



# North London Waste Authority Annual Report 2018-19

# Contents

<b>1. Summary of Performance 2018-19</b>	<b>3</b>
<b>2. Role and Operation of the Authority</b>	<b>6</b>
<b>3. Waste Prevention</b>	<b>7</b>
<b>4. Recycling Services</b>	<b>14</b>
<b>5. Residual Waste Services</b>	<b>20</b>
<b>6. Relationship with LondonEnergy Ltd</b>	<b>21</b>
<b>7. North London Heat and Power Project</b>	<b>22</b>
<b>8. Communications and Campaigns</b>	<b>26</b>
<b>9. Governance</b>	<b>33</b>
<b>10. Finance and Resources</b>	<b>41</b>
<b>Annex 1. NLWA Staff Structure Charts March 2019</b>	<b>44</b>

# 1. Summary of Performance 2018-19

- 1.1** In 2018-19 North London Waste Authority's (NLWA) (the Authority) budget was £66.752 million (m). This consisted of £48.511m funded through levies on boroughs and £8.510 million through charges to boroughs for non-household waste, £1.712m through charges to boroughs for chargeable household waste and £8.019m carried forward in balances from 2017-18. The net budget requirement was 2.44% higher than the budget set for 2017-18. However, after taking account of balances available, the average levy increase for boroughs was 1.17% above 2017-18.
- 1.2** Preventing waste is a key priority for the Authority – it is better for the environment, reduces society's consumption of resources and saves on the costs of waste disposal. The Authority therefore took forward a major programme of activity to encourage residents to waste less, and to assist them in behaviour changes to achieve this aim. This included a successful food waste media campaign to "Save a Crust", which gained national media coverage. The project also gained positive feedback from participants in seven workshops in north London. The Authority's waste prevention programme also included new initiatives to help with the development of low plastic zones across north London. In addition, a range of events were delivered, directly reaching 17,000 residents and social media posts promoting food waste prevention were displayed more than 50,000 times on followers' news feeds.
- 1.3** There was a reduction in the amount of local authority-collected residual waste in 2018-19 treated by the Authority; 582,779 tonnes were treated, compared with 583,316 tonnes in 2017-18.
- 1.4** There was also a reduction in the amount of mixed dry recyclable waste sent for recycling and the amount of organic waste sent for composting or anaerobic digestion. There was an 11.1% reduction in the amount of waste delivered to RRCs by residents in 2018 (46,104 tonnes), compared to 2017-18 (51,842 tonnes).
- 1.5** The Authority has remained the shareholder of LondonEnergy Ltd, which was responsible for treating 768,201 tonnes of Authority waste.
- 1.6** The energy from waste plant owned and operated by LondonEnergy Ltd is now 49 years old. The Authority has continued to take forward its programme to develop a new facility that will provide a long term, sustainable route for disposing of residual waste. The new energy recovery facility is expected to become operational in 2025. Work has started on site in 2018-19 to develop a laydown area that can be used for storing and assembling materials for the major construction to come. In addition, the Authority has appointed a programme director to lead the North London Heat and Power Project (NLHPP) and has continued to build up programme management, procurement and delivery teams to increase the organisation's capacity to manage the project successfully.

## 2. Role and Operation of the Authority

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

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

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

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

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

**2.5.** The Authority has a membership of 14 councillors, with each constituent borough appointing two councillors. Meetings are normally held five times a year, with provision for extraordinary meetings as required.

**2.6.** At the June 2018 Annual General Meeting (AGM) of the Authority, Cllr Clyde Loakes (LB Waltham Forest) was appointed as Chair of the Authority, and Cllrs Rebecca Rennison (LB Hackney) and Dean Cohen (LB Barnet) as Vice Chairs.

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

## 2. Role and Operation of the Authority

**2.8.** The Authority does not employ any staff directly, but make cross-borough arrangements for support services, involving LB Camden, LB Enfield and LB Haringey. The principal officer support and managers in post as at 31 March 2019 are set out below:

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

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

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

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

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

**Head of Operations** – Andrew O'Connor

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

**Head of Finance** – Paul Gulliford

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

### North London Joint Waste Strategy

**2.9.** The Authority and the seven constituent boroughs previously agreed a joint waste strategy for 2004 to 2020, which sets out the eight partners' targets, aspirations and approach to managing waste in the area for that period. All the targets in the 'North London Joint Waste Strategy' (the Strategy) have been achieved with the exception of the recycling target. While the Authority and boroughs take positive action to promote recycling, recycling performance has remained in line with broader London trends, with average London recycling rates remaining in the low 30s per cent. It is highly unlikely that the partners will reach the Strategy target of 50% recycling by 2020 despite considerable progress since 2004.

**2.10.** The Authority reports annually on progress with delivering the Strategy on behalf of the eight partners in the Annual Monitoring Report (AMR). During 2018-19 the Authority produced the tenth AMR. The AMR presented data up to 2017-18. A copy of the AMR is available at: [nlwa.gov.uk/governance/annual-monitoring-reports](http://nlwa.gov.uk/governance/annual-monitoring-reports).

**2.11.** Key targets in the Strategy include:

- to achieve a 35% recycling and composting rate for household waste by 2010, 45% by 2015, and 50% by 2020;
- to reduce the amount of local authority-collected waste sent to landfill to 15% of overall local authority-collected waste;
- to provide door to door recycling services to 95% of relevant households;
- to provide all residents in multiple occupancy housing (flats) with either door to door collection services or a minimum of one 'near-entry' recycling site for every 500 households as soon as possible; and
- to achieve 60% recycling and composting diversion rates at all north London reuse and recycling centres by 2015.

## 2. Role and Operation of the Authority

- 2.12.** As noted above, all but one of the above targets - the recycling and composting target - have now been achieved.
- 2.13.** At the AGM in June each year, the Authority provides details of waste management performance in the previous year (as contained in this Annual Report). The preliminary data upon which this performance is based is subsequently adjusted once the numbers are finalised with the constituent boroughs for reporting to the national WasteDataFlow system by 30 June each year. The numbers are then validated by WasteDataFlow and subsequently reviewed by the Department for Food, Environment and Rural Affairs (Defra).
- 2.14.** Current data and reports from the constituent boroughs indicate that the provisional performance in 2018-19, with 2017-18 for comparison in brackets, was as follows:
- 583kg (588kg) residual waste for every household was collected;
  - 30% (31%) of household waste was reused, recycled or composted;
  - 8% (11%) of municipal waste was sent to landfill; and
  - 100% (100%) of residents continued to receive a door-to-door or communal recycling service.
- 2.15.** The partners' current performance remains below the recycling and composting target contained within the Strategy; however, work continues amongst the partners to address the current recycling rate.
- 2.16.** The following sections of this report provide further details about the Authority's work to encourage more waste prevention through behaviour change and communication activities, and the operational aspects of managing waste. The report also details progress with developing replacement and new facilities for future waste management as well as the financial and governance arrangements of the Authority in the past year.



## 3. Waste Prevention

**3.1.** The Authority has been working in partnership with the seven constituent boroughs to deliver the first year of the North London Waste Prevention Plan 2018-20 (the Plan). The overall aim of the Plan is to reduce waste arisings in north London by 20,000 tonnes over the two years. Three waste streams were prioritised for action - food waste, furniture and textiles. This activity was complemented by other activities promoting reuse and recycling, such as alternatives to single use plastics, unwanted mail and reusable nappies, recycling outreach and waste education projects.

### Food waste reduction outreach events

**3.2.** The Authority delivers an extensive outreach programme, where officers speak to residents about how to reduce food waste. Feedback from a sample of 130 participants in the 2018-19 food waste reduction outreach programme demonstrated that 82% found the information provided useful and agreed they learnt things they didn't already know. In addition, 95% felt that they would be able to reduce their food waste as a result.

#### IMPACT

From a sample of the 13,510 residents we spoke to, 95% said they would reduce their food waste as a result of their conversation with us.

**3.3.** 2018-19 the Waste Prevention team delivered a total of 114 outreach events, directly engaging with 13,510 residents, and exceeding the Authority's waste prevention programme objective of 10,000 conversations and 100 events by 14% and 35% respectively. The outreach programme was supplemented by social media activity, which was used to share practical advice about food waste prevention. Table 1 below shows the breakdown of events and conversations by borough and details of social media activity:

Borough	Events delivered	Number of conversations	Impressions on social media (1)	Engagements on social media (2)
Barnet	16	1,688	4,900	53
Camden	22	2,092	7,599	109
Enfield	13	2,020	4,577	46
Hackney	14	2,123	4,431	70
Haringey	13	1,461	9,595	465
Islington	20	2,299	7,295	84
Waltham Forest	16	1,827	14,424	460
<b>Total</b>	<b>114</b>	<b>13,510</b>	<b>52,821</b>	<b>1,287</b>

(1) Impressions are the number of times your content is displayed

(2) Engagements mean when someone 'likes', shares or comments on your content

Table 1

## 3. Waste Prevention

**3.4** Table 2 below indicates the number of additional events where officers delivered food waste information, and the number of residents engaged with at those events.

Event	Number delivered	Number of residents engaged with
Stall at summer festivals and fairs	27	4,574
Presentation to community groups	21	231
Events at education institution	13	1,523 (students)
Green Office events	14	820

Table 2

### Recycling outreach events

**3.5** During 2018-19 the Authority delivered 55 recycling events, supported by social media activity. 3,560 north London residents were engaged in conversations against a target of 2,500.

**3.6** A summary of the recycling events and social media activity delivered from 1 April 2018 to 31 March 2019 in each borough can be found in table 3 below.

