

**NORTH LONDON WASTE AUTHORITY**

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

**REPORT OF:** MANAGING DIRECTOR

**FOR SUBMISSION TO:** AUTHORITY MEETING

**DATE:** 9 OCTOBER 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 (ERF). A Part 2 report gives a further update on commercially confidential issues, including the recent audit of the ERF delivery.

**RECOMMENDATIONS:**

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

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

**DATE:** 29 September 2025

## 1. INTRODUCTION

- 1.1. The North London Heat and Power Project (NLHPP) is North London Waste Authority's ambitious plan to redevelop the Edmonton EcoPark, delivering a new sustainable waste hub to replace the existing Energy from Waste (EfW) plant and provide flagship recycling 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; new ERF plant delivery and EcoPark House
  - 1.2.3. **Section 4:** Programme Wide initiatives: Social Value, Communications and Health, Safety and Environment update
  - 1.2.4. **Section 5:** Cost and Risk position
  - 1.2.5. **Appendix A:** Glossary of abbreviations

## 2. PROGRAMME SUMMARY

- 2.1. Work continues on the Energy Recovery Facility (ERF). The project is currently behind schedule, and slippages continue to occur across multiple workstreams, impacting overall timelines.
- 2.2. A key achievement is the ERF Contractor (Acciona) scoring full marks (45/45) on the Considerate Constructors Scheme (CCS); a voluntary initiative which encourages contractors to operate responsibly, with respect for the community, the environment, and their workforce.
- 2.3. The NLWA project team has reviewed the findings of the recent ERF delivery audit. This identified a substantial number of areas where contractor improvement is needed to address delays in the project and increase delivery certainty. These particularly include processes for managing engineering and construction, securing and managing sub-contractors, logistics management and risk management and mitigation. The audit report is being shared with the ERF Contractor with the intention that NLWA and the ERF Contractor can work collaboratively to increase delivery certainty and mitigate further delays.
- 2.4. In July, Programme Director Peter Andrews departed NLWA, with appreciation for his leading the programme for a year and a half. Javier Cejudo, who was working as Deputy Programme Director has been appointed as Acting Programme Director pending a recruitment process for a new Programme Director.

- 2.5. EcoPark House, the new education and community centre was officially opened on 10 June, with the Edmonton Sea Cadets demonstrating water activities from their new base.

### **3. DELIVERY DEVELOPMENTS**

#### **Energy Recovery Facility**

- 3.1. Construction on site now principally focuses on the ERF delivery. Steelwork is progressing on the boiler house for the facility's two main boilers and conveyor belts. The tipping hall and waste chutes are completed, along with the turbine table. The turbine hall walls are progressing in preparation for the delivery of the steam turbine generator.
- 3.2. The administration building steelwork commenced in May and is now well under way, marking another significant milestone. To allow several sub-contractors to work in the same area, with works on the critical path, the ERF Contractor has commenced night works with steelwork erection for the Flue Gas Treatment plant.
- 3.3. Other works to support the facility, including access roads and underground utilities, the high voltage (HV) cable trench and district heating pipework are progressing well. Cadent Gas and London Borough of Enfield have yet to resolve the easement agreement for the Cadent Gas works which is an increasing risk for NLWA.
- 3.4. The Mechanical, Electrical and Plumbing process steelwork on the critical path is showing continued programme slippage.
- 3.5. The photo below shows the boiler feed water tank installation which took place in September with a tandem crane lift. The 246,000-litre tank provides water to both boilers, as they will require this to operate. A loop of water will be circulated throughout, then around steam super heaters and then back around the boiler again. The foreground shows the main stack progress, as preparatory works progress prior to the extensive steelworks to commence imminently.



*Figure 1: Boiler feed water tank installation*



*Figure 2: Turbine wall steelwork*

- 3.6. The NLWA project client team continues to challenge the ERF Contractor to develop a robust programme to complete the project as soon as possible and to maintain high safety performance which the project has demonstrated to date.

