

**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:** 25 APRIL 2024

**SUMMARY OF REPORT:**

This report provides the Authority 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 comment on and note the contents of the report.

**SIGNED:**  ..... Managing Director

**DATE:** 15 April 2024

## **1. INTRODUCTION AND PURPOSE**

- 1.1. The North London Heat and Power Project (NLHPP) is the programme of works authorised by a 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 (RRC) 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 plant.
- 1.2. This status report provides Members with an update on progress of the NLHPP. The report structure provides:
  - 1.2.1. Section 2: a summary narrative.
  - 1.2.2. Section 3: a focus on the transition of the RRF into operation
  - 1.2.3. Sections 4 to 7: further details of progress in health and safety, social value, stakeholder engagement and environmental management across the NLHPP.
  - 1.2.4. Section 8: reports on cost performance and commercial matters.
  - 1.2.5. Sections 9 to 13: 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 plant.

## **2. PROGRAMME DIRECTOR'S SUMMARY**

- 2.1. On 15 March 2024 the RRF was transferred from Taylor Woodrow to the Authority, reflecting the fact that the facility had been completed to the point where operational ramp up could begin – though as with any new building there remain some issues to address, albeit not ones which impede the safe operation of the facility. At the same time, the Authority formally entered into a contract with LondonEnergy (LEL) for the Company to operate the new RRF and the building was handed over to LEL, marking the start of the operational ramp up in the brand-new recycling facilities. This significant milestone on the project is the culmination of many years of hard work and is the biggest investment in public sector recycling infrastructure for London in decades.
- 2.2. Construction of the ERF on site has gone reasonably well since the last report although the principal contractor, Acciona, has had delays in mobilising specialist engineering and construction skills which are subject to the National Agreement for

the Engineering Construction Industry (NAECI). Acciona are considering ways to recover lost time and assessing the outlook for timing of the completion of the ERF.

- 2.3. In relation to issues with mobilising specialist and construction skills, it was agreed by Members in 2019 that the NAECI would be applied for relevant trades to facilitate high standards of employment relations. The NAECI sets comprehensive terms and conditions of employment for hourly-paid engineering construction workers on engineering construction projects, repair and maintenance sites and events/outages throughout the UK. Acciona is finding a lack of appetite in the engineering supply chain to apply aspects of NAECI in the London area.
- 2.4. EcoPark House continues to be fitted out, and it is expected that Taylor Woodrow will have substantively completed construction work by the end of May, with testing and commissioning to be undertaken prior to handover.
- 2.5. The first phase of utility infrastructure along the western road of the EcoPark has been awarded to Galldris, based in Enfield, following a competitive tendering process using the Authority's Minor Civils Works Framework. This work includes temporary utility connections between the RRF and future ERF, until the current EfW plant has been cleared to make way for the permanent route.
- 2.6. The NLHPP, through Acciona and their supply chain, is recruiting a further seven apprentices. They are being publicised through several channels and employment fairs to reach local populations.
- 2.7. The health, safety and wellbeing culture across the project has been promoted further through more direct and monthly structured engagement with the construction workforce. This is providing feedback to prioritise process improvement initiatives.
- 2.8. A new programme director has been appointed to lead the Authority's management of the NLHPP. This followed an open, competitive application process to replace David Cullen. Peter Andrews takes up post in April, having had long experience leading projects in the UK and internationally including in the power, petrochemicals and waste sectors.

### **3. RRF TRANSITION INTO OPERATION**

- 3.1. The transition of the RRF into operational service has been achieved through dual workstreams of (a) quality assuring the construction and commissioning done by Taylor Woodrow as the principal contractor, and (b) pre-operational planning by LEL staff and NLWA officers. Over the last three months this has been an intense period of highly integrated work between the two primary workstreams. It has been an exemplary collaborative effort, overseen by weekly operational readiness review meetings involving leadership roles from NLWA, LEL and Taylor Woodrow.

