



PROGRAMME COMMITTEE  
PROJECT BRIEFING

1

# Transition and Delivery Update

07 November 2024



**NORTH LONDON WASTE AUTHORITY**

**REPORT TITLE:** TRANSITION AND DELIVERY UPDATE


**REPORT OF:** DIRECTOR OF CORPORATE SERVICES

**FOR SUBMISSION TO:** INFORMAL PROGRAMME COMMITTEE MEETING

**DATE:** 07 NOVEMBER 2024

**SUMMARY OF REPORT:**

The report provides an update on the delivery and transition of the new facilities on the North London Heat and Power Project, through construction, moving to operation and business as usual.

**SIGNED:**  ..... **Director of Corporate Services**

**DATE:** 31 October 2024

## 1. INTRODUCTION AND PURPOSE

- 1.1. The North London Heat and Power Project (NLHPP) is North London Waste Authority's ambitious plan to redevelop the 53-year-old Edmonton EcoPark, delivering a new sustainable waste hub to replace the existing Energy from Waste (EfW) plant and provide flagship waste transfer and recycling facilities for north London's residents.
- 1.2. The existing EfW plant will be replaced with a new Energy Recovery Facility (ERF), which will provide a green solution to treat non-recyclable waste in the UK. The first facilities on EcoPark in the final stages of transition and settling into business as usual. This includes a Resource Recovery Facility (RRF) for reception and transfer of waste, a public Reuse and Recycling Centre (RRC) and EcoPark House, a vibrant visitor and education centre which will be home to Edmonton Sea Cadets.
- 1.3. The report structure provides:
  - 1.3.1. **Section 2:** Summary
  - 1.3.2. **Section 3:** Delivery and transition developments
    - 1.3.2.1. RRF and RRC transition into operations
    - 1.3.2.2. EcoPark House into operation
    - 1.3.2.3. ERF delivery
    - 1.3.2.4. Health, Safety and Environment (HSE)
  - 1.3.3. **Section 4:** Resourcing

## 2. SUMMARY

- 2.1. The transition of facilities at EcoPark South is nearly complete, with full business-as-usual (BAU) operations anticipated by the end of 2024. Collaborative efforts between NLWA, LondonEnergy Ltd (LEL), the NLHPP project team, and main contractor Taylor Woodrow, all driven by a shared commitment to delivering high-quality public and borough services, have resulted in valuable assets for the benefit of North London residents.
- 2.2. The RRF, a waste transfer site with a capacity to manage 374,000 tonnes of waste annually, is fully operational. This facility, serving all seven boroughs, has maintained continuous, 24-hour service since April, processing 85,000 tonnes of waste to date.
- 2.3. The public RRC opened in July and has welcomed over 4,800 visitors through the end of October, receiving consistently positive feedback. The third facility, EcoPark

House, is currently in the testing and familiarisation phase. Now fully handed over, EcoPark House will begin hosting educational sessions and tours in early 2025.

- 2.4. Construction on the ERF is advancing, marked by the installation of the first structural steel elements – a major milestone that signals the start of mechanical installation. Collaborative work between NLWA and Acciona to assess contractual adjustments is ongoing, with the goal of securing the next stages of project delivery.

### **3. DELIVERY DEVELOPMENTS**

#### **RRF and RRC Transition into BAU**

- 3.1. The RRF began accepting waste incrementally in April and was fully servicing all boroughs by 9 May. Processing efficiency was a priority, with over 200 daily deliveries handled successfully – achieving an average processing time of 13 minutes per vehicle, well within the 20-minute target.
- 3.2. Safety has been a core aspect of the facility’s design, ensuring separation of personnel and machinery with zero major incidents to date. Although fires pose a constant risk at waste transfer stations, the modern fire management systems at the RRF have safely contained 10 incidents without service disruption or endangering personnel. Additionally, the odour management system effectively contains any odours, confirmed by positive feedback from visitors and neighbours.
- 3.3. The RRF’s 2,235-panel solar array has performed well since its April handover, generating over 480,000 kWh of electricity – equivalent to the annual consumption of over 150 homes, saving over £80,000 in electricity costs. This energy powers on-site operations and charges the battery at EcoPark House, making it a fully off-grid facility.
- 3.4. The RRC accommodates visits by car, bike, and on foot, with a split-level design that separates visitors from operational traffic, creating a safe, accessible, and user-friendly environment for all, including disabled visitors. Conveniently located for residents of Enfield, Waltham Forest, and Haringey. It also serves a wider population due to its location on the North Circular.
- 3.5. The RRC’s future-proof design includes rain and sun protection for staff and visitors. Public access is restricted to the top deck, safeguarding users from adverse weather like flooding and protecting waste for safer, easier recycling and reuse processes.
- 3.6. Public feedback has been very positive, including social media comments such as, ‘I’m gobsmacked! If Carlsberg did recycling centres, this would be it. I’m genuinely looking around my house for things to throw out so I can go back. Thank you!’

