

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: 2 MARCH 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 January reporting period.

RECOMMENDATIONS:

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

SIGNED:  **Programme Director**

DATE: 19 February 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 31 January 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 the project remains on programme in relation to critical path activities. Previously, the project team were forecasting a potential future 13-week delay to the completion of the sewer diversion works on the critical which threatened a knock-on effect through the remainder of the programme. 8 weeks of this potential delay has been avoided due to the planning efforts of the project team; the enabling works contractor, Galldris; and LEL, significantly increasing the confidence level of achieving completion of the RRF by the baseline programme date. There is a strong probability that, on a project of this scale and this early in the programme, this residual forecast 5-week delay can be recovered during subsequent work and will not jeopardise the overall completion date.
- 2.2. The most significant risk to the critical path now 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. The project team, LEL and technical advisors are studying options for maintaining this date whilst maintaining LELs operations and providing a cleared site by the date required for the start of the ERF construction.
- 2.3. The current incurred expenditure on the programme is on plan and within budget although it is, of course, relatively minor in comparison to the forecast overall cost. The preparatory works contracts awarded have aligned well with the baseline budget estimates.

Project Progress Highlights In-Period

- 2.4. The project team have prepared a short video report from the active preparatory works construction sites providing progress information, to be shown at the Programme Committee meeting.
- 2.5. The programme has made positive and proactive steps forward in this first period of 2020. Construction works are up and running at two locations, procurements are progressing on track, and new resources are embedding into key areas of the programme management team.
- 2.6. The development of the ERF (project E7) procurement strategy was continued and submitted to the Programme Committee for agreement. A procurement schedule has been developed and soft market engagement has started with the Engineer, Procure and Construct (EPC) contractor market. This included further dialogue with the GMB union to understand how the National Agreement for the Engineering Construction Industry (NAECI) working rule agreement can help us deliver the Authority's vision for excellent employment relations.
- 2.7. The project team has identified priorities for continuous improvement to its management methods in preparation for the upturn in design and construction activity. A programme development team has been put into place to manage the change, including development and implementation of the health, safety and well-being programme; implementing a plan to enhance project/construction management and assurance through digital solutions; and enhancing collaboration, communications and engagement across the widely dispersed teams that are delivering the project.
- 2.8. An interim strategic communications lead has been appointed with proven waste to energy project experience that will strengthen the leadership of NLHPP stakeholder engagement function.

Key Achievements in Period

- 2.9. The engagement with the energy from waste contractor market was launched with a market information day at which the project team and LEL presented the ERF project and the Authorities vision for the NLHPP. It was attended by over 100 representatives from main contractors, specialist suppliers and the GMB union. The feedback was very positive with the market acknowledging a capable client and viable ERF project.
- 2.10. Construction on the Laydown Area has commenced for the western element (project E1a2), which will complete the Laydown Area and its construction access to the EcoPark this year in time for use in connection with the start of EcoPark South (project E3a) construction.
- 2.11. The stabilisation of the ground for the northern access to the EcoPark started following the acceptance of the contractor's design by the Authority and the Environment Agency.
- 2.12. Galldris (the contractor building the Northern Access, project E1b) has commenced the first local apprenticeship created by the project.

- 2.13. The site working group, which is a collaboration between the project team and LEL, has become highly effective in enabling project works in the EcoPark to avoid disruption to waste management operations. Recent examples include the scheduling of utility investigations and removal of redundant services. Having established this group, third parties such as utility companies and Lee Valley Heat Networks are joining the forum and co-ordinating with the project contractors.
- 2.14. The project team has worked with the LB Enfield Streetworks team and established a working group of local highways authority representatives to help them understand the project and assess its potential impacts on traffic management. This will help local authorities to plan road space management. The working group has the potential to include other major developments in the local area such as Meridian Water.
- 2.15. Consultations with borough Finance Directors on the next tranche of borrowing was completed and their comments are being addressed, enabling the proposed funding plan to go ahead.