## **Construction and Commissioning Assurance**

- 3.2. The project team have been working closely with Taylor Woodrow and LEL to be able to transfer control of the new RRF at Edmonton EcoPark to LEL. This had been planned to occur in early January but there were several issues to address through testing and manuals and systems to check. This was reported to the February Authority meeting. The team have worked hard to ensure that the appropriate level of assurance and detail is available to LEL for a smooth operational transition period.
- 3.3. All systems were fully commissioned to allow handover of the RRF. This meant:
  - 3.3.1. 2,430 of the critical/high priority assets have been cross-checked through a rigorous four-way checking process and are ready for operations.
  - 3.3.2. There are no outstanding Category A defects identified, i.e. defects which would impact on operations.
  - 3.3.3. 2,006 updates have been made to update design drawings to 'As Built' drawings. These ensure that LEL has access to information on exactly what Taylor Woodrow has built.
  - 3.3.4. 39 operations and maintenance manuals have been accepted and transferred to LEL's computer systems ready for operation.
  - 3.3.5. All LEL staff working in the facility, along with borough officers and operatives, have been on site walks with the project team weekly across the last three months.
  - 3.3.6. A plan is in place to provide additional training with installation contractors as LEL starts operating the facility.
  - 3.3.7. Extensive and detailed traffic management tests have been carried out successfully.
- 3.4. Having satisfactorily carried out quality assurance of the construction and commissioning and handed over operations and maintenance information to LondonEnergy, officers are reassured that construction is completed to a level where the RRF can enter into the operational stage.

## **4. PREPARING FOR OPERATION**

- 4.1. Officers have worked closely with LEL colleagues over the past 12 months to develop detailed operating, traffic management, safety, maintenance, and business continuity processes.

- 4.2. These processes have been integrated into a new induction process that ensures every visitor is aware of the normal and emergency operating procedures for the new facility. Over 400 inductions have been successfully completed ahead of handover.
- 4.3. In addition to operational colleagues, NLWA and LEL staff have held regular meetings and shared regular updates with borough officers at all levels to bring them up to speed with the transition plans and ensure local operational teams and contractors are prepared for the coming changes in how they deliver waste. This has involved the following:
  - 4.3.1. Fortnightly updates at the Borough liaison meetings, attend by Heads of Service and other lead officers from all seven boroughs.
  - 4.3.2. Regular updates at Directors of Environment meetings.
  - 4.3.3. Operational Safety Group Meetings held on a quarterly basis with operational staff from our constituent boroughs and contractors where collections services have been updated with several operational working group sessions.
  - 4.3.4. Site tours for operational staff, union representatives, heads of service, health and safety professionals and directors have been held regularly.
- 4.4. We have worked closely with these groups to manage several operational issues these included anti-impact measures introduce on the tipping apron and the process for managing caged vehicles with lodged loads.



*Figure 1: Anti-impact measures*

4.5. Officers will continue to work closely on any emerging issues with borough colleagues to maintain an efficient service.

