



# Annual Report 2023/24

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# Introduction and summary

## Introduction and summary

North London Waste Authority (NLWA) is the statutory waste disposal authority (WDA) for the seven north London boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. NLWA manages waste in line with the waste hierarchy to protect the environment and preserve resources for future generations. By working on behalf of seven boroughs, we operate at scale to provide the best environmental outcomes and value for our councils.

NLWA is the owner of LondonEnergy Ltd (LEL), which operates an energy from waste plant and a new Resource Recovery Facility at the Edmonton EcoPark. LEL also operates two transfer stations and a network of reuse and recycling centres across north London.

We have a waste services contract with LEL as well as contracts with other companies for the treatment of mixed dry recyclable materials, organic waste, waste electrical and electronic equipment (WEEE), and other materials.

NLWA staff are Camden Council employees and we 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.

In June 2023 the outcome of a Local Government Association (LGA) corporate peer challenge was published. The report highlighted areas of significant strength and made recommendations to further improve and build on those strengths. The report says that NLWA “works collaboratively and with purpose” with the seven north London boroughs it serves. The LGA peer review team observed among staff and Members “a passion for the work they do to reduce waste and inform, educate, and influence recycling and reuse behaviours.” The team also found NLWA is strong on political leadership, that finances are well managed, and that the relationship between NLWA and its boroughs is collegial and robust.

The review made ten recommendations to further enhance NLWA's performance and delivery, including greater collaboration with the seven constituent boroughs, increased engagement with communities and wider oversight and scrutiny. A follow up in January 2024 found that NLWA had made excellent progress against their recommendations. This is reflected in the performance outlined in this 2023/24 annual report.

## North London Heat and Power Project



To help tackle the climate emergency and to prevent rubbish going to landfill, we are delivering the largest infrastructure project in our history. The energy from waste plant on the Edmonton EcoPark, which is reaching the end of its operational life, is being replaced by the greenest Energy Recovery Facility (ERF) in the country. We have completed construction of a new Resource Recovery Facility (RRF)

that provides additional capacity to manage recyclates and organics. We expect to welcome a new public reuse and recycling centre (RRC) and a community and education building called EcoPark House in 2024.

In 2023/24 NLWA signed a new contract with LEL for the operation and maintenance of the RRF, RRC and EcoPark House. The RRF went into operation on 15 March 2024, has capacity to manage 374,000 tonnes of waste per year and is designed to bulk recycling and organic waste for onward transport to processors, extract recyclables from residual waste and prepare bulky waste for energy recovery.

The principal contractor on the ERF, Acciona, was given full possession of the northern area of the EcoPark and the adjacent construction laydown area. They made good progress on civil and structural works including installing over 1,600 foundation piles and building the reinforced concrete bunkers.

## Reuse and recycling centres



The authority is committed to leading the way for recycling innovation and in 2023/24, we continued to expand the range of materials collected at our RRCs. We offer residents one of the most extensive ranges of recycling services available in London, enabling residents to manage their waste more sustainably and helping to support the circular economy. This year saw an increase in the number of mattresses collected, with around 9,000

mattresses being processed per month. We launched a new trial service to encourage reuse at two of our RRCs in Waltham Forest and Barnet to offer a place for residents to deposit unwanted DIY materials and take them free of charge. Our Expanded Polystyrene (EPS) recycling service continued to grow this year, and we introduced trials for recycling hard plastics and carpets at several of our sites. In total, our RRCs dealt with 39,402 tonnes and 72% of this was recycled, reused or composted.

## Household waste and recycling performance

In 2023/24 we accepted responsibility for managing the organic waste and dry mixed recycling collected by Enfield Council (this material was previously managed by Enfield). In total, on behalf of the seven boroughs, we processed 57,000 tonnes of food and garden waste and 124,414 tonnes of dry mixed recycling – significant increases on the previous year, reflecting this service change.

We continued our commitment to recycling as many materials in the UK as possible – achieving 100% for metals, plastic and glass. However, a fall in paper and card recycling capacity in the UK and Europe led to more of these materials being processed in Asia.

In 2023/24 we dealt with 563,508 tonnes of residual waste. This is an increase of 6,414 tonnes on 2022/23, but lower than 2020/21 and 2021/22.

## Education, outreach and communications

In 2023/24 NLWA ran a number of high profile behaviour change projects and campaigns, following the publication of the Waste Prevention Plan in January 2023. This included:

- Launching **Reduce, Reuse, Your Cycle** to encourage reusable period product take-up
- Awarding more than £200,000 of grants to grass roots organisations to run waste prevention projects in their communities
- Increasing reusable nappy voucher take-up by 31%
- Trialling a new approach to encourage residents and businesses to reduce single use plastics
- Developing a high profile recycling communications campaign with borough councils
- Taking a lead role in **Eat Like a Londoner** – a pan-London food waste prevention campaign
- Creating a new education programme for schools
- Running a high profile listening exercise to hear about residents' priorities and inform the development of the next Joint Waste Strategy.



## Finance and governance

The 2023/24 final outturn indicates that NLWA's total expenditure for the year was £69.6m, and that charges for non-household and chargeable household waste were £9.0m and £1.8m. As the levy is fixed at the start of the year, this resulted in a revenue surplus, including balances brought forward, of £9.8m. This is £1.0m better than previously forecast. The in-year financial improvement arose mainly from lower residual tonnage received from boroughs, savings on administration costs and an increased income from cash balances held in interest-bearing accounts.



# NLWA's role and operation



## NLWA's role and operation

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 as needed in addition to Authority meetings.

At the Annual General Meeting in June 2023, Cllr Clyde Loakes (Waltham Forest) was appointed as Chair and Cllrs Rowena Champion (Islington) and Mete Coban (Hackney) as Vice Chairs for 2023/24.



Clyde  
Loakes



Rowena  
Champion



Mete  
Coban

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 of 31 March 2024 are:

- Clerk – Jenny Rowlands (part-time NLWA)
- Financial Adviser – Jon Rowney (part-time NLWA)
- Legal Adviser – Andrew Maughan (part-time NLWA)
- Environment Adviser – Doug Wilkinson (part-time NLWA)
- Managing Director and Deputy Clerk – Martin Capstick
- Director of Corporate Services – Nikesh Shah
- Head of Strategy and Services – Michael Clarke
- Head of Strategic Communications – Joe Sheeran



## LondonEnergy Ltd

The Authority is the sole shareholder of LondonEnergy Ltd (LEL). LEL and NLWA continued to work closely together to provide a coordinated service which ensured boroughs benefited from the public ownership of the company.

LEL operates the energy from waste facility at Edmonton, which manages most of north London's residual waste and produces over 200,000 megawatt hours of electricity in a year. LEL benefitted from high electricity prices in the winter of 2022/23 and was able to provide funding from these gains to the Authority. In turn this benefitted constituent boroughs. When the Government introduced the Electricity Generator Levy in 2023, no exemption was provided for companies in public ownership. LEL estimates that its liability for payments under Electricity Generator Levy rules (which run to March 2028) could amount to over £20 million over the applicable period. This will affect money which would otherwise be available to help reduce pressure on council tax payers.



*Energy from waste facility at Edmonton EcoPark*

In 2023, LEL considered the results of a condition survey which was undertaken on the existing energy from waste plant. The survey was intended to assist in identifying and prioritising investment needed to secure the operation of the plant until it reaches the end of its operational life. Taking account of the condition survey, the LEL Board approved an increased investment of some £8 million in 2024 on elements of the facility. This is being funded by increased payments from the Authority to the company.

In 2023/24, LEL and NLWA successfully coordinated plans for operating and managing the new assets created through the North London Heat and Power Project. Transitioning of services into the new resource recovery facility started in March 2024.



