

## **NORTH LONDON WASTE AUTHORITY**

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

**REPORT OF:** MANAGING DIRECTOR

**FOR SUBMISSION TO:** AUTHORITY MEETING

**DATE:** 4 DECEMBER 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:** 24 November 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 of the new Energy Recovery Facility ERF plant
  - 1.2.3. **Section 4:** Programme Wide initiatives: Digital Products, 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. The ERF delivery Audit which was completed in June this year has been shared with ACCIONA to work together to increase delivery certainty. Using the Audit as a base, further work has been undertaken to consider NLWA's delivery options and NLWA are now meeting with ACCIONA at a senior level to agree recovery steps.
- 2.3. While there are delays on site, there is positive progress on Social Value initiatives with the NLHPP recently hosting its first 'SHE Can Construct' workshop, an initiative designed to inspire more women to pursue careers in the construction industry, delivered in partnership with Haringey-based charity Sister System. The workshop supports girls affected by the care system.

### **DELIVERY OF THE NEW ERF PLANT**

- 2.4. Construction on site now principally focuses on the ERF delivery. As noted in section 2.1 progress is behind plan. However, steelwork is progressing on the boiler house for the facility's two main boilers. The tipping hall upper slab is complete, along with the waste chutes and turbine table. The turbine hall walls are progressing in preparation for the delivery of the steam turbine generator.
- 2.5. The administration building steelwork is almost complete, marking another significant milestone. The concrete floors have started to be installed. Works on the critical path including steelwork erection and Flue Gas Treatment (FGT) equipment

including 14 large air filter units have been installed into the Line 2 FGT steelwork in November.

- 2.6. 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, and the water treatment building steelwork has been erected. Cadent Gas and London Borough of Enfield have an issue to resolve concerning an easement agreement for a gas pipeline to serve the ERF, which is an increasing risk for NLWA. The Mechanical, Electrical and Plumbing process steelwork on the critical path is showing continued programme slippage.
- 2.7. The photos below show the Flue Gas Treatment plant and the Turbine steel wall and water treatment plant on the right, which cleans and deionises the incoming water used in all of the process equipment around the plant.



*Figure 1: Turbine steel wall*



*Figure 2: Flue gas treatment steelwork*

### **3. PROGRAMME WIDE INITIATIVES**

#### **Digital products**

- 3.1. NLHPP uses digital tools which enable contract management, data storage, governance and sharing. The NLHPP team uses the skills within NLWA to manage the tools and ensure they are fit for purpose, maintained and providing the benefits and outcomes required. The team is currently completing testing of schedule data from 3rd party systems to NLHPP's Programme Insight Manager (PIM). This will make PIM the single source of truth, combining schedule, cost and risk information. This will provide improved programme assurance, which was not possible with data spread across different systems.
- 3.2. As outlined in the Digital, Data and Technology paper on the same agenda, NLWA is currently exploring a digital mapping site tool for NLHPP to support delivery which would use the latest technology to record site progress. The tool will integrate with Building Information Management (BIM) to provide a holistic view of progress, comprising both structural drawings and visual photographs. This will help to map progress against planned workstreams. This will also assist with record keeping, certifying milestone payments and underpin any claims discussion.

#### **Social Value**

- 3.3. The Project has continued to deliver progress against its Social Value targets over the last few months. In total to the end of October 2025 the Project has delivered:
  - 3.3.1. 62 new apprenticeship opportunities created, and 99 apprenticeship years delivered or committed (Development Consent Order Target: 100 apprenticeship years delivered);
  - 3.3.2. 242 training placements, by 175 individuals (Development Consent Order Target: 225 training placements delivered);
  - 3.3.3. 651 jobs for local people (in headcount terms), equivalent to 19.8% of the workforce (Project Target 25%);
  - 3.3.4. Approximately £55.7 million spend with local businesses in the supply chain, representing 8.68% of total spend on the Project (Project Target 10%);
  - 3.3.5. Project team engagement with over 4,725 students from 76 local schools and colleges;
  - 3.3.6. Approximately £169,856 donations and 2,166 volunteering hours donated to 74 local community organisations (ERF Contract Donations Target: £187,500 and Volunteering Target: 9,775 hours);

