

## **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 DECEMBER 2020

### **SUMMARY OF REPORT:**

This report provides the Authority Meeting with an update on progress of the North London Heat and Power Project (NLHPP).

### **RECOMMENDATIONS:**

The Authority is recommended to note the contents of the report.



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

**DATE:** 23 NOVEMBER 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 (RRC). Also included is 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. The report structure provides a narrative in the main body with supplementary information in Appendix A.
- 1.3. The status report describes progress current at date of issue. Schedule data and the Health, Safety and Wellbeing statistics provided in the Appendix were current at the end of the September; the most recent reporting period for which fully project-approved data is available at the time of writing.

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

### **Summary Programme Status**

- 2.1. The programme has continued to move forward positively and remains on track to achieve its cost and programme objectives established in the baseline agreed with Members in 2019.
- 2.2. A major milestone was achieved in the period, with the Transport Yard being the first project to be successfully handed over to LEL, following completion of all construction activities. Transport operations began from the yard in early November.
- 2.3. The programme approaches a stage of transition as several Enabling Works projects, including the Northern Access; Laydown Area and Eastern Access; and Sewer Diversion Enabling Works approach completion on site and key permanent works commence. The sewer diversion project is well underway and the EcoPark South project starts on site in the new year.
- 2.4. Notable successes in the previous period include the following:

- 2.4.1. Procurement activity for the ERF has progressed on schedule, with the issue of Invitations to Submit Detailed Solutions (ISDS) with a return deadline in the spring of 2021.
- 2.4.2. The contract for Temporary Weighbridges was placed with Weightron. The supporting construction works will be completed by Galldris under the Sewer Enabling Works contract. The Temporary Weighbridges are critical to enable operations to continue efficiently while operational traffic movement within the EcoPark are reconfigured to support the EcoPark South construction works.
- 2.4.3. The EcoPark South project met a key milestone with the contract programme being accepted, following a period of intensive collaborative work between the project management and contractor planning teams. The cost-loaded programme provides clear detail on Taylor Woodrow's sequence of construction to deliver the RRF and EPH and provides the project team with the means to monitor performance.
- 2.4.4. The Northern Area Clearance project had its Development Consent Order (DCO) discharge requirements approved, and the proposed temporary facility (the subject of a procurement decision paper alongside this report) was accepted as enabling works under DCO, simplifying the planning requirements.
- 2.4.5. The handover of the Manhole A site to the tunnelling contractor, Barhale, was achieved on completion of the enabling work by Galldris, and construction commenced on the 10m deep shaft.
- 2.4.6. The construction of the temporary western road has been completed to allow closure of the existing Western Road. This will allow Barhale to commence construction of Manhole B in connection with the Sewer Diversion.

### **Current Key Activities**

- 2.5. The following are areas of focus for the programme during this period:
- 2.6. Buried services, and in particular those which have been historically uncharted, continue to be a significant risk. A number of undocumented utilities have been uncovered in recent periods, which have impacted local construction progress while they are identified and a suitable means of removing or realigning them are confirmed. The delivery team are reviewing further opportunities to provide early location of uncharted services, but also to develop processes with LEL that enables efficient resolutions to be delivered where the services are found.

- 2.7. A traffic management steering group has been established with key stakeholders to provide a single guiding mind with responsibility for managing the risks arising from the complexity and volume of site traffic, as construction activity increases in the future.
- 2.8. Taylor Woodrow are preparing their construction plan for EcoPark South. Their start of works on site will increase traffic pressure on the EcoPark as it will mean, for the first time, substantial volumes of construction vehicles as well as operational vehicles will need to access the EcoPark itself. Key mitigations to deal with increased traffic include the development of the Northern Access (Deephams Farm Road) meaning that there will be two entrances and exits from the EcoPark compared with one at present. Scheduling of vehicles will also help to ease pressures by directing construction vehicles as far as practicable to avoid busy times for operational vehicles. Nevertheless, it is apparent that there will at times be very significant pressure. LEL are therefore leading a study to establish the opportunity for reducing operational traffic. The need to minimise disruption to boroughs is recognised, as well as the importance for all concerned of delivering the project to time. The Authority will take forward dialogue with boroughs as options to reduce operational traffic are identified to ensure that any proposals are developed cooperatively.
- 2.9. The Project has reviewed its response to increased COVID-19 infection levels in the UK. Since the temporary site shutdown earlier in the year to develop and implement safe working practices, the sites have performed fully in compliance with current Construction Leadership Council guidance in keeping the workforce safe. The cross-programme COVID-19 taskforce has continued to meet and has recently increased its meeting frequency to review safety measures, including heightening awareness within the workforce and to explore the benefits of technology to maintain safe distancing and working practices.

