

6. North London Heat and Power Project

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Aerial View of the EcoPark South project under construction, with the RRF in the foreground

The North London Heat and Power Project is replacing a 50-year-old energy from waste facility at the Edmonton EcoPark. A new energy recovery facility (ERF) will be able to process up to 700,000 tonnes of waste each year and will provide electricity to the national grid and heat to a local district heat network.

The project includes a resource recovery facility (RRF) to maximise recycling from bulky waste and other materials, and a new public reuse and recycling centre. EcoPark House is a new visitor centre and community space for local residents, as well as a waterfront home to Edmonton Sea Cadets.

In September 2022 we handed over the first half of the ERF site in the north of the EcoPark to Acciona to start construction. They carried out a major site clearance and piling programme in readiness for the

start of the construction of foundations and civil engineering. The RRF and EcoPark House construction neared completion and started commissioning in preparation for opening. The entire project remained on time and on budget as set out in the 2019 project baseline.

Energy recovery facility progress

During 2022-23, Acciona took over the operation of the Laydown Area and Welfare Facilities from Taylor Woodrow, in preparation for the increase in the ERF workforce. They installed additional welfare



View of the eastern section of the ERF site under construction

facilities and other infrastructure to meet the needs of the growing workforce, recognising the high standard of working conditions required by the implementation of the National Agreement for the

Engineering and Construction Industry (NAECI) “Blue Book” working rule agreement agreed by Members.

Off-site, Acciona progressed the design and procurement of the specialist process equipment. Key supply subcontracts placed include the boiler; steam turbine and generator; generator step up transformer; plate heat exchanger; and the waste and incinerator bottom ash cranes.

On site, the site clearance of the eastern section of the site was carried out by Galldris, an Enfield-based company, under subcontract to Acciona. This was followed by the commencement of piling by the specialist subcontractor, Van Elle. In total, 1666 piles will be installed. The main civil works subcontractor, Byrne Brothers, was appointed.

EcoPark South construction project progress



Internal view of the Resource Recovery Facility under construction

In 2022-23, the EcoPark South construction project being carried out

by Taylor Woodrow neared the completion of its build programme, with the various facilities taking on their final external appearance.

At the end of the year, the RRF achieved its readiness to commence testing and commissioning of the 42 mechanical and electrical systems, many of which provide essential operational safety and environmental controls.



EcoPark House under construction

The external appearance of the RRF is dominated by the array of solar panels on the roof - the largest solar array in north London - and the towers forming part of the odour control system which changes and cleans the air inside the facility four times per hour.

EcoPark House, which will provide space for community and educational use as well as providing a waterfront base for the Edmonton Sea Cadets, is approaching completion, and will be brought into use early in 2024. The facility is completely “off-grid”, being supplied with electricity from the RRF solar array and heating

through a ground source heat pump. During the year, detailed option studies were undertaken to optimise the way it will operate to provide community benefits.

Construction and installation of services on the reuse and recycling centre (RRC) was well advanced during 2022-23.



Reuse and recycling centre under construction

Health, safety and wellbeing

We continued to prioritise safe working with the aim of achieving zero harm. Tragically, in November 2022, a worker on the ERF project was killed in a collision with moving plant. The ERF site was shut down whilst the safety precautions were re-examined to determine what lessons could be learned and implemented. Work was fully resumed only after a gradual and controlled remobilisation. At the time of

publication the incident is under investigation by the Health and Safety Executive.

Despite the fatality, the project continues to drive to achieve the highest standards in safe working practices. On the EcoPark South contract, Taylor Woodrow reported 2 million hours over 2 years without a lost time incident. The Accident Frequency Rate (AFR) for reportable injuries in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013 is at 0.098 across the project. This compares well with other major construction projects.

In 2022/2023, a great amount of work went towards implementing wellbeing initiatives to reinforce the importance of workplace wellbeing and to promote mental health awareness, conveying the zero harm vision.

One of the wellbeing highlights involved the Mates in Mind programme. Mates in Mind is a leading UK mental health charity, bringing awareness to mental health and wellbeing within the construction workforce. The NLHPP facilitation team have run this training with 115 people. The team was awarded Highly Commended in the Best Workplace Mental Health Team category in the 2023 Mates in Mind Impact Awards.

Another wellbeing initiative implemented was the Wellbeing Matrix. This is a bespoke organisational wellbeing assessment tool designed by organisational psychologists, tested with partners and implemented across the programme.

The 2023 Health Safety Wellbeing Culture Survey was launched at the end of March 2023. To increase operative engagement, the Wellbeing team implemented an in-person communications and engagement plan, involving attending morning safety briefings and lunchtime activities.

Equality, diversity and inclusion (EDI)

During 2022 we ran Safe Space sessions with three groups: women, men, and people from minority ethnic backgrounds. The sessions were designed for people to explore exclusion/inclusion in a safe environment. Discussions were designed to confront myths about exclusion and provoke conversations on topics such as race, culture, ethnicity, well-being, and gender.



