



North
London
Waste
Authority

Annual Report 2021-2022

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1. Introduction and summary

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

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

NLWA is the owner of LondonEnergy Ltd (LEL), which operates an energy from waste facility and other waste facilities at the Edmonton EcoPark. LEL also operates transfer stations in Islington and Brent. We have a waste services contract with LEL as well as contracts with other companies for the treatment of mixed dry recyclable materials, waste electrical and electronic equipment, and tyre recycling and disposal.

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



Refuse collection vehicle in action

Performance in 2021/22

NLWA manages waste in line with the waste hierarchy to protect the environment and preserve resources for future generations. We work with our boroughs to deliver public-facing behaviour change programmes to encourage waste prevention and recycling. We did fewer face-to-face activities due to COVID-19 restrictions, but our campaigns had a cumulative reach of more than 77million people.

We processed 113,685 tonnes of mixed dry recycling tonnages from households. This is slightly lower than the 117,728 tonnes processed in 2020/21, but higher than pre-pandemic tonnages. The provisional household recycling rate is 28.7%, which is an increase on the previous year's 28.5%.

2020/21 saw a reduction in garden and food waste as some boroughs temporarily suspended organic waste collections to safeguard Residual and Dry Mixed Recycling collections. This was reversed in 2021/22 where the tonnage increased to 47,672 from 42,460 tonnes in 2020/21, which is even higher than tonnages collected pre-pandemic. Given the relatively low proportion of homes with gardens and the high proportion of flats, volumes of organic waste in north London are lower than many other authorities.

This year we became the first Authority in the UK to start recycling polystyrene. In June 2021 we launched a scheme to recycle mattresses and by the end of March recycled 67,000 mattresses, saving 1,527 tonnes.



Mattresses waiting to be processed

Reuse and Recycling Centres operated with a booking system which was introduced the previous year. This enabled facilities to be run safely and residents to be confident that they could maintain social distancing and use the sites without queueing. The booking system will be kept under review in 2022/23. 38,607 tonnes of material were collected at our Reuse and Recycling Centres, of which 72% was reused, recycled or composted.

We dealt with 573,359 tonnes of residual waste, a slight increase on the previous year (570,394), but lower than pre-pandemic level. A damaged turbine at the aging energy from waste facility meant it was not able to operate to its full planned capacity. This resulted in 29,491 tonnes of waste going to landfill compared with 25,172 tonnes in 2020/21.

North London Heat and Power Project

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

We are building a resource recovery facility (RRF) to maximise recycling from bulky waste and a new public reuse and recycling centre. The new EcoPark House will provide a visitor centre and community space for local residents and home for the Edmonton Sea Cadets. Significant progress was made on these facilities this year, and they are on course to be complete in 2023.



NLHPP logo

In December 2021 the Authority decided to award the contract to Acciona SA for the design and build of the new energy recovery facility. The contract was signed in January 2022. This followed a thorough review of the business case which assessed that it represented the most cost effective and environmentally responsible solution for dealing with north London’s residual waste. Members noted that the facility would have the flexibility to deal with a range of waste volumes and therefore if waste reduced, it would not prevent the facility working. Members also noted that the facility would have tighter emissions control than any facilities in the UK and would be linked with a district heating network which would ensure that the power generated from the facility would be used as efficiently as possible.

Building the Energy Recovery Facility is creating hundreds of skilled jobs, including 180 training placements and 90 apprenticeships, bringing life-changing career opportunities for local people. These new positions are in addition to the hundreds of jobs, apprenticeships and training placement already created to take the project to this point.



One of our many apprentices on site

Community engagement on the project continued with the Community Liaison Group meetings and increased communications to increase awareness of the project and its benefits. Newsletters were sent to 28,000 residents in the wards around the site and briefings were held with community groups. Social media campaigns reached 518,000 people.

Governance and finance

On governance there were no major changes compared to the previous year. NLWA held five Authority and six Programme Committee meetings. These all took place in person as the Authority had no flexibility to hold meetings remotely. All meetings were livestreamed and recorded so that they were available to be viewed by members of the public. We facilitate deputations to be made remotely so that residents wishing to raise issues at meetings were given the widest possible opportunity to do so.

On finance matters, the net budget requirement as reported as part of the ordinary business of the February 2022 Authority meeting indicates that the total forecast expenditure for the year was less than budget at £72.237m for 2021/22. As the levy is fixed at the start of the year, this resulted in the Authority forecast having a balance brought forward, of £9.266m as at 31 March 2022. In February 2022, the Authority set the budget for 2022/23 and agreed that the levy for 2022/23 would be set at £57.047m (consisting of a base element of £52.440m and a Re-use and Recycling Centre (RRC) element of £4.607m. The use of revenue balances and charges for both household and non-household waste make up the balance to fund the Authority's 2022/23 budget of £76.712m.

2. NLWA's role and operation

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

The Authority has a membership of 14 councillors, with each borough appointing two councillors. Meetings are normally held five times a year, with extraordinary meetings if required. A Programme Committee oversees the North London Heat and Power Project and meets in between Authority meetings five times per year.

At the Annual General Meeting in June 2021, Clyde Loakes (Waltham Forest) was appointed as Chair and Cllr Peter Zinkin (Barnet) as Vice Chair for 2021/22.

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.

The Authority does not employ any staff directly, but makes cross-borough arrangements for support services, involving Camden, Enfield and Haringey Councils. The principal officer support and managers in post as at 31 March 2022 are:

- 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
- Head of Legal and Governance – Ursula Taylor
- Head of Finance – Paul Gulliford
- Head of Strategic Communications – Joe Sheeran

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

LondonEnergy Ltd

The Authority is the sole shareholder of LondonEnergy Ltd (LEL). This year appointments were made to managing director and finance director roles. The new appointees build on the progress of their predecessors to ensure alignment and efficient delivery between the NLWA and LEL.



London Energy Ltd

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

3. Recycling services

Summary of performance

	2021/22	2020/21
Waste collected per household	566kg	580kg
Residents receiving a door-to-door or communal recycling service	100%	100%
Household waste reused, recycled or composted	28.7%	28.5%
Municipal waste sent to landfill	5.14%	4.5%

Table 1: NLWA 2021/22 summary of waste and recycling services

These 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 preliminary data will be adjusted once the numbers are finalised with the constituent boroughs for reporting to the national WasteDataFlow system.

