



North London Waste Authority Annual Report 2017-18

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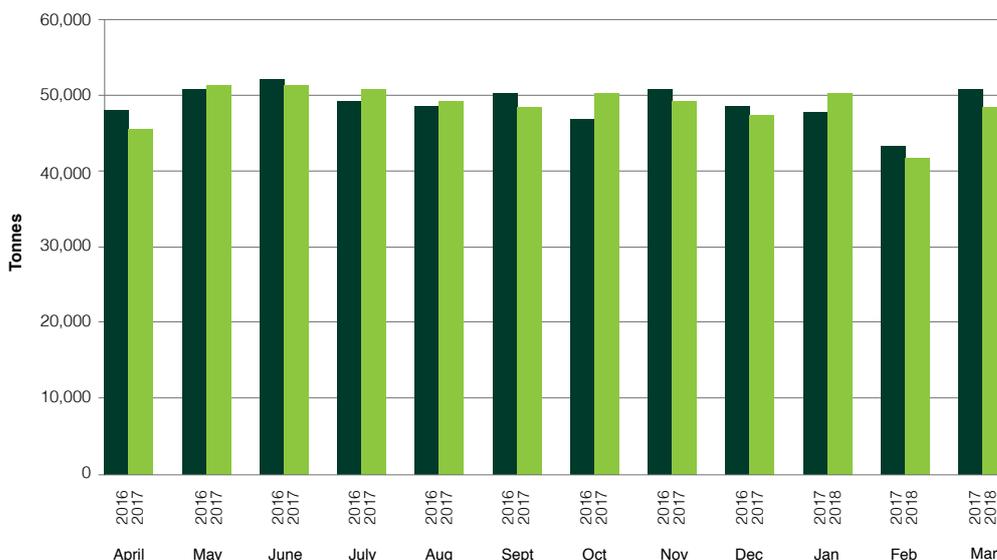
1. Summary of Performance 2017-18

Waste treatment

- 1.1** The North London Waste Authority (NLWA) (the Authority) disposed of 582,797 tonnes of waste from its seven constituent boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. This is a reduction of 3,438 tonnes (0.59%) compared with the 2016-17 figures of 586,235 tonnes.
- 1.2** Additionally, 161,097 tonnes of organic wastes and mixed dry recyclables were sent for either composting, anaerobic digestion or recycling. This compares with 169,342 tonnes in 2016-17, representing a reduction of 4.87%.

NLWA residual waste comparison chart 2017-18

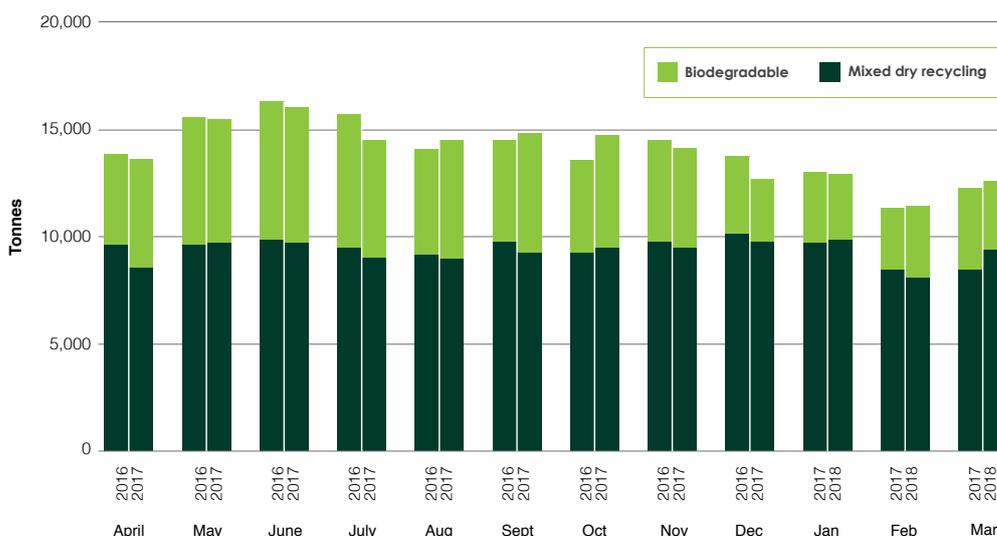
(Data from Gatehouse and boroughs' non household spilt 2017 used with surveyed vol:wt ratio)



NB: This chart excludes boroughs' own waste to reprocessors

NLWA recycling comparison chart 2017-18

(Data from Gatehouse and boroughs' non household spilt 2017 used with surveyed vol:wt ratio)



NB: This chart excludes boroughs' own waste to reprocessors

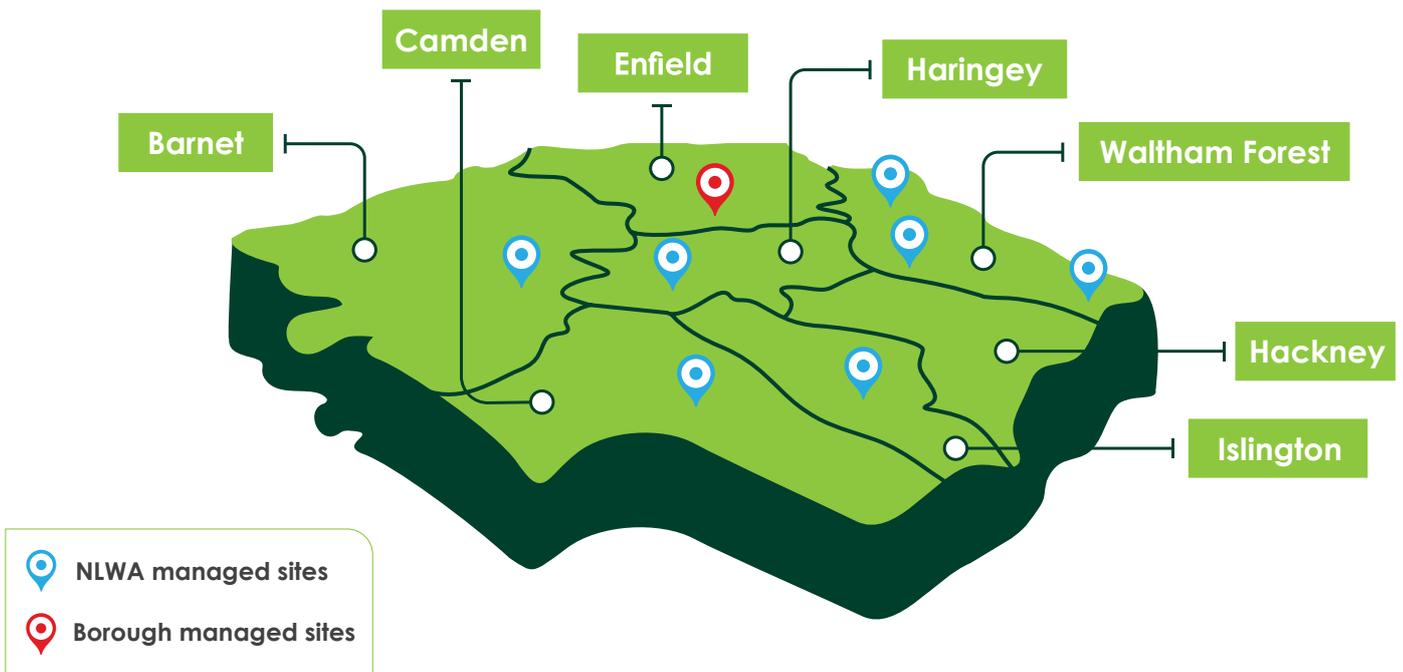
1. Summary of Performance 2017-18

1.3 The Authority's net expenditure was £57.239 million. This is a decrease of £0.311 million or 0.54% on 2016-17 expenditure of £56.928 million. To fund this, constituent borough levies totalled £47.948 million representing an increase of 2.78% year-on-year. The outturn compared with forecast allowed balances to be carried forward. This contributed to the Authority being able to approve an average levy increase of 1.17% to be applied in 2018-19.



