

NORTH LONDON WASTE AUTHORITY

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

REPORT OF: PROGRAMME DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 3 OCTOBER 2019

SUMMARY OF REPORT:

This report provides Members with an update on progress of the North London Heat and Power Project (NLHPP) as at the 30 August 2019

RECOMMENDATIONS:

The Authority is recommended to:

- A. Note the contents of this report.
- B. Agree the revised wording of the Employment Relations Code of Practice as described in Section 9 and Appendix C.

SIGNED:  **Programme Director**

DATE: 23 September 2019

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 30 August 2019, 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. The programme is on track to meet its schedule and cost objectives. There are, however, a number of significant risks and assumptions which have the potential to impact the schedule. The team have a good understanding of these and are currently working to resolve them. Key aspects are:
 - 2.1.1 The Northern Area Clearance works require development to ascertain an improved understanding of the scope of work and schedule required to provide a site in suitable condition to be handed to the ERF contractor.
 - 2.1.2 The schedule dependency between the finish of the transport yard relocation contract and the required start of the sewer enabling works contract has no float and opportunities are being examined to mitigate this.
 - 2.1.3 Utility works on the west of the EcoPark are currently requiring a review of the schedule to reflect new technical information received from a site survey.
- 2.2. A quantitative schedule risk analysis is being developed to provide the programme team with an increased understanding of the schedule confidence levels.

Achievements

- 2.3. There have been a number of achievements in the recent period which are highlighted for Members' awareness:
- 2.4. **Contract awards** – the team have completed the procurement process for the Northern Access (E1b) project and have awarded the contract to Galldris to deliver the construction works. The project team is currently focussing on mobilising the

contractor and planning for an efficient start on site. The procurement process for Laydown Area (West) and Eastern Access (E1a2) is near completion.

- 2.5. **Planning application** – the submission of the new Transport Yard (E2a) planning application was made to London Borough (LB) Enfield on time in the first week of September. Pre-application discussions have been positive with the Enfield Planning Officer and the team are working towards a successful outcome from the application on which notification is due in the second week of December 2019.
- 2.6. **Tender receipt** – tender responses have now been received for the Sewer Diversion Enabling Works (E2b) and the subsequent Main Works (E2c). These are being evaluated by the team and the outcome will be confirmed during September.
- 2.7. **Project Assurance** – Under the programme’s assurance procedure, the EcoPark South Construction project has undergone a review consisting of an assessment by four senior independent members of the NLHPP advisor teams and LEL (i.e. individuals with no other involvement in day to day delivery) and reflected the project’s position as preparing to go to the market. The review asked the questions of whether decisions to date had been made accurately and on the basis of appropriate, robust information, and whether the team were prepared for the next phase. The findings were positive, with no major issues identified, although the reviewers emphasised the amount of work required of the team to be ready for the tender publication date. The team are actively responding to this concern with a detailed action plan and monitoring programme.
- 2.8. **Collaboration Tool** – Implementation activities continue to bring Asite into use. The contract administration module is now live and this will strongly support the new construction contracts awarded. Migration of existing data into Asite and a training programme are underway ahead of going live with the main document management module in September.

Current Focus

- 2.9. The following items are areas of the programme which the team will be particularly focussing on in the coming weeks
- 2.10. **Northern Area Clearance** – There is future work required to clear the northern area of the EcoPark to allow the future ERF to be constructed. Project development is underway to ascertain the level of foundation removals required (and the time needed) taking account of access constraints, available asset data and requirements of retiring the current operational licence. These works will now form a new project with a dedicated project manager to manage the scope, timeline and budget (noting costs are already accounted for but are to be compiled from across other projects).
- 2.11. **Health, safety and wellbeing** - Two incidents have been reported at the Laydown Area East construction site where contractor operatives were not adhering to the control measures present in their risk assessment. The initial incident was due to lack of sufficient equipment being present on-site during work in a confined space and the second due to operatives working without a permit in a confined space. Both incidents were promptly reported to the Project Manager and Health and Safety Lead, and the corrective actions were closely followed up to ensure all

parties were satisfied that works could continue in a safe manner. The project continues to be closely monitored from a health and safety perspective.