Reuse and Recycling Centres

Managed by NLWA and operated by LondonEnergy Ltd

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

Managed by NLWA and operated by Bywaters Ltd

Gateway Road, Waltham Forest

Managed by Enfield Council

Barrowell Green, Enfield

Although COVID-19 restrictions eased during 2021 we decided to retain the booking system, which reduces queuing by limiting the number of visitors at any one time. Booking also provides greater control against commercial waste being taken to the sites.

Visitor numbers are lower than pre-pandemic, and we are reviewing the booking system in 2022/23 to ensure the booking system is not deterring residents from accessing the service.

The NLWA-managed sites dealt with 38,607 tonnes. This is an increase of 12,612 tonnes compared to 2020/21, which was heavily impacted by the forced closure of sites during the first lockdown. 72.1% of all materials were recycled, reused or composted in 2021/22. A small increase on the previous year's 71.6%.

This year we continued to expand the range of materials collected at our reuse and recycling centres. We worked with the British Plastic Federation to introduce an innovative polystyrene recycling service this year. We are the only Authority in the UK to provide a recycling option for this notoriously difficult material. We also started a mattress recycling service, which recycled 67,000 mattresses from its launch in June 2021 to 31 March 2022.



A waste collection operative at work



Organic waste

Organic waste comprises three categories: food waste, garden waste and BioK (garden and food waste combined). This year saw our highest ever tonnage of organic waste. This is due to positive changes in borough collections and communications and outreach initiatives to increase participation in food waste recycling services.

	FY18/19	FY19/20	FY20/21	FY21/22 Actual
Food	10,364	9,110	10,586	12,931
BioK	15,869	15,062	14,901	14,512
Green	19,834	20,530	16,973	20,230
Total Organics	46,067	44,702	42,460	47,672

Table 2: Total tonnes delivered to NLWA. This excludes 4,685t of Garden Waste collected at our Reuse and Recycling Centres

The reduced tonnage in 2019/20 and 2020/21 were due to organic waste collections being reduced by some boroughs due to COVID-19 service pressures.

Dry Mixed Recycling

Dry mixed recycling is a mix of plastics, paper and cardboard, metals, and glass which is sorted into component materials and recycled. NLWA manages a contract with Biffa to process the recycling collected by six of our seven constituent boroughs (Enfield has separate arrangements).

	FY18/19	FY19/20	FY20/21	FY21/22 Actual
Total Tonnes	110,096	110,585	117,728	113,685

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

The table above shows that we processed about 4,000 tonnes less than the previous year, but around 3,000 tonnes more than each of the two years before that. The reduction from the high of 2020/21 is due to residents returning to workplaces in greater numbers and the hospitality sector reopening following the relaxation of COVID-19 restrictions.

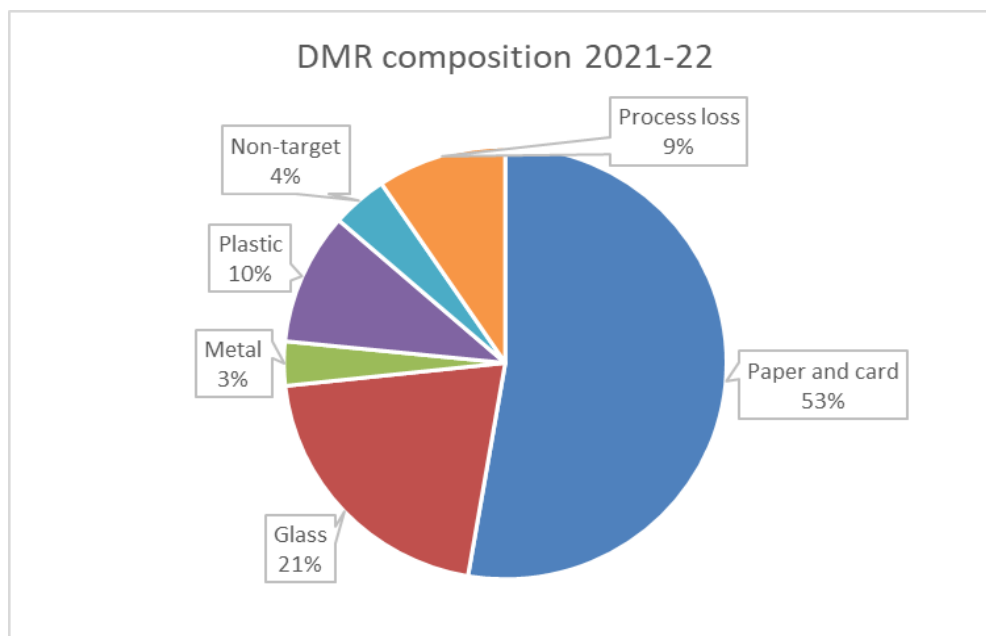


Figure 1: The composition of dry mixed recycling collected in 2021/22

Figure 1 shows the most notable change to previous years is a 5% increase in paper and card. This is due to an increase in online deliveries which has continued throughout the pandemic.

Process loss is items which have been put in recycling bins but cannot be recycled because they are not recyclable (nappies for example) or they are contaminated with materials like food. This year saw a 2% reduction in process loss, which suggests that people are putting less dirty or unrecyclable items in their recycling.



A lorry offloading dry, mixed recycling (DMR)

Recycling income

NLWA receives an income per tonne of materials recycled. The value of this increased significantly during 2021/22 with the quarter four value per tonne being £45.30 higher than expected. The volatility in the market is believed to be COVID-19 related with an increased demand for quality resources as economies across the globe start to recover.

