

**NORTH LONDON WASTE AUTHORITY**

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

**REPORT OF:** PROGRAMME DIRECTOR

**FOR SUBMISSION TO:** PROGRAMME COMMITTEE

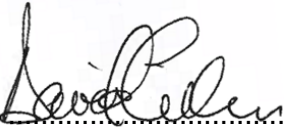
**DATE:** 11 MAY 2020

**SUMMARY OF REPORT:**

This report provides the Programme Committee with an update on progress of the North London Heat and Power Project (NLHPP) current at the end of the March reporting period.

**RECOMMENDATIONS:**

The Programme Committee is recommended to note the contents of the report.

**SIGNED:**  ..... **Programme Director**

**DATE:** 28 April 2020

## **1. INTRODUCTION AND PURPOSE**

- 1.1. The North London Heat and Power Project (NLHPP) is the programme of works authorised by Development Consent Order (DCO) granted in February 2017 through which the existing energy from waste (EfW) plant at the Edmonton EcoPark will be replaced with a new Energy Recovery Facility (ERF). The programme of works includes provision of a Resource Recovery Facility (RRF) for reception and transfer of waste incorporating a public Reuse and Recycling Centre, and EcoPark House (EPH), a visitor centre which will be used to provide community / education space and back up office space. In preparing for and carrying out the works in the NLHPP programme, the management team is working closely with LondonEnergy Ltd (LEL) the operators of the EcoPark and the current EfW plant.
- 1.2. This status report provides Members with an update on progress of the NLHPP. This report reflects the status of the programme on the 27 March 2020, the end of the most recent reporting period. Where significant updates have occurred to this status since that date, an update has been included. The report structure provides a narrative in the main body with a dashboard style report on the status of the programme included in Appendix A.

## **2. PROGRAMME DIRECTOR'S STATEMENT**

### Status Summary

- 2.1. Overall, at the end of the March reporting period, the project remained on schedule in relation to critical path activities. The current incurred expenditure is also on plan and within budget although it is, so far, relatively minor in comparison to the forecast overall cost. The preparatory works contracts awarded have aligned well with the baseline budget estimates and the delegations by the Authority to officers for delivery of site preparation works.
- 2.2. The situation concerning Coronavirus and the need to protect the safety of the workforce and others will have an impact on the overall programme and cost which is currently being assessed.
- 2.3. In putting the safety of the workforce first, the decision was taken to suspend construction work on the sites until it could be demonstrated that they could be operated safely. The assessment of safe future working arrangements and programme will complete in early May which will enable a decision on an appropriate time to remobilise the sites. The commercial impact of the suspension is being progressed in accordance with the NEC4 contracts and the contractors and project team are investigating opportunities for mitigating delay due to the suspension of work.
- 2.4. The off-site work is continuing, most notably the evaluation of tenders for the EcoPark South Construction and the procurement activities for the Energy Recovery Facility (ERF). The project team and advisers have adapted well to remote working and progress continues with minimal interruption. A Market Information Event was held, as planned, for the ERF procurement with over 200 attendees from the potential supply chain attending the online webinar. The event received positive feedback.

- 2.5. The potential impact of Coronavirus, which will take time to be realised, is the most significant risk. Another key risk to delivery to the baseline programme remains the Northern Area Clearance project which involves the eventual relocation of LEL's current operations at the north of the EcoPark into the RRF, and demolition of existing structures to release the footprint of the ERF for start of construction in early 2023.
- 2.6. An options study has been completed by a team of colleagues from NLHPP and LEL. This has identified a preferred solution based on construction of a temporary waste facility at the north of the EcoPark. This approach allows the demolition to begin while the new RRF is still under construction, eliminating a major schedule constraint, while maintaining LEL's operations on the EcoPark during the demolition activities. The next phase of work has commenced to develop the design and schedule for the preferred solution and confirm deliverability.
- 2.7. Work is also being carried out to deconflict NLHPP activities with those of Energetik (whose works deliver the provision of district heating for the Meridian Water development). This is particularly associated with the construction of the sewer diversion and the subsequent RRF.

#### Project Progress Highlights In-Period

- 2.8. The most significant achievements in the last period were in the team's successful response to the immediate impacts of the Covid-19 pandemic.
  - 2.8.1. The team have successfully transitioned and adapted to a remote working environment, with business-as-usual activities continued in the new virtual setting.
  - 2.8.2. Following Construction Leadership Council (CLC) guidance on standard operating procedures for construction sites being issued, the programme's construction sites all successfully implemented these within 24 hours, evidenced by successful audits completed by the NLHPP health and safety team.
  - 2.8.3. To protect the health and welfare of all of those involved in the NLHPP site works, the decision to suspend construction works was made and successfully communicated to all associated stakeholders.
- 2.9. Equally important however, was the team's continued delivery of the "business-as-usual" elements of the programme. In this period a range of milestones have been met:
  - 2.9.1. **Consents** - The final submission for application for DCO discharge, associated specifically with the ERF works, was made. This comes after significant dialogue with London Borough of (LB) Enfield and, vitally, receipt of a letter of support from the Environment Agency as a key stakeholder.
  - 2.9.2. **Procurement** - Two live procurement events have progressed on time, with the EcoPark South tender returns received and evaluation

commenced, while the evaluation stage was completed for the Site Wide Intrusive Survey contract.

- 2.9.3. **Construction** - Galldris mobilised to the Hawley Road site as works commenced on what will become the relocated Transport Yard facility. The same contractor at the Northern Access works has made use of innovative technologies to reduce the need for extensive excavation and spoil removal during the road reconstruction.