Key Focus of Activity

- 2.16. The following items are areas of the programme which the team will be particularly focussing on in the coming weeks.
- 2.17. The project team will progress the development of the project's health, safety and well-being programme. The team will be carrying out a survey across the extended and dispersed workforce engaged on the project, including advisors, contractors and other stakeholders, to determine current attitudes and approach to health, safety and wellbeing. The results will assist with prioritisation of activity in the development of a programme-wide Authority-led management system, from which we can establish the timetable and sequence for further development.
- 2.18. The detailed planning of how traffic in the EcoPark will operate during the progressive construction phases has been completed up to the construction of the EcoPark South works, and further detailed planning continues to address the ERF works. This provides a sound basis for managing the risk of logistic disruption to waste management or construction operations.
- 2.19. The works taking place in 2020 include the need for utility companies such as UKPN, Cadent, Thames Water and BT to carry out works to their assets by way of diversion or removal where redundant. The project team is continuing to focus on scheduling the works we need with the utility companies and gain their commitment to our schedule.
- 2.20. The integration of works by Lee Valley Heat Networks into the project's plans has started with exchanges of information and the focus is now on incorporation of their work into the Project's plans and designs.
- 2.21. The project team continue to prepare for the assessment of initial tenders for the EcoPark South Construction works and moving to the next stage of procurement.
- 2.22. Particular attention is being paid to the interfaces linking the completion of the Resource Recovery Facility (RRF), within the EcoPark South Construction project,

the clearance of the northern area of the EcoPark (project E3b) and the subsequent ERF construction (E7). The project team is now examining, with LEL, the feasibility of the potential opportunities identified.

- 2.23. The preparation for the scheduled issue of the ERF Engineer, Procure and Construct (EPC) continues to be the focus of the ERF project team. They are focussing on market engagement and the development of specifications in consultation with LEL.
- 2.24. As the construction work starts to increase the project team is focusing on ensuring that actions are being taken by the contractors to hire the apprentices and create training places. We are facilitating links with local institutions and contractors to the mutual benefit of both. Contractor's compliance with the NLHPP Employment Relations Code of Practice is also now a focus following the recent award of the construction contracts.

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
E1a1 (Laydown Area East)	No activity on site.	Transfer of remaining construction activities to project E1a2.	Resolving outstanding compensation events.	Construction completion
E1a2 (Laydown Area West and Eastern Access)	Contractor mobilised to site.	Construction activities.	Safe delivery of construction.	Construction completion
E1b (Northern Access)	Planned construction works continued, key design submission received for review.	Design approval and continuation of construction works.	Safe delivery of construction.	Construction completion
E2a (Transport Yard relocation)	Resolving outstanding points on lease agreement and meeting pre-construction planning conditions.	Preparing for mobilisation to site.	Lease execution to be completed.	Commence construction
E2b (Sewer Diversion Enabling Works)	Opportunity progressed to provide earlier access to the key site areas.	Mobilising of contractor to site.	Engagement with Statutory Undertakers (Cadent, UKPN, BT).	Commence construction
E2c (Sewer Diversion Main Works)	Contractor underway with design activities	Detailed design development	Engagement with Thames Water to ensure acceptance of ultimate designs.	Commence construction
E3a (EcoPark South)	Tender site visits and responding to tender queries.	Preparing for evaluation stage.	Managing risks identified in tender queries.	Award of contract
E3b (Northern Area Clearance)	Options development to remove the E3a/E3b interface from critical path.	Options assessment and development of delivery strategy.	Alignment with ERF works to confirm scope interfaces and timeline.	Commence Procurement
E4 (Utility Corridor and Main Distribution Network Operator (DNO) connections)	UKPN works progressing, Cadent design works underway.	Confirming approach to delivering utility corridor civil works in future (aligned with ERF works).	Feasibility of options to access operational areas early	Change approval

Project	Progress in Period	Activities Next Period	Key focus	Next Milestones
E7 (ERF)	Procurement strategy developed and provided to members. Market information day held.	Progressing procurement documentation and confirming schedule for procurement and construction.	Market Engagement and Procurement Strategy	Commence procurement
E8 (EfW demolition and decommissioning) and E9 (Southern Access widening)	No current activities	No activities planned	Early planning of kick-off of project.	Approval to commence project

4. SCHEDULE SUMMARY

4.1. The following milestones (reflecting significant points in delivery) have been identified and highlighted for Authority awareness. Progress against them and where appropriate mitigation plans to recover identified delays are presented..

Milestone	Baseline Date	Forecast Date	Deviation to Baseline	Recovery Action
Complete works to Hawley Road Site (Relocated LEL Transport Yard)	06 July 2020	06 July 2020	0 weeks	
Complete Laydown Area	11 November 2020	11 November 2020	0 weeks	
Start Sewer Diversion Enabling Works to Shaft A Area on site	17 June 2020	17 June 2020	0 weeks	
Complete Sewer Diversion Enabling Works	13 November 2020	02 October 2020	6 weeks	
Start Sewer Diversion Main Works on site	16 November 2020	23 September 2020	8 weeks	
Start EcoPark South Works on site (with some restrictions)	25 January 2021	25 January 2021	0 weeks	
Complete Sewer Diversion Work	18 August 2021	27 September 2021	- 6 weeks	Working with the appointed contractor to identify schedule opportunities during construction.
Operational Commencement of RRF	25 October 2022	30 November 2022	- 5 weeks	Work with the (to be) appointed contractor to identify schedule opportunities during construction.
Northern Area Clearance - Remediation Complete	31 March 2023	08 May 2023	- 5 weeks	Examining options to make the northern area of the site available at an early stage to commence clearance work. This will enable the early forecast of the ERF start
ERF – Commissioning – Take over (O&M engaged in operations)	19 December 2025	26 January 2026	- 5 weeks	
EfW – Laydown Area Re-Instatement	19 June 2030	25 July 2030	- 5 weeks	
Southern Access Road – Works Complete	14 May 2031	20 June 2031	- 5 weeks	

