their staff; where appropriate, procurement procedures include a check of tenderers' equality policies;

**10.16.2** waste prevention work continued to reach a wide range of audiences though the year. As all face-to-face outreach work had to be cancelled due to COVID-19, NLWA moved its waste prevention programme, as much as possible, online. A range of online platforms were used to aid visibility and access with information also sent to local libraries;

**10.16.3** Although the launch of NLWA's grants programme for community groups working on waste prevention initiatives was delayed, and groups were given longer to submit their application than usual, the Authority was able to distribute funding to some excellent projects working with diverse audiences. This included awarding grants to 'Feast with Us' and 'Food Hall' – two food redistribution charities looking to make a difference to their local communities;

**10.16.4** 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.

**10.16.5** NLWA's Communications team continues to ensure that online and printed communications material is fully accessible.

**10.16.6** Accessibility requirements were incorporated into the master plan for the North London Heat and Power Project (NLHPP) and the individual designs for the resource recovery facility (RRF), EcoPark House, and the energy recovery facility (ERF). By way of example, this includes:

**10.16.6.1** Distributed accessible parking spaces across the NLHPP site (at the southern entrance, adjacent to EcoPark house, within the central car park, and adjacent to the ERF office entrance at the north).



**10.16.6.2** Seating incorporated into the accessible pedestrian route from EcoPark House towards the ERF visitor areas.

**10.16.6.3** Covered walkways incorporated into the accessible pedestrian route from EcoPark House towards the ERF visitor areas.

**10.16.6.4** Accessible signage and way-finding principles have been incorporated into the site-wide, way-finding strategy.

**10.16.6.5** Level access routes have been incorporated between the central car park and the primary building entrances for EcoPark House and the RRF.

**10.16.6.6** Lift access both in the Resource Recovery Facility (RRF) offices, the RRF Crows' Nest, EcoPark House, and the ERF offices and visitor platform.

**10.16.6.7** Automatic opening doors to the main building entrances to enable wheelchair users to enter without discrimination.

**10.16.6.8** Internal people-occupied spaces have been designed to allow for minimum clear areas for wheelchair manoeuvring.

**10.16.6.9** All fire stairs have been designed with a refuge on each floor.

**10.16.6.10** Internal door layouts have been designed to allow for approach clearances for less mobile people.

**10.16.6.11** Accessible toilets have been provided in every building, and accessible showers and changing areas have been provided where required.

**10.16.6.12** Material specification has accounted for requirements with colour contrast strips, non-slip requirements, lighting, and acoustics.

**10.16.6.13** An Equalities Act compliance review has been undertaken for EcoPark House and RRF, recording design decisions for any future contractor to develop further.

### Public procurement

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

## Brexit

**10.18** The Agreement on the withdrawal of the United Kingdom of Great Britain and Northern Ireland from the European Union and the European Atomic Energy Community, signed on 24 January 2020, provided a transition period for the UK's departure from the European Union. The transition period ended on 31 December 2020. As of 1 January 2021, existing EU Treaties, EU free movement rights and the general principles of EU law now no longer apply in relation to the UK. EU regulations only continue to apply in UK domestic law (by virtue of the European Union (Withdrawal) Act 2018) to the extent that they are not modified or revoked by regulations under that Act. In relation to procurement, the Public Contracts Regulations 2015, being UK legislation, continue to apply as before. Prior to the end of the transition period, the regulations were amended by the Public Procurement (Amendment etc) (EU Exit) Regulations 2020 (PPR 2020) to remove references to the European Union. The PPR 2020 also removed the requirement to publish OJEU notices. Instead, contracting authorities are required publish procurement notices on Find a Tender, the UK e-notification service. The Authority is using Find a Tender for new procurement.

## COVID-19

**10.19** The Coronavirus Act 2020 granted the UK government emergency powers to handle the COVID-19 pandemic, including, under schedule 22, the power to issue directions relating to events, gathering and premises. Subsequent regulations, made using powers in the Public Health (Control of Diseases) Act 1984, imposed on UK citizens a national lockdown and the wearing of face coverings. The Cabinet Office published "Procurement Policy Note – Responding to COVID-19", which set out information and associated guidance on the public procurement regulations in response to the pandemic. The Policy Note allowed for greater flexibility in procurement, including the use of direct award and accelerated procedures. NLWA has deployed a range of measures to ensure compliance with the legislation including observing the need for its workers to work from home during the pandemic, carrying out COVID-19 risk assessments, home-working risk assessments, and updating its health and safety procedures to allow use of its offices as lockdown eased. Further, in compliance with Crown Commercial Services guidance, adjustments were made to various service contracts for the office to reflect the low level of occupancy.