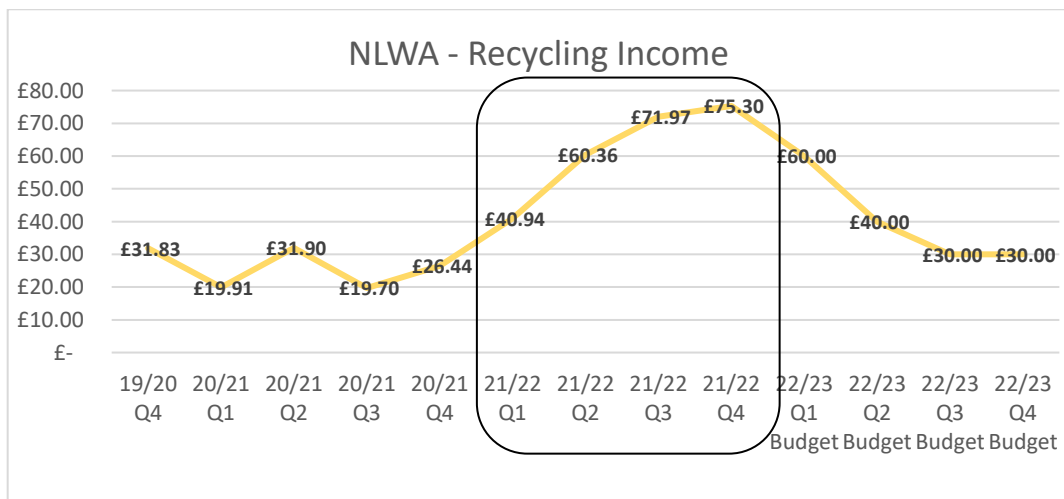
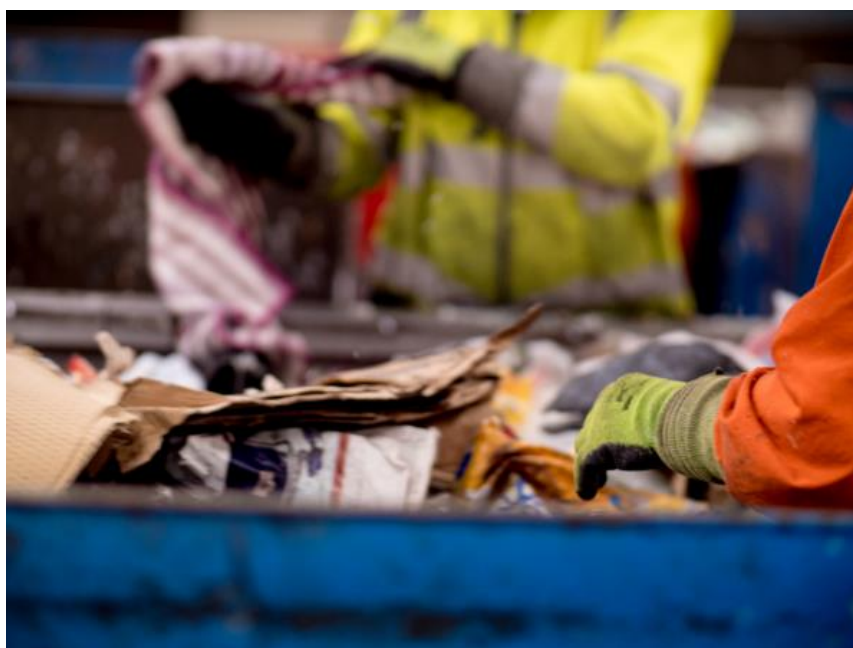


Figure 2: Income from dry mixed recycling per tonne

Recycling destinations

Since March 2020 we have been working with Biffa to reduce the amount of recycling processed overseas, with a commitment of 100% UK destinations by 2030. Currently, 100% of our metals, plastics and glass is processed in the UK. Since March 2020 we have reduced the percentage of our cardboard processed in the far east from 100% to just 10%.



The recycling sorting process

Third party reuse and recycling credits

During 2021 the NLWA offered third party reuse and recycling credits to organisations that remove items from the municipal residual waste stream which would otherwise have been sent for disposal at our expense. In 2021/22 the value of the third-party credit was £81.21 per tonne.

Ten charities took advantage of the scheme this year, diverting 1,888 tonnes to reuse or recycling. An increase from 1,511 tonnes the previous year.

Waste Electrical, Electronic Equipment (WEEE)

During 2021/22 the NLWA provided a kerbside Service for the Collection of WEEE to 5 of our 7 constituent Boroughs (Hackney and Haringey opted out of the Scheme). The service operated by Clearabee collected almost 52t of WEEE a reduction of 26t on the previous year.

Residents have delivered 2,307t of WEEE to our network of RRC’s in 2021/22 an increase of 496t when compared to 2020/21, which was so heavily impacted by Covid-19.



Waste Electronic Equipment

4. Residual waste services

In 2021/22, we dealt with 573,359 tonnes of residual waste, an increase of 2,965 tonnes on the previous year. The increase in total residual waste is being driven by a recovery in commercial and chargeable waste, which increased by 12,261t, from 77,665t in 2020/21 to 89,926t in 2021/22 however this was offset by a reduction of 9,296t of household generated residual waste, a result of residents returning to work in greater numbers.

	FY18/19	FY19/20	FY20/21	FY21/22 Actual
Total Tonnes	582,785	586,589	570,394	573,359

Table 4: Total tonnage of residual waste inc. clinical, asbestos, RRC’s and rejects per financial year

5.14% (29,491t) of residual waste was sent to landfill during 2021/22 with the remaining 94.86% sent for energy recovery. This compares to 4.5% of residual waste being landfilled in 2020/21. The increase in waste going to landfill is a direct result of the unreliability of the oldest operating energy from waste facility in the UK and a lack of energy from waste capacity in the south of England.

Contract management and service resilience

One of the NLWA’s key responsibilities is to ensure that waste and recycling services are maintained, so residents’ collections are not disrupted. During 2021/22 the NLWA worked

with Biffa and LEL to find solutions to significant operational challenges and maintain a continuous service to boroughs.

A fire at the Biffa material recovery facility (MRF) in Edmonton in August 2021 shut the facility for six days. We stored materials at our network of transfer stations and found alternative facilities to process some materials, so all the materials collected for recycling were recycled and not sent to an energy from waste facility or landfill.

The energy from waste facility in Edmonton is the oldest in Europe and requires scheduled and unscheduled maintenance to keep it operating. In June 2021 the planned maintenance programme found faults with one of the turbines, which meant that it was unable to return to service until early December. As a result of the extended outage of the turbine, more waste had to be disposed of via third parties and, due to a shortage of energy from waste capacity in the south of England, it was necessary to send 29,491 tonnes to landfill.

