

NORTH LONDON WASTE AUTHORITY

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

REPORT OF: MANAGING DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 14 DECEMBER 2023

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 comment on and note the content of the report.

SIGNED:  Managing Director

DATE: 4 December 2023

1. INTRODUCTION AND PURPOSE

- 1.1. The North London Heat and Power Project (NLHPP) is the programme of works authorised by development consent order granted in February 2017 through which the existing Energy from Waste (EfW) facility 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 and EcoPark House, a visitor centre which will be used to provide community and 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 facility.
- 1.2. This status report provides Members with an update on progress of the NLHPP, building on the report provided to the Programme Committee Meeting in November 2023. The report structure provides:
 - 1.2.1. **Section 2:** a summary narrative.
 - 1.2.2. **Sections 3 to 6:** further details of progress in Health and Safety, Social Value, Stakeholder Engagement, Environmental Management across the NLHPP.
 - 1.2.3. **Section 7:** reports on Cost Performance and Commercial matters of the NLHPP.
 - 1.2.4. **Sections 8 to 12:** provide details of progress in the delivery of the ERF, RRF, EcoPark House, various Site Wide Enabling Works and preparations for the Decommissioning and Demolition of the current EfW facility.

2. PROGRAMME DIRECTOR'S SUMMARY

- 2.1. Construction works have been progressed in all areas of the RRF with a number of key milestones being achieved. The contractor is continuing to target the end of December 2023 for handover of the RRF.
- 2.2. Mechanical and electrical final installations continue in all areas of the RRF with the Mechanical, Electrical and Plumbing (MEP) installation substantially complete, the RRF management and safety systems have continued to be tested and commissioned as planned
- 2.3. Training of LEL staff progressed well in November 2023 and remains on target for completion by the end of December 2023.
- 2.4. During October 2023, Acciona completed the northern section of the waste bunker walls and has commenced construction of the southern section demonstrating

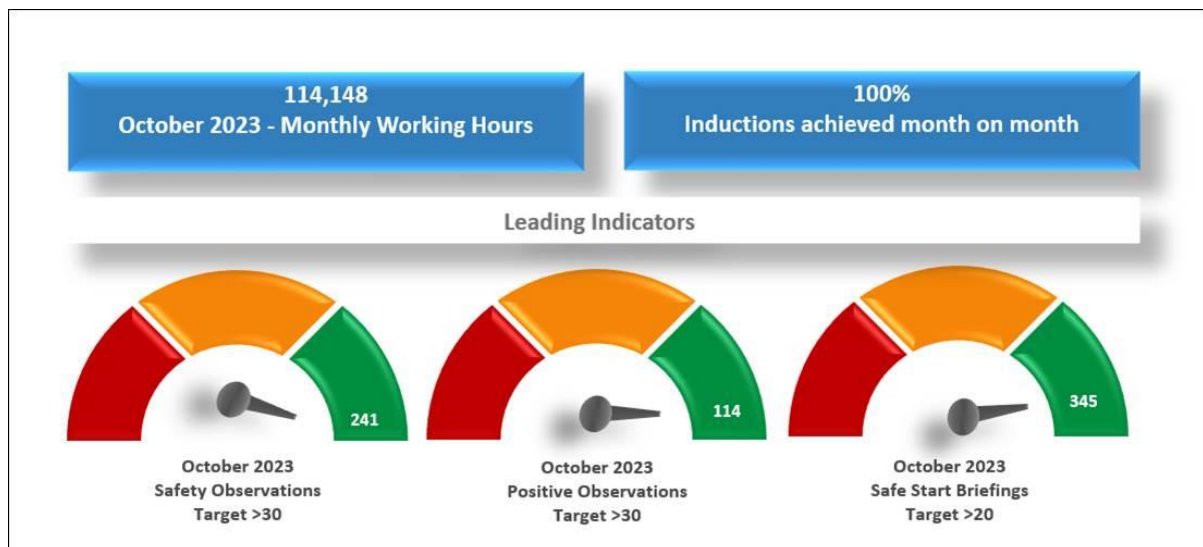
progress in delivering the project's critical activities where the forecast completion for take-over of the ERF remains late 2026.

