

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: NORTH LONDON HEAT AND POWER PROJECT UPDATE AND REPORTS

REPORT OF: PROGRAMME DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 23rd JUNE 2022

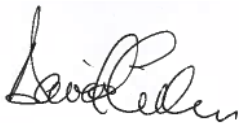
SUMMARY OF REPORT:

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

RECOMMENDATIONS:

The Authority is recommended to note the contents of the report.

SIGNED:



Programme Director

DATE: 13 June 2022

1. INTRODUCTION AND PURPOSE

- 1.1. The North London Heat and Power Project (NLHPP) is the programme of works authorised by Development Consent Order (DCO) granted in February 2017 through which the existing Energy from Waste (EfW) plant at the Edmonton EcoPark will be replaced with a new Energy Recovery Facility (ERF). The programme of works includes provision of a Resource Recovery Facility (RRF) for reception and transfer of waste, incorporating a public Reuse and Recycling Centre, EcoPark House (EPH), a visitor centre which will be used to provide community / education space and back up office space. In preparing for and carrying out the works in the NLHPP programme, the management team is working closely with LondonEnergy Ltd (LEL) the operators of the EcoPark and the current EfW plant.
- 1.2. This status report provides Members with an update on progress of the NLHPP. The report structure provides a narrative in the main body with supporting information in appendices.

2. PROGRAMME DIRECTOR'S SUMMARY

- 2.1. This report encompasses project activities from the last three months since the last Authority meeting in March 2022. The programme remains on track to deliver against all its objectives, and updates on some of the key projects and workstreams are provided within this report.
- 2.2. Following the contract award to Acciona, the contractor who will build the ERF, the team have established good engagement across all disciplines in support of their mobilisation and delivery plan. Good progress has been made with key legal, commercial, and management activities resulting in the achievement of early, major payment milestones by Acciona. This has included the signing of the subcontractor agreement with Hitachi Zosen Inova (HZI) who are the main process equipment supplier. The Project Manager has approved Acciona's programme that demonstrates how they will bring the asset to operation in line with North London Waste Authority (NLWA) target dates and provides a baseline for progress reporting going forward. Engagement with Acciona has also been strong in the key areas of design management, communication and collaboration, and delivery of the social value requirements.
- 2.3. Collectively, this progress indicates a level of organisational maturity that provides assurance to the Authority that Acciona have mobilised effectively and are preparing well to address the challenges ahead.
- 2.4. Within the EcoPark, construction progress is strong. Since the last update, the Temporary Bulky Waste Recycling Facility (TBWRF) has been handed over to LEL and brought into operation. This represents a very positive collaborative

effort between Taylor Woodrow (the contractor for these works), LEL and the NLWA project team to deliver an asset to a fast-track programme. The facility provides important resilience to the ongoing waste management operations at the EcoPark. Critically, this success has allowed LEL to handover their existing assets in the north-east of the EcoPark for demolition ahead of Acciona's access to the site, which is on track for October 2022.

- 2.5. In the south of the EcoPark, Taylor Woodrow have continued to deliver the RRF and EPH buildings. Activities have progressed on multiple fronts, including the completion of the ground floor slab of the main waste tipping hall of the RRF, and the installation of the roof of the EPH. The works continue to be delivered safely and with high environmental standards.
- 2.6. As previously reported, the planned completion of the RRF has been affected by material shortages and delivery challenges. It is not expected that delays will be recovered during the construction programme for the specific building. It is also crucial to preserve adequate time in the programme for the testing, commissioning and LEL's user-acceptance activities which follow the construction. This will include the commissioning of the facility IT control system, known as the Supervisory Control And Data Acquisition system and commonly referred to as SCADA, which can be challenging.
- 2.7. This means that the transfer of waste management operations into the RRF will be later than initially planned and the use of the TBWRF will need to continue in the meantime. The team are working collaboratively with Acciona to manage the situation in a way that mitigates any adverse knock-on effects on the ERF construction programme due to commence in that area in March 2023.
- 2.8. In relation to social value, all initiatives are making good progress and the Authority are on track to deliver against all the DCO requirements. The schools programme is having a positive impact as more opportunities arise following the lifting of COVID-19 related restrictions. In March 2022, nine female students from Haringey Sixth Form College spent two days on site gaining work experience with Taylor Woodrow, while delivery of school programme sessions also continued. Taylor Woodrow have considerably exceeded the targets for onsite skills training, delivering 93 placements against a requirement of 60. They have also appointed 12 apprentices at this point, and although they have not yet met the target of 20, the nature of apprentices offered is of a notably higher standard than the target's criteria. With Acciona's appointment, the NLHPP team is planning for the next big round of apprenticeship recruitment, as well as the creation of full-time roles.
- 2.9. Section 5 of this report provides more information on the technical progress of the individual projects that make up the NLHPP. This is followed by a summary of the project performance in the key areas of Health, Safety and Wellbeing,