5. RISK SUMMARY

- 5.1. Risk Management has continued with numerous workshops held. First, two post-contract award sessions were held on Transport Yard and Sewer Main Works. These workshops focussed on identifying new risks following procurement to ensure a robust understanding as construction commences. The Northern Area Clearance project continues to develop with a risk identification workshop held. An ERF project risk workshop was also held, marking the first of several sessions scheduled in preparation for procurement. Finally, the NLHPP Leadership participated in a Programme Risk workshop to take stock of progress against existing Programme Risks and outline mitigation plans for the upcoming year.
- 5.2. Summarising change to the January risk profile, 24 risks have been raised and 10 closed, the changes span Transport Yard, Northern Area Clearance and EcoPark South (EPSC). These new risks focus on utility interfaces, construction constraints, stakeholder approvals and design modifications. Risks which have been closed pertain to contractor risks which have transferred to contractors through procurement.
- 5.3. 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.

<p>Risk description: Statutory undertakers (UKPN, Cadent) may not complete their works to the required programme resulting in a delay to Sewer Enabling Works.</p>	<p>Mitigation update: To date UKPN delivery teams have been engaged (11kva and 33kva units) and have visited site to confirm works required to make cables redundant. A commitment from both Cadent and UKPN to access site against an agreed schedule is required.</p>
<p>Risk description: Overlap between NLHPP works and Lee Valley Heat Network (LVHN) may give rise to new interfaces / site conflicts during construction which may result in disruption to NLHPP works</p>	<p>Mitigation update: Initial analysis of a proposed LVHN schedule has highlighted overlaps between projects. To further understand these LVHN will be attending site-working groups to encourage closer working relationships and better integrate works. In addition, an approach to ongoing monitoring and management of LVHN works for full duration of NLHPP programme will be agreed.</p>
<p>Risk description: Interim/temporary conditions (e.g. road diversions, temporary weighbridges, etc) required to maintain LEL operations during (EPSC) construction may not be in place pre-contract start. This will result in a delay to the Contractor.</p>	<p>Mitigation update: Design for temporary works is underway and a schedule for procurement and construction is in development. In parallel, analysis is underway to identify an alternative approach to physical works and de-risk the programme.</p>

6. HEALTH, SAFETY AND WELL-BEING

- 6.1. At the northern access, Galldris, has continued to demonstrate high standards of Health and Safety (H&S) management. Buckingham (Laydown West), have improved their approach to H&S; they will be closely monitored to ensure this is maintained.
- 6.2. Safety issues outside of the construction sites continue to be a concern. These are related to members of the public being careless when driving lorries or motorcycles on the public and private roads used to access the sites.
- 6.3. The additional management supervision employed, in light of the increased construction activity, has increased the number and quality of safety observations being recorded. This is a positive indicator of improved safety awareness. There is a recognised correlation between increased number of safety observations (generally associated with observation of potentially unsafe behaviours accompanied by corrective interventions before an event occurs) and a reduced rate of actual incidents.
- 6.4. Engagement with the contractors has seen positive responses by both the northern access and laydown west site teams. Improvements are being observed in safety documentation such as submitted risk assessments and method statements (RAMS) and construction phase (health and safety) plans (a Construction (Design and Management) Regulations 2015 requirement). The project team will continue to closely monitor the health and safety performance of the contractors.
- 6.5. There have been no reportable or lost time incidents in the last period.

7. SOCIAL VALUE

- 7.1. The contract for the 'Enfield Employment Programme' between Capital City College Training (CCCT) and the London Borough of (LB) Enfield has now been signed and this will benefit the implementation of the training packages. A meeting between CCCT, Galldris and NLWA has been arranged to develop further the specific training package that CCCT can offer.
- 7.2. CCCT does not provide the training courses required for civil engineering apprenticeships and NLWA is therefore currently investigating alternative education providers or agencies who might support the civils apprenticeships associated with the preliminary works contracts.
- 7.3. NLWA is leading by example and is currently exploring opportunities to support apprenticeships within the Authority.
- 7.4. NLWA have been in contact with officers from LB Enfield and LB Waltham Forest who are involved the Mayor of London's Enterprise Adviser Network, which seeks to link businesses with schools and colleges to ensure that young people are aware of potential career pathways and opportunities. Following discussions with officers, five schools have been identified within the two boroughs where the schools programme could be piloted. The officer from LB Enfield will engage with the shortlisted schools to set up a meeting that will initiate the delivery of the

programme. LB Enfield are also offering to brief volunteers from the NLHPP who are interested in participating in the programme.