International Women's Day Celebration Event on NLHPP

In September 2022 we launched our Women on NLHPP Network to raise the profile of and empower women, and enable women to build connections and learn from each other. The network has open and honest discussion about important issues that affect women in the workplace, and has explored topics such as female career progression and held a celebration event for International Women's Day.

Throughout the year NLHPP and HS2 Euston teamed-up to create and deliver the first of its kind cross-industry Reverse Mentoring Programme. Eleven early careers mentors, primarily from under-

represented groups were matched with senior leaders/experienced mentees across the NLHPP and HS2 project team, including eight different partner organisations.

Our inaugural NLHPP Inclusion Summit was held in November 2022; we invited leaders and colleagues to evaluate how we are really doing against our ambition to create an inclusive and anti-racist environment. On the day we reflected and discussed how we could do more, as individual leaders, as teams, as a project as well as an industry. The summit was particularly focused on learnings alongside discussions concerning race and racism, with a guest panel of award-winning experts.

The inclusive leadership programme also concluded in 2022 which brought together leaders from across the project to collectively explore the challenges and participate in EDI training.



NLHPP Inclusion Summit Event Panel Discussion, Tottenham Town Hall

Social value

The project made great strides in delivering social value for local communities. An ERF Social Value Governance Board was set up with representation from NLWA boroughs to ensure benefits are reaching local residents, communities and businesses through a locally informed approach to delivery of social value.

Acciona launched the RE-Power Communities initiative which provides small grants and volunteering hours to local voluntary and community organisations. In 2022-23 15 initiatives in Enfield, Haringey and Waltham Forest were supported, including charities working with people with disabilities, local groups focused on improving green spaces, support for careers and training developments, and initiatives to support local families struggling financially. A second round will launch in the summer of 2023.

13 skilled apprenticeships were created in 2022-23 for local residents and the total number of apprenticeships created on the project reached 33. Further apprenticeship opportunities will come forward in 2023-24.

As of 31 March 2023, the project has achieved 145 training placements, out of a total project target of 225. A particular focus for training placements has been to encourage groups who are currently underrepresented in the construction workforce to pursue careers in the industry, particularly women. Through a training initiative developed in partnership with Women into Construction, five-week training placements have been delivered for 14 local women across a variety of project roles.

To date across all projects on the NLHPP, 19% of the on-site workforce have been residents of Enfield, Haringey or Waltham Forest and 25% have been residents from one of the seven north London boroughs. Acciona's local workforce on the ERF has increased to 79 people, representing 58% of the total workforce. Employment opportunities continue to be publicised to maximise reach into communities.



A member of the NLHPP Social Value team and the Enfield-based contractor, Galldris, at a careers fair in June 2022

Over the course of the 2022-23 academic year, the Schools Programme has successfully expanded in its reach across all seven boroughs to encouraging young people from all backgrounds to consider careers in the industry. More than 2,000 students across 33 schools in seven NLWA boroughs have been engaged over the past year.

As well as supporting communities, employment and skills, the project is encouraging procurement of local suppliers from NLWA boroughs. To date, over £31 million has been spent procuring local businesses, and approximately 11% of our contractors' supply chain spend has been with businesses in the area (exceeding our target of 10%). Further supply chain opportunities will become available as the ERF contract progresses, with a number of "meet the buyer" events planned to encourage local businesses to tender for these opportunities.



Students from Haringey Sixth Form College visiting the NLHPP Site in March 2023

Community engagement and communications

As a public authority, it is crucial that we ensure local residents and groups are accurately informed about the project. In 2022-23, we continued to maintain our communications and community engagement work as construction progressed and we broke ground on the energy recovery facility.

We ensured that we responded accurately and quickly to enquiries from residents and groups, and proactively communicated about the most commonly raised themes. In particular, we produced more materials about air quality, carbon emissions, capacity of the new energy recovery facility and the new recycling facilities.

We kept the website northlondonheatandpower.london up to date with extensive information, videos and announcements. The website received 18,000 visits in 2022-23, compared to 45,000 the previous year. This may reflect that approval was given to signing a contract for delivery of the energy recovery facility in December 2021.

On social media, NLHPP channels continue to issue proactive posts which have seen a decline from previous years in negative sentiment. Across channels posts were seen 112,000 times and received 5,438

interactions. LinkedIn has also provided valuable opportunities to further promote job and training opportunities and recognise the great work the project team is delivering.

We issued 17 press releases to local and regional media at key points in the project. In addition, 22 responses related to the project were published on the Scheme of Publication and 21 press enquiries were responded to.

Three newsletters were printed and delivered to 28,000 homes and businesses and made available online.

We held 34 visits to the EcoPark for borough stakeholders and three in-person Community Liaison Group meetings. NLHPP was recognised as leading the way with awards for Public Sector Procurement Project of the Year. Contractors won awards for work on our project in Innovation, Corporate Social Responsibility and bronze in the Green Apple Awards.



Tomorrow's Series Award Ceremony for Public Sector Procurement Project of the Year