### **Key Focus of Activity**

- 2.10. Again, the dominant focus of attention has been in responding to the COVID-19 impacts, with four core strands to the NLHPP plans, which include information beyond the period-end of March 27th:
- 2.10.1. **Health & Safety Activity** - The priority has been to maintain safe working while the construction works have continued. Audits against CLC guidance have been carried out with positive response and engagement from the contractors. The team have then been heavily involved in the site suspension plans review to ensure that works are wound up safely, and the site can be maintained safely and securely during the hiatus. This attention has of course extended to the management team activities, and new assessments have been put in place to ensure that those requiring to travel (mainly for site inspections) are safe and protected as far as practical from exposure to the coronavirus in their activities.
- 2.10.2. **Construction Impact** - The safe and orderly demobilisation of construction sites is now underway and is expected to have completed by the Easter break. Commercial review of the impact and considerations on the matters to be resolved/agreed with contractors to take place and discussions are ongoing on confirming agreements.
- 2.10.3. **Continuity arrangements** - Initial continuity planning has been put in place around management activities, with a small team convened to coordinate activities. In the early stages this focussed on ensuring procedures for site activities (EcoPark access in particular) were in place and adhered to, and in communication routes to ensure that all of the team could get in contact with colleagues now that they were not working in the same office.
- 2.10.4. **Systems and IT** - New IT tools have been made available in NLHPP organisations, particularly MS Teams which has enabled continued video and teleconferencing to replace face-to-face meetings. A web-video approach to the ERF market engagement day has been taken to maintain the planned engagement while respecting the need to continue remote working. Stakeholder communication will continue through website updates, in particular to provide correct information on myths about the project, and social media activity will continue as normal.
- 2.11. The next stage for the NLHPP team is to fully develop the understanding of potential impacts of the pandemic, incorporating cost and schedule analysis while also considering effects on decision-making, consents and permits, governance and

our stakeholders. Alongside this, the delivery team are establishing a remobilisation plan to set out criteria for re-mobilisation to site and to enable the restart to be managed safely and effectively.

- 2.12. Within the ongoing programme development, the following areas are high priority areas and will continue to be a focus in the next period:

2.12.1. **Northern Area Clearance (project E3b)** – Design development work is being undertaken to confirm the feasibility of the preferred solution; the construction of a temporary waste facility at the north of the EcoPark. The work is described more fully in Section 5. The establishment of a workable programme for the clearance will help resolve the baseline programme for the ERF – aimed at completing at the end of 2025.

2.12.2. **Programme Integration with Energetik** – engagement with Energetik will continue, with the aim of coordinating the NLHPP and Energetik schedules. This will be primarily through optimising the Thames Water sewer works in both programmes and establishing working arrangements for construction of the Energetik Energy Centre and the RRF in parallel.

2.12.3. **Commercial** - At period-end, the close-out of the Laydown Area East contract was in final negotiation stage. Since then, discussions have progressed, and final agreement is expected before the end of April.

2.12.4. **Statutory Undertakers** – Engagement with these stakeholders continues to be a priority for project managers and concerns have been flagged in multiple projects about UKPN. In particular, their providing very poor responses and lack of engagement to the NLHPP team and lack of available schedules for their own works. In each case their utility works are (or will be) critical to successful delivery, the team are now working on an escalation and engagement plan to ensure improved and ongoing engagement at appropriate levels within the organisation.

### 3. PROJECT SUMMARY

- 3.1. The NLHPP programme has been structured as a series of individual projects. The current status of each is presented below.

Project	Progress in Period	Activities Next Period	Key focus	Next Milestones
<b>E1a1 (Laydown Area East)</b>	Construction works completed	Completion of commercial discussions. Project close out report and stage gate.	Settlement of final account with Buckingham	Not Applicable
<b>E1a2 (Laydown Area West and Eastern Access)</b>	Construction progress is as planned. Continuation of design and construction activities.	Suspension of onsite construction due to Covid19. Value engineering opportunities to be examined.	Planning remobilisation and assessment of schedule impacts.	Laydown Area completion ready for handover to EcoPark South contractor.
<b>E1b (Northern Access)</b>	Construction progress is slower than planned by a few weeks. River bank stabilisation works started (piling). Surface water drainage connection completed.	Suspension of onsite construction due to Covid19.	Planning remobilisation and assessment of schedule impacts.	Opening of Deephams Farm Road to access the EcoPark (construction completion).
<b>E2a (Transport Yard relocation)</b>	Construction progress is as planned. Hardstanding strengthening works are 25% complete.	Suspension of onsite construction due to Covid19.	Planning remobilisation and assessment of schedule impacts.	Handover to LEL for transport operations.
<b>E2b (Sewer Diversion Enabling Works)</b>	Construction started as planned. Temporary relocation of LEL welfare facilities.	Suspension of onsite construction due to Covid19.	Planning remobilisation and assessment of schedule impacts.	Release of Sewer Diversion Shaft A to Sewer Diversion contractor
<b>E2c (Sewer Diversion Main Works)</b>	Design by contractor on going and some aspects taking longer than planned.	Resolution of design queries and further ground investigation.	Completion of design and addressing of technical interface with Energetik's works.	Start of construction.

Project	Progress in Period	Activities Next Period	Key focus	Next Milestones
<b>E3a (EcoPark South)</b>	Procurement is progressing as planned. Initial tenders have been received and evaluation commenced.	Initial tender evaluation completed, and negotiations undertaken.	Tenderer negotiation meetings.	Award of design and build contract.
<b>E3b (Northern Area Clearance)</b>	Review of alternative sequences completed and option to be developed has been identified. Procurement planning for demolition	Continued development of interface understanding between E3b and ERF scope.	Start the feasibility study of a temporary bulky waste facility within the area and conclude procurement options report	Start procurement of demolition and ground remediation.
<b>E4 (Utility Corridor and Main Distribution Network Operator (DNO) connections)</b>	Gas main incomer design on going. Utility master plan by Technical Advisor on going.	UKPN to complete the power supply to EcoPark boundary. Technical Advisor continues to develop site-wide utilities designs.	Confirm scope of all utility works and schedule their implementation through other NLHPP projects	Complete gas main incomer design.
<b>E7 Energy Recovery Facility (ERF)</b>	Application for discharge of specific requirements to LB Enfield. Preparation for start of procurement on schedule. Acceptance of approach by EA.	Market information event. Draft tender documents. Preparations for start of procurement in July.	External assurance review and preparation for Stage Gate Review.	Issue OJEU notice for single EPC contract.
<b>E8 (EfW demolition and decommissioning) and E9 (Southern Access widening)</b>	None	None	No work at present	Project initiation

#### 4. SCHEDULE SUMMARY

- 4.1. The following milestones (reflecting significant points in delivery and key activities on the critical path) have been identified and highlighted for Authority awareness. Progress against them, and where appropriate, mitigation plans to recover identified delays are presented. A negative deviation indicates a forecast date later than the baseline.