- 2.12. **Laydown Area East construction** – The current construction works are behind schedule by approximately 10 weeks meaning the works have now gone beyond the contract completion date and the team is working to mitigate the impact and manage the contract accordingly. The delay is not currently having an impact on other NLHPP activities due to schedule float between the two Laydown Area contracts.
- 2.13. **Schedule risk analysis (SRA)** – Having established a robust financial contingency based on the understanding of risks, attention has now turned to gaining the same level of comprehension around the schedule. SRA assesses the likely impact of uncertainty on schedule completion and provides an output confidence range on the likely achievement of target dates. The completion of this exercise is targeted for October.
- 2.14. **EcoPark South Procurement** - EcoPark South will be the highest value package of works to date going out for procurement. A key focus for the team is the completion of all technical specifications that will form the Invitation to Tender (ITT). This is due for completion in the coming period, being ready for issuance in October upon receipt of Members approval of this procurement.
- 2.15. **Stakeholder communications** – This continues to be a key focus for the team, with work being done to promote project benefits and engage the local community through newsletters and a re-designed website. Further details on this can be found in Section 7.
- 2.16. **Social value** – Work is underway to promote the social value initiatives on the programme. This includes managing the amount of apprenticeships and training places that have been written into the recently placed contracts. First liaison on this subject has been made with the Northern Access contractor Galldris. The team is also working with LB Enfield to identify opportunities for benefits to the public and maximise work with local colleges through Build Enfield.
- 2.17. **Energy Recovery Facility** – Coordinated design activities continue between the Authority's technical advisers, Grimshaw, Ramboll and Wood, and NLWA and LEL to complete the design to submit to LB Enfield for the discharge of DCO requirements in line with the baseline programme milestones. A more detailed programme of the works is being prepared to support with determining the team structure required to take the project up to contract award stage.
- 2.18. **Collaboration Tool** – Acceptance testing of the workflows and functionality of the collaboration tool is reaching conclusion. The team is now working to make sure the main document management functionality is ready to go live at the end of September to enable a smooth transition from the old document management system at the cut-off date.
- 2.19. **Travel Plan Coordinator and Traffic Surveys** – With the increasing activity on site from the recently awarded construction contracts, the team is focussing on the logistics of contractors' vehicles and the effect this traffic will have on the EcoPark, surrounding businesses and local communities. The team will be commissioning

traffic surveys to determine if there are any adverse impacts and use this information to determine the pinch points and identify corrective actions. A travel plan coordinator has been appointed to fulfil the requirements stipulated in the DCO. This includes setting up initiatives such as a car sharing system, cycling, shuttle services and working with contractors help them manage the travel arrangements for their workforce.

3. PROJECT SUMMARY

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

Project	Progress in Period	Activities Next Period	Key focus	Next Milestones
E1a1 (Laydown Area East)	Progress made to the three water networks (surface water, potable and foul) and the electrical infrastructure, including substation and kiosks. Concrete hardstanding construction is almost complete.	Complete potable and foul water networks and modifications to Lower Hall Lane (night works). Continue to progress surface water drainage, fencing, electrical infrastructure and concrete hardstanding construction.	Given the delay that the Contractor is facing, the key focus will be on confirming the revised completion date.	Construction completion and handover
E1a2 (Laydown Area West and Eastern Access)	Completion of procurement process including the legal review of tender evaluation; contract award imminent.	Sign contract and organise kick-off meetings.	To commence project on site as planned and continue building working relations with the Contractor.	Construction commencement
E1b (Northern Access)	Contract awarded to Galldris. Commencement of contractor mobilisation	Secure site for Contractor's Compound. Completion of Contractor mobilisation.	Review of the Construction Phase Health & Safety Plan. Review of the first contractor submitted programme	Construction commencement
E2a (Transport Yard relocation)	The design for planning purposes has been completed and agreed with LEL. The planning submission was made on the 6 th September. Procurement documentation is in progress and on schedule for issue as ITT. Ground Investigation works can commence now that LB of Enfield have confirmed vacancy of the site.	The ground investigation will proceed with results becoming due at the end of October. Initial feedback from the Planning team is anticipated during October. Completion of the ITT documentation	The preparation of the ITT and resulting procurement process is the key activity.	Issue of the ITT.

Project	Progress in Period	Activities Next Period	Key focus	Next Milestones
E2b (Sewer Diversion Enabling Works)	Response to ITT received on the 9 August 2019. Evaluation of tenders.	Completion of tender evaluation and contract award	Completing ITT evaluation	Notify Tenderers of Authority's decision
E2c (Sewer Diversion Main Works)	Response to ITT received on the 2nd of August. Evaluation of tenders in August and September with notification to Tenderer of the decision on 27 th of September.	Confirm Contract Award and kick off meeting with Contractor	Completing ITT evaluation	Notify Tenderers of Authority's decision
E3 (RRF) & E6 (EcoPark House)	Independent assurance review completed. EcoPark South Package scope and Procurement Strategy concluded	Authority Member approval to commence procurement Engagement with potential suppliers Publication of tender documents	Production of ITT documentation.	Authority Member Approval to commence procurement on 3 October 2019
E4 (Utility Corridor and Main Distribution Network Operator (DNO) connections) –	Bank Stabilisation Report progressed. Site Wide 3D Utilities model design progressed and presented. Site Wide Intrusive Surveys scope being developed.	Complete Bank Stabilisation Report. Develop 3D Model to inform Intrusive Surveys scope. Produce Intrusive Surveys scope.	Design development and resolving clashes from 3D model	Bank Stabilisation solution. 3D Model Clash Detection complete. Site Wide Intrusive Surveys Scope complete
E7 (ERF)	First draft of the design for discharge circulated for comment and first draft of procurement strategy has been developed	Review of procurement strategy.	Developing the project management team and defining resources required. Procurement strategy and programme	Design for discharge completion.