and the environmental impact of the construction process. These two areas are essential to achieving zero harm to the workforce, communities, and the environment during construction. Sections 3 and 4 respectively address the progress made towards the project's objectives in social value delivery and effective stakeholder engagement, that are both key success factors for the Project.

3. SOCIAL VALUE

- 3.1. Delivery of social value remains a high priority for the NLHPP. Creation of opportunities for local residents is being delivered through training placements and an ongoing pipeline of new apprenticeships.
- 3.2. As mentioned in the summary, Taylor Woodrow, the EcoPark South contractor, delivered their final cohort of on-site skills training placements achieving 93 placements against a requirement of 60. This takes the total number of training placements achieved on NLHPP to 138, reflecting progress of over 60% towards the project target. The trainees are being actively encouraged to apply for the apprenticeship opportunities available across NLHPP, with pre-employability training and CV writing being an early component of the training course which ensures trainees are equipped with what is required to submit their applications. Additionally, Taylor Woodrow facilitated visits from job brokerages in Enfield, Haringey, and Waltham Forest Councils during the placements to provide linkages to other local employment opportunities available to them and help support employment outcome.



Figure 1: NLHPP Trainees at the EcoPark

- 3.3. A total of 20 apprentices have been appointed on the project, covering the range of companies since construction commenced. This total includes two mechanical & electrical apprentices who recently joined in March and April. The new apprentices are working for EJ Parkers, a sub-contractor to Taylor Woodrow, as part of their placement on a shared apprenticeship scheme. Recruitment of apprentices is ongoing on the EcoPark South contract despite the difficulties experienced in filling trade-level apprenticeship roles with sub-contractors which has created challenges for Taylor Woodrow meeting their contractual requirement to deliver 20 apprenticeships specifically for the EcoPark South contract. The monthly Apprenticeship Forum sessions for Taylor Woodrow and their sub-contractors helped to identify issues and solutions, and discuss lessons learnt. The challenges are being addressed by a greater emphasis on apprenticeship opportunities directly with Taylor Woodrow which have proved more successful and provide higher level qualifications.
- 3.4. There are currently three apprenticeship vacancies which are live on the project: a groundworker with Galdris, a quantity surveyor with RLB, and mechanical & electrical apprentice with Wood. With Acciona's appointment, the NLHPP team is planning for the next big round of apprenticeship recruitment over the summer, as well as the creation of full-time roles.