# Services and performance

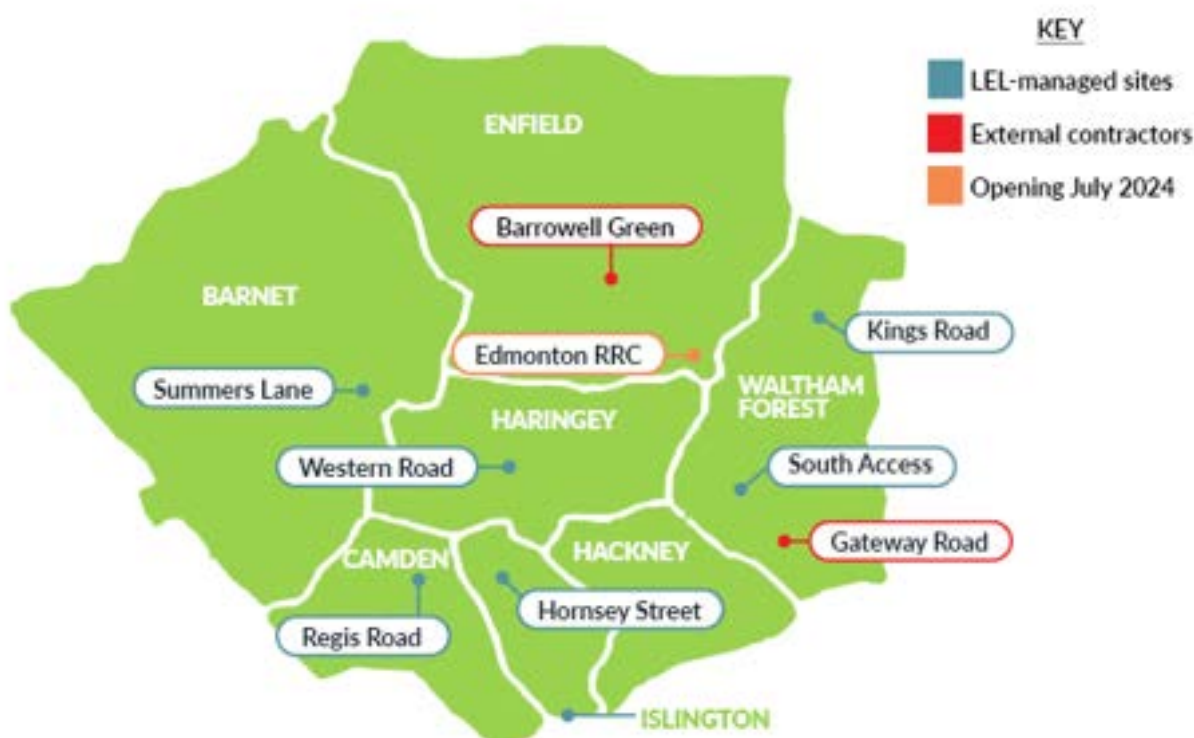
# Services and performance

NLWA manages both household and non-household waste collected by the seven boroughs.

Non-household waste includes waste collected under any commercial arrangements the boroughs have with local businesses to collect their waste, as well as fly-tipped waste collected by the boroughs. The tonnages in this report refer to total waste received by NLWA including both household and non-household waste.

The figures used in this document 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



NLWA-managed Reuse and Recycling Centres (RRCs) dealt with 39,402 tonnes in 2023/24. This is an increase of 6,279 tonnes compared to 2022/23. 72% of all NLWA RRC material was recycled, reused or composted.

The authority is committed to leading the way for recycling innovation and in 2023/24, we continued to expand the range of materials collected at our RRCs. We offer residents one of the most extensive ranges of recycling services available in London, enabling residents to manage their waste more sustainably and helping to support the circular economy.

We saw an increase in the number of mattresses collected, with around 9,000 mattresses being processed per month. A double mattress has a carbon footprint of 79kg, and most end up being thrown away within seven years. Fortunately, recycling schemes like NLWA's can make a huge difference in cutting down that waste and reducing the environmental impact.

	2022/23	2023/24
<b>Number of mattresses collected</b>	85,002	107,537

*Mattresses received for recycling at NLWA RRCs.*

NLWA's size and partnerships within the industry enable us to test market solutions for hard-to-recycle materials. We have worked in partnership with LondonEnergy Ltd (LEL) and the British Plastics Federation to offer a first-of-its-kind Expanded Polystyrene (EPS) recycling service at our RRCs. In 2023/24, the scheme diverted 5.34 tonnes of a light but difficult to recycle material from the residual waste stream and was shortlisted for the MRW National Recycling Awards.

We introduced trials for recycling hard plastics, which can be difficult to manage due to their complex composition and the lack of standardised collection services across London. The trial collected 104.89 tonnes of hard plastic in 2023/24 and will provide valuable insight into the effectiveness and economic viability of including them in future service offers.



*Hard plastics can be recycled at Regis Road in Camden and Hornsey Street in Islington*

Carpet recycling was rolled out after a successful trial. In its first five months of operation at South Access Road RRC in Waltham Forest, the specialist scheme collected 26 tonnes of carpet - measuring 15,000 square metres. Wool and nylon carpets can be turned into insulation, padding for mattresses, sleeping bags, backpacks and even coats. Polyester and polypropylene carpets can be used for plant pots, plastic bags, garden furniture or wheelie bins.

We launched a new trial service to encourage reuse at two of our RRCs in Waltham Forest and Barnet, offering a place for residents to deposit unwanted DIY materials and take them free of charge. The availability of free, usable DIY materials will keep items in use for as long as possible before they reach the end of their life. This new offer complements the existing Community Repaint scheme also available at the majority of north London reuse and recycling centres, which enables residents to drop off and collect leftover paint.

Material	2022/23	2023/24
<b>Tonnes of Expanded Polystyrene (EPS)</b>	0.9	5.34
<b>Tonnes of hard plastic</b>	0.0	104.89
<b>Tonnes of carpet</b>	0.0	26.85
<b>Tonnes of DIY for reuse</b>	0.0	91.79

*Tonnes of specialist recycling received at NLWA RRCs.*

In response to the rapid rise in disposable vape and nitrous oxide canister waste and concern over the environmental impact of their incorrect disposal, in 2023/24 we worked with our contractors to find a disposal solution for these notoriously littered items.

NLWA will continue to work with LEL and other industry partners to improve the resilience of these specialist recycling services and identify opportunities to expand our RRC recycling offering for residents. These specialist recycling opportunities will enable us to manage materials more efficiently, support the circular economy and tackle the climate emergency.

## Organic waste

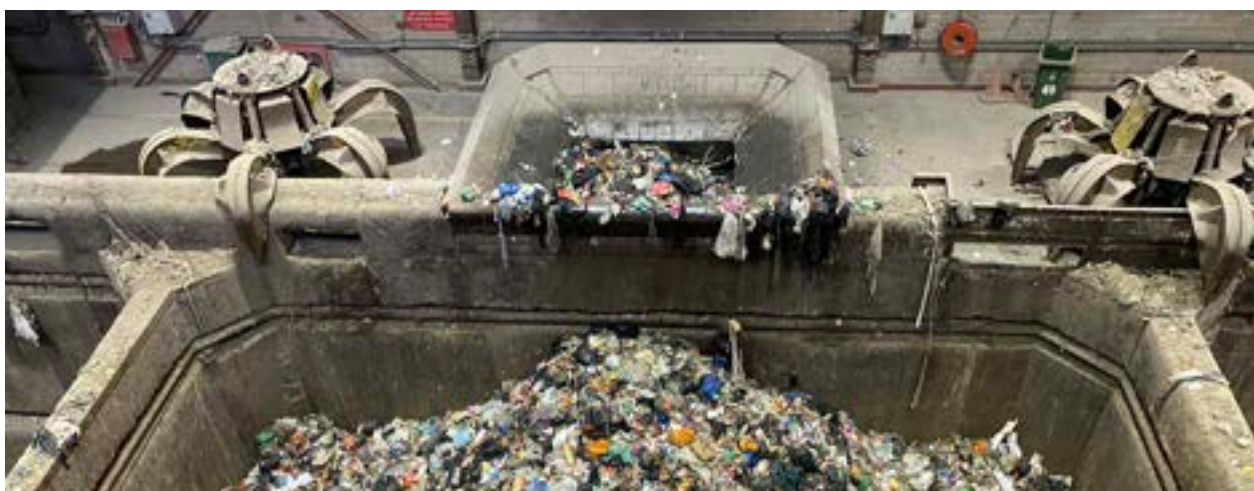
Organic waste comprises food waste, garden waste and BioK (garden and food waste combined).

