

Image: Grimshaw Architects



# Supplier Guide

June 2019

North London Waste Authority (NLWA) is pleased to share its plans for taking forward the North London Heat and Power Project (NLHPP). We are creating a waste management facility in which local communities take pride, which demonstrates value, and is a model for public sector project delivery.

We applied for a Development Consent Order for new facilities in October 2015. That Order was confirmed in February 2017. Works to prepare the site for construction started in January 2019.

We want to speak to suppliers about the many opportunities this programme presents. We want to hear your views on how we best procure and work with external companies. And we want this supplier engagement to help us deliver excellent facilities in an efficient way.

This guide is intended to provide useful context and is part of an ongoing process of information sharing as the project progresses. We hope it helps you to decide to bid to be part of creating this vital asset for North London.



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Chair, NLWA



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Managing Director, NLWA



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# Contents

This guide has been developed to help potential suppliers find out more about the North London Heat and Power Project (NLHPP). It highlights what is important to us and what will be required from our supply chain.

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Image: Grimshaw Architects



# About NLWA

The North London Waste Authority (NLWA) was established in 1986 and is the statutory waste disposal authority for seven local authorities: Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest.

NLWA's primary function is to arrange for the transport and disposal of waste collected by these seven boroughs and to promote waste minimisation and recycling.

## Our principal statutory duties are:

- to arrange the disposal of waste collected by the seven north London boroughs; and
- to arrange for reuse and recycling centres where residents in the seven north London boroughs can deposit their household waste or businesses can deposit commercial waste (for a fee) and arrange for the disposal of this waste.

We also run awareness campaigns on waste prevention and recycling. For more information on our campaigns, please visit [www.wiseuptowaste.org.uk](http://www.wiseuptowaste.org.uk).

The Authority comprises 14 councillors, two from each of the seven north London boroughs. These councillors make decisions relating to the disposal of north London's waste.

At present the household waste rates are 32% reused, recycled, or composted. 8% of all waste collected is sent to landfill, and 61% sent to our energy from waste facility.

While our target is to increase the proportion of waste that is recycled, there is a long-term need to provide facilities that enable us to dispose of waste that cannot be recycled.

For more information about NLWA, please visit [www.nlwa.gov.uk](http://www.nlwa.gov.uk).





# About the NLHPP Programme

The purpose of the NLHPP is to replace the energy from waste facility at the EcoPark in Edmonton, which will reach the end of its operational life around 2025.

## The main components of the NLHPP are:

- **Energy Recovery Facility** to generate low carbon energy from waste, in the form of heat and power.
- **Resource Recovery Facility** to process bulky waste and prepare materials for energy recovery, including a **Reuse and Recycling Centre**, for use by the public.
- **EcoPark House** located on River Lee Navigation including a visitor and education centre.

## The programme will deliver significant social benefits:

- Generate 78 megawatts of power from waste which can supply electricity and heat for 127,000 homes.
- Create over 2,500 job opportunities during construction and operation.
- Treat waste for over 2 million residents in the most cost-effective way.
- Save the equivalent to 140,000 tonnes of CO<sub>2</sub> every year using energy recovery rather than disposing to landfill.
- Improve air quality in north London. The current plant operates 20% better than the permitted levels of nitrogen oxide and the new facility will perform at more than 60% better.



# Timetable

The NLHPP will provide an opportunity for companies who want to be part of a programme with a range of construction activities over the next 10 years. The first construction works began in Q1 2019, and the final works are scheduled to be delivered in 2031.

Contracts will be procured throughout the life of the NLHPP programme. The first tenders were advertised in June 2018; we expect the last to be advertised in 2028.

## The programme comprises four implementation phases:

- Preparatory Works;
- Southern Area Construction (including the RRF and EcoPark House);
- ERF Construction (including construction and commissioning of the ERF); and
- Post-ERF Works (including demolition of the existing EfW facility).

Further details of the works can be found on the pages that follow.



# Update on the Preparatory Works

In advance of the main construction activities, works are needed to prepare the site, provide new utilities and create new site access points. These are called the Preparatory Works and comprise a laydown area, northern and eastern accesses, a utility bridge and corridor, and a sewer diversion. These work elements were the subject of our earlier Market Information Day in March 2018.