- 3.7. On 11 August NLWA officers and the Chair of the Authority Councillor Clyde Loakes, welcomed Bambos Charalambous MP to site. He viewed progress on the Energy Recovery Facility, walked through the existing energy-from-waste plant, and visited the recycling facilities. The visit showcased the types and volumes of recyclable materials processed daily, highlighting the scale and importance of sustainable waste management in north London.



*Figure 3: Site visit by Bambos Charalambous MP*

### **EcoPark House official opening**

- 3.8. EcoPark House, NLWA's new education and visitors' centre, officially opened on 10 June with representatives from Enfield, Islington and Waltham Forest councils and the Edmonton Sea Cadets marking the occasion with a ribbon cutting ceremony.
- 3.9. EcoPark House offers a vibrant and flexible space for north London residents, schools and community groups to find out more about recycling and waste. Since January 2025 more than 900 children and community members have come through the door at EcoPark House as final elements of the building were completed, sharing overwhelmingly positive feedback.
- 3.10. The new centre builds on NLWA's in-school education offering. Through hands-on workshops and practical activities, students learn about waste management, the circular economy, and waste prevention. Pre-arranged EcoPark tours are also available for north London community groups, giving residents a chance to see how bulky waste and public recycling is managed at the site.





Figure 4: EcoPark House opening 10 June



Figure 5: The Edmonton Sea Cadets demonstrated water activities as part of the opening event

#### 4. PROGRAMME WIDE INITIATIVES

##### Social Value update

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

- 4.2. 62 new apprenticeship opportunities created, and 99 apprenticeship years delivered or committed (Development Consent Order Target: 100 apprenticeship years delivered);
- 4.2.1. 237 training placements, by 174 individuals (Development Consent Order Target: 225 training placements delivered);
  - 4.2.2. 667 jobs for local people (in headcount terms), equivalent to 19.3% of the workforce (Project Target 25%);
  - 4.2.3. Approximately £55.5 million spend with local businesses in the supply chain, representing 8.65% of total spend on the Project (Project Target 10%);
  - 4.2.4. Project team engagement with over 4,725 students from 76 local schools and colleges;
  - 4.2.5. Approximately £169,772 donations and 2,130 volunteering hours donated to 74 local community organisations (ERF Contract Donations Target: £187,500 and Volunteering Target: 9,775 hours); and
  - 4.2.6. Over 1,230 hours of Equality, Diversity and Inclusion (EDI) training delivered to the on-site workforce.
  - 4.2.7. In July, Wright Engineering, ERF Contractor's mechanical works sub-contractor, hosted a week-long work experience placement for a student from Highlands Sixth Form in Enfield. The student started the week focusing on the Health and Safety aspects of the project, following their completion of site inductions. Over the course of the week, the student shadowed various team members, gaining valuable insight into lifting operation - from initial planning through to execution - as well as the use of mechanical equipment and site welding activities. They also explored the broader logistics of the site, including planning, procurement, and delivery processes. Although site restrictions limited the range of practical tasks they could undertake, the experience offered valuable exposure to the field of engineering and helped the student explore potential career pathways within the sector.
  - 4.2.8. The student also had the opportunity to visit Eco Park House and the Resource Recovery Facility (RRF) alongside the Social Value Team, gaining further insight into the wider scope of the project and its positive impact on the local community.



Figure 6: Work experience student from Highlands Sixth Form in Enfield with the Wright Engineering team.

- 4.3. A summary of the social value data up to end of August 2025 is provided in the social value dashboard in Appendix B.

### **Communications**

- 4.4. Construction progress for the Energy Recovery Facility continues to be shared through bi-monthly updates on the project website and regular posts across social media platforms. In July, a newsletter was distributed to 100,000 households in the vicinity of Edmonton EcoPark, providing updates on the project, details of public tours, and the opening of EcoPark House. This activity was coupled with a broader campaign promoting the new Reuse and Recycling Centre, supported by outdoor advertising, targeted social media content, and local press advertisements.
- 4.5. The Project has recently received recognition through several award nominations. EcoPark South has been shortlisted for two British Construction Industry Awards: the *Sir John Armitage Prize* and the *Social Infrastructure Project Award*, both of which highlight the project's achievements in construction quality and sustainability. Additionally, the Project's social value initiatives have been acknowledged, with shortlisting for the *Social Value Initiative of the Year* by the Institute for Economic Development and the *Public Sector Leadership Award* from Social Value Portal.