Figure 2: NLHPP at Leyton Sixth Form College

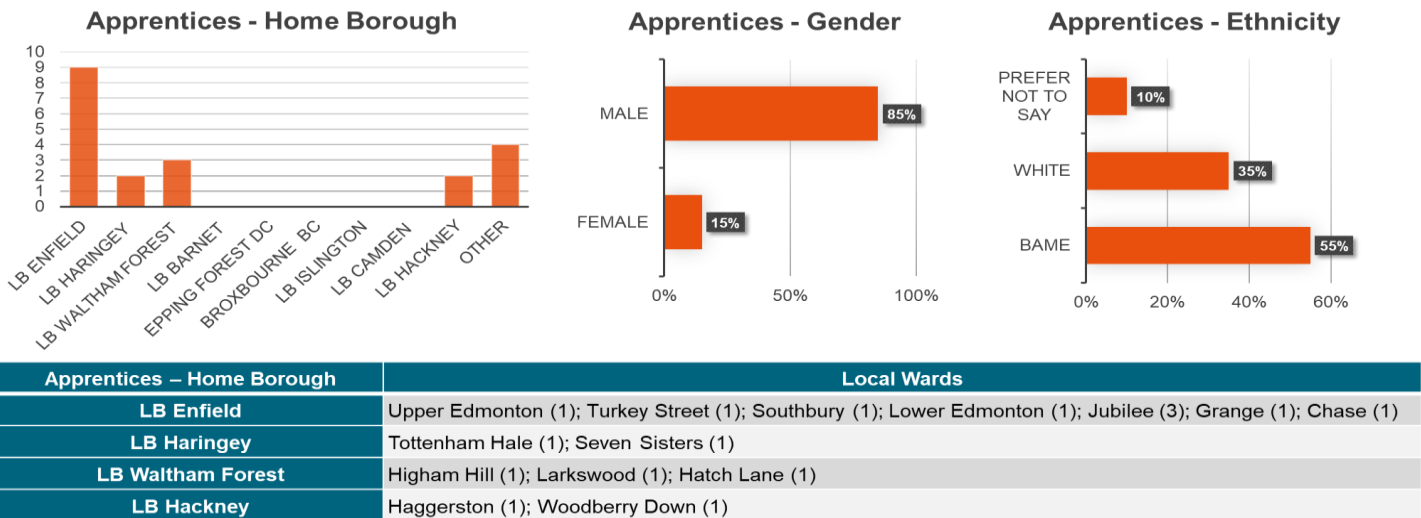
- 3.5. The project has continued to engage with schools in the local area. This included careers events with Leyton Sixth Form College, Highams Park School, a site visit from Brook on Broadwaters School, and an interactive careers session for schools in Enfield. Furthermore, the Industrial Cadets project with six Year 12 students from Edmonton County School concluded in April. Involving Taylor Woodrow and NLHPP teams, the programme ran over six months and included career and higher education advice, mentoring sessions, and a STEM related assignment. Four out of six students who took part want to pursue a STEM-related career.
- 3.6. The Social Value Dashboard below summarises the performance of the project against social value targets. Equality, diversity and inclusion (EDI) is an important priority and the project is taking steps to encourage more women and Black, Asian and Minority Ethnic (BAME) groups into the NLHPP workforce. The dashboard focuses on the on-site workforce where change is more challenging to achieve but where NLHPP nevertheless wishes to be an exemplar project. While the representation of BAME individuals within the onsite workforce, and particularly among apprentices and on-site skills trainees is strong, the representation of women in the on-site workforce is more challenging (which is reflective of the experience across industry). This is a continued priority for attention.
- 3.7. Contractors are actively encouraged to provide opportunities for women to gain experience in construction. Maple, an EcoPark South sub-contractor, is working with a candidate from Women into Construction to complete a paid placement on the NLHPP (which is paying London Living Wage) to encourage the individual to pursue a career in the field. In addition, engagement with schools and colleges forms an important part of the EDI activities on the project as it helps to ensure that young people are considering engineering and construction-related careers from a young age. In March, Taylor Woodrow facilitated two days of work experience for nine female students from Haringey Sixth Form College to encourage the students to pursue careers in the industry.

Social Value Dashboard

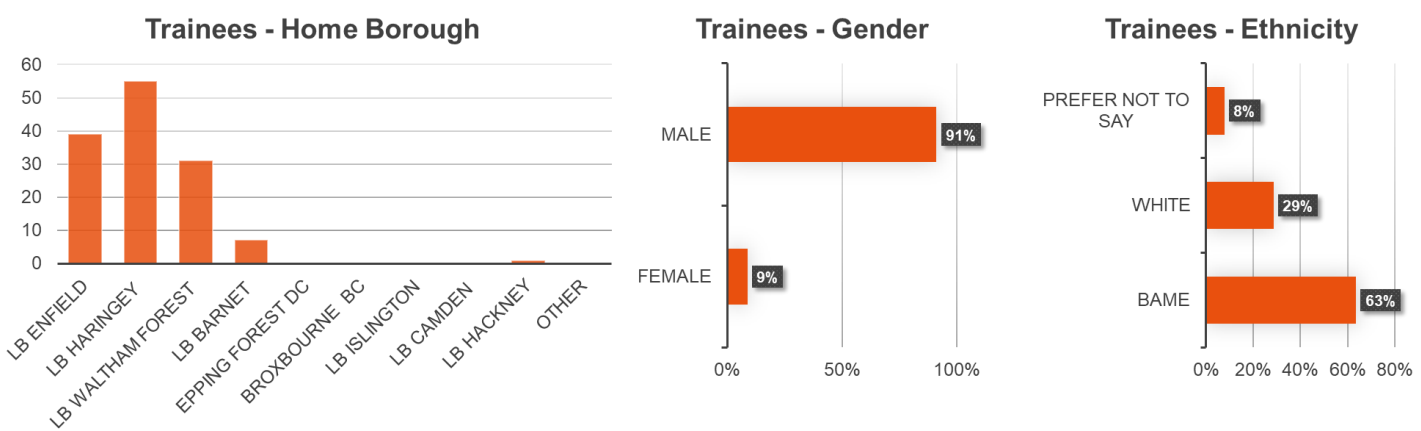
Social Value Theme	Target	Progress
Development Consent Order (DCO) Obligations:		
Apprenticeships	100	54 years of apprentices' employment 20 individuals
On-site Skills Training Placements	225	138
LB Enfield targets, adopted as measure by NLHPP:		
Local Labour	25%	18%
Local Businesses	10%	20%
		£10.4m (local spend by contractors to date)
		£19.6m (local spend by NLWA & contractors to date)
Delivery against Industry Benchmarks:		
Equality, Diversity & Inclusion (EDI)	The project aims to promote women in on-site construction workforce.	3%*
	The project aims to promote Black, Asian and Minority Ethnic (BAME) Groups in on-site construction workforce.	17%*