8. COMMUNICATIONS

- 8.1. Since the last Programme Committee, the project's communications and stakeholder engagement team have actively been delivering a broad range of pre-planned outreach work, meetings and events.
- 8.2. All activities are deliberately designed to work in partnership with the Authority's wider activity to reduce residual waste and increase recycling. The ambitious programme on this issue was approved at the last Authority meeting. Even with work to promote and embed the circular economy, the project is essential if the seven north London boroughs are to continue to divert non-recyclable waste away from landfill and treat it as a valuable resource that can safely and cost effectively generate significant volumes of baseload electricity and heat for use by local homes and businesses.
- 8.3. There has been substantial communications activity in recent months and going forward, officers are further developing the communications and stakeholder engagement strategies to reflect the project programme moving into a site preparation phase, with full construction now approaching on the RRF and ERF.
- 8.4. Below is a summary of activities that have been delivered since November 2019, together with examples of current and future initiatives in the pipeline.
- 8.5. Recent actions:
 - 8.5.1. **Updated briefing note.** A fresh briefing note about the project's strong environmental benefits was shared with Authority members. This includes robust information about the crucial role the project will perform in reducing landfill, in line with the UK's commitment to achieving Net Zero. *December 2019*
 - 8.5.2. **Community roadshows.** A third community roadshow was held in Edmonton Shopping Centre, to promote valuable dialogue between the project team and local communities who live near the site and answer their questions. *December 2019*
 - 8.5.3. **Proactive press engagement** for the ERF Market Information Day built excitement and enthusiasm among key contractors and suppliers, which led to over 100 representatives attending the event. This stimulated discussion and forged connections between major international businesses and local suppliers. *January 2020*
 - 8.5.4. **Appointment of Interim Communications Lead.** The Authority has strengthened its input from communications advisors through the appointment of an Interim Strategic Communications Lead. This will further enhance the Authority's expertise on communicating construction momentum to a broad range of stakeholders. *January 2020*

- 8.5.5. **Circular economy messaging.** Major initiatives from the Authority – including the approval of the waste reduction programme, combined with the *Low Plastic Zone* launch – has bolstered the Authority’s efforts to promote the circular economy. Project messaging has been updated to reflect this significant progress. *January / February 2020*
- 8.5.6. **Engagement with Members of Parliament following the General Election.** The Authority has proactively engaged all re-elected or newly elected Members of Parliament in north London. This included the offer of a briefing, as well as an overview of the essential services that the Authority performs to recycle, compost and treat waste for over 2 million north Londoners. *February 2020*
- 8.5.7. **Engagement with elected representatives in Enfield.** Following recent campaign activity by groups opposed to the project – focussed on political stakeholders – and recent Westminster Hall debates, the Authority is writing proactively to the Member of Parliament for Edmonton and liaising with London borough of Enfield to offer a briefing. *January / February 2020*
- 8.5.8. **Community Liaison Group.** A fifth Community Liaison Group meeting took place in February to update local community representatives on the progress made on the project’s programme, and the upcoming milestones in the year ahead, including construction starting on the flagship Resource Recovery Facility. Members also discussed the project’s wide-ranging social benefits and ongoing community engagement initiatives. *February 2020*
- 8.5.9. **Increased social media activity** including a Christmas campaign which highlighted the key project successes in 2019. Since October 2019, 52 tweets from the project’s account have achieved 25,729 impressions (times the tweet appeared to users in their timeline or search results) and 615 engagements (number of times a user interacted with a tweet – e.g. retweets and likes). The project’s website has achieved 3,137 separate views since October 2019. *Ongoing*
- 8.5.10. **Responding to enquiries.** To relay factual and compelling information about the project’s environmental and societal benefits to a variety of stakeholders, including local residents, suppliers, community groups, elected representatives and borough officers. Since October 2019, responses have been issued for 19 stakeholder enquiries and 36 responses have been issued to businesses interested in sub-contracting opportunities.
- 8.6. Future actions:
- 8.6.1. **Website refresh.** The project’s website content is being updated to explain how the project represents a rare opportunity to move towards a more circular economy in north London. This will include clear answers to common myths and misinformation about waste reduction, recycling and energy recovery.