Contract notices for the Laydown Area (East) Works, Laydown Area (West) and Eastern Access Works, and Northern Access Works were published in June 2018. The Laydown Area (East) Works was awarded in November 2018. We expect to award the other projects in July and August 2019.

Timings for the utility bridge and corridor are subject to NLWA’s ongoing discussions with the network operators for the utilities affected. Further information on these work elements can be found in the table below.

Work Element	Project description	Approximate start of procurement	Approximate construction date
Utility Bridge and Corridor	Construction of a new utility bridge to south of site, and new utility corridor along Salmon’s Brook (civils works), installation of potable water pipework.	Q3 2019	Q1 2019 to Q4 2020
	Temporary diversion and reinstatement of medium pressure gas mains.		
	Temporary diversion and reinstatement of 200mm protected water main.		
	Installation of a new medium pressure gas main pipework and construction of a new gas kiosk in the north of the site.		

# Southern Area Construction

The Southern Area Construction Works make up the second phase of implementation, and will comprise construction of the Resource Recovery Facility (RRF), clearance of the northern part of the EcoPark, construction of EcoPark House, and associated utilities works.

Further information on these works can be found in the table below.

Work Element	Project description	Approximate start of procurement	Approximate construction date
RRF	Development of the RRF for recycling and fuel preparation facility (RFPF) and reuse and recycling centre (RRC) including weighbridges, roads, hardstanding, earthworks, drainage, landscaping.	Q3 2019	Q4 2020 to Q3/4 2022
EcoPark House	Development of EcoPark House including piling works, roads, hardstanding, earthworks drainage, landscaping, fencing, lighting.	Q3 2019*	Q3 2021 to Q4 2022
Northern Clearance	Demolition and clearance of the existing Bulky Waste Recycling Facility and Fuel Preparation Plant located at the northern end of the Edmonton EcoPark.	Q3 2019*	Q1 2023 to Q2 2023
Utilities	Works to the existing utilities relating to the RRF and EcoPark House, laying and installation of new utilities and groundworks.	Q3 2019*	Q2 2020 to Q4 2022

\* These dates may alter following receipt of feedback on our Market Information Day in June 2019.



# The ERF Construction

The ERF Works make up the third stage of implementation and will comprise the construction and commissioning of the ERF. These works will not be covered in detail at the Market Information Day on 18 June 2019; a separate market engagement exercise is expected to be held later in 2019.

Further information on these works can be found in the table below.

Work Element	Project description	Approximate start of procurement	Approximate construction
ERF	Construction and commissioning of the ERF	Q2 2020	Q4 2022 to Q2 2025

The ERF will be fuelled by up to 700,000 tonnes of residual waste each year, enough to power up to 127,000 homes. It will comprise the following buildings, structures, and plant:

A main building that will house:

- A tipping hall, a waste bunker, and waste handling equipment;
- Two process lines (each with a capacity of up to 350,000 tonnes of waste each year);
- Facilities for the recovery of incinerator bottom ash and air pollution control residue;
- Steam turbines for electricity generation including equipment for heat off-take to supply heat to local homes and businesses;
- A state-of-the-art flue gas cleaning system;
- A control room containing the operational and environmental control and monitoring systems and offices;
- Cooling equipment and a stack containing flues for flue gas exhaust; and
- A green roof and observation platform enclosure.

# The Post-ERF Works

The Post-ERF Works make up the final phase of implementation and will comprise the decommissioning and demolition of the existing Energy from Waste (EfW) facility and the southern access widening. These works will not be covered in detail at the Market Information Day on 18 June 2019.

Further information on these works can be found in the table below.

Work Element	Project description	Approximate start of procurement	Approximate construction date
Decommissioning and Demolition of EfW Facility	Decommissioning, demolition and removal of the existing EfW facility	Q3 2026	Q1 2027 to Q2 2030
Southern Access Widening	Widening of current southern access bridge	Q2 2029	Q4 2029 to Q2 2031

# Market engagement

## March 2018 Market Information Day

NLWA held a market information day on the Preparatory Works on 6 March 2018. The purpose of the day was to explain in greater detail our proposals for the Preparatory Works so that interested companies could engage as soon as practicable in the plans.

## June 2019 Market Information Day

NLWA is holding a second market information day on 18 June 2019, this time covering our proposals for the Southern Area Construction (the RRF and EcoPark House). We will invite views from the supplier market on the proposed procurement strategy, including interfaces between the packages and ways to promote innovation, sustainability and engagement with the local supply chain.