- 3.3.7. Over 1,263 hours of Equality, Diversity and Inclusion (EDI) training delivered to the on-site workforce.
- 3.4. In October, NLHPP volunteers removed 43 bags of rubbish from the River Lea Diversion, along with an equal volume of bulky plastic waste, including polystyrene, polymers, and other synthetic materials. This effort, led by Re-Power Communities recipient Stonebridge Lock Coalition, prevented harmful plastics from breaking down into microplastics and stopped synthetic chemicals from leaching into the water.
- 3.5. By clearing the river, volunteers helped protect a globally significant ecosystem. The River Lea Diversion forms part of a Special Protection Area and Ramsar Wetland, home to migratory birds and diverse freshwater species. The cleanup also paves the way for future habitat restoration projects, including the long-anticipated Wild Marsh East enrichment. Thanks to funding through a partnership with ACCIONA, a new “Trash Boom” will soon be installed to intercept waste before it enters the river system, providing a lasting solution to plastic pollution.



*Figure 3: River Lea clean-up with NLHPP volunteers*

- 3.6. The NLHPP recently hosted its first SHE Can Construct workshop, an initiative designed to inspire more women to pursue careers in the construction industry. Delivered in partnership with Haringey-based charity Sister System, the workshop supported girls affected by the care system. They heard first hand from women working in diverse roles across the sector, including security, technical office management, and social value delivery.
- 3.7. NLWA officers also joined the session, leading practical activities, promoting the value of repair over waste and reinforcing the link between sustainability and everyday choices. A summary of the social value data up to end of August 2025 is provided in the social value dashboard in Appendix B.





*Figure 4: Sister System attendees overlooking the tipping hall*



*Figure 5: Repair workshop*

## **Communications**

- 3.8. EcoPark House was named Social Infrastructure Project of the Year at the British Construction & Infrastructure Awards 2025. Judges praised the innovative use of data tools to manage the asset, engage communities, and reduce maintenance. The award highlights NLWA's commitment to sustainable, community-focused infrastructure that educates, inspires, and serves as a hub for local engagement. News was shared on project social channels and the website.
- 3.9. North London Waste Authority and LondonEnergy Ltd were winners of the corporate/organisation transformation award presented by the UK Institute of Asset Management (IAM). This was based on the work which was planned and is being managed to ensure the new facilities constructed by NLHPP serve north London optimally for years to come.



*Figure 6: Presentation of the UK AIM award for corporate/organisation transformation*

- 3.10. Interest from community groups in visiting and touring the EcoPark remains strong. Upcoming tours include visits from the Camden Green Party and Southgate District Civic Voice, both eager to gain insight into the site's innovative waste management processes and environmental initiatives. These visits provide an opportunity to

showcase NLWA's leadership in delivering modern, sustainable infrastructure and to strengthen relationships with stakeholders who share our commitment to environmental responsibility.

### Health and Safety

- 3.11. The most recent monthly report in August sees the 12-month rolling Accident Frequency Rate (AFR) improve slightly to 0.122, 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 standdowns, which have reinforced safe behaviours and strengthened the project's safety culture.
- 3.12. A total of 79 safety observations were raised, comprising 55 safety concerns and 24 positive behaviours or interventions, illustrating the project's balanced focus on both hazard identification and reinforcement of safe practices. This ongoing engagement underlines the maturing safety culture across the site.
- 3.13. One Near Miss incident occurred in September whilst installing scaffold on line 1 conveyors when a section of grating fell from a height. No individuals were injured. Immediate action taken was work stopped, all areas reviewed for potential similar hazards. A procedure has been developed and implemented as a result.
- 3.14. In September, the Mates in Mind toolbox talks continued, engaging 5–10 operatives each week in 25-minute sessions, as agreed with site management. These sessions aim to raise awareness and promote open conversations around mental health and wellbeing.
- 3.15. Additionally, ACCIONA'S Mental Health First Aiders and the site medic have launched a weekly Open-Door Club, held every Friday at the site medical station. This initiative provides a safe, confidential space for operatives to discuss personal challenges, including mental health concerns, financial pressures, and general wellbeing. The Open-Door Club also offers signposting to further support services where needed, or simply a place to have a coffee and connect.
- 3.16. Daily drug and alcohol testing remains in effect for all new starters—both workers and staff—as part of our standard health and safety compliance procedures.