### **3. PROJECT DELIVERY SUMMARY**

#### **Overall Progress**

- 3.1. Construction is progressing well and in line with the programme. All worksites are operating efficiently despite the restrictions of social distancing. Other protection measures against the spread of COVID-19 remain in place and are constantly reviewed to ensure the project is using exemplar practices.
- 3.2. The volume of construction work in the EcoPark has increased without disruption to waste management or construction operations. This is a testament to the detailed logistics planning done with the LEL team and creation of collaborative working relationships across all parties on site. There are currently about 120 people working on site in the construction workforce and in supervision.

- 3.3. The sewer diversion has started with the start of the construction of the access shaft for Manhole A which is a key step forward. The Hawley Road transport yard has been completed and is now in use by LEL. This has enabled Taylor Woodrow who are the contractor building the RRF and EPH to start advance site investigation in preparation for full mobilisation on site in early 2021. The modular project site offices and welfare facilities in the Laydown Area have arrived on site and are being fitted out for occupation by March 2021.
- 3.4. The completion of the RRF remains critical to the achievement of the access to the western half of the ERF construction footprint and is currently forecast to complete 6 weeks later than required. This is being addressed by examining how the sewer diversion and RRF construction can work in parallel in critical areas and how the transition of operations into the RRF can be completed more quickly.
- 3.5. In recognition of the planned growth in construction activity on site, work continues to plan how waste management and construction traffic will be accommodated in the EcoPark, at its access points and within the local road network. The project continues to liaise with London Borough of Enfield's Street Works team that last met on 17 November.
- 3.6. The EcoPark contains many buried utility services which pose a potential threat to the project if they are not avoided. Although much information on their location and purpose has been gathered the current work on site is finding more services than were previously known about by the project. The team is taking stock of what more can be done to locate all services prior to work happening and ensuring that information is captured and shared effectively. This includes looking into what new technology is available for locating buried services. A Geospatial Information System (GIS) tool for capturing and sharing information is being implemented.

### **Laydown Area and Eastern Access (Project E1a2)**

- 3.7. Construction work has made good progress on site. The modular welfare block has been delivered and is being fitted out. The new Eastern Access is working towards being completed by the end of December. This will divert LEL visitor traffic away from the EcoPark's Eastern Road enabling the EcoPark South construction area to be established.



Construction of the new Welfare Facilities on the Laydown Area

### **Northern Access (Deephams Farm Road) (Project E1b)**

- 3.8. Construction progress has been slower than expected due to the practical difficulties of installing the utility services in tandem with the ground stabilisation. The works are still planned to be complete in time for the need to use the access in early 2021.

### **Transport Yard Relocation (Project E2a)**

- 3.9. Construction at the Hawley Road site has been completed and the facility is in use by LondonEnergy Ltd. This has enabled the EcoPark South Construction to start mobilising in the EcoPark and the worksite for Manhole A to be expanded.

### **Sewer Diversion Enabling Works (Project E2b)**

- 3.10. The clearing of services in preparation for the construction of the shaft for Manhole A has been completed. The focus is now turning to the taking over of the site of the

shaft for Manhole B in the current Western Road, with the construction of the temporary Western Road which has now been surfaced.



