

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: NORTH LONDON HEAT AND POWER PROJECT UPDATE

REPORT OF: PROGRAMME DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 24 APRIL 2025

SUMMARY OF REPORT:

This report provides the Authority with an update on progress of the North London Heat and Power Project including the Energy Recovery Facility.

RECOMMENDATIONS:

The Authority is recommended to note and comment on the contents of the report.



SIGNED: Programme Director

DATE: 10 April 2025

1. INTRODUCTION

- 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 with a new Energy Recovery Facility (ERF) and provide recycling and community facilities for north London's residents. The report structure provides:

Section 2: Programme Director's Summary

Section 3: Project Delivery Updates

- 3.1. EcoPark South RRC
- 3.2. EcoPark House
- 3.3. New Energy Recovery Facility

Section 4: Healthy, Safety & Environment

Section 5: Environmental Performance

- 5.2. Environmental Leading Factors

Section 6: Social Value

Section 7: Communications

Section 8: Operational Challenges

Section 9: Contractors Performance

Section 10: Cost and Risk Position

Section 11: Management Response

Section 12: Enabling and Wider Site Works

Section 13: Equalities Implications

Appendix A: Glossary of Abbreviations

Appendix B: Social Value Dashboard

2. PROGRAMME DIRECTOR'S SUMMARY

- 2.1. Construction on the ERF is progressing. There is a good level of productivity from the subcontractors on site albeit the overall progress continues to fall behind schedule for completion of the facility. The sub-contractor engaged by Acciona to deliver the first of two boilers is on site and installation works have commenced.
- 2.2. The RRF and RRC continue to operate safely and efficiently in a steady state with EcoPark House ramping up with successful visits from schools, boroughs and community groups since December 2024. More details can be found on the Waste Prevention Plan Update paper on this agenda.

- 2.3. The project continues to deliver a range of high-quality social value initiatives such as apprenticeships, with two placements from Waltham Forest and Hackney currently being onboarded after successfully completing 3-month work placements on the project. The number of apprenticeships has met the Development Consent Order requirements and is on track to meet the more ambitious target set and demonstrates the commitment from NLWA and contractors to support the creation and sustainability of local opportunities.
- 2.4. A further key achievement on the NLHPP is that the accident frequency rate (AFR) for reportable incidents in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) and Lost Time Injury Rate (LTI) to the end of February are now both zero; which means there have been no accidents in the last 12 months.
- 2.5. The audit, commissioned to provide a detailed view of the current status of the overall project, has continued with an interim update being provided. The final audit report will inform future recommendations to Members on recommended actions to give the best delivery confidence for the facility. Acciona are not cooperating with the audit as requested by officers, who are now taking actions to secure our contractual right to require their participation.

3. PROJECT DELIVERY UPDATES

EcoPark South RRC

- 3.1. NLWA aims to enhance sustainability and waste management through the Edmonton EcoPark Reuse and Recovery Facility (RRF) and Recycling Centres (RRC). By providing a convenient and accessible facility for residents to recycle a wide range of materials, NLWA seeks to reduce the amount of waste sent to landfill and promote the circular economy.
- 3.2. Practical completion and takeover for the Resource Recovery Facility (RRF) were achieved in March 2024. The completion certificate for the assets on EcoPark South was issued on 11th February 2025.
- 3.3. Both the Resource Recovery Facility and the Reuse and Recycling Centres are operating safely and efficiently, maintaining business as usual.
- 3.4. Councillors from Hackney toured the EcoPark in March, seeing first-hand the new recycling facilities in operation and viewing progress on the ERF. Future bookings include community groups from Barnet and Islington, and councillors from Waltham Forest.
- 3.5. A communications plan to promote the new reuse and recycling centre at Edmonton EcoPark is in development, working with boroughs to use existing outreach channels.

EcoPark House

- 3.6. NLWA aims to enable local communities to learn about waste management, recycling and the circular economy through EcoPark House. The facility also serves as a new home for the Edmonton Sea Cadets, supporting youth development and maritime heritage.
- 3.7. NLWA obtained Building Control for EcoPark House in September 2024 and the completion certificate was issued alongside the assets on EcoPark South on 11th February 2025. While there are some outstanding items classified as 'defects' that are scheduled for completion, the building is now fully operational. During the 12-month defect period, Taylor Woodrow is responsible for addressing any 'defects', and other issues that arise.
- 3.8. EcoPark House is now hosting a full schedule of visits from schools, boroughs, and community groups. Additionally, the Sea Cadets are actively progressing their tasks and recruiting new cadets, with repatriation to the new facility expected in late April.
- 3.9. NLHPP tours of the EcoPark now use EcoPark House as their hub and are ramping up. In addition, EcoPark House is regularly hosting school visits, with details available in the waste prevention plan update.
- 3.10. In February, 20 students from Aim North London Secondary School in Enfield visited the site and were taken through the 'Delivering a Large-Scale Construction Project' workshop at EcoPark House. Feedback from a school student was "the visit helped me understand the viewpoints of different places and job positions. It was quite interesting compared to my usual knowledge."



