

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: NORTH LONDON HEAT AND POWER PROJECT – STAKEHOLDER
MANAGEMENT FUNCTION STRATEGY

REPORT OF: PROGRAMME DIRECTOR

FOR SUBMISSION TO: PROGRAMME COMMITTEE

DATE: 2 NOVEMBER 2020

SUMMARY OF REPORT:

This report covers the functional strategy for stakeholder management on the North London Heat and Power Project.

RECOMMENDATIONS:

The Committee is recommended to note the current status of stakeholder management and communications described and the approach set out in the Stakeholder Management Strategy at Appendix A.



SIGNED: Programme Director

DATE: 21 October 2020

1. INTRODUCTION

- 1.1. The North London Heat and Power Project (NLHPP) team are currently developing and implementing a programme manual – a suite of documents designed to guide successful delivery of the programme. Within this, a series of strategy documents will form the top level of the manual defining the challenges to be addressed, and the strategic approaches to meeting these. The initial set of strategies identified for development and their outline purpose is included in Table 1.

Strategy	Outline Description	Presented to Members
Information Management	Looks at the control of our information, data and knowledge.	October 2019
Resource Management	Addresses the need for people, assets and funds.	January 2020
Risk Management	Looks at the approach to management of risk	January 2020
Health, Safety & Wellbeing	Considers all aspects of keeping all parties associated with the NLHPP safe and well	March 2020
Technical Assurance	Addresses how the Authority will oversee the development of the technical solution and design development	March 2020
Monitoring & Control	Considers aspects associated with scheduling, controlling costs and reporting on the programme.	July 2020
Delivery and Construction Management	Deals with the core construction activities and the challenges linked to interfaces, operational site working and logistics.	July 2020
Commercial	Considers the procurement and subsequent delivery of contracts	September 2020
Financing Function	Considers the challenges associated with planning, obtaining and managing the necessary financing for the programme	September 2020
Stakeholder Management	Addresses the challenges associated with the range of stakeholders in the programme.	November 2020
Social Value	Looks at the aspects of social and community benefits that the works will bring.	November 2020

Table 1 - List of NLHPP Strategy Documents

- 1.2. These strategies are being provided to Members at suitable opportunities to enable an understanding of these challenges of those elements of the project, and how the project team will address them.
- 1.3. Each management strategy must adapt to changing or emerging needs of the Project and, as such will be reviewed periodically. It is anticipated that the Project strategies will be submitted to the Programme Committee for review and noting approximately annually. Therefore, from January 2021 onwards, the review cycle will begin again.
- 1.4. The first periodic review of the strategy has taken place and no changes to the document are required. The next review will take place early in 2021. The focus in the initial implementation of the strategy has been on progressing the identified actions, as set out in this report and as reported on in each NLHPP project update report.

2. STAKEHOLDER MANAGEMENT STRATEGY

- 2.1. This report presents the strategy for stakeholder management and the associated communications, which is included in its entirety in Appendix A. The focus of this strategy is to provide information and other engagement to allow stakeholders to support the NLHPP, and to consider and address adverse views of stakeholders. The strategy promotes direct engagement with community groups, political engagement locally to the EcoPark as the site of the works, and more broadly with Members of Parliament in the area and the Mayor of London.
- 2.2. The strategy requires an assessment of the stakeholders for the project, and their level of interest and influence in the project. This project has an extensive list of stakeholders because of the role of the seven constituent boroughs as well as the local population (residents and businesses), LondonEnergy Ltd as the operator on the EcoPark, and the nature and location of the works which mean that the Environment Agency is a key stakeholder along with local land owners including the Lee Valley Regional Park Authority.
- 2.3. Many of the stakeholders identified were consultees in the application process for the Development Consent Order (DCO) which permitted the works in the project, and they continue to engage with regard to their specific interest. There is further commentary on this in section four of the report.

3. RISKS TO THE STRATEGY

- 3.1. The risks identified in the strategy are managed through availability of clear information relating to the project through varied and appropriate communication channels and with sufficient resources, both by way of team members and through use of materials, to convey the information of interest to and required by stakeholders. The impact of failing to address the risks adequately is a loss of

engagement with the project, which could adversely impact decision making on the project next steps, and support for the project within the boroughs. It could also lead to misinformation relating to the project to gain hold and thus undermine public confidence in the project. Therefore, ensuring that accurate information is readily available is critical to delivery of this strategy.