View of the Temporary Western Road

### **Sewer Diversion Main Works (Project E2c)**

- 3.11. The contractor Barhale has started the excavation for the first of three 12-metre diameter shafts (called manholes A, B and C) which are used to install, drive and extract the Tunnel Boring Machines. The change of route of the Enfield leg of the sewer has been agreed in principal based on enabling the Lee Valley Heat Network's (Energetik's) District Heating Energy Centre to be built in the next year.
- 3.12. The photograph below was taken on the 19 November and shows the top of the 12-metre diameter concrete ring that forms the top of the shaft for Manhole A in the southern area of the EcoPark. The area inside the ring will be excavated down to approximately 10 metres to intersect the existing Chingford Sewer.





Sewer Diversion - Manhole A Site

### **EcoPark South (Project E3a)**

- 3.13. The team is making good progress towards the issue of the Notice to Proceed to the contractor Taylor Woodrow in January 2021. This marks the start of the second stage of the Design and Build contract. Notice to Proceed will confirm the agreed scope of the works, its design and construction costs.
- 3.14. The design has been developed by Taylor Woodrow and their design team to the point where it is being reviewed for co-ordination across design disciplines and the project team against the employer's requirements. LEL have been involved in this review and consulted. This is a significant step towards completing the first stage of the contract. The details of the contractor's designed foundations are being discussed with Thames Water and the Environment Agency in relation to the re-aligned Chingford Sewer that will pass under the RRF.
- 3.15. A detailed timetable for the construction and commissioning of the RRF and EcoPark House has been submitted by Taylor Woodrow. The timetable is being used to plan in detail the co-ordination of their work with that of the sewer diversion by Barhale and district heating by Energetik, to de-risk the schedule and find ways to bring forward critical activities to enable the RRF to be completed 6 weeks earlier.
- 3.16. The period between the scheduled completion of the construction of the RRF and the date by when transition of operations to it need to be completed remains



critical to enabling the ERF construction. The team are working with LEL on ensuring that this is done as efficiently as possible to de-risk delay to the ERF.

#### **Northern Area Clearance (Project E3b)**

- 3.17. The tenders for the initial work to demolish the redundant facilities in the western side of the future ERF footprint are being assessed leading to a contract award before the end of December as planned.
- 3.18. The team continue to plan and verify in detail how the construction work will be sequenced whilst the EcoPark waste management operations continue, and thereby mitigating risks of disruption.
- 3.19. A detailed scope of work has been agreed with LEL to relocate operational assets from the area adjacent to the current Energy from Waste (EfW) facility and within the ERF construction footprint. This will be carried out prior to the ERF construction starting.

#### **Utility Corridor & Main Distribution Network Operator (DNO) connections (Project E4)**

- 3.20. The detailed design of the future incoming gas supply main continues to be progressed by Cadent and will lead to the procurement in 2021 of the installation works.
- 3.21. The co-ordination of utilities continues with the work on the utility master plan and survey works on site to verify the position of existing services assumed in the overall design.

#### **Energy Recovery Facility (ERF) (Project E7)**

- 3.22. Three organisations continue to work on their submissions for detailed solutions for dialogue and leading to a recommendation for an award of contract in December 2021.

#### **Energy from Waste (EfW) demolition & decommissioning (Project E8) and Southern Access Widening (Project E9)**

- 3.23. On the basis that this work comes after the completion of the ERF after 2028, there has been no further work on these projects in the period.

