

## **THE LONDON BOROUGH OF CAMDEN**

At a meeting of the **NORTH LONDON WASTE AUTHORITY PROGRAMME COMMITTEE** held on **MONDAY, 13TH JANUARY, 2020** at 2.00 pm in Committee Room 2, Crowndale Centre, 218 Eversholt Street, London, NW1 1BD

### **MEMBERS OF THE COMMITTEE PRESENT**

Councillors Rebecca Rennison (Vice-Chair), Charles Adje, Andy Hull and Richard Olszewski

### **MEMBERS OF THE COMMITTEE ABSENT**

Councillors Clyde Loakes, Guney Dogan and Peter Zinkin

**The minutes should be read in conjunction with the agenda for the meeting. They are subject to approval and signature at the next meeting of the North London Waste Authority Programme Committee and any corrections approved at that meeting will be recorded in those minutes.**

## **MINUTES**

### **1. APOLOGIES**

Apologies for absence were received from Councillors Clyde Loakes, Guney Dogan and Peter Zinkin.

Councillor Rosalind Doré substituted for Councillor Loakes and Councillor Chris Bond substituted for Councillor Dogan.

Councillor Rebecca Rennison chaired the meeting in the absence of Councillor Loakes.

### **2. DECLARATIONS BY MEMBERS OF PECUNIARY, NON-PECUNIARY AND ANY OTHER INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

There were no declarations of interest.

### **3. ANNOUNCEMENTS (IF ANY)**

There were no announcements.

### **4. DEPUTATIONS (IF ANY)**

There were no deputations.

**5. MINUTES**

**RESOLVED –**

THAT the public minutes of the meeting held on 25<sup>th</sup> October 2019 be approved and signed as a correct record.

**6. NORTH LONDON HEAT AND POWER PROJECT UPDATE AND REPORTS**

Consideration was given to the report of the Programme Director and a short video of the architectural Computer Generated Imagery (CGI) rendering of the Energy Recovery Facility (ERF).

In response to questions regarding the availability of specialist contractors and whether there was a risk of delay to the delivery of the ERF if the contractors could not accommodate the Authority's programme, the Programme Director confirmed that early conversations were starting. Meetings were scheduled for 14 and 15 January 2020 with a further meeting in late January. Contractors had already approached the Programme team through the website portal in response to publicly available information on the programme of works. Interest had been expressed by more than the small number of specialist contractors who were responsible for leading the majority of ERF projects. All those who submitted bids would be assessed for capability and capacity. The Managing Director commented that if there was strong evidence that varying the Authority's timetable would assist in securing optimal bids, there was still no scope to bring the project forward. However, while it would be challenging, there was more flexibility in delaying the milestones by a few months. The Programme Director commented that the new ERF would run in parallel with the old facility for up to a year to mitigate any problems.

The Programme Director clarified that, while most performance risks would be held by the contractor, the Authority would retain some risks which were not under the control of the contractor. However, it was to the benefit of both the Authority and the contractor not to incur programme overrun and the Authority would manage any associated risks with the contractor to avoid any overrun.

**RESOLVED –**

THAT the Committee noted the contents of the report.

**7. NORTH LONDON HEAT AND POWER PROJECT - RISK MANAGEMENT STRATEGY**

Consideration was given to the report of the Programme Director.

In response to questions, the Programme Director clarified that the risk register was updated in real time. There was also a quarterly workshop scheduled for senior

officers to review the risks. The Managing Director noted that risks would be discussed in more detail with Directors of Environment in the constituent boroughs.

Members noted that red risks identified in Appendix B appeared startling on paper but it was understood that these were the top ten Programme risks and that they were being mitigated. Officers agreed more nuance could be provided to the top ten risks by breaking down their probability of occurrence and potential cost. The Programme Director commented that this information existed in the source risk registers. It was confirmed that the ten risks remained at red following mitigating actions having been taken. For example, the Programme team was mitigating Risk 117 that project delivery works may impact LondonEnergy Ltd's site operations beyond planned scenarios and result in operational down-time or reputational impacts. The aim was to reduce the probability of occurrence but the potential cost impact remained high. Therefore, the risk would remain red until the probability was considered very low.