- 2.5. Acciona are in the process of procuring subcontracts where the National Agreement for the Engineering Construction Industry (NAECI) would apply. As a part of this they are working with unions on how these rules will apply on site including the appointment of shop stewards.
- 2.6. Sitewide, the ash bay extension works have progressed significantly with minimal disruption to LEL ash handling operation.
- 2.7. The early market engagement event (for the decommissioning and demolition of the existing EfW facility) has concluded and proved successful in obtaining feedback from both primary and secondary supply chain contractors. Appetite for the project is strong. 17 contractors attended the site for a visit that was collaboratively facilitated by LEL.
- 2.8. The cost position has not materially changed since the report to the Committee meeting in November 2023. Details of committed costs, actual spend and level of contingency are described in section 7.
- 2.9. Overall, NLHPP remains on track to deliver its overall objectives, on time and within budget.

3. HEALTH, SAFETY AND WELLBEING (HSW)

- 3.1. The programme continues to demonstrate a strong health and safety culture which aligns favourably with other major construction programmes in the UK. The client team works with the principal contractors' health, safety and wellbeing teams to continually improve the standards and behaviours which is demonstrated by the industry low Accident Frequency Rates (AFR). This is the result of continued collaboration, focus on targeted high-risk areas such as people and plant interface and working at height.
- 3.2. The AFR for reportable injuries in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013 is 0.195 on a 12-month rolling basis, compared to an industry rate of 1.74 in 2022/23, as published by the Health & Safety Executive.

Key Performance Indicators



- 3.3. **HSW Audits:** Monthly site inspections continue to be carried out by the principal contractors and reports are reviewed by the client teams. These are supplemented by regular walk rounds carried out by the client teams, and a deep dive into a different topic each month. October's deep dive, currently being finalised, is on the topic of Control of Substances Hazardous to Health (COSHH).
- 3.4. **Safety Observations:** Observation reporting continues to increase with 241 recorded for the month of October 2023. 47% of all observations are for positive interventions which is reflective of the messaging delivered at inductions, stand downs, toolbox talks and training sessions.
- 3.5. **Safe Start Briefings:** The number of safe start briefings held on site remain high and are delivered daily to the workforce. This is supplemented by pre-start briefings and safety stand downs targeted to reinforce positive safety messages around high-risk activities.
- 3.6. **HSW Forum:** A workshop was held at the HSW Forum on 23 October 2023 to focus on how the HSW forum can champion and support the initiatives suggested in the action plan. It was a highly engaging and successful session, and all attendees commented on how helpful it was to have a facilitator leading the session in a structured format.
- 3.7. **Take 5:** The Take 5 behavioural and engagement training sessions commenced in October 2023 and will continue to run through until the end of the year. These in-person sessions require interaction and role-play from attendees. 30 people have attended training sessions.
- 3.8. **Wellbeing:** The Autumn construction video was launched in period. Details of successes, such as Mates in Mind, the mental health talk delivered by Robert Muldoon and the HSW Culture Survey were shared.

3.9. Contribution to the Social Value Evaluation Study during October 2023 illustrates that total wellbeing training hours amount to 247.75 from across the client and contractor teams and is broken down as follows:

3.9.1. 169 people attended Start the Conversation (one-hour mental health training – a blend of construction-based and office-based audiences)

3.9.2. 85 people attended the mental health talk by Robert Muldoon (45-minute talk)

3.9.3. 30 people attended a 30-minute talk on suicide awareness and bereavement.

4. SOCIAL VALUE

4.1. During October 2023, a Waltham Forest-based apprentice enrolled onto their accountancy course and has been included within the monitoring. Another Level 7 artificial intelligence apprentice is also due to enrol on their course in January 2024. These candidates will be employed by Acciona and have progressed from long-term training placements, demonstrating how the NLHPP is acting as a pipeline into employment opportunities. The number of apprenticeships created on the NLHPP stands at 43; however, for monitoring purposes, the total number of apprenticeships delivered (i.e. headcount) is currently 37. This is because historic data has been updated to show that a number of apprentices resigned from their course prior to completion of a full year, for a variety of reasons. Future apprenticeship opportunities exist with Byrne Brothers, New Life Catering and Payroll.

4.2. The social value team are working in partnership with Acciona to refresh the existing apprentice network. This is an opportunity for all apprentices working across different organisations on the NLHPP to meet and learn from each other, contributing to collaborative working and the wider vision of 'One Team'. The new network meeting will focus on three core sessions, which will rotate on a quarterly basis:

4.2.1. Employer led sessions: addressing opportunities and challenges for apprentices within each employer organisation;

4.2.2. Project wide apprentice network: focusing on sector specific learning and career development; and

4.2.3. Social Impact Days: volunteering and participation in social value activities, co-ordinated by Acciona. This will align with the volunteering requests from RE-Power Communities Round 2.