Figure 1: Students from Aim North London Secondary school in Enfield visiting the Edmonton EcoPark.

New Energy Recovery Facility

- 3.11. The North London Heat and Power Project aims to create a modern, efficient, and environmentally friendly Energy Recovery Facility (ERF) to replace the aging plant at Edmonton EcoPark. The new ERF will sustainably manage up to 700,000 tonnes of

residual waste annually, converting it into electricity and heat, thereby reducing landfill use and supporting local energy needs.

- 3.12. The first phase of the civil works construction programme is nearing completion, including the tipping hall, chutes, Incinerator Bottom Ash floors, and turbine table. When the facility is in operation borough vehicles will use the tipping hall to discharge waste into the main bunker, which will then be fed into individual hoppers for each of the two boilers.
- 3.13. The structural steel work for the Flue Gas Treatment (FGT) system is progressing well. Other enabling works continue, such as commissioning the second heavy lift crane and receiving boiler steelwork deliveries. Boiler process steelwork erection commenced in March 2025.
- 3.14. Acciona's sub-contractor is on site to deliver the first of two boilers, and installation works have begun.
- 3.15. The images below show recent progress made.



Figure 2: Boiler erection



Figure 3: Boiler erection

4. HEALTH, SAFETY AND ENVIRONMENT (HSE)

- 4.1. The accident frequency rate (AFR) for reportable incidents and the Lost Time Injury Rate (LTI) are both zero, indicating no accidents in the last 12 months. This is a significant achievement. Officers continue to monitor and maintain these safety standards, ensuring that the AFR and LTI remain at zero. The AFR and LTI continue to remain favourable compared to similar projects and the construction industry generally. Key Performance Indicators (KPIs) are exceeding the requirements set in the Health, Safety, and Environmental Manual.
- 4.2. In addition, as reported to members previously, the principal contractor Acciona has successfully attained full marks with the Considerate Constructors Scheme (CCS) auditors, achieving the prestigious 5-Star Ultra Site. This represents an outstanding ongoing safety achievement. Recently recorded good practices include

the environmental policy and procedures being well promoted to the workforce, and procedures being in place to protect existing ecology on site.

- 4.3. The NLWA Client team work well with the Principal Contractor and Contractors to strive for continual improvement which is reflected in the safety performance on the project. Near misses, and incidents, when they do occur, are jointly analysed with the relevant parties to identify root causes so that relevant corrective actions can be produced and implemented which is a valuable exercise on a long running project such as this. Feedback from sub-contractor site operatives note the safety culture is good with the Acciona Health and Safety Team receptive to issues identified.



Figure 4: Health and Safety Leading Indicators

5. ENVIRONMENTAL PERFORMANCE

- 5.1. In general, there was positive performance against Environment and Sustainability Key Performance Indicators (KPIs) in February 2025. Four minor environmental incidents were reported in February; all related to small oil spills occurring from plant operating on the site, one of which was caused by the wet weather. No environmental harm was caused in any of these incidences and action and learning took place after each incident to avoid reoccurrence. There has been increased training, increased observation reporting, and reduced incidents. The NLHPP team have continued to engage and support Acciona in the collation and reporting of evidence relating to diverting construction waste from landfill.

Environmental Leading Indicators

- 5.2. Several Health and Safety initiatives were carried out since the last Member report including Acciona restarting their 'Mates in Mind' programme which takes place on a weekly basis to further boost mental health provision.
- 5.3. The implementation of Environmental and Sustainability opportunities on site continues to be promoted such as carbon reduction, enhancing biodiversity and ecology, promoting circular economy principles, and improving air quality. Recently, Acciona have procured a Solar CCTV tower to ensure security on site whilst constructing the ERF, as seen in Figure 5 below. Opting for a sustainable

alternative to traditional fossil fuel consuming CCTV towers, this innovation has harnessed both carbon savings for the project, improved security, and reduced the need for diesel powered generators.