Project	Progress in Period	Activities Next Period	Key focus	Next Milestones
E8 (EfW demolition and decommissioning) and E9 (Southern Access widening)	No current activities	None planned	No current activities	Commence Pre-procurement stage

4. SCHEDULE SUMMARY

- 4.1. The following milestones (reflecting significant points in delivery) have been identified and highlighted for Authority awareness, along with progress against them and where appropriate mitigation plans to recover identified delays. The deviations reported in the table below are based on working days. The following milestones (reflecting significant points in delivery) have been identified and highlighted for Authority awareness, along with progress against them and where appropriate mitigation plans to recover identified delays. The deviations reported in the table below are based on working days.

Milestone	Baseline Date	Current Forecast	Deviation	Project Management Mitigation Plans & Actions
Transport Yard Permanent Relocation	06-Jul-20	06-Jul-20	0	Early contractor engagement to enable discharge discharging of planning requirements.
Sewer Diversion Enabling Works - Transition & Commissioning Complete	13-Nov-20	13-Nov-20	0	Development of an interim solution for the transport yard to explore the potential for expediting the move upon completion of the lease Prioritisation of intrusive surveys to locations that are required for this project.
Sewer Diversion Main Works Construction Complete (for RRF)	18-Aug-21	26-Aug-21	-6	Undertake constructability reviews to expedite delivery
RRF - Operational Commencement	25-Oct-22	25-Oct-22	0	Procurement strategy to be implemented and members approval for tender publication required.
RRF - Northern Site (East) demolition and remediation - Complete	31-Mar-23	31-Mar-23	0	Engagement with Environment Agency for permit and remediation to inform design/demolition requirements
ERF - Construction Complete	20-Mar-25	20-Mar-25	0	
ERF - Commissioning - Take Over (Operations & Maintenance engaged)	19-Dec-25	19-Dec-25	0	

Milestone	Baseline Date	Current Forecast	Deviation	Project Management Mitigation Plans & Actions
ERF - Commissioning Final Take Over (Final Certificate)	21-Dec-27	21-Dec-27	0	
EfW – Demolition and re-Instatement of Laydown Area Complete	19-Jun-30	19-Jun-30	0	
Southern Access Widening - Operational Handover Complete	14-May-31	14-May-31	0	

5. RISK SUMMARY

- 5.1. This section summarises key risks and the associated actions to mitigate each risk. Please note however, this summary section may not change significantly each month due to varying time horizons on each risk and actions.
- 5.2. The following table features strategic level risks. These risks will be presented in this report periodically due to their significance to the overall programme and requirement for concerted management attention. Where there has been significant change or progress in risk mitigation, additional detail will be provided.

Risk Title	Mitigation plans
Health & Safety Management	Establish NLHPP Health & Safety strategy. Implement strategy at project & contract level.
NLHPP / LEL coordination	Sustained senior NLHPP engagement with LEL to agree site management protocols
Risk of negative public perception	Implement NLHPP communications campaign of project benefits.
Utilities, services and ground conditions	Undertake detailed site investigations across the site to achieve greater confidence in service locations and scope definition for Construction.
Construction Sequencing (South Site)	Complete comprehensive investigation into sequencing options and establish full integrated schedule between Transport Yard, Sewer Enabling Works, Sewer Main Works and EcoPark South Construction.

- 5.3. The following risks continue to be the key “proximity” risks, i.e. they will either occur or require mitigation actions in the next 3-6 months.

5.4. The table below provides a detailed update on actions against each “proximity” risk.

Transport Yard Relocation	Commentary
Mitigation update	<ul style="list-style-type: none"> • Hawley Road site feasibility study completed (May-19) with positive outcome validating site suitability. • A review of the heads of terms for the lease on the Hawley Road site commenced with LB Enfield on 23 May 2019 and has now been completed. • Operational sign-off on the design for planning is scheduled has been received. • Environmental Impact Screening complete and is positive. Planning application has been submitted.
Further mitigations planned	<ul style="list-style-type: none"> • Agree access to Hawley Road to undertake Geotechnical Investigations; Complete • Conclude commercial negotiations for Hawley Road; target completion Sep-19 • Complete site clearance and surveys; Oct-19
Statutory undertakers (UKPN, Cadent) may not complete works to programme and impact Sewer Enabling Works	Commentary
Mitigation update	<ul style="list-style-type: none"> • UKPN delivery teams have been engaged (11kva and 33kva units) and have visited site to confirm works required to make cables redundant.
Further mitigations planned	<ul style="list-style-type: none"> • Identify a Contractor to expose UKPN cables and confirm access to date to UKPN; Nov-19
EcoPark South Site - operational conditions during construction	Commentary
Mitigation update	<ul style="list-style-type: none"> • Develop construction & operational logistics to determine interim position – draft prepared for review with LEL. • Design validation process sign-off (NLWA & LEL) on Value Engineered design; Complete
Further mitigations planned	<ul style="list-style-type: none"> • Strategy to be defined to establish how north weighbridges will be designed, procured and implemented pre-RRF start-on-site; Sep-19 • Sign-off site-wide phasing, constructing and logistics strategy; Sep-19