Enfield Council's organic recycling figures were included in NLWA totals from April 2023 and partially explains the increase in organic waste tonnages, alongside a wetter summer in 2023 compared to 2022.

	2020/21	2021/22	2022/23	2023/24
<b>Food</b>	10,586	12,931	11,854	18,776
<b>BioK</b>	14,901	14,512	11,976	12,394
<b>Garden</b>	16,973	20,230	18,303	26,286
<b>Total organic</b>	<b>42,460</b>	<b>47,673</b>	<b>42,133</b>	<b>57,456</b>

*Total tonnes of organic waste received from all boroughs.*





*A waste bunker at the Edmonton EcoPark*

## Dry mixed recycling

Dry mixed recycling (DMR) 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 our seven constituent boroughs. From April 2023, Enfield Council's DMR became part of the Biffa contract, so this is the first year that NLWA has managed all seven boroughs' recycling.

	2020/21	2021/22	2022/23	2023/24
<b>Total tonnes (excluding Enfield)</b>	117,728	113,685	108,909	106,849

*Total tonnes of DMR received from boroughs excluding Enfield.*

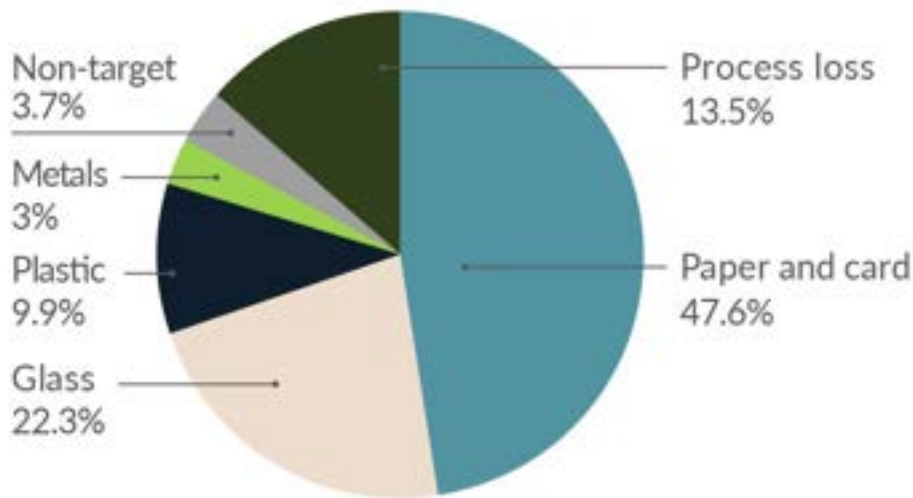
The table above shows that, when excluding Enfield's tonnages, DMR delivered by our boroughs reduced by 2,060 tonnes compared to 2022/23 figures. This change could reflect producers favouring lighter material in response to consumer demand and in preparation for the introduction of Extended Producer Responsibility (EPR) requirements for packaging. DMR materials are susceptible to economic conditions and are impacted by changing consumer purchasing habits, potentially impacted by cost of living.

The table below shows the total DMR for 2023/24 was 124,414 tonnes and reflects the inclusion of Enfield's recycling in the NLWA total.

	2020/21	2021/22	2022/23	2023/24
<b>Total tonnes (including Enfield)</b>	117,728	113,685	108,909	124,414

*Total tonnes of DMR received from all boroughs.*

## Dry Mixed Recycling composition



Composition of DMR processed by NLWA.

Process loss encompasses items which have been put in recycling bins but cannot be recycled, like nappies, or where recycling has been contaminated with materials like food. This year saw a 1.5% increase in process loss, which suggests that residents may be putting more dirty or unrecyclable items in their recycling.

## Recycling Income

NLWA receives an income per tonne of material recycled. A “basket price” is calculated based on tonnages and values of different materials. The value of this income per tonne remained stable in 2023/24, with the quarter four value being £40.90.

Whilst some material prices, such as glass, increased in 2023, paper and card prices have remained relatively low, and HDPE plastic prices have reduced.



Income from DMR per tonne.



## Recycling destinations

NLWA recognises the importance of dealing with our waste and materials as close as possible to the point where they are collected (the Proximity Principle). Since March 2020 we have worked with Biffa to reduce the amount of recycling processed overseas, with a commitment of 100% UK destinations by 2030.

In 2023/24, 100% of our metals, plastics and glass were processed in the UK which shows an improvement on 2022/23 levels. There was an increase in the amount of cardboard processed in the Far East compared to last year (from 6% to 28%) largely due to external market factors that have led to the reduction of cardboard recycling capacity in the UK and Europe. Despite a slight increase on last year's figures, volumes processed in the Far East remain lower than they were in 2020 and 2021 (100% and 69% respectively).

## Third party recycling and reuse credits

NLWA offers reuse and recycling credits to third party organisations that remove items from the residual waste stream that would otherwise have been sent for disposal at our expense. In 2023/24 the value of the third-party credit was £86.15 per tonne.

Nine charities took advantage of the scheme this year, receiving credits worth a total of £187,820. Between them, these charities collected 2,180 tonnes of furniture, textiles and books for subsequent recycling. This was a decrease from 2,254 tonnes on the previous year.

## Waste electrical and electronic equipment (WEEE)



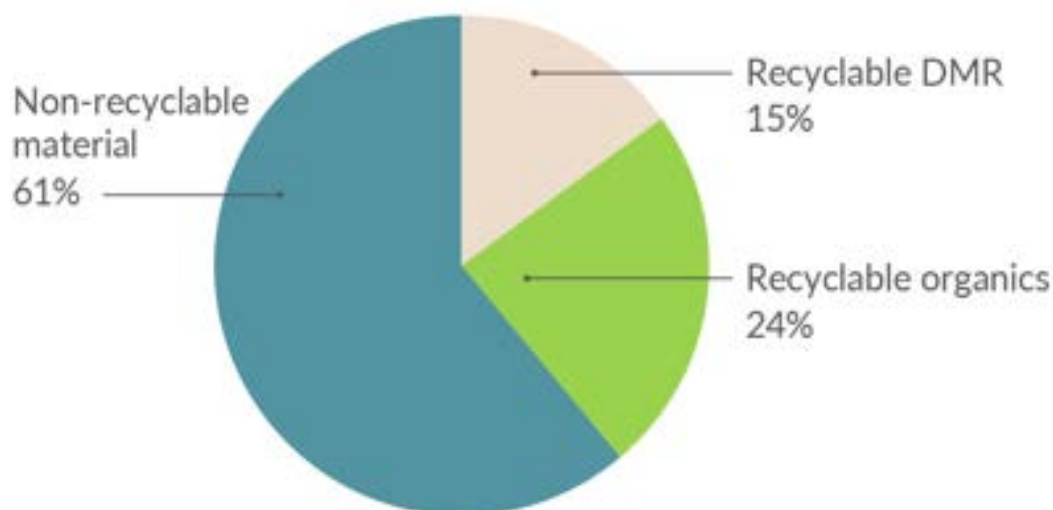
*Electrical recycling being processed at SWEEEP Kuusakoski in Kent*

NLWA provides kerbside collections of WEEE from five of our seven constituent boroughs (excluding Hackney and Haringey). During 2023/24 the service, operated by Clearabee, collected 85 tonnes of WEEE, an increase of seven tonnes on the previous year.