Reuse and recycling centres (RRCs)

1.4 At year-end the Authority had responsibility for seven reuse and recycling centres (Summers Lane Barnet, Regis Road Camden, Western Road Haringey, Hornsey Street Islington, Gateway Road Waltham Forest, King's Road Waltham Forest and South Access Road Waltham Forest). An eighth centre at Parkview Road Haringey closed on 27 October 2017. There were over 600,000 visits to the reuse and recycling centres. 51,482 tonnes of household waste was dropped off, of which 73% - 37,370 tonnes, was recycled.



1. Summary of Performance 2017-18

North London Heat and Power Project

- 1.5** Following the success in gaining a Development Consent Order in February 2017 for construction of a new energy recovery facility (ERF) and associated infrastructure, the Authority has taken the project forward to allow construction of the ERF by 2025. Key milestones include obtaining an Environmental Permit from the Environment Agency for the ERF to operate, the conducting of a consultation on delivery of the ERF under the 'Best Value Regulations' and preparation for preparatory works so that procurement of those works can begin in 2018-19.

Waste prevention

- 1.6** Tackling food waste was a priority under the Authority's waste prevention strategy. NLWA participated in 145 public facing events - at a range of venues – promoting action to help residents waste less food and save money. This involved meeting 9,636 north London residents. Food waste was also the theme of the 'North London Waste Prevention Exchange' conference, which NLWA hosted in March 2018. This brought together around 100 delegates who have a role to play in creating and supporting initiatives to reduce food waste, drawing on national and international examples of best practice.
- 1.7** The Authority hosted the 'London Upcycling Show', showcasing what can be achieved by refurbishing and revamping old furniture. This event was shortlisted for an award in the Public Administration category in the European Week for Waste Reduction (EWWR) Awards.
- 1.8** NLWA also established a waste prevention community fund. Funding of £24,250 was allocated to support community-based organisations, trialling initiatives which they had proposed to assist residents in reducing waste. This included 'Bright Friday' activities encouraging clothes swapping in counterpoint to Black Friday sales; the mapping of repair businesses to help facilitate the repair and reuse of electrical items; and community fridges.

Shareholding in LondonEnergy Ltd

- 1.9** The Authority remains the sole shareholder in LondonEnergy Ltd (which was renamed from LondonWaste Ltd in September 2017). LondonEnergy Ltd made a profit before tax of £68,000 and an overall profit after tax of £427,000 in 2017 - compared with £2.229 million in 2016. This profit was materially above budget.

Communications and campaigns

- 1.10** 2017-18 saw the second year of a three-year recycling communications campaign targeted at raising awareness of recycling amongst north Londoners aged 18 -24 years. The campaign resulted in 3.103 million views of the 30 second television and digital advert which was developed.
- 1.11** The Wise Up To Waste Twitter account had 801,702 tweet impressions. This compares with 352,307 in 2016-17 – growth of 128%.

2. Role and Operation of the Authority

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

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

2.2. NLWA 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, NLWA also works jointly with the north London boroughs to deliver public-facing behaviour change programmes to encourage waste prevention and recycling.

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

2.6. At the June 2017 Annual General Meeting (AGM) of the Authority, Councillor Clyde Loakes (LB Waltham Forest) was appointed as Chair of the Authority, and Councillors Feryal Demirci (LB Hackney) and Dean Cohen (LB Barnet) as Vice Chairs.

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

2. Role and Operation of the Authority

2.8. NLWA does not employ any staff directly, but make 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 2018 are set out below:

Clerk – Mike Cooke (part-time NLWA)

Financial Adviser – Mike O'Donnell (part-time NLWA)

Legal Adviser – Andrew Maughan (part-time NLWA)

Environment Adviser – Ian Davis (resigned)*

Managing Director and Deputy Clerk – Martin Capstick**

Head of Operations – Andrew Lappage***

Head of Legal and Governance – Ursula Taylor

Head of Finance – Paul Gulliford

* The post is currently vacant as Ian Davis resigned during the 2017-18 year.

** Until 6 December 2017 the duties of the Managing Director and Deputy Clerk were split between the Head of Operations and Head of Legal and Governance.

*** The post became vacant on 7 May 2018 when Andrew Lappage resigned from the Authority. The role's title is being revised to Head of Strategy and Services.

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

North London Joint Waste Strategy

2.10. The Authority and the seven constituent boroughs have 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 the period. All the targets in the 'North London Joint Waste Strategy' (the Strategy) have been achieved with the exception of the recycling target. It seems increasingly unlikely that the partners will not reach the Strategy target of 50% recycling by 2020 despite considerable progress since 2004. NLWA reports annually on progress with delivering the Strategy on behalf of the eight partners.

2.11. During 2017-18 NLWA produced the ninth 'Annual Monitoring Report' (AMR) of progress made with implementing the Strategy and an accompanying Strategic Environmental Assessment; the AMR presented data up to 2016-17. A copy of the AMR is available at: <http://www.nlwa.gov.uk/governance/annual-monitoring-reports>.

2. Role and Operation of the Authority

2.12. Key targets in the Strategy include:

- to achieve a 35% recycling and composting rate for household waste by 2010, 45% by 2015, and 50% by 2020;
- to reduce the amount of municipal waste sent to landfill to 15% of overall municipal waste;
- to provide door to door recycling services to 95% of relevant households;
- 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; and
- to achieve 60% recycling and composting diversion rates at all north London reuse and recycling centres by 2015.

As noted above, all but one of the above targets - the recycling and composting target - have now been achieved.

2.13. The Authority also produces an Annual Report for the AGM in June each year, including details of waste management performance in the previous year. The preliminary data upon which this performance is based is subsequently adjusted as 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 Food, Environment and Rural Affairs (Defra).

2.14. Current data and reports from the constituent boroughs indicate that the provisional performance in 2017-18, with 2016-17 for comparison in brackets, was as follows:

- 588kg (593kg) residual waste for every household was collected;
- 32% (32%) of household waste was reused, recycled or composted;
- 11% (8%) of municipal waste was sent to landfill; and
- 100% (100%) of residents continued to receive a door-to-door or communal recycling service.

2.15. The partners' current performance remains below the recycling and composting target contained within the Strategy; however, work continues amongst the partners to address this shortfall. Longer than expected outages at the Edmonton EfW plant resulted in more local authority collected waste being sent to landfill in 2017-18 however, the amounts sent were still below the Strategy target of 15%.

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

3. Waste Prevention

- 3.1.** During 2017-18 the Authority worked in partnership with the seven constituent boroughs to deliver the activities contained within the second year of a two year 'Waste Prevention Plan 2016-18' (the Plan). The aim of the Plan was to divert 20,000 tonnes of waste from disposal, and performance for the two year Plan was above target.
- 3.2.** Three priority waste streams were identified for action during the life of the Plan: food, furniture and textiles. Work on the priority waste streams was complemented by other activities, including waste education in schools, reduction of unwanted mail and single use carrier bags, and promotion of reusable nappies.
- 3.3.** The separate report at Annex 2 presents the results of the year's extensive activity and progress towards implementing north London's 'Waste Prevention Plan 2016-18'. Particular highlights are that:
- an extensive 'food waste reduction outreach programme' was delivered to encourage north London residents to waste less food, which included direct engagement with 9,636 north London residents and participation in 145 public facing events, including stands and stalls at offices, community centres and universities, as well as at festivals and fairs;
 - the 'London Upcycling Show' - where attendees refurbish or revamp old furniture and associated upcycling competition marked the European Week for Waste Reduction (EWWR) in November 2017. The 'London Upcycling Show' was one of three projects shortlisted for the EWWR Awards in the Public Administration category;
 - a 'North London Waste Prevention Exchange' was delivered to share ideas and best practice examples related to food waste prevention and to improve the delivery of food waste prevention activities and programmes using Defra's 4Es behaviour change model; and
 - a 'Waste Prevention Community Fund' was delivered on a trial basis to support community organisations to develop new approaches to tackling waste prevention, and to extend the reach and impact of waste prevention activity in north London.