- 3.7. The RRC accepts 29 types of materials for recycling or reuse, with minimal residual waste sent to the EfW facility. Reusable water-based paint is also accepted and made available for residents to take for free.
- 3.8. With the RRC now operational and EcoPark House nearing completion, NLWA and LEL are exploring collaboration opportunities with community groups to promote reuse initiatives across the EcoPark.



*Figure 1: A member of the public using the EcoPark RRC*

- 3.9. As previously reported, NLWA assumed control of the RRF and RRC with minor outstanding deliverables to facilitate operational ramp-up. LEL is proactively managing remaining snags and defects, with continuous improvement now integrated into daily operations. Initial issues such as roller shutter door damage, fire detection complexities, and wastewater management are being mitigated through collaboration.
- 3.10. Asset management processes have been rigorously implemented, with LEL overseeing maintenance of over 10,000 assets, maximising system longevity and reducing future costs.
- 3.11. LEL is focusing on the following workstreams as it transitions the RRF, RRC, and EcoPark House to BAU:
  - 3.11.1. activating services at EcoPark House

3.11.2. resolving remaining minor works and issues

3.11.3. embedding asset management and proactive budgeting processes.

3.12. These workstreams are expected to be complete by early 2025, enabling efficient, stable operations and continuous improvement.

### **EcoPark House Update**

3.13. EcoPark House was handed over from Taylor Woodrow in mid-September, initiating an eight-week transition phase before welcoming external visitors. Test events will involve LEL and NLWA staff, with initial groups including borough councillors, community organisations, and schools.

3.14. Previously, NLWA commissioned annual school outreach, targeting about 14 schools per year without long-term engagement or assessment.

3.15. Following consultations with 67 schools and borough officers, NLWA collaborated with primary schools to launch 'In the Know', an innovative outreach programme promoting waste prevention through student-led waste audits and targeted workshops.

3.16. NLWA's waste prevention team, including a qualified teacher, leads this educational initiative with guidance from an education steering group representing all seven boroughs.

3.17. The EcoPark House school programme aligns with the national curriculum, offering half-day visits with two workshops and a tour. Sessions are tailored to different age groups, allowing repeat visits throughout primary school for varied learning experiences. Follow-up activities extend learning beyond the visit.

3.18. Learning objectives will include:

3.18.1. understanding waste reduction through reuse

3.18.2. learning about waste management processes in North London

3.18.3. observing recycling preparation for the EfW facility

3.18.4. exploring waste reduction through item repair.

3.19. Sessions are interactive, linking to subjects like science, design technology, geography, and Personal, Social, Health, and Economic Education (PSHE).

3.20. Officers aim to secure the Council for Learning Outside the Classroom (CLOtC) badge, opening EcoPark House to initial sessions for seven pilot schools in January. Feedback will shape the programme before expanding to other schools.

- 3.21. EcoPark House will primarily target the following key priority groups to maximise social value for north London.



*Figure 2: Key priority groups targeted*

- 3.22. Officers are finalising policies on safeguarding and health and safety. A designated safeguarding team will oversee compliance with Department for Education standards, working with Enfield’s safeguarding team for best practice.
- 3.23. Communications and education staff from LEL and NLWA will occupy EcoPark House, fostering collaboration while ensuring the facility remains available for public engagement and collaborative activities when not in use.

#### **Timeline of Education Offer Programme Delivery**

- 3.24. Officers are finalising policies for safe operations at EcoPark House, referencing CLOtC guidelines and benchmarking with other educational facilities to create a progressive and impactful programme.
- 3.25. Workshops are currently in the testing phase to ensure they meet educational and practical needs, with schools able to choose preferred sessions upon launch.
- 3.26. A booking process is in place to ensure safe, organised school visits starting January 2025. A feedback system will capture insights from teachers and monitor students’ learning progress.
- 3.27. To ensure programme accessibility, officers are working with Special Educational Needs and Disabilities (SEND) practitioners, planning inclusive sessions for all students, including those from non-mainstream schools.
- 3.28. A communications plan is being developed to promote EcoPark House, emphasising sustainability and targeting north London schools for programme engagement.

