

A Collaborative Working Centre Case Study

North London Waste Authority - Outline Business Case

The Challenge

The North London Waste Authority (NLWA) was established in 1986 as a statutory waste disposal authority after the abolition of the Greater London Council. The Authority's prime function is to arrange the disposal of waste collected by its seven constituent Boroughs Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. The NLWA is embarking on a major procurement project for future waste disposal services including the construction and operation of new facilities to tackle waste growth, increase recycling and reduce the municipal waste going to landfill sites. Almost a million tonnes of waste is produced in North London every year and this figure looks set to rise annually. Currently 24% is recycled, the rest either being incinerated to produce electricity or going to landfill, which is both expensive and damaging to the environment.

What CWC is Doing

CWC has seconded a finance expert to NLWA's core procurement team; he provides a financial support role and deals with the external financial advisors from day to day. As part of the financial support CWC has set-up a robust internal financial control process to ensure tight budgetary control of the procurement project.

CWC has been pivotal in supporting the initial development of an inter-authority agreement and the negotiation of affordability agreements between the seven constituent

Boroughs for the new waste treatment facility. This is collaboration on a complex scale with many different stakeholders to deliver a £500 million-plus treatment facility. We have been involved in various aspects of business case development from liaising with the Boroughs to gathering financial data and disseminating information regarding both waste collection and disposal. We are engaged in financial data gathering, financial model analysis, report writing, technical model data gathering & analysis and Borough liaison. CWC is also organising study tours to visit waste facilities to prepare members and officers for selecting the most appropriate technical solution during the competitive dialogue process.

More recently CWC project managed the due diligence process for NLWA that led to the acquisition of SITA's 50% equity stake in London Waste Limited.

The Benefits

NLWA believes that the best option for North London is to minimise the amount of waste produced, to exceed the national targets for recycling and composting and to recover energy from sufficient waste to meet targets for diverting waste from landfill sites. Through the procurement NLWA will seek to procure the best technical solution for the urban London environment and the best Value for Money solution at an affordable price for the seven constituent Boroughs. CWC is supporting NLWA in their achievement of this objective.