- 8.6.2. **Future vision research.** A future scenario is being developed to explain how the project will become a flagship, modern and clean facility for London as older energy from waste plants close and residual waste levels decrease. This will demonstrate the project's crucial role in a more circular economy.
- 8.6.3. **Ongoing proactive engagement** will continue through roadshows in the community, Community Liaison Groups and briefings with elected representatives and officers in the Greater London Authority. The purpose is to stimulate interest and understanding about the project and identify areas where further information is required.
- 8.6.4. **Communications initiatives** are being prepared to announce the appointment of the project's first apprentice. This will highlight a major project milestone and the role of the Authority in working with local colleges to unlock skills and training opportunities in north London. Existing relationships with local journalists will be strengthened as the programme is delivered.
- 8.6.5. **Visually-engaging content** – including a video, brochure, and social media infographics – will demonstrate the Authority's efforts to preserve resources for future generations and, in doing so, delivering sustainable waste reduction, recycling and residual waste infrastructure.
- 8.6.6. **Construction videos.** To communicate the programme's strong construction momentum and social benefits, bright and engaging videos are being prepared to keep stakeholders and communities up to date with site progress. The videos will be shared widely through a variety of channels, including the project's website and social media platforms. Further construction newsletters will also be distributed to 19,000 local homes and businesses.
- 8.6.7. **Addressing inaccurate claims.** Existing information about recycling in north London will be enhanced to address inaccurate claims that recycling is diverted into disposal via the energy from waste plant at the Edmonton EcoPark.
- 8.7. As campaign groups are making clear that they will be looking to engage increasingly at a political level, over the coming months it will be important to ensure that there is suitable information and explanation provided to local politicians. We will therefore plan for increased levels of outreach, which also reflects construction momentum at the EcoPark site. In addition we are continuing to grow the information available on the economic benefits the project is now unlocking in terms of jobs and supply chain opportunities, and how the project will be instrumental in tackling the Climate Emergency and driving towards a net zero carbon, circular economy.
- 8.8. As members will note, over the coming months the Authority and project teams, working closely with colleagues, councillors and MPs across the seven north London borough councils, are continuing to increase the levels of proactive engagement with local politicians, the media and the local community. New and

improved project resources are in development and this will be underpinned by increased levels outreach to reflect construction momentum at the EcoPark site.

- 8.9. The entire Authority team is committed to delivering a first-class infrastructure project on time, on budget and without compromising on-site safety throughout. In addition, the project's communications and stakeholder engagement team want to emphasise to councillors, officers and MPs that it continues to be available to answer any questions and provide briefings on facets of the project. We are continuing to grow the information available on the economic benefits the project is now unlocking in terms of jobs and supply chain opportunities, but also how the project will be instrumental in tackling the Climate Emergency and our collective drive to become low carbon circular economy.
- 8.10. Finally, the Authority and project teams recognises that there has been changes to the political map across North London, and this set to continue with the London Mayoral and GLA elections in May this year. As such, the teams will liaise with our elected politicians to offer to provide project briefings, hold Q&A sessions or to organise site visits to the EcoPark in Edmonton. We welcome the opportunity to build relationships with all stakeholders, irrespective of whether they are elected or members of the public from across north London diverse communities.

9. GOVERNANCE

- 9.1. Ongoing engagement with the boroughs continues through specific engagement with the Directors of Finance relating to cost and funding matters, and levy implications, and through the Partnership Board, which consists of Directors of Environment and Finance from each Borough, and NLWA officers.
- 9.2. Most recent engagement includes consultation with Directors of Finance on the borrowing of funds for the project, and discussion with the Partnership Board on the emerging ERF Procurement Strategy prior to its consideration by Members at the Authority meeting on 13 February 2020.

10. EQUALITIES IMPLICATIONS

- 10.1. This report has no direct implications on equalities, however, the recruitment processes used for apprenticeship opportunities will take full account of appropriate practices to ensure equal access to all members of the community.