4. Recycling Services

Highlights

- Opening times standardised at those reuse and recycling centres (RRCs) operated by LondonEnergy Ltd (LEL).
- An online van booking system introduced at RRCs.

- 4.1** The Authority manages most household recycling and composting treatment services for recyclable and compostable waste collected by the constituent boroughs. It also manages the site operations of eight of the nine reuse and recycling centres (RRCs) in the north London area and the residual (non-recyclable) waste they produce. These operations are largely delivered through contracted services.
- 4.2** The main waste contract (MWC) with LondonEnergy Ltd (LEL) is in place until 1 December 2025, and in terms of recycling it covers:
- the operation of RRCs, and the management of waste they generate including the transportation and treatment of recyclable waste and the transfer of residual waste to a disposal point;
 - the reception and treatment of separately collected organic waste; and
 - the reception and transportation of other separately collected waste for recycling by third parties.
- 4.3** One of the RRCs, Gateway Road in Waltham Forest is owned by Bywaters (Leyton) Ltd. It is managed directly by NLWA and LEL still receives the residual waste from this RRC.
- 4.4** Some residual waste is recovered for recycling which is covered in section five 'Residual Waste Services' of this report.
- 4.5** NLWA has separate contracts with two materials recycling facilities (MRFs) for the treatment of mixed dry recyclable waste collected by six of the constituent borough councils¹. The boroughs deliver recyclable waste directly to the MRFs, but in some cases they deliver it to one of the transfer stations operated by LEL so that it can be transported in more efficient bulk loads to the MRFs.
- 4.6** There are also some relatively minor ancillary contracts (see sections 4.25 to 4.27).

Reuse and recycling centres

- 4.7** Recycling rates across the RRCs was 73%² for 2017-18.
- 4.8** During 2017-18, the opening times were standardised across all RRCs operated by LEL (other than the Hornsey Street RRC). The change has been well received with only two complaints raised specifically about the change in hours received out of 600,000 visits to the sites.

¹ LB Enfield makes its own arrangements

² Weighted average, including RRCs managed by both LondonEnergy Ltd and Bywaters (Leyton) Ltd

4. Recycling Services

- 4.9** An online van booking system was introduced for north London residents to make a booking at an RRC allowing them to dispose of their own household waste in a van. Use of the system has enabled us to block vans identified as being traders trying to abuse the system and persons from outside the north London area wishing to deposit waste at our RRCs in a van.
- 4.10** Following the decision of LB Haringey's Full Council, Parkview Road RRC closed on 27 October 2017.
- 4.11** From 15 December 2017, LB Enfield opted to provide the collection and transport of residual wastes from Barrowell Green RRC to the Edmonton EcoPark under their own arrangements.
- 4.12** During 2017-18, 37,370 tonnes of recyclable waste were recycled from the RRCs that we manage. The residual waste tonnage collected from all the RRCs decreased by approximately 1,152 tonnes - owing in part to the closure of Park View Road RRC and the way residual tonnages are now delivered from Barrowell Green RRC.
- 4.13** The table below details the tonnage of waste delivered to RRCs that was recycled or disposed of as residual waste in 2017-18.

	Recycled (tonnes)	Residual (tonnes)
NLWA RRCs (8)	37,370	14,112
LB Enfield RRC (1)	665*	2,371**
Total	38,035	16,483

* relates to waste electrical and electronic equipment (WEEE) tonnes collected from LB Enfield's Barrowell Green RRC under the NLWA WEEE Services Contract.

** amount shown is between 1/4/17 and 15/12/17. After this date LB Enfield made their own arrangements to deliver the residual waste from the Barrowell Green RRC to the Edmonton EcoPark.

- 4.14** Under the MWC, residual waste from RRCs is mostly shredded so that it can be used to generate electricity at LEL's energy from waste (EfW) facility.

4. Recycling Services

Second Time Around

- 4.15** The reuse shop 'Second Time Around' at the Kings Road RRC in Waltham Forest sells items suitable for reuse which are collected from all the RRCs under NLWA's control. The shop is open to the public from Wednesday to Saturday, with an additional day on the first Sunday of each month.
- 4.16** A range of items are sold in the reuse shop, and in 2017-18 more than 67 tonnes of reuse material were sold through the shop, generating sales of over £75,000. This has led to a surplus of at least £16,000 which will be reinvested into the Authority's wider waste prevention work.
- 4.17** In summer 2017 an additional 'Second Time Around' pop-up shop was opened at the Summers Lane RRC in Barnet. This has closed temporarily from February 2018 due to improvement work being made to the site staff facilities and a review of the layout and design of the shop.

Composting of organic waste

- 4.18** Organic waste services provided in 2017-18 under the MWC, include the in-vessel composting (IVC) of mixed organic kitchen and garden waste, the transfer of any mixed organic waste above the treatment capacity of the IVC facility, and the movement of food waste and green garden waste to appropriate third party facilities for treatment.
- 4.19** In 2017-18, the Authority received 16,559 tonnes of mixed organic waste, and 12,282 tonnes of food waste - an overall decrease of 2,437 tonnes from 2016-17, and 21,260 tonnes of green waste - a decrease of 2,117 tonnes from 2016-17. In overall terms, the 50,101 tonnes of mixed or separate organic waste treated in 2017-18 was a decrease of 4,554 tonnes from the previous year.

Mixed dry recyclable waste

- 4.20** Mixed dry recyclable waste is collected by the constituent boroughs and then taken to a designated transfer or treatment facility.
- 4.21** The Authority has two materials recovery facility (MRF) contracts for treating mixed dry recyclable waste. Under the menu pricing mechanism, the Authority retains the income received from these contracts, which is used to offset the costs for the mixed dry recycling service for each borough. It is anticipated that the total income received for 2017-18 will be in the region of £2.42 million although there is still net cost to the service.
- 4.22** Chinese restrictions on certain imported materials, as well as tighter contamination limits, have affected the income achieved across both MRF contracts. Our income has also been affected by the falling recyclate prices in response to general oversupply in the market.

4. Recycling Services

4.23 Of the total mixed dry recyclable waste collected, 110,196 tonnes were treated, which is a decrease of 3,563 tonnes from 2016-17. The amount treated does not include any loads of recyclable waste, which were rejected before treatment because the whole load was too contaminated to be recycled. In 2017-18 this amounted to 4,375 tonnes. MRF operators are becoming increasingly vigilant on the levels of contamination within loads of mixed dry recyclables delivered.

4.24 Of the amounts of recyclable waste treated, 97,194 tonnes were recycled - the amount post process that separates materials into their component material and removes further contaminants. The amount recycled does not include any items removed from the load during treatment because they were non-recyclable.

Ancillary services - waste electrical and electronic equipment (WEEE)

4.25 WEEE is collected from 16 designated collection facilities, registered by NLWA on behalf of the constituent boroughs, as well as from on-street WEEE banks and from the kerbside. Approximately 4,095 tonnes of WEEE were recycled during 2017-18, which is a decrease of 395 tonnes from 2016-17.