## Later Market Information Days

We intend to hold a further market information event closer to the start of the procurement for RRF and EcoPark House and the date will be notified through the website. Interested contractors should continue to monitor the [northlondonheatandpower.london](http://northlondonheatandpower.london) website for updates on the second market information day.

A market information day will be held on the ERF Construction Works (construction and commissioning of the ERF) later in 2019. This event will be advertised on our website and in appropriate publications.

## Prior Information Notices

Prior Information Notices (PINs) are issued for the NLHPP's larger projects – the RRF, EcoPark House, and the ERF – prior to publication of the contract notices. A PIN about the proposed works for RRF and EcoPark House was despatched to the EU Publications Office on Tuesday 21 May 2019 for publication. We expect to publish the PIN for the ERF later in 2019.



# Working with us

## Where we advertise opportunities

As a publicly-funded organisation, NLWA is subject to EU procurement directives and the Public Contracts Regulations 2015. This means that we are required to advertise any opportunities above the specified thresholds<sup>1</sup> in the Tender's Electronic Daily supplement to the Official Journal of the European Union.

Below these thresholds, we will advertise contracts directly on Contracts Finder or seek quotations directly from suppliers.

## Opportunities for subcontractors

If you would like your company to be considered as a potential subcontractor, you are welcome to submit your company details to **info@northlondonheatandpower.london**. NLWA will publish them in an appendix to the document set for subsequent NLHPP procurements, although contractors are not restricted to selecting subcontractors from this list alone.

Being included in this appendix does not preclude your company from tendering as a main contractor for one of our procurements.

## Our e-procurement portal

Information on opportunities that we are currently advertising can be found on the 'Current Tenders' page of our e-procurement portal at **www.in-tendhost.co.uk/nlwa**. You will need to create an account to view tender documents.



<sup>1</sup>The current thresholds can be found at [www.ojec.com/thresholds.aspx](http://www.ojec.com/thresholds.aspx)

# What we want from suppliers

The NLHPP programme will provide a vital asset for NLWA, ensuring the ongoing ability to dispose of waste responsibly and cost effectively for many years to come. Communities in north London will rightly expect that companies engaged in the programme should:

- Work to the highest standards of health, safety and wellbeing;
- Work as a 'good neighbour' in compliance with the Considerate Constructors Scheme;
- Be committed to equality, diversity and inclusion at the forefront of employment relations, and
- Play a positive role in skills development of their workforce through apprenticeships and training.

## Health, Safety and Wellbeing

NLWA's number one priority is the health, safety and wellbeing of everyone involved in the programme, as well as those working and living in the local community.

Our 'Safety First' campaign underpins this identity across all facets of the organisation.



We want to lead new standards of excellence in health, safety and wellbeing in construction, where everyone can take pride in the absence of incidents, and one of the most advanced safety cultures to work in.

To ensure this, NLWA will:

- Show strong and active leadership, in designing and living the NLHPP safety culture;
- Maintain an open, collaborative and continually improving environment;
- Require active participation of all stakeholders, across all levels of the NLHPP programme; and
- Integrate health, safety and wellbeing in every activity undertaken in the NLHPP programme.

We will work with suppliers to ensure that they deal with all health, safety and wellbeing matters in accordance with our policies, all relevant regulations, and guidance issued by the Health and Safety Executive generally and specifically to the waste industry.

# What we want from suppliers (cont.)



## Equality

NLWA's equality objective states that we will aim to ensure we provide a waste disposal service that is fair, open to all, and promotes equality of opportunity. We will therefore work to ensure that any contractors appointed can comply with the duty, understand their obligations, and meet the duty in practice.

Our contracts contain suitable equality obligations on contractors to not discriminate in relation to the provision of services to the public and to employment practices in relation to their staff. Where appropriate, procurement procedures include a check of tenderers' equality policies.

## Employment Relations

It is NLWA's vision to be a positive model for good employment relations and workforce standards in the construction sector.

We will implement this via an Employment Relations Policy which all contractors will align to, thus ensuring the workforce on the NLHPP are treated with respect and fairness.