- 3.2. Information sources for those interested in the project, or those who need to understand it, include:
 - 3.2.1. The NLHPP website [North London Heat and Power](#), which has been updated over the last year, and contains information in various forms, including through facts shown on the home page, and updated FAQs.
 - 3.2.2. Social media postings to provide concise information about the project's activities. These have included promoting the opportunities for apprenticeships as well as providing information about progress on delivery.
 - 3.2.3. Press notices issued at all key points in the project.
- 3.3. In preparing the information, care is taken to ensure that it is written in plain English, and is consistent, so that there is no confusion about the point being made. The information is supported by detailed research, and the more detailed information is available through the website for those interested. When writing technical detail, it is checked for accuracy so that the message is both clear and supported by research and information.

4. CURRENT STATUS

- 4.1. Interest in the project from the public and from local politicians is expected to continue, as evidenced by the deputations heard by the Authority at its meetings in June and September this year. Where comments and representations are made which call the project into question by seeking a pause in delivery or questioning the environmental credentials of the ERF, these are responded to by detailed information about (a) the need for a sustainable, environmentally sound solution for waste disposal for north London; and (b) technical detail relating to the solution chosen and its environmental credentials. The key messages are appended to this report at Appendix B, and these are refined as necessary to respond to queries raised.
- 4.2. There is ongoing liaison with the London Borough of (LB) Enfield on several aspects of the project, all of which are progressing well. LB Enfield as the local planning authority is responsible for agreeing the discharge of the requirements (conditions) in the DCO, in particular relating to ground conditions, external appearance, access and wayfinding and landscaping. Applications have been submitted to an agreed timetable, so that the relevant approvals can be in place at the start of each works

contract. There is separate liaison on the monitoring of the section 106 requirements under the DCO, for apprenticeships and on-site training places, and discussions relating to other aspects of the social value programme including the proposed work with schools relating to the project.

- 4.3. The technical stakeholders such as the Environment Agency, and the utilities providers, remain engaged and supportive of the delivery of the project.
- 4.4. Local landowners and occupiers, who were consulted as part of the DCO application process, remain engaged. In particular, there are liaison meetings with the Lee Valley Regional Park Authority, who are responsible for management of the Regional Park on which the Laydown Area is situated, and who own the new eastern access into the EcoPark, Lee Park Way. Thames Water and Kennet Properties are owners of the Laydown Area from whom the Authority has a lease for the Laydown Area, and of Ardra Way, which leads to the Northern Access. Recent engagement has included agreeing safety works on the Ardra road junction with Deephams Farm Road for the Northern Access. The businesses on Ardra road are kept informed of works as part of the liaison generally on traffic movements.

5. EQUALITIES IMPLICATIONS

- 5.1. In considering methods of stakeholder engagement, the accessibility of the chosen communications medium is addressed. A variety of methods of communication is used to increase the likelihood that stakeholders will be able to receive the level of engagement suitable for their interest in the project. This includes digital communication through the information on the website and social media, physical newsletters which are distributed periodically, and face to face engagement with the local community. The first online meeting of the Community Liaison Group has now taken place, as in person meetings are currently not practical.

6. COMMENTS OF THE LEGAL ADVISER

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

7. COMMENTS OF THE FINANCIAL ADVISER

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

Contact officer:



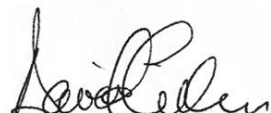
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APPENDIX A STAKEHOLDER MANAGEMENT FUNCTION STRATEGY



Stakeholder Management Function Strategy

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Assurance Record			
	Author	Check & Review	Approval for Use
Name	Ursula Taylor	Ursula Taylor	David Cullen
Role	Legal and Governance Lead	Legal and Governance Lead	Programme Director
Signature			
Date	20/01/2020	20/01/2020	23/01/2020

Revision Record		
Rev. No.	Date	Description of Revision
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2	20/01/2020	Version for PD approval

Engagement Confirmation		
Function	Role Support	Notes
Programme Director	C	Consulted
SRO	C	Consulted
SHE&W	C	Consulted
LEL	N/A	
Technical Advisor	N/A	
Technical Authority	C	Consulted
Programme Office	C	Consulted
Project Delivery	C	Consulted
Legal & Governance	C	Consulted

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1 Context and Vision

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.