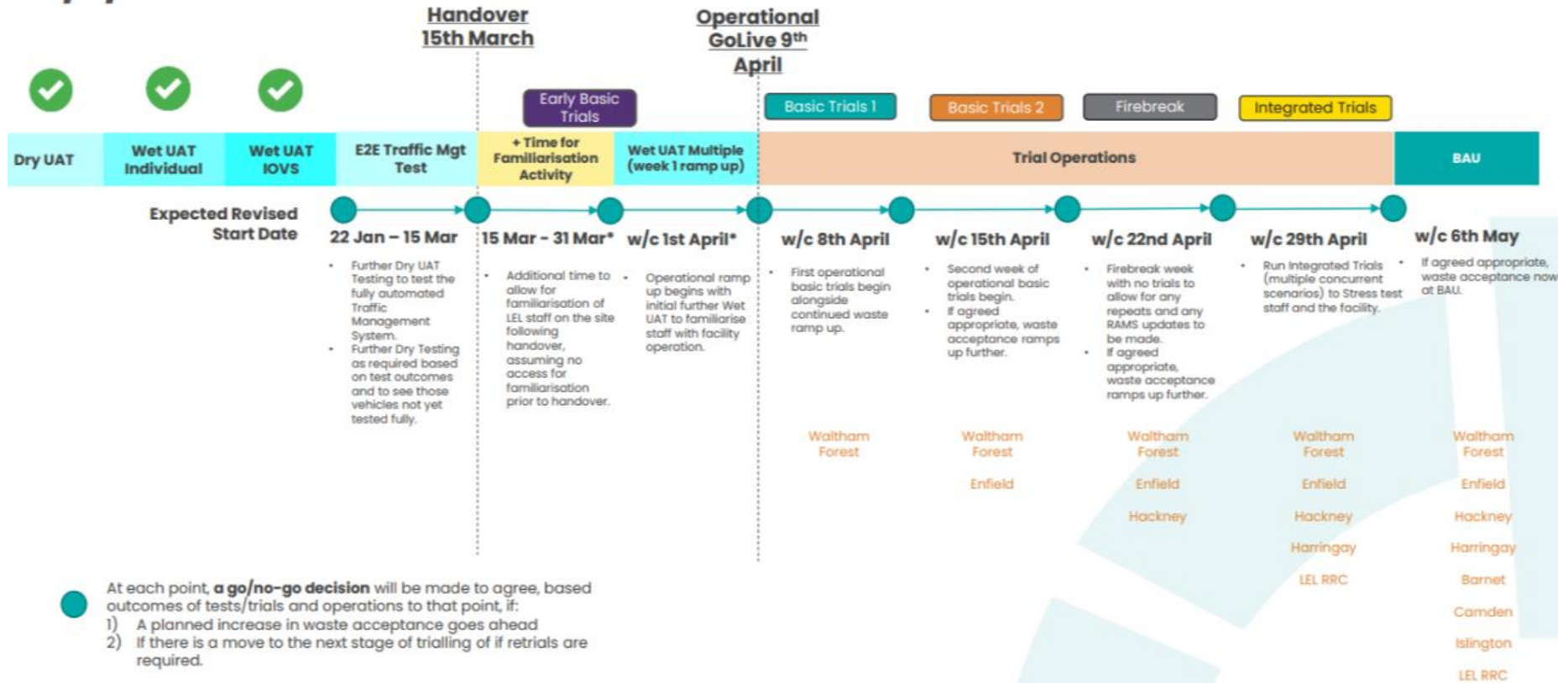
4.6. To prepare to operate the facilities the following regulatory and legal measures have been put into place.

Measure	Commentary
A contract between the Authority and LEL for management and maintenance of the facilities	<p>This reflects the approval given by Members in December 2022 in relation to such a contract. The scope of the contract includes the maintenance and operation of the facilities operating under Environmental Permit Number EPR/UP3232AC and comprising:</p> <ul style="list-style-type: none"> <li>• The RRF, which has the capacity to provide the following functions: <ul style="list-style-type: none"> <li>○ Transfer of contract waste (bulking organic materials and materials from the network of RRCs)</li> <li>○ Fuel preparation (a shredder)</li> <li>○ A sorting function to extract recyclable and reusable materials from waste delivered as residual waste</li> <li>○ Gulley waste dewatering</li> <li>○ Wastewater treatment</li> </ul> </li> <li>• An RRC</li> <li>• EcoPark House</li> <li>• Hard and soft standing areas at the EcoPark within the contractor’s demised area.</li> </ul>
Satisfaction of the Environmental Permit conditions	As set out in the DCO
Separate leases	For the operation of the RRF, EcoPark House and Lee Park Way.

4.7. The graphic on the next page sets out the phased process from moving from the handover of facilities to a “business as usual” (BAU) operation. This short operational transition period will ensure that borough collection teams are introduced to the new facility with minimal disruption to boroughs and that the benefits of the modern safety, environmental and operational features of the state-of-the-art building are realised.

