

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: NORTH LONDON HEAT AND POWER PROJECT UPDATE

REPORT OF: MANAGING DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 12 FEBRUARY 2026

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.

RECOMMENDATIONS:

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

SIGNED:  Managing Director

DATE: 02 February 2026

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)
 - 1.2.3. **Section 4:** Programme-wide initiatives: social value, communications, and health, safety and environment
 - 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 works on site are substantially progressing with the tipping hall complete and works on the Flue Gas Treatment (FGT) plant, boilers and other supporting infrastructure progressing. Most of the process equipment has been procured and is ready for installation. However, the overall project delivery is behind schedule, and slippages continue to occur across multiple workstreams, impacting timelines. ACCIONA has reported that they are facing challenges to secure subcontractors to install the next phase of process equipment.
- 2.2. NLWA officers continue to meet with ACCIONA at a senior level to seek a recovery plan with an assured revised programme.
- 2.3. While there are delays on site, there is positive progress on social value and environmental initiatives, with progress against the ambitious targets on track. NLWA continues to benefit from the delivery of EcoPark House with 1400 pupils, residents, and community group members visiting since December 2024. The popular education programme has hosted almost 700 pupils from 40 schools across north London.

3. DELIVERY OF THE NEW ERF

- 3.1. Construction on site focuses on the ERF delivery and the associated services such as electricity and gas supply. Steelwork is progressing on the boiler house for the facility's two main boilers with less progress than planned.

- 3.2. The structural works across the ERF are progressing, with the main fire wall truss spanning the entire waste bunker now welded into position, enabling installation of the remaining fire wall steelwork. The turbine hall steelwork has continued to progress well: the water treatment steelwork frame is complete and the main stack stairs are being installed. The administration building steelwork is complete, concrete floor pours have commenced, with floor one completed and the second-floor due to commence.
- 3.3. The Flue Gas Treatment (FGT) plant is progressing, with connection works on the 14 bag filters sitting within the steelwork. Important process plant including the scrubber and semi-dry reactor units have been installed. Also, two induced draft fan bases within the FGT upper slab are complete and awaiting fan delivery. These fans pull the hot gases from the boiler end of the system through the FGT filtering equipment to draw hot gases from the boilers.
- 3.4. Other works continue to support the facility, including access roads and underground utilities. External roads along the north of the site have reached completion. The high voltage cable trench was completed which is a significant milestone. Cadent Gas and Enfield Council have an issue to resolve concerning an easement agreement for a gas pipeline to serve the ERF. It is a priority for the NLWA project to broker a solution to enable the gas pipeline to be installed.



Figure 1: Admin building, showing first floor concrete in place.



Figure 2: Flue Gas Treatment Plant progress

4. PROGRAMME WIDE INITIATIVES

Social Value

- 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 November 2025 the Project has delivered:
 - 4.1.1. 63 new apprenticeship opportunities created, and 100 apprenticeship years delivered or committed (Development Consent Order Target: 100 apprenticeship years delivered);
 - 4.1.2. 242 training placements delivered, undertaken by 175 individuals (Development Consent Order Target: 225 training placements delivered);
 - 4.1.3. 662 jobs for local people (in headcount terms), equivalent to 19.8% of the workforce (Project Target 25%);
 - 4.1.4. Approximately £56.2 million spend with local businesses in the supply chain, representing 8.68% of total spend on the Project (Project Target 10%);

- 4.1.5. Project team engagement with over 5,198 students from 83 local schools and colleges;
 - 4.1.6. £175,856 in donations and 2,249 volunteering hours to 74 local community organisations (ERF Contract Donations Target: £187,500 and Volunteering Target: 9,775 hours);
 - 4.1.7. Over 1,263 hours of Equality, Diversity and Inclusion (EDI) training delivered to the on-site workforce.
- 6.2. In November, officers attended three careers' events in Barnet, Waltham Forest, and Islington schools and colleges. These were mainly sharing career paths, participating in mock interviews, and providing feedback to students. A summary of the social value data up to end of November 2025 is provided in the social value dashboard in Appendix B.