Residents delivered 2,747 tonnes of WEEE to our network of RRCs during 2023/24, an increase of 245 tonnes when compared to 2022/23.

## Residual waste services

A recent composition analysis of north London's waste revealed that 39% of material found in residual waste bins would have been theoretically recyclable at the kerbside if it had been separated, cleaned as necessary and residents had access to food waste collections. The majority of recyclable material is food waste. However, not all residents have access to food waste recycling services. In north London, the majority of residents live in flats or homes with shared facilities. This provides significant challenges in providing easily accessible food waste recycling infrastructure and driving up participation in the service once it is in place.



*Composition of residual waste received by boroughs.*

All residual waste was treated through energy recovery in 2023/24 meaning the authority achieved a 0% landfill rate. This compares to 0.6% of residual waste being landfilled in 2022/23.

NLWA recognises the importance of managing waste further up the waste hierarchy and as an organisation our primary goal is waste reduction. The most effective way to limit the environmental impacts of waste is to produce less waste in the first place.

National performance indicators look at the average amount of household residual waste produced per household within an area. The table below shows that, in north London, household residual waste per household increased slightly in 2023/24 compared to 2022/23.

From 2022/23, NLWA changed the way borough declarations of non-household waste are accounted for in WasteDataFlow to provide greater transparency and accuracy of reporting. This in part justifies the notable reduction in residual waste per household between 2021/22 and 2022/23 and explains why the 2023/24 number remains significantly lower than in the years prior to 2022/23. It should be noted that this year's figure is subject to change as the calculation uses property numbers from the government's WasteDataFlow system which have yet to be updated for 2023/24.

	2020/21	2021/22	2022/23	2023/24
<b>Residual waste per household (kg)</b>	575.6	581.8	497.6	514.6

*NLWA household residual waste per household.*

In 2023/24 we dealt with 563,508 tonnes of residual waste. This is an increase of 6,414 tonnes on 2022/23. Residual waste tonnages are impacted by a number of factors including economic growth and housing type. Numbers are beginning to normalise following a period of decreased tonnage because of the Covid-19 pandemic and reduced economic activity and spending.

	2020/21	2021/22	2022/23	2023/24
<b>Total tonnes</b>	570,394	573,359	557,094	563,508

*Total tonnes of residual waste received from all boroughs.*

The recycling rate is the proportion of total household waste by weight which is recycled, reused or composted. For 2023/24 the NLWA recycling rate is 28.8%. This is in line with national trends of stagnating recycling rates as overall waste production and residual waste treated has increased. This trend is likely to continue as legislative changes, such as the Deposit Return Scheme (DRS), take recyclable materials out of local authority managed waste and producers move to lighter materials in preparation for packaging Extended Producer Responsibility legislation.

## New infrastructure

New infrastructure at the EcoPark delivered by the North London Heat and Power Project (NLHPP) will be owned by NLWA and operated by LEL. In 2023/24 the Authority signed a new contract with LEL for the operation and maintenance of the EcoPark's Resource Recovery Facility (RRF), public Reuse and Recycling Centre (RRC) and EcoPark House, a community and education space. The new LEL contract includes a complete complement of operational, maintenance and asset management requirements - specified to achieve the long-term waste and recycling services required by residents.

The first of these assets, the RRF, went into operation on 15 March 2024. The RRF, which has capacity to manage 374,000 tonnes of waste annually, is designed to bulk recycling and organic waste for onward transport to processors, extract recyclables from residual waste and prepare non-recyclable bulky waste for energy recovery.

Delays to the waste reforms mean the impacts of upcoming legislation on north London's waste remain uncertain. The new facilities provide NLWA with the capacity and flexibility to manage changes in volumes and composition of waste loads in the future.

The RRF has been designed with safety in mind. Tipping from an external apron into the facility through fast closing doors ensures borough vehicles are kept separate from the operational machinery, removing many of the dangers associated with operatives and vehicles working in close proximity of LEL's operational plant. This delivers a significantly safer environment for borough collection teams.



*An artist impression of EcoPark House*

The new facility boasts a Supervisory Control and Data Acquisition system (SCADA) that supports automated management of Environmental, Safety and Operational Management Systems that contribute to achieving high standards in Environmental Quality and Safety. The SCADA is an integral part of the Air and Odour control system that changes and filters air inside the facility four times every hour. This is vital in removing small particulate matter including Persistent Organic Pollutants (POPs) found in soft furnishings.



# Communications, outreach and engagement

# Communications, outreach and engagement

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

In January 2023 we published [Preserving Resources, Driving Change](#), which sets out our approach to community engagement, communications and policy work. The aim for this ambitious programme is to draw on the collective expert experience of NLWA and constituent boroughs, apply behaviour change methodologies, use existing research and test and evaluate approaches as work is developed and delivered.

## The priorities are to:

- Enable communities to deliver change on the ground by providing residents with prevention, reuse, and repair opportunities
- Campaign for change
- Work in partnership
- Educate and inform residents
- Support our boroughs
- Work with businesses

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/X, Facebook, Instagram, YouTube and LinkedIn
- Outdoor advertising
- Local newspaper advertising
- National, regional and trade press



## Joint Waste Strategy listening exercise

In 2023/24 NLWA engaged with partners, residents and community groups to better understand their priorities ahead of developing a new Joint Waste Strategy for north London. This listening exercise was conducted through a 12-week campaign from the 6 July 2023 to 27 September 2023 and resulted in:

- Over 1.25 million social media views
- 11,000 visitors to the engagement website
- 2,100 respondents to a survey/attendees at focus groups and pop-up events

The listening exercise explored how residents would like to see waste reduction and sustainability achieved in north London. The consensus is that people are keen to reduce carbon emissions, make environmentally-friendly choices and recycle more, and overall considered these of greater importance than service costs.

Residents were clear that central government needs to take responsibility for driving change. A majority of respondents pointed to legislative action that would increase sustainability, such as banning non-recyclable items and making manufacturers responsible for disposal of their products. There was also a strong consensus among residents about the choices retailers and manufacturers could make to be more sustainable. More than 80% of participants agreed that manufacturers could support better environmental outcomes by minimising the packaging they use on their products.

North Londoners once again showed that they want to make positive environmental choices and want public services that help them do so. More than three quarters of respondents said an important action for local authorities was providing accessible and easy-to-use recycling sites, demonstrating residents' eagerness to do the right thing when it comes to making sure their waste is disposed of properly.

Reducing carbon emissions was a top priority for many, with nearly half of all participants choosing this as a key way to improve north London's environmental outcomes. The importance of developing a circular economy for north London, particularly through more repair and reuse activities, was considered important, supported by initiatives such as funding, signposting, and more outlets to encourage items to remain in circulation.

Phase 2 of the public engagement will be held later in 2024 and will provide and seek feedback on the detailed draft strategy.





## North London Community Fund

Since its launch in 2017, the [North London Community Fund](#) has helped to fund effective waste prevention activity across the north London boroughs. It enables change at grassroots level, tapping into existing community networks and creating local advocates.



*Garden of Earthly Delights, a 2023/24 North London Community Fund project*

For 2023/24, the fund was increased to £250,000 per year. We funded 17 projects delivering local activities on waste prevention, including:

- A network of neighbourhood-based food waste compost hubs
- Electrical repair and education activities
- A network of community champions delivering waste prevention and sustainability events in their local communities
- Teaching carpentry skills using wood that would otherwise have gone to waste

Building on the success of the fund to date, we prepared to launch a [larger strategic fund](#) in 2024/25. Two organisations will be awarded £100,000 to deliver on a strategic behaviour change campaign and reach communities that do not currently engage in waste prevention behaviours.

### Reduce, Reuse, Your Cycle

The [Reduce, Reuse, Your Cycle](#) campaign launched in January 2024. It was designed through the application of behavioural science, seeking to increase the purchase and use of reusable period products in north London. The project involves a holistic approach of outreach workshops, school assemblies, discount codes and digital and out-of-home communications to improve the knowledge of, and access to, reusable period products.