#### **4. HEALTH, SAFETY & WELLBEING**

- 4.1. This summary provides an overview of the current performance in Health, Safety & Wellbeing (HSW). Summary HSW statistics for the September reporting period are included at Appendix A.
- 4.2. No serious, reportable or loss time incidents in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) have been reported, meaning the Accident Incident Rate for the period is Zero, as is the 12-month rolling average for the programme. This reflects an excellent HSW performance and culture.
- 4.3. Three near misses have been reported in the current period. These three near misses essentially revolve around the ongoing concern of uncharted services below ground, with two cable strikes and a water main compromised. Whilst the presence of uncharted services on the site is known, and perhaps the highest HSW risk to the programme currently, improving mitigation of this hazard remains at the forefront of our considerations and actions. The programme has reviewed the mitigation measures in place, consulting with all partners and contractors, considering how alternative technology and methods can support and inform further mitigation. An innovative Geographical Information System (GIS) has been procured with implementation imminent, with non-intrusive and intrusive investigative survey techniques being re-visited.
- 4.4. It should be noted that reporting of such near miss incidents is an important and positive aspect of a high performing health, safety and wellbeing culture. Near misses are of course unwanted but are expected and more so it is encouraged to report such incidents in order that safe systems of work can be reviewed, lessons are learnt, and future prevention can be realised. This all forms part of the recognised continual HSW improvement principles.
- 4.5. A positive example of an advanced HSW culture on the project occurred during the month. Galldris were undertaking NLHPP works on Saturday 7 November when they heard a call for help from across Salmons Brook, at premises outside the project. A Galldris operative reacted quickly and drove to the adjacent LCM Scrap premises where the call for help was coming from. He called emergency services instructing them that someone was in danger. When he arrived on-site, one of his Galldris colleagues, who had crossed Salmons Brook, was helping to free the LCM operator's arm from a conveyer belt where it was stuck.
- 4.6. Within 20 minutes of Galldris first hearing the call for help, emergency services, including paramedics and police, were on the scene to treat the injured party. Had it not been for the quick thinking and intervention of the Galldris operatives to aid the person in immediate danger, this incident could have been much worse. This is an excellent example of our Safety-First principle when persons associated with

NLHPP perform in this way. The Galldris operatives have been highly commended for their brave efforts in this situation.

- 4.7. The resurgence of COVID-19 lockdown and increasing rates of infection pose an increased risk in the period and beyond. Significant review and planning have taken place within the programme to ensure that measures are in place to ensure the risks are mitigated in line with government and Construction Industry Council guidance. Specific COVID-19 audits have confirmed the programme Contractors have demonstrated best practice provisions in this regard.
- 4.8. Construction, Design and Management (CDM) compliance across the programme has been assessed with a tracker prepared confirming high performance and compliance across the board.
- 4.9. Independent site audits undertaken by the HSW Site H&S Assurance manager have yielded good levels of compliance across 6 sites and 21 audits in the period. The lowest compliance level reported at 96%.
- 4.10. The period has also seen further development activity across the project HSW programme, including;
  - 4.10.1. The next session of the cross-programme Health and Safety Working Group took place.
  - 4.10.2. Project leadership have undertaken HSW development in the period via Institution of Occupational Safety and Health (IOSH) Leadership training.
  - 4.10.3. In this period there has been a focus on developing a Mental Health & Wellbeing programme for the project as part of the Wellbeing for Life initiative. There are various areas the Mental Health & Wellbeing programme will address including designated mental health first aiders, appropriate training for those with management responsibilities and the workforce, providing online resources and information on Mental Health & Wellbeing.
  - 4.10.4. Development of a digital tool is well underway to assist and simplify safety observations, incident management, Safety Tour and Contractor metrics. This development is to be linked with the PPM Data Hub implementation and shall be presented to the senior leadership team on completion. Business cases have been put forward for further development of engagement and H&S design risk management.
  - 4.10.5. Eight HSW snapshots have been communicated to the programme across a range of HSW topics relevant to the environment and operations being undertaken at site level.

## **5. RISK SUMMARY**

- 5.1. All scheduled risk reviews were carried out in September with a focus on the progress of recorded mitigation actions. A joint risk review with the EcoPark South Contract contractor, Taylor Woodrow, was successfully held in early October and will re-occur on a quarterly basis. As the rate of construction and contract activity increases on the project, a senior risk expert has been appointed to lead the associated risk management activities and oversee the implementation of an integrated Project Management Office and risk management software product which is being rolled out across all of the projects. A programme risk workshop has been scheduled for December with the senior leadership team.
- 5.2. The following risks continue to be key “high-impact” risks, i.e. having significant schedule and/or cost impact.
  - 5.2.1. As a result of different levels of design maturity and incomplete site information, further works may be identified as the programme of works progresses and matures. To mitigate this, sitewide intrusive, non-intrusive and ecological surveys are being carried out to inform site conditions.
  - 5.2.2. Unknown impacts of Brexit to the programme may add potential funding constraints and may incur additional procurement costs. To mitigate this, contracts will be reviewed on an ongoing basis to outline the risks and implications to NLHPP; contractor arrangements will also be scrutinised in impacted areas.
  - 5.2.3. Unforeseen issues may cause the ERF contractor or sub-contractor to go insolvent during the construction phase. A robust and appropriate procurement strategy has been implemented to reduce the risk of contractor insolvency. To further mitigate, a payment schedule and bonds strategy will be agreed for the ERF, a fallback strategy to manage insolvency will be developed and there will be a strong focus on supply chain management 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.
  - 5.3.1. Works on site may clash with unforeseen underground services and/or assets that have the potential to cause harm/damage and/or disruption to people or operations. Mitigations include a continued build up information base of underground services and their condition through non-intrusive and intrusive surveys, utilisation of NLHPP Geographic Information System (GIS) model to capture and present relevant information in accessible way and monitoring of contractors permitting process to verify latest information and appropriate methodology.