Figure 3: NLHPP officers at Waltham Forest College



Figure 4: BEE Interviewed group at Ashmole Academy

Communications

- 4.2. EcoPark South, which includes the new recycling facilities and EcoPark House, has achieved national recognition, being selected as one of 46 projects from over 300 applications to receive either an Award or be Highly Commended at the 2026 Civic Trust Awards Ceremony. This notable achievement follows success as a Regional Finalist in November, highlighting the contribution of these facilities to design excellence, sustainability, and community impact. The awards ceremony will take place in Manchester at the end of March.
- 4.3. In December, the latest EcoPark Developments update video was completed and published, offering an overview of progress across the site. The video showcases key milestones, the performance of new recycling facilities, and significant progress in constructing the ERF. It was shared on the project website and social media, playing an important role in keeping the public informed about the transformation of Edmonton EcoPark into a sustainable waste hub.

Health and Safety

- 4.4. The ERF project continues to maintain a clear commitment to health, safety, and overall wellbeing, with proactive measures in place across the site. The ERF project's 12-month rolling Accident Frequency Rate (AFR) moved from 0.118 in October to 0.223 in December, driven by a serious injury during the reporting period, detailed below:
- 4.5. In early November during steel installation works, an operative was manually adjusting a beam and their hand became stuck, causing a crush injury. Work stopped immediately and first aid provided. The area was made safe and the lifting operation suspended. The incident was reported and initial investigation commenced swiftly. The injured operative is receiving appropriate medical care and their return to work will follow once they are certified fit to do so. On 7 January a serious injury occurred when a worker was trapped between two panels which were to be installed as part of a boiler construction. The injured operative sustained crush injuries and was taken to hospital where he required an operation on vertebrae. Investigation into the accident began immediately and is underway. Members will be updated when conclusions are reached from the investigation.
- 4.6. The Authority's project team sets a high priority in maintaining a strong safety culture among contractors on the project. This is reflected in the need for proactive actions to drive high safety performance and thorough investigation of any incidents. The Accident Frequency Rate (AFR) remains well below the benchmark of 2.0. The AFR continues to remain significantly below the UK construction industry benchmark, reflecting the effectiveness of current safety measures and strong workforce engagement in maintaining a safe working environment.

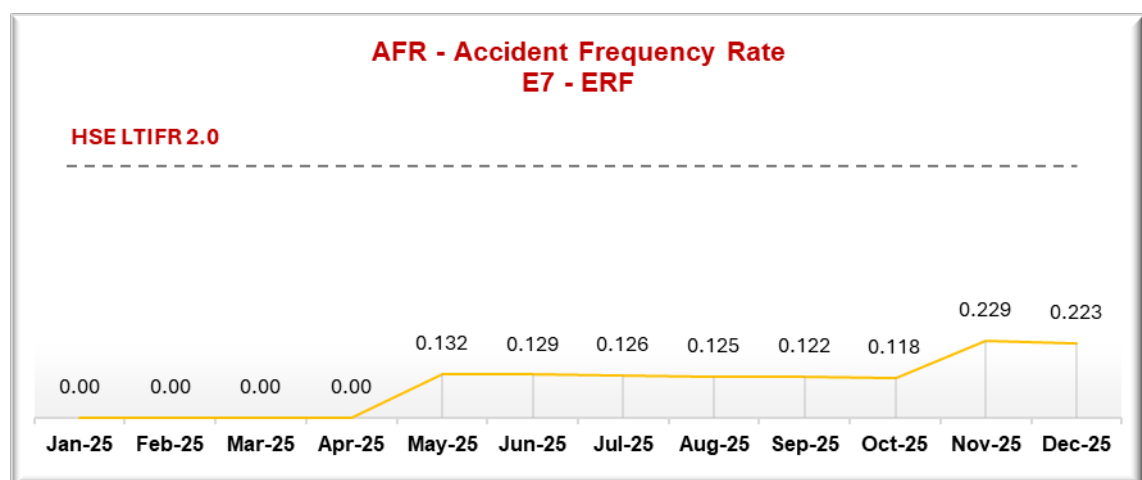


Figure 5: Health and Safety AFR Graph

- 4.7. The Principal Contractor continues to achieve leading Key Performance Indicators (KPIs) in alignment with the standards set out in the NLHPP HSE Manual, demonstrating strong compliance and consistent performance.