Borough	Number of events delivered	Number of conversations	Impressions on social media	Engagements on social media
Barnet	5	325	16,819	748
Camden	15	744	18,211	759
Enfield	6	467	16,889	752
Hackney	5	387	17,544	749
Haringey	6	420	17,617	753
Islington	10	708	18,864	760
Waltham Forest	8	509	17,970	757
<b>Total</b>	<b>55</b>	<b>3,560</b>	<b>123,914</b>	<b>5,278</b>

Table 3

### Awareness Weeks

**3.7** The Authority aims to increase the impact of its activities and the visibility of its messages by participating in national and international awareness weeks. Awareness weeks focus the activity of many organisations in a short period of time.

**3.8** The Authority marked national Recycle Week 2018 by organising a programme of seven evening recycling workshops, one in each borough, on a trial basis. The aim of the workshops was to enable residents that were not affiliated with an existing community group or residents that work during the day to find out more about recycling.



## 3. Waste Prevention

**3.9** The Authority took part in the European Week for Waste Reduction for the tenth time with the following activity:

- Food waste prevention and recycling workshops
- The London Upcycling Show
- Repair Cafés
- The Restart Project launched the electrical Repair Directory as part of the Waste Prevention Fund
- The London Community Resource Network delivered the Sustainable Threads project to reduce the amount of clothing in the waste stream.

### Projects

**3.10** Seven 'Waste Less, Lunch Free' events took place between 15 August and 22 September 2018. The events provided 2,589 residents with advice and tools to reduce food waste in the home, and also encouraged them to use their food waste recycling service for unavoidable food waste. These events included a cooking stall. Free recipe cards were provided to remind people about continuing to use their leftovers after leaving an event.

**3.11** Bread is one of the most wasted foods, so officers designed a new waste prevention initiative, known as 'Save a Crust', which was delivered in February 2019. The project aimed to encourage north Londoners to throw less bread away by:

- **raising awareness of the amount of bread that goes to waste;**
- **providing north London residents with practical advice about how to make the most of the bread they buy; and**
- **promoting bread waste reduction and money saving messages.**

**3.12** The project involved seven workshops (one in each borough) attended by 89 residents, and a high-profile event (held at Hollywood Green in Haringey) where attendees could watch a bread-focused cooking stall and tasted sample bread recipes. During the event staff had 360 conversations with residents. Working with PR agency, Barley Communications Ltd, the Authority also achieved extensive media coverage of the project, which amplified the reach of the 'Save a Crust' messages.

### IMPACT

600kg of food waste diverted from disposal at the cookery event

**3.13** Between September 2018 and March 2019, NLWA trialled a series of 21 Repair Café events (three in each north London borough). Across the 21 events 240 attendees brought 262 old or damaged items to be fixed by specialists for free. In addition to potentially repairing an item, the specialists explained the fixing process so that the owner could repair it themselves in the future.

## 3. Waste Prevention



### IMPACT

235 items fully or partly repaired at 21 events  
1.4 tonnes of material diverted from disposal

- 3.14** Officers organised a series of seven community exchange events - Give and Take Days - in January and February 2019 across the seven north London boroughs. The 2018-19 events were attended by 406 residents, who donated unwanted items and took something they need, for free.

### IMPACT

235 items fully or partly repaired at 21 events  
1.4 tonnes of material diverted from disposal

- 3.15** The London Upcycling Show, is a high-profile event to encourage furniture reuse. The show consisted of an upcycling competition for north London residents in the run-up to the show, and a one-day exhibition. The exhibition featured demonstrations and workshops, exhibits of furniture, textiles, electrical items and homeware from a range of reuse, repair and upcycling organisations, as well as the conclusion of the competition. In November 2018, 341 people attended the event, 27 residents participated in the upcycling competition and 20 stalls holders exhibited and/or demonstrated ways to upcycle furniture, textiles and homeware. The judges are pictured to the right with Cllr Clyde Loakes, Chair of the Authority.

## 3. Waste Prevention



### IMPACT

0.52 tonnes of material diverted from disposal

- 3.16** The Authority's community Swish and Style events encourage residents to reuse, repair and upcycle clothes, helping to retain valuable resources and divert reusable items from disposal. During the clothes swap (swish) element of the event participants bring along unwanted clothing to swap for items brought by other participants. The project exceeded its objectives, attracting 423 residents.

### IMPACT

More than 1 tonne of textiles diverted from disposal

- 3.17** The Authority contracted the environmental charity ecoACTIVE to deliver an education programme in north London schools. The programme was designed to encourage behavioural change amongst pupils, parents and school staff, and increase knowledge of the waste hierarchy and waste prevention practices that could be embedded into everyday life in school and at home. Over the course of the project, specialised educators engaged 4,485 pupils via school assemblies, and worked closely with 268 pupils during hands-on practical workshops. The project was tailored to the needs of each school.

### IMPACT

Decrease of 28.5 tonnes waste across 14 schools in 2018/19  
Annual average waste decrease of 56%

Source: Based upon the results of audits in participating schools.

## 3. Waste Prevention

### Plastic waste

- 3.18** The Authority's two-year Waste Prevention Programme includes action on plastics waste. Given levels of public and media interest in plastic waste, the Authority took the opportunity to encourage a change of behaviour in north London residents away from using single-use plastic bottles of water towards reusable alternatives. A PR agency (Barley Communications Ltd) was commissioned to generate positive media coverage of these activities and encourage residents to engage in the scheme. A community event was delivered in August at Clissold Park in Hackney at which reusable water bottles were given to passers-by. During the event approximately 500 reusable bottles were handed out, staff had 290 interactions with passers-by and 80 selfies were taken with the aim of sharing the campaign message on social media. The impact of the event was extended by national, regional and trade media coverage, and extensive broadcast and online media coverage, including ITV London, London Live, BBC Radio London and Hackney Today. Social media activity generated 14,300 impressions and 370 engagements with the campaign, whilst the overall coverage generated more than 10.5 million 'opportunities to see/hear'.
- 3.19** The Authority is continuing to make an impact on reducing single use plastics by working with local businesses to create Low Plastic Zones. In 2018 assessment work took place to enable one area in six of the north London boroughs to be selected to be a Low Plastic Zone. Businesses located within that area are encouraged to sign up to a north London charter of commitment to reduce their use of single use plastic. Businesses will then be accredited as a 'low plastic' business. When 50% of the businesses operating in the area have been accredited as 'low plastic' the area will be accredited as a Low Plastic Zone. Officers will continue to work with the businesses that sign up to help them replace single use plastic items with sustainable alternatives and encourage their customers to choose sustainable alternatives.
- 3.20** NLWA pays a subsidy of £54.15 per baby to parents in north London who use reusable (real) nappies rather than disposable ones. The level of subsidy reflects the saving to NLWA of not having to dispose of the babies' disposable nappies. Overall 699 vouchers and cash back claims were issued in 2018/19.

#### IMPACT

340 tonnes of disposable nappy waste avoided as a result of the scheme.

- 3.21** In March 2019 the Authority held its fifth North London Waste Prevention Exchange at Inmarsat Conference Centre in Islington. The theme was Re-imaging waste: moving away from single use towards a circular economy. The conference was free of charge and was attended by 119 delegates, including officers from central government, regional authorities, local authorities and the third and private sectors. A panel of experts, chaired by Councillor Clyde Loakes, covered topics such as the psychology of reuse and the challenges and opportunities for reuse. In the afternoon Ricardo Energy & Environment led a workshop aimed at helping residents make the right choices around plastics.



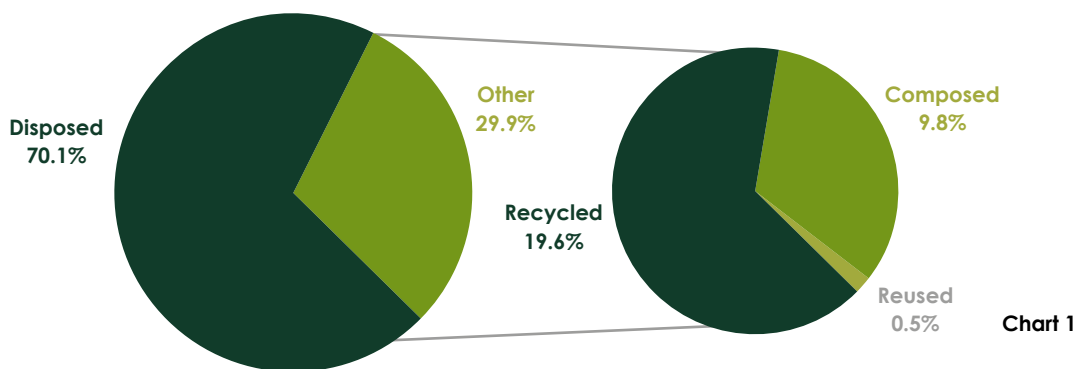
## 3. Waste Prevention

**3.22** Following last year's trial, in 2018-19 the Authority continued to support the Waste Prevention Community Fund. The Fund provides local community organisations with financial support to develop new approaches to tackling waste prevention and extend the reach and impact of waste prevention activity in north London. Seven projects were funded under the NLWA Waste Prevention Community Fund in 2018-19:

- Street Store by Hubbub Foundation, the Festival of Sustainable Fashion by London Community Resource Network and London Clothing Swap events by Life After Hummus, tackling textile waste.
- The Electrical Repair Directory by the Restart Project, focusing on Waste Electrical and Electronic Equipment (WEEE) reduction.
- Cirque de Surplus by This is Rubbish, Food Waste Cooking Club Socials by Life After Hummus and Waste Warriors' Schools Workshops by BreadnButter, focusing on food waste reduction.
- The Loop@Grahame Park project by Groundwork London, aiming to reduce furniture waste.