4.26 Other than contract management costs and any marginal costs at the RRCs, this disposal service is provided free of charge to the Authority as it is a requirement under European 'producer responsibility' legislation.

Ancillary services - tyres

4.27 The tyre service is provided by Pountney Tyres Ltd and is operating well. Tyres are taken by boroughs to LEL for onward transfer and treatment. In 2017-18 approximately 68 tonnes of tyres were disposed of - a net increase of five tonnes from 2016-17, with more boroughs now using this service than in previous years.

4. Recycling Services

Contract management and other activities

- 4.28** The main waste contract with LEL is monitored using regular random inspections of LEL sites (including RRCs). This monitoring includes inspections of vehicles delivering different waste types for composting, sorting and recycling.
- 4.29** Our target is to visit each RRC twice a month to verify that service levels remain high and that health and safety requirements are met. These targets were met in 2017-18 with a total of 196 visits made to the RRCs.
- 4.30** During 2017-18 residents made over 600,000 visits to the RRC sites managed by NLWA. The Authority received 33 written complaints. The Contracts team has investigated and responded to all complaints, and where necessary, remedial action has been taken to prevent problems reoccurring.
- 4.31** NLWA continue to reconcile all movements of recyclable waste out of the RRCs for tonnage reporting and for invoice reconciliation. They also audit the actual operating costs of the RRCs and the income received from the sale of recyclables with LEL and other contractors used in providing the service.
- 4.32** During 2017-18, 121 inspection visits were also made to the MRF contractors; this includes visits necessary to inspect and verify loads identified for rejection by the MRF contractor.
- 4.33** Problems with contamination of mixed dry recyclables continues and Authority officers are working with constituent borough colleagues and contractors to resolve this.

5. Residual Waste Services

Highlights

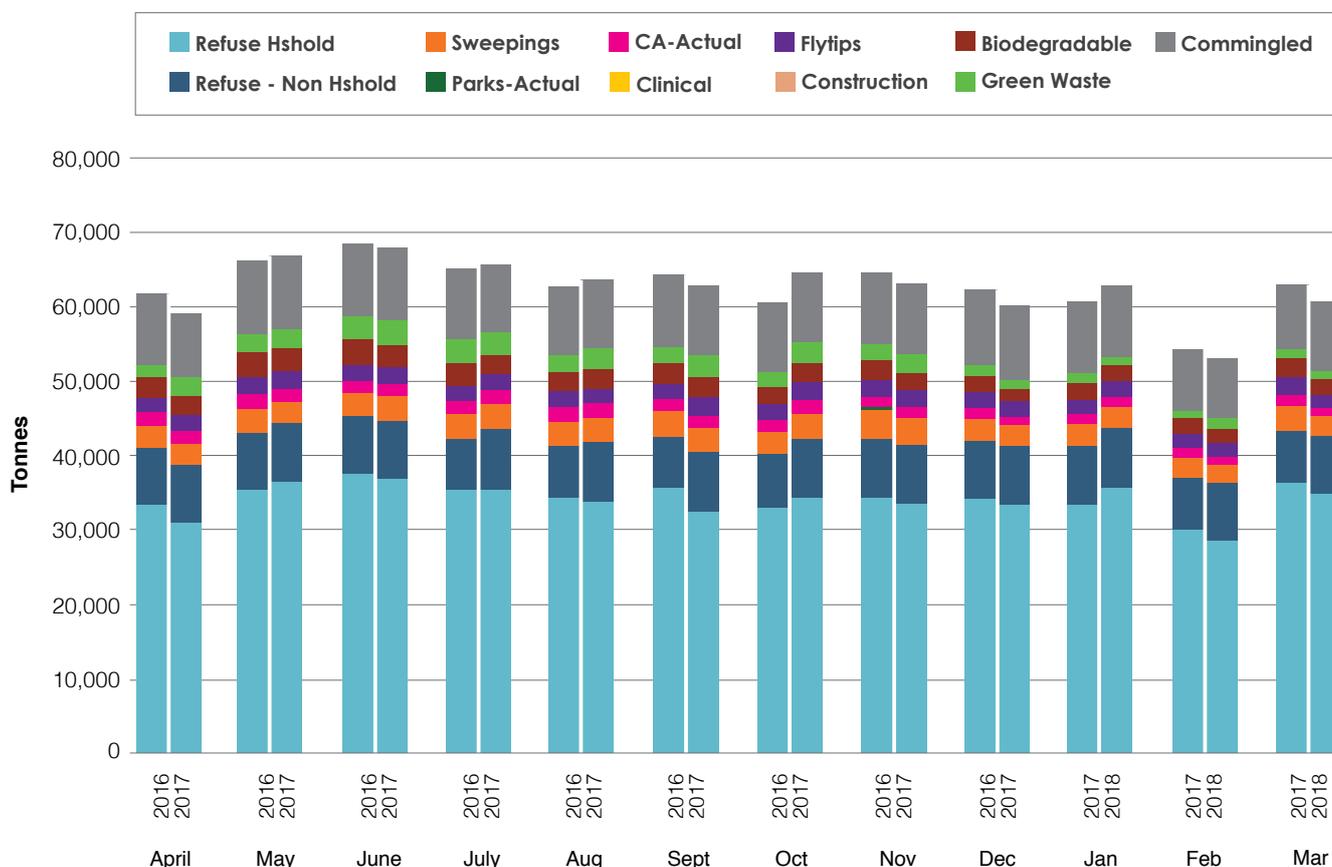
- Reduction in the amounts of residual waste delivered by the constituent boroughs.
- A reduction in the cost of residual waste disposal of £1.017 million when compared to 2016-17.

5.1 The Authority implements many of the objectives of the 'North London Joint Waste Strategy', as well as discharging its statutory duties, through contracted services. This is principally the contractual arrangements for transporting and disposing of all residual (non-recyclable) household, commercial and clinical waste collected by the constituent boroughs, and received at all the reuse and recycling centres (RRCs).

Tonnage information

The chart below shows the volume of different sorts of waste managed by the Authority. The data is from 2017-18 - right hand side of each pair of columns, and 2016 -17 - left hand side of each pair of columns. The information is provided by month to demonstrate the varying volumes of waste in any given month.

Waste types comparison chart 2016-17 and 2017-18



NB: This chart excludes boroughs' own waste reprocessors

5. Residual Waste Services

- 5.2** As noted in 4.2 above, the main waste contract (MWC) with LondonEnergy Ltd (LEL) is in place until 1 December 2025, and its scope, in terms of residual waste services, is:
- the reception, treatment and disposal of residual waste; and
 - the reception and transportation of other separately collected clinical and offensive waste for treatment by third parties.
- 5.3** During 2017-18 the Authority managed the disposal of 582,797 tonnes of residual waste delivered by the constituent boroughs. This is 3,438 tonnes less than 2016-17. The cost to the Authority was £34.96 million - down from £35.97 million in 2016-17.
- 5.4** NLWA made arrangements with LEL to recover large items of recyclable waste - principally scrap metal, wood, cardboard, rubble and some green waste, from the residual waste delivered by constituent boroughs. In 2017-18, 2,957 tonnes of residual waste was thereby recovered for recycling.
- 5.5** LEL delivers the service from Edmonton EcoPark, and from the transfer stations at Hendon (rail-based) and Hornsey Street (road-based) that it leases from the Authority.
- 5.6** The MWC is monitored using regular random inspections of each LEL site. NLWA aims to visit each site on a weekly basis but where this is not possible, emphasis is given to the busier sites. During 2017-18 a total of 105 visits were made across the three sites at Edmonton, Hendon and Hornsey Street.
- 5.7** These inspections focus on health and safety, vehicle turnaround times and verifying that the sites are running efficiently. NLWA Officers actively work with contractors to ensure the level of service expected is maintained.
- 5.8** LEL continues to provide the service to a good standard; four contract defaults were issued during the period covered by this report. The defaults related to operations at the RRCs and the Hornsey Street transfer station and resulted in a deduction of £1,037 from the contract price.
- 5.9** During inspection visits the movement of constituent borough vehicles are noted. This data is then compared with the transactions recorded by LEL and their invoices. Cost adjustments are made against these monitored transactions and almost 6,000 transactions were monitored in this way in 2017-18.
- 5.10** Further monitoring of weighbridge transactions is carried out through Waste Data Management System (WDMS) where all recorded transactions are reconciled against criteria set against the vehicles when they are registered by boroughs. In 2017-18 over 227,000 weighbridge transactions were validated through this system and adjustments to 1,200 transactions were made.
- 5.11** Provisional next day tonnage data is available through the WDMS the Authority provides, and tonnage reports are sent to constituent borough technical officers each week, month and quarter, so that they can carry out their own checks on transactions and highlight problems for NLWA to investigate.