# Waste Ramp Up Plan & Trial Ops Schedule – Baseline

## 4/3/2024



## 5. HEALTH, SAFETY AND WELLBEING (HSW)

- 5.1. The programme continues to demonstrate a strong health and safety culture which compares favourably with other major construction programmes in the UK.
- 5.2. Activities on-site are predominantly focussed on the ERF. Work on EcoPark South is limited to the snagging phase as the project is nearing completion.
- 5.3. The Accident Frequency Rate (AFR) for reportable injuries in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013 for March is 0.203 on a 12-month rolling basis.

### Key Performance Indicators



- 5.4. Total monthly working hours decreased due to EcoPark South nearing completion and the ERF project stopping the evening shift during the reporting period.
- 5.5. No safety observations were submitted for EcoPark South as this is limited to the snagging phase.
- 5.6. **HSW Audits:** Monthly site inspections continue to be carried out by the principal contractors and reports are reviewed by the team. These are supplemented by regular walk rounds carried out by the construction, HSW and technical assurance teams.
- 5.7. Deep dive audits were carried out by the HSW team in February 2024. A risk-based audit on scaffolding and working at height was carried out to ensure that the principal contractor is complying with work-at-height regulations as outlined in the contract and Construction (Design and Risk) Management Regulations 2015 (CDM).



- 5.8. The audit carried out in March 2024 focussed on Acciona's CDM Management Plan. Actions were noted and will be followed up and shared with both Acciona and the Client team.
- 5.9. **Safety Observations:** The number of safety observations reported reflect the work being carried out on site. For example, there were 80 observations reported in February of which 46% were for positive interventions which is reflective of the messaging delivered at inductions, stand downs, toolbox talks and training sessions.
- 5.10. **Safety Initiatives:** Acciona have started the year proactively and have shared invites and feedback to their initiatives with the client team. Initiatives have included exclusion zone training for their operatives, utilising their sub-contractor Flannery. This was well attended and refreshed the processes and rules to follow on site.
- 5.11. Virtual reality sessions on people plant interface working were rolled out to all operatives working with or near machinery and equipment.
- 5.12. Fallen worker rescue drill was carried out and lessons learnt shared.
- 5.13. The introduction of a working at height safe card system, which was discussed with the client and sub-contractors before being put into operation. This will be monitored and aims to provide clarity on which work is being carried out at height and reduce clashes.
- 5.14. **Take 5:** The Take 5 behavioural and engagement training sessions continue to be rolled out and will be offered to the Authority's staff off site. These sessions have been designed to offer advice and suggestions on how the client team can engage with operatives during site visits. Feedback has been positive and approximately 75% of all regular site visitors have now received this training.
- 5.15. **Wellbeing:** The team continue to collaborate with Acciona and helped organise the Spring Drop-In held on 21 February 2024, which was themed around healthy living. Operatives were given information about nutrition, offered free exercise passes, able to benefit from chair massages and free health checks. Eighteen operatives signed up for health checks with Acciona's site medic after the event.
- 5.16. In January 2024, an action plan was made to address women's safety issues deriving from the December 2023 women's safety survey, which included improved lighting and female welfare areas with controlled access.
- 5.17. **Traffic:** Concrete barriers have been placed in Cooks Ferry Lane to control the traffic that enters the site from the roundabout at Advent Way.

- 5.18. **Forums:** Two forums are now being run to ensure that operatives from site activities as well as the management teams are inputting into concerns, issues, and feedback. The operatives' forum feeds into the steering group forum and then feedback from these is shared with the project team.

## 6. SOCIAL VALUE

- 6.1. There has been good progress towards social value targets on the NLHPP over the last few months. This section provides an overview of progress made to date against the following:

Local apprenticeships and employment  
Contractor spend with local businesses  
Schools engagement  
Community Projects

- 6.2. Seven new apprenticeship opportunities created for the NLHPP are currently being recruited for. All opportunities are shared with local authority officers through the Social Value Governance Board (SVGB) and promoted on the NLHPP's social media channels and the NLHPP website.