## 4. Recycling Services

- 4.1** Recycling figures for the 2018/19 financial year are yet to be finalised; therefore, the statistics provided are based on the 2018 calendar year. Where comparisons to the previous year have been made, the figures quoted are finalised 2017/18 financial year numbers which have been published by DEFRA and are publicly available. Once Quarter 4 WasteDataFlow returns have been submitted, the finalised 2018/19 financial year statistics will be used to produce the North London Waste Authority's (NLWA) (the Authority) Annual Monitoring Report.
- 4.2** The Authority managed 675,302 tonnes of household waste collected by its seven constituent boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest in 2018. Chart 1 below indicates the proportion of the total household waste managed by the Authority that was recycled, reused or composted.



- 4.3** Of the total waste managed, 201,631 tonnes (29.9%) were sent for reuse, recycling and composting. This is a reduction of 11,832 tonnes (5.5%) compared to the 2017-18 figure of 213,464 tonnes (31.2%).
- 4.4** Chart 2 below shows the overall breakdown for household waste disposal methods. The proportion of household waste recycled decreased by 1.0%, the proportion composted decreased by 0.7% and the proportion reused decreased by 0.1%. Whilst the proportion of household waste sent to landfill decreased by 1.7%, the proportion sent to incineration increased by 3.3%, representing a net increase of waste to disposal of 1.6%. The Authority will be working with its constituent borough colleagues to examine and address the factors responsible for these changes in 2019-20.

Household waste disposal breakdown 2018

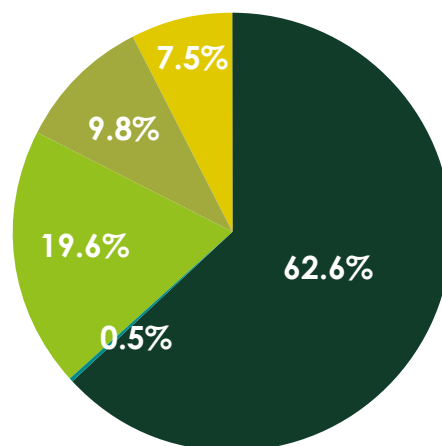


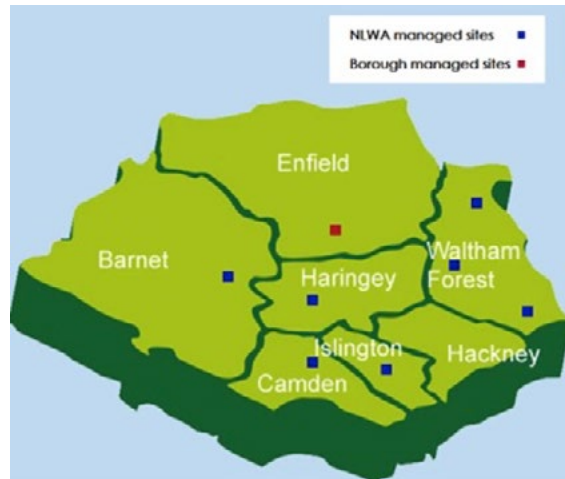
Chart 2



# 4. Recycling Services

## Reuse and recycling centres (RRCs)

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



4.6 Chart 3 below shows an 11.1% reduction in the amount of waste deposited at RRCs by residents in 2018 (46,104 tonnes), compared to 2017-18 (51,842 tonnes).

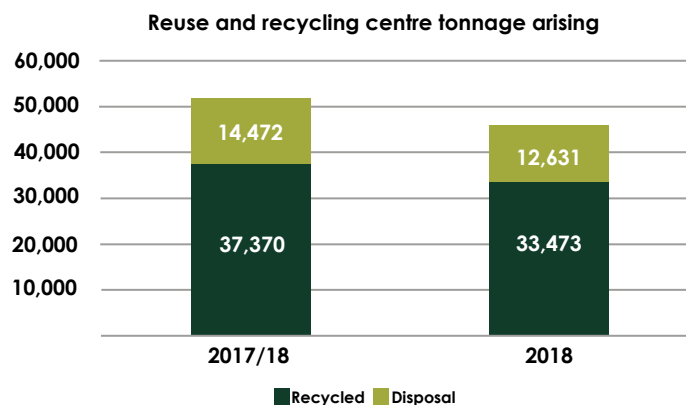


Chart 3

4.7 The overall reduction in tonnages delivered to RRCs is considered to be due to the introduction of better controls to prevent the depositing of illegal trade waste. These controls include the online van booking system and restrictions on the amounts of rubble each resident can deliver (six builder's bags each month).

### IMPACT

- Decrease of 1,140 tonnes of wood waste
- Cost saving of £87,774
- Decrease of 1,841 tonnes of rubble waste
- Cost saving of £6,444

## 4. Recycling Services

**4.8** The percentage of waste recycled across Authority-managed RRCs increased slightly to 72.6% in 2018-19 (see chart 3 above), in line with targets in the Authority's contract with its wholly owned contractor LondonEnergy Ltd (LEL).

**4.9** In May 2018, Officers contracted Enventure to undertake an updated visitor survey across all eight RRCs in the Authority area. Survey staff asked at least 2,000 residents visiting each RRC to supply their postcode. The results in table 4 below replace those from the 2014 visitor survey and will be used to apportion RRC tonnage performance and running costs between the boroughs from April 2019.

RRC SITE	Total	Barnet	Camden	Enfield	Hackney	Haringey	Islington	Waltham Forest	Other
Base (total number of visitors)	19,575	2,312	2,372	2,557	975	2,568	2,028	6,329	434
Summers Lane, Barnet	12.35%	93.67%	0.37%	1.41%	0.04%	3.43%	0.08%	0.04%	0.95%
Regis Road, Camden	12.57%	0.89%	92.77%	0.16%	0.12%	1.46%	3.86%	-	0.73%
Barrowell Green, Camden	12.60%	0.12%	0.16%	99.19%	-	0.28%	-	0.12%	0.12%
Western Road, Haringey	12.27%	0.50%	0.04%	1.58%	1.04%	95.92%	0.42%	0.37%	0.12%
Hornsey Street, Islington	12.43%	0.37%	2.96%	0.16%	13.68%	4.15%	78.23%	0.12%	0.33%
Gateway Road, Waltham Forest	12.37%	-	-	0.04%	22.13%	0.25%	0.29%	68.83%	8.46%
Kings Road, Waltham Forest	12.58%	0.04%	0.08%	0.81%	-	0.20%	0.16%	92.41%	6.29%
South Access Road, Waltham Forest	12.82%	0.04%	0.04%	0.36%	3.07%	1.08%	0.24%	94.42%	0.76%

Table 4

### Second time around reuse shop

**4.10** 'Second Time Around', which is based at the Kings Road RRC in Waltham Forest, is a shop that sells items suitable for reuse. Reusable items are collected from all the RRCs operated by LEL.

**4.11** The shop is open to the public from Wednesday to Saturday, and on the first Sunday of each month.

#### IMPACT

More than 67 tonnes of material diverted from disposal through Second Time Around  
Sales of more than £64,000

### Composting of organic waste

**4.12** The boroughs collect green waste and food waste separately, or a mix of green and food waste known as 'mixed organics'. Residents also take green waste to RRCs. Chart 4 on the following page details the breakdown of organic wastes disposed of in 2018.

## 4. Recycling Services

### Organic wastes arising 2018

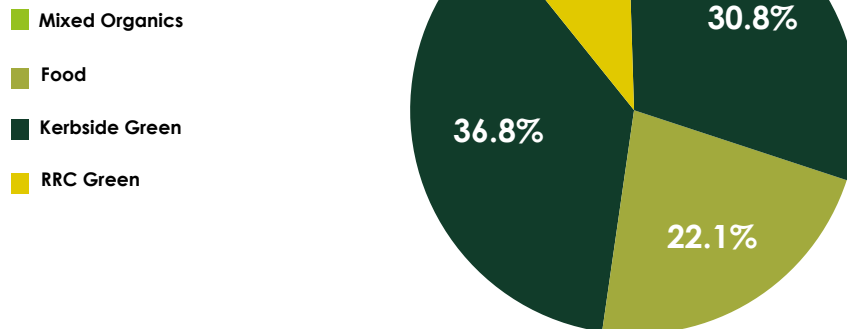


Chart 4

**4.13** Chart 5 below shows how, in 2018, the Authority received 457 tonnes (2.8%) less mixed organics, 749 tonnes (6.1%) less food waste, 2,014 tonnes (9.5%) less kerbside green waste, and 366 tonnes (6.3%) less RRC green waste compared to 2017-18. This resulted in an overall decrease of 3,586 tonnes (6.4%).

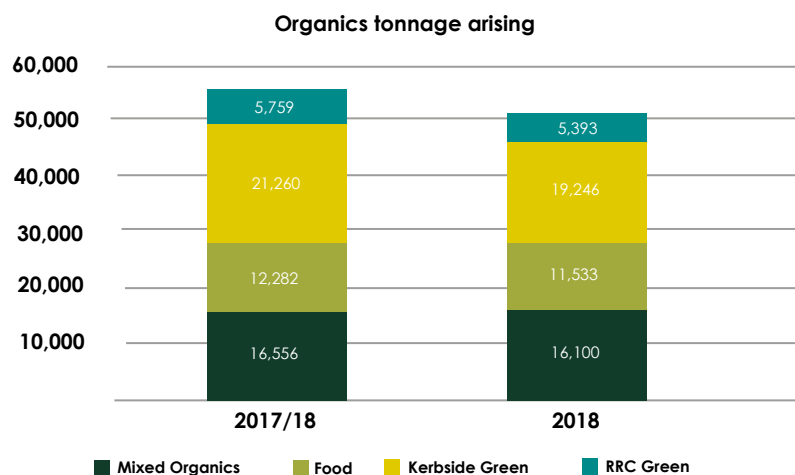


Chart 5

**4.14** The in-vessel composting (IVC) unit at the Edmonton EcoPark closed in October 2018 as part of work to prepare the Edmonton EcoPark for North London Heat and Power Project (NLHPP) construction works. LEL made new arrangements to manage the organic waste streams with third parties, which delivered financial savings of £618,000.