*Not all employees have chosen to report on ethnicity and gender, and the statistics are likely an underestimate. NLHPP is working with contractors to improve data collection.

Apprenticeships



Training Placements



4. COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

4.1. During March and April 22, the communications team were under press restriction period leading up to the May elections. Prior to the period a series of factual infographics were produced to provide a graphical description of key topics about the project. The graphics included:

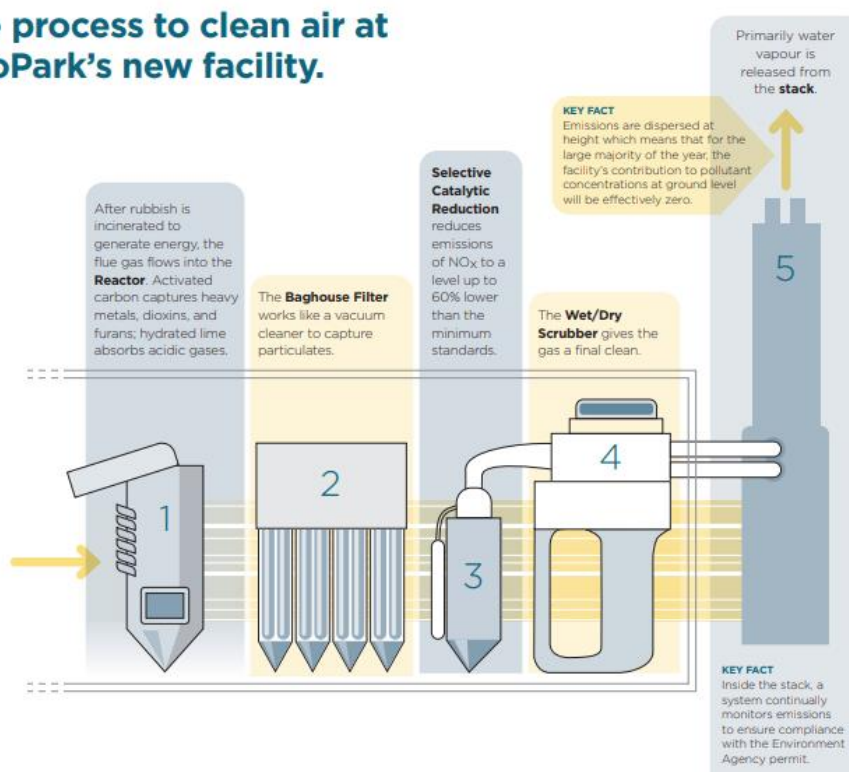
- A cross section of the advanced cleaning technology, which will be installed in the new Energy Recovery Facility.
- A timeline of recent academic research, which all confirm energy-from-waste facilities do not have a significant impact on public health.
- A graphic showing the sources of particulate pollution in the surrounding area, which highlight the marginal contribution of the ERF to local pollution levels.
- A graphic showing the sources of NOx in the surrounding area, which highlight the marginal contribution of the ERF to local pollution levels

The five-stage process to clean air at Edmonton EcoPark's new facility.