- 6.3. The following vacancies with Acciona are available until filled:

Building Information Management (BIM) Programmer Apprentice  
Civils Technical Office Apprentice  
Information Management Assistant Apprentice  
Construction Site Supervisor Apprentice  
Quality Assurance Apprentice

- 6.4. Furthermore, Acciona's subcontractor, Byrne Brothers, has recently concluded the application period for two new health and safety apprentice positions.

- 6.5. As well as apprenticeships, there are full-time employment vacancies, which are promoted through the same channels. In the last couple of months, the team have attended several in-person events to promote these, engaging with approximately 500 residents. These events have included the Haringey and Waltham Forest Apprenticeship Fairs, the Enfield Recruitment Day and the Tottenham Hotspur Foundation Jobs Fair, which was run in partnership with the Department of Work and Pensions (DWP).

- 6.6. All current apprenticeship and employment vacancies are available on the careers page of the NLHPP website.

- 6.7. NRL, the payroll sub-contractor for the Acciona, hosted an employment fair on 19 February at the Engine Room in Tottenham to launch the recruitment portal associated with the NAECI contract. A number of local residents have already

signed up, and once job opportunities under this phase of works are released, it is hoped that engagement will increase. 136 people attended the fair, and of the 32 people who have signed up to the portal so far, 20 are residents of one of the Authority's constituent boroughs.

- 6.8. The NLHPP's Apprentice Network ran another networking session on 22 February, which involved a question and answer session with a member of the senior leadership team, Neil Murray, Project Manager for EcoPark South, as well as a tour of LondonEnergy Ltd's (LEL) facilities, to learn more about the energy from waste process. The session received very positive feedback from the participating apprentices, with one Acciona apprentice saying 'Neil's presentation was engaging, stressing the importance of a positive workplace culture that drives towards goals but always focused on people and teamwork. After that, our visit to LondonEnergy offered a valuable understanding of what Acciona is building. I understood the complex coordination processes involved in delivery of the waste and in the control room, we could observe how emissions are monitored, emphasizing the importance of the Project's environmental commitments'.



Figure 2: Apprentice Network visit to LondonEnergy Ltd on 22 February

- 6.9. In line with the NLHPP's commitments to provide opportunities for local under-represented groups and disadvantaged groups, Acciona have been encouraged to recruit a second supported intern into their team. The first placement was delivered last year, in partnership with West Lea School in Enfield, and this second placement is currently being scoped out with Barnet Mencap.

### **Contractor Spend with Local Businesses**

- 6.10. To date, £33.8 million has been spent by contractors with local businesses. When inclusive of Authority spend, this rises to £43.5 million. A large proportion of recent local spend has been with a Haringey-based business through the provision of concrete, as well as an Enfield-based civil engineering sub-contractor.

- 6.11. Acciona convened its second 'Meet the Buyer' gathering for the ERF contract on 7 February 2024 at the Engine Room in Tottenham. This event provided an opportunity for businesses to interact with the procurement team and gain insights into bidding for contracts in the upcoming phase of operations. While open to companies nationwide, the event was tailored to the sector's needs in alignment with the forthcoming contracts. Promotion was carried out through Construction Enquirer and NLHPP digital channels, resulting in 48 companies being invited. Among them, four were based in London, with one from within the Authority's constituent boroughs, reflecting the specialised nature of the future contract. All invited companies received presentations and instructions on registering on Acciona's supplier portal.