- 5.3.2. There are uncertain schedule and/or financial implications to NLHPP as a result of COVID-19. A cross programme COVID-19 taskforce, which meets weekly, has been set up to monitor COVID-19 risks and review programmes response to changing risk. Project level commercial and schedule reviews of contractor proposals are being undertaken with a continuous dialogue occurring between all stakeholders during decision making to further mitigate risk.
- 5.3.3. Programme interfaces with LEL operations may significantly impact construction and delivery beyond known constraints. A traffic management working group has been established to review and monitor the management and coordination of waste operational traffic movements and access/egress to EcoPark. Ongoing mitigations include leveraging a 4D model to incorporate site-wide phasing and project information to establish a better management decision making toolkit and regular engagement at site level between all key stakeholders.
- 5.3.4. The programme may receive inadequate market response to the ERF procurement. Market Engagement and consultation with the Supply Chain to mitigate perceived risks associated with the Waste Sector has been undertaken. Tender clarifications will be responded to adequately and promptly to further mitigate risk.

## **6. SOCIAL VALUE**

- 6.1. There continues to be progress in delivering Social Value on the NLHPP with contractors creating apprenticeship opportunities and delivering training placements. Most recently, Galldris have appointed a Groundworker apprentice who will start on-site on the 16 November. The current number of apprentices who have been appointed is 12, and 23 on-site training places have been delivered. The apprentices principally come from residents of London Borough of (LB) Enfield, and there are also apprentices from Hackney, Haringey and Waltham Forest.
- 6.2. Officers have engaged with LB Enfield regarding the content of the Schools Programme and are due to present the programme to local schools at the end of November, to consider NLHPP topics which relate to science elements of the syllabus for 11-14 year olds. In addition, careers information will be provided for an older year group. Plans for starting this programme in schools will be developed after this meeting.

## **7. COMMUNICATION**

- 7.1. Local residents and businesses have continued to be engaged through the Community Liaison Group (CLG) with nine attendees joining the first virtual meeting on 7 October. This meeting was conducted over Microsoft Teams and provided an update on the NLHPP progress to date. Discussion focused on how

communications can continue to be effective in the local community during the COVID-19 pandemic to keep residents and businesses informed of changes at Edmonton EcoPark. The next local resident update is a construction newsletter planned for 19,000 homes surrounding the EcoPark at the end of November which will also be available through the website.

- 7.2. Press announcements have included the invitation to submit detailed solutions for the procurement of the ERF published in October and the completion of the Transport Yard at Hawley Road published on 11 November as the first completed construction site for the NLHPP. The ERF press announcement has received a number of positive stories in trade publications.
- 7.3. The communications team continue to respond to enquiries relating to the NLHPP. There has been an increase in the number of enquiries relating to public health and air quality which are being addressed. This follows an interview on BBC London Radio with Cllr Clyde Loakes addressing claims about health impacts and the media publishing an Air Quality Report from Air Quality Consultants with inaccurate information about the ERF. Liaison with Borough Communications and Waste colleagues has continued with six weekly meetings to share information about key areas of public interest and address questions raised about the NLHPP.
- 7.4. Social media activity has continued to highlight the benefits of the project, and to show that it supports the Authority's aims of increasing recycling policy and reducing waste in the area. Specific areas of focus have been on the Health, Safety and Wellbeing measures to minimise the risk of COVID-19 on the construction sites, myth busting facts on the NLHPP website, and sharing key facts about the skills training placements on the NLHPP preparatory works contracts.
- 7.5. Ongoing engagement with local Members of Parliament (MPs) has continued. A newsletter with Project and North London Waste Authority updates was issued to all North London MPs on 6 November to outline the benefits the project will offer their constituencies and how they can champion waste-related causes in parliament. The note provided an update on the current construction progress, developments within the NLHPP programme, and incorporated wider activity by officers in the Authority relating to Waste Prevention and Recycling. A copy of this newsletter is attached at Appendix B and editions will be continued as more milestones are met by the Authority.