6. HEALTH, SAFETY & WELLBEING

6.1. Arrangements for carrying out Project works in the EcoPark safely have been agreed with LEL and include the application of LEL’s site rules in work areas outside those assigned to a Principal Contractor who has been appointed by the Authority under the Construction (Design and Management) Regulations.

- 6.2. A full set of requirements detailing the health and safety standards expected by the Authority has been prepared and will be incorporated into future contracts. This will enable a positive, non-confrontational approach to mutual goals between all parties on health and safety matters.
- 6.3. The health and safety assessment of tenderers in the procurement processes going forward will be enhanced with a site visit to selected tenderers, to provide assurance on the deliverability of the required health and safety outcomes.

7. STAKEHOLDER ENGAGEMENT

- 7.1. A community newsletter has been issued and a copy is attached at Appendix B. This provides residents and businesses in the area around the site with an NLHPP project update, which will include the start of construction works on the Laydown Area West, and update on completion of the Laydown Area East. Engagement through the Community Liaison Group will continue, with the next meeting proposed for late October.
- 7.2. A local group wrote to the Secretary of State for Business, Enterprise and Industrial Strategy (BEIS), requesting that the DCO authorising the new facility be reopened. They argued for this course of action based on developments in climate change, waste and health understanding since the DCO had been granted. BEIS responded that it did not agree that it was appropriate to reopen the DCO. The local group has retained Leigh Day as legal advisers and has launched a judicial review claim into the decision not to reopen the DCO. NLWA is an interested party and has been served with the papers. A response will be prepared and served by 27 September.
- 7.3. That response will reflect the issues raised in the reporting of the crowdfunding for a potential judicial review in the Evening Standard, Ham and High, Islington Gazette, Hackney Gazette and ITV News. NLWA and boroughs responded making clear that:
 - 7.3.1 Our new facility will be a positive part of north London's action to tackle the Climate Emergency by saving 140,000 tonnes of carbon dioxide emissions each year compared to landfill – the equivalent of taking 60,000 cars off the road each year.
 - 7.3.2 There will be waste that cannot be recycled and we have to find a sustainable, long term, environmentally responsible way of dealing with it. Our plans provide for that.
 - 7.3.3 That NLWA have the strongest confidence that legal action will not succeed. It has already been reported that the Government says there is no reason to reopen the permission granted for the facility.
- 7.4. The NLHPP website has been refreshed with a new design and template which gives users greater accessibility and incorporates a new search function. This makes it easier to access and find information about the project and reflects the maturity of the project for the construction phases. A dedicated section of the website on information for community members is available as well as specific information about the ways suppliers can get involved in providing the works. As

part of the update to the website, work has been done to refine the frequently asked questions on the Project providing a greater depth of knowledge to website visitors.

- 7.5. A letter to the newly appointed Chancellor of the Exchequer, Secretary of State for Environment, Food, and Rural Affairs, and Secretary of State for Housing, Communities and Local Government was issued on 30 July. This highlighted the case for Government to offer financial support for the delivery of the project. While no publicity was initiated, the letter was copied to all Members of Parliament for constituencies in the seven north London boroughs. The Chair has received a response from Therese Coffey offering an initial meeting with Government officials.

8. GOVERNANCE

- 8.1. Liaison with borough officers regarding the Project continues, in particular with the Directors of Finance on matters relating to the financing strategy and levy impact, and with the Partnership Board as the main route for overarching liaison on the Project.

9. EMPLOYMENT RELATIONS

- 9.1. At its meeting in July, the Programme Committee provisionally approved the Code of Practice and Policy for use in future works contracts, pending a further report back with amendments to paragraph 1.6 of Appendix B: Employment Relations Code of Practice to provide greater certainty that the requirements to pay London Living Wage and to comply with an appropriate National Working Rule Agreement were met. The Code of Practice has been made more robust and clearer by stating that the London Living Wage and the applicable industry National Working Rule Agreement is a minimum requirement. The amended Code of Practice is included in Appendix C of this paper and Members are asked to approve the amendments so that it can be used in future works contracts.

10. EQUALITIES STATEMENT

- 10.1. No items in this report compromise the NLHPP equality objectives.

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 all comments have been incorporated.