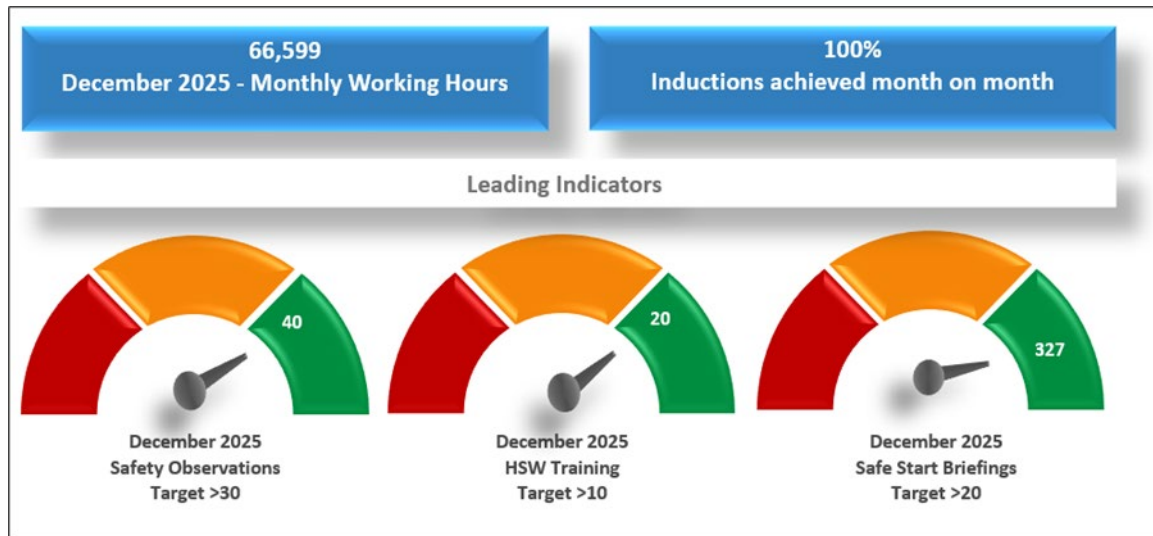


Figure 6: Healthy and Safety Leading Indicators

- 4.8. Health, Safety and Wellbeing initiatives carried out include:
- 4.8.1. Work-at-height and lifting systems training was delivered across the mechanical scope with Acciona's steel contractors upskilling and refreshing their teams in line with best practice and site standards.
 - 4.8.2. A radiography board is now in place, giving operatives and management clear information when accessing the site.
 - 4.8.3. Cameras have been requested for both MARR tower cranes following recent incident involving loss of communication and blind lifts.
 - 4.8.4. Significant actions were taken to strengthen safety culture, including 43 targeted training sessions on high-risk activities, Personal Protective Equipment (PPE) selection, and behavioural safety. A site-wide alert and mechanical safety stand-down reinforced lifting and supervision standards.
- 4.9. During the reporting period, multiple audits and inspections were successfully conducted across the ERF project to verify compliance with health, safety, and statutory requirements. Key activities included:
- 4.9.1. A client-led deep dive audit focused on PPE compliance and Temporary Works.
 - 4.9.2. Comprehensive site-wide inspections carried out by the Principal Contractor in collaboration with their contractors.

- 4.9.3. A successful Christmas shutdown inspection, ensuring safe and compliant site conditions during the holiday period.
- 4.9.4. Emergency preparedness was successfully demonstrated through a complex confined-space rescue drill.
- 4.10. November's activities centred on Movember, with the Health, Safety and Wellbeing team issuing targeted awareness communications and publishing an article on men's health, addressing critical topics such as prostate and testicular cancer. In December, focus shifted to Drink and Drive awareness, with a briefing attended by 204 members of the workforce, which was well received and reinforced safe driving practices.
- 4.11. Additionally, the project demonstrated strong community engagement by raising funds through raffles and bake sales, with all proceeds donated to local charities, including Bags of Taste, and supporting initiatives to provide Christmas dinners for the homeless.