North London Waste Authority is building the UK's most advanced facility to convert north London's unrecyclable rubbish into energy.

This prevents waste from rotting in landfill.

High-tech cleaning equipment will make it one of the safest facilities in the world, operating under one of the most stringent permits issued by the Environment Agency.



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4.2. The infographics were shared with key stakeholders including councillors in north London, Members of Parliament, and north London community members. These were shared widely across the NLHPP website, updated in

website FAQs and on NLHPP social media pages.

- 4.3. In March 22, the community newsletter was delivered to 28,000 homes and businesses surrounding the Edmonton EcoPark and emailed to those who sign-up to updates on the project website. This had a section dedicated to promoting local apprentice and training opportunities. A copy of the newsletter is available here:

<http://northlondonheatandpower.london/media/ml2pn4bx/nlhpp-community-newsletter-march-22.pdf>

- 4.4. Press releases were kept to factual updates about the project during the press restriction period. This included further information about the Minor Civils Framework Contract and the Meet the Buyer event Acciona held in May. The Meet the Buyer event was well received with 200 companies expressing an interest in working with Acciona on the project and 39 local companies attending the event.

- 4.5. In May 22, an article on the project was generated for Construction View magazine to feature the UKs most significant infrastructure projects.

- 4.6. During the next period the communications team is working to provide updated briefings for groups in the local community and new councillors following the elections in May to answer questions and get feedback. Tours of the site are planned to resume during the summer months for key stakeholders to view the construction progress to date.

- 4.7. Further campaigns are being planned for the upcoming apprenticeships becoming available with Acciona later this year to encourage local uptake of the opportunities.

- 4.8. NLHPP continue to provide responses to enquiries about the project and regularly update information on social media and the website to address topics of interest in the community and communicate the benefits of the project.

Particulate Matter from Energy Recovery Facility (ERF), 400 times lower than UK air quality objective

The diagram shows the background levels of PM at each location from different sources, including the ERF.

The new ERF will be one of the safest and cleanest in the country. It will be built with the world's most advanced technology for cleaning and controlling emissions. For the large majority of the year its contribution is expected to be effectively zero at ground level and the predicted concentrations are well below the limits of detection. It would only be for a few hours in a year that its contribution would be measurable. The levels shown at the locations in the diagram indicate what the peak contributions of the ERF would be for a few hours in a year.

Even at the peak level of PM from the ERF, this is only 0.52% of local air quality concentrations, compared to long range sources which are responsible for 76.13% of PM concentrations. It is over 400 times lower than the UK air quality objective.



5. PROJECT DELIVERY SUMMARY

- 5.1. This section summarises the overall status of the progress of delivering the project elements and new facilities that comprise the North London Heat and Power Project.
- 5.2. In summary, the project continues to make good progress on site with a complex set of operations working across a substantial area of the EcoPark. The landscape in the south has visibly changed with the Resource Recovery Facility (RRF) taking shape clearly showing its scale and potential. The clearance of the area in the north in preparation for the start of ERF construction has achieved two significant milestones with the transfer of waste management operations to the newly built Temporary Bulky Waste Recycling Facility and the start of demolition of the old facilities by DSM Demolition.
- 5.3. With the award of the ERF contract to Acciona last December the focus has been on incorporating them into the NLHPP to enable them to mobilise effectively and confirm the site access arrangements for the start of construction. The preparations for the initial partial site access are going well with DSM Demolition following LEL relocating their bulky waste recycling and fuel preparation to the Temporary Bulky Waste Recycling Facility in March. The full construction access for the ERF remains dependant on moving the bulky waste recycling and fuel preparation operations from their current temporary

location in the north of the EcoPark to the new RRF which is under construction in the south.