### **School Engagement**

- 6.12. Since its launch in 2021, the NLHPP Schools Programme has engaged with over 3,000 students, at 60 different schools and colleges within NLWA boroughs. As well as National Apprenticeship Week, the NLHPP also celebrated National Careers Week and International Women's Day in March. Since the beginning of February, the NLHPP has so far supported the following initiatives:
- 6.12.1. In Enfield, students from Oasis Hadley school were invited to the NLHPP for a Site visit.
  - 6.12.2. In Haringey, we delivered a session at Risley Avenue Primary School and hosted the first site visit for a primary school (Highgate).
  - 6.12.3. In Waltham Forest, we participated in a careers and progression fair at Lime Academy Hornbeam (SEN school) as well as a careers fair for local secondary students at the London Academy of Sustainable Construction.
  - 6.12.4. In Barnet, we delivered a session on 'a day in the life at the NLHPP' for students at Kisharon SEN school and engaged with local secondary school students at Barnet and Southgate College Careers Fair.
  - 6.12.5. In Islington, a careers workshop was delivered to students at Elizabeth Garrett Anderson School. Two female colleagues also featured in an Islington World of Work brochure, in celebration of International Women's Day, to be shared with local students to highlight the diversity of careers in the local area.



Figure 3: The team visited Risley Primary School (Haringey) on 28 February 2024.

- 6.13. On 7 March 2024, the SVGB convened, providing an opportunity for local authority officers, the Authority, and Acciona to convene bi-monthly and explore avenues for collaboration in implementing social value initiatives for the local community. This session focused on enhancing the NLHPP Schools Programme to amplify its impact, particularly among harder-to-reach groups and individuals outside mainstream education. Borough officers shared valuable insights, and the team has since connected with local organizations sharing similar goals.
- 6.14. As the ERF contract progresses, feedback forms have been distributed to SVGB attendees to uphold the effective operation of the meetings and ensure that the outcomes are shared with both local authorities and the local community. The aim is to equip borough officers with the necessary tools to update their respective organisations on opportunities, involve members in the meeting's outcomes, and identify collaboration prospects for the SVGB.

### **Community Engagement**

- 6.15. Under the RE-Power Communities initiative, the NLHPP Resource Bank has been launched, providing resources for local community organisations. Social Impact Days are also underway, allowing the NLHPP team to volunteer with local organisations. Since February, the team has assisted Woodshop of Recycled Delights at Euston Foodbank (London Borough of (LB) Camden), Hornsey Lane Estate Nursery (LB Islington), and Food Cycle (LB Waltham Forest). As part of the ERF contract, close to £149,000 has been contributed to local community organisations.



*Figure 3: The team volunteering with the Woodshop of Recycled Delights at Euston Foodbank and Hornsey Lane Estate Nursery*

### **Look Ahead**

- 6.16. The next NLHPP-wide apprentice network is due to take place on 29 April 2024, with a visit to the Brent Cross Town Regeneration Project. Vacancies are currently open for recruitment for apprentices and, once these have been filled and enrolled on their courses, an update will be provided.
- 6.17. The following school events are also in the pipeline over the next few weeks:
  - 6.17.1. In LB Camden, a visit to West Hampstead Primary.
  - 6.17.2. From LB Hackney, Shoreditch Park Primary is planning to attend a site visit.
  - 6.17.3. From LB Barnet, Colindale Primary is also booked for a site tour.
  - 6.17.4. In LB Waltham Forest, the team are planning to attend Leytonstone School Careers Fair as well as to visit Oakhill Primary.
- 6.18. The third round of RE-Power Communities is also being scoped out for launch later this year, proposed to focus on the provision of volunteering resource for local community groups.
- 6.19. The next SVGB meeting is due to take place on Thursday 2 May 2024, where the group will scope out future plans for targeted training initiatives which are focused on harder to reach and under-represented groups and how the NLHPP can support a long-term pipeline to employment for local residents. To ensure that the meetings continue to operate effectively, the current terms of reference will also be reviewed, alongside feedback on how the relationship between the Authority and local authority officers can be strengthened to ensure that social value outcomes for the community are maximised'.

6.20. The team is actively exploring avenues to enhance social value commitments within the supply chain, which includes expanding apprenticeship opportunities, ensuring local spending and employment commitments, engaging with schools, and contributing time and funds to community projects.

## 7. COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

7.1. In February 2024, the NLHPP celebrated National Apprenticeship Week, featuring local apprentice videos from Tamas and Henry, who are working with Acciona. These were promoted through social media channels along with 10 new job roles created through the NLHPP.