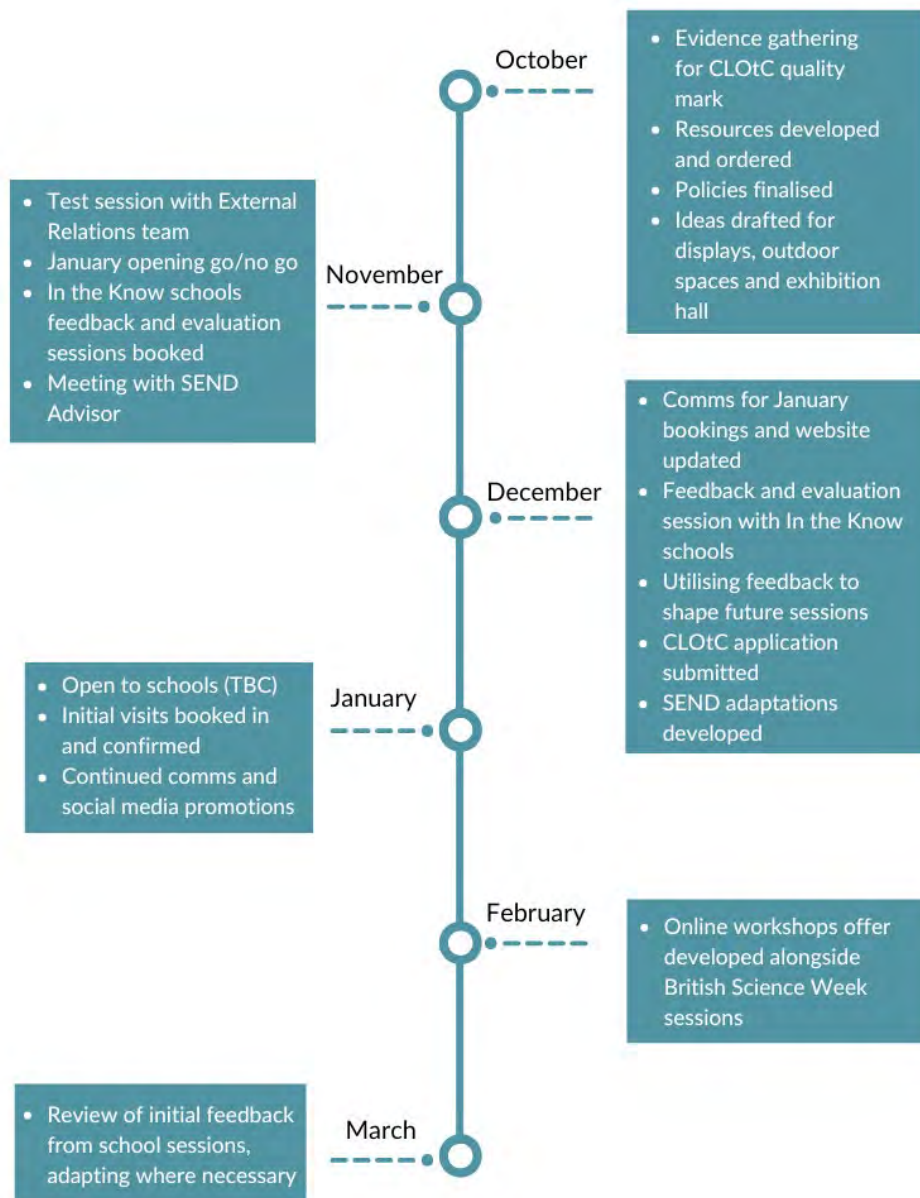


Figure 3: Education offer timeline

### Sea Cadets' Return to the EcoPark

- 3.29. The Edmonton Sea Cadets, a longstanding presence at the EcoPark, are preparing to return under the governance of the Marine Society and Sea Cadets. The facility is set to provide a lasting legacy of social value, benefiting north London's youth by offering the Sea Cadet Experience within the Royal Navy framework.
- 3.30. With timing for their return uncertain, staff recruitment and training commenced upon handover on 13 September and are currently underway. A year-long recruitment drive has successfully rebuilt the unit, with new officers now set to begin training in the coming weeks. During this period, units from Clapton and



Hackney, Waltham Forest, Cheshunt, and Enfield will also use the facility as operations ramp up.