## **8. EQUALITIES IMPLICATIONS**

- 8.1. There are no impacts on equality to be noted arising from the content of this report.

**9. COMMENTS OF THE LEGAL ADVISER**

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

**10. COMMENTS OF THE FINANCIAL ADVISER**

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

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## **APPENDIX A**

## **PROGRAMME SUMMARY**























































































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## Note:

- 1. Project Health Check is current at mid-November**
- 2. Schedule and Health, Safety & Wellbeing Summary current at end of September reporting period**




# Project Health Check (at mid November)




Project	Cost		Schedule		Risk		HSW		NLHPP Impact	
	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend
Laydown Area (East) - E1a1	n/a		n/a		n/a		n/a		n/a	
Laydown Area (West) & Eastern Access - E1a2										
Northern Access - E1b										
Transport Yard - E2a			n/a		n/a		n/a			
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	n/a		n/a		n/a		n/a		n/a	
Southern Access Widening - E9	n/a		n/a		n/a		n/a		n/a	




See next two slides for key to RAG status



# Project Health Check – Key (1 of 2)

Key	Cost	Schedule	NLHPP Impact
	Is on or below the Overall Project Cost Baseline	When the project completion date is on time or early	If there is no adverse impact on the ability if the NLHPP to deliver on time and within its budget.
	Exceeds the Overall Project Cost Baseline by less than 15%	One of more project milestones is late by more than a day	If the project has the potential to adversely impact the ability of the NLHPP to deliver on time and within its budget.
	Exceeds the Overall Project Cost Baseline by more than 15%	A project critical path milestone is late	If the performance of the project is going to impact the NLHPP bringing ERF into service on time or capital cost being exceeded.

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

Key	Risk			
	Periodic Variance	Action Status	Impact / Significance	Overall Project Risk Indicator
	Risk exposure variance between the current and previous period is less than 5%	Over 80% of planned in-period actions have been completed	No new RED* risks raised	If the majority of indicators are 'Green' without any 'Red' indicators
	Risk exposure variance between the current and previous period is between 5% - 10%	Between 50% - 80% of planned in-period actions have been completed	One new RED* risk raised	If two or more of the indicators are 'Amber' but none are 'Red'
	Risk exposure variance between the current and previous period is greater than 10%	Less than 50% of planned in-period actions have been completed	More than one new RED* risk raised	If one or more of the indicators are 'Red'

\* RED risks are those identified in the Project Risk Register by their qualitative RAG impact rating (cost, time, reputation)



# Project Health Check – Key (2 of 2)



Key	Health, Safety & Wellbeing			
	Leading Indicators	Lagging Indicators	COVID-19 Performance	Overall
●	Senior leadership engagement, Positive Behaviours and Safety Observations noted and recorded	No recorded incidents, accidents or near misses. Any issues are outside the Project's control	Complete compliance with CLC SOPs and additional NLHPP suggestions. Visible promotion of excellent practice.	Project will receive a Green RAG if all three indicators are green
●	Only normal scheduled HS&W advisor site visits and weekly HS&W Snapshots published	Any recorded accident, lost time or otherwise, or occupational disease	Occasional failures to comply with CLC SOPs but are promptly remedied	Project will receive an overall Amber RAG if one or more indicators are Amber
●	None recorded	Any RIDDOR incident	Consistent failures to comply with CLC Site Operating Procedures version 4	Project will receive a Red RAG if two or more indicators are Red