**10.20** The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, came into force on 4 April 2020, in response to the COVID-19 pandemic. These regulations allow local authorities much greater flexibility in relation to how they hold their meetings, including use of electronic, digital or virtual locations. Local authorities were also granted the freedom to make any standing orders or rules regarding their remote meetings to deal with arrangements for voting, member and public access to documents including by publication on their websites, and remote access of the public and press to the meeting to enable them to attend or participate by electronic means. NLWA has held five Authority and six Programme Committee meetings remotely as permitted by these regulations. It has also relied on the regulations to move the date of the 2020 AGM from June to September.

## Risk

**10.21** In order to protect the public interest, the Authority needs to identify, assess and manage risk. NLWA has a high-level risk register which is reviewed by the Authority each year. The Authority's arrangements for managing risk are reviewed each year by the Members Finance Working Group (MFWG) and were reported to the 25 June 2020 meeting of the Authority. A number of updates were made as a result. Since the last review in February 2019, officers also considered the impact of the COVID-19 pandemic on its services and on delivery of the NLHPP. The reports can be viewed on the Authority's website at [nlwa.gov.uk/ourauthority/our-meetings](http://nlwa.gov.uk/ourauthority/our-meetings).



# 11. Finances and Resources



# 11. Finance and Resources

- 11.1** The net revenue budget of the North London Waste Authority (NLWA) (the Authority) for 2020-21 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.
- 11.2** In February 2020, the Authority agreed an original budget of £71.789 million (m) for 2020-21, to be financed by estimated revenue balances of £5.540m, charges to boroughs for non-household waste of £9.105m, household waste of £1.915m, and a levy of £55.229m. In setting the 2020-21 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 2021-22 budget and levy.
- 11.3** The Authority also planned to finance the cost of the North London Heat and Power Project (NLHPP) through borrowing. To facilitate this, the Authority submitted a bid for Local Infrastructure Rate borrowing from HM Treasury, via the Public Works Loan Board (PWLb). The bid was successful and £100m was borrowed in February 2020. In March 2021, the authority borrowed a further £140m PWLB loan from HM Treasury.
- 11.4** The 2020-21 final outturn reported as part of the ordinary business of the June 2021 Authority meeting indicates that the NLWA's total expenditure for the year was £62.856m, and that charges for non-household and chargeable household waste were £6.026m and £1.201m respectively. As the levy is fixed at the start of the year, this resulted in the Authority having a revenue

surplus, including balances brought forward, of £8.043m at 31 March 2021. This is £3.887m better than previously forecast in February 2021 (£4.156m). The in-year financial improvement arose mainly from a lower residual tonnage, , savings on administration costs and non-use of the contingency.

- 11.5** Table 8 indicates the 2020-21 gross expenditure, which comprised:

	£m
Waste disposal and recycling services (including landfill tax)	52.233
Reuse and recycling centres (including disposal costs from these sites)	3.995
Corporate and support services	2.886
Waste prevention initiatives (including work with community groups and constituent councils)	0.401
North London Heat and Power Project (development costs)	0.477
Revenue cost of funding the capital programme	6.060
<b>Expenditure</b>	<b>66.052</b>
<b>Less</b>	
Sale of recyclables	(2.887)
Other income	(0.309)
<b>Net Expenditure</b>	<b>62.856</b>

Table 8: NLWA 2020-21 gross expenditure

**11.6** Looking forward, in February 2021, the Authority set the budget for 2021-22 at £72.237m. The Authority decided that the £4.157m revenue balance forecast available would be used to help fund the budget. Consequently, the 2021-22 budget has been financed as follows:

	£m
Use of revenue balances	4.157
Charges to boroughs for non-household waste	8.510
Charges to boroughs for household waste	1.772
Levy	57.798
<b>Total</b>	<b>72.237</b>

Table 8: Financing of the 2021-22 Authority budget

**11.7** The levy for the 2021-22 financial year of £57.798m has been apportioned between the constituent boroughs as follows:

	£m
Barnet	13.362
Camden	5.125
Enfield	7.135
Hackney	7.585

Table 9: NLWA 2021-22 levy breakdown by borough

### Tonnage levels

- 11.8** Allowing for a continuation of constituent borough recycling and composting activity, the 2021-22 budget allows for the disposal of some 582,100 tonnes of residual waste, the processing of 12,286 tonnes of mixed organic waste, 13,577 tonnes of food waste, 18,501 tonnes of garden waste, and bulking and sorting arrangements for 118,900 tonnes of mixed dry recyclable waste.
- 11.9** 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.