11. COMMENTS OF THE LEGAL ADVISER

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

12. COMMENTS OF THE FINANCIAL ADVISER

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

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APPENDIX A: DASHBOARD REPORT



Programme Committee 02 March 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 31/01/2020



Programme Summary



Completed within previous period:	Look ahead for next period:
<ul style="list-style-type: none"> • ERF market engagement – The public event has been held to inform interested parties on the project and procurement strategy. • Laydown West – Buckingham Group have mobilised to site to commence construction works. • Apprenticeships – first NLHPP apprentice appointed by Galldris (contractor on the Northern Access works) • Sewer Diversion - Enabling Works - An opportunity to allow for early access to key areas of site has been agreed and planned. Subject to resolution of some logistical and financial actions, this could lead to saving eight weeks on the current schedule, thus reducing the current forecast delay. • Communications – A strategic lead for communications has been mobilised into the NLHPP management team with the focus on delivering proactive management of messages to external stakeholders. 	<ul style="list-style-type: none"> • Northern Area Clearance – assessment to be completed on the options available for preparing the future ERF site for construction. • Sewer Enabling Works – mobilisation to site to commence first construction activities within the EcoPark boundary.
Not achieved in previous period:	Issues for resolution:
<ul style="list-style-type: none"> • Hawley Road Lease – final actions completed during period - ready for completion. (POST PERIOD NOTE – now executed). • Functional Strategies/Programme Manual – good progress made in finalising strategies, all of which are now fully drafted, with final review and approval required. Two strategies are presented for member awareness with this report. 	<ul style="list-style-type: none"> • Laydown East Commercial Agreement – resolution of outstanding contract compensation events remains incomplete. NLHPP Commercial Lead is overseeing negotiations. No current impact on overall programme and estimate of financial impact has been assessed and captured in the project forecast. • Energetik/Lee Valley Heat Network – The interface with LVHN remains an issue with a lack of coordinated plans between projects posing a risk to delivery. Senior level engagement is scheduled in the next period to progress matters. • Statutory Undertakers – Activities required of organisations, such as Cadent, UKPN and the EA are not in direct control of the project team and are leading to uncertainty on future timescales. Engagement ongoing at management level, with escalation routes being reviewed.



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



Health and Safety Dashboard



In Period Commentary on Health, Safety and Environmental Issues

In period site activity has been low on the Laydown Area; as the contractor is mobilising to begin work on the western side. The Northern Access Works contractor (Galldris), has continued to demonstrate high standards of H&S, management. Buckingham (Laydown West), has made improvement in their approach to H&S, as a result of the new team and higher management support. However, they will be closely monitored to ensure this is maintained. Safety issues outside of the two sites continue to be a concern; both are related to careless driving of lorries and motorcycles on access roads and environs by members of the public.

Generally the high level of management supervision has resulted in an increased number of safety observations (associated with potentially unsafe behaviours) being recorded; this is a positive indicator of safety awareness and a good attitude to intervention "before the event". Engagement with the contractors has seen positive responses by both site teams. Improvements are being observed in safety documentation such as submitted risk assessments/method statements (RAMS) and construction phase (health and safety) plans (a CDM requirement). The Authority team will continue to closely monitor these in the near future. The team has increased the supervisory resource to prepare for the increased construction activity.

A Health and Safety Development Manager has been mobilised to develop further the Authority-led Health, Safety and Wellbeing (HSW) programme in advance of the increased volume of construction work expected during 2020 and beyond. The purpose is to develop the role of the Authority and actions to be taken by the team as the client across the programme, to drive the highest standards of performance by the contractors and suppliers. The programme will define an assurance/oversight system which will raise standards across the whole delivery team to achieve our ambition of 'zero incidents'.

Active sites	H&S Leadership visits	H&S Audit visits	Weekly H&S Site inspection visits	Monthly Environmental Site Inspection visits
E1A1 - Laydown Area (East)	0	0	3	1
E1B - Northern Access	0	0	3	1

Strategic Overview

Activities Completed in Period	Activities in progress	Look ahead for next period
Health Safety and Wellbeing Strategy has been reviewed by the leadership team	Further development of HS&W Roadmap to include tasks and timescales and resources	Industry benchmarking through visits to exemplar projects Health, safety & wellbeing perceptions survey to be issued to project team members Health, Safety & Wellbeing awareness and training programme about to be launched.
Additional Health and Safety resources have been onboarded owing to increased site activity as further contractors mobilise to site.	Drafting the health, safety & wellbeing perceptions survey	
	Liaising with 'digital' and BIM on the project to investigate the use of 3D and 4D modelling, especially for construction sequences	