5. Residual Waste Services

Other activities

- 5.12** The waste (including recyclables) recorded is reported to the centralised national database, WasteDataFlow (WDF), by NLWA and the constituent boroughs on a quarterly basis.
- 5.13** To verify data and validate each constituent borough's submission to WDF, requires a significant number of site visits and audit work. The Authority's Contracts team has made significant progress in streamlining these data functions.
- 5.14** NLWA also manages the data for the payment of reuse and recycling credits to third parties.
- 5.15** The Authority's main telephone line regularly receives around 300 calls a month, mainly from residents with enquiries regarding the RRCs in their borough.
- 5.16** The Operations team works with the Communications team to ensure residents are well informed about the recycling services available to them in order to promote recycling. Information is provided via the 'Wise Up To Waste' website and social media as well as through printed materials, signage and specific campaigns.

Strategic developments

- 5.17** The Authority's Hendon rail transfer station may be relocated to a new site nearby in order to facilitate the wider regeneration of the Brent Cross Cricklewood area in LB Barnet. The new transfer station will use road transport, rather than rail, so that it can deliver waste to the Authority's proposed new energy recovery facility (see section six of this report) rather than to third party waste facilities in the Home Counties.
- 5.18** LB Barnet has sought compulsory purchase powers in relation to the Hendon rail transfer station and the wider regeneration area. Authority officers have been liaising with colleagues from LB Barnet during 2017-18 on mutually agreeable terms for such a relocation. This work continues in 2018-19.
- 5.19** The Authority and LEL have been working with LB Enfield and its company Lee Valley Heat Network Ltd (trading as Energetik) on the provision of heat energy from the Edmonton EcoPark to a district heating network to be installed initially in the Meridian Water regeneration area of Enfield.
- 5.20** The relevant agreements are expected to be completed in 2018-19.

6. Relationship with LondonEnergy Ltd

- 6.1** The company formerly known as LondonWaste Ltd was renamed to LondonEnergy Ltd (LEL) on 5 September 2017. This was a visible indication of a cultural change in the company, responding to meet the challenges of delivering London's circular economy.
- 6.2** The Authority is the sole owner of LEL. A Shareholder Group, comprising the Authority Chair and Vice Chairs supported by Authority Officers oversaw the Authority's interest in the Company. LEL Directors have prepared their own annual report to the Authority, which is available separately via the Authority.
- 6.3** LEL's turnover was £62,301,000, arising principally from contracts with the Authority for the disposal of waste, from sales of electricity, from some contracts with other waste disposal authorities for treatment of their waste and from operating reuse and recycling centres (RRCs) under contract to the Authority. Of the material which LEL processed in 2017, the amount recycled or converted to electricity was 95%.
- 6.4** LEL made a profit before tax of £68,000, which was materially above budget and an overall profit after tax of £427,000 for the 2017 year.
- 6.5** In addition to delivering effective and efficient services to the Authority, LEL is cooperating with the Authority over the delivery of the North London Heat and Power Project (NLHPP), which will be built adjacent to the current energy centre operated by LEL.

7. North London Heat and Power Project

- 7.1** The North London Heat and Power Project (NLHPP) (the Project) comprises the construction and operation of an energy recovery facility (ERF) and associated development to replace the existing energy from waste (EfW) facility at the Edmonton EcoPark. The EfW facility is expected to reach the end of its operational life around 2025. Details of the project can be found at the NLHPP website: northlondonheatandpower.london.
- 7.2** The ERF will have a capacity of 700,000 tonnes of waste each year and will generate around 70 megawatts of energy (MWe). This energy could be directed into the national grid to provide electricity and produce an income, or could be delivered as heat through pipes to a local heat network.

Development Consent Order and Environmental Permit

- 7.3** During 2017-18, the Authority requested some corrections to the Development Consent Order (DCO), relating to matters such as typographical errors - it is expected that this order will be made available through the Planning Inspectorate website in May-June 2018.
- 7.4** The Authority has also made an application for an amendment to the DCO to allow for short term peak generation of electricity up to 78MWe rather than an annual average of up to 70MWe. This amendment would reflect the Authority's application, and would not change the assessment of environmental impacts submitted with the application for a DCO. The decision of the Secretary of State on this application is expected during the first few months of 2018-19.
- 7.5** A successful application for an Environmental Permit for the operation of the ERF, which will come into effect when the first operations relating to the operations authorised by the DCO start. This is expected to be use of the Resource Recovery Facility in 2021.

Preparation for the works

- 7.6** Members have authorised the procurement of the preparatory works for the Project. A Market Information Day relating to these works was held in March 2018 and was attended by 24 organisations. The presentation for the day can be found on the Project website.
- 7.7** The preparation for these early works has included detailed design for the improvements to Deephams Farm Road, the northern access to the Edmonton EcoPark, and for the operation of the Laydown Area within the Lee Valley Regional Park and the access to the Edmonton EcoPark from Lee Park Way. These works will not only allow the construction activity to take place by providing space for materials storage and assembly, and site management, but will also allow for the traffic management to be carried out in accordance with the transport assessment in the DCO application.
- 7.8** As part of the design work, further site investigation works have been carried out, including ground investigation.

7. North London Heat and Power Project

- 7.9** A programme of activity to ensure that LB Enfield, as the local planning authority for the Project, is engaged and that necessary approvals are obtained in a timely manner has been set up.
- 7.10** A 'General Vesting Declaration' was made during 2017 which confirmed the Authority's ability to exercise the rights which affect other people's property in the area. No land was acquired as a result of this – the Authority has so far acquired land by agreement, and while all the powers needed to carry out the Project are contained in the DCO, the Authority continues to seek agreement with those whose land is needed for the Project.

Consultation and public engagement

- 7.11** In the autumn of 2017 a consultation was carried out under the 'Best Value Regulations', details of which are available through the report to the Authority in September 2017 (<http://www.nlwa.gov.uk/media/1085/9-north-london-heat-and-power-consultation-web.pdf>). Responses have been reviewed and will be considered by members in conjunction with their decision on the funding of the ERF.
- 7.12** A newsletter providing an update on the Project was delivered to the residents and businesses in the area around the Edmonton EcoPark in November 2017.
- 7.13** Members of the public and interested organisations who have registered their interest receive updates on the Project when newsletters are prepared.

Project resources

- 7.14** During the year, the Technical and Planning Advisers and the Authority's architects for the Project were appointed. The appointment of a programme management consultancy and of external communications advisers is being progressed and appointments are expected to have been made prior to the June Authority meeting.
- 7.15** The internal team is being strengthened to deliver the Project and the Managing Director has started the recruitment process for a Programme Director.