# Schedule Dashboard (at end of September)



Milestone (Critical)	Baseline Date	Forecast Date	Deviation to Baseline Programme (measured in weeks)	Key Interface	Recovery Plan
Complete works to Hawley Road site (Temp long term LEL Transport Yard)	25-Sep-20	29-Oct-20	-5	Enables start of EcoPark South Construction	Not critical.
Complete Laydown Area	11-Nov-20	10-Feb-21	-12	Temporary EcoPark Eastern access	Eastern access road to be handed over earlier to enable traffic to use it in time for increase in construction traffic at southern entrance
Sewer Diversion Enabling works - Galldris Remove Hoarding form works area for MH A	23-Sep-20	28-Sep-20	-1	Sink shaft A	Temporary accommodation for LEL transport managers to free up site areas
Complete Sewer Diversion Enabling Works	25-Feb-21	25-Feb-21	0		
Start Sewer Diversion Main Works on site	23-Sep-20	28-Sep-20	-1	Complete RRF foundations	
Start EcoPark South Works on site (with some restrictions)	25-Jan-21	26-Jan-21	0		Greater level of concurrent work between the Sewer Diversion and the RRF with adjustment to site boundaries
Complete Sewer Diversion work	27-Sep-21	27-Sep-21	0		
Operational Commencement of RRF	26-Oct-22	07-Dec-22	-6	Transfer operations from northern area	Investigate how transfer of operations can be achieved more quickly than 3 months with LEL
Northern Area Clearance - Remediation Complete	30-Sep-22	30-Sep-22	0		
ERF – Commissioning – Take over (O&M engaged in operations)	31-Mar-26	13-May-26	-6	Cease reliance on EfW to recover energy from waste	See actions on preceding projects, and use waste for First Fire in December 2025
EfW – Laydown Area Re-Instatement	10-Jul-30	21-Aug-30	-6		
Southern Access Road – Works Complete	15-May-31	26-Jun-31	-6		To be reviewed



# Health, Safety & Wellbeing Dashboard

## (Explanation of Terminology)

Terminology	Definition	Further Explanation
<b>Leading Metrics</b>	Actions that help to prevent accidents, injuries and incidents	The Health & Safety Executive's (HSE) and others' research has shown that increasing awareness and noting of both good and bad health, safety and wellbeing issues by <u>any and all of</u> the workforce (leading indicators) has shown a significant effect on the reduction in lost time accidents and other untoward events (lagging indicators).
<b>Lagging Metrics</b>	Accidents, injuries and incidents	
<b>Accident Frequency Rate (AFR)</b>	<p><math>[(\text{Number of injuries in the period}) / (\text{Total hours worked during the period})] \times 1,000,000</math>.</p> <p>i.e. the number of injuries per million hours worked.</p>	The AFR takes into account the first 3 lagging metrics: Serious Incident (SI), Lost Time Injury (LTI) and First Aid Injury (FA), as highlighted in an exert from the Lagging Metrics table.

**AFR considerations**

**Lagging Metrics**  
(Accidents, injuries and incidents)

Death; Major injury (RIDDOR); Fire; Significant (EA reportable) release to environment	<b>Serious Incidents (SI)</b>
IP is removed from site for treatment or recovery	<b>Lost Time Injury (LTI)</b>
Minor injury treated on the site with basic first aid	<b>First Aid Injury (FA)</b>



# Health, Safety & Wellbeing Dashboard

## (Summary of Leading Performance Metrics)



### Leading Metrics

		Period September 2020						Period Aug 2020	Total to Date**
		E1A2	E1B	E2A	E2B	E4A	Total		
Any action or suggestion, idea, behaviour that is 'above and beyond' compliance	Positive Behaviour (PB)	14	7	0	0	0	21	6	136
Anything volunteered and not resulting from a formal assessment or audit. Positive or negative.	Safety Observation (SO)	15	0	3	10	0	28	12	111
Site visits by Senior Leadership	Leadership Engagement	1	1	1	1	1	5	5	16
Weekly site inspection visits by H&S advisors	Site Inspection Visits	4	3	3	3	0	13	18	107