- 4.3. On 21 November 2023, Douglas Chisholm (Programme Lead) delivered a presentation to all apprentices. Apprentices were also given a tour of the RRF. A number of apprentices are participating in the fourth cohort of the project wide reverse mentoring scheme.
- 4.4. In period, the successful applicants for the second round of the RE-Power Communities scheme were announced. The decision-making board involved colleagues from across Acciona's site team, the NLWA, the social value team and Councillor Mike Hakata. The objectives of the second round were:
- 4.4.1. Places and spaces that matter to communities are improved;
 - 4.4.2. People are helped to reach their potential;
 - 4.4.3. Vulnerable people within the community are supported;
 - 4.4.4. Community networks that respect cultural diversity are strengthened; and
 - 4.4.5. Tackle climate change and improve local environment and biodiversity.

Following a robust decision-making process, with 59 worthy causes submitting applications for funding, 14 successful applicants were awarded monetary grant funding. Four of these applications were funded by Byrne Brothers with the other 10 provided by Acciona. The unsuccessful applicants were, however, offered Timebank resource instead, where they can apply to the NLHPP to receive volunteering resource for their causes.

- 4.5. On 2 November 2023, the Social Value Governance Board met to discuss progress in social value delivery associated with the ERF. This provides an opportunity for borough representatives to ascertain progress as well as an opportunity for partnership working on joint initiatives with Acciona and NLWA officers. Acciona provided an update on progress towards targets over the last quarter, specifically focused on the outcome of RE-Power Communities round two. Ways in which the NLHPP can capture its social value impact was also discussed, which the social value team are currently preparing a report on. This is to be published around the end of the year.
- 4.6. In period, the social value team participated in the Institute of Economic Development conference award ceremony, where they were nominated for two categories, Social Value Champion and the Most Innovative Project of the Year. It is highly pleasing that the team won the Most Innovative Project of the Year category, specifically for our entry, the NLHPP Schools Programme.
- 4.7. The judges provided feedback expressing their admiration for the extensive scope of the Schools Programme and the positive responses received from participating students. The program has successfully reached and inspired over 2,400 students in

north London, to inspire careers in Science, Technology, Engineering, and Mathematics (STEM), along with opportunities in construction- and waste-related professions. This recognition highlights the impactful nature of the NLHPP Schools Programme and its contribution to fostering interest and awareness in these critical fields.



Figure 1: The Social Value team won the 'Most Innovative Project of the Year' award for its work on the NLHPP School Engagement Programme at the Institute of Economic Development awards

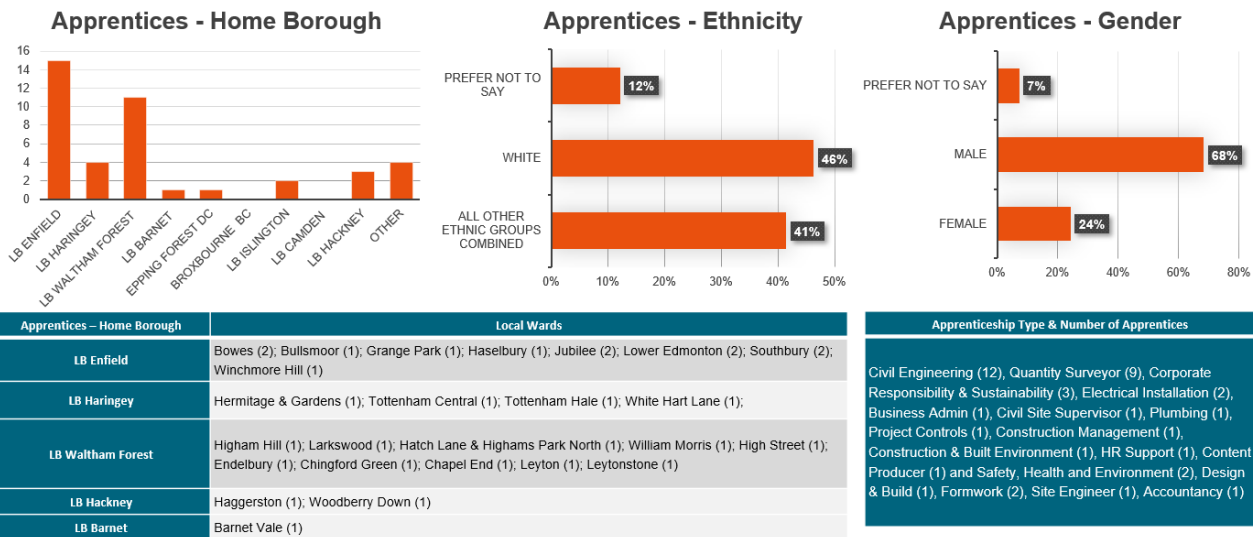
- 4.8. Since March 2021, the NLHPP team has conducted 75 sessions across 52 schools, engaging with more than 140 professionals from various organizations involved in the NLHPP. Over the past academic year, the NLHPP has extended its reach to primary schools and those outside of mainstream education, this includes Special Educational Needs (SEN) schools and Pupil Referral Units (PRU). The team is actively exploring collaboration opportunities with local Youth Groups. Notably, Acciona has designed a specialised program, 'She can Construct,' specifically tailored for female students. This program highlights women as role models in various NLHPP roles, illustrating the diversity of career paths.
- 4.9. A special emphasis has been placed on fostering connections with local SEN schools. As part of this commitment, Acciona facilitated a six-month placement for a Supported Intern from West Lea (SEN) School within their Social Value team. This initiative underscores our dedication to inclusivity and the broader social impact of the NLHPP.
- 4.10. A summary of the social value data up to the end of September 2023 is provided in the social value dashboard below.