Next steps

- 7.16** The first works procurement is scheduled for end June 2018. Updates on the procurement programme will be available through the Project website.
- 7.17** The Authority is finalising the property negotiations and any further necessary compulsory acquisition of interests required for delivery of the Project.
- 7.18** In 2018, the Authority will continue preparation for the procurement of the works for the Resource Recovery Facility and Edmonton EcoPark House. It will make a decision on the procurement strategy for the ERF itself and start preparations for procurement of those works.

8. Communications and Campaigns

8.1 During 2017-18 a range of communications work was undertaken by NLWA and contractors. The work broadly involved a range of communications channels, such as digital media - social media and the Authority's three websites, local and trade media, print and outdoor advertising, and direct mail to:

- promote the Authority's resident-facing operational activities - including reuse and recycling centres (RRCs), changes to van booking procedures for the RRCs and the closure of the RRC at Park View Road in Haringey;
- ensure information about services managed by the Authority - either directly or via contractors, is up to date and accurate;
- provide and promote printed and digital materials containing practical tips and service information to encourage residents to reduce their waste and recycle more;
- promote events and activities for residents and industry professionals - including 'Give and Take days', 'Swish and Style' and 'Sew Spooky' clothing reuse events, 'Waste Less, Lunch Free' food waste reduction events, and the 'London Upcycling Show' showcasing furniture reuse;
- provide updates and information about the 'North London Heat and Power Project' (NLHPP);
- protect the Authority's reputation and raise its profile - both within the waste industry and to residents, including by managing the Authority's brand; and
- manage internal communications channels - including staff newsletters and all staff briefing events, to ensure that staff are well informed and up to date.

8.2 Social media was used more extensively in communications in 2017-18 compared to 2016-17. The 'Wise Up To Waste' (WUTW) Twitter account gained 414 new followers, taking the total up to 2,100 at the end of the year. The account also achieved just over 800,000 impressions during the year - more than double the Twitter impressions in 2016-17 (352,000).

8.3 The majority of the Authority's communications activity is delivered through specific behaviour change campaigns. With the exception of the household recycling communications campaign, the behaviour change campaigns use the Authority's WUTW brand. The Authority's corporate brand is used for all communications relating to governance matters and corporate functions whilst NLHPP communications use the NLHPP brand.

Wise Up to Waste campaigns – waste prevention

8.4 In addition to day-to-day support for the Waste Prevention team's outreach and engagement activity, a series of waste prevention behaviour change campaigns were delivered.

8. Communications and Campaigns

Food waste

8.5 During 2017-18 a food waste campaign called 'Make a Meal of It' was delivered over a six week period from 15 January to 25 February 2018. The campaign was developed to provide residents with simple and cheap meal ideas, prepared using mainly stored cupboard staples or odd ingredients that they might have in their fridge.

8.6 The campaign included:

- how-to videos showing the preparation of recipes from 'North London Food Lovers' Cookbook' and supporting recipe cards;
- outdoor billboard advertising at 66 sites around north London;
- a social media campaign consisting of posts sharing food tips and posts to encourage residents to share a photograph of their own meal ideas to help reduce food waste, with paid adverts on social media as well;
- digital screens showing the how-to videos in two community roadshows at busy shopping centres;
- a designated webpage showing the videos and directing visitors to further advice and assistance about reducing food waste; and
- a press release about the campaign.

8.7 The social media advert generated over 3.5 million impressions³ and the outdoor advert generated 29,255,035 opportunities to see⁴. With 71 posts on Facebook, Twitter and Instagram the campaign generated over 480,000 impressions and a reach of just under 355,000. From campaign commencement to the year end there were 626 unique views⁵ to the website.

Textiles

8.8 The 'Sew Spooky' waste prevention project was supported with how-to videos showing easy to make Halloween outfits.

8.9 The events that formed part of the project were also promoted through a variety of channels:

- Hubbub website, Facebook, Twitter and Instagram, YouTube and Pinterest;
- 'Wise up to Waste' website, Facebook and Twitter;
- posters and leaflets;
- borough websites and event pages;
- local listing sites; and
- press, including local newspapers, national outlets, broadcast TV and radio.

³ Impressions are the number of times your content is displayed, no matter if it was clicked or not.

⁴ An opportunity to see refers to the number of times an advertisement is potentially viewed. This does include repeat views by the same person.

⁵ Unique page view represents the number of sessions during which that page was viewed one or more times and excludes any repeat views by the same person.

8. Communications and Campaigns

- 8.10** There was particularly good engagement with the communications on visual social media channels such as Instagram and YouTube and the campaign had a combined social media reach of over 1.8 million. A press release about the initiative gained significant uptake with coverage in a range of outlets including Mumsnet, UNILAD, Daily Star, Enfield Independent, 2 degrees, Resource Magazine, Business Green, Edie and the Daily Mail.
- 8.11** Communications to promote 'Swish and Style' events were more localised with targeted activity such as emails to previous attendees of 'Swish and Style' events; posters and leaflets were distributed in local cafes, shops, community centres, libraries and pinned on local notice boards. Local community groups were also contacted and asked to promote the events in their area and invited to attend. Wider promotional activity included social media promotion on Twitter and Facebook and through relevant websites such as the borough hosting the event, NLWA's 'Wise Up to Waste' website, Keep Britain Tidy website, Greenpeace groups, TRAIID, Time Out - print and online, Project Dirt and Recycle for London.

Furniture reuse

- 8.12** Communications work to encourage more furniture reuse included promotion of seven 'Give and Take Days'. Promotion was similar to the promotional activity for the swishing events described above.
- 8.13** The 'London Upcycling Show' was also promoted, by both NLWA and Groundwork London who delivered the show on NLWA's behalf. Promotion included posters and banners near transport links in the area and close to the venue, promotion on the NLWA and Groundwork London websites, social media accounts (Twitter, Facebook and Instagram), and on electronic noticeboards. This promotion was supplemented with Facebook adverts, press releases and promotion to existing upcycling/re-use hubs and networks. Social media channels such as Facebook, Twitter and Instagram gained 76,850 impressions and 1,797 engagements and according to Google Analytics, the 'London Upcycling Show' landing page earned 2,172 unique page views.

Wise Up to Waste campaigns – recycling contamination

- 8.14** Contamination of mixed dry recyclables collected at the kerbside has been increasingly problematic for the Authority. Following the development of a short-term campaign to tackle the issue in 2016-17 some research was commissioned in 2017-18 to look at the reasons for contamination, and specifically to try to understand why disposable nappies are being placed in recycling containers and bags. Disposable nappies are one of the top contaminants in north London. The research results will be used to develop a communications campaign to tackle the problem of disposable nappies contamination during 2018-19.