### **Health and Safety**

- 4.6. The most recent monthly report in August sees the 12-month rolling Accident Frequency Rate (AFR) improve slightly to 0.125, while no lost time injuries were recorded, maintaining a Lost Time Injury Frequency Rate (LTIFR) of zero. No incidents occurred, reflecting the positive impact of recent health and safety stand-downs, which have reinforced safe behaviours and strengthened the project's safety culture.



- 4.7. The contractor and sub-contractor workforce has demonstrated strong engagement, raising daily hazard awareness, and promoting overall health and wellbeing. A total of 66,070 man-hours were worked, slightly lower than usual due to the seasonal reduction associated with the summer holiday period.
- 4.8. The ERF Contractor's commitment to Health, Safety, and Wellbeing remains evident through a range of proactive initiatives aimed at promoting behavioural safety, strengthening emergency preparedness, and improving overall workforce wellbeing, as outlined in Section 1.2.



Figure 7: Healthy and Safety Leading Indicators

- 4.9. Health and Safety initiatives carried out included:
- 4.10. The ERF Contractor has established a Health Safety and Welfare (HSW) Supervisors and Safety Rep Forum, held twice a month, to discuss any health, safety, and wellbeing concerns. The forums have been positively received, promoting engagement, communication, and collaborative reporting of safety issues across all areas.
- 4.11. A behavioural safety development plan and strategy has been prepared for rollout across the project. The programme targets all levels, including Senior Leadership Team (SLT), managers, supervisors, and operatives, to strengthen safety culture and engagement. Initial meetings with selected safety representatives and supervisors were held this month, generating positive feedback and open discussions.
- 4.12. Following the success of previously held MOT drop-in clinics, the programme continued into August with a focus on heart health. A total of 23 participants attended the sessions, where they received guidance on monitoring and maintaining healthy cholesterol and blood pressure levels.
- 4.13. As part of continual improvement, the ERF Contractor team invited the London Fire Brigade to visit the site on 2nd September to review emergency access and arrangements, with the Chief Fire Officer meeting ERT members to share best practice and enhance emergency response.

- 4.14. A Suicide Awareness Campaign was delivered, as World Suicide Prevention Day falls on 10th September. This was delivered jointly by the NLHPP and the ERF Contractor Health and Safety teams engaging 116 attendees across 9 sessions.



*Figure 8: Suicide prevention session 10 September*

## **Environment**

- 4.15. In general, there was positive performance against Environmental and Sustainability Key Performance Indicators (KPIs) in July 2025. Two minor environmental incidents were reported in August; comprising of a jet washer leak and a hydraulic oil leak.
- 4.16. 'Minor' incidents represent a close call or near miss and no environmental harm has been identified from these incidents. Action was taken immediately, and corrective actions have been implemented to mitigate future risk with learning taking place to inform the response should similar incidents arise across the remaining works.



Figure 9: Environment leading indicators

## 5. COST AND RISK POSITION

- 5.1. The detailed audit review of the ERF Contractor'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.
- 5.2. The project 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.