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APPENDIX A: DASHBOARD REPORT



Authority Meeting 3 October 2019

Appendix A NLHPP – Dashboard Report

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Programme Summary

Completed within previous period:	Look ahead for next period:
<ul style="list-style-type: none"> • Laydown Area West and Eastern Access (E1a2) <ul style="list-style-type: none"> - Tender evaluations complete • Northern Access Works (E1b) - tender evaluation complete, construction contract awarded to Galldris and contractor mobilisation begun. • EcoPark South (E3) <ul style="list-style-type: none"> - Independent assurance review of EcoPark South was conducted with positive results. An action plan to respond to the recommendations from the review has been created and is being worked on. - Procurement strategy for the project has been published for the October Member meeting. • Intrusive Surveys – Commencement of works on site • Transport Yard (E2a) <ul style="list-style-type: none"> – Completion of design required for planning submission and planning application submitted. A positive decision is expected in early December 2019 • Sewer Diversion Enabling and Main Works (E2a,b) – Tenders received and evaluation commenced. • Collaboration Tool – Roll out of the contract administration module for the recently awarded contracts 	<ul style="list-style-type: none"> • Laydown Area East (E1a1) – Completion of construction scheduled for October 2019. • Laydown Area West and Eastern Access (E1a2) – Commencement of contractor mobilisation following contract signature. • Northern Access Works (E1b) - Completion of contractor mobilisation and commencement of construction • EcoPark South (E3) <ul style="list-style-type: none"> - Finalisation of ITT documentation - Delegation from Members to begin procurement process. • Intrusive Surveys – Continuation of site investigation works in the EcoPark to reduce construction risk through design. • Transport Yard (E2a) <ul style="list-style-type: none"> - Completion of lease negotiations. - Preparation and issuance of ITT. - Commencement of ground investigations. • Collaboration Tool - Full roll out of the tool, completion of data migration and retirement of old systems.
Not achieved in previous period:	Issues for resolution:
<ul style="list-style-type: none"> • Laydown Area East - Completion was due in August and now scheduled for October, which is just in time for the follow on Laydown Area West works. • Collaboration Tool - Roll out of programme collaboration tool Asite – trainings have been delivered and majority of data has been migrated, however configuration has taken longer than anticipated. No adverse consequences are anticipated due to this delay. 	<ul style="list-style-type: none"> • Laydown Area East - Contractor is currently in delay contract completion date - no impact on other works foreseen, but commercial discussions are ongoing. • DNO Connections and traffic implications - UKPN are starting work laying power cables in the local area which will connect to the ERF and neighbouring data centre. This may impact our contractor’s travel routes.




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	●	→	●	→	●	↑	●	→	●	↑
Resource Recovery Facility (RRF) - E3	●	↑	●	→	●	↑	●	→	●	→
Utility Corridor and Main DNO connections - E4	●	→	●	→	●	→	●	→	●	→
EcoPark House - E6	●	→	●	→	●	→	●	→	●	→
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	Current Month			Previous Month		Mitigation Plans	NLHPP Forecast	
	Baseline Date	Schedule Date	Deviation	Schedule Date	Deviation		Current	Previous
TY – Transport Yard Relocation (Permanent Move)	06-Jul-20	06-Jul-20	0	06-Jul-20	0	Early contractor engagement to enable discharge discharging of planning requirements.	06-Jul-20	06-Jul-20
SDEW – Enabling Works – Transition & Commissioning Complete (for RRF)	13-Nov-20	13-Nov-20	0	13-Nov-20	0	Development of an interim solution for the transport yard to explore the potential for expediting the move upon completion of the lease Prioritisation of intrusive surveys to locations that are required for this project.	30-Sep-20	13-Nov-20
SDMW – Sewer Diversion Main Works Construction Complete (for RRF)	18-Aug-21	26-Aug-21	-6	18-Aug-21	-6	Undertake constructability reviews to expedite delivery	26-Aug-21	18-Aug-21
RRF – Operational Commencement (RFPF and RRC)	25-Oct-22	25-Oct-22	0	25-Oct-22	0	Procurement strategy to be implemented and members approval for tender publication required.	25-Oct-22	25-Oct-22
RRF – Northern Site (East) demolition and remediation – Complete (ERF Interface)	31-Mar-23	31-Mar-23	0	31-Mar-23	0	Engagement with Environment Agency for permit and remediation to inform design/demolition requirements	31-Mar-23	31-Mar-23
ERF – EPC construction period	23-Apr-25	23-Apr-25	0	23-Apr-25	0			
ERF – Commissioning – Take over (O&M engaged in operations)	19-Dec-25	19-Dec-25	0	19-Dec-25	0			
ERF – Commissioning FINAL TAKE OVER (Final certificate)	21-Dec-27	21-Dec-27	0	21-Dec-27	0			
EfW – Laydown Area Re-Instatement - Operational Acceptance Period – Complete	19-Jun-30	19-Jun-30	0	19-Jun-30	0			
SAW – Operational Handover Complete	14-May-31	14-May-31	0	14-May-31	0			