- 3.31. EcoPark House is positioned to become a regional flagship for the Sea Cadets, with aspirations for national recognition. Visiting units will access training and personal development programmes, including boating qualifications, first aid, marine engineering, and seamanship.
- 3.32. Critical activities are scheduled through January 2025, including building orientation for staff, re-certifications in key skills like powerboating, active Cadet recruitment, and completion of all required operational paperwork. Following this preparation period, the Sea Cadets will fully transition into regular facility operations.



*Figure 4: Sea Cadets officers Robert Earle and James Clear-Tournas*

### **ERF Delivery Update**

- 3.33. The first elements of the in scope National Agreement of the Engineering Construction Industry (NAECI) structural steel works have commenced installation which is a major milestone for the project. While this is significant, as previously reported, progress has been behind schedule. The ERF project continues to progress the civil works with the ground and foundation works substantially complete. The steelwork is forming a frame to support the hopper deck. The hopper deck is the waste chute which will feed the waste from the bunker to the boilers to be incinerated.



*Figure 5: Installation of horizontal steel members and edge protection in preparation for deck installation*

- 3.34. Discussions on a shared way forward between NLWA and Acciona continue with a focus on having a robust programme and commercial position in place. This involves working through assumptions and challenging them, crystallising the critical path, working through the required resourcing as well as commercial matters.

#### **HSE**

- 3.35. Current activities on site centre around the ERF construction works and some focus on the close out of snagging on the EcoPark South project. The accident frequency rate (AFR) rate for September 2024 is 0.114. The AFR relates to reportable injuries in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013 on a 12-month rolling basis.
- 3.36. The AFR and Lost Time Injury Rate (LTI) for NLHPP are favourable when compared to similar projects and the construction industry generally. The principal contractor strives for continual improvement and is monitored collaboratively by the NLWA client team. The close and focussed working relationship is reflected in the statistics and safety performance of the project.

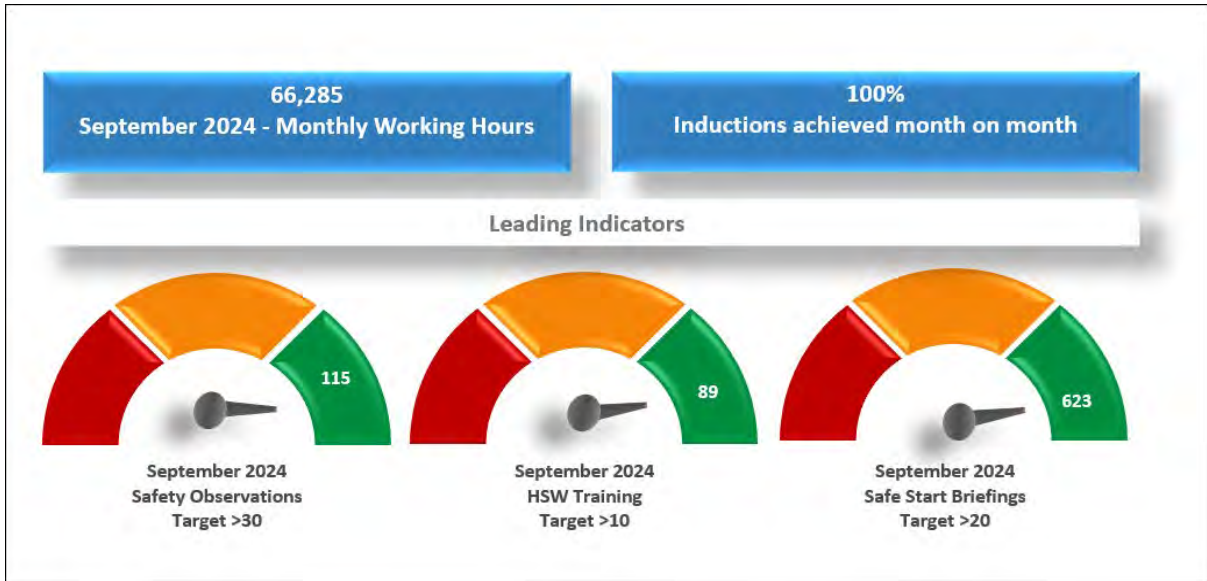


Figure 6: Healthy and Safety Leading Indicators

## Environment

- 3.37. The project continues to work collaboratively with the site contractors to deliver the NLHPP’s environmental and sustainability commitments, managing risks as they develop and pursuing opportunities for improvements. Continual improvement is promoted through environmental monitoring, audits, environmental observations, training and awareness raising and progressing sustainability opportunities.