Figure 7: Winter Wellbeing Event - Drink & Drive Awareness Session

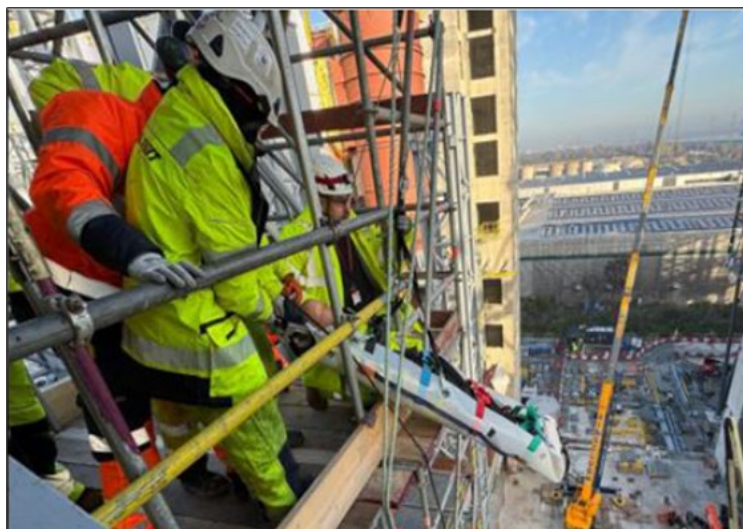


Figure 8: ERF Emergency Response Team: Executes Successful drill Confined Rescue from Economiser

Environment

- 4.12. There was positive performance against Environmental and Sustainability Key Performance Indicators (KPIs) in November 2025. One minor environmental incident was reported in November, comprising an overspilling concrete washout tray. Two near miss/close call environmental incidents were reported in November, including an unpermitted pumping activity, and water egress from the Acciona site boundary. No environmental harm has been identified from these incidents, 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: Environmental measures

- 4.13. Two environmental toolbox talks were recorded in the November reporting period, which meets the target of two per month per contractor. The toolbox talks undertaken were on 'Non-Road Mobile Machinery' and 'Surface Water Management.'
- 4.14. As a carbon reduction initiative, subcontractors are switching to using Hydrotreated Vegetable Oil (HVO) fuel instead of diesel on plant and machinery on site. HVO fuel is renewable and is made from waste oils, fats and vegetable oils. It has a lower carbon footprint in comparison to diesel, and when burned it produces fewer air pollutants.

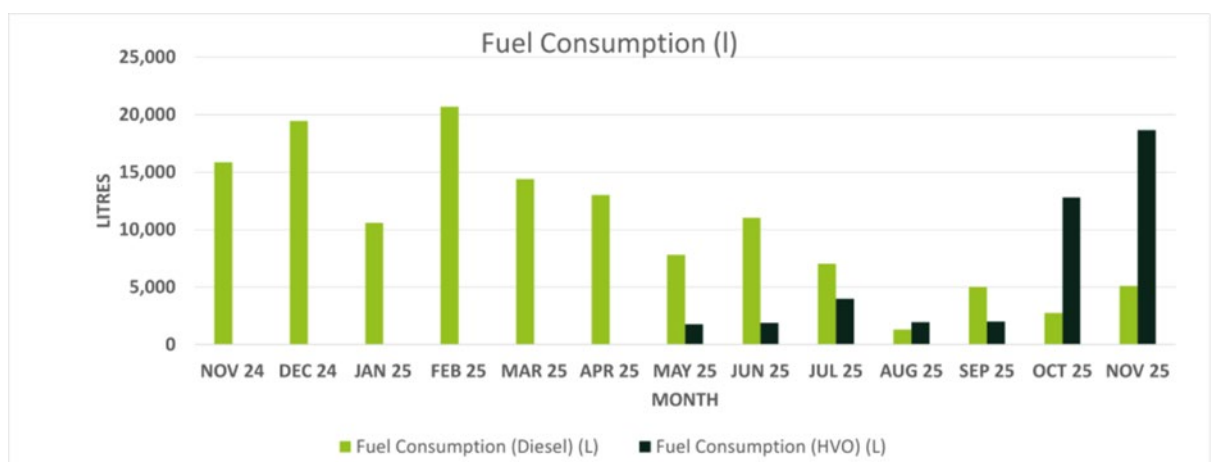


Figure 10: HVO fuel consumption compared to diesel

5. COST AND RISK POSITION

- 5.1. 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. The cost and risk position is outlined in more detail in the Part Two (confidential) report on the same agenda.