Milestone	Baseline Date	Forecast Date	Deviation to Baseline	Recovery Action
Complete works to Hawley Road Site (Relocated LEL Transport Yard)	06-Jul-20	10-Aug-20	-5 weeks	Review and challenge of the contractor's proposed updated programmes will be concluded in April to agree recovery.
Complete Laydown Area	11-Nov-20	11-Nov-20	0 weeks	
Start Sewer Diversion Enabling Works to Shaft A Area on site	17-Jun-20	25-Jun-20	-1 week	
Complete Sewer Diversion Enabling Works	02-Oct-20	23-Oct-20	-3 weeks	
Start Sewer Diversion Main Works on site	23-Sep-20	23-Sep-20	0 weeks	
Start EcoPark South Works on site (with some restrictions)	25-Jan-21	25-Jan-21	0 weeks	
Complete Sewer Diversion Work	27-Sep-21	27-Sep-21	0 weeks	
Operational Commencement of RRF	25-Oct-22	30-Nov-22	-5 weeks	Explore opportunities for rescheduling around later access to sewer diversion areas.
Northern Area Clearance - Remediation Complete	31-Mar-23	08-May-23	-5 weeks	The feasibility is being assessed of accessing the northern area earlier with temporary onsite handling of bulky waste to bring its completion forward.  A detailed review of the ERF programme is underway to establish confidence level in ERF baseline take over date.
ERF – Commissioning – Take over (O&M engaged in operations)	19-Dec-25	26-Jan-26	-3 weeks	
EfW – Laydown Area Re-Instatement	07-Nov-30	25-Jul-30	15 weeks	
Southern Access Road – Works Complete	14-May-31	20-Jun-31	-5 weeks	
Note - The information presented does not yet account for the potential impact that the Coronavirus will have on each project.				



## 5. NORTHERN AREA CLEARANCE

- 5.1. The Northern Area Clearance (NAC) project was created in July 2019 when the scope of EcoPark South Construction was divided into two separate parts. The NAC scope of works covers the decommissioning and clearance of the In-vessel Composting plant (IVC), Bottom Ash (BA) processing and the Bulky Waste Recycling Facility / Fuel Preparation Plan (BWR/FPP). The facilities to be demolished are shown in the figure below.

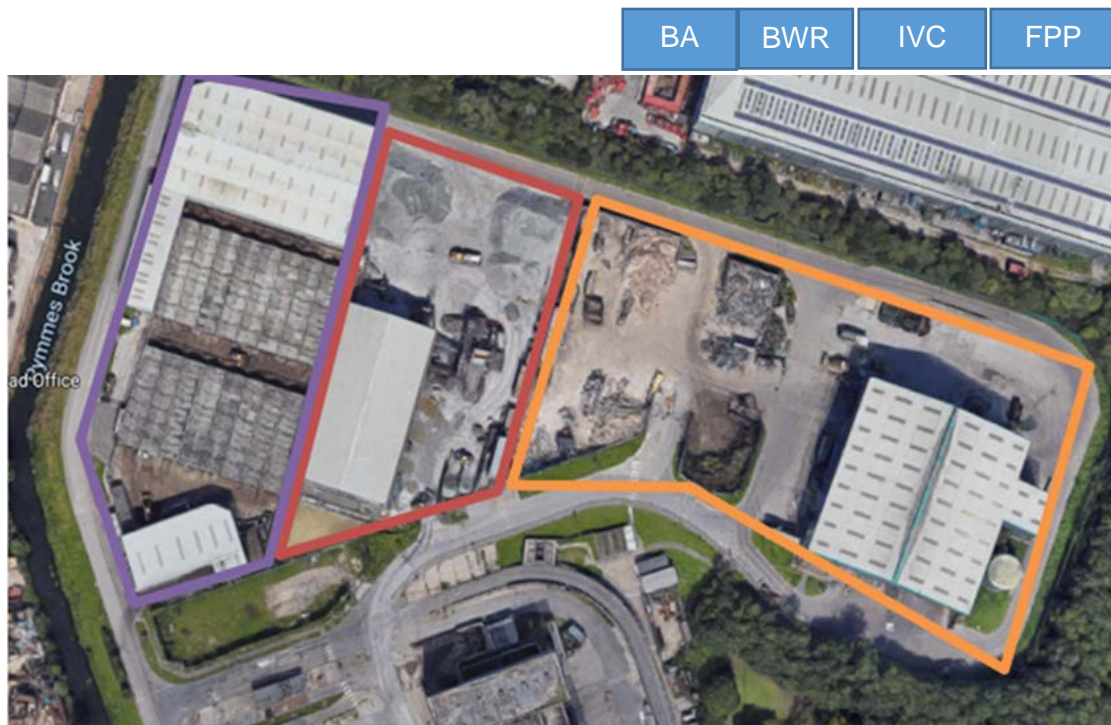


Figure 5.1 Existing Facilities to be Demolished under Northern Area Clearance project