7.2. The latest community newsletter was sent to 28,000 homes and businesses surrounding the EcoPark in February and featured the skilled workers talent pool for local people to apply for through NRL's recruitment site. Stories about local apprentices and training placement graduates who have been offered roles after their placements on NLHPP were also highlighted.

7.3. NLHPP has been Shortlisted for the M J Awards in the category of Sustainability and Social Value. Applications have been put forward by project partners for a Management Consultancy Award relating to sustainability and a Construction News Community Engagement Project of the Year Award across the period.

## 8. ENVIRONMENT AND SUSTAINABILITY (E&S)

8.1. Performance against a selection of E&S Key Performance Indicators (KPIs) in February 2024 is shown below.



8.2. **Environmental Observations:** A total of four positive and two negative environmental observations at EcoPark South and zero positive and four negatives at ERF were recorded over the month of February 2024, which is above the target of two per month.

8.3. **Environmental Training:** No toolbox talks were recorded for EcoPark South as the work is in the closing stages and the environmental risks are minimal. Four

environmental toolbox talks were recorded in February, which exceeds the target of two per month per contractor, including material management and waste transfer notes.

- 8.4. **Environmental Incidents:** There were two level two minor environmental incidents at the ERF. These were hydrocarbon spills: one that occurred in the vicinity of the tipping hall and another in the waste bunker entrance area. These spills were remediated on site using sorbent granules and pads, and verification samples will be taken to ensure that no impact to the underlying ground remains.
- 8.5. As Taylor Woodrow concentrates on the concluding phases of the EcoPark South project, the NLHPP team have been focused on gathering and reviewing the necessary final environmental documentation relating to handover.

## 9. COST AND COMMERCIAL MATTERS

### Cost and Risk Performance

- 9.1. The NLHPP outturn cost forecast cost is currently £1.52bn considering the costs incurred up to the end of January 2024 and is in line with the £1.42 to £1.52bn estimate reported in April 2023.
- 9.2. The NLHPP has committed around 85% of the forecast total outturn costs, which includes contracts for construction works, advisors' fees, NLWA direct costs and third-party fees. Spend to date is £688.5m, which is 45% of the outturn cost forecast. The remaining committed costs are left to be delivered are largely for the ERF construction contract with Acciona. A further £149.4m of the forecast remains to be committed for further works to the EcoPark after the current EfW plant is no longer operating, particularly including decommissioning and demolition of that plant.
- 9.3. The final cost of the EcoPark South facilities due to Taylor Woodrow under the NEC4 contract is in the process of being agreed with Taylor Woodrow now that the RRF has been handed over.
- 9.4. The overall risk profile and subsequent need for cost contingency provision is predominantly driven by the ERF project which is being engineered, constructed, and commissioned under an IChemE contract with Acciona.
- 9.5. The NLHPP's technical and project management costs for the financial year 2024/25 have been reevaluated and confirmed as part of the annual review and forecast validation. Resources and associated costs have been agreed with advisors to support the planned progress.



## 10. ENERGY RECOVERY FACILITY

### Summary of Progress



*Figure 4: Completion of the bunker excavation and preparations for the installation of the mechanical tower crane*

- 10.1. The mechanical and steelwork erection activities, which are in scope with the NAECI works, are currently on the programme's critical path. The delivery of these activities has been delayed due to Acciona's inability to gain commitment from its supply chain to provide the necessary skilled trades to deliver the programme's critical milestones.
- 10.2. Steady progress has been made during February across the civil works, especially within the flue gas treatment, process and tipping halls. The project has been visibly expanding on site as the civil works have proceeded. Substantial progress has been made in the Waste Bunker excavation and dewatering work, which is almost 50% complete.
- 10.3. The SOMI Mechanical, Electrical and Plumbing (MEP) erection contract was signed by Acciona within the period. However, SOMI have been unable to mobilise a workforce in line with the planned programme, and this is causing delays to the planned progress against the programme. The build is currently four to five months

behind plan. Acciona are looking to minimise delay, but the project team consider it likely that there will be an effect on the take over date of the completed ERF.