*Figure 7: Health and Safety leading indicators*

## **Environment**

- 3.17. In general, there was positive performance against Environmental and Sustainability Key Performance Indicators (KPIs) in September 2025. Two minor environmental incidents were reported; one involved a water spill and one an oil spill. No environmental harm was caused, and reports demonstrates how actions were taken immediately.
- 3.18. In line with the Key Performance indicators, ACCIONA have reported 100% against the KPI for non-hazardous waste to be diverted from landfill. Also, 100% of the timber delivered to site was from recycled or sustainable sources for when purchased, with the appropriate supporting evidence.



*Figure 8: Environment leading indicators*

## **4. EQUALITY IMPLICATIONS**

- 4.1 There are no equality issues arising from this report.

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

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

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

- 6.1 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

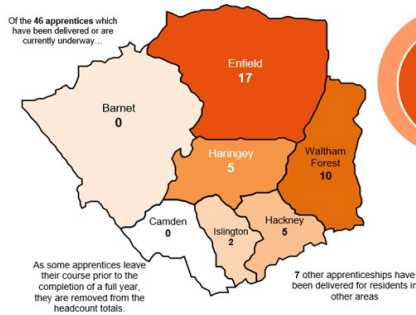
## APPENDIX B SOCIAL VALUE DASHBOARD

Social Value — October 2025

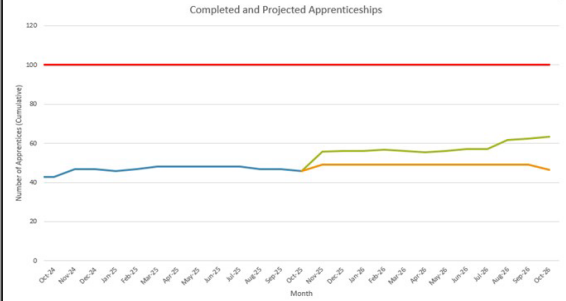


### Progress Graphs and Infographics

#### Apprenticeships: Resident borough of apprentices



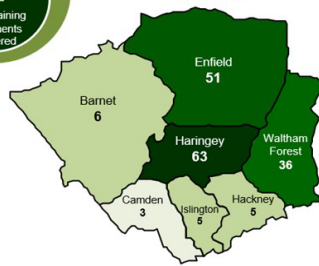
#### Completed and Projected Apprenticeships



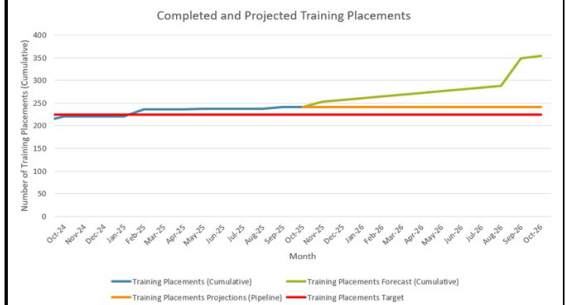
#### Training Placements: Resident borough of trainees



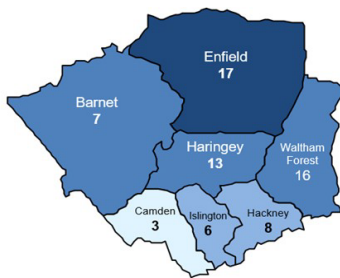
#### Resident boroughs of trainees



#### Completed and Projected Training Placements



#### Schools Programme: Number of individual schools engaged with by borough

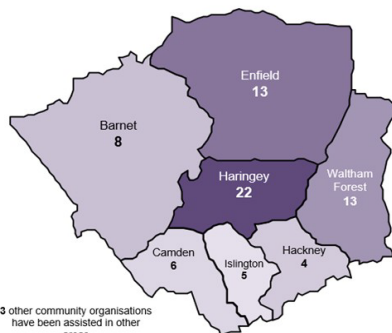


	Number of Institutions	Students
Total no. of schools ('mainstream' primary + secondary + SEN + PRU)	70	4,153
No. of Primary Schools	13	787
No. of Secondary Schools	57	3,366
No. of SEN schools	9	387
No. of PRUs	2	16
No. of Colleges	6	572

#### Local Labour & Business Spend 6 month trend



#### Community Projects: Number of community organisations supported by borough



#### Donations

Delivered: £169,856

Target: £187,500

#### Volunteer hours

Delivered: 2,266\*

Target: 9,775 hours

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

#### Photo



River Lea Diversion in-channel wade and clean-up