- 5.2. [The original programme logic was that the existing BWR/FPP operations will transfer to the new Resource Recovery Facility(RRF) on completion of construction under the EcoPark South contract. Once transferred, the decommissioning and clearance of the BWR/FPP can proceed. Construction of the Energy Recovery Facility (ERF) can only commence on completion of clearance of the BWR/FPP. The IVC and BA clearance does not have the same constraint as either their operations have ceased or are being transferred offsite.
- 5.3. The logic of the NLHPP schedule is sequential, passing though the EcoPark Construction to NAC then to the ERF. To remove this dependency and the potential impact of of a delay to the EcoPark South Construction works on the start of construction for the ERF, an assessment and evaluation study has been completed to examine options to provide early access to the northern area for clearance works to start ahead of completion of the new RRF.
- 5.4. The preferred way forward is to establish a temporary bulky waste facility on the current site of the IVC and BA and transfer the existing operations in the BWR and FPP from the eastern to the western section of the northern area. The rationale for this approach is that it provides continuity of waste management operations through

the BWRP/FPP remaining on site at Edmonton, while providing earlier access to clear the existing BWRP/FPP structures from the footprint of the ERF.

- 5.5. The findings of this study were presented to the NLHPP leadership and approval was granted on the 31 March 2020 to commence a detailed feasibility study on the preferred way forward. This study has commenced with a 12-week time frame for completion with monthly updates to the NLHPP leadership team.
- 5.6. The following additional options were assessed and evaluated:
  - 5.6.1. Continuing with the current baseline delivery strategy as described in 5.2. This will remain as the baseline until the feasibility study is concluded and will provide comparison for evaluation of the feasibility study outputs upon its completion.
  - 5.6.2. Transfer the activities of the BWRP/FPP offsite to either a mixture of NLWA facilities or third-party facilities. These options were rejected as they did not provide the business and operational continuity requirements of LEL to operate the Energy from Waste facility.
  - 5.6.3. Construct a new temporary facility off-site at a location adjacent to the Edmonton facility. This option was rejected based on the assessed capital expenditure and the time period to acquire land, secure planning and permits would mean that it was not available for operational use at the time required.
  - 5.6.4. Purchase of a local privately-operated facility providing similar services, which could be upgraded to meet the requirements of the existing BWRP/FPP. This option was rejected based on the assessed capital expenditure.
  - 5.6.5. Cease all operations at the BWRP/FPP for a short period of time prior to the RRF being commissioned to facilitate early access for the ERF contractor. Waste would be diverted to landfill. This option was rejected based on the environmental and reputational impact and the commercial impact on the operations at Edmonton.
- 5.7. The feasibility study will consider the environmental impact, permit and planning options, development of a user requirements specification and concept design solution, programme, cost estimate, risk register and evaluation of budget funding options.

## **6. RISK SUMMARY**

- 6.1. Risk Management activity has continued by adapting our project level risk reviews to online collaboration tools. This has enabled continued monitoring of emerging risk and updates regarding existing risks. To account for increased external uncertainty, particular emphasis and attention has been paid to live contracts to ensure risk exposure is well understood and appropriately incorporated into our risk forecasts.

- 6.2. Summarising change to the March risk profile, six new risks have been raised. These include programme-wide risks pertaining to schedule and cost uncertainty associated with Covid-19. Risk relating to increased design requirement for welfare buildings has emerged on Laydown Area West (E1a2) and additional ground investigation potentially needed as part of the Sewer Main Works (E2c). Additionally, three risks were closed, these include mitigation of more onerous pump station requirements on the Transport Yard site (E2a) and specialist resource risk in our design teams for the Sewer Main Works (E2c).
- 6.3. Covid-19 is a significant health and well-being risk and has the potential to significantly reduce team productivity. Several initiatives have been implemented to minimise team exposure to the virus through work by introducing strict travel arrangements and regular safety communications with the latest advice and guidance. Additionally, to minimise productivity impacts the NLHPP has adopted online collaboration tools, such as Microsoft Teams to ensure communications and decision-making continue effectively.
- 6.4. The following risks continue to be the key “proximity” risks, i.e. they will either occur or require significant mitigating actions in the next 6 months. The table below provides a detailed update on actions against each “proximity” risk.

<b>Risk description:</b> Uncertain schedule and financial implications on NLHPP following suspension of site works to align with Government lockdown requirements.	<b>Mitigation update:</b> Scenario planning underway to evaluate non-linear impacts to the schedule and collaborative discussions are in progress with Contractors to consider innovative ways to maintain programme / reduce potential impacts. Business continuity workstreams are being progressed to ensure the programme can respond to change quickly and effectively.
<b>Risk description:</b> Interim/temporary conditions (e.g. road diversions, temporary weighbridges etc) required to maintain LEL operations during EcoPark South Construction may not be in place pre-contract start. This will result in a delay to the Contractor.	<b>Mitigation update:</b> Design and scheduling of temporary works is underway to allow their procurement and construction in alignment with EcoPark South construction activities.
<b>Risk description:</b> Overlap between NLHPP works and Energetik may give rise to new interfaces / site conflicts during construction which may result in disruption to NLHPP works.	<b>Mitigation update:</b> Known interfaces are being actively managed with significant involvement from the Sewer Main Works Contractor to reduce conflicts. In addition, LVHN are being actively engaged through site-working groups to encourage closer working relationships and better integration of activities.