- 5.4. The RRF construction has progressed to where the main mechanical and electrical equipment is being installed and now looking at plans for handover and transition of operations with LEL as the future operator. The recent and successful handover of the Temporary Bulky Waste and Fuel Preparation Facility to LEL has provided useful insight to doing this successfully.
- 5.5. Once waste management operations have moved to the RRF, the site of the TBWRF comes available for clearance and start of ERF construction. The project team and Acciona are looking at how the clearance work can be scheduled to enable the optimum start of ERF construction, to mitigate any delays in the handover of the RRF.
- 5.6. The sequencing of works as described above demonstrates the on-going complexity of building and transitioning to new facilities whilst maintaining a busy operating environment in the EcoPark.
- 5.7. The construction of EcoPark House is progressing well towards being available for use in the spring of 2023. This facility will provide the base for the Edmonton Sea Cadets and opportunities for use by local communities.
- 5.8. Lee Park Way which will provide public access to the RRC includes a section of national cycle route which was closed during its reconstruction. Some further enhancements for safety and wayfinding are being carried out over the summer with a view to reopening the cycle route in the autumn. This will enable the public to access the Lee Valley Park.
- 5.9. The design of the new c1.5km intermediate pressure gas main to the EcoPark and the ERF is being finalised by Cadent which will enable them to procure its installation in the autumn for installation in 2023, which will be in time for ERF testing and commissioning.
- 5.10. Further details of progress of each major element of the project is provided in the following tables.

Energy Recovery Facility

Summary

Acciona have mobilised effectively since contract award for the delivery of the ERF January 2022. They have planned the design and construction activities to the level of detail needed at present to show how the ERF will be delivered in the contract timeframe and have mobilised their project leadership team and key elements of their supply chain. There has been a high degree of engagement with Acciona across all functional areas in resolving the interfaces between the Authority's and Acciona's delivery organisation and systems.

The Authority's technical assurance resources are in place to respond to Acciona's design submissions making use of workshop reviews with Acciona.



An extract from Acciona's 4D construction sequencing model. Construction is being planned using 4D modelling to optimise sequencing and interfaces with the operational aspects of the EcoPark

Successes

The main success has been the formation of an effective collaboration between Acciona's incoming team and the Authority's project team. Monthly progress meetings have been effective in promoting joint working and established a clear forum for focus on Acciona's delivery of the ERF.

The project team have successfully brought Acciona's team into the project environment to become familiar with the NLHPP and EcoPark working environments (Acciona's temporary site compound is shown on the right).

The project team's technical assurance resources are in place to review Acciona's design submissions.



Key Milestones Achieved in Period:

The project team have completed the activities in their 90-day mobilisation plan to establish the resources and measures to oversee the contract with Acciona and form a collaborative working environment.

Key subcontractors such as HZI (process equipment), EAI (engineering design) and DB3 (architect) have been appointed by Acciona in consultation with the project team. Acciona have mobilised their construction management team on site, and they are working closely with the project team to plan for the start of construction and logistic interfaces with the EcoPark's other waste management and construction operations.

Look Ahead

Key activities to be delivered ahead of site access in October 2022 include:

Submission by Acciona and acceptance by the Authority of the early design detailed packages and permitting documentation.

Finalisation of a plan to support the transition and handover of the Laydown Area from Taylor Woodrow to Acciona.

Completion of the pre-construction activities to enable the handover of the eastern section of the ERF site to Acciona in October 2022 and for the western section in March 2023.

Resource Recovery Facility

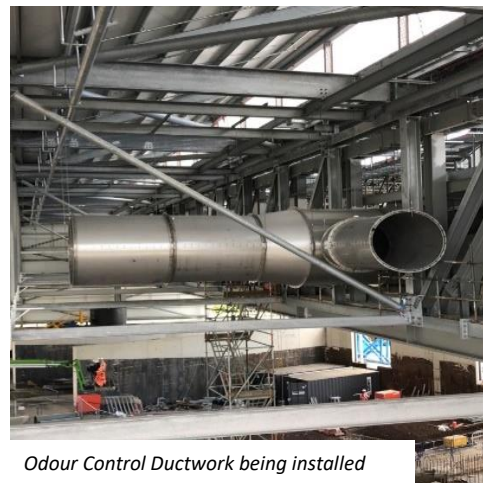
Summary

Progress onsite remains positive with the mechanical and electrical work progressing on many fronts as well as the installation of the cladding to the west facade. The procurement of the hardware for the Supervisory Control and Data Acquisition (SCADA, the industrial brain for the operating system) is critical to timely completion, and therefore being expedited.

A series of Lessons Learned meetings have been carried out with London Energy Ltd over the handover of Temporary Bulky Waste Recycling Facility handover. Wider industry lessons on handover have also been examined drawing on expertise from advisor's experts direct experience from Crossrail and Heathrow's Terminal 2.



Aerial image of the RRF



Odour Control Ductwork being installed

Successes

There was a good Health & Safety performance in the period with no injuries or lost time incidents. The focussed Health & Safety week in April had strong and active engagement from the construction workforce.