Risk Dashboard

Risk Register Summary Statistics

Summary Statistics	Apr-19	May-19	Jun-19	Jul-19	Aug-19
In-period active risks	378	382	381	372	372
Risks raised in period	6	4	1	5	8
Risks closed in-period	4	0	2	14	8
Risks Expiring Next Period	0	1	2	1	2

Risk count by RAG (score) categorisation

		Risk distribution (Probability x Impact)				
Probability	VH	2	2	1	1	1
	H	2	12	15	14	2
	M	25	33	23	16	13
	L	43	54	30	25	18
	VL	3	6	1	1	0
		VL	L	M	H	VH
		Impact				

Key risks by impact

Project	Risk Event	RAG	Mitigation Control Plan
Programme Wide	Project delivery works may impact site operations beyond planned scenarios		Establish Construction Management Strategy to govern interfaces between NLHPP and Operator. This will include H&S, overarching interfaces, CDM etc...
Programme Wide	Negative Public Activism (Non-Government Organisations)		Agree NLHPP focused Stakeholder Engagement Strategy to detail key stakeholder groups and methods of engagement. Embed consistent and regular NLHPP communications campaign.
E4 (Utility Bridge and Corridor)	Cadent estimate for works is high level and therefore the final cost may exceed current estimates.		Agree design and scope with Cadent. Establish higher level of confidence in the Cadent programme and works estimate.

Key risks by proximity (next 12 months)

Project	Risk Event	RAG	Mitigation Control Plan
E2a (Transport Yard Relocation)	Transport Yard relocation many not be completed to programme		Secure suitable relocation plot with full support from Operator and agree key interface points with E2b Enabling Works.
E2c (Sewer Diversion Main Works)	UKPN & Cadent may fail to meet delivery programmes		Maintain direct communication channels with DNO teams. Agree scope of works with UKPN and agree access date.
E3 (Resource Recovery Facility (RRF))	Scope for southern site utilities is immature at current and may change		Undertake site-wide geotechnical investigations to reduce risk pre-contract engagement.

APPENDIX B: COMMUNITY NEWSLETTER

North London Heat and Power Project



Welcome to our second construction newsletter.

We (North London Waste Authority) are responsible for managing waste collected by the north London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest. We're dedicated to reducing waste and increasing recycling. We also need to manage waste that can't be recycled. To do this in a way that avoids landfilling we're replacing the existing plant at Edmonton EcoPark as it's due to reach the end of its operational life.

We've made significant progress to prepare the site for construction in the last 6 months. We've been setting up a **temporary 'laydown' area to store and make construction materials next to the River Lee Navigation**. Once construction is finished, we'll return this land back to its natural state.

Shortly **we will begin strengthening the bridge on Lee Park Way** across the River Lee Navigation to make way for a new access road onto the site from the east. The towpath under the bridge will be closed for part of this time and a floating walkway will be in place. Signs are in place and further email notifications will be sent to those who sign up for updates through our website northlondonheatandpower.london.

In August we appointed the **Enfield-based company Galldris Construction Ltd to build a new access road to the north of the site**. These additional access points will help manage vehicle movements during construction and operation of the facility.

There are three routes affected by our construction traffic: Ardra Road off A1055 Meridian Way, Lee Park Way, and Advent Way. These are laid out in the map below. We expect minimal additions to traffic along these routes for the current initial works to prepare the site for construction and will provide advance notice of any changes to these traffic routes.



- Eastern Site Access
- Main southern Site Access
- Northern Site Access
- Temporary Laydown Area

Looking to construction in the future....

Later this year we'll appoint contractors to divert the sewers under the site and to construct the facilities we'll use to increase recycling and prepare waste for energy recovery. Construction for these works is scheduled to begin in 2020.

A **Resource Recovery Facility** will become the hub for recovering resources and increasing recycling on the southern part of the site. This will include a **Reuse and Recycling Centre** open to the public.

Works will also take place to build **EcoPark House** to provide education space, offices and a visitor centre next to the River Lee Navigation.

You can also expect to see the replacement **Energy Recovery Facility** taking shape in the next ten years. Find out why it's so important for north London to invest in this replacement now at northlondonheatandpower.london/project

2,500 job opportunities created during construction and operation boosting the local economy, including over **100 apprenticeships** and **225 skills training opportunities**.

Considerate constructors

All of our contractors are members of the Considerate Constructors Scheme and are committed to being positive members of the local community. Normal construction working hours are 8am – 6pm Monday – Friday and 8am -1pm Saturdays. We will provide advance notice to neighbours if any work outside these times is required.

Our replacement facility will

Generate **78 megawatts** of low carbon power from waste which can supply electricity and heat for up to **127,000 homes**.