## **7. HEALTH, SAFETY AND WELL-BEING (HS&W)**

- 7.1. The issue and constraints surrounding the spread of Covid-19 have significantly affected the work on all aspects of health, safety and wellbeing during the latter part of March. They have, quite rightly, taken precedence over many of the tasks otherwise planned.
- 7.2. However, work had continued during this reporting period on the four active sites now that E1a1 Laydown Area (East) has effectively been concluded. These sites are E1a2 Laydown Area (West), E1b Northern Access, E2a Transport Yard and E2b Sewer Diversion Enabling Works.
- 7.3. During the month the detection and management of asbestos has occurred in three areas. This is not remarkable bearing in mind the recent and distant history of the sites and on all occasions the matter was dealt with promptly and properly.
- 7.4. There are no major safety issues to report. There continue to be minor problems with regard to Risk Assessments and Method Statements (RAMS) being incomplete or not being followed as meticulously as they should, and this is the focus of increased attention by the contractors and the project team.
- 7.5. The issue of the Construction Leadership Council (CLC) advice for Covid-19 Site Operating Procedures (SOPs) during the latter part of the month has added to the range of inspections by the project team. It is clear that the contractors on all of the sites are committed and determined to apply the SOPs.
- 7.6. During the latter part of March and early April an instruction was issued to suspend construction work sites because it could not be adequately demonstrated, at that time, that the sites could continue to operate safely in full compliance with the SOPs. The currently safe conditions at site provided a window of opportunity to demobilise safely and initiate a reassessment of safe working in full accordance with the SOPs.
- 7.7. CLC have further distributed guidance to the safe suspension of construction works. We have used these to supplement our own procedures to ensure that sites which are no longer active can remain safe and secure.
- 7.8. We are continually reviewing the situation and we will use a risk-based methodology to prepare for and decide upon re-mobilisation.

## **8. SOCIAL VALUE**

- 8.1. The apprenticeships and onsite training places have been delayed because of the current Coronavirus restrictions, but work is ongoing to mitigate the impact and to ensure that the activities can be progressed as soon as possible.
- 8.2. A preferred candidate has been identified for the second apprenticeship on the Northern Access Works contract following an interview process conducted by Galldris during March 2020. The preferred candidate is a resident of LB Camden. For one of their three required apprenticeships, Buckingham are looking to recruit

an Engineering Technician. They have a preferred apprenticeship supplier list that they will use to deliver the apprenticeship training. Recruitment for this apprentice is being done via an internal assessment centre and was due to be held at the end of March 2020. For the other two apprenticeships, Buckingham are looking to use the CITB Shared Apprentice Scheme offered by Evolve, which provides continuity for apprentices who move between contracts during their training. Barhale are also looking to use the Shared Apprentice Scheme for their two apprenticeships.

- 8.3. The project team are also looking to recruit a Quantity Surveying (QS) apprentice. The job description and application form questions have been finalised; however, the recruitment process has been paused due to Covid-19 and will resume once restrictions have been lifted.
- 8.4. Appointment of apprentices for both contracts and the process for the QS apprentice are delayed due to the restrictions imposed by Government in response to Covid-19.
- 8.5. The programme to deliver ten training placements on the Northern Access Works Contract was due to commence on Monday 23rd March 2020 with all ten placements to be completed within the contract timeframe (end of June). However, the training programme has had to be postponed due to Covid-19. Options for alternative ways to deliver training placements have been developed by NLWA and Galldris and agreed with Capital City College Training (CCCT), who will deliver the classroom training. Options include delivering the placements over a longer timeframe; grouping training sessions; and delivering placements across two contracts undertaken by Galldris (Northern Access Works and Transport Yard). Buckingham are currently scoping out potential training providers to deliver the classroom-based training aspect of the placements. This is likely to be a Construction Skills Certification Scheme (CSCS) card course and will involve a site visit. Buckingham are developing a strategy to mitigate against the risk of delays to delivering training placements due to Covid-19, which they will share with NLWA. NLWA has requested a meeting with Barhale to understand their approach to mitigating the impact of Covid-19 on their ability to deliver social value obligations.
- 8.6. The potential for the NLWA to offer a work placement to support a student of the Royal School of Military Engineering (RSME) has also been put on hold due to the Covid-19 restrictions. However, the relationship with the RSME has been established and there is the good potential to support their engineering students going forward.
- 8.7. A meeting between NLWA, LB Enfield officers and an initial set of schools with interest in the how the NLHPP could support their curriculums was due to take place in mid-March and will be reinstated once Covid-19 restrictions are lifted.

## **9. COMMUNICATIONS**

- 9.1. This report sets out the actions that have been taken in response to the Covid-19 pandemic. The temporary cessation of construction works on site was made public through a press notice on 1 April which is available through the project website (NLHPP Covid-19 Update). The press notice made it clear that this decision was made to maximise the protection of the construction workforce against the virus, and that other project work was continuing. Notification was sent to all those who

have asked to be kept informed of project developments, including members of the Community Liaison Group (CLG). We do not expect to be able to hold the planned CLG meeting in May but will ensure that the representatives of local residents' groups, businesses and organisations are updated on the current position at that time, and resume meetings as soon as practicable.

- 9.2. The second market information event for the procurement of the Energy Recovery Facility took place on 21 April. Because of restrictions on public gatherings, this took place as a webinar. Over 200 registrations for the event were received. Participants were able to watch the video, which was subsequently uploaded onto the project website, and to ask questions which were responded to that day, to provide active engagement in the limiting circumstances. All Members were notified of the event the previous day.
- 9.3. Members will be aware that Extinction Rebellion sent a letter to all Councillors in the north London boroughs, which was responded to on 21 April. The response letter is available on the NLHPP website [here](#), and a copy was sent to all those who received the Extinction Rebellion letter for information. Key points in the letter are:
  - 9.3.1. The NLHPP is vital investment in sustainable waste infrastructure for the future. Despite the work of NLWA, the seven boroughs and residents, there will be residual waste which will require treatment in order to ensure that waste generated is treated in a responsible manner. The NLHPP will mean that this waste will not need to be treated in landfill.
  - 9.3.2. The new ERF will tackle the Climate Emergency by minimising the environmental impact of non-recyclable waste, both by avoiding landfill, and by generating energy. Energy recovery generates low-carbon heat and power.
  - 9.3.3. Evidence in the UK and EU shows that energy recovery is consistent with high recycling rates. The Authority's plan for reduction of residual waste (approved at the Authority meeting in February 2020) and the Borough Reduction and Reuse plans all set out clear routes to increasing recycling.
- 9.4. 22 April was Earth Day, and there was increased social media activity that week. This included both the NLWA waste prevention activities, demonstrating commitment to reduction in residual waste requiring treatment, and associated with NLHPP, with wiseuptowaste activity on twitter, Facebook and Instagram providing information on the environmental credentials of the programme.
- 9.5. The section of the website referred to in the NLHPP update report to the Authority meeting in February is now live.