5. Communications, outreach and engagement

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

Our first priority is to reduce waste, which saves money for councils and preserves resources for future generations. We deliver multi-channel communications campaigns and face-to-face outreach to promote waste reduction and reuse to residents and businesses. Secondly, we run campaigns and projects to increase resident participation in recycling and reduce contamination.

Thirdly, we lobby persuasively and proactively for government and industry to bring in measures to promote the circular economy and protect resources for the future.

How we reach residents

We ensure our communications, campaigns and engagement activities are based on audience insights and research to ensure we can reach residents as effectively as possible.

We reach our audiences through a variety of ways, including:

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

Summary of engagement

As in the previous year, our face-to-face events were limited for part of 2021/22 due to COVID-19 restrictions. However, we were able to reach residents through our online, press, social media and advertising offer.

Activity	People reached/engaged
Face-to-face events	1,184 people
NLWA websites	828,081 visits
Social media (Twitter, Facebook, Instagram, YouTube and LinkedIn)	4,115,580 views of all posts
Outdoor advertising	19,089,928 potential number of people who saw the adverts
Local newspaper advertising	578,244 number of copies printed and distributed
National, regional and trade press	53,697,480 total views of all publications

Table 5: resident engagement through face-to-face, online, press, social media and advertising

Project highlights

Waste Prevention Community Fund

In 2021/22 we granted over £75,000 to seven grass-roots organisations to reach residents in each of our constituent boroughs. Activities delivered by this round of funding include:

- workshops on reuse, repair and upcycling
- training “community organisers” from diverse communities to deliver reuse and repair workshops in community
- installing infrastructure to enable a popular visitor attraction to reuse packaging and reduce single use items.



One of our Waste Prevention Fund recipients

We reviewed the fund and have improved the initial set-up phase for awarded projects and to give them maximum delivery time. We have also agreed an increase in the fund to £120,000 for 2022/23 to enable groups to increase their reach and impact.

Low Plastic Zones

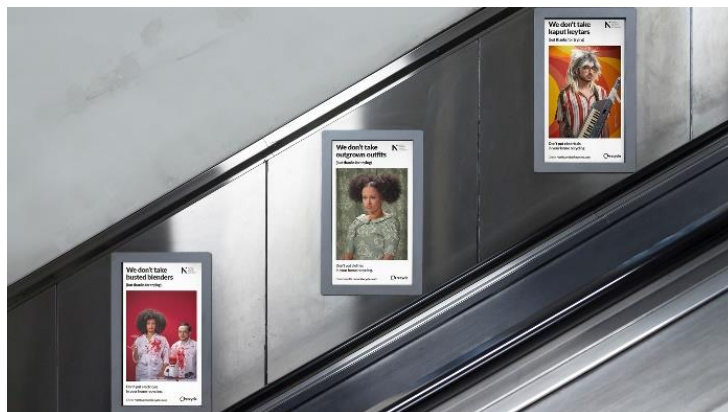
Low Plastic Zones are six areas in north London where businesses have worked with NLWA and boroughs to reduce unnecessary plastic waste on their premises. The scheme launched in 2020 and, as it relies on intensive face-to-face engagement with businesses, was heavily disrupted in 2020/21 into 2021/22. In summer 2021 we reengaged businesses in the zones to ensure maximum take up and worked on plans to expand the scheme throughout 2022/23.



Low Plastic Zones logo

Thanks for Trying

A campaign to raise awareness of the problems caused when non-recyclables are put into the household recycling bin which included outdoor and social media advertising, PR activity, an art exhibition toured to all boroughs and talks for residents. Advertising reached over 17 million people, press coverage reached 24 million, and we spoke to 1,184 people face-to-face.



Advertisements at north London Underground stations and a staff member at an outreach event.

Not a Minute to Waste

A campaign to highlight the vast quantity of waste being produced in London with a call to residents to take one action to play their part in reducing waste. Billboard and social media advertising reached 508,757 people and we secured media coverage on ITV London News and trade press.



Billboard for Not A Minute To Waste

Polystyrene recycling

A campaign was delivered to promote NLWA’s new expanded polystyrene recycling service in November. Activities included a launch event at one of NLWA’s reuse and recycling centres, a press release and local newspaper and social media advertising. The campaign reached 500,000 residents through advertising and 206,000 people through media coverage.



Cllr Clyde Loakes at our Expanded Polystyrene Recycling (EPR) service launch

Waste Prevention Exchange conference

The Waste Prevention Exchange is one of the largest waste prevention conferences in the UK, and more than 200 delegates attended the virtual event in March 2022. It brought together an expert panel of speakers to discuss the waste sector’s response to the climate emergency and initiatives driving the required change. Industry leaders navigated delegates through the challenges facing the sector such as the elimination of carbon intensive items in waste streams, communications and responses to the climate emergency, incentivising the market and campaign planning.



Waste Prevention Exchange Conference

Reusable nappy fund

The scheme provides vouchers or cash back of £54.15 per baby to parents/carers in north London who use reusable nappies. £1,058 people signed up to the scheme in 2021/22. There is an assumption that whilst a person has redeemed a voucher their baby will continue to use reusable nappies for at least two years, therefore the benefits of disposable nappy waste is experienced for more than one year. For the period of 2021/22, it is estimated that 1,060 tonnes were avoided related to a total of 3,699 children.

Love your mattress

Running throughout February, which is ‘National Bed Month’, this media campaign helped people understand the environmental benefits of extending the life of a mattress and how to responsibly dispose of it at the end of its life. It also raised awareness of NLWA’s mattress recycling service, and the huge numbers of mattresses recycled in just six months.

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1 IN 4 THREW THEIR LAST MATTRESS AWAY WITHIN LESS THAN 4 YEARS.

But, when looked after, they can last 7–10 years! Throwing away mattresses early leaves a big carbon footprint — here’s what you can do to make your mattress last longer and protect our environment. ➔



An image from our #LoveYourMattressCampaign

A press release was issued which included results of audience polling. This gained media coverage reaching 3.3 million people. Social media advertising reached a further 78,178 people and generated 3,934 engagements.