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	06 July 2020	0 weeks	Enables start of enabling works to Shaft A	
Complete Laydown Area	11 November 2020	11 November 2020	0 weeks	Enables new Eastern Access road to open to light traffic.	
Start Enabling Works to Shaft A Area on site	17 June 2020	17 June 2020	0 weeks	Requires relocation of Transport Yard to Hawley Road	
Complete Sewer Diversion Enabling Works	13 November 2020	02 October 2020	6 weeks	Enables access to the Sewer Diversion Main Works contractor.	
Start Sewer Diversion Main Works on site	16 November 2020	23 September 2020	8 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	18 August 2021	27 September 2021	-6 weeks	Enables access to full EcoPark South work site	Working with the appointed contractor to identify schedule opportunities during construction.
Operational Commencement of RRF	25 October 2022	30 November 2022	-5 weeks	Enables transition of existing operations and commencement of Northern Area Clearance.	Work with the (to be) appointed contractor to identify schedule opportunities during construction.
Northern Area Clearance - Remediation Complete	31 March 2023	08 May 2023	- 5 weeks	Enables the commencement of ERF construction works	Examining options to make the northern area of the site available at an early stage to commence clearance work. This will enable the early forecast of the ERF start
ERF – Commissioning – Take over (O&M engaged in operations)	19 December 2025	26 January 2026	- 5 weeks	Requires construction to be complete.	
EfW – Laydown Area Re-Instatement	19 June 2030	25 July 2030	- 5 weeks	Enables new Eastern Access road to open to light traffic.	
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	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20
In-period active risks	372	353	346	353	354	368
Risks raised in period	8	6	3	7	3	24
Risks closed in-period	8	25	10	0	2	10
Risks Expiring Next Period	2	5	3	4	1	9

Risk count by RAG (score) categorisation

		Risk distribution (Probability x Impact)				
Probability	VH	9	4	1	1	1
	H	4	11	19	14	2
	M	11	32	23	16	14
	L	25	34	28	20	16
	VL	14	12	11	6	1
		VL	L	M	H	VH
		Impact				

Key risks by impact

Project	Risk Event	Mitigation Control Plan
E3a (EcoPark South Construction)	Scope for southern site utilities is immature at current and may change	1) Produce Utilities scope/brief to inform the D&B contract and clarify Utilities risk profile for inclusion during procurement 2) Trial pits to be completed in order to validate utility model by Mar-20.
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.
Programme Wide	LVHN may disrupt NLHPP works due to misalignments and conflicts in construction programme.	1) Evaluate LVHN programme to understand conflicts and 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) Finalise Lease with LBE and complete procurement. 2) Agree alternative access strategies e.g. 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. 2) Determine whether alternative option to weighbridges can be adopted.
E2b (Enabling Works)	UKPN & Cadent may fail to meet delivery programmes	1) Agree and confirm access dates for each statutory undertaker and establish communication protocols.

APPENDIX B: RESPONSE TO INACCURACIES ABOUT NLHPP

Response to inaccuracies about NLHPP

February 2020



This briefing note has been prepared by North London Waste Authority (NLWA) to address the uncertainties and the misinformation that has been communicated in relation to the North London Heat and Power Project (NLHPP) by certain groups.

Inaccurate claim	NLHPP response
The NLHPP will contribute negatively to the Climate Emergency	The NLHPP is a vital part of the solution for tackling the Climate Emergency <ul style="list-style-type: none">NLWA recognises the importance of tackling the Climate Emergency. As a waste authority, our most important priority is to protect our planet and preserve resources for future generations.The NLHPP is a major part of NLWA's action to tackle the Climate Emergency. It is also integral to our wider waste strategy, which prioritises waste reduction and recycling in line with the waste hierarchy.The project is part of the climate solution because it will prevent our residents' non-recyclable waste being sent to landfill. There isn't a 'do nothing' option and the alternative would be landfilling.Instead, the world-class ERF will generate low-carbon heat and power from non-recyclable waste. This will be enough to provide energy for 127,000 homes – equivalent to all the homes in Enfield.The ERF will save the equivalent of 215,000 tonnes of CO2 every year compared to landfill, which is like taking 110,000 cars off the road each year.
The NLHPP is not compatible with Net Zero	The project is completely in keeping with the development of a Net Zero carbon economy <ul style="list-style-type: none">The project is consistent with the ambitions set out by the Climate Change Committee (CCC) to meet Net Zero. The CCC is clear that this requires a dramatic reduction in landfilling through the 2020s. It also requires a fourfold increase in low-carbon energy generation, like that generated by our Energy Recovery Facility.
Energy from waste is not supported by scientists and governmental organisations.	Energy from waste is supported by the government and its technical experts. <ul style="list-style-type: none">Energy from Waste is supported by the Government, as well as technical specialists including the Environment Agency and Public Health England. Our project recently received a substantial funding award from the government because of its benefits for the environment and society.