## **10. GOVERNANCE**

- 10.1. During this period of restricted working, project meetings and meetings with borough officers are continuing with the use of MS Teams. The Partnership Board, which is the principal liaison meeting between NLWA and senior borough officers on project matters, is scheduled for 24 April.

- 10.2. The Government has now passed Regulations under the Coronavirus Act 2020 which allow meetings of public authorities, including joint authorities such as the NLWA, to be held remotely. Working with meeting support provided by LB Camden, meetings are planned to be held in this way during the period of restriction on public gatherings. A consultative meeting of Members was held on 2 April in place of the scheduled Authority meeting, as this pre-dated the Regulations being in force. This allowed decisions to be made for the Authority to continue its normal business and following the consultation, the Managing Director took the decisions recommended in the reports.

## **11. EQUALITIES IMPLICATIONS**

- 11.1. The report itself contains no implications for equalities. In moving to remote and virtual working, consideration is given to specific requirements of individuals and adjustments made. For meetings of the Authority and this Programme Committee, which are held in public, arrangements are put in place to allow the public to view the non-confidential parts of the meeting, and an opportunity is provided for the public to notify of specific requirements. It may be that those requirements cannot be fully met while the restrictions on public gatherings remain in place.

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

- 12.1. The Legal Adviser has been consulted in the preparation of this report and comments are incorporated.

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

- 13.1. The Financial Adviser has been consulted during the preparation of this report and all comments have been incorporated.

### **Contact officer:**

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## **APPENDIX A: DASHBOARD REPORT**





# Programme Committee 11 May 2020

## Appendix A NLHPP – Dashboard Report





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Please note that this dashboard report and project reports contained in Appendix A of the Programme Update (Part 2) reflect the most recent period-end of 27/03/2020



# Programme Summary (end of March reporting period)



Completed within previous period:	Look ahead for next period:
<ul style="list-style-type: none"> <li>• <b>Coronavirus Response</b> – Successful transition to a remote-working environment while maintaining business-as-usual.</li> <li>• <b>Northern Area Clearance</b> – decision made to proceed with feasibility study for the temporary (onsite) relocation of the bulky waste handling which would allow access to demolish the current operational area earlier than scheduled.</li> <li>• <b>ERF</b> – submission of full application for DCO discharge, and receipt of EA support confirmed.</li> <li>• <b>Procurement</b> – EcoPark South tender returns received, and evaluation commenced. Tender evaluation has been completed for the Site Wide Intrusive Surveys contract.</li> <li>• <b>Construction</b> – Galldris mobilised to site at Hawley Road as the new transport yard works commenced.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coronavirus Impact</b> – Assessment of impact and opportunities arising from this and how the programme will respond to the challenge. Will include consideration of safety, cost, schedule and logistics, governance, team-working and collaboration.</li> <li>• <b>Procurement</b> – Evaluation of the EcoPark South tender will continue, and the negotiation stage commenced. Contract Award for the Site-Wide Intrusive Surveys to be achieved.</li> <li>• <b>Project Development</b> – ERF - Second market engagement event will be delivered.</li> <li>• <b>Digital Developments</b> – Digital Strategy to be finalised for approval and published. Asite Navigator Tool to be rolled-out for improved document comment and mark-up functionality. 4D modelling (3D imaging and time-based viewing) to be commenced.</li> </ul>
Not achieved in previous period:	Issues for resolution:
<p><b>Construction</b> – Closure of the Laydown East contract and final agreement of commercial position. Negotiations have continued and are close to resolution but were impacted by urgent activities associated with the Coronavirus response.</p>	<ul style="list-style-type: none"> <li>• <b>Commercial</b> – Progress has been made in negotiating the final account for the Laydown Area East contract and closing the contract. This is expected to be finalised in the next period.</li> <li>• <b>Energetik</b> – Safe and effective coordination of schedules and site logistics remains outstanding. Senior Management from each party have met and revised plans are being considered.</li> <li>• <b>UKPN Engagement</b> – Visibility of schedules for UKPN's work on behalf of the programme has not been consistent and engagement with UKPN staff has been limited. A revised plan for senior level engagement is being developed.</li> </ul>

# Project Health Check

Project	Cost		Schedule		Risk		H&S		Overall	
	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend
Laydown Area (East) - E1a1	●	→	●	→	●	→	●	↑	●	→
Laydown Area (West) & Eastern Access - E1a2	●	↓	●	→	●	→	●	↑	●	→
Northern Access - E1b	●	→	●	→	●	→	●	↓	●	→
Transport Yard - E2a	●	→	●	→	●	↑	●	→	●	→
Sewer Diversion (Enabling Works) - E2b	●	→	●	→	●	↓	●	→	●	→
Sewer Diversion (Main Works) - E2c	●	→	●	↑	●	↑	●	→	●	→
EcoPark South – E3a	●	→	●	→	●	→	●	→	●	→
Northern Area Clearance – E3b	●	→	●	→	●	→	●	→	●	→
Utility Corridor and Main DNO connections - E4	●	→	●	→	●	↑	●	→	●	→
Energy Recovery Facility (ERF) - E7	●	→	●	→	●	→	●	→	●	→
EfW demolition and decommissioning - E8	●	→	●	→	●	→	●	→	●	→
Southern Access Widening - E9	●	→	●	→	●	→	●	→	●	→