## Schools and education

In 2023/24 we launched an online [Education Hub](#), pulling together some of the best teaching resources on waste prevention for teachers and educators. This was one of the key recommendations of the research project conducted with Keep Britain Tidy in 2022. We also launched the School Uniform Exchange Network which provides guidance to schools to set up a uniform exchange or shop. Using a calculator tool shared by East London Waste Authority, we can tell schools how much waste, money, and carbon emissions they saved through their uniform exchange records.



Work started on developing a brand-new outreach programme, consulting with schools and boroughs to identify where the priorities are. The outreach programme called 'In the Know' will launch in September 2024.

We also planned for the education programme at EcoPark House, which is due to open later in 2024. The building will be used for resident and visitor engagement and educate the next generation on waste and recycling.

## Food waste prevention



NLWA is a delivery partner and steering group member for [Eat Like a Londoner](#) - a pan-London communications campaign to encourage and inspire residents to waste less food and eat more sustainably. During 2023/24, the campaign generated over 17 million impressions and 30,686 click-throughs to the website through online, out of home and social media advertising across north London. The campaign was promoted at events across the seven north London boroughs. To complement the campaign, NLWA ran four behaviour change workshops in February and March 2024 which included a low-waste cooking demonstration and assisting residents to commit to actions to tackle their food waste. Participants weighed their food waste to monitor their progress and help us evaluate how effective the workshops were. Evaluation will take place in 2024/25.

## Reusable nappy fund



In 2023/24, NLWA increased the reusable nappy vouchers available for north London parents/carers to £70 per baby. In the year, 1,131 people signed up to the scheme, which is a 31% increase on the previous year. 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. It is estimated that in 2023/24, 813 tonnes of disposable nappy waste was avoided.

## Bring It...



**Bring it, Barnet** launched on 7 January, running for three months across social media and out of home advertising in East Finchley and High Barnet. The behaviour change campaign aimed to encourage Barnet residents to use reusable coffee cups, bottles, bags and containers to reduce single-use plastic. The project focused on social normative messaging, using real residents and businesses to influence peers and included prompts to help residents to remember to bring their reusables with them when they leave home. The campaign reached over 888,000 people, with residents seeing the adverts on average seven times, generating 50,000 visits to the website. The evaluation suggests that the campaign increased reuse behaviour, particularly using reusable coffee cups, bags and water bottles. More needs to be done to make using reusable containers for takeaways and loose food the norm. The campaign will be localised and rolled out across the other constituent boroughs during 2024.



## Together We Recycle

The [Together We Recycle campaign](#) ran from 28 August to 15 October 2023 and featured collection crews from our boroughs. By showing the real people who collect recycling every day, the campaign celebrated 'household heroes' and aimed to inspire residents to do their bit, too.

Campaign advertising at bus stops and on social media reached 3.8 million people, and a further 31,000 residents in six target areas also received personalised leaflets from their local collection crew.



The campaign included a dedicated webpage where people could find out more about their local crew and about how to recycle correctly. This webpage received 13,573 page views. Over 200 people also made use of a 'thank you' form, writing a message of thanks that was passed on to their local collection crew. The Together We Recycle campaign saw recycling increase by 2.52 tonnes in four of the areas that received leaflets.

A second phase took place in early 2024 and featured Biffa Materials Recovery Facility (MRF) staff. This included social media advertisements in a similar style to the first phase and short videos that show the sorting processes at the MRF to help residents understand what happens to their recycling. Advertisements for this element reached 1.5 million people, 7,991 of whom visited the NLWA website.

## Small Journey, Big Impact



We ran an outdoor advertising campaign promoting reuse and recycling centres (RRCs) over a four-week period from 24 April 2023. The ['Small Journey, Big Impact' campaign](#) focused on showing north Londoners that RRCs can be visited on foot or by bike and reminding people that there is no longer a pre-booking system in place for cars and pedestrians.

Advertisements at bus stops were seen 24.7 million times (impressions); newspaper advertisements reached over 200,000 people and social media advertisements reached 1.1 million people. There was a 12% increase (2,565) in people visiting RRC webpages during the month after the campaign, compared with the previous month.

## Not a Minute to Waste videos

To educate about the journey of waste, we commissioned research via YouGov to better understand the existing knowledge of Londoners. Following that, we worked with a video producer to create three distinct videos to show north Londoners what happens to their waste once it's been disposed of. [The three videos](#) focus on general rubbish through the lens of the Energy from Waste facility; recycling, focussing on the Materials Recovery Facility; and lastly large items, focussing on one of our reuse and recycling centres. The videos received almost 50,000 views and will be used in future work on schools and education.

## Waste Prevention Exchange conference

The ninth annual Waste Prevention Exchange was delivered in May 2023, with hundreds of participants joining the virtual conference. The conference focussed on the circular economy and the challenges and opportunities this brings to local authorities. There were expert panellists discussing how a circular economy can be established, and why it's important to understand the whole system in which we're operating. Guest speakers included Eonomia and the Behavioural Insights Team.

## Reaching residents through digital channels

Activity	People reached/engaged
NLWA websites	612,699 visits
Social media (Twitter/X, Facebook, Instagram, YouTube and LinkedIn) reach	23,053,713 impressions of all posts
Social media (Twitter/X, Facebook, Instagram, YouTube and LinkedIn) engagement	172,685 engagements of all posts



*The A-Z waste search, the most popular function on NLWA's website*

During 2023/24, over 600,000 people visited NLWA's website. While reuse and recycling centres remain very popular pages, most of our web traffic now relates to our [A-Z waste search](#) which allows residents to search what to do with different household items. Last year 127,987 searches were carried out on the A-Z and the top searches were paint, carrier bags, suitcases, mattresses and garden waste.

We regularly post on NLWA's social media accounts and across Twitter/X, Facebook, Instagram and LinkedIn we have over 11,941 followers. We run online advertising campaigns to target specific audiences promoting waste prevention and recycling behaviours, often linked to key cultural events, awareness days or weeks. Examples include:

- Promotion of the Joint Waste Strategy listening exercise
- Recycle Week 2023
- Promotion of new hard plastics recycling at reuse and recycling centres
- Back to school waste prevention tips
- Low waste (New Year) resolutions
- Promotion of the reusable nappy subsidy

In December 2023, we started email marketing for residents interested in receiving regular updates from us. 3,400 emails were sent to over 1,500 residents. 60% of these emails were opened and 12% of recipients clicked on a link to read more on the NLWA website.

## Nature connectedness research

A behavioural science master's research project was completed by a NLWA officer and Dr Caroline Harvey at the University of Derby. The results of a study of 450 north London residents suggest that having a connection to nature and engaging in other pro-environmental behaviours make it more likely that people will engage in waste prevention behaviours. Activities that connect individuals to nature and engage individuals in other pro-environmental behaviours, such as those relating to conservation, environmental citizenship, food and transportation could encourage individuals to reduce their waste. This more holistic approach to waste prevention behaviour change will be explored in partnership with the borough officers.

## Press, media and advertising

In our Waste Prevention Plan we set out our intention to campaign for systemic change. During 2023/24, we campaigned on a variety of issues including:

- In July, NLWA supported recommendations, put forward by the National Audit Office, that [Defra should provide more detailed delivery timelines](#) for waste reforms, particularly for business and local authorities. NLWA then expressed our [disappointment following the announcement of further delays to Extended Producer Responsibility](#) legislation later in the month.