Social Value Dashboard

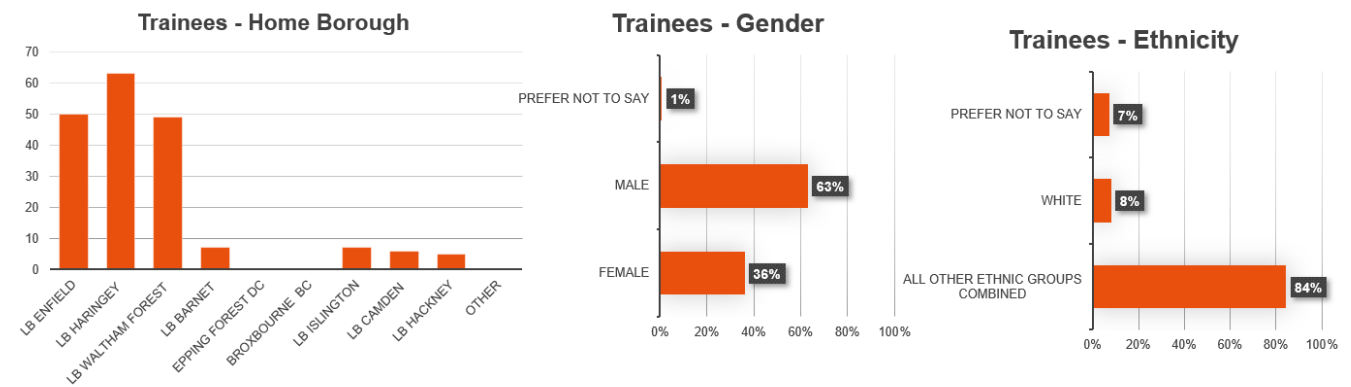
Social Value Theme	Target	Progress
Development Consent Order (DCO) Obligations:		
Apprenticeships	100	88 years of apprentices' employment created
		43 apprenticeship opportunities created
		37 apprenticeships delivered/ underway
On-site Skills Training Placements	225	193
LB Enfield targets, adopted as measure by NLHPP:		
Local Labour	25%	24%
Local Businesses	10%	10%
		£30.4m (local spend by contractors to date)
		£39.9m (local spend by NLVIA & 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.	14%*

*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



Delivery & Monitoring:

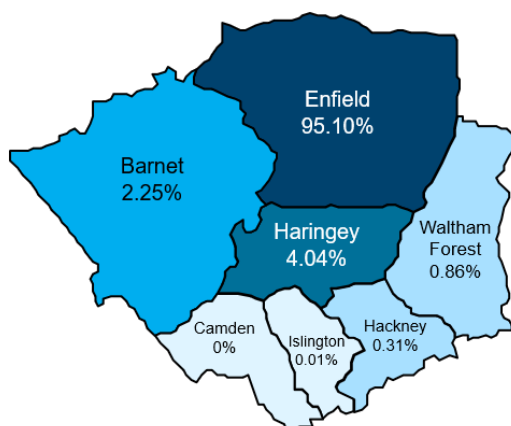
Delivery of training placements is targeted at a variety of EDI groups. To date, all trainees are from groups forming part of our EDI categories including long-term unemployed and lone parents.