## Skills, Apprenticeships and Training

NLWA is committed to delivering apprenticeships and training opportunities. The Development Consent Order obliges us to deliver 100 apprenticeships and 225 on-site skills training opportunities during construction of the NLHPP Programme. We want to work with our suppliers to maximise these opportunities.

In addition, a long-term programme provides opportunities for companies to develop their staff over the duration of the contracts they win. This contributes to an effective industrial strategy. NLWA will therefore be looking for evidence from its contractors that they intend to grow the skills within their workforce.

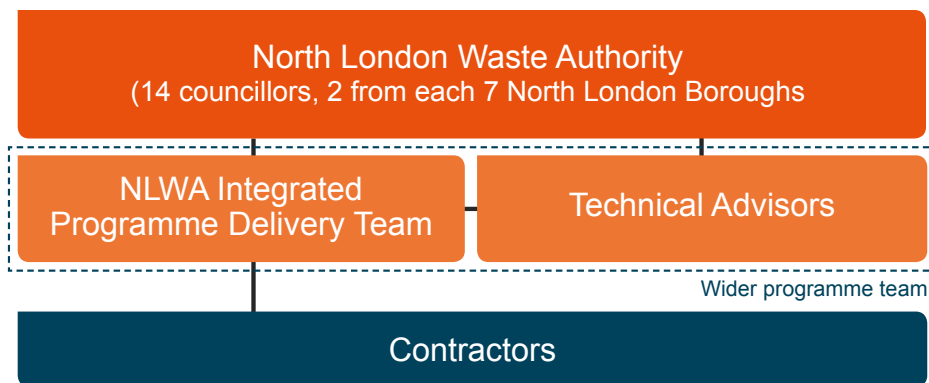
## Environment

As a key strategic objective of NLWA is to encourage waste minimisation. We will expect contractors to have a strong regard to sustainability in their operations. This also includes demonstrating how they act to minimise adverse effects on local communities.

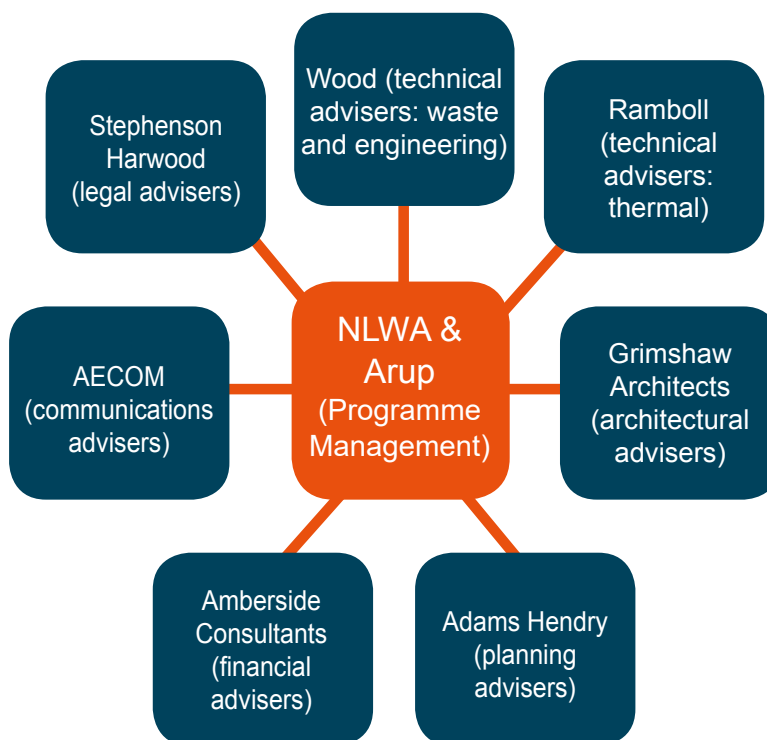


# The NLHPP Programme Team

NLWA has a dedicated programme delivery team, acting as the client, for delivery of the NLHPP Programme. The Authority’s programme delivery team is an integrated multi-disciplinary team encompassing delivery, management, technical, legal, financial and commercial. The integrated programme delivery team will have an appointed Project Manager responsible for the delivery and coordination of each project under NEC4.



We are supported by a range of expert advisers, including advisers on programme management, engineering, architecture, planning, finance, communications, and legal issues. For contractors this gives confidence that the client will take decisions based on well-informed views, but with a clear line of accountability.





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