Figure 5: Solar CCTV tower

6. SOCIAL VALUE

6.1. The Project has continued to deliver progress against its Social Value targets over the last few months. In total to the end of February 2025 the Project has delivered:

- 6.1.1. 63 new apprenticeship opportunities created, and 100 apprenticeship years delivered or committed Development Consent Order (DCO) Target: 100 apprenticeship years delivered);
- 6.1.2. 236 training placements, by 173 individuals (DCO Target: 225 training placements delivered);
- 6.1.3. 583 jobs for local people (in headcount terms), equivalent to 19.3% of the workforce (Project Target 25%);
- 6.1.4. Approximately £52.1 million spend with local businesses in the supply chain, representing 8.7% of total spend on the Project (Project Target 10%);
- 6.1.5. Project team engagement with over 4,454 students from 75 local schools and colleges;
- 6.1.6. Approximately £128,213 donations and nearly 1,950 volunteering hours donated to 68 local community organisations (ERF Contract Donations Target: £187,500 and Volunteering Target: 9,775 hours).
- 6.1.7. Over 1,150 hours of EDI training delivered to the on-site workforce.

7. COMMUNICATIONS

- 7.1. Construction activity on the Energy Recovery Facility site continues to be shared across social media, highlighting progress on steelwork and concrete installation made by sub-contractors and crane equipment arriving to support the next phase of works. To mark International Women's Day and National Careers Week, the team shared advice from women working on the project and highlighted the work of apprentices.
- 7.2. NLWA has been shortlisted for a UK National GO Award in the category of 'Social Value Award – Other Organisations.' The awards "recognise and celebrate the outstanding achievements and successes of everyone involved in the procurement and delivery of the UK's public services." NLWA is recognised for its social value achievements and targets on the Project, which include apprenticeships, training placements, local business spend, volunteer hours and more.

8. OPERATIONAL CHALLENGES

- 8.1. Although work on site is progressing, there is less resource than is required to deliver to schedule. As noted in section 3.13, the boiler process steelwork erection commenced in March 2025. But this was a delay compared to the planned schedule.

9. CONTRACTOR PERFORMANCE

- 9.1. As reported previously, NLWA have continued to press Acciona for a revised schedule and delivery plan which will give assurance of achievement. However, this has not been received. The project team has continued concerns about Acciona's ability to secure a supply chain, which means the timetable remains in doubt.
- 9.2. A recovery plan to show how the programme milestones can be met was due on March 6 and has not been provided.

10. COST AND RISK POSITION

- 10.1. The detailed audit review of Acciona's engineering, procurement, and construction (EPC) activities to date is well under way. The audit will provide a detailed understanding of the current project status and a roadmap for future improvements and decision making. The audit is expected to complete in May but has been impacted by Acciona's reluctance to participate, although officers consider they have a contractual requirement to do so.
- 10.2. The ERF will have a dedicated gas pipeline, which has been delayed due to easement requirements. This is particularly important as it is on the critical path enabling the first fire to be achieved on the facility.

11. MANAGEMENT RESPONSE

- 11.1. In light of the recovery plan not being provided (see section 9.2), and in line with the contractual terms and conditions a suitably worded notice has been issued to Acciona to remind them of their obligations and consequences of failing to comply with the contract.
- 11.2. NLWA has also notified Acciona of its contractual right to undertake the audit and expect to enter adjudication on Acciona's participation. A recent adjudication on another matter recently ruled in NLWA's favour. The Authority project team is taking care to keep records of actions to provide strong evidence when issues are in dispute.
- 11.3. NLWA is in discussions with the London Borough of Enfield (LBE) to complete the easement requirements over LBE land which will enable the ERF dedicated gas pipeline.

12. ENABLING AND WIDER SITE WORKS

- 12.1. Alongside the works directly on the ERF, various other workstreams are being progressed successfully and are on programme. The upgrading of the central section of the Western Road (the main operational road on the EcoPark) had the Completion Certificate on 28 March.
- 12.2. The project continues to work collaboratively with the construction delivery contractors to deliver on the project's environmental and sustainability commitments, managing risks as they develop and pursuing opportunities for improvements. Officers review contractor environmental management documents and conduct regular site walkovers and audits covering general environmental, air quality, waste, noise and vibration and ecology topics, raising environmental observations to enhance performance and reduce risks. Continual improvement is promoted through environmental monitoring, audits, environmental observations, training and awareness raising and progressing sustainability opportunities.
- 12.3. Since the last meeting, environmental monitoring has focussed on working with Acciona to deliver the civil engineering works for the ERF and Galldris on the Western Road Utilities Works, and supported Taylor Woodrow through close out, ensuring that all environmental requirements for the EcoPark South contract are met.