6. EQUALITY 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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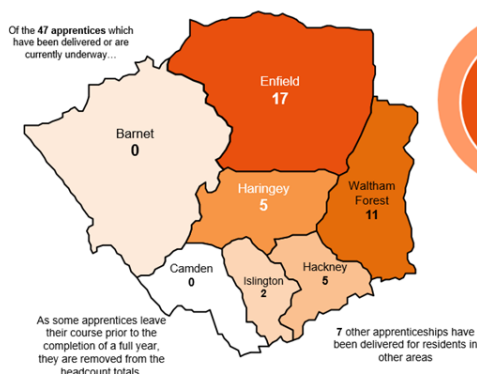
APPENDIX A GLOSSARY OF ABBREVIATIONS

Abbreviation	Definition
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

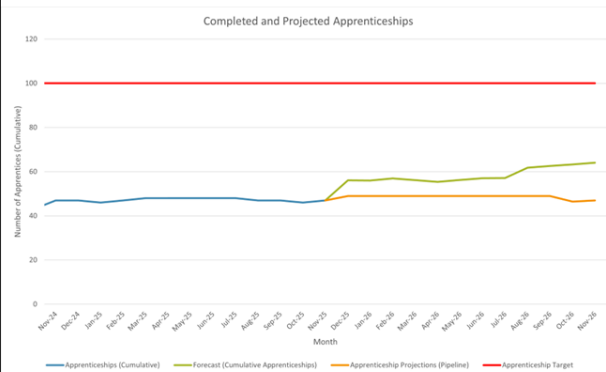
Progress Graphs and Infographics

Apprenticeships: Resident borough of apprentices

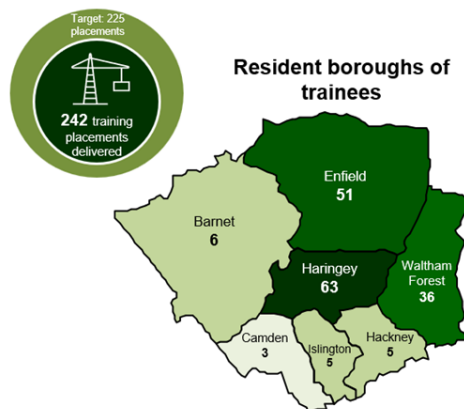
APPENDIX B SOCIAL VALUE DASHBOARD



Completed and Projected Apprenticeships



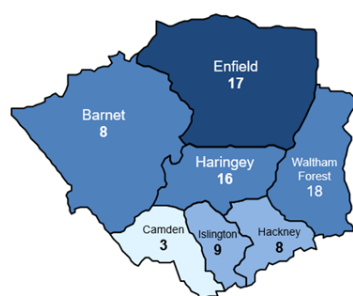
Training Placements: Resident borough of trainees



Completed and Projected Training Placements

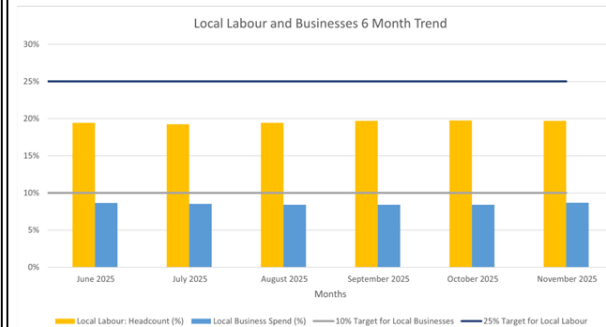


Schools Programme: Number of individual schools engaged with by borough

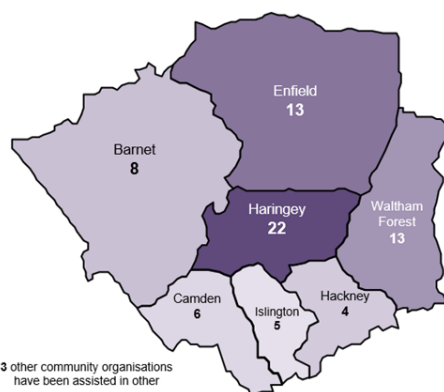


	Number of Institutions	Students
Total no. of schools ('mainstream' primary + secondary + SEN + PRU)	74	4,540
No. of Primary Schools	13	787
No. of Secondary Schools	61	3,753
No. of SEN schools	9	401
No. of PRUs	2	16
No. of Colleges	9	658

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: 2,420* hours

Target: 9,775 hours

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

Photo



School Engagement event during November