### Property issues

- 11.10** 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 is 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 will close the Hendon site in 2021.
- 11.11** NLWA also has an interest in part of a 6.97-hectare site at Pinkham Way in Haringey, and the Authority wholly owns LondonEnergy Ltd, which in turn owns the approximately 15-hectare site at the Edmonton EcoPark in Enfield. To facilitate the North London Heat and Power Project, the Authority has leased land at Lower Hall Lane and Hawley Road, both in Edmonton.
- 11.12** 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.

## Property holdings

**11.13** The Authority has varying property interests at:

- Edmonton EcoPark Hornsey Street, Islington
- Hendon Waste Transfer Station Hannah Close, Wembley
- A406, Edmonton (residual land) 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

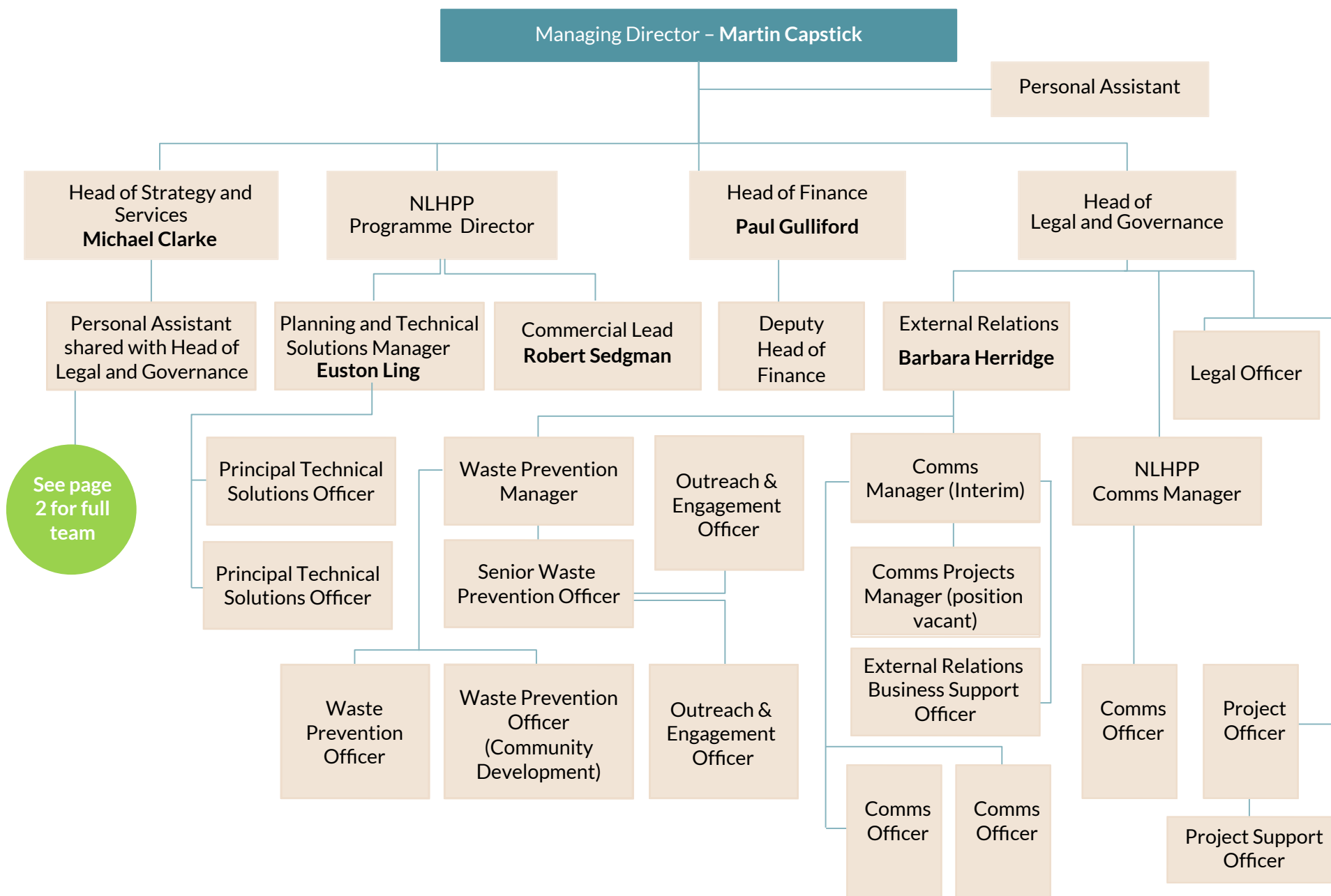
**11.14** Throughout 2020-21, work to manage two invasive plant species, Japanese knotweed and giant hogweed, continued at the Pinkham Way site and at Deephams Farm Road. This is ongoing in 2021-22







# NLWA Staff Structure Chart April 2021



See page 2 for full team

### Strategy and Services