### Processing of mixed dry recyclables

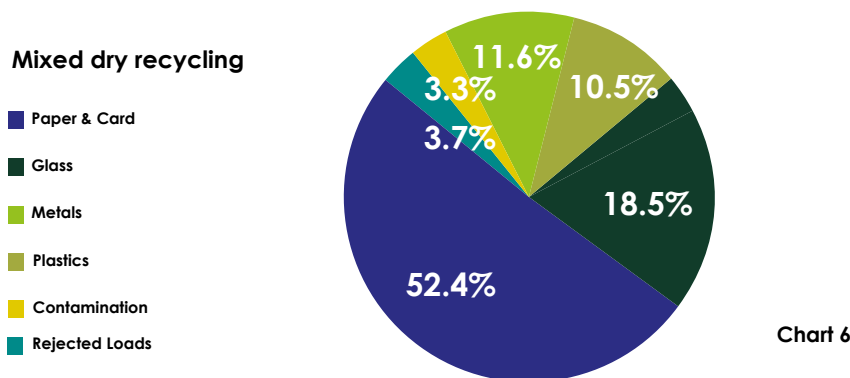
**4.15** The Authority has a contract with Bywaters in Leyton and Biffa in Edmonton for processing its mixed dry recyclable material. The companies separate out the material for a processing cost and the Authority receives the income from the sale of those materials (commodities). It is anticipated that the total income received for 2018-19 was £1.351 million. However, there is still a net cost to the service i.e. the cost of processing recyclable material outweighs the value of the commodities sold, meaning an overall cost to the Authority of £5.403 million.

## 4. Recycling Services

**4.16** Commodity prices continue to be affected by global economic uncertainty. Rising standards and stricter specifications required by Asian markets means that there is only a market for very high-quality secondary materials (e.g. recycled plastic). Therefore, contaminated recyclable material is disposed of as residual waste. This costs the Authority some £300,000 a year.

**4.17** Contamination levels have been a major challenge during 2018. Approximately 4,301 tonnes of mixed recyclables were rejected at the Authority's contracted materials recycling facilities (MRFs) and sent direct to disposal. A further 11,187 tonnes of contaminant residue was removed from recyclable material and sent for disposal.

**4.18** Chart 6 below details the composition of mixed recycling, including material rejected as a result of contamination.



**4.19** The Authority's current contract for processing mixed dry recyclables ends in December 2019 and Authority officers are procuring a replacement through a negotiated procurement procedure.

### Ancillary services - waste electrical and electronic equipment (WEEE)

**4.20** WEEE is collected from 12 designated collection facilities across north London, which are registered by the Authority on behalf of the constituent boroughs, as well as from on-street WEEE banks and from kerbside (household) collections. Approximately 4,080 tonnes of WEEE were recycled during 2018-19, which is a decrease of 15 tonnes (-0.37%) from 2017-18.

#### IMPACT

4,080 tonnes of WEEE recycled in 2017-18

**4.21** The Authority conducted a procurement process for a new WEEE contract in October 2018. The contract was awarded to European Recycling Platform and the contract began in January 2019.

**4.22** The WEEE kerbside service can provide up to 20 collections a day from households in north London (or between 380 and 460 collections a month). The current service is running at around 50% capacity and there is variable take up of the scheme from borough to borough as illustrated in table 5 on the following page.

## 4. Recycling Services

**4.23** Communications activity undertaken in 2018-19 contributed to an increase in uptake at the end of the year. More detail is given in section 8.9. Officers will carry out further communications activity and will work with the constituent boroughs in 2019-20 to increase (and sustain any increase) the uptake of this scheme.

<b>Kerbside WEEE Collections 2018</b>	
Barnet	499
Camden	300
Enfield	636
Hackney	28
Haringey	84
Islington	165
Waltham Forest	680
All Boroughs	2,392

Table 5

### Contract management and other activities

**4.24** The Authority responded to three consultations during the year; work on responding to a fourth consultation was ongoing at the year end. In addition, work commenced on four extensive consultations for reforming waste management systems following the publication of the Government's new waste strategy Our Waste Our Resources a Strategy for England (see section 5.10) in December 2018.

**4.25** As part of the Mayor of London's Environmental Strategy the Authority has assisted boroughs in producing their first Reduction and Recycling Plans.

### Third party credits

**4.26** The Government recognises the benefits offered by third party re-use and recycling activities and expects the Authority to offer third party credits to organisations that remove items from the municipal waste stream, for reuse or recycling, that would otherwise have been sent for disposal at the Authority's expense. In 2018-19 the value of the third party credit was £74.31.

**4.27** Eighteen organisations registered as potential claimants for an estimated 3,159 tonnes of material in 2018-19. A budget provision of £234,760 was allocated to cover the cost these claims. In 2018-19 2,468 claims were submitted for 74 tonnes of material, which equates to £183,452.42 (validated data for Quarter 4 is not yet available). This is a slight decrease of 82 tonnes compared with 2017-18. The decrease is considered to be partly due to some charities no longer being able to claim because of staff and process changes.

### IMPACT

74 tonnes of material diverted by the actions of reuse and recycling credits recipients.

## 5. Residual Waste Services

- 5.1** In 2018-19 the Authority disposed of 582,779 tonnes of local authority-collected residual waste delivered by its seven constituent boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. This is a reduction of 537 tonnes (0.09%) compared with the 2017-18 figures of 583,316 tonnes. The cost to the Authority was £36.198 million - up from £33.723 million in 2017-18.
- 5.2** Under their contract with the Authority, LondonEnergy Ltd (LEL) recover large items of recyclable waste - principally scrap metal, wood, cardboard, rubble and some green waste - from the residual waste delivered by constituent boroughs. In 2018-19, 2,298 tonnes of residual waste were thereby recovered for recycling. This is a decrease on the previous year of 22%.

### Data Management

- 5.3** In 2018-19 officers focused on improving the way in which data is collected and interpreted. Authority officers have worked with the constituent boroughs to begin streamlining the way in which data is processed and shared.
- 5.4** In March 2019, the Authority provided borough officers with training on using reporting functions within their waste data management system.

### IMPACT

Borough officers can now view and interrogate up-to-date tonnage information

- 5.5** In March 2019, the Authority launched a review into the quarterly WasteDataFlow reports provided to the constituent boroughs. Following initial feedback on reporting formats and timescales, draft WasteDataFlow reports were issued in a new format for Quarter 4 reporting.
- 5.6** The review of data management within the Authority will continue into 2019-20, with a view to further streamlining the processing of data. Officers will work in partnership with the boroughs to produce valuable management information and allow more informed service decisions to be made.

### Strategic developments

- 5.7** As reported in the 2017-18 Annual Report the Hendon rail transfer station is to be relocated to Geron Way as part of the Brent Cross Regeneration project. Officers are working with LEL and the London Borough of Barnet on the design of the new facility. Construction on the facility will begin in 2020.



## 6. Relationship with LondonEnergy Ltd

- 6.1** This year was the first full year since the company formerly known as LondonWaste Ltd was rebranded to LondonEnergy Ltd (LEL) in September 2017. This change was intended to provide a visible indication of a cultural change in the company, responding to meet the challenges of delivering London's circular economy. An example of this has been the development of LEL's graduate training programme. Seven graduates were recruited in Autumn 2017, and six graduates were recruited in Autumn 2018. Members of the latter cohort were invited to present to the Authority meeting in December 2018.
- 6.2** The Authority is the sole owner of LEL. A Shareholder Group, comprising the Authority Chair and Vice Chairs supported by Authority officers oversaw the Authority's interest in the Company. LEL Directors have prepared their own annual report to the Authority, which is presented to the Authority at the AGM and available separately on the Authority's website - [nlwa.gov.uk/governance-and-accountability/authority-meetings/](http://nlwa.gov.uk/governance-and-accountability/authority-meetings/).
- 6.3** A major operational development affecting LEL in 2018 was that on Friday 4 May a contractor undertaking minor grounds work at the EcoPark caused a loss of power to the whole plant and a shutdown of all boilers and turbines. When the power was restored a turbine was unable to operate. The turbine had to be removed from the site for inspection. While repairs were undertaken the turbine remained out of operation for the remainder of the year. This placed increased emphasis on LEL to manage use of the EcoPark plant effectively.
- 6.4** The company's turnover was £65,696,000, arising principally from:
- contracts with the Authority for the disposal of waste;
  - sales of electricity;
  - some contracts with other waste disposal authorities for treatment of their waste; and
  - operating reuse and recycling centres (RRCs) under contract to the Authority.
- 6.5** Notwithstanding the loss of a turbine, as noted above, for part of the year, LEL increased the proportion of waste it received that was recycled or converted to electricity to 96.5% (95% in 2017).
- 6.6** LEL made a profit before tax of £1,363,000 and an overall profit after tax of £977,000 for the 2018 year.
- 6.7** In December 2018 Authority members announced an agreement that they are looking forward to working with LEL towards a contract to manage the waste collected by the seven north London boroughs and to operate a replacement energy recovery facility (ERF) at the Edmonton EcoPark, which is being developed under the North London Heat and Power Project. The project is described in more detail in section 7.

# 7. North London Heat and Power Project

## Overview

- 7.1** The North London Heat and Power Project (NLHPP) (the Project) comprises the construction and operation of an energy recovery facility (ERF) and associated development to replace the existing energy from waste (EfW) facility at the Edmonton EcoPark. The EfW facility is expected to reach the end of its operational life around 2025.
- 7.2** The ERF will have a capacity of 700,000 tonnes of waste each year and will generate around 78 megawatts of energy (MWe). This energy could be directed into the national grid to provide electricity and produce an income or could be delivered as heat through pipes to a local heat network.