Create a waste management facility in which local communities take pride, which demonstrates value and is a model for public sector project delivery”

The NLHPP leadership team have developed a vision for the programme, set out in the box above. Each function of the programme organisation will play a role in delivering the vision and this document, the “function strategy”, sets out the challenges to achieving the vision and the approach to overcoming them.

2 Purpose

This document is the function strategy for Stakeholder Management.

The overall purpose of the Stakeholder Management function is to promote all elements of the vision by establishing the engagement level of stakeholders and providing information and other engagement (eg through briefings and meetings) to allow stakeholders to support the NLHPP or to management any adverse views of the stakeholders.

The function particularly addresses the element of the vision “in which local communities take pride”. Engagement with local communities is key to the success of the strategy. This covers engagement at all levels, including directly with community groups, through political engagement with NLWA Authority members and ward members local to the EcoPark, and broader political engagement with the London Mayor and local Members of Parliament.

3 Starting Point

Initial stakeholder mapping was carried out to inform consultation in preparation for the application for the development control order. As part of preparation for implementation, this exercise was updated and expanded in 2018 and into 2019. The nature of the risks relating to stakeholder management has altered during 2019 with the establishment of a group with a specific aim of preventing successful implementation of the project, and with increased understanding and awareness of the climate emergency. This latter issue, with the declaration of a Climate Emergency by six of the Constituent Boroughs, and increased public concern, including the activities of Extinction Rebellion, has led to revisions in the communications planning and activity.

The stakeholder engagement activity on which this strategy is based is understood to require sufficient stakeholder mapping to identify all relevant stakeholders, and to categorise them as advocates or supporters; neutral; having reservations or campaigning against. This then

allows directed engagement and development of effective communications. In order to achieve effective communications, understanding of the underlying technical and policy issues relating to environmental and health issues which may be of concern to stakeholders is essential.

4 Challenges

The programme challenges that this strategy will support the addressing of are:

Challenge	Description
Support to and confidence in project from NLWA Members	It is important to maintain confidence of decision makers on the project as it develops
Constituent Borough engagement	Key officers within the Constituent Boroughs are the Directors of Environment and Finance. Their support is essential to the implementation of the project (a) because it requires awareness and support within boroughs to support NLWA decision making; and (b) so that the costs are effectively managed into the council tax projections
Ensuring NLHPP progresses if public groups or individuals have concerns about or are opposed to the NLHPP	Need to maintain and improve communications with the public, to hear, understand and respond to any issues or concerns
Reach to local people	Level of direct engagement with local residents needs to be monitored and adapted to circumstances.
Engagement of technical stakeholders in NLHPP	Difficulty where technical stakeholders do not engage in a timely manner, and their lack of engagement has adverse impact on delivery.
Policy maker support	Politicians locally in the area, in London and in Central Government are all responsible for policy development. This needs to recognise the environmental benefits of waste prevention and of treatment of residual waste through waste to energy technology.

5 Strategic Approach

The approach to meeting these challenges will be based around the following key areas:

Area	Explanation	Addresses
Briefings for Members, Borough officers and area politicians	Clear briefings on topics as they arise or as part of regular reporting will allow for questioning, and for ongoing understanding of the project objectives, progress and credentials	Support to and confidence in project from NLWA Members; Constituent Borough engagement
Up to date website	Clear searchable information on the project, progress, timescales, works, social value and environmental/health information available through website; can be used to support other communications as well as aim in itself	Reach to local people; engagement of technical stakeholders; policy maker support; constituent borough engagement
Clear media briefings and responses	Press notices at all key points to allow informed journalism / reporting on relevant issues; join up to waste prevention work; encourage trust in responses through information which is supported and provided promptly	Reach to local people; support to and confidence in project from NLWA Members; policy maker support
Information and questioning opportunities for local residents and businesses	Information to be supplied through a number of communication channels; opportunities for questioning include roadshows, attendance at local group meetings and Community Liaison Group	Reach to local people; preventing disruption to the NLHPP from public groups who have concerns or are opposed
Maintaining stakeholder map	Ensure that advocates for the NLHPP are identified and provided with sufficient information to continue advocacy; identify those who need more information to	insufficient understanding of NLHPP in public groups or individuals with concerns

Area	Explanation	Addresses
	prevent them moving from neutral to hostile	
Social media engagement	Provide varied and accessible information about key areas of the project on frequent basis	Confidence in the project for NLWA Members; Management of information supply to groups or individuals with concerns; reach to local people
Policy briefings on relevant waste management issues	Maintaining understanding of the importance of waste prevention and recycling in the overall Authority strategic approach to waste management	Policy maker support; engagement of technical stakeholders; Confidence of NLWA Members; Constituent borough engagement

6 Supporting Plans

The following management plans and supporting documents will be required to implement this strategy.