See next page for key to RAG status

# Project Health Check - Key

Key	Cost	Schedule	Risk	Health and Safety	Overall
●	Understood and being managed appropriately for the stage of the project, with performance in line with baseline.	Understood and being managed appropriately for the stage of the project, with performance in line with baseline.	Understood and being managed appropriately for the stage of the project, with performance in line with baseline.	Health and Safety risks understood and being managed effectively. No minor or major incidents reported.	All green
●	Minor concerns emerging, mitigations developed and prepared to keep performance in line with baseline.	Minor concerns emerging, mitigations developed and prepared to keep performance in line with baseline	Minor concerns emerging, mitigations developed and prepared to keep performance in line with baseline	Minor incidents occurring with root causes known and action plans in place.	Two or more amber assessments in functions.
●	Issues being actively managed but high risk of impact on Baseline performance.	Issues being actively managed but high risk of impact on Baseline performance.	Issues being actively managed but high risk of impact on Baseline performance.	Major incidents occurring with senior management intervention.	Any red assessment in any function

Key	Context
→	No material change in status between the current and previous period
↓	Adverse change in status between the current and previous period
↑	Positive change in status between the current and previous period





# Schedule Dashboard



Milestone (Critical)	Baseline Date	Forecast Date	Deviation to Baseline	Interface	Recovery Plan
Complete works to Hawley Road site (Temp long term LEL Transport Yard)	06 July 2020	10 August 2020	-5 weeks	Enables start of enabling works to Shaft A	Review and challenge of the contractor's proposed updated programmes will be concluded in April to agree recovery.
Complete Laydown Area	11 November 2020	11 November 2020	0 weeks	Enables new Eastern Access road to open to light traffic.	
Start Sewer Diversion Enabling Works to Shaft A Area on site	17 June 2020	25 June 2020	-1 week	Requires relocation of Transport Yard to Hawley Road	
Complete Sewer Diversion Enabling Works	02 October 2020	23 October 2020	-3 weeks	Enables access to the Sewer Diversion Main Works contractor.	
Start Sewer Diversion Main Works on site	23 September 2020	23 September 2020	0 weeks	Requires enabling works to Shaft A area to be completed	
Start EcoPark South Works on site (with some restrictions)	25 January 2021	25 January 2021	0 weeks	Access to sewer shaft construction area not available until December 2021	
Complete Sewer Diversion work	27 September 2021	27 September 2021	0 weeks	Enables access to full EcoPark South work site	
Operational Commencement of RRF	25 October 2022	30 November 2022	-5 weeks	Enables transition of existing operations and commencement of Northern Area Clearance.	Explore opportunities for rescheduling around later access to sewer diversion areas
Northern Area Clearance - Remediation Complete	31 March 2023	08 May 2023	- 5 weeks	Enables the commencement of ERF construction works	The feasibility is being assessed of accessing the northern area earlier with temporary onsite handling of bulky waste to bring its completion forward.
ERF – Commissioning – Take over (O&M engaged in operations)	19 December 2025	26 January 2026	- 3 weeks	Requires construction to be complete.	
EfW – Laydown Area Re-Instatement	07 November 2030	25 July 2030	+ 15 weeks	Enables new Eastern Access road to open to light traffic.	A detailed review of the ERF programme is underway to establish confidence level in ERF baseline take over date.
Southern Access Road – Works Complete	14 May 2031	20 June 2031	- 5 weeks	Requires relocation of Transport Yard to Hawley Road	

# Risk Dashboard

## Risk Register Summary Statistics

Summary Statistics	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
<b>In-period active risks</b>	346	353	354	368	362	365
Risks raised in period	3	7	3	24	4	6
Risks closed in-period	10	0	2	10	10	3
Risks Expiring Next Period	3	4	1	9	5	4

## Risk count by RAG (score) categorisation

		Risk distribution (Probability x Impact)					
Probability	VH	7	8	1	1	1	
	H	4	14	20	15	2	
	M	13	28	22	17	15	
	L	28	34	28	18	15	
	VL	13	14	11	6	1	
		VL	L	M	H	VH	
Impact							

## Key risks by impact

Project	Risk Event	Mitigation Control Plan
Programme Wide	Uncertain schedule and financial implications on NLHPP following suspension of site works to align with Government Covid-19 lockdown requirements.	1) Scenario planning to evaluate schedule impacts associated with site shutdown and consideration of innovative options to prevent/reduce schedule impacts.
E3b Northern Area Clearance (NAC)	If the EcoPark South works are delayed it will have a direct impact on NAC programme.	1) Finalise development of agreed NAC programme and evaluate alternative operational strategies to determine the feasibility of earlier access to the Northern Area.
Programme Wide	Energetik may disrupt NLHPP works due to misalignments and conflicts in construction programme.	1) Agree approach to the monitoring and management of LVHN works for duration of NLHPP.

## Key risks by proximity (next 12 months)

Project	Risk Event	Mitigation Control Plan
E2b (Enabling Works)	Access to Transport Yard Building Area not provided on Advised Date (July 2020)	1) Implement change to site access strategy to achieve partial access to phase 2.
E3a (EcoPark South Construction)	Enabling works to support operations during EPSC may not be completed in time for construction start on site.	1) Agree programme to design, procure and construct EPSC enabling works pre-contract start on site.
E3a (EcoPark South Construction)	Scope for southern site utilities is immature at current and may change	1) Trial pits to be completed in order to validate utility model and communicate new information to Contractor Sep-20.