Training placements are prioritised for local residents (in particular in LB Enfield, LB Haringey and LB Waltham Forest, followed by other north London boroughs). Recruitment of trainees is facilitated through engagement with local Job Centres and agencies.

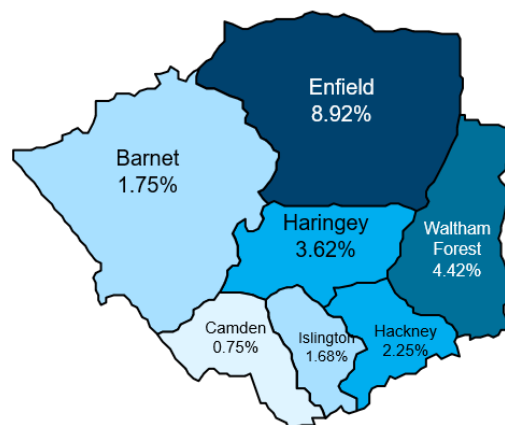
EDI data relating to the on-site trainees is collected through an end of placement survey and where possible supplemented by information from the training provider. Not all respondents have chosen to report on ethnicity and gender. Information is based on a responses from 119 out of 138 trainees (86%).

Local Business Spend and Local Employment

Local Business Spend by Borough



Local Labour (all jobs) by Borough



The maps above display the distribution of local business spend and borough of local residents across the NLWA area, with the darker colours representing a higher percentage share. It is recognised that there is a disparity in terms of the distribution of local spend and local employment. The team will continue to signpost employment opportunities available on the Project through the Social Value Governance Board as well as via local job brokerages. As development of the ERF continues, more procurement opportunities for local businesses will arise through the supply chain. A number of 'meet the buyer' events will be held with local SMEs throughout the year, open for all businesses across the NLWA area. These opportunities will be promoted through the Social Value Governance Board and via the NLHPP digital channels.

Schools Programme and Community Projects

Schools Programme

	Secondary	Primary
Total Number of schools engaged	49	3
<i>LB Enfield</i>	12	1
<i>LB Haringey</i>	8	1
<i>LB Waltham Forest</i>	13	-
<i>LB Barnet</i>	5	-
<i>LB Islington</i>	5	-
<i>LB Camden</i>	1	1
<i>LB Hackney</i>	5	-
<i>Other</i>	-	-
Number of SEN Schools Engaged	45	
Number of PRUs Engaged	1	
Number of sessions held (including colleges)	75	
<i>Sessions on careers topics</i>	63	
<i>Sessions on STEM topics</i>	10	
Number of students engaged (including college students)	2,405	
Number of staff involved	148	
Number of staff hours	324.5	
Number of site visits	15	

Community Projects

	Number of Organisations Supported	RE-Power Round 2, Successful Applicants
<i>LB Enfield</i>	7	1
<i>LB Haringey</i>	6	3
<i>LB Waltham Forest</i>	6	1
<i>LB Barnet</i>	1	1
<i>LB Islington</i>	-	1
<i>LB Camden</i>	-	3
<i>LB Hackney</i>	-	4
<i>Other</i>	-	-
Total	20	14
	Delivered	Target
Number of volunteer hours	487	9,775
Donation total	£112,030.22	£187,500.00

5. COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

Awards Update for 2023

- 5.1. In 2023 there has been a number of milestones achieved for the NLHPP being recognised across the industry for good practise in delivering the project aims. A list of awards where the programme has won and been shortlisted is set out below and illustrated in Figure 2.

- 5.1.1. **Winner** of the Institute of Economic Development's **Most Innovative Project of the Year** for the NLHPP School Engagement Programme in November 2023

- 5.1.2. **Winner** of the Environment Analyst’s Brownfield Awards for **Best Public Sector Brownfield Project and Best Sustainable Brownfield Infrastructure Scheme** for the NLHPP in November 2023.
- 5.1.3. **Winner** of the Legal Business Awards **2023 Energy Infrastructure Team of the Year** for Stephenson Harwood in September 2023.
- 5.1.4. **Finalist** in the Chartered Institute of Procurement Awards for the **Procurement Consultancy Project of the Year** for Arup in September 2023.
- 5.1.5. **Highly Commended** in the Women into Construction Awards for the **Most Engaged Employer – South** for Acciona in June 2023.
- 5.1.6. **Winner** in the Partnership Awards for the **Culture and Diversity Award** to Stephenson Harwood in May 2023.
- 5.1.7. **Highly Commended** in the Mates in Mind **Best Workplace Mental Health Team** for the NLHPP in May 2023
- 5.1.8. **Winner** of the Built Environment Tomorrow’s Procurement Awards for **Public Sector Procurement Project of the Year** to NLHPP in February 2023.