## 6. EQUALITIES IMPLICATIONS

- 6.1. There are no equality 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**

<b>Abbreviation</b>	<b>Definition</b>
AFR	Accident Frequency Rate
BPIC	Black People in Construction
CDM	Construction Design and Management
EDI	Equality, Diversity and Inclusion
EfW	Energy from Waste
ERF	Energy Recovery Facility
HSE	Health, Safety and Environment
HSW	Health, Safety and Welfare
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

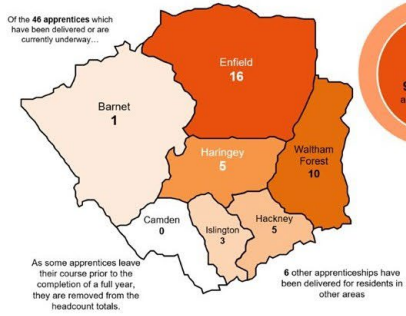
**APPENDIX B**

**SOCIAL VALUE DASHBOARD**

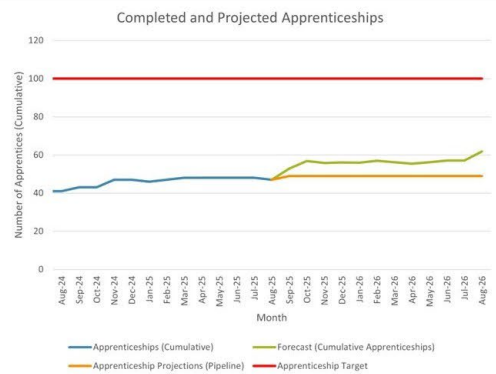


Progress Graphs and Infographics

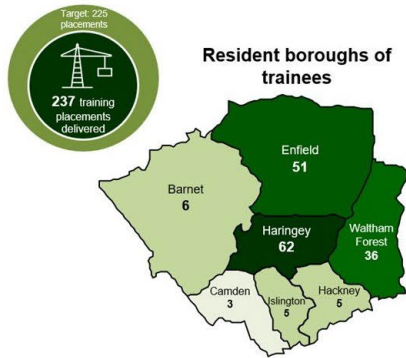
Apprenticeships: Resident borough of apprentices



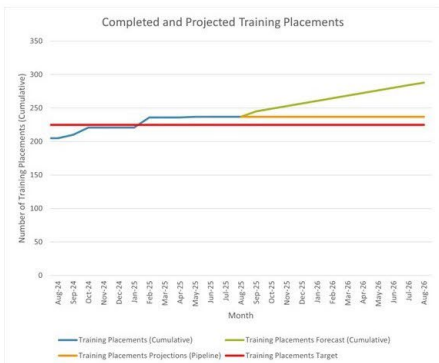
Completed and Projected Apprenticeships



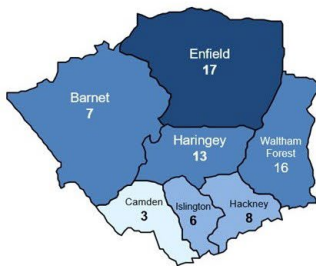
Training Placements: Resident borough of trainees



Completed and Projected Training Placements



Schools Programme: Number of individual schools engaged with by borough

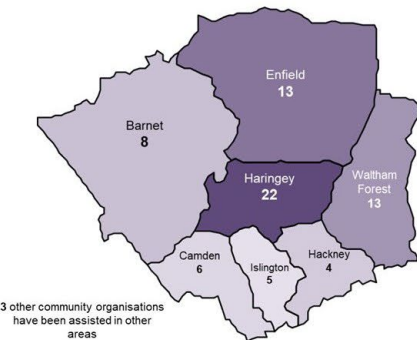


	Number of Institutions	Students
Total no. of schools ('mainstream' primary + secondary + SEN + PRU)	70	4,153
No. of Primary Schools	13	787
No. of Secondary Schools	57	3,366
No. of SEN schools	9	387
No. of PRUs	2	16
No. of Colleges	6	572

Local Labour & Business Spend 6 month trend



Community Projects: Number of community organisations supported by borough



**Donations**  
 Delivered: £169,772  
 Target: £187,500

**Volunteer hours**  
 Delivered: 2,229\*  
 Target: 9,775 hours

\*Total includes schools engagement hours delivered additional to 125% of Acciona's minimum school engagement hours target.

Photo



Football players from Acciona and Wright Engineering at the start of the Charity Football Match