8. Communications and Campaigns

Household recycling communications campaign

- 8.15** In 2017-18 we entered the second year of a recycling communications campaign targeted at north Londoners aged 18 to 34. The campaign consists of high-level, non-instructional advertising and aims to raise awareness of recycling and increase motivation to recycle by taking a humorous approach to demonstrating the consequences of not recycling.
- 8.16** In 2017-18 the campaign was delivered through a continuation of the 2016-17 campaign with an in-the-home strategy, including a 30 second advert delivered via targeted media (including Sky AdSmart television advertising, video on demand (VOD) and display advertising, YouTube advertising and social media advertising) and social media activity. The advert was delivered in two bursts - one running from 4 September to 30 October 2017 and the second from 6 January to 26 February 2018.
- 8.17** The advert directed viewers to the campaign website, saveourstuff.co.uk, where visitors can find more details, including local recycling information. A humorous recycling game to test viewers' knowledge of what can be recycled was also added to the website for 2017-18 and a section which made a more direct link to the north London borough websites' recycling pages was also incorporated.
- 8.18** The target was to deliver 2.239 million views of the advert; the total delivered was 3.103 million views, representing 25% additional views delivered compared to the original plan. In the second burst of advertising media, new technology also allowed media performance results to be isolated by individual borough for the first time.
- 8.19** In addition to the advertising we also delivered a piece of outreach activity, using the actor from the advert - promoting recycling for a day.
- 8.20** To assess the recognition and impact of the campaign market research company 2CV, was commissioned to conduct a pre-advertising (August 2017) survey online before the launch of the campaign and a post-advertising (October 2017) online survey after the launch of the first burst of advertising.
- 8.21** Behavioural science approaches were used to capture recycling attitudes, behaviours and motivations under timed conditions, to help eliminate over-claim of positive behaviours. The research findings will be used to help develop the campaign plan for the third year of the campaign.
- 8.22** At the end of the year the campaign won the '#DoDifferent' Regional award at the Marketing Agencies Association '#DoDifferent' Creative Awards.

9. Governance

Related party transactions and hospitality

- 9.1** Related party transactions of officers and members will be reported as necessary in the Authority's statutory accounts in September 2018.
- 9.2** Staff must declare any relevant interests or offers of hospitality. During 2017-18 there was one declaration of interest, 16 offers of hospitality were received of which nine were accepted and seven refused.

Data protection

- 9.3** The Authority renewed its registration as a data controller with the Information Commissioner's Office (ICO) for the start of January. The Authority has not received any data subject access requests for personal information held.
- 9.4** The General Data Protection Regulations (2016/697) (GDPR) were made on 27 April 2016 and come into force on 25 May 2018. During 2017-2018, the Authority has been preparing policies, procedures, process notes and other measures to ensure compliance with the GDPR. These include the following:
- mapping out the personal data held by the Authority and creating data registers of all personal data following the template approved by the Information Commissioner;
 - putting in place appropriate policies, procedures and process notes on obtaining personal data from individuals and data breach procedures;
 - implementing organisational measures for data security; and responding to data subject rights under the GDPR;
 - updating the 'Privacy Notice' and 'Data Retention Policy' of the Authority;
 - carrying out contract audit and issuing contract variation notices to reflect the GDPR contract conditions to contractors that hold personal data on behalf of the Authority;
 - updating data protection clauses in template contracts to incorporate the GDPR mandatory clauses;
 - training of members of staff on the requirements of GDPR and implications for the Authority; and
 - appointing a Data Protection Officer.
- 9.5** The Authority has been liaising with LB Haringey - as the provider of IT services, LB Camden - as the provider of HR services, and officers with regard to the required IT and employee policies, which the Authority will need to review and follow to meet requirements of GDPR.
- 9.6** NLWA intends to continue in-house training for key members of Authority staff that deal with data protection issues on a day to day basis in 2018. The Data Protection Officer will have overall responsibility for ensuring compliance with the GDPR working with the Head of Legal and Governance and reporting directly to the senior management of the Authority.

9. Governance

Freedom of Information and Environmental Information Regulations

9.7 The Authority normally responds to requests for information under the Environment Information Regulations because of the subject matter of the Authority's work. In 2017-18, 22 requests for information were received, of which 10 were responded to within the statutory 20 working days legislation. An extension was required to the time to respond to 12 responses, of which six requests for information related to NLWA's policy on the acceptance of charity shop waste at reuse and recycling centres (RRCs). Other requests were for a significant volume of material or required liaison with other Authorities. Where an extension is required there is ongoing communication with the person requesting information. There was one enquiry open at the end of the year (March 2018). In addition 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.

Equality objective

9.8 A single equality objective has been set in compliance with the 'Equality Act 2010 (Specific Duties) Regulations 2011'. 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. NLWA will ensure that due regard is had to the Public Sector Equality Duty (PSED) set out in section 149 Equality Act 2010 - the elimination of discrimination, harassment and victimisation, the advancement of equality of opportunity and the fostering of good relations between people who share a relevant protected characteristic and those who do not - in the delivery of the objective and measurable outcomes.

9. Governance

9.9 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 appointed are capable of complying with the duty, understand their obligations, and meet the duty in practice.
Communications and partnership working with boroughs	Ensuring that all printed communications are also available online - so that the size of the document is scaleable - and that all imagery used in online communications and websites includes image titles that are understandable when used by screen readers. Ensuring that communications from the Authority 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.
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.

9.10 The Authority does not employ members of staff directly. All Authority staff members (currently 26 Full Time Equivalent) are employed by LB Camden and seconded to the Authority. The requirements of the 2017 regulations relating to employee data is to be met by LB Camden as the employer.

9. Governance

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

- contracts entered into in the last year by the Authority have contained suitable equality obligations on contractors to not discriminate in relation to the provision of services to the public and to employment practices in relation to their staff; where appropriate, procurement procedures include a check of tenderers' equality policies;
- waste prevention work has continued to reach a wide range of audiences with presentations adapted if required and all venues used for events are fully accessible;
- a review is being undertaken of the 'Swish and Style' clothes swap events to ensure that everyone attending these events has an equal opportunity to collect clothing for free; any recommendations resulting will be incorporated into the 2018-19 contract for this programme of activity;
- videos on the Authority's 'Save Our Stuff' communications campaign website have been updated to include subtitles;
- a review of the Authority's brand guidelines has been completed to ensure continuing compliance with the public sector equality duty and compatibility with the Authority's equality objective; and
- a ramp is available at Berol House to enable wheelchair users access to the Authority's offices.

Risk

9.12 NLWA has a high level risk register which is reviewed by the Authority in September each year. The Authority's arrangements for managing risk are fully reviewed each year by the Members Finance Working Group (MFWG) and were reported to the 28 September 2017 meeting of the Authority - the report can be viewed on the Authority's website. The risk review led to an update to reflect the need for arrangements to be put in place in the absence of a Managing Director, and the fact that the Development Consent Order for the new residual waste management facilities had been granted. No new risks were identified. A high level risk register for LondonEnergy Ltd was also reviewed.

10. Finance and Resources

Budget

- 10.1** The net revenue budget of the Authority for 2017-18 was funded mostly by a levy on constituent boroughs that covers the cost of disposal of household waste and the core costs of running the Authority. There is a separate charging arrangement in place for non-household waste and for certain other categories of household waste.
- 10.2** In February 2017, NLWA agreed an original budget of £65.164million (m) for 2017-18, to be financed by estimated revenue balances of £7.217m, charges to boroughs for non-household waste of £8.491m, household waste of £1.508m and a levy of £47.948m. In setting the 2017-18 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 the Authority would need to take decisions on the 2018-19 budget and levy.
- 10.3** The 2017-18 final outturn reported as part of the ordinary business of the June 2018 Authority meeting indicates that the Authority's total expenditure for the year was £57.239m, and that charges for non-household and chargeable household waste were £7.654m and £1.523m 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 £11.962m at 31 March 2018. This is £3.943m better than previously forecast in February 2018 (£8.019m). The in-year financial improvement arose mainly from lower than forecast tonnages, improvements in the wholesale electricity price, savings on corporate and support services and non-use of the contingency. This is partially offset by a reduction in income from dry-recyclable materials caused by a decrease in market prices.
- 10.4** The 2017-18 expenditure comprised:

	£m
Waste disposal and recycling services (including landfill tax)	44.833
Reuse and recycling centres (operational costs)	3.567
Corporate and support services	2.618
Waste prevention initiatives (including work with community groups and constituent councils)	0.847
North London Heat and Power Project (development costs)	1.622
Revenue cost of funding the capital programme	6.749
Expenditure	60.236
Less	
Sale of recyclables	(2.647)
Other income	(0.350)
Net expenditure	57.239

10. Finance and Resources

10.5 Looking forward, in February 2018, the Authority set the budget for 2018-19 at £66.752m. The Authority decided that the £8.019m revenue balance forecast available would be used to help fund the budget. As a consequence the 2018-19 budget has been financed as follows:

	£m
Use of revenue balances	8.019
Charges to boroughs for non-household waste	8.510
Charges to boroughs for household waste	1.712
Levy	48.511
Total	66.752

10.6 The levy for the 2018-19 financial year of £48.511m has been apportioned between the constituent boroughs as follows:

	£m
Barnet	11.040
Camden	5.162
Enfield	6.516
Hackney	6.765
Haringey	5.755
Islington	5.794
Waltham Forest	7.479
Total	48.511

10.7 The 2018-19 budget of £66.752m is higher than 2017-18 by £1.588m, and 2016-17 by £0.907m. This is due to increases in waste disposal contract costs and an anticipated reduction in the price per tonne received from the sale of recyclable materials.

Tonnage levels

10.8 Allowing for a continuation of constituent borough recycling and composting activity, the 2018-19 budget allows for the disposal of some 596,000 tonnes of residual waste, composting arrangements for 50,700 tonnes of green/kitchen waste and a bulking and sorting arrangement for some 121,400 tonnes of dry recyclable waste.

10.9 The Authority can charge the seven constituent boroughs for some types of waste - principally non-household or trade waste, but recovers most of its costs via a levy - principally ordinary household and major project costs. The 'Joint Waste Disposal Authorities (Levies) (England) Regulations 2006' (the Regulations) provide that the Authority's constituent boroughs decide on the apportionment of the levy. Under the Regulations, unless all seven constituent boroughs can agree unanimously on the way the levy is to be apportioned, the Regulations provide a default way in which the levy is to be apportioned. However, through an inter-authority agreement the constituent boroughs have agreed an alternative method of apportionment.

10. Finance and Resources

10.10 With effect from 2016-17, the seven constituent boroughs approved a change from the above default way of apportioning the Authority's levy to a system of levy and charges based on 'menu pricing' - i.e. each type of waste has a different price to the boroughs. Under this 'menu pricing mechanism' the allocation of the Authority's net expenditure is now primarily driven by the tonnage of different types of waste that each borough delivers to the Authority. In addition, the Authority's costs in relation to the network of reuse and recycling centres (RRCs) are recovered from each constituent borough in proportion to their residents' usage of these RRCs.

Value for money

10.11 Like all public bodies, the Authority seeks to get the best value from its contracts through tendering and by working with contractors to keep prices low. LondonEnergy Ltd agreed new contracts for biodegradable waste during 2017-18 that the Authority estimates will reduce the cost of processing green waste, food waste and mixed biodegradable waste by a combined £0.6m each year.

Property issues

10.12 In relation to the Hendon rail transfer station the Authority had a tenancy with Freightliner Heavy Haul that was taken over by Network Rail (the original superior landlord). The Authority also has an interest in part of a 6.97 hectare site at Pinkham Way in Haringey, and the Authority wholly owns LondonEnergy Ltd, which in turn owns the approximately 15 hectare site at Edmonton EcoPark in Enfield.

10.13 During 2017-18, the Authority purchased Deephams Farm Road and land to the north of the Edmonton EcoPark - to the west of Ardra Road, to facilitate the North London Heat and Power Project.

Property holdings

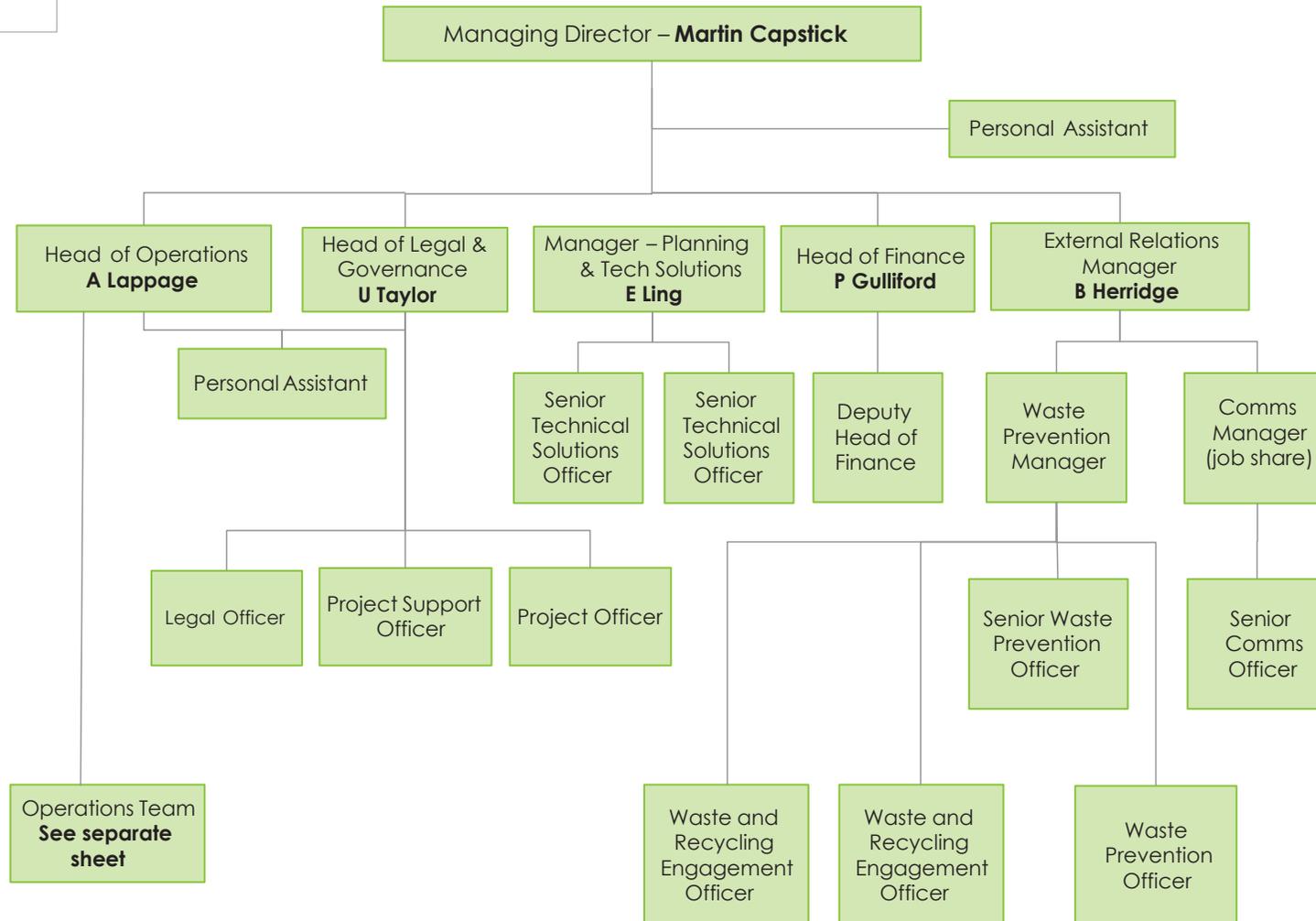
10.14 The Authority has varying property interests at:

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

10.15 Throughout 2017-18 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 2018-19.

Annex 1

NLWA Staff Structure
March 2018



Annex 1

NLWA Operations
Team March 2018