5.2. Awards are being communicated with key stakeholders and on social media channels alongside the environmental and social value successes that have contributed to the NLHPP’s recognition amongst the industry. This is highlighting the innovative and best practise way the Edmonton EcoPark is being redeveloped.



Figure 2: Awards shortlisted or won by the NLHPP with advisors and contractors this year

6. ENVIRONMENT AND SUSTAINABILITY

6.1. During 2023, the NLHPP continued its focus on environmental and sustainability considerations. We worked with Acciona as it expanded its activities and environmental management onsite and with Taylor Woodrow as it progressed toward completion of the RRF to meet the environmental requirements for the

EcoPark South contract. To date 179 opportunities have been raised on the NLHPP, of which 61 have been implemented. Two examples of this are:

- 6.1.1. **Implemented innovation: ultra-low carbon cement-free concrete:** The Temporary Bulky Waste Recycling Facility required concrete in its construction. Taylor Woodrow opted to use Exegy® Ultra-Low Carbon Concrete – making NLHPP the first project to have used this material in the UK. It consists of 96% Ground Granulated Blast Furnace Slag (a by-product of the steel industry) and has no cement, reducing the carbon footprint by up to 70% when compared to traditional concrete. This opportunity has brought value through demonstrating the potential of ultra-low carbon concrete, driving carbon reduction and promoting circular economy principles.
- 6.1.2. **Implemented best practice: zero emission plant:** Electric-powered tower lights and a hybrid mobile tower crane have been used instead of traditional operation using diesel generators and engines, during construction of part of the NLHPP. These initiatives delivered carbon savings, reduced air and noise pollution and saved the need to purchase diesel. LED lighting towers have also been used, which require up to 40% less energy in comparison to traditional lighting towers. This opportunity has brought value through effectively managing emissions to air, improving air quality, driving carbon reduction, reducing costs, increasing environmental awareness and reducing noise and vibrations.



Figure 3: The ultra-low carbon cement-free concrete and an example of zero emission plant

- 6.2. We have reviewed contractor environmental management documents and conducted regular site inspections covering general environmental, air quality, waste, noise and vibration and ecology topics, making environmental observations to enhance performance and reduce risks. Internal and external communications and award applications have been prepared to raise awareness of environmental topics and celebrate project successes, including the recent Best Sustainable Infrastructure Project at the Environment Analyst Brownfields Awards. The environment team has also supported the project's social value through delivering environmental-focused school presentations.

- 6.3. In general, there was generally good performance against Environment and Sustainability key performance indicators in October 2023, a selection of which are shown below.



- 6.4. **Environmental Incidents:** The project has a procedure for recording and resolving any environmental incidents or near misses on site. These are recorded as either Level 1 (a significant incident), Level 2 (has caused or may cause minor harm or damage) or Level 3 (a near miss). One Level 2 incident occurred in October relating to a very small accidental diesel spill which was immediately cleaned up with no negative effects. A Level 3 near miss incident occurred due to the large quantity of surface water on site during wet weather.

7. COST AND COMMERCIAL MATTERS

Cost Performance

- 7.1. Based on inflationary effects and expectations, the March 2019 baseline budget of **£1,220.6m** is equivalent to **£1,508.0m** in outturn (inflation forecast assessment undertaken August 2023 period end). Each 3-month period, the baseline budget is converted to an outturn price, including an assessment for inflation to be incurred over the 12-year NLHPP programme duration. The next quarterly assessment of inflation scheduled for November 2023 is underway.
- 7.2. As of the end of October **£610.1m** of committed cost has been spent. This reflects the value of work agreed in contracts for construction works, advisors' fees, NLWA direct costs and third-party fees. A further **£666.6m** of committed cost remains to be paid which is largely for the ERF construction contract with Acciona. A further **£151.1m** is planned to be committed for construction works including the demolition of the existing EfW facility, advisor fees from April 2024 and other costs. This leaves **£80.2m** of contingency to fund risks, any unforeseen circumstances and extra costs that arise during the construction process.

Commercial Matters

- 7.3. The below section includes commentary on commercial matters on the NLHPP.
- 7.4. **EcoPark South:** Following the conclusion of a settlement agreement with Taylor Woodrow, which updated the contract including revised programme dates, the

project team has successfully delivered the first four strategic milestones in October 2023 out of fifteen milestones included within the agreement.