Response to inaccuracies about NLHPP

February 2020



Inaccurate claim	NLHPP response
The NLHPP will compete with recycling and the circular economy	<p>The NLHPP is fully consistent with higher recycling rates.</p> <ul style="list-style-type: none">• The NLHPP supports the circular economy and the NLWA's award-winning programme of activity to reduce waste and increase recycling – the most extensive of any authority in London.• The new facility will not undermine the NLWA's efforts to increase recycling. In the UK and across Europe, the most successful recyclers use energy recovery to treat non-recyclable waste and reduce landfill. In continental Europe this includes countries like Austria, Belgium and Germany. The same trend can be seen in the UK, with some of the local authorities with the best recycling rates using energy from waste – including South Oxfordshire and Stratford-Upon-Avon.• The NLHPP provides a rare opportunity to move towards a more circular economy. We're investing in new facilities to boost recycling across north London, including the first ever public reuse and recycling centre at the EcoPark for the benefit of north London residents.• The new Resource Recovery Facility will provide capacity to enable thousands of tonnes of wood, metal and plastic to be recycled every year.• A new educational hub called EcoPark House will help people understand the importance of reducing their waste and developing a truly circular economy.
There was minimal consultation on the project	<p>The project obtained development consent following extensive consultation with local communities.</p> <ul style="list-style-type: none">• It is not true that there was minimal consultation. As part of the Development Consent Order (DCO), NLWA carried out an extensive two-stage consultation with local residents and stakeholders over a number of years. This included a series of consultation events which were widely advertised by leaflet, press notices and online adverts.• The project would not have achieved consent unless thorough consultation had been demonstrated.

Response to inaccuracies about NLHPP

February 2020



Inaccurate claim	NLHPP response
<p>The facility is a risk to public health</p>	<p>The NLHPP will be one of the safest and cleanest energy from waste facilities in the UK.</p> <ul style="list-style-type: none"> • Our published analysis for the NLHPP shows clearly that no concentrations of pollutants will breach any air quality requirements. • All energy from waste plants are regulated by the Environment Agency which enforces statutory requirements. • Our world-class facility will use proven, reliable and efficient technology to treat emissions – including the highest class of emissions control technology available. Our Energy Recovery Facility will be the first in the country to use Selective Catalytic Reduction to control emissions of nitrogen dioxide. • This is the same proven technology used in the Amager Bakke facility in Copenhagen, which is often pointed to as a global benchmark for emissions cleaning. • The current facility operates at 20% better than permitted levels of emissions of nitrogen oxides. The new facility will perform at 60% better. Combined with this, we will use the best flue gas treatment available.
<p>There are better alternatives for treating non-recyclable waste</p>	<p>The NLHPP is the only proven, sustainable and cost-effective solution for treating the required volumes of waste at Edmonton EcoPark.</p> <ul style="list-style-type: none"> • NLWA carefully considered the options as part of the consenting process. The other options simply do not work: <ul style="list-style-type: none"> - Landfill is significantly worse for the environment and more expensive; - Using third party energy from waste facilities is more expensive and would add thousands of lorries to the roads, which would require journeys of 80-200km. This is not compatible with self-sufficient waste management in north London; - Advanced thermal treatment is unproven at the scale we need; - Mechanical biological treatment is more expensive and produces fuel that needs to be burned anyway; and, - Anaerobic digestion and materials recycling is already used by NLWA to treat organic waste, but it can't be used for non-recyclable waste.

Response to inaccuracies about NLHPP

February 2020



Inaccurate claim	NLHPP response
The project will have a negative impact on the local community	<p>The NLHPP will deliver wide-ranging benefits for the local community.</p> <ul style="list-style-type: none">• Our job generating project is part of the ongoing regeneration of Edmonton and an exciting part of its future.• Our facilities are instrumental in supporting jobs and businesses in the area. Alongside new jobs in a high-tech sector, we are creating at least 100 apprenticeships and working in partnership with local colleges, including Enfield College, to maximise these opportunities.• The project will support an extensive programme of skills training, with 225 opportunities available through the construction phase.• The existing facilities at Edmonton EcoPark are already instrumental in supporting jobs and businesses in the area. For example, the Ark Data Centre in Edmonton runs solely on energy produced by our existing plant.• The new Energy Recovery Facility will have even greater benefits for the local economy because it has the potential to provide low-carbon heat for the major mixed-use development at Meridian Water. This will comprise of 10,000 new homes once complete.
The project can be stopped because construction has only just started	<p>The project has been consented by the Government and is now being built in line with the consent.</p> <ul style="list-style-type: none">• The project obtained development consent in 2017 following a rigorous assessment of the relevant environmental factors, extensive public consultation and a comprehensive analysis of the options.• Work to deliver the project in line with the DCO started in 2019 and rapid progress has been made to prepare the site for construction.• 2020 will be a landmark year, with work commencing on the new recycling facilities.• A legal challenge to judicially review the project was refused by the Court in November 2019, confirming that this crucial project for north London's residents will continue to move forward fully in line with the planned timetable.