Work started on the fit out of key systems in the RRF, namely: the trade Effluent system, odour control system ductwork, as shown on the image above, photo-voltaic panels (PV) on the roof.

Testing has started on some mechanical and electrical systems, for example, pressure testing the sprinkler system and water test to the water attenuation tanks

Key Milestones Achieved in Period:

Construction milestones have been achieved with completion of:

- The building's structural steelwork.
- The roof cladding.
- The tipping hall structural floor.

Look Ahead

To ensure the handover and transition of LEL's operations is achieved "right first time" further readiness planning is being carried out using the lessons learnt from the Temporary Bulky Waste Recycling Facility and wider experience from Crossrail and Heathrow's Terminal 2. A RRF handover plan agreed jointly between the project team and London Energy Ltd will be completed in June 22.

High Voltage (HV) power from the current Energy from Waste facility will be connected in June 22.

Detailed testing and commissioning commencement will start in September 22.

EcoPark House

Summary

As with the RRF, there was positive progress over the last three months on EcoPark House with the internal fitout commencing as well as the external cladding works and roof. The components for the mechanical and electrical system enabling EcoPark House to operate independently “off grid” have been procured.

Workshops with London Energy Ltd regarding the future operation and maintenance of EcoPark House were held in April as well as a progress update given to the representative of the Sea Cadets.



Aerial image of EcoPark House



EPH Roof and Canopy Install

Successes

As with the RRF, there was a good Health & Safety performance in the period with no injuries or lost time incidents. The focussed Health & Safety week in April 22 had strong and active engagement from the construction workforce.

Commencement of the EcoPark House roof and canopy finishes, including parapet, gutter and membranes.

Procurement of the ground source heat pumps and the tesla batteries for the EcoPark House off-grid solution.



EPH Training Rooms are being formed

Key Milestones Achieved in Period:

Work started on the roof and canopy finishes, including parapet, gutter and membranes.

Work started on the internal partitioning forming the training rooms in EcoPark House.

Commencement of the electrical cabling to EcoPark House as well as continuation of the Mechanical & Electrical first fix.

Progress update given to representative of the Sea Cadets.

Completion of the structural steelwork to EcoPark House and cable ducting between the RRF and EcoPark House which will support the EcoPark House off-grid solution.

Look Ahead

External, non-structural building envelope and lift installation will start in July.

Detailed testing and commissioning will start in September.

EcoPark House off-grid “switch-on” is planned for January 2023.

Temporary Bulky Waste Recycling Facility

Summary

A tremendous collective effort by the contractor Taylor Woodrow, London Energy and the NLHPP project team meant that the Temporary Bulky Waste Recycling Facility (TBWRF) was successfully completed in April and started operations later that month.

The TBWRF de-risks the start of construction of the Energy Recovery Facility by enabling demolition of the existing waste management facilities ahead of RRF completion and provides valuable lessons for the RRF currently being built at the EcoPark.



Inside TBWRF



External bulky bays

Successes

Setting national standards for excellence – the temporary nature of the facility meant that ultra-low carbon concrete was used in the project – a UK first. Its performance will be monitored, and knowledge shared with industry

Borough and LEL waste vehicles now use the TBWRF as demolition of the old facilities progresses in the north-east of the Eco Park to facilitate construction of the Energy Recovery Facility.



External view of TBWRF

Key Milestones Achieved in Period:

The successful handover of TBWRF to London Energy Ltd in April.

Look Ahead

Workshops to capture and cascade lessons in the handover of new facilities and transition of operations for use in the next phases of the North London Heat and Power Project.

6. HEALTH, SAFETY AND WELLBEING

- 6.1. Health, Safety and Wellbeing (HSW) performance continues to remain very good with ongoing construction activities managed, coordinated, and controlled.
- 6.2. The Accident Frequency Rate (AFR) for reportable injuries in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013 stays at **zero**. Accidents must be reported where they result in an employee or self-employed person being away from work, or unable to perform their normal work duties, for more than seven consecutive days as the result of their injury.
- 6.3. The Lost Time Injury rate remains at **0.145** due to no further lost time injuries being reported which is very good in comparison to other major infrastructure projects which record and report this metric.
- 6.4. Notwithstanding the above the proactive measures in place for NLHPP programme continues to maintain very high levels of HSW performance.