Research and insight

In 2021/22 we commenced research into three areas which will be used to inform our next Residual Waste Reduction Plan:

Education

Focused on north London primary schools, this project is exploring the priority areas of interest and gaps relating to waste minimisation education, through engagement with school representatives and parents/carers.

Behaviour change

Through engagement with north London residents, this research will provide insight to the most effective routes to resident engagement and messaging that will motivate actions to prevent waste, based on the approaches delivered by NLWA.

Textiles

Engagement with community groups and sector specialists active in the textiles sector is being carried out to map the various activities that are taking place across the Authority area. This will inform what behavioural patterns we want to encourage people to change and create working relationships with stakeholders that are engaged in ongoing work in textile waste prevention in north London



Reducing textile waste is one of our highest priorities

Consultation responses and campaigning

During 2021/22 we responded to four significant Government consultations:

- Extended Producer Responsibility (EPR) for Packaging - England, Northern Ireland, Scotland, and Wales
- Introducing a Deposit Return Scheme in England, Wales and Northern Ireland
- Waste Prevention Programme for England
- Consistency of Waste Collections in England

The full response for each consultation is available at:

nlwa.gov.uk/ourauthority/consultation-responses

We support any legislation and structural changes that could lead to a reduction in waste and increase in recycling, and in most cases would like measures to go further and be implemented sooner. In 2021/22 we have called for, amongst other things:

- A charge on disposable coffee cups and lids
- A ban on other single-use plastic items like plates and cups
- Reinstating the 2023 start date of extended producer responsibility (EPR)
- Ensuring the EPR funds go to councils to fund further waste prevention initiatives
- Extending EPR to items like nappies and wet wipes
- Consulting on extending EPR too difficult to recycle bulky items like mattresses and carpets

6. North London Heat and Power Project

The North London Heat and Power Project is a £1.2bn project to replace a 50-year-old energy from waste facility at the Edmonton EcoPark. A new energy recovery facility (ERF), will be able to process up to 700,000 tonnes of waste each year and will provide electricity to the national grid and heat to a local district heat network.



Concept image of the new ERF facility

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

In January 2022 we signed a contract with Acciona to build the new ERF, and preparations are being made to start construction. This year we made significant progress on constructing the RRF and EcoPark house, which are set to open in 2023. The entire project remains on time and on budget, as set out in 2019.

Energy recovery facility contract award

The highlight of the project this year was completing a thorough tender process that started in 2020 and was fully compliant with public procurement regulations.

In June the “dialogue” phase started in which Acciona’s submission was thoroughly reviewed to ensure that it fully met our requirements. In September, the Invitation to Submit a Final Solution was issued with the tender return fully evaluated for compliance and value for money.

In December, being satisfied that the procurement process had resulted in a best-value solution for the delivery of the ERF and that the ERF remained the best solution for north London’s needs, Members voted to award the contract to Acciona. The contract was signed on 24 January 2022.



Members of the NLWA and Acciona Senior Management visiting the Ecopark after Contract Award

Construction progress

The most visible construction progress in 2021/22 was made by Taylor Woodrow on the resource recovery facility, public reuse and recycling centre and EcoPark House. Major piling, foundations and structural steelwork were completed, there was significant progress on the roofing, glazing and other parts of the superstructure, and work started on mechanical and electrical services.

There were some delays in the supply of some construction materials, but we took action to ensure no “knock-on” delay to the ERF contract and overall completion of the Project.



Aerial view of the RRF and RRC under construction with EcoPark House in the right foreground

A major success was completing the temporary bulky waste recycling facility in the north of the site on time and on budget. This will allow the old bulky waste facility to be demolished to make way for the energy recovery facility, before the new resource recovery facility is complete. It provides LEL with a modern, fully licenced and safe means of continuing to deal with large volumes of bulky waste, whilst being engineered to be easily demolished and allow maximum reuse and recycling of construction materials. The project also saw the first use in the UK of Ultra-Low Carbon Concrete, helping further reduce the carbon footprint of the construction.



External view of the completed Temporary Bulky Waste Recycling Facility

Enfield-based Galldris Construction Ltd, having previously completed three works contracts on the Project, maintained their involvement with major civil engineering subcontracts to Taylor Woodrow on both EcoPark South and the temporary bulky waste facility.

Barhale Ltd completed the diversion of the Angel and Chingford sewers beneath the new RRF and public reuse and recycling centre. The use of an innovative construction technique (simultaneous pipe-jacking from a single shaft) enabled the project to be completed to time and budget.

Acciona joined the site in January 2022, ahead of the start of construction in October 2022. Several of Acciona's major subcontracts have been placed, most notably for the design and installation of the "chute to stack" equipment with HZI, and for the engineering and architectural design with Empresarios and DB3.

All the contractors have obtained Considerate Constructor awards for their sites. The scheme raises standards in the construction industry, particularly in relation to protection of the environment, the workforce and the local community. Taylor Woodrow achieved Ultra Site status from the scheme with the aim of being a 'Beacon of Best Practice' in the construction industry. More than 99% of construction waste continues to be recycled and diverted from landfill.

Health, safety and wellbeing

Having taken firm and decisive steps in 2020 to address the impact of the COVID-19 pandemic, the Project site continued to be a safe place to work in 2021/22. During the height of the pandemic we used innovative wearable technology to promote safe distancing among workers. Since the start of 2021 we have provided free on-site Lateral Flow Testing and continued regular communication about the risks of transmission and how to stay safe at work and whilst travelling. This means absences were minimised and there was a minimal impact on the Project's progress.

We have continued to prioritise safe working with the aim of achieving zero harm. In 2021/22, the Accident Frequency Rates for reportable injuries remains at zero against a representative construction industry rate of 1.63.

Hard Hat Media screens on the site allow key messages about health, safety and wellbeing to be communicated to staff in an interactive, engaging way. In 2021/22 we developed and launch wellbeing initiatives, particularly focusing on the mental health of the construction workforce – a high priority given the challenges across the industry.



One of the Hard Hat Media information totems

Equality, diversity and inclusion

In 2021/22 we implemented a plan to create an inclusive culture and remove barriers to development or opportunity for the hundreds of staff working on the Project.