- In September, NLWA called on the government to ban the sale and manufacture of disposable vapes and NLWA’s Chair, [Cllr Clyde Loakes, set out his concerns in a letter to the Environment Secretary](#). NLWA then responded to the government’s youth vaping consultation and [provided a template response](#) for residents, businesses and organisations wishing to have their say. An accompanying video showed the vape recycling process and highlighted the urgent need for action to prevent precious metals going to waste.
- In November, NLWA called for [greater ambition, following announcement of the government’s ‘simpler recycling’ reforms](#). While NLWA welcomed the plans in principle, such as separate food waste collections, funding arrangements for new services were not clear. There was also concern about market capacity to take additional waste, including plastic film and plastic bags, which will be included in collections by 2027.

Activity	People reached/engaged
Outdoor advertising	75,020,000 impressions of adverts
Local newspaper advertising	208,000 number of copies printed and distributed
National, regional and trade press	1,168,577,580 total reach of all coverage

## Responses to consultations

During 2023/24, we responded to six Government consultations:

- Defra’s near elimination of biodegradable waste to landfill
- Public Accounts Committee inquiry into the Government’s resources and waste reforms for England
- Extended Producer Responsibility (EPR) regulations
- Proposed ban of the manufacture, supply and sale of wet wipes containing plastic
- Creating a smokefree generation and tackling youth vaping
- Simpler Recycling Exemptions

Full consultation responses are available on [nlwa.gov.uk/ourauthority/consultation-responses](https://nlwa.gov.uk/ourauthority/consultation-responses)





# North London Heat and Power Project

# North London Heat and Power Project

The North London Heat and Power Project is replacing a 53-year-old energy from waste facility at the Edmonton EcoPark with a new Energy Recovery Facility (ERF) to process up to 700,000 tonnes of waste each year and provide electricity to the national grid and heat to a local district heat network.

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 (RRC). EcoPark House will be a new visitor centre and community space for local residents, as well as a waterfront home to Edmonton Sea Cadets.



*Aerial View of the completed Resource Recovery Facility ready for operation*

A new programme director was appointed after an open, competitive process, following the previous director's retirement. The successful candidate, Peter Andrews, has extensive experience in overseeing projects both in the UK and internationally, particularly in the power, petrochemicals, and waste sectors.

In 2023/24 we focused attention on the transition of new facilities into our and LEL's operations and established a Joint Transition Steering Group with LEL to oversee the integration of construction project activities with the operational readiness activities. This focused on the RRF and the learning from this is now being taken forward with transition plans for the ERF.

We looked ahead to the decommissioning and demolition of the current energy from waste facility, and conducted a market engagement exercise to gather industry perspectives on approaches to procuring this work in the future. Feedback welcomed the early engagement with the market in planning resources and making best use of market capability.

NLHPP received five awards in 2023/24:

- *Best public sector project of the year* and *Best sustainable brownfield infrastructure scheme* at Environment Analyst's Brownfield Sustainability awards.
- *Most innovative project of the year* at the Institute of Economic Development Awards
- *Energy/infrastructure team of the year* at the LLP awards
- *Culture and diversity award* at the Partnership Awards.

The project was also highly commended for *Best workplace mental health team* at the Mates in Mind Awards and *Most engaged employer* by the Women in Construction scheme.

## Energy Recovery Facility construction progress

During 2023/24 Acciona were given full possession of the northern area of the EcoPark and the adjacent construction laydown area. This enabled Acciona to progress the civil and structural works involving the installation of over 1600 foundation piles, reinforced concrete bunkers and heavy foundation slab for process equipment.

25 key pieces of equipment were procured, manufactured, and delivered to site and a nearby holding area, ready for installation. These are intended for the commencement of the mechanical, electrical, and plumbing work in the Flue Gas Treatment building and the Incinerator Bottom Ash area. A temporary ash handling bay was built for the existing Energy from Waste (EfW) centre to make the northern area available for ERF construction. It will operate until the EfW is no longer in operation.

Acciona worked with relevant trade unions to establish a Special Project Agreement under the National Agreement for the Engineering and Construction Industry (NAECI) "Blue Book" working rule agreement. NAECI sets comprehensive terms and conditions of employment for hourly-paid engineering construction workers on major and basic engineering construction projects. In the context of the ERF scope NAECI applies mainly to the construction of the process equipment.



*Aerial View of the ERF site under construction*

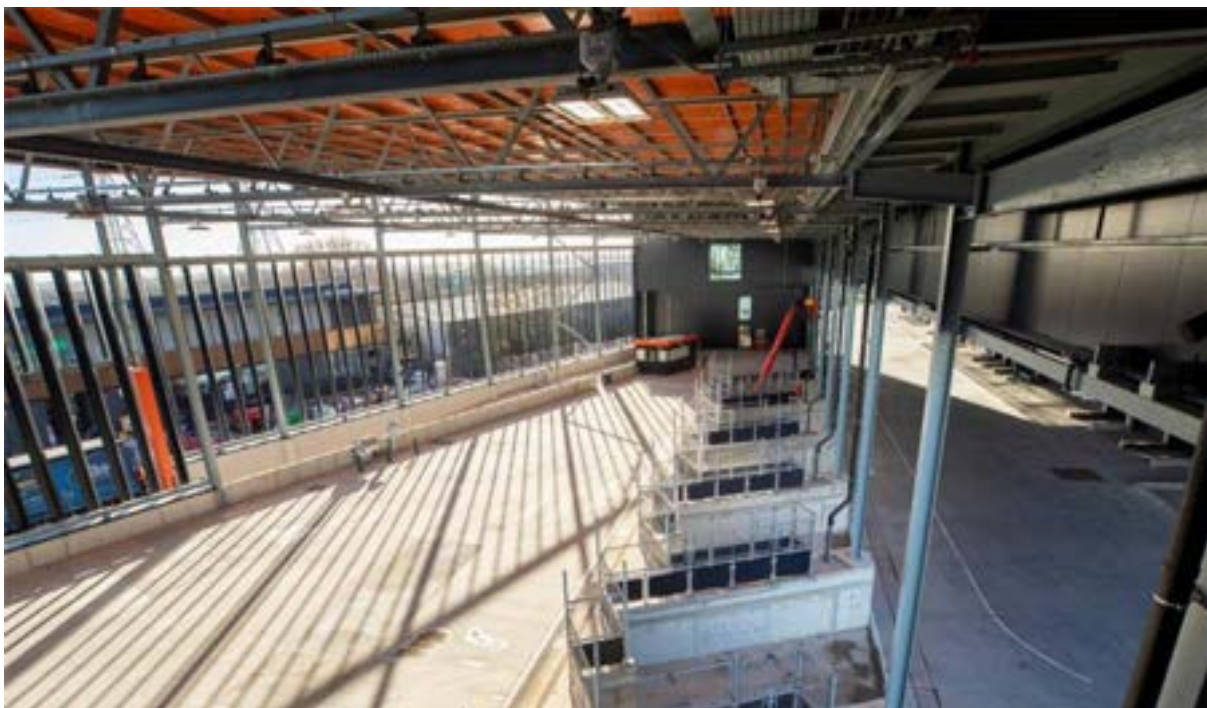
## Resource Recovery Facility

In 2023/24 Taylor Woodrow completed the construction of the RRF including the commissioning of the buildings systems over the second half of the year, which will enable it to function as a modern waste management facility.

In March 2024, we formally entered into a contract with LEL to operate the new RRF and handed the building over to start the operational ramp up in the brand-new recycling facilities. This significant milestone on the project is the culmination of many years of hard work and is the biggest investment in public sector recycling infrastructure for London in decades. The public reuse and recycling facilities are scheduled to open in summer 2024.

The RRF has a solar panel array the size of a football pitch on its roof which is now in operation. Since being switched on in early 2024, over 50,000 kWh were produced and used on the site to substitute power from the national grid. The building has an Integrated Odour and Ventilation System (IOVS) which can filter the air inside the building up to four times per hour. Vehicle access doors are automatically controlled so that air is emitted mostly through the IOVS. Traffic management is highly automated to enable operational efficiency and interface with other building systems such as the IOVS.