Risk 505, concerned with opposition to the project, was taken very seriously by officers. Opposition groups were articulate and active. Authority officers had been supporting the constituent councils to address concerns raised through their offices and would continue to be more vocal on the benefits of the Programme. It was noted that the views of opposition groups did not appear to be reflected within the general public, as evidenced when officers met community liaison groups. Members commended the briefing paper circulated in 2019 addressing the points raised by opposition groups. It was suggested that this could be sent to all councillors in the constituent boroughs. It was also noted that North London Waste Authority members had a responsibility to communicate the benefits of the project back to their councils. In response to a query about further development of the briefing paper, the Managing Director confirmed that the messaging was being further developed, including with infographics.

With regard to Risk 351, concerned with the impact of Brexit on the programme, officers confirmed that uncertainty over the whole life of the project continued. There may be greater clarity with regard to financing in the Government's spending budget in March 2020. In response to questions, the Financial Adviser confirmed that there had been no decision on potential exemptions to the Public Works Loan Board (PWLB) interest rate increase.

**RESOLVED –**

THAT the Committee noted the approach set out in the Risk Management Strategy in Appendix A and the programme risk information provided in Appendix B.

**8. NORTH LONDON HEAT AND POWER PROJECT - RESOURCE MANAGEMENT STRATEGY**

Consideration was given to the report of the Programme Director.

**RESOLVED –**

THAT the Committee noted the approach set out in the Resource Management Strategy at Appendix A.

**9. FORWARD PLAN**

Consideration was given to the report of the Programme Director.

The Managing Director noted that Energy Recovery Facility procurement reports and decisions would be taken through full Authority meetings to allow all Members the opportunity to feed in their views.

**RESOLVED –**

THAT the Committee noted the report.

**10. LOCAL GOVERNMENT ACT 1972 - ACCESS TO INFORMATION**

**RESOLVED –**

THAT the press and public be excluded from the proceedings of the North London Waste Authority Programme Committee on 13<sup>th</sup> January 2020 during consideration of the following items on Part II of the agenda on the basis that, were members of the public to be present, there would be disclosure of exempt information as defined in Schedule 12A to the Local Government Act 1972 as amended.

Specifically:

Exempt information category 3 – information relating to the financial or business affairs of any particular person, including the authority holding that information, and not required to be registered under various statutes: the reasons why the public interest favours withholding the information are that the release of such information would prejudice the Authority's conduct of a commercial operation or because the disclosure of the information is likely to prejudice the commercial interests of the Authority and organisations engaged in commercial activities as the information relates to commercial activities that are conducted in a competitive environment.

Exempt Information Category 5 – Information in respect of which there is a claim to legal professional privilege: the reasons why the public interest favours withholding the information are that the release of such information could prejudice the safeguarding of openness in all communications between client and lawyer and the Authority's ability to ensure access to full and frank legal advice.

**11. MINUTES**

**RESOLVED –**

THAT the private minutes of the meeting held on 29<sup>th</sup> October 2019 be approved and signed as a correct record.

**12. NORTH LONDON HEAT AND POWER PROJECT PROGRAMME UPDATE**

Consideration was given to the report of the Programme Director.

**RESOLVED –**

THAT the Committee noted the contents of the report.

**13. ECOPARK SOUTH PROCUREMENT UPDATE**

Consideration was given to the report of the Programme Director.

**RESOLVED –**

THAT the Committee noted the contents of the report.

**14. ANY OTHER ITEMS THE CHAIR DECIDES TO TAKE AS URGENT**

There was no urgent business.

The meeting ended at 2.50 pm.

**CHAIR**

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**MINUTES END**