An inclusive leadership programme brings together leaders from across the Project to collectively explore the challenges. We acknowledge key dates and events from a wide range of cultures and subjects, from International Women in Engineering Day to World Mental Health Day. We run Safe Space sessions for colleagues to share experiences, discuss challenges and build confidence, as well as promote advocacy and positive bystander behaviours.

A 'reverse mentoring' programme paired 18 senior leaders with early-career team members from underrepresented groups, leading to outcomes of increased awareness and appreciation of diverse perspectives by leaders, and increased confidence for early career team members.

According to engagement surveys measuring project team perceptions, there has been a 20% reduction in experiences of assumptions being made about people based on their ethnicity (22% in 2020, and 17% in 2022); with the equivalent measure for gender remaining at circa 25%.

Social value

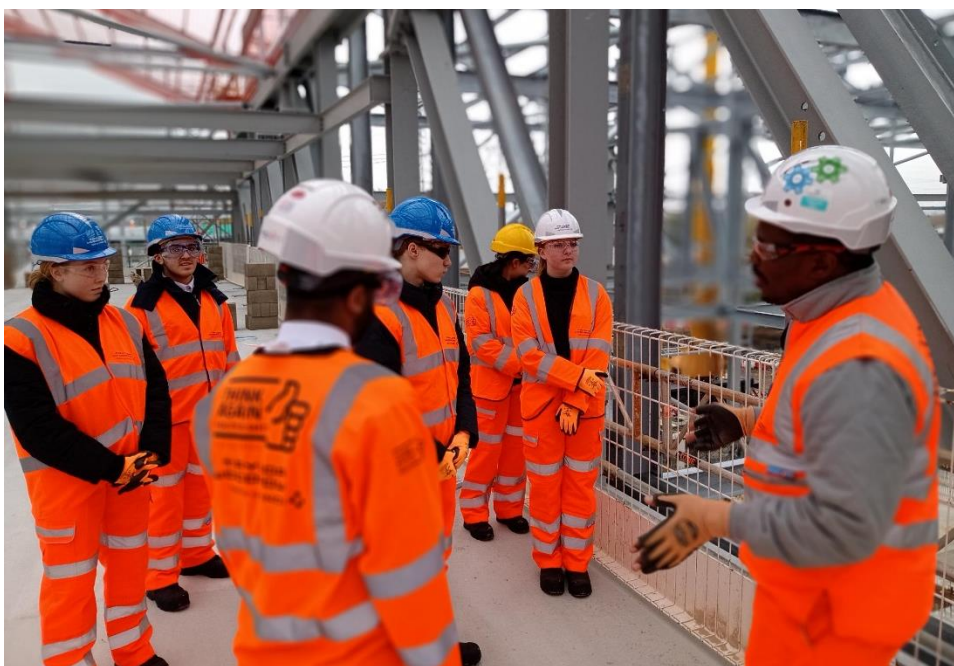
The Project plays an important role in creating skilled apprenticeships and providing opportunities for local communities. We take proactive steps to help remove barriers that underrepresented groups may experience when entering and pursuing a career. During 2021/22, seven apprentices were appointed, including civil engineers, quantity surveyors, and mechanical and electrical roles. This takes the total number of apprentices to 20. The energy recovery facility contract will bring a large number of apprenticeship opportunities and a new recruitment drive is being planned for summer 2022.

Our on-site skills training placements provide a much-needed route into employment and training for local unemployed people. The Project has achieved 132 training placements to date, more than halfway towards the project target of 225. The trainees have been gaining pre-employability experience and Construction Skills Certificate Scheme (CSCS) cards as part of their training.



NLHPP on-site skills trainees with Taylor Woodrow

Our schools programme gained considerable momentum in 2021/22 despite COVID-19 induced challenges. We delivered 23 sessions in nine schools in Enfield, Haringey and Waltham Forest. As part of the sessions, children were told about range of roles which a project like this offers in the construction and engineering sector, as well as the different career paths which are available to them.



Heathcote School and Science College NLHPP Site Visit & Careers Sessions

Local employment remains a priority on the Project, with the aim to achieve 25% local workforce. To date, 18% of the project workforce has been from the local area. New employment opportunities have largely been limited to apprenticeships, but this is expected to change as new roles are created on the ERF contract. We ensure the project is represented at local careers fairs and work with local boroughs to ensure local residents are directed to our vacancies.

20% our contractors' supply chain spend has gone to businesses in Enfield, Haringey and Waltham Forest, against a target of 10%. Further supply chain opportunities are becoming available as part of the ERF contract with a number of events planned in 2022/23 to encourage local businesses to tender for opportunities on the Project.

Community engagement and communications

As a public authority, it is crucial that we ensure local residents and groups are accurately informed about the Project. In 2021/22, we increased our communications and community engagement work as construction progress became more visible and we prepared to award the energy recovery facility contract.

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

We expanded and updated the website northlondonheatandpower.london with extensive Project information, videos, frequently asked questions (FAQs) and announcements. The website received 45,000 visits in 2021/22, compared to 18,000 the previous year.

On social media, tweets from @nlhpp were seen 147,791 times and received 6,485 interactions. On Facebook and Instagram, we targeted residents within the seven north London boroughs, reaching 369,137 people.

We issued 26 press releases to local and regional media at key points in the Project. This includes 24 proactive and 2 reactive press releases.

Four newsletters were printed and delivered to 28,000 homes and businesses. The newsletters are also available at: northlondonheatandpower.london/community/

We held five in-person roadshows to talk to residents face-to-face, and three virtual Community Liaison Group meetings. We also arranged two rounds of focus group to provide insights into local awareness and understanding of the NLHPP and NLWA services.



NLHPP roadshow stall

Priorities for 2022/23

The first construction priorities for 2022/23 are completing the resource recovery facility, EcoPark House and public reuse and recycling centre. These will then need to be commissioned and handed over to LEL for operation.

On the energy recovery facility, the priorities will be ensuring resilient and robust technical assurance of the design, handing the site over to Acciona and preparing it for construction.

On social value, the priority will be to work with community groups to ensure the contract with Acciona brings positive benefits to local residents.