The commissioning of the RRF's systems has been complex spanning across over 50 individual interfacing systems that are controlled with a high degree of automation. Although commissioning was led by the Principal Contractor, Taylor Woodrow, we applied robust assurance of their work to achieve the handover of a facility that we were confident in working safely, effectively, and efficiently from the outset. LEL's engineering and operation teams were heavily involved in the commissioning which included training and user trials.



*Inside the completed Reuse and Recycling Centre within the Resource Recovery Facility*



## EcoPark House

Construction on EcoPark House, which will provide space for community and educational use as well as providing a waterfront base for the Edmonton Sea Cadets, approached completion in 2023/24 and will be brought into use in the autumn of 2024. The building is completely off-grid, being supplied with electricity from the RRF solar array and heating through a ground source heat pump. During the year, NLWA did extensive preparation to ready the building, maximise the education offer, optimise the way it will operate to provide community benefits, and best serve the needs of north London residents.



*EcoPark House under construction*

## Health, safety, and wellbeing

The project demonstrates a strong health and safety culture and the current Accident Frequency Rate (AFR) for reportable injuries in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences regulations (RIDDOR) is at 0.200 across the project. This compares favourably with other major construction programmes in the UK.

Following a 2023 health, safety and wellbeing culture survey, actions were taken to improve communication, share lessons learned and integrate the management team with site operatives. Two health, safety and wellbeing forums were put in place to encourage more participation from operatives and drive improvements and initiatives forward.

*Take 5* training was introduced to the project in October 2023 to break down barriers between site and non-site personnel. This is always an issue on construction sites and the project aims to be industry leading in this area and *Take 5* now forms part of the onboarding process for all new starters.

The *Mates in Mind* initiative continued, and sessions were adapted to encourage more attendance. In August 2023, a mental health awareness talk was hosted by mental health advocate, Rob Muldoon (Mind your Head podcast). This was well attended and received great feedback. Other health, safety and wellbeing initiatives carried out in 2023/24 include:

- Exclusion zone training to allow staff to see the actual sight lines from heavy machinery and the size of required exclusion zones
- Virtual reality session on people and plant interface
- Fallen worker rescue drills
- Working at height safe card system to improve logistics in high risk areas and coordinate different trades and contractors
- Waste bunker rescue drill

## Equality, diversity, and inclusion

In 2023/2024, we implemented a wide range of activities and initiatives across the project to enable, champion and embed inclusion on NLHPP.

Our team celebrated Black History Month, International Women's' Day and Movember, creating opportunities for those who work on the project to learn and celebrate each other's rich cultures and experiences.



*International Women's' Day*



We continued to raise the profile of and empower women on NLHPP by creating a platform for women to build connections as well as learn from each other. In our lunch and learn sessions, we explored topics such as imposter feelings, career development in the construction industry, collaboration, mental health awareness, menopause, and regular career spotlights on women across the programme. 93% of attendees agreed that the project's women's network is raising the profile of and empowering women on NLHPP. The group also continued to work closely alongside the leadership team to inform the strategic approach to inclusion on the project.

An event to celebrate five years of NLHPP was held, where teams shared their experiences of pride on the project. All speakers talked passionately of working on a project that champions and drives an inclusive working environment, with many sharing personal experiences of the reverse mentoring programme and winning awards for inclusion on NLHPP.

The team also worked collaboratively with Acciona to deliver the 'Juntos We Can Programme,' a behavioural based initiative which introduced us to the collaborative behaviour buddies, including the inclusion buddy 'Sam.' These behavioural buddies were then launched through the lunch and learn series, promoted via posters on site and embedded into the collaborative ways of working on the project. To complement these sessions, Acciona also developed bitesize Vroomly videos accessed through QR codes to make the content as widely accessible as possible.

We ran our fourth reverse mentoring cohort with eleven early careers mentors, primarily from groups under-represented in the construction industry matched with senior leaders/experienced mentees across the project.

## Social value

In 2023/24 the project continued to deliver social value for local communities. Construction contractors supported opportunities for local residents across the seven boroughs including providing apprentices, employment and training, procurement with local businesses, community projects and an increased focus on schools engagement.

The total number of apprenticeships created on the project reached 46, with further apprenticeship opportunities earmarked within the supply chain to come forward later in 2024. The apprentice network was re-launched, with visits to LEL and the Brent Cross Regeneration Project, and career talks delivered by experts across the project team.

Training placements continued to focus on supporting under-represented groups into construction with cohorts of women, special educational needs, and unemployed people on the project. As of April 2024, 195 placements had been created. In 2023/24 there was a concerted effort to enrich the quality of placements. This included a supported internship in collaboration with West Lea School, Enfield and developing a long term supported placement

with Barnet Mencap.



*Apprentice network LEL tour*

Employing local residents remained a priority, with 20.3% of workers from the seven north London boroughs. There was a decrease in the proportion of local workers due to the specialist nature of roles required at this stage of the Energy Recovery Facility build. This will continue over the coming years as complex works and fit out of the best-in-class technology is installed. To ensure as many opportunities can go to local residents, Acciona appointed a recruitment company, NRL, to develop a talent pool for the recruitment of specialist workers and job opportunities continued to be shared with local employment networks and borough councils.

In 2023/24 the local supply chain spend across the project reached over £45.8 million. This includes over £4.5 million with a Haringey-based concrete supplier for the ERF contract. Opportunities to procure local businesses will continue to be identified across all contracts.

The schools programme went from strength to strength in 2023/24, with site visits now available to schools alongside in-class sessions. As of April 2024, over 3,000 students have now been engaged with. The success was recognised in the Institute of Economic Developments Awards in 2023 as the 'most innovative project of the year'.

The second round of RE-Power Communities was held in 2023/24, which has led to 36 local organisations receiving grant funding, volunteer time and resources.

A Social Value Impact Study was commissioned to ascertain the wider impact of the project, through quantitative and qualitative analysis. A data gathering exercise has been conducted and further research and reporting will be completed in 2024/25.



*Students from Haringey Sixth Form College visiting the NLHPP Site.*

## **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 2023/24, we continued to maintain our communications and community engagement work as construction progressed.

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 the environmental features of construction and the new buildings in a series of videos for the website on air quality, carbon, circular economy and social value.

The website [northlondonheatandpower.london](https://northlondonheatandpower.london) had a refresh with more intuitive design and an audit of all content. The site continues to provide extensive project information, videos

and announcements. Following the refresh we have seen an increase in users, with 21,000 visits in 2023/24, compared to 18,000 the previous year.

On social media, NLHPP channels continue to issue proactive posts which have seen a decline from previous years in negative sentiment. Across all channels, posts were seen 26,277 times and received 1,285 interactions. Posts were mainly focused on promoting job opportunities, support for community projects and construction milestones.

We issued 15 press releases to local and regional media. Responses to six formal enquiries about the project were published, which shows a significant reduction in interest from 22 responses in the previous period.

Three newsletters were printed and delivered to 28,000 homes and businesses. The newsletters are also available at: [northlondonheatandpower.london/community](https://northlondonheatandpower.london/community)

We held 21 visits to the EcoPark for 160 visitors to see progress on the construction sites and one in-person Community Liaison Group meeting.



# Governance



# Governance

NLWA has a robust governance framework that includes clear organisational objectives, set out in our annual business plan. The regularly updated Standing Orders set out how decisions are made, whether by elected members or officers, and how financial duties are segregated to reduce the possibility of fraud.

Our risks are dynamically managed through a risk register, which is reported to and reviewed by Members at Authority Meetings. Member decisions are made in public, live-streamed meetings on the basis of publicly available reports. All reports are cleared by our Monitoring Officer, to ensure compliance with relevant legislation. Significant decisions are taken by all 14 members at Authority meetings, whilst the Programme Committee considers in detail progress on the North London Heat and Power Project, and the Audit Committee considers the Authority's accounts with the support of a newly appointed independent member. The Authority also organises a members finance working group and members recycling working group, which allow officers to brief members and get a steer on emerging trends and issues.