Save the equivalent of **140,000 tonnes of Co₂** every year using energy recovery rather than disposing to landfill. That's like taking **60,000 cars off the road**.

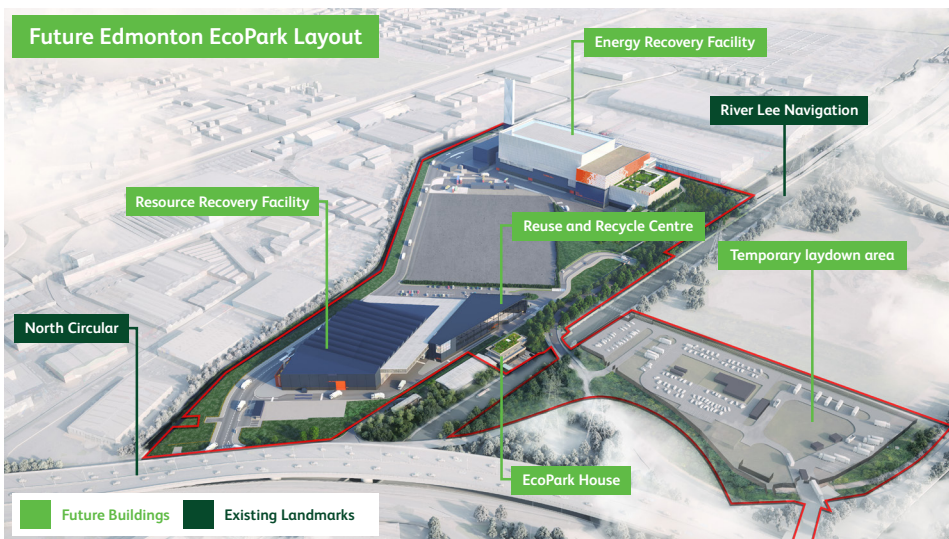
Improve air quality in north London with a current plant that operates **20% better** than the safe standards of nitrogen oxide and the new facility performing at more than **60% better**.

Check out our updated website

Now that construction has started, we've updated our website to provide a construction timeline, new Frequently Asked Questions and a gallery which shows how the Project is likely to look when complete.

We'll be updating our website regularly as the Project progresses and you can stay informed by visiting

northlondonheatandpowerproject.london



Recycle week:
23-29 September

NLWA is proud to support Recycle Week – a national initiative that highlights the importance of recycling. Look out for our recycling activity across the 23-29 September on wiseuptowaste.org.uk/recycleweek



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APPENDIX C: EMPLOYMENT RELATIONS CODE OF PRACTICE AND POLICY



North London Heat and Power Project Employment Relations Code of Practice

DOCUMENT TITLE:	Employment Relations Code of Practice		
NLWA DOCUMENT NUMBER:	N/A	ADVISOR NAME:	N/A
TASK ORDER NUMBER:	N/A	WORK PACKAGE (IF APPLICABLE):	Programme Level
SECURITY	<ul style="list-style-type: none"> Public once finalised (everyone can see the information) 	INTERNAL DOCUMENT NUMBER:	N/A

Approval Record

Revision No.	Author	Date	Checker	Date	Approver	Date	NLWA Authoriser	Date
1	Douglas Chisholm	12/09/19	David Cullen	12/9/2019	Douglas Chisholm	23/09/19	David Cullen	23/09/19

Revision Tracking

Specify significant changes from previous revisions of the document.

Revision No.	Date	Description of Revision
1	12/9/2019	Extracted from July 2019 Programme Committee paper to form standalone CoP and amended to address Member comments

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1 Introduction

Establishing and maintaining stable and harmonious employment relations will greatly assist the successful completion of the North London Heat and Power Project.

It is the policy of the North London Waste Authority not to get involved in the employment relations arrangements between Contractors and their employees, but it is their policy to ensure that contractors are managing matters appropriately and that all employees working on the Project are treated with respect and fairness.

The purpose of this Code of Practice is to help achieve all the above by setting out minimum employment standards and other policies and procedures to promote a high standard of employment relations across all employers of the Project's workforce on site.

If at any time an employer is unable to comply with any of this Code of Practice, they may propose alternative arrangements for approval.

In this Code of Practice, contractors are defined as the organisations with whom the North London Waste Authority has contracted to undertake works on its North London Heat and Power Project.

1.1 Scope

The provisions of the Code of Practice applicable to all employers of construction manual labour and construction support personnel on the Project.

Contractors are responsible for ensuring that their supply chains also abide by this Code of Practice.

1.2 Safety First

The North London Waste Authority puts safety first, and therefore the contractor Employment Relations Plans shall address how the workforce is engaged in ensuring the health, safety and well-being of everyone working on site. Contractors who are working on site concurrently shall collaborate to co-ordinate their operations with each other and waste management operations in the EcoPark.