- 10.4. The contract with Acciona provides that any delays in mobilising workers to site are a risk for Acciona, who are also liable to paying damages for the delayed availability of the new facility. The project team's approach remains to support and facilitate the delivery of the project as soon as practicable, as that is preferable to the risk of a commercial disagreement affecting the conclusion of the programme.
- 10.5. The NAECI Agreement was first established to support the delivery of projects in 1981. It has been reviewed and updated in multiple ways since then. Most recently an updated Agreement was launched on 19 January 2024, taking into account new pay rates and allowances for 2024/25. Acciona are currently negotiating with the GMB and Unite unions the development of a site-specific Supplementary Project Agreement. This is standard practice to establish clear arrangements for an individual project, to fit in with the overall NAECI framework. Acciona are also negotiating over the appointment of shop stewards. There are shop stewards for each employer (there can be multiple shop stewards according to the trades they are employing). These are elected by the workforce to represent their interests. Under the NAECI agreement they are to be provided with facilities and paid time for relevant union duties. There is also provision for an accredited senior steward. This is a person who would be paid by Acciona to work full time as a focal point for unions to raise issues and to support the resolution of issues. The NAECI agreement says that "the employer's right to select employees... to meet their need is guaranteed". It is understood that the unions wish for an accredited senior steward to be appointed without Acciona having any say in who is made their employee. It is to be hoped that dialogue between Acciona and Unions, mediated by the National Joint Council, will identify a solution which works and which reflects the arrangements provided for in the NAECI agreement.

### **Look Ahead**

- 10.6. The team will analyse Acciona's programme, looking at delay so far, risks of future delays and options to mitigate delays. The intention is that this should lead to Acciona submitting an updated programme which the project team has confidence will be realistic and resilient.

## 11. RESOURCE RECOVERY FACILITY (RRF)

### Summary of Progress



*Figure 5: Takeover of RRF 15 March 2024*

11.1. RRF takeover was achieved on 15 March 2024, as reported in section 3 above.



*Figure 6: RRF Ready for Takeover*



*Figure 7: Weighbridges*

## 12. ECOPARK HOUSE

### Summary of Progress



*Figure 8: EcoPark House – Aerial View*

- 12.1. Resources have been prioritised on the RRF as it is more critical to NLWA and LEL's operations in the short term. The Taylor Woodrow team have implemented workshops with the delivery team and key suppliers to mitigate the impact. Taylor Woodrow report planned completion of their construction activities by the end of May 2024.
- 12.2. Taylor Woodrow have completed timber soffit replacement and fitted bird wire to the roof as well as flashing installation. Internally, works for power, lighting, communication and fire detection installation has continued as has lighting and battery commissioning.

#### **Look Ahead**

- 12.3. Taylor Woodrow will work to complete the civil and MEP works fit out and commence testing and commissioning.
- 12.4. There will be a phased submission of handover documents to reflect works completion on site.

## 13. SITE WIDE ENABLING WORKS

- 13.1. The ash bay extension works have been completed and handed over to LEL.

13.2. Evaluation of tenders for the Western Road Utilities Corridor works has been completed using the Authority's Minor Civils Works Framework, with an award made to Galldris who are based in Enfield.

#### **14. DECOMMISSIONING AND DEMOLITION OF THE EXISTING EFW FACILITY**

14.1. The results of the market engagement in 2023 are being considered to inform the strategy for works to be carried out in the EcoPark after the current EfW plant ceases to be in operation.

#### **15. EQUALITIES IMPLICATIONS**

15.1. Equalities implications are considered in the planning of the NLHPP's social value initiatives, with plans being developed to expand the benefits to harder-to-reach and underrepresented groups, such as those outside mainstream education.

15.2. Equality is also an important factor in other teams' initiatives. The HSW team completed a women's safety survey in December, which has led to the introduction of improved lighting and female welfare areas with controlled access on-site.

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

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

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

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

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