

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: NORTH LONDON HEAT AND POWER PROJECT UPDATE

REPORT OF: PROGRAMME DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 19 JUNE 2025

SUMMARY OF REPORT:

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

RECOMMENDATIONS:

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



SIGNED: Programme Director

DATE: 09 June 2025

1. INTRODUCTION

- 1.1. The North London Heat and Power Project (NLHPP) is North London Waste Authority's ambitious plan to redevelop the 53-year-old Edmonton EcoPark, delivering a new sustainable waste hub to replace the existing Energy from Waste (EfW) plant with a new Energy Recovery Facility (ERF) and provide recycling and community facilities for north London's residents.
- 1.2. The report structure provides:
 - 1.2.1. **Section 2:** Programme summary
 - 1.2.2. **Section 3:** Delivery developments: ERF plant delivery
 - 1.2.3. **Section 4:** Cost and Risk position
 - 1.2.4. **Section 5:** Programme wide initiatives: Social Value, Communications and Health, Safety and Environment update
 - 1.2.5. **Appendix A:** Glossary of abbreviations
 - 1.2.6. **Appendix B:** Social Value Dashboard

2. PROGRAMME DIRECTOR'S SUMMARY

- 2.1. Work continues on the Energy Recovery Facility (ERF). Productivity from the subcontractors on site remains at a good level, however the overall progress continues to fall behind schedule.
- 2.2. Intensive discussions are taking place with main contractor Acciona as the Authority's project team seeks to increase delivery certainty and mitigate the existing programme slippage. The team's work continues to be supported by a steering group of senior borough officers, who will assure the way forward when there is substantive and decisive progress on which to advise Members.
- 2.3. The project continues to deliver a range of high-quality social value initiatives including a recent new local apprentice from Hackney who was onboarded with Acciona in Spring, having completed a three-month training placement on site. They will complete a Level 4 Civil Engineering Senior Technician qualification over a two year period.
- 2.4. The audit, conducted to assess the current status of the overall project, has been completed, with Acciona participating in its final stages. The final report will guide future recommendations to Members, aiming to ensure the highest confidence in the ERF's successful delivery.

3. DELIVERY DEVELOPMENTS

New Energy Recovery Facility (ERF)

- 3.1. Construction on site now principally focuses on the ERF delivery. The critical path includes the installation of 2 boilers, with boiler 1 and 2 steelwork progressing. Each boiler uses household waste as fuel and will have the capacity to process 43.8 tonnes of waste per hour, 350,000 tonnes annually.
- 3.2. Across the ERF, the tipping hall and chutes are completed, along with the turbine table, with the turbine hall walls progressing. The turbine generator set which was due to be delivered in June has been delayed. This is due to a critical access bridge on the transport route having been de-rated in terms of load capacity. Alternative routes are being surveyed. The structural steel work which will house the Flue Gas Treatment has slowed as there are delays with the delivery of some of the process equipment.
- 3.3. The administration building steelwork, adjacent to the tipping hall, is progressing well. Other works to support the ERF delivery continue including access roads and underground utilities.



Figure 1: Turbine wall steelwork with turbine table in foreground

- 3.4. While the activity on site is positive, Acciona are continuing to report month on month delays to the programme. If nothing changes, the completion date is expected to keep slipping. NLWA continues to work with Acciona to improve on delivery certainty.

Audit outcome

- 3.5. The work on the audit of the ERF delivery concluded at the end of May, and the audit report is being produced. The audit was undertaken in line with the Assurance Principles published by the Association of Project Management (APM).

At the April Authority meeting it was reported that Acciona were not cooperating with the audit. The company subsequently agreed to provide access to the requested documents and the opportunity to interview staff. The report and timetable for production took account of this.

- 3.6. The project team will assess the outcome and recommendations of the audit report. The findings will guide next steps officers consider, ahead of any member decision.

4. COST AND RISK POSITION

- 4.1. The detailed audit review of Acciona's engineering, procurement, and construction (EPC) activities completed at the end of May. The audit will inform the required project recovery, along with any associated costs.
- 4.2. NLWA is currently operating within the existing delegated authority limit of £1.42bn to £1.52bn. Any recommendations to alter the programme, and any potential cost implications, would be discussed and agreed by members at Authority meetings.

5. PROGRAMME WIDE INITIATIVES

Social Value update

- 5.1. The Project has continued to deliver progress against its Social Value targets over the last few months. In total to the end of April 2025 the Project has delivered:
 - 5.1.1. 62 new apprenticeship opportunities created, a reduction of one due as last reported due to one leaving, and 102 apprenticeship years delivered or committed (Development Consent Order Target: 100 apprenticeship years delivered);
 - 5.1.2. 236 training placements, by 173 individuals (Development Consent Order Target: 225 training placements delivered);
 - 5.1.3. 615 jobs for local people (in headcount terms), equivalent to 19.4% of the workforce (Project Target 25%);
 - 5.1.4. Approximately £52.9 million spend with local businesses in the supply chain, representing 8.5% of total spend on the Project (Project Target 10%);
 - 5.1.5. Project team engagement with over 4,699 students from 76 local schools and colleges;