HSW Performance Indicators



- 6.5. **HSW Audits:** This average score achieved across all active project demonstrates the high level of compliance standards being maintained by contractors across all active projects.
- 6.6. **Safety Observations:** The objective continues to be exceeded on a month-by-month basis. Of the 149 total, 27 positive behaviours and interventions were noted.
- 6.7. **Safe Start Briefings:** These briefings are a proactive measure delivered by each subcontractor to their workforce prior to work starting on site each day. The briefings create awareness of any specific health and safety hazards from planned work activities, changes to the work environment, an opportunity to deliver specific safety related information in the form of a toolbox talks and also provides a forum for the workforce to raise any concerns or issues. The number of briefings delivered is reflective of the proactive approaches in maintaining a strong positive health and safety culture.

Achievements and Initiatives

- 6.8. NLHPP Taylor Woodrow HSW week (see image below) was held from 28 March to 01 April 2022 providing awareness sessions on fire safety, mobile work platforms, environment and electrical hazards as well as occupational health and wellbeing checks. The attendances were very high from across all stakeholders.



Figure 3: HSW Week Briefing

- 6.9. The three established HSW Working Groups continue to make good progress with initiatives to further develop and enhance areas around Behavioural Based Safety, Mental Health & Wellbeing and Communications supporting our objectives of continual improvement and exemplar performance.

7. ENVIRONMENT AND SUSTAINABILITY

- 7.1. The performance of environmental and sustainability matters during project construction continues to remain strong, with effective management of environmental risks beyond compliance, and the identification and delivery of sustainability innovations.
- 7.2. April 22 is the second consecutive month with zero environmental incidents, near misses or complaints. This is a strong indication that management measures are being effectively implemented to protect the environment.
- 7.3. Continued strong vigilance of environmental matters, with the number of environmental observations (either a positive behaviour, or a record of at-risk condition that does not constitute an environmental incident or near miss) exceeding the monthly target.
- 7.4. Excellent performance against other Key Performance Indicators, with targets consistently exceeded. Waste diversion from landfill of 99% remains above the stretch target of 95%.

- 7.5. Continued high rates of environmental training delivered to workers exceeding the monthly target. Topics delivered are directly relevant to the stage and nature of construction activities, ensuring workers have awareness of and are focused on pertinent environmental issues.
- 7.6. The Environmental and Sustainability Opportunities Workshop held on 29 April 22 resulted in 50 suggestions and 11 opportunities for further investigation. To date, more than 60 environment and sustainability opportunities have been raised across the project, across 66 value themes. 17 opportunities have been implemented to date. In May 22, an opportunity to re-use more than 500,000 litres of water from the existing facility in project construction activities was identified and realised. This avoided the need for the delivery of water to site by tankers, reducing carbon emissions associated with road transport. This also returned secondary safety benefits associated with reduced vehicle movements, whilst alleviating pressures on the potable water supply network.
- 7.7. The air quality site audit undertaken on 29 April confirmed good practices are being implemented to mitigate potential impacts on local air quality. Examples include dust monitoring and tracking emissions from plant.

8. PROJECT FINANCE

- 8.1. Since the last Authority meeting in March, Officers have been working to ensure that the remainder of the borrowing for the Energy Recovery Facility is undertaken in the most advantageous way to both the Authority and boroughs. The aim is to minimise the cost of borrowing which will in turn, minimise the increase in the levy in future years, through lower interest costs.
- 8.2. Over the past month, officers have been meeting with borough Finance Directors to discuss options to borrow in the near future to protect the Authority from further interest rate rises, and therefore longer-term borrowing costs that would impact the levy. This work is ongoing.
- 8.3. To ensure that the Authority has flexibility to take advantage of favourable market conditions to borrow, the Prudential Indicators have been revised and approval is sought in the Finance Update paper, elsewhere on this agenda.
- 8.4. Officers have taken steps to ensure that the Authority will be able to make use of the certainty rate from the Public Works Loan Board (PWLB). The certainty rate allows the Authority to borrow at 20 basis points (0.2%) lower than the standard borrowing rate available from PWLB.

9. EQUALITIES IMPLICATIONS

- 9.1. There are no impacts on equality to be noted arising from the content of this report.

10. COMMENTS OF THE LEGAL ADVISER

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

11. COMMENTS OF THE FINANCIAL ADVISER

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

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