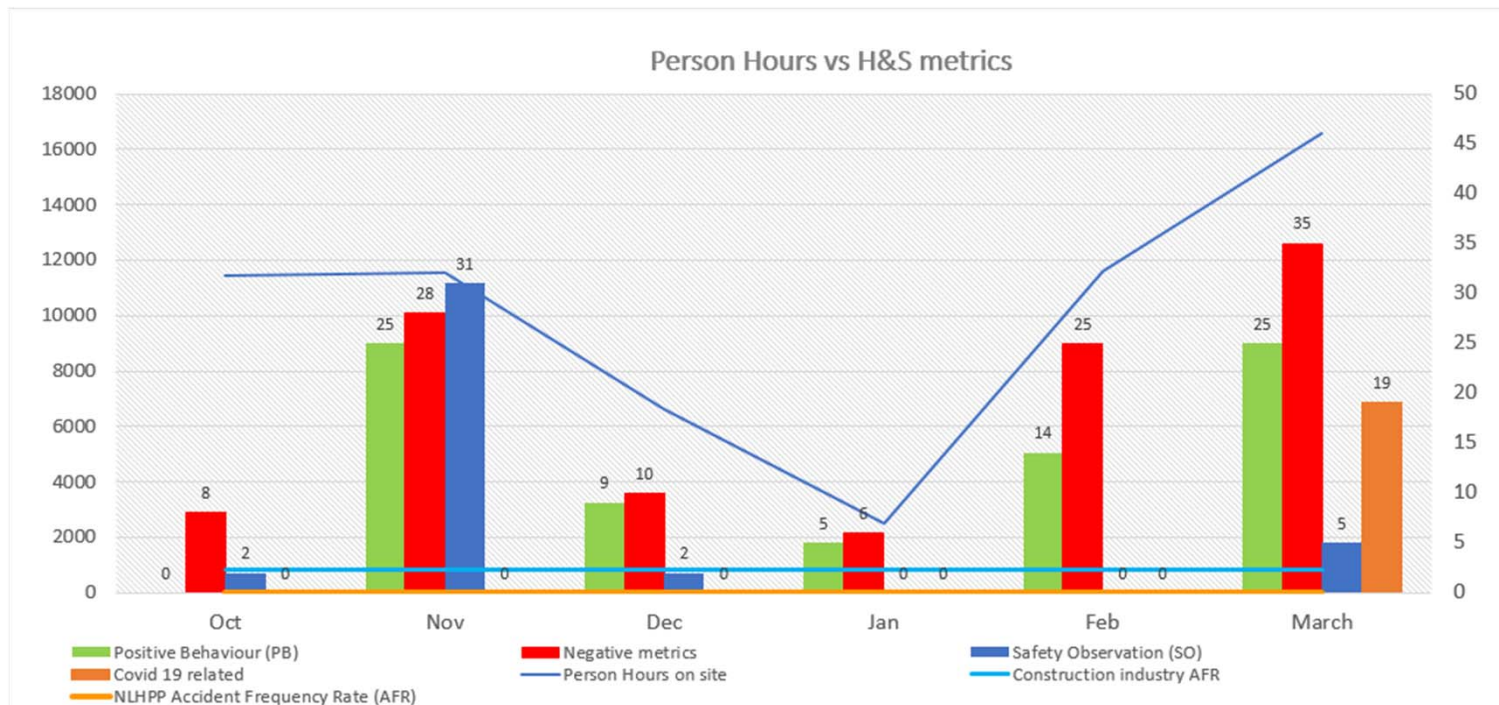
# Health, Safety & Wellbeing Dashboard 1



METRIC	DEFINITION	QUALITY	TOTAL TO DATE*	PREVIOUS PERIOD TOTAL**	REPORTING PERIOD						PERIOD TREND
					TOTAL	E1A2	E1B	E2A	E2B	E3	
Serious Incidents (SI)	Death; Major injury (RIDDOR); Fire; Significant (EA reportable) release to environment	Negative	0	0	0	0	0	0	0	0	
Lost Time Injury (LTI)	IP is removed from site for treatment or recovery	Negative	1	0	0	0	0	0	0	0	
First Aid Injury (FA)	Minor injury treated on the site with basic first aid	Negative	17	1	0	0	0	0	0	0	
Near Miss / Close Call (NM)	An event not causing harm, but has the potential to cause injury or ill health	Negative	14	3	1	0	0	0	0	1	
Dangerous Occurrence (DO)	As RIDDOR	Negative	4	0	0	0	0	0	0	0	
External Event with Impact (EXT)	Something outside Project control that causes us to take action e.g. nearby fire, flood, site protest, UXB	Negative	23	4	3	3	0	0	0	0	
Undesired Circumstance (UC)	A set of conditions or circumstances that have the potential to cause injury or ill health, including poor procedures	Negative	66	17	31	12	8	11	0	0	
Threatening Behaviour (TB)	Abuse, physical threats or actions short of violence	Negative	1	0	0	0	1	0	0	0	
Positive Behaviour (PB)	Any action or suggestion, idea, behaviour that is 'above and beyond' compliance	Positive	78	14	25	9	7	9	0	0	
Safety Observation (SO)	Anything volunteered and not resulting from a formal assessment or audit. Positive or negative.	-	42	0	5	1	0	0	4	0	
COVID-19 related (according to CLC SOP) ***	Incidents/Observations related to COVID-19 (positive, negative or observations)—already accounted for in the above incident reporting categories	-	19	-	19	8	2	9	0	0	PB=13, UC=6
Hours Worked on site	-	-	118089	11624	16573	6159	4597	5060	757		-

\*Total to date: from April 2019 to the end of the reporting period, \*\* Total number of incidents reported for the last reporting period, \*\*\* Construction Leadership Council Site Operating Procedures





**Construction industry  
Accident Frequency Rate  
(AFR\*)  
2.32**

**NLHPP Accident  
Frequency Rate (AFR\*) for  
reporting period  
0.00**

*\* The Accident Frequency rate enables comparison of accident rates against hours worked rather than the number of accidents. The calculation is (number of accidents) / (number of hours worked on site) x 100 000. Thus, a project with 1 million hours worked and 3 LTIs would have an AFR of 0.3. The values shown above represent the AFR corresponding to the reporting period.*

The figure represents the total hours worked on site against the H&S metrics for each reporting period and the NLHPP Accident Frequency Rate (AFR) comparing to the Construction industry AFR.