7. Governance

Related party transactions and hospitality

In order to demonstrate accountability, transparency and impartiality to taxpayers, NLWA reports on any related party transactions of officers and members in the Authority's statutory accounts each year. Staff must declare any relevant interests and any offers of gifts or hospitality so that they can be recorded and made available to anyone who asks, and to prove impartiality. In 2021/22 there were two offers of gifts and hospitality with one offer refused. This compares to 2020/21 when there were no offers of gifts and hospitality.

During 2021/22 there were no declarations of interest by officers, which was the same as in 2020/21. Declarations of interest by Authority Members which are relevant to items of business on the agenda of any formal meeting are recorded in the minutes of that meeting.

Data protection

NLWA has a responsibility to protect any personal data 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. In January 2022, NLWA renewed its registration as a data controller with the Information Commissioner's Office (ICO).

NLWA has a responsibility to comply with all relevant aspects of the Data Protection Act 2018 and the UK General Data Protection Regulation (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 in 2021/22.

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 training members of staff on the requirements of GDPR and its implications. We will 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.

Freedom of Information and Environmental Information Regulations

NLWA receives a range of enquiries about its operations and the North London Heat and Power Project. We respond to these requests as appropriate, with the aim of delivering an efficient response and providing the information requested in the format requested. We usually respond to requests for information under the Environmental Information Regulations (EiR) because of the subject matter of the Authority's work.

In 2021/22, 51 requests for information were received, which is almost double the number of enquiries received two years ago. NLWA is a small organisation and, unlike local authorities, does not have a team dedicated to responding to enquiries. The table below compares the number of information requests received in 2021/22 compared to the previous two years. Whilst the deadline to respond can be extended for complex requests, we aim to respond within 20 working days, and have put measures in place to aim to increase the proportion of enquiries responded to within 20 days in the future.

Period	Within 20 days	More than 20 days	Total
2019/20	27	1	28
2020/21	22	15	37
2021/22	29	22	51

Table 6: EIR requests received and responded to

There were no appeals against refusal to release information. Two complaints were made to the ICO regarding requests for information to which the Authority was late to respond.

Information Transparency Code

NLWA continues to publish information in accordance with the Information Transparency Code 2015 on its website. Details can be found at nlwa.gov.uk/ourauthority/information-we-publish. 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 objectives

In compliance with the Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017/353 (2017 Regulations), which requires equality objective(s) to be set and reviewed every four years, NLWA's equality objective was reviewed in 2021/22. Alongside the Authority's principal waste disposal objective, two further objectives have been added, relating to communications and the North London Heat and Power Project. These additional objectives are aligned with the Authority's broadening workload. The objectives are broken down so that they reflect 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 objectives and measurable outcomes.

Our equality objectives

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

- We will aim to ensure that we communicate the activities of the North London Waste Authority in a way that is fair, accessible to all, and promotes equality of opportunity.

Authority's activity & measurable outcomes

Provide waste disposal and recycling services [through contracts with operators]:

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

Provide public-facing services through reuse and recycling centres:

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

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

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

Take responsibility for the stewardship of assets owned by the Authority for the purposes of service provision: We ensure the accessibility of assets are assessed annually and reasonable adjustments are made for those with disabilities.

Promote positive behaviour by residents through outreach and campaigns which reduce residual waste: We carry out research to provide audience insight into communities across north London to identify the most effective routes to resident engagement and messaging that will motivate actions to prevent waste. We research and identify community groups which could take advantage of community grants but are not currently engaged with NLWA. We increase spend in marketing community grants to reach more people and provide support with applications to reduce barriers to participation.

Provide information to the public on the Authority's activities: We ensure accessibility and inclusion are part of communications planning process and campaign templates. We follow communications planning best practice and ensure communications is tailored to different audiences. We also use the Government Communications Service [guidance on accessible communications](#) to evaluate and inform our activities. We work with borough communications teams to amplify messaging and maximise the reach of our communications.

Deliver world class new facilities through the North London Heat and Power Project

(NLHPP): We plan to deliver Ecopark House in 2023, as a model community facility accessible to people with disabilities. We achieve participation in apprenticeships and on-site skills training from under-represented groups in the construction workforce, specifically BAME and female, in excess of current industry benchmarks. We monitor and verify the application of the London Living Wage as a uniformly applied minimum standard for on-site working across all contracts. We publish project material; newsletters, advertising for apprenticeships, etc., in an accessible format for at least two local communities for whom English is not the first language.

The 2017 Regulations impose reporting requirements on public authorities specified in schedule 2 and also impose gender pay reporting requirements on public sector employers with more than 250 employees. The Authority does not employ members of staff directly. All Authority staff members (currently 30 FTE) are employed by London Borough of Camden and are seconded to NLWA. The requirements of the 2017 Regulations relating to employee data is to be met by Camden Council as the employer.

Activities which contribute towards meeting our equality objectives

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

- 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;
- Waste prevention work continued to reach a wide range of audiences though the year. Face-to-face outreach work was impacted due to COVID-19 restrictions for some months of the year. However, there were opportunities for individuals and groups to access information via NLWA on-line presentations and website during those periods of restriction.
- In compliance with The Public Sector Bodies (Websites and Mobile Applications) (No.2) Accessibility Regulations 2018, NLWA's website was adapted to meet Web Content Accessibility Guidelines version 2.1 AA standard. Work continues to achieve complete compliance.
- All printed communications are made available online so that the size of the document is scalable and all imagery used in online communications and websites includes image titles that are understandable when used by screen readers.
- NLWA's Communications team continues to ensure that online and printed communications material is fully accessible.

- 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:
- 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).
- Seating incorporated into the accessible pedestrian route from EcoPark House towards the ERF visitor areas.
- Covered walkways incorporated into the accessible pedestrian route from EcoPark House towards the ERF visitor areas.
- Accessible signage and way-finding principles have been incorporated into the site-wide, way-finding strategy.
- Level access routes have been incorporated between the central car park and the primary building entrances for EcoPark House and the RRF.
- Lift access both in the Resource Recovery Facility (RRF) offices, the RRF Crows' Nest, EcoPark House, and the ERF offices and visitor platform.
- Automatic opening doors to the main building entrances to enable wheelchair users to enter without discrimination.
- Internal people-occupied spaces have been designed to allow for minimum clear areas for wheelchair manoeuvring.
- All fire stairs have been designed with a refuge on each floor.
- Internal door layouts have been designed to allow for approach clearances for less mobile people.
- Accessible toilets have been provided in every building, and accessible showers and changing areas have been provided where required.
- Material specification has accounted for requirements with colour contrast strips, non-slip requirements, lighting, and acoustics.
- 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

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.