- 7.5. November 2023 was a key month for the project, including the progression of testing and commissioning of each of the mechanical and electrical systems, and initial user acceptance testing with operational vehicles in advance of commissioning with waste, both of which form part of Taylor Woodrow's milestones. **Site Wide Enabling Works:** The Authority is preparing to re-tender Western Road Utilities as a single works package under the Minor Civils Works Framework, commencing construction over a thirty-week period in mid-March 2024.
- 7.6. **Decommissioning and Demolition of the Existing EfW Facility:** The early market engagement event and individual contractor meetings have concluded. We have gained a deeper comprehension of market perspectives, encompassing contractual mechanisms and commercial appetite, which will serve as a compass for the development of a commercial and procurement strategy during this phase of the project.

8. ERF

Summary of Progress



Figure 4: Completion of the Northern section of the bunker walls following four weeks 24/7 operations

- 8.1. During October 2023, Acciona completed the northern section of the waste bunker walls and has commenced construction of the southern section, demonstrating significant progress in delivering the project's critical activities. The forecast completion for take-over of the ERF remains late 2026.
- 8.2. Acciona has made good progress in other areas of the project with the procurement of the major pieces of plant and equipment nearing completion. The project has also seen the start of deliveries of boiler and structural steel from HZI (Acciona's key equipment supplier) to Acciona's storage facility in readiness for the commencement of boiler and steel work erection, which is the next critical activity in the programme.



Figure 5: Deliveries of boiler and structure steel from HZI at Acciona's storage facility readiness for the commencement of boiler and structural steel erection

- 8.3. Acciona are procuring specialist boiler and steelwork erection labour that comes under the scope of NAECI working rules. This is a competitive labour market that is resource-constrained in the UK.
- 8.4. The Authority is also working with Acciona and the future plant insurers to progress the fire containment strategy related to the steam turbine, boilers and flue gas treatment plant in accordance with the contract specifications.

9. RESOURCE RECOVERY FACILITY (RRF)

Summary of Progress



Figure 6: Aerial view of the RRF

- 9.1. Construction works have been progressed in all areas of the RRF with a number of key milestones being achieved. These include the submission of operation and maintenance manuals for critical systems and submission of all training materials. The contractor is continuing to target 22 December 2023 for handover of the RRF, which relies upon an ambitious and intensive testing and commissioning schedule.
- 9.2. Mechanical and electrical final installations continue in all areas of the RRF following the intumescent paint remedial works. The intumescent paintworks are almost complete by undertaking seven working days to minimise disruption to mechanical and electrical finishing works and commissioning.
- 9.3. With the installation substantially complete, testing and commissioning of the RRF systems is being progressed at pace and around 30% complete at time of writing.
- 9.4. The contractor has scheduled a period of integrated testing in December to prove that the buildings systems work in unison to provide an operable facility, leading to completion and hand over to LEL. .
- 9.5. In the reuse and recycling centre, final fix for power, lighting, ventilation, communications and fire detection systems in the office and basement areas has been completed.
- 9.6. Training of LEL staff on the building systems has been completed.

- 9.7. Timely submission of handover documents is an area requiring focus and the contractor has deployed additional resources, as well as extending their working week to manage the volume of submittals required for as built information and record packs.
- 9.8. The contractor has made good progress on labelling of assets, with 100% now labelled and undergoing assurance checks.
- 9.9. Externally, good progress has been made to all areas with all the weighbridges having been commissioned in the period. Surfacing has been laid to the eastern road and the Turbine Hall Road junction.
- 9.10. The northern tipping apron is now complete and being cleared in anticipation of LEL's user acceptance testing.

Look Ahead

- 9.11. Testing and commissioning of the 42 mechanical and electrical systems will be continued at an increased pace. There will be a focus on finishing office and equipment rooms to enable the facility wide communications equipment to be tested.
- 9.12. A key focus for the contractor will be to follow the comprehensive plan for the integrated system testing to meet this milestone.
- 9.13. We expect London Borough of Enfield to issue the contractor with safety-related building control certificates needed to allow the Authority to take over the facility.
- 9.14. In parallel to the physical works, the asset information and manuals will be received progressively to enable LEL to incorporate into their operating procedures and receive training on the operation and maintenance of the systems.
- 9.15. The contractor will complete the builder's clean in the next period to enable the integrated testing and commissioning of the ventilation system.