Strategic Plan	Purpose	Description
Stakeholder Management Plan	To set out the methods of effective engagement with NLHPP stakeholders	This plan is supported by a stakeholder map and by a protocol for internal communication. Its role is to show how stakeholders are identified and categorised, and how communications are tailored to stakeholder groups.
Communications Plan	To provide the key the communications activities required to meet the stakeholder management objectives	The plan sets out methods and timings of communications activity, and a response approach for unplanned communications requirements

7 Risks

Potential risks which threaten the successful delivery of this strategy are:

Description	Planned Mitigation(s)
insufficient resource to carry out required activities, including proactive communications, community engagement and reactive statements	Additional senior resource to lead strategic development; additional internal resource for improved communication activity and consistent stakeholder management.
Information supporting communications is not sufficiently detailed, or inaccessible	Bank of information agreed with technical lead and available to inform proactive and reactive communications
Messaging unclear	Messages maintained and prepared with appropriate stakeholder audience in mind.
Key advocates unaware of current messages	Develop and implement plan to update Project team and Authority / borough members and other key stakeholders on current messaging.

8 Development

The Stakeholder Management Strategy is intended to be valid for the duration of the NLHPP programme. However, it is recommended that this Strategy document and associated plans are reviewed every six months and updated if required to reflect any new challenges or objectives which emerge, and any lessons learned as activities become live workstreams and policy and political circumstances change.

9 Resources

In establishing and delivering this strategy and its subsequent management plan, some key resource requirements have been identified:

Description	Requirement
People Staff	Strategic Communications Lead – interim in post; Communications Manager in post; planned recruitment of supporting officer.
People: External Communications Advisers	AECOM appointed as communications advisers, and provide support on stakeholder management and communications activities.
Tools: Stakeholder Management software	This is required to facilitate effective email communication – systems to be reviewed and put in place
Tools: up to date website	Website updated
Materials for roadshows, community engagement, media etc	Banners, brochure, video, leaflets and newsletters to be prepared as required in accordance with the plans

10 Functional Stakeholders

A high-level summary of stakeholder interfaces is captured below. A full detailed stakeholder management plan with regards to this function will be prepared within the relevant management plans.

Stakeholder	Relationship
Programme Office	Inform them and take information about programme to inform work development
Project Delivery	Take information to inform work development; liaise on stakeholder concerns; work with them on contractor liaison.
Governance and Legal	Accountable to this function.
Commercial	Inform this function; work with this function on market engagement.
Finance	Inform of cost; liaise on budget implications
Technical Authority	Consult with this function on details required to support stakeholder management/engagement programme
Technical Advisers	Inform them; consult them on information and interpretation of information to support programme.
Legal Advisers	Inform
Planning Advisers	Inform
Supply Chain/Contractors	Work with them on local communications relating to works; receive information on any engagement with technical stakeholders
Operator/LEL	Inform; work with them on communications and stakeholder engagement in the neighbourhood of EcoPark
Officers	Inform borough officers; work with Borough communications officers; work with NLWA comms officers more widely to ensure consistency of messaging; inform NLWA officers
Members	Key stakeholder for informing, consultation and accountability
Public	Key stakeholder for informing and listening.

APPENDIX B KEY MESSAGING

NLHPP Key Messaging

North London Heat and Power Project – Project brief / main key messages

Overview

This document provides the main key messages for the Project broken down by theme. These are the messages that above all we want people to know about the Project and are used to provide information in response to queries. The information on which these messages are based is on the NLHPP website.

The Project

The North London Heat and Power Project is our plan for a new world-class facility that will replace our existing energy from waste plant and enable the recovery of energy from north London's non-recyclable waste

Over the next ten years we are building:

- A Resource Recovery Facility and Public Reuse and Recycling Centre, which represent major investments in new recycling facilities to help north London achieve 50% household recycling
- An Energy Recovery Facility to divert waste from landfill and generate low carbon energy from waste, in the form of heat and power.
- EcoPark House on River Lee Navigation including a visitor and education centre, where residents can learn more about the circular economy and how to reduce the carbon impact of their waste

The Vision

Creating a waste management facility in which local communities take **pride**, which demonstrates **value**, and is a model for **public sector project delivery**.