Modern Slavery

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

When conducting procurement, the Authority checks, as part of the selection stage, that potential suppliers have in place a slavery and human trafficking statement which complies with the law.

COVID-19

NLWA continued to deploy a range of measures to ensure compliance with COVID-19 related legislation and government guidance, including carrying out COVID-19 risk assessments, home-working risk assessments, and updating our office health and safety procedures as lockdowns eased. In compliance with Crown Commercial Services guidance, adjustments were made to various service contracts for the office to reflect the low level of occupancy.

Risk

To protect the public interest, the Authority needs to identify, assess and manage risk. NLWA has a high-level risk register which we review each year. Our arrangements for managing risk are reviewed each year by the Members Finance Working Group (MFWG) and were reported to the 22 April 2021 and 10 March 2022 Authority Meetings. A number of updates were made as a result. The reports can be viewed at: nlwa.gov.uk/ourauthority/our-meetings.

8. Finance and Resources

The net revenue budget of the North London Waste Authority (NLWA) (the Authority) for 2021/22 was funded mostly by a levy on constituent boroughs, which covers the cost of

disposal of household waste and the core costs of running the Authority. There is a separate charging arrangement in place for non-household waste and for certain other categories of household waste.

In February 2021, the Authority agreed an original budget of £72.237 million (m) for 2021/22, to be financed by estimated revenue balances of £4.157m, charges to boroughs for non-household waste of £8.510m, household waste of £1.772m, and a levy of £57.798m. In setting the 2021/22 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 2022/23 budget and levy.

The Authority also planned to finance the cost of the North London Heat and Power Project (NLHPP) through borrowing at different stages in the Capital programme. To pay for project costs as they arise, the Authority has borrowed a total of £770m from the Public Works Loan Board, part of Her Majesty's Treasury for periods ranging 14.5 years to 44.5 years. This brings total borrowing to £818m. £280m of the borrowing was converted to Euro and placed in Euro Money Market Fund managed by LB Camden on the Authority's behalf. This will be drawn down to pay for the Energy Recovery Facility (ERF) construction work.

The 2021/22 final outturn reported as part of the ordinary business of the June 2022 Authority Meeting indicates that the NLWA's total expenditure for the year was £58.266m, and that charges for non-household and chargeable household waste were £6.275m and £1.428m respectively. As the levy is fixed at the start of the year, this resulted in the Authority having a revenue surplus, including balances brought forward, of £15.278m at 31 March 2022. This is £ 6.012m better than previously forecast in February 2022 (£9.266m). The in-year financial improvement arose mainly from lower residual tonnage received from boroughs, higher wholesale electricity prices resulting in a lower electricity claim, savings on administration costs and non-use of the contingency.

2021/22 Gross expenditure	£m
Waste disposal and recycling services (including landfill tax)	49.348
Reuse and recycling centres (including disposal costs from these sites)	4.648
Corporate and support services	3.464
Waste prevention initiatives (including work with community groups and constituent councils)	0.457
North London Heat and Power Project (development costs)	0.761
Revenue cost of funding the capital programme	6.830
Expenditure	65.508
Less	
Sale of recyclables	(7.057)
Other income	(0.185)
Net Expenditure	58.266

Table 8: NLWA 2021/22 gross expenditure

Looking forward, in February 2022, the Authority set the budget for 2022/23 at £76.712m. The Authority decided that the £9.266m revenue balance forecast available would be used to help fund the budget. Consequently, the 2022/23 budget has been financed as follows:

	£m
Use of revenue balances	9.266
Charges to boroughs for non-household waste	8.590
Charges to boroughs for household waste	1.809
Levy	57.047
Total	76.712

Table 9: Financing of the 2022/23 Authority budget

The levy for the 2022/23 financial year of £57.047m has been apportioned between the constituent boroughs as follows:

	£m
Barnet	11.692
Camden	5.698
Enfield	7.695
Hackney	7.213
Haringey	7.856
Islington	6.801
Waltham Forest	10.092
Total	57.047

Table 10: NLWA 2022/23 levy breakdown by borough

Tonnage levels

Allowing for a continuation of constituent borough recycling and composting activity, the 2022/23 budget allows for the disposal of 591,826 tonnes of residual waste, the processing of 13,826 tonnes of mixed organic waste, 14,268 tonnes of food waste, 20,309 tonnes of garden waste, and bulking and sorting arrangements for 118,910 tonnes of mixed dry recyclable waste.



LondonEnergy vehicle disposing of waste

NLWA can charge the seven constituent boroughs for some types of waste – principally non-household or trade waste – but recovers most of its costs via a levy: mostly for ordinary household and major project costs. Since 2016-17, the Authority’s costs have been apportioned using a system of levy and charges based on ‘menu pricing’. This means that each type of waste has a different price for the boroughs. Under this ‘menu pricing mechanism’, the allocation of the Authority’s net expenditure is now primarily driven by the tonnage of different types of waste that each borough delivers to the Authority. In addition, the Authority’s costs in relation to the network of reuse and recycling centres (RRCs) are recovered from each constituent borough in proportion to their residents’ usage of these RRCs.

Property

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

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

The Authority has varying property interests at:

- Edmonton EcoPark
- Hornsey Street, Islington
- Hannah Close, Wembley
- Pickets Lock Lane (residual land)
- Pinkham Way - land at part of the former Friern Barnet Sewage Treatment Works
- Deephams Farm Road and land to the north of the Edmonton EcoPark
- Land beside Lower Hall Lane, Edmonton
- Land at Hawley Road, Edmonton
- Berol House, Tottenham Hale

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



Hannah Close, Wembley

Hornsey Street Reuse and Recycling Facility

Throughout 2021/22, work to manage two invasive plant species, Japanese knotweed and giant hogweed, continued at the Pinkham Way site and at Deephams Farm Road.

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