It is a key objective of the Project to deliver a working facility without personal injury or risk to health, on time, and built to the required standards of quality. Compliance with UK Health and Safety legislation is a fixed requirement. This is supported by a genuine management interest in the safety, health and welfare of every contributing individual.

The participation and cooperation of every employee is essential to achieve this objective. This includes but is not limited to:

- complying with all site Safety Rules;
- compliance with PPE requirements;
- compliance with smoking and drug & alcohol rules;
- pro-active participation in identifying risks and safe work methods, including the reporting of any incidents or near misses;
- carrying out work strictly in accordance with accepted risk assessments, method statements and any agreed workplace precautions and;

- accept the challenge to participate in a challenging project programme involving innovative construction methods; and remember at all times that **NOTHING IS SO IMPORTANT THAT IT CANNOT BE DONE SAFELY.**

1.3 Employment

Contractors are responsible for ensuring all personnel working on their contract have:

- A legal right to work in the UK, and
- Are directly employed on a PAYE basis.

False self-employment or employment via payroll or umbrella companies and equivalent is strictly prohibited.

Contractors are also responsible for ensuring that their supply chain of subcontractors and labour supply companies (agencies) are fully aware and committed to the requirements of this Code of Practice and particularly those relating to direct employment and terms and conditions.

Discrimination or blacklisting of any kind is strictly prohibited.

1.4 Equality, Diversity and Inclusion

The Authority considers that:

- Equality means treating the everyone in the workforce fairly and with dignity and respect.
- Diversity means embracing the different skills and experiences in the workforce to bring great ideas and innovation.
- Inclusion means being a working environment where everyone is valued and is encouraged to contribute.

Contractors shall reflect these principles in their management of the workforce and include their application in Employment Relations Plans. The Authority will support this effort in its role as Client.

1.5 Recruitment

All project recruitment shall be carried out in liaison with the local Jobcentre Plus office.

Contractors shall prioritise employment of suitably qualified local applicants.

Recruitment activity on site (including LondonEnergy Ltd areas) is not allowed

Contractors shall not make any offer of employment to an existing site employee (including LondonEnergy Ltd employees) without first obtaining agreement from the employees' current employer.

1.6 Terms and Conditions of Employment

All site employers of construction manual labour shall provide terms and conditions which:

- Provide the individual with the London Living Wage as a minimum gross salary, i.e. before statutory deductions, but after 3rd party deductions (e.g. agency fees),

- Meet the requirements of an appropriate National Working Rule Agreement as a minimum standard,
- Are industry competitive to attract, retain and motivate a competent workforce.

This above requirement includes all terms and conditions

The basis on which overtime and holiday pay are calculated shall be clearly set out in each employee's contract of employment.

Appropriate construction industry National Working Rule Agreements include:

- The Construction Industry Joint Council Working Rule Agreement
- The National Agreement for the Engineering Construction Industry
- The Joint Industry Board Agreement for the Electrical Contracting Industry.
- The Joint Industry Board Plumbing Mechanical Engineering Services Agreement in England and Wales.
- The Thermal Insulating Contracting Industry National Agreement.

Contractors shall ensure all employers of labour on their contract have written detailed grievance and disciplinary procedures in place and that they are clearly communicated to their employees.

1.7 Training

A well-trained and inducted workforce is an important part of good employment relations. Contractors shall use the opportunities that the Project offers to develop skills and ensure that the workforce is well-trained and inducted to the site and their role within the Project.

The Authority will provide Project-specific material and information to contractors where appropriate to support their training and induction plans.

1.8 Construction Support Personnel

Construction support personnel (security, catering, cleaning etc.) shall be provided with the London Living Wage as a minimum gross salary, i.e. before statutory deductions, but after 3rd party deductions such as agency fees.

1.9 Apprentices

Apprentices shall be provided with the London Living Wage as a minimum gross salary, i.e. before statutory deductions, but after 3rd party deductions such as agency fees.

1.10 Trade Union Relations

North London Waste Authority is aware of the construction trade unions' interest in the Project, recognises the positive contribution that trade unions can make to fair employment conditions including the health, safety and welfare of the workforce, and plans to have periodic liaison meetings with them to update them on project progress, future plans and construction contract awards.

The North London Waste Authority policy is to encourage contractors to engage positively with the trade unions and to respect the right of all employees to be members of a trade union of their choice.

1.11 Auditing

Contractors are responsible for auditing their supply chain's compliance with this Code of Practice. The first audit shall be carried out within four weeks of an employer commencing work on site. Thereafter audits shall be carried out at frequencies set out in contracts or when requested by the North London Waste Authority.

The North London Waste Authority will audit Contractors and retain the right to carry out random audits on all employers of labour on site for compliance with this Code of Practice.

Immediate action shall be taken where non-compliance is identified, and a follow up audit will be carried out to ensure the employer concerned has corrected any non-compliance.