## Building the Capable Client Management Resource

- 7.3** During the year, the North London Waste Authority (the Authority) appointed a Programme Director to lead a project organisation capable of fulfilling the intelligent client functions required to manage the Project risks and assure the successful time, cost and quality outcomes are achieved. An integrated client team has been mobilised with the support of Authority's Programme Management Advisors appointed in August 2018.
- 7.4** Appointment to leadership roles, reporting directly to the Programme Director, have been made in the key areas of Health and Safety, Project Delivery, Commercial Management, Governance and Stakeholder Engagement, Programme Office Support, Technical Assurance, and Finance, supported by a co-located support team to oversee delivery of the Project as it moves into the implementation phase.
- 7.5** The Authority aims to be an active leader for health and safety on the Project and set a world-class benchmark for excellence. As client, the Authority fulfils its obligations under the Construction, Design and Management (CDM) Regulations and has made competent appointments, including Wood Group as Principal Designer. A collaborative cross-project working group has developed the vision and strategy for health and safety and maintains oversight of the ongoing work. The Requirements document which sets the standard for contractor performance and the Assurance document by which the Authority will drive performance, will be completed in the Autumn to align with the first works contracts on the EcoPark.

## Development of the NLHPP Programme Management Strategy

- 7.6** The team is developing management processes and procedures required to deliver the Project, including a digital strategy to include collaborative information management and Building Information Modelling (BIM) in preparation for delivery of the complex multi-disciplinary Resource Recovery Facility (RRF) and the ERF projects.
- 7.7** A programme of work is underway to establish a Project contracting strategy that will create a commercial environment with the supply chain to prioritise successful outcomes for the Project, prioritising best value for money for the Authority.

## 7. North London Heat and Power Project

**7.8** The team works closely with LondonEnergy Ltd (LEL) in its management oversight of the programme and LEL attend all key project governance meetings and working groups.

### Strengthening the Authority Governance

**7.9** As the pace and volume of decision-making increases with the Project moving through the procurement phase and into implementation across a broad range of works contracts, the Member governance process has been strengthened with the introduction of a Programme Committee with defined decision-making authority. This provides the Project with a responsive decision-making resource to supplement the programme of full Authority meetings.

### Establishing the Programme Baseline

**7.10** The Project team has established a well-evidenced and benchmarked baseline of scope, cost, risk and time schedule that provides robust assessment against which to measure performance and to focus on areas of necessary challenge or improvement.

**7.11** A comprehensive programme of project and programme level status reporting against the baseline has been implemented by the Programme Office that informs a monthly framework of management reviews to enable timely decision-making.



## 7. North London Heat and Power Project

- 7.12** The first major construction project started on site in January 2019 with Buckingham Group contracted to deliver the Laydown Area East project. The contract is due to complete in August 2019. Further work has commenced on the EcoPark for the third phase of ground investigation with Wood Group as Principal Contractor.
- 7.13** The Project had a successful initial meeting with a delegation of inspectors from the Health and Safety Executive (HSE) including an inspection of the Laydown Area East site. The Project made a favourable impression with the presentation on the means by which the Authority, as client, will drive excellence in safe delivery of the work.
- 7.14** In collaboration with LEL, the Authority has developed a Construction Management Plan which defines the key mechanisms by which the two parties, together with the contractors, will co-ordinate to deliver work safely on the operational EcoPark site, and minimise disruption to LEL's business.

### Progressing the Procurement Programme

- 7.15** A great deal of procurement activity has been progressed during the year with tenders issued for the Laydown Area West and Northern Access contracts, aimed at start on site in autumn. Procurement documentation is being finalised for the Sewer Diversion Enabling and Main Works contracts; and the Prior Information Notice has been published for the RRF and EcoPark House contracts.
- 7.16** The procurements above have addressed the Authority's intent to be an ethical client setting high standards for employment. Pending completion of the Authority code of practice for Project-wide Employment Relations, the procurements address the requirements for creation of apprenticeships, on-site skills training, the London Living Wage, and the requirement to benchmark workforce conditions against nationally-recognised Working Rule Agreements.

### Increasing Stakeholder Engagement

- 7.17** A wide range of stakeholder engagement has been undertaken during the year, including with the public, planning authorities, unions and statutory bodies.
- 7.18** Officers have carried out meetings with the Community Liaison Group and Residents of Edmonton Angel Community Together (REACT), a residents' organisation in Upper Edmonton, aimed at provision of information to local communities. The meetings are very useful in identifying and addressing key points of concern to the local residents, such as construction traffic and emissions from the ERF.

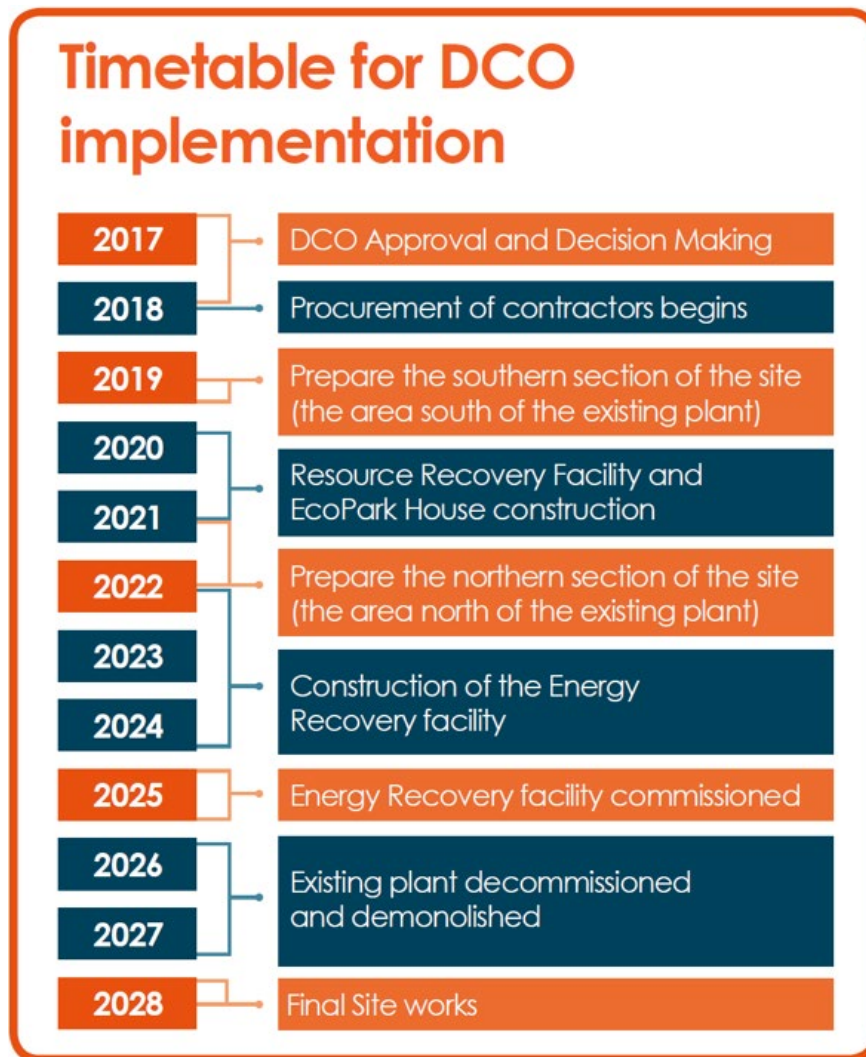
### Contracting with LondonEnergy Ltd for operation of the ERF

- 7.19** In December Members agreed to work with LEL towards a contract to manage the waste collected by the seven north London Boroughs and to operate the replacement ERF. LEL will be developing plans to ensure it can operate the facility to its full potential.



# 7. North London Heat and Power Project

## Next Steps



- 7.20** The next year will see the first main works contracts on the EcoPark starting, with the diversion of Thames Water's sewer under the footprint of the RRF. Prior to this, a project to temporarily relocate LEL's Transport Yard is aimed to complete in April 2020.
- 7.21** Market Information days will be held to alert the supply chain to the forthcoming contracts for the RRF, EcoPark House and the ERF. The opportunity will be taken to consult with the supply chain to solicit views on methods of collaborative working that will deliver successful outcomes for the Project.
- 7.22** The Invitation to Tender for the RRF is planned for September 2019 after agreement with the Authority Members, aimed at contract award in July 2020.
- 7.23** Agreement to start the procurement process for the ERF will be sought in early 2020.

## 8. Communications and Campaigns

**8.1** During 2018-19 communications activity undertaken by the Authority and its contractors was delivered in two ways:

- Stand-alone communications activity, which raised awareness of the Authority and waste issues, and/or affected behaviour change through the delivery of targeted key messages using multiple channels and planned campaigns.
- Communications activity delivered through multiple channels in support of Authority initiatives and activities delivered by other teams, which supported the objectives of those initiatives and increased their impact and/or effectiveness, e.g. take up of a service or attendance at an event.

### Social media

**8.2** Social and digital communications continue to be a growth area for the Authority. The Authority continues to grow its audience across three key social media platforms – Facebook, Instagram and Twitter, as indicated in table 6 below.

	March 2017	March 2018
Twitter (followers)	1,686	2,100
Facebook (page likes)	393	932
Instagram	N/A	299

Table 6

**8.3** While increased follower numbers are not a useful measure of success in isolation, they indicate a growing appetite for the content generated by the Authority, which includes a range of information, from tips on how to reduce waste to notifications of upcoming events or additional sources of information and services.

**8.4** Work will continue in 2019-20 to increase the overall engagement rate across all social media platforms.

**8.5** Social media was used to deliver regular practical advice to help residents adopt better waste behaviours. It was also used to deliver effective behaviour change campaigns on specific waste prevention and recycling themes and to foster genuine engagement with north London residents.