Health, safety and well being

To achieve zero harm to everyone involved in the project and working and living in the local community, by putting health, safety and wellbeing as the number one priority.

Main key messages by theme

Waste infrastructure

The NLHPP will provide essential infrastructure for the circular economy. The Project will deliver flagship recycling facilities for our residents, including the first ever public reuse and recycling centre at the EcoPark. The Resource Recovery Facility will provide capacity to manage up to 135,000 tonnes of recycling every year. Our new community and education centre, called EcoPark House, will provide information about the ways in which our residents can reduce their waste and recycle more.

As recycling rates increase, the NLHPP will ensure that the waste that can't be recycled is treated as a resource for society and not sent to landfill. The ERF will use this waste to generate low-carbon heat and power for up to 127,000 homes.

Climate emergency

The NLHPP is instrumental to tackling the Climate Emergency declared by north London boroughs. Failure to build this world-class project will risk the waste from over two million north Londoners being sent to rot in landfill.

The Energy Recovery Facility will achieve major greenhouse gas savings by diverting waste from landfill, generating low carbon heat and power, and extracting metals for recycling.

Key stat: Our new facility will have the carbon impact of saving the equivalent of 215,000 tonnes of carbon dioxide each year by diverting waste from landfill. That's like taking 110,000 cars off the road each year.

Air quality

There is a common misconception that emissions from energy-from-waste plants contain significant levels of pollutants and that they are associated with health risks, despite there being no evidence to support this. The contribution of the ERF to local residents' exposure to air pollutants will be extremely small. Public Health England (PHE) is clear that modern, well run and regulated municipal waste incinerators are not a significant risk to public health.

As a public authority, our primary responsibility is to protect the health of our residents. We're investing in the most advanced technology possible to capture, control and monitor emissions from the ERF. This will make our facility one of the safest and cleanest in the world. Our facility will comply with the strict public health standards set by the Environment Agency.

Recycling and waste prevention

We're investing in recycling and waste management facilities at Edmonton EcoPark, including a flagship Resource Recovery Facility. This is an important part of our wide-ranging action to help our residents recycle more in the future.

Our flagship Resource Recovery Facility will provide capacity to recycle around 135,000 tonnes of waste, including wood, metals and plastics, that might otherwise be sent to landfill. The new public Reuse and Recycling Centre will enable residents to bring their recyclable materials directly to Edmonton EcoPark for the first time.

There is no evidence that energy recovery competes with high recycling rates. In fact, the best recyclers across the EU use energy recovery facilities to treat the waste left after recycling

Advanced and proven technology

Energy recovery is the most sustainable and responsible solution for managing future volumes of non-recyclable waste at Edmonton EcoPark. It is a proven technology that is used by world leaders in sustainable waste management.

We're investing in the most advanced technology possible to clean emissions. This will make our facility one of the safest and cleanest in the UK. This includes Selective Catalytic Reduction to control the emissions of nitrogen oxides, as well as a combined wet/dry scrubbing system to capture particulates and other flue gasses.

Community Benefit

As a public authority, our duty is to contribute positively to the local area and operate in a way that responds considerately to local residents and businesses. We want our Project to benefit the local community. That's why we've set targets to achieve 25% local employment and 10% local expenditure.

We're creating 225 on-site skills training opportunities for school leavers or the unemployed who want to start a career in the construction industry. We're also providing at least 100 apprenticeships for local people during the construction phase of the project.

Value for money

The new facility is the only proven, sustainable and cost-effective solution to treat north London's non-recyclable waste at Edmonton EcoPark. As a public authority, the NLWA is able to borrow from public sources, to secure finance at lowest possible cost to the taxpayer.

Construction

We are committed to delivering this project safely, on time and on budget, while considering the needs of the local community.

We are bringing forward innovative techniques to build our project, which have already helped us achieve 1,000 fewer lorry movements during the preparatory works. We require all our contractors to sign up to the Considerate Constructors Scheme.

Indicative timeline



Preparatory Works		EcoPark South Works		ERF Construction		Post-ERF Works	
Works began 2019	Works end 2023	Works begin 2020	Works end 2023	Works begin 2022	Works end 2026	Works begin 2027	Works end 2031