13. EQUALITIES IMPLICATIONS

- 13.1. There are no equalities implications arising from this paper, though in section 4 the paper notes actions being taken to make the NLHPP an exemplar project in promoting diversity and inclusion.

14. COMMENTS OF THE LEGAL ADVISER

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

15. COMMENTS OF THE FINANCIAL ADVISER

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

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APPENDIX A GLOSSARY OF ABBREVIATIONS

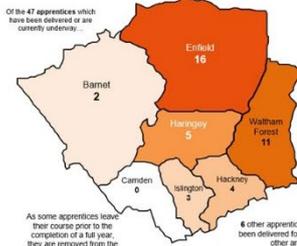
Abbreviation	Definition
AFR	Accident Frequency Rate
BPIC	Black People in Construction
CDM	Construction Design and Management
CCS	Considerate Construction Scheme
DCO	Development Consent Order
EDI	Equality, Diversity and Inclusion
EfW	Energy from Waste
ERF	Energy Recovery Facility
HSE	Health, Safety and Environment
ICE	Institute of Civil Engineering
KPIs	Key Performance Indicators
LEL	LondonEnergy Ltd
NAECI	National Agreement for the Engineering Construction Industry
NLHPP	North London Heat and Power Project
PIM	Project Insights Manager
POWRA	Point of Work Risk Assessment
PPE	Personal Protective Equipment
PPM	Project and Programme Management
RFPF	Recycling and Fuel Preparation Facility
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
RRC	Reuse and Recycling Centre
RRF	Resource Recovery Facility

APPENDIX B SOCIAL VALUE DASHBOARD

Social Value Dashboard — March 2025 (showing data up to the end of February 2025)



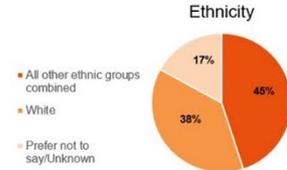
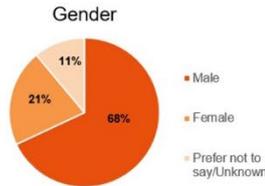
Apprenticeships: Resident borough of apprentices



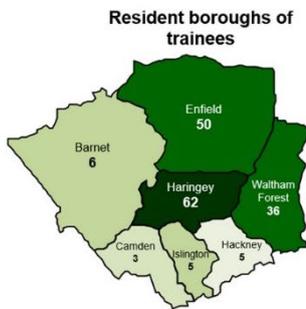
As some apprentices leave their course prior to the completion of a full year, they are removed from the headcount totals.

4 other apprenticeships have been delivered for residents in other areas

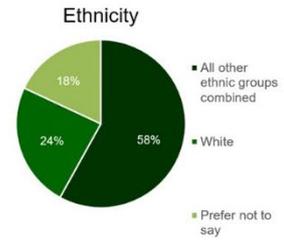
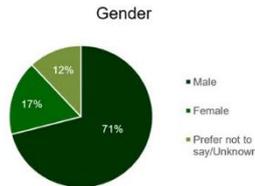
Target	100 Apprentices	100 Years
Delivered or underway	New opportunities created	Apprenticeship years created
47	63	100



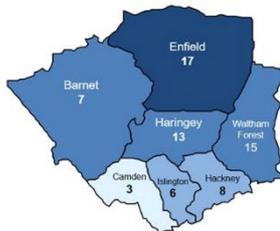
Training Placements: Resident borough of trainees



Target	225
Current Headcount	Placements completed
173	236



Schools Programme: Number of individual schools engaged with by borough



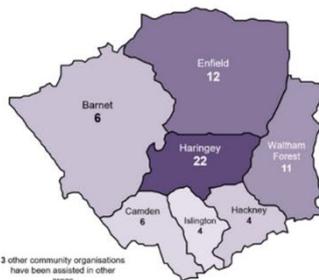
	Number of Institutions	Students
Total no. of schools ('mainstream' primary + secondary + SEN + PRU)	69	3,899
No. of Primary Schools	12	734
No. of Secondary Schools	57	3,165
No. of SEN schools	9	381
No. of PRUs	1	11
No. of Colleges	6	555

Local Business Spend



This is the equivalent of: **£52.1 million** spent by contractors with local businesses

Community Projects: Number of community organisations supported by borough



Volunteer hours
 Delivered: 1,950
 Target: 9,775 hours

Donations
 Delivered: £128,213
 Target: £187,500

Photo



Students from Aim North London Secondary school in Enfield visited the site for a 'Delivering a Large-Scale Construction Project' workshop.