**8.6** The 'Chill Out This Summer' social media campaign and competition aimed to help residents to improve the way they stored food during the hot summer months of 2018, and therefore to reduce food waste. With a budget of £2,100, the campaign posts reached more than 190,000 people, of whom more than 16,000 actively engaged with the posts by either liking, sharing or commenting. A total of 575 people entered the associated campaign competition which tested entrants' knowledge of how to store summer foodstuffs. The very high engagement rate of 8% for this campaign demonstrates that the campaign successfully reached the north London target audience.



## 8. Communications and Campaigns

### IMPACT

16,000 people engaged with food waste reduction messages.

- 8.7** In addition, the campaign opened up a real dialogue between people who commented on the posts. This is a crucial part of encouraging behaviour change and knowledge sharing, and normalising waste reduction behaviours, going beyond the campaign targets. During the campaign period, the Authority also gained an additional 163 followers on social media and two pieces of national trade media coverage.
- 8.8** A social media campaign designed to improve take up of the kerbside Waste Electrical and Electronic Equipment (WEEE) waste collection service was delivered between 28 January and 16 February 2019. Using a budget of £130, three targeted Facebook adverts were distributed in boroughs where take-up of the service was particularly low (Hackney, Haringey and Islington). Organic social media posts were also distributed across all boroughs. Borough officers were asked to share the social media content and the service was promoted on the [wiseuptowaste.org.uk](http://wiseuptowaste.org.uk) homepage. Social media content directed residents to the page on the website where they could find further information and arrange a collection.
- 8.9** The combined social media activity (paid and unpaid across Twitter, Facebook and Instagram) reached more than 20,000 people. Table 7 below shows a significant increase in the number of kerbside WEEE collections booked in March 2019, after the campaign period of the first two weeks of February.

	January	February	March
All boroughs	219	236	401
Hackney	2	12	17
Haringey	21	19	32
Islington	23	26	51

Table 7

- 8.10** These figures indicate that the campaign had a definite impact in terms of increasing the number of collections booked. However, data for this period also indicates a number of missed collections, which will be considered in future communications activity.

### IMPACT

70% increase in kerbside WEEE collections booked from February to March

### Digital communications

- 8.11** Table 8 below shows how traffic to [wiseuptowaste.org.uk](http://wiseuptowaste.org.uk) has increased, and residents have been making increased use of the website, over the past five years.

## 8. Communications and Campaigns

Year	Unique page views
2014-15	44,773
2015-16	81,440
2016-17	175,755
2017-18	162,870
2018-19	241,599

Table 8

**8.12** Data from 2017-18 and 2018-19 indicates that service information pages, such as 'what can I recycle?' and the reuse and recycling centres pages, continue to be some of the most highly visited pages on the website. However, in 2018-19 there was a significant increase in traffic to waste prevention campaign pages, including 'Save a Crust' and 'Repair Cafés', which have been heavily promoted by media and social media activity.

### Campaigns

**8.13** The majority of the Authority's communications activity is delivered through broader behaviour change campaigns, under the Authority's Wise Up To Waste (WUTW) brand.

**8.14** In 2018 a food waste campaign, 'Fancy That', was delivered over a two week period from 5 to 18 November with a budget of £25,000. The campaign advised residents on the difference between 'best before' and 'use by' dates, and targeted older residents. Given the target audience, the campaign was largely delivered through digital outdoor advertising (near supermarkets) and local press adverts rather than through online channels.



**Fancy that!**

Food past its 'best before' date could still be good to eat. Look, smell, feel and taste it to judge for yourself.

'Best before' dates only tell us when food is at its best. 'Use by' dates tell us when food is safe to eat and must be followed.

[wiseuptowaste.org.uk/fancythat](http://wiseuptowaste.org.uk/fancythat)



## 8. Communications and Campaigns

**8.15** The campaign artwork (on the previous page) and messaging offered a simple behaviour change message, which residents could easily implement at home. These more traditional advertising methods were well targeted for the relevant audience (as well as reaching a wider audience), and the high engagement level on social media suggests the content was appealing and relevant. Table 9 below details how many people were exposed to the campaign, including impressions (the number of times adverts were seen by passers-by), readership for local newspapers and social media results.

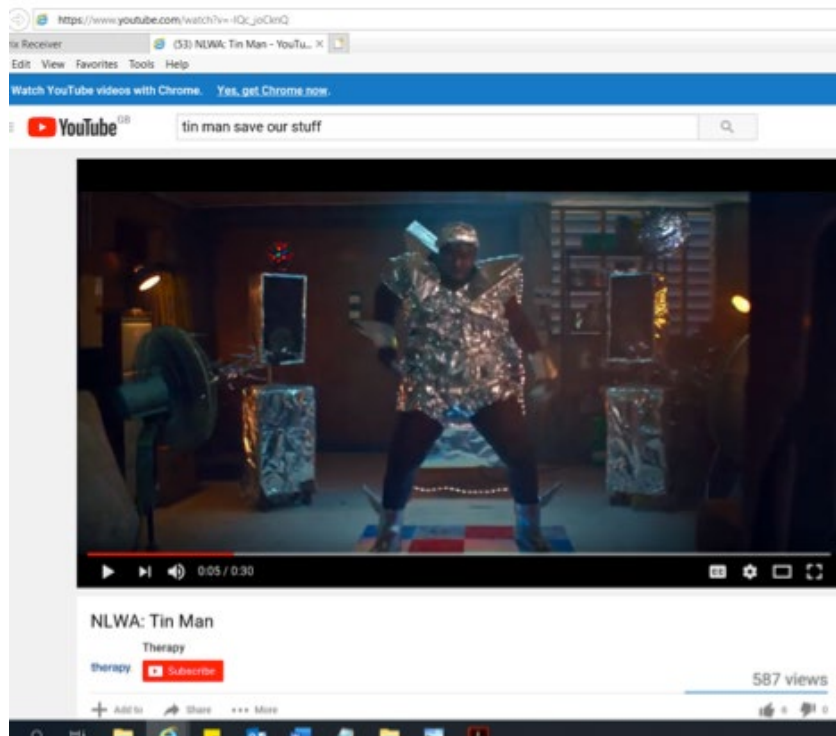
	Target	Actual
Number of people who saw outdoor adverts (impressions)	1,500,000	2,664,207
Number of people reached through press adverts	180,000	192,262 (readership)
Number of people reached through organic (unpaid) social media posts	None set	1,619
Number of people reached through paid for Facebook post	None set	37,231
Engagement rate for organic Facebook and Instagram posts	Engagement rate target not set (5,065 engagements)	4% (70 engagements)
Engagement rate for paid for Facebook post		4% (1,638 engagements)

Table 9

**8.16** In 2018-19 the Authority delivered the final year of its three year 'Save our Stuff' household recycling campaign targeting north Londoners aged 18 to 34. The campaign consists of high-level, non-instructional and humorous advertising. It aims to raise awareness of recycling and increase motivation to recycle by demonstrating the consequences of not recycling. The campaign is unbranded and cost £305,000 for 2018-19.

**8.17** The campaign activity was delivered in two bursts, the first from 10 September to 15 October 2018 and the second from 11 March to 19 April 2019. The campaign centred around a [30 second advert](#), delivered via targeted media (including Sky AdSmart television advertising, video on demand (VOD) advertising, YouTube, and social media advertising) and social media activity. The YouTube advert is shown below.

## 8. Communications and Campaigns



**8.18** Table 10 below gives a comparison of the number of views of the advert on video on demand (VOD), and the resultant number of clicks through to the campaign website, and views of the advert on Sky TV, against targets:

	<b>Burst one target</b>	<b>Burst one result</b>	<b>Burst two target</b>	<b>Burst two result</b>
Television (Sky AdSmart) views of the advert	483,588	511,252	504,766	491,867
Video on demand (VOD) views of the advert	780,000	788,599	753,000	834,760
Impressions from VOD (1)	None set	1,498,510	None set	1,345,484
Clicks through to the website from VOD (2)	None set	9,690	None set	20,985
Click through rate (3) from VOD	None set	0.65%	None set	1.56%

**Table 10**

1. The number of times the audience had the opportunity to see the video advert.
2. The process of clicking through from an online advertisement to the advertiser's destination. In this case from the Save Our Stuff advertising video to the Save Our Stuff website.
3. The percentage out of total engaged users, i.e. those who saw the advertising video who clicked through to the Save Our Stuff website.

## 8. Communications and Campaigns

- 8.19** The advert was viewed 2,626,478 times, exceeding the target of 2,521,354 views.
- 8.20** The advert directed viewers to the campaign website, [saveourstuff.co.uk](http://saveourstuff.co.uk), where visitors can find more details including local recycling information and other more light-hearted content.
- 8.21** To assess the recognition and impact of the campaign, market research company Differentology, was commissioned to conduct a pre-advertising (March 2019) survey online before the second burst of the campaign and a post-advertising (April/May 2019) online survey after the second burst of advertising.
- 8.22** Early research results indicate that the advert met its objectives in terms of taking a uniquely humorous approach in order to raise awareness and increase motivation to recycle. The headline results from the research are detailed below:
- 1 in 4 of those questioned in the post-advertising research recalled the adverts
  - More than 9 in 10 of those who recalled the advert believed it to stand out as different to other things they've seen about recycling.
  - The most commonly taken message from the advert was that 'recycling is everybody's responsibility', in line with campaign aims.
  - More than 3 in 4 of those who recalled seeing the advert reported that they are now more likely to alter their recycling behaviour. The most popular action was 'to make sure to recycle all household waste', with plans to 'tell others to recycle' also prevalent.
  - 4 in 5 of those who recalled seeing the adverts claimed to have done something since exposure, with the most popular action being 'to make sure to recycle all household waste'.