Overall, there was improved performance against environment and sustainability Key Performance Indicators (KPIs) in September 2024, a selection of which are shown below.



Figure 7: Environmental Performance KPIs September 2024

## 4. RESOURCING

### Transition into Operations

- 4.1. For the educational offer at EcoPark House, staff from NLWA’s existing establishment will deliver educational sessions and tours. NLWA and LEL staff will

occupy the office space within EcoPark House to facilitate usage and continue testing the space as the offer is established.

- 4.2. The financial arrangement for the three facilities at EcoPark South is governed by a single contract between LEL and NLWA. The contract includes operations, maintenance and reporting. It also includes the payment mechanism and requirements for reporting on costs, the health and safety standards expected and the agreed approach to asset management.
- 4.3. LEL will provide all staff required to operate and maintain the facilities and will work closely with NLWA officers on matters including the visitor offer at EcoPark House. To drive visibility and efficiencies, NLWA and LEL are working together to find and drive forward.
- 4.4. The running costs for EcoPark South facilities have been incorporated into the NLWA 2024/25 budget. The approach taken to efficiently manage costs with LEL includes a 'cost plus' mechanism for the first year of operations. The assumed costs agreed with LEL are being monitored, with a review taking place in the second half of the financial year between NLWA and LEL to establish the true recurrent cost of running the EcoPark South facilities. As the RRF and RRC are now in operation, the view is more confident and will inform the financial budget.

**Risks**

- 4.5. Risks are carefully managed through the transition to ongoing operations, with collaborative efforts across teams to identify and implement mitigations. Transition risks are initially managed through dedicated risk registers, which ultimately feed into a high-level strategic risk register for ongoing oversight.
- 4.6. Top Transition risks are as seen Table 1 below.

Risk Area	Description	Key Mitigations
Safety	Ensuring continuous safety for the public and staff at EcoPark, including safe access, positive customer experience, and secure operational zones.	<ul style="list-style-type: none"> <li>- Maintain strict separation between people and machinery. Safe guidance is provided for staff, visitors, and service users.</li> <li>- Implement comprehensive Risk Assessment Method Statements (RAMS) and safety protocols.</li> <li>- Engage external safety experts (e.g., fire consultants) and adopt advanced monitoring technologies, such as AI for tracking mobile equipment, data analysis, and incident investigations.</li> </ul>

<b>Risk Area</b>	<b>Description</b>	<b>Key Mitigations</b>
Performance	Maintain 100% operational performance to serve boroughs and the public efficiently, ensuring fast and safe site usage and waste processing.	<ul style="list-style-type: none"> <li>- Operate within a robust Performance Management Framework; monitored monthly through contract governance.</li> <li>- Use PowerBI for performance tracking and process reviews during the continuous improvement phase.</li> </ul>
<b>Cost Control</b>	Keep operational costs in check, seeking efficiencies while avoiding unnecessary asset-related expenses.	<ul style="list-style-type: none"> <li>- Closely monitor operational costs; ongoing reviews are conducted to maintain financial prudence.</li> <li>- Use advanced technology for utility monitoring and maintain a rigorous asset management programme to extend asset lifespan (e.g., fire safety, roller shutters).</li> <li>- Engage with key stakeholders to ensure oversight, cost-effectiveness, and efficiency.</li> </ul>
<b>Site Coordination</b>	Ensure public access and activities at EcoPark do not interfere with or are not impacted by ERF construction activities.	<ul style="list-style-type: none"> <li>- Implement Construction Design Management techniques to prevent cross-contamination or damage.</li> <li>- Use a dedicated site interface group to coordinate activities and manage shared spaces.</li> </ul>
<b>Environmental Impact</b>	Maximise recycling efforts and minimise waste sent to the Energy Centre, prioritising items that can be recycled or reused.	<ul style="list-style-type: none"> <li>- Operate waste management in line with environmental permits, supported by well-maintained wastewater, odour management, fire, and gas control systems.</li> <li>- Explore additional sorting options and engage in community outreach to improve recycling practices.</li> </ul>
<b>Social Value</b>	Ensure EcoPark House fully realises its social value potential in the short to medium term.	<ul style="list-style-type: none"> <li>- Finalise and pilot the educational programme in local schools; maintain contact with prospective visitors.</li> <li>- Develop expanded programmes to maximise social value opportunities.</li> <li>- Collaborate extensively with the Sea Cadets to support their community offerings.</li> </ul>