NLWA has strong systems of financial control, which includes adopting Camden Council's Treasury Management Policy, a robust annual budget setting process and a periodically updated Medium Term Financial Strategy that gives key stakeholders certainty of current and future provisions.

These systems are supported by a comprehensive compulsory induction programme for all staff, which includes both data security and combatting fraud, and by internal audit services. Each year a programme of works is agreed for audit review to support management of risks.

Authority Members and staff are required to declare related third party transactions, and any such declarations are published with the accounts.

## Corporate Peer Review

In June 2023, the Local Government Association published the outcome of a Corporate Peer Challenge which was carried out in January 2023 by peers holding senior councillor and officer positions in local authorities. The report highlighted strong leadership, effective external communications, an impressive construction programme, well-managed finances and high-calibre, responsive staff. An agreed action plan addressed several recommendations, and the team reconvened in January 2024 to review progress.

The peer team was encouraged by how NLWA embraced the challenge and made progress against the recommendations, concluding that NLWA is a reflective organisation focused on

delivering its ambitious agenda and work programme that seeks to preserve resources and protect the environment.

The team was impressed with the open and honest conversations it had with NLWA, who were keen to share details of their journey through recent challenges and share the responses, learning, and work to manage and mitigate risk.

Members and officers reported relationships between the Authority and the constituent boroughs, community groups, and residents were continuing to improve and strengthen on all levels.

Overall, the peer team found the review feedback had been used constructively to build upon our ambitions, and that NLWA has made excellent progress against all the recommendations.

### **Declarations of interests, gifts and hospitality**

In order to demonstrate accountability, transparency and impartiality to taxpayers, NLWA reports on any transactions of officers and Members in the Authority's statutory accounts each year. Staff must also declare any relevant interests and any offers of gifts or hospitality so that they can be recorded. In 2023/24 five offers of hospitality were declared, four of which were accepted.

During 2023/24 there were no declarations of interest by officers. 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 it processes during its operations. This would include, for example, collecting feedback about events from residents or taking photographs of people. In December 2023, 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 (UK GDPR), 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 in 2023/24.

The Data Protection Officer has overall responsibility for ensuring compliance with the UK GDPR and reports directly to the Authority's Senior Management Team.

## Freedom of Information and Environmental Information Regulations

NLWA receives formal information requests about its activities under the Freedom of Information Act 2000 and Environmental Information Regulations 2004. In 2023/24, we received 21 information requests.

The table below compares the number of information requests received in 2022/23 with the previous two years. Whilst the deadline to respond can be extended for complex requests, we aim to respond within 20 working days in line with the regulatory requirements. We received no ICO complaints.

Period	Within 20 days	More than 20 days	Total
2021/22	29	22	51
2022/23	24	3	27
2023/24	18	3	21

### Information Transparency Code

NLWA publishes information in accordance with the Information Transparency Code 2015 on its website. Details can be found at [nlwa.gov.uk/ourauthority/information-we-publish](https://nlwa.gov.uk/ourauthority/information-we-publish)

## Equality objectives

In compliance with the Equalities Act 2010, which requires equality objectives to be set and reviewed every four years, NLWA's equality objectives were last reviewed in January 2022. The objectives are broken down so that they reflect the categories of activity that NLWA engages in, with measurable outcomes for each. We will ensure that due regard is had to the Public Sector Equality Duty (PSED) set out in section 149 Equality Act 2010 in the delivery of the objectives and 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.

## The Authority's activity and 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.



*Biffa Edmonton processes dry mixed recycling from across north London*

### 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 will 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 are 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 open EcoPark House in 2024 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 ethnic minorities and women, 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.

As NLWA does not employ staff directly, but through the London Borough of Camden, Camden discharges any responsibility to report gender pay data.

## Activities which contribute towards meeting our equality objectives

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

- Contracts awarded by the Authority contain 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 also include a check of tenderers' equality policies.
- Waste prevention work continued to reach a wide range of audiences through the year. Outreach with residents was delivered through a mix of approaches including face to face events and digital information.
- Under its duty to comply with website accessibility requirements, NLWA's website meets Web Content Accessibility Guidelines version 2.1 AA standard.



- 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.
- We continue to incorporate accessibility requirements 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).
- We also work to promote the inclusion of women and ethnic minorities in the NLHPP's on-site construction workforce, as well as in on-site skills training placements and apprenticeships.

## Public procurement

NLWA's procurements are advertised and conducted in accordance with the Public Contract Regulations 2015 and our Contract Standing Orders.

## 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 the London Borough of Camden is made available to our staff.

NLWA regularly checks that potential suppliers have in place a slavery and human trafficking statement which complies with the law as part of its procurement processes.

## 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 regularly and publish for consideration by Members each year. In response to its increasing responsibilities, NLWA has enhanced its approach to risk management through the integration of relevant and appropriate risks from the NLHPP and LEL risk registers into the high-level register, to ensure awareness of organisational risks and priorities. The outcome of this approach is that both LEL and NLHPP have clear sight of NLWA's top risks which form a basis to ensure optimal resource allocation.



# Finance and Resources

## Finance and Resources

The net revenue budget for 2023/24 was funded mostly by a levy on constituent boroughs, which covers the costs of household waste disposal, recycling and running the organisation. There is a separate charging arrangement in place for non-household waste and for certain other categories of household waste. This means that each type of waste has a different price and the levy paid by each borough council depends on the amount of waste they collect. The levy also covers costs for running reuse and recycling centres in proportion to the boroughs that RRC users live.

In February 2023, the Authority agreed an original budget of £85.1m for 2023/24 to be financed by estimated revenue balances of £10.4m, charges to boroughs for non-household waste of £9.0m, charges to boroughs for chargeable household waste of £1.8m, and a levy of £63.9m. Members also agreed a one-off levy rebate of £10m to reflect additional income passed through from LondonEnergy Ltd due to a temporary increase in wholesale electricity prices.

In setting the 2023/24 budget and levy, it was recognised that, subject to favourable circumstances outside of our control, there may be some surplus revenue balances by the time it came to making decisions on the 2024/25 budget and levy.

To pay for the North London Heat and Power Project (NLHPP), NLWA has borrowed a total of £970m from the Public Works Loan Board for periods ranging 14.5 years to 44.5 years. This brings total borrowing to £1,000m. £280m of the borrowing was converted to Euro and placed in Euro Money Market Fund managed by Camden Council on our behalf. This is being drawn down to pay for the Energy Recovery Facility (ERF) construction work.

The 2023/24 final outturn indicates that NLWA's total expenditure for the year was £69.6m, and that charges for non-household and chargeable household waste were £8.3m and £1.5m. As the levy is fixed at the start of the year, this resulted in a revenue surplus, including balances brought forward, of £9.8m. This is £ 1.0m better than previously forecast. The in-year financial improvement arose mainly from lower residual tonnage received from boroughs, savings on administration costs and an increased income from cash balances held in interest-bearing accounts.

Gross expenditure 2023/24	£m
Waste disposal and recycling services (including landfill tax)	71.4
Reuse and recycling centres (including disposal costs from these sites)	5.8
Corporate and support services	5.1
Waste prevention initiatives (including work with community groups and constituent councils)	1.2
North London Heat and Power Project and Carbon Capture and Storage (development costs)	2.1
Revenue cost of funding the capital programme	6.2
<b>Expenditure</b>	<b>91.8</b>
Sale of recyclables	(5.3)
LEL electricity income	(10.0)
Interest and other income	(6.9)
<b>Net expenditure</b>	<b>69.6</b>

## 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 in Edmonton.



*The existing Edmonton EcoPark*

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



*Berol House in Tottenham Hale and Hornsey Street Reuse and Recycling Centre in Islington*

Throughout 2023/24, work to manage two invasive plant species, Japanese knotweed and giant hogweed, continued at the Pinkham Way site and at Deephams Farm Road.