### IMPACT

60% of those who remembered seeing the advert said they 'would think differently/ think again' about recycling

4 in 5 people claimed to have been recycling more after seeing the advert

## 8. Communications and Campaigns

- 8.23** The engagement rate on social media for those viewing the new advert has been particularly high, reaching 28.75% (burst one of 2018-19) and 21.65% (burst two of 2018-19). This is especially high compared to the 2017-18 campaign (5.37% for the second burst) and when compared to industry norms. This shows that the advert has been very well received and generated genuine engagement with the target audience. Active 'discussion' of the advert on social media was particularly positive.
- 8.24** Contamination of mixed dry recyclables collected at the kerbside continues to be problematic for the Authority. In 2018-19 the Authority began preparations for a behaviour change campaign designed to reduce contamination of mixed dry recycling with dirty nappies (nappy waste). This campaign will be launched in July 2019.

### Media

- 8.25** In 2018-19 the Authority's Waste Prevention team commissioned a PR agency, Barley Communications Ltd, to provide additional support to the Authority's Communications team. The aim of this additional support was to raise awareness and achieve media coverage of each project, and in the case of the Save a Crust and Repair Cafés projects, to encourage attendance at workshops/events.
- 8.26** Barley provided PR support on three key campaigns – plastic waste reduction, Repair Cafés and the food waste reduction campaign, Save a Crust.
- 8.27** Contracting a specialist PR agency to supplement the Authority's in-house communications resource has enabled the Authority to achieve extensive regional, national and trade media coverage (more than 170 articles/features, both print and broadcast) for these projects.

### Events

- 8.28** The Waste Prevention Exchange is the Authority's flagship event for sharing and disseminating best practice on waste prevention. Communications played an essential role in the successful delivery of the 2019 event. Following changes to data protection legislation in May 2018, the Authority was unable to retain details of a significant number of previous conference invitees. An extensive email campaign, supported by organic and paid for social media activity and digital communications, raised awareness of the event and encouraged attendance. A good engagement rate for the social media activity (0.4% on average for organic content and 1.9% for paid-for content) and an open rate of 46% for the targeted emails enabled the Authority to secure 119 attendees for the event, exceeding the target of 100.

#### IMPACT

119 people attended the Authority's flagship Waste Prevention Exchange



# 9. Governance

## Related party transactions and hospitality

- 9.1** In order to demonstrate accountability, transparency and impartiality to local taxpayers, the North London Waste Authority (NLWA) (the Authority) reports on any related party transactions of officers and members in the Authority's statutory accounts each year.
- 9.2** In addition, staff must declare any relevant interests and any offers of gifts or hospitality so that they can be recorded and made available to anyone who asks, and in order to prove impartiality in the Authority's business.
- 9.3** Chart 7 below shows the number of offers of gifts and hospitality in the past year compared to the previous three years. Officers record both the number accepted and the number refused, which are both shown in the chart below.

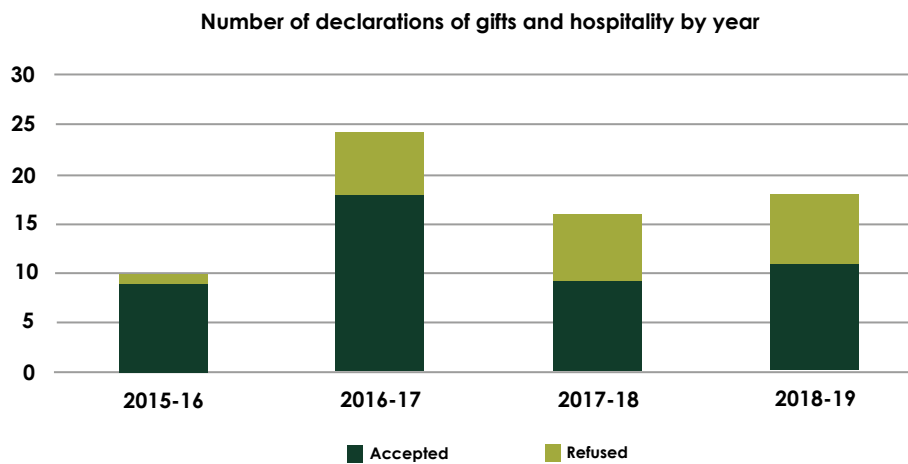


Chart 7

- 9.4** During 2018–19 there were no declarations of interest, compared to one in 2017-18.

## Data protection

- 9.5** The Authority 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. In January 2019 the Authority renewed its registration as a data controller with the Information Commissioner's Office (ICO).
- 9.6** The Authority has a responsibility to comply with all relevant aspects of the data protection regulations, including releasing details of any personal data held about an individual if they request it (a data subject access request). The Authority did not receive any data subject access requests for personal information held during the financial year 2018-19.
- 9.7** The General Data Protection Regulations (2016/697) (GDPR) came into force on 25 May 2018 and the Data Protection Act 2018 received Royal Assent on 23 May 2018 with most parts of the Act coming into force on 25 May 2018. Much of the work to prepare for the implementation of the regulations had been carried out in 2017-18. During 2018-2019,

## 9. Governance

the Authority continued to deliver a range of activity in order to ensure compliance with the new regulations, including:

- implementing organisational measures for data security, in particular, new photographic and film permission forms for activities throughout the year in compliance with the GDPR;
- updating the 'Privacy Notice' and 'Data Retention Policy' of the Authority;
- training members of staff on the requirements of GDPR and implications for the Authority; and
- appointing a Data Protection Officer.

**9.8** The Authority intends to continue in-house training for key members of Authority staff that deal with data protection issues on a day to day basis in 2019. 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 senior management of the Authority.

### Freedom of Information and Environmental Information Regulations

**9.9** The Authority receives a range of enquiries about its operations as well as practical enquiries about recycling in particular – what can and cannot be recycled and why? The Authority responds to these requests as appropriate, with the aim of delivering an efficient response process and providing the information requested in as much detail and in the format requested. The Authority usually responds to requests for information under the Environmental Information Regulations (EiR) because of the subject matter of the Authority's work. In 2018-19, 34 requests for information were received. Although this is a 55% increase on the number received in 2017-18 the overall quantity of requests remains low.

**9.10** Table 11 below compares the number of information requests received in 2018-19 compared to the previous three years. Table 11 also shows the proportion of requests responded to within the 20 working days statutory deadline. Whilst extensions to respond to requests can be made, the Authority aims to respond within 20 working days.

### Number of EiR requests received and answered

	Within 20 days	More than 20 days	Total
2015-16	15	7	22
2016-17	25	1	26
2017-18	10	12	22
2018-19	28	6	34

**Table 11**

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

# 9. Governance

## Information Transparency Code

- 9.12 The Authority continues to publish information in accordance with the Information Transparency Code 2015 (Code) on its website at [www.nlwa.gov.uk/governance-and-accountability/transparency-and-supplier-payments](http://www.nlwa.gov.uk/governance-and-accountability/transparency-and-supplier-payments). This information includes details of all payments to suppliers for invoices greater than £500, the Authority'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.
- 9.13 Officers have assessed the Authority's current compliance with the Code and can confirm compliance with the mandatory provisions.

## Equality objective

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

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

<b>Authority's activity</b>	Measurable outcomes.
Waste disposal procurement and contract management	Ensuring that any contractors appointed are capable of complying with the duty, understand their obligations, and meet the duty in practice.
Communications and partnership working with boroughs	Ensuring that all printed communications are also available online - so that the size of the document is scaleable. Working towards ensuring that all imagery used in online communications and websites includes image titles that are understandable when used by screen readers. Ensuring that communications from the Authority are accessible to all. Ensuring that an equalities section is included in the annual communications strategy.

## 9. Governance

Waste disposal procurement and contract management	Ensuring accessibility of activities and events to people with the relevant protected characteristic and encouraging participation from under-represented groups.
RRCs, visitor centres and other public facing services	Ensuring accessibility of sites and that reasonable adjustment is made for disabilities.
North London Heat and Power Project (NLHPP)	Ensuring that buildings constructed for the NLHPP are accessible to people with disabilities.*

\* Further detail is included in paragraph 9.17.

**9.16** The Equalities Act 2010 (Specific Duties and Public Authorities) Regulations 2017/353 (2017 Regulations) was made on 9 March 2017 and came into force on 31 March 2017. The 2017 Regulations imposed reporting requirements on public authorities specified in schedule 2 and consolidated the new gender pay reporting requirements with the obligations under the 2011 Regulations. The Authority does not employ members of staff directly. All Authority staff members (currently 26 FTE) are employed by London Borough of Camden (LB Camden) and seconded to the Authority. The requirements of the 2017 Regulations relating to employee data is to be met by LB Camden as the employer.

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

- contracts entered into in the last year by the Authority have contained suitable equality obligations on contractors 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 has continued to reach a wide range of audiences with presentations adapted if required and venues selected to be fully accessible. A variety of venues and times for presentations was also used to ensure that a wide range of audiences was reached;
- the format of the 'Swish and Style' clothes swap events was reviewed and subsequently adapted to ensure that people with mobility difficulties have an equal opportunity to collect clothing for free;
- in waste prevention activities the community benefit society, Life After Hummus received Authority funding to deliver 14 Food Waste Cooking Club Socials and four London Clothing Swap events. The objectives of Life After Hummus are specifically to pioneer nutrition and lifestyle intervention solutions to improve the physical and mental health of the public, reduce health inequalities, tackle food poverty and reduce social isolation;
- an equalities section was included in the 2018-19 communications strategy setting out how the Equalities Act 2010 will be met;
- all new videos on the Authority's website have been filmed to include subtitles;
- all printed communications are made available online so that the size of the document is scaleable and all imagery used in online communications and websites includes image titles that are understandable when used by screen readers;
- the Communications team continues to ensure that online and printed communications material is fully accessible.