## **COST AND RISK POSITION**

- 4.7. The final cost of the NLHPP is being aligned with the progress of Acciona’s delivery, with updates to be provided as clarity on project timelines and costs solidifies. Senior-level discussions with Acciona are ongoing to ensure delivery meets a clear

schedule and provides a high-quality facility for north London. Adjustments to costs will follow the outcomes of these discussions.

- 4.8. On the client side, NLHPP and NLWA are placing a strategic focus on staffing to drive the next phase of ERF delivery while upholding value-for-money principles. This includes adding a NAECI specialist to the Authority team to mitigate specific delivery challenges. The client team has been streamlined in response to the project's current delivery phase, with an emphasis on the ERF now that EcoPark South is substantially complete.

## **5. EQUALITIES IMPLICATIONS**

- 5.1. Officers are considering the needs of a wide range of users while designing the educational offer for EcoPark House. For example, section 3 of this report sets out the work being carried out with SEND practitioners to plan inclusive sessions for all students, including those from non-mainstream schools.

## **6. COMMENTS OF THE LEGAL ADVISER**

- 6.1. The Legal Adviser has been consulted in the preparation of this report and comments have been incorporated.

## **7. COMMENTS OF THE FINANCIAL ADVISER**

- 7.1. The Financial Adviser has been consulted in the preparation of this report and comments have been incorporated.

### **Contact Officer:**

Bron Claridge  
North London Waste Authority  
Unit 1b Berol House  
25 Ashley Road  
London  
N17 9LJ

**APPENDIX A    ECOPARK HOUSE BRIEFING NOTE**

# Edmonton EcoPark House

## Education Sessions



Programmes like Beyond the Bin, Reuse, Repair, and Waste City teach participants about waste management and recycling.

## Informative Tours



Tours of the Resource Recovery Facility and the Reuse and Recycling Centre allow visitors to see how waste is processed and managed sustainably.

## Edmonton Sea Cadets



The centre will provide a long-term space for the Sea Cadets. Based in Edmonton since 1943, their mission is to celebrate Britain's maritime heritage and support young people to develop life skills.

## What is EcoPark House?

EcoPark House is part of the North London Waste Authority's vision to transform waste management and recycling. As an education and visitor centre, it serves as a space where schools, community groups, and residents can learn about waste management reduction, the circular economy, and how to reduce their environmental impact. The centre can also be used for community and borough activities from away days to meetings.

## Our Vision

EcoPark House is a sustainable community and educational centre, built using eco-friendly materials and designed to serve as a resource in itself. The centre is committed to inspiring and empowering the north London community on waste reduction, sustainability and circular economy principles.

### Get in Touch

1 Lee Park Way, Edmonton, London N18 3BJ

 [education@eph.gov.uk](mailto:education@eph.gov.uk)

 [www.nlwa.gov.uk](http://www.nlwa.gov.uk)





## Benefits for north Londoners

- **Supporting a Circular Economy**

Workshops teach practical skills like reuse and repair, helping residents reduce waste.

- **Creating Long-Term Change**

Inspire lasting changes in how north London residents approach waste, encouraging sustainable habits.

- **Ripple Effect Through Education**

Educating children about waste management can have a ripple effect, as they share their learning with parents and communities. This can lead to increased recycling, reduced waste, and more sustainable habits across households.

## Measuring Success

---

- **Visitor Engagement:** Hosting a minimum of 12 group visits per month, including schools and community groups.
- **Behavioural Change:** Surveys and feedback will measure shifts in attitudes towards recycling, waste reduction, and reuse initiatives.
- **Waste Reduction:** Our workshops aim to increase reuse and recycling across north London, contributing to the NLWA's broader waste reduction targets.
- **Education Reach:** By 2026, we aim to engage over 2,000 north London residents annually through our programmes.