- 5.1.6. Approximately £128,213 donations and nearly 2,046 volunteering hours donated to 70 local community organisations (ERF Contract Donations Target: £187,500 and Volunteering Target: 9,775 hours); and
- 5.1.7. Over 1,159 hours of Equality, Diversity and Inclusion (EDI) training delivered to the on-site workforce.
- 5.2. In partnership with LB Enfield's Construction Skills Bootcamp, Acciona hosted a two-week training placement at the end of April. Iulia, from Enfield, was long-term unemployed prior to the placement. She completed several qualifications including the Construction Skills Certification Scheme (CSCS) Green Card and the Highfield Level 1 Award in Personal Development and Employability as well as gaining hands-on experience in construction site security on the NLHPP Project. Iulia fed back: "I felt useful after a long time being unemployed. I did this for myself—because I'm more than just a mum. This experience has given me the confidence I needed. I've learned so much, and everyone has been so supportive".
- 5.3. Iulia will continue to receive mentoring from both Iron Hill and the Social Value Team at the NLHPP, who will support her going forward in preparing for interviews and improving her job-readiness.



Figure 2: Iulia receiving her certificate after completing her placement

Health, Safety and Environment (HSE) update

- 5.4. The accident frequency rate (AFR) for reportable incidents and the Lost Time Injury Rate (LTI) continue to both be zero, indicating no accidents in the last 12 months. Another notable milestone during the period is the achievement of completing 1 million working hours without a lost time injury since the last recorded 3 day lost time injury in February 2024. The AFR and LTI continue to remain favourable compared to similar projects and the construction industry generally. This reflects

the continued commitment to a safe working environment. Key Performance Indicators (KPIs) are exceeding the requirements as set out in the Health, Safety, and Environmental Manual.

5.5. Recognising good standards on site, subcontractor Galldris Group won a Bronze award on 30 April at the Considerate Constructors (CCS) National Site Awards. Galldris achieved an impressive 45/45 on their recent monitor's report, linked to their construction of the northern access route into Edmonton EcoPark and won the award for their outstanding performance on the Western Road Utilities project. The Principal Contractor, Acciona, has once again achieved full marks in the Considerate Constructors Scheme (CCS) audit, securing the prestigious 5-Star Ultra Site status.

5.6. Healthy and Safety initiatives carried out include:

5.6.1. Acciona delivered focused health and safety training on the "Stop the Drops" campaign, using virtual reality simulations to highlight the risks and emotional impact of dropped objects. The two-day sessions, attended by 75 operatives from various trades, concluded in April 2025 and received very positive feedback stating it was impactful and very well received by all trades.



Figure 3: Virtual reality training 'Stop the Drops'

5.6.2. Mates in Mind mental health awareness sessions continued to run weekly every Wednesday across the ERF project, providing consistent support and promoting mental well-being for both site operatives and office-based staff.

- 5.6.3. The Acciona H&S Team continues to conduct monthly emergency rescue training sessions, effectively demonstrating strong preparedness for potential site emergencies.
- 5.6.4. The NLHPP HSE Assurance Team conducted a thorough audit of Acciona's Fire Management. This audit is important to ensure that fire safety protocols are effective, risks are minimised, and compliance with regulatory standards is maintained, protecting both personnel and assets.

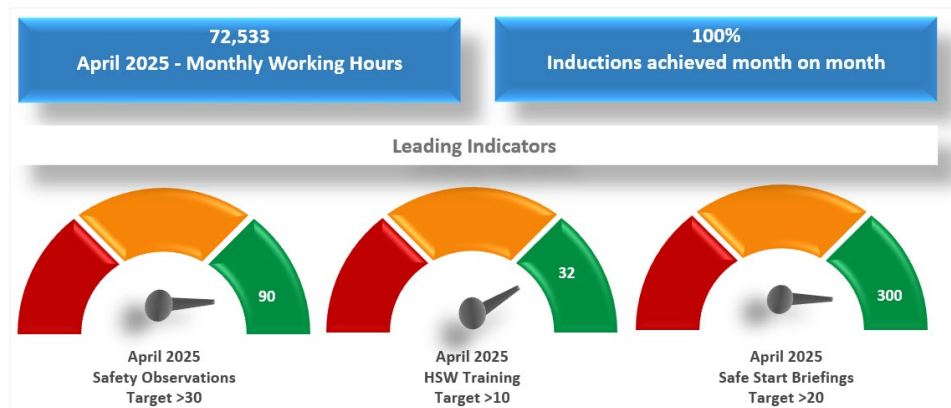


Figure 4: Health and Safety leading indicators

- 5.7. In general, there was positive performance against Environment and Sustainability Key Performance Indicators (KPIs) in April 2025. Three minor environmental incidents were reported in April; all related to small oil spills occurring from plant operating on the site. No environmental harm was caused in any of these incidences and action and learning took place after each incident to avoid reoccurrence.



Figure 5: Environmental leading indicators

6. EQUALITIES IMPLICATIONS

- 6.1. There are no equalities issues arising from this report.

7. COMMENTS OF THE LEGAL ADVISER

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

8. COMMENTS OF THE FINANCIAL ADVISER

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

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APPENDIX A GLOSSARY OF ABBREVIATIONS

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

APPENDIX B SOCIAL VALUE DASHBOARD