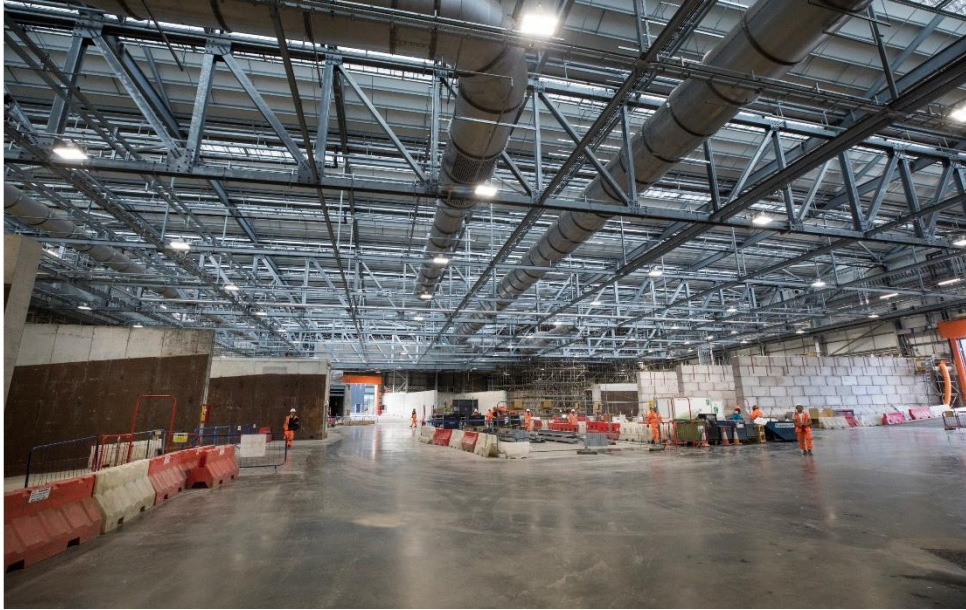


Figure 7: RFPF – internal tipping hall

9.16. LEL will create their operating and maintenance procedures from the information that have from operations and maintenance manuals, training and asset data.

10. ECOPARK HOUSE

Summary of Progress



Figure 8: Aerial view of EcoPark House

- 10.1. Intumescent paint and fire compartmentation works have been progressed to the ground floor and first floor allowing services reinstatement and remaining MEP installation.
- 10.2. Externally, the boat canopy is now complete and external drainage installation has recommenced.

- 10.3. Internally, works for power, lighting, communication, and fire detection installation has continued in available areas. Also, the underfloor heating work is nearing completion.



Figure 9: Exhibition Hall – civil elements installed

- 10.4. Internally, the lift installation has been completed and is awaiting testing. EcoPark House has so far attained a BREEAM rating of Very Good as planned.

Look Ahead

- 10.5. Screeding and final fix of high-level services to progress the testing and commissioning will be continued in the next period.
- 10.6. Final fix of sanitary wear and internal finishes will be progressed in the next period following the fire compartmentation works.

11. SITE WIDE ENABLING WORKS

- 11.1. The ash bay extension works have progressed significantly with minimal disruption to LEL's ash handling operation. The main structure was erected in period with an improved completion date now forecast for January 2024.
- 11.2. Infrastructure works for the western area of the site was procured in period and will commence from the second quarter of 2024, with phasing coordinated to minimise disruption both LEL operations but also site wide construction activities.
- 11.3. Other minor civils works are now planned with works to Lower Hall Lane scheduled to commence in the second quarter of 2024 once necessary permissions, licences

and discharges are in place to allow procurement and implementation of a modified drainage system and an improved cycle crossing.

- 11.4. The target start date for the Cadent gas main installation has been revised to early 2024 to allow conclusion of necessary land easements with estimated completion in the third quarter of 2024.
- 11.5. Remedial works to Lea Park Way were completed and preparations are being concluded by relevant stakeholders. The aim is to enable this road to be opened to public pedestrians and cyclists in December 2023.

12. DECOMMISSIONING AND DEMOLITION OF THE EXISTING EFW FACILITY

- 12.1. The early market engagement event has concluded and proved successful in obtaining feedback from both primary and secondary supply chain contractors. Appetite for the project is strong, 17 contractors have visited the site. This was collaboratively facilitated by LEL, with 14 follow-on one-to-one meetings with individual contractors, all of whom have welcomed our early engagement approach. Valuable feedback has been obtained from these meetings, highlighting areas for consideration that will support updating the various strategies for procurement and delivery of the project.

13. EQUALITIES IMPLICATIONS

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

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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