## 9. Governance

- In relation to the NLHPP: Accessibility requirements were incorporated into the master plan for the NLHPP, and the individual designs for the Resource Recovery Facility (RRF), EcoPark House and the Energy Recovery Facility (ERF). Some examples are:
  - 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 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 WCs have been provided in every building, and accessible showers and changing areas have been provided where required.
  - Material specification has taken into account requirements for 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 Contracts Regulations 2015

**9.18** 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 now carried out using an e-procurement system that meets the requirements in the 2015 Regulations.

### Modern Slavery (Transparency in Supply Chain) Bill

**9.19** The Modern Slavery (Transparency in Supply Chain) Bill (Bill) had its first reading in the House of Lords on 12 July 2017. The Bill included a section requiring public bodies to be included within the requirement of section 54 of the Modern Slavery Act 2015 to publish a slavery and human trafficking statement. It also requires contracting authorities to exclude from procurement procedures those economic operators who did not provide such a statement. Public body is to be defined as a contracting authority within the meaning of the Public Contracts Regulations 2015. Officers have monitored the progress of the Bill through the Houses of Parliament and the latest news published on the House of Parliament website states that the date for the second reading in the House of Lords will be announced. No date has been announced as at the date of this report.

## 9. Governance

### Risk

**9.20** In order to protect the public interest, the Authority needs to identify, assess and manage risk. NLWA has a high-level risk register which is reviewed by the Authority each year. The Authority's arrangements for managing risk are reviewed each year by the Members Finance Working Group (MFWG) and were reported to the 7 February 2019 meeting of the Authority. The report can be viewed on the Authority's website - <http://www.nlwa.gov.uk/governance-and-accountability/authority-meetings/>. No new risks were identified.

## 10. Finance and Resources

- 10.1** The net revenue budget of the North London Waste Authority (NLWA) (the Authority) for 2018-19 was funded mostly by a levy on constituent boroughs that covers the cost of disposal of household waste and the core costs of running the Authority. There is a separate charging arrangement in place for non-household waste and for certain other categories of household waste.
- 10.2** In February 2018, the Authority agreed an original budget of £66.752million (m) for 2018-19, to be financed by estimated revenue balances of £8.019m, charges to boroughs for non-household waste of £8.510m, household waste of £1.712m and a levy of £48.511m. In setting the 2018-19 budget and levy, it was recognised that, subject to favourable circumstances outside of its control, the Authority might enjoy a small level of surplus revenue balances by the time the Authority would need to take decisions on the 2019-20 budget and levy.
- 10.3** The 2018-19 final outturn reported as part of the ordinary business of the June 2019 Authority meeting indicates that the Authority's total expenditure for the year was £62.176m, and that charges for non-household and chargeable household waste were £8.217m and £1.706m respectively. As the levy is fixed at the start of the year, this resulted in the Authority having a revenue surplus, including balances brought forward of £8.221m at 31 March 2019. This is £2.844m better than previously forecast in February 2018 (£5.376m). The in-year financial improvement arose mainly from a decrease in the net cost of recycling, resulting from lower tonnages, savings on corporate and support services and non-use of the contingency.
- 10.4** The 2018/19 gross expenditure comprised:

	£m
Waste disposal and recycling services (including landfill tax)	46.053
Reuse and recycling centres (including disposal costs from these sites)	4.661
Corporate and support services	2.662
Waste prevention initiatives (including work with community groups and constituent councils)	0.938
North London Heat and Power Project (development costs)	2.675
Revenue cost of funding the capital programme	6.789
<b>Expenditure</b>	<b>63.778</b>
Less	
Sale of recyclables	(1.351)
Other income	(0.251)
<b>Net expenditure</b>	<b>62.176</b>



## 10. Finance and Resources

**10.5** Looking forward, in February 2019, the Authority set the budget for 2018-19 at £69.504m. The Authority decided that the £5.377m revenue balance forecast available would be used to help fund the budget. As a consequence, the 2019-20 budget has been financed as follows:

	£m
Use of revenue balances	5.377
Charges to boroughs for non-household waste	9.111
Charges to boroughs for household waste	1.834
Levy	53.182
<b>Total</b>	<b>69.504</b>

**10.6** The levy for the 2018-19 financial year of £53.182m has been apportioned between the constituent boroughs as follows:

	£m
Barnet	10.371
Camden	5.556
Enfield	7.135
Hackney	6.998
Haringey	8.019
Islington	5.986
Waltham Forest	9.117
<b>Total</b>	<b>53.182</b>

**10.7** The 2018-19 budget of £69.504m is higher than 2017-18 by £2.752m. This is due to increases in waste disposal contract costs, and an increase in capital financing costs as the delivery of the North London Heat and Power Project gets under way.

### Tonnage levels

**10.8** Allowing for a continuation of constituent borough recycling and composting activity, the 2018-19 budget allows for the disposal of some 581,500 tonnes of residual waste, composting arrangements for 46,000 tonnes of green/kitchen waste and a bulking and sorting arrangement for some 113,300 tonnes of dry recyclable waste.

**10.9** The Authority can charge the seven constituent boroughs for some types of waste - principally non-household or trade waste, but recovers most of its costs via a levy - principally ordinary household and major project costs. The 'Joint Waste Disposal Authorities (Levies) (England) Regulations 2006' (the Regulations) provide that the

## 10. Finance and Resources

Authority's constituent boroughs decide on the apportionment of the levy. Under the Regulations, unless all seven constituent boroughs can agree unanimously on the way the levy is to be apportioned, the Regulations provide a default way in which the levy is to be apportioned. However, through an inter-authority agreement the constituent boroughs have agreed an alternative method of apportionment.

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

### Property issues

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

**10.12** During 2018-19, the Authority leased land at Lower Hall Lane, Edmonton, to facilitate the North London Heat and Power Project.

### Property holdings

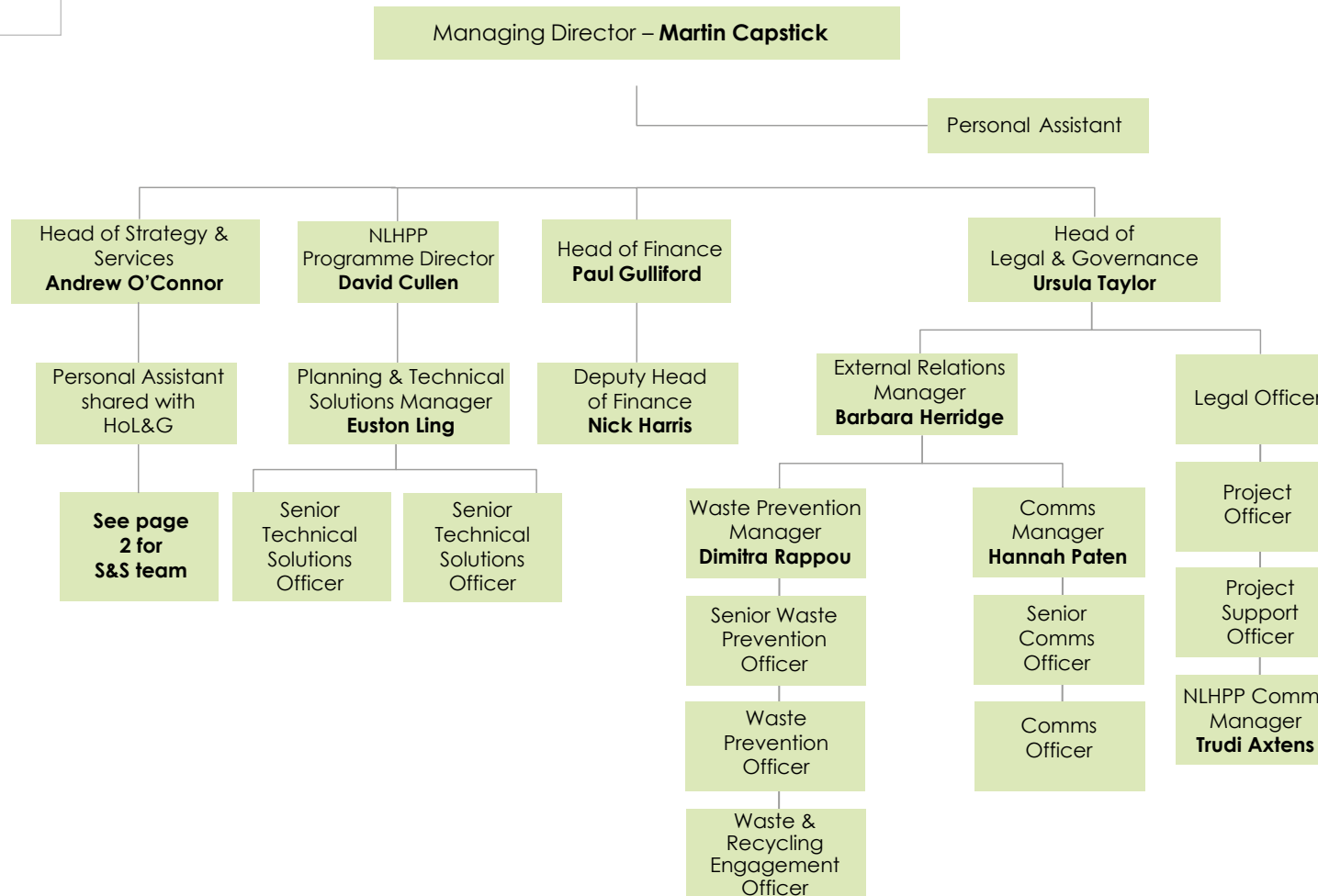
**10.13** The Authority has varying property interests at:

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

**10.14** Throughout 2018-19 work to manage two invasive plant species, Japanese knotweed and giant hogweed, continued at the Pinkham Way site and at Deephams Farm Road. This is ongoing in 2019-20.

# Annex 1

## NLWA Staff Structure March 2019



# Annex 1

NLWA Operations  
Team March 2019