Health, Safety and Wellbeing Alerts

	Period Sept 2020	Period Aug 2020	Total to Date*
HS&W Snapshots	4	6	30

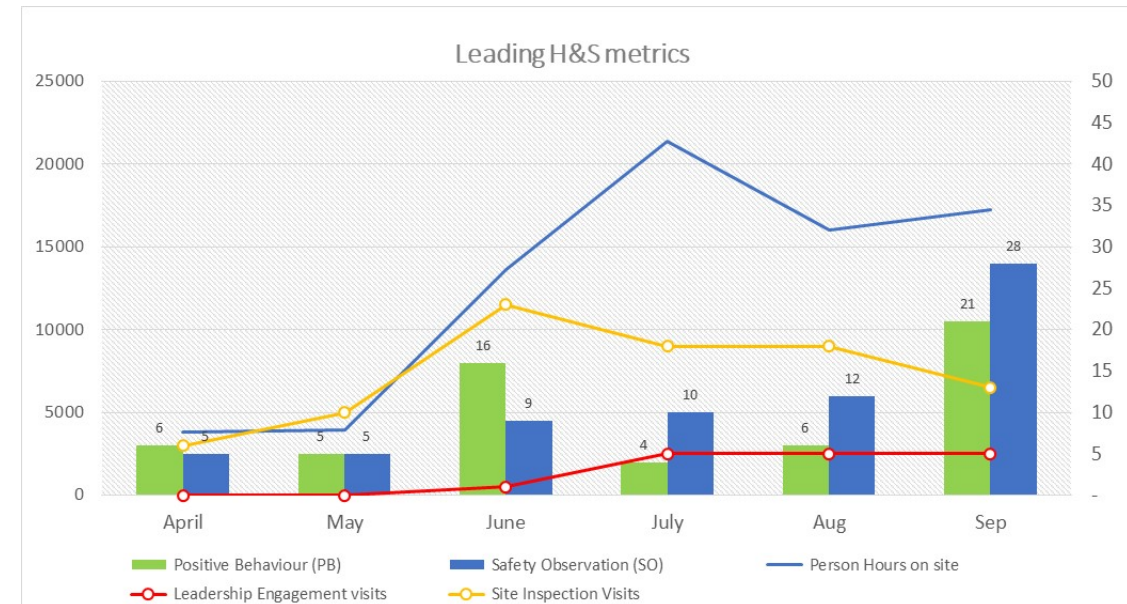


Figure represents the total hours worked on site against leading H&S metrics for each reporting period

### HS&W Snapshot

### Date Issued

World Suicide Prevention Day	10th September 2020
Avoiding Vehicle Breakdowns	11th September 2020
Promoting a Positive Mental Health	18th September 2020
Daily Activities to Maintain Mental Health	24th September 2020

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

# Health, Safety & Wellbeing Dashboard

## (Summary of Lagging Performance Metrics)

Lagging Metrics		Period September 2020						Period Aug 2020	Total to Date**
		E1A2	E1B	E2A	E2B	E4A	Total		
Death; Major injury (RIDDOR); Fire; Significant (EA reportable) release to environment	Serious Incidents (SI)	0	0	0	0	0	0	0	0
IP is removed from site for treatment or recovery	Lost Time Injury (LTI)	0	0	0	0	0	0	0	1
Minor injury treated on the site with basic first aid	First Aid Injury (FA)	0	0	0	0	0	0	0	17
An event not causing harm, but has the potential to cause injury or ill health	Near Miss / Close Call (NM)	0	1	0	0	0	1	0	24
As RIDDOR	Dangerous Occurrence (DO)	0	0	0	0	0	0	0	4
Something outside Project control that causes us to take action e.g. nearby fire, flood, site protest, UXB	External Event with Impact (EXT)	0	0	0	0	0	0	0	36
A set of conditions or circumstances that have the potential to cause injury or ill health, including poor procedures.	Undesired Circumstance (UC)	14	4	7	10	0	35	11	162
Abuse, physical threats or actions short of violence	Threatening Behaviour (TB)	0	0	0	0	0	0	0	1

\*\*Total to date: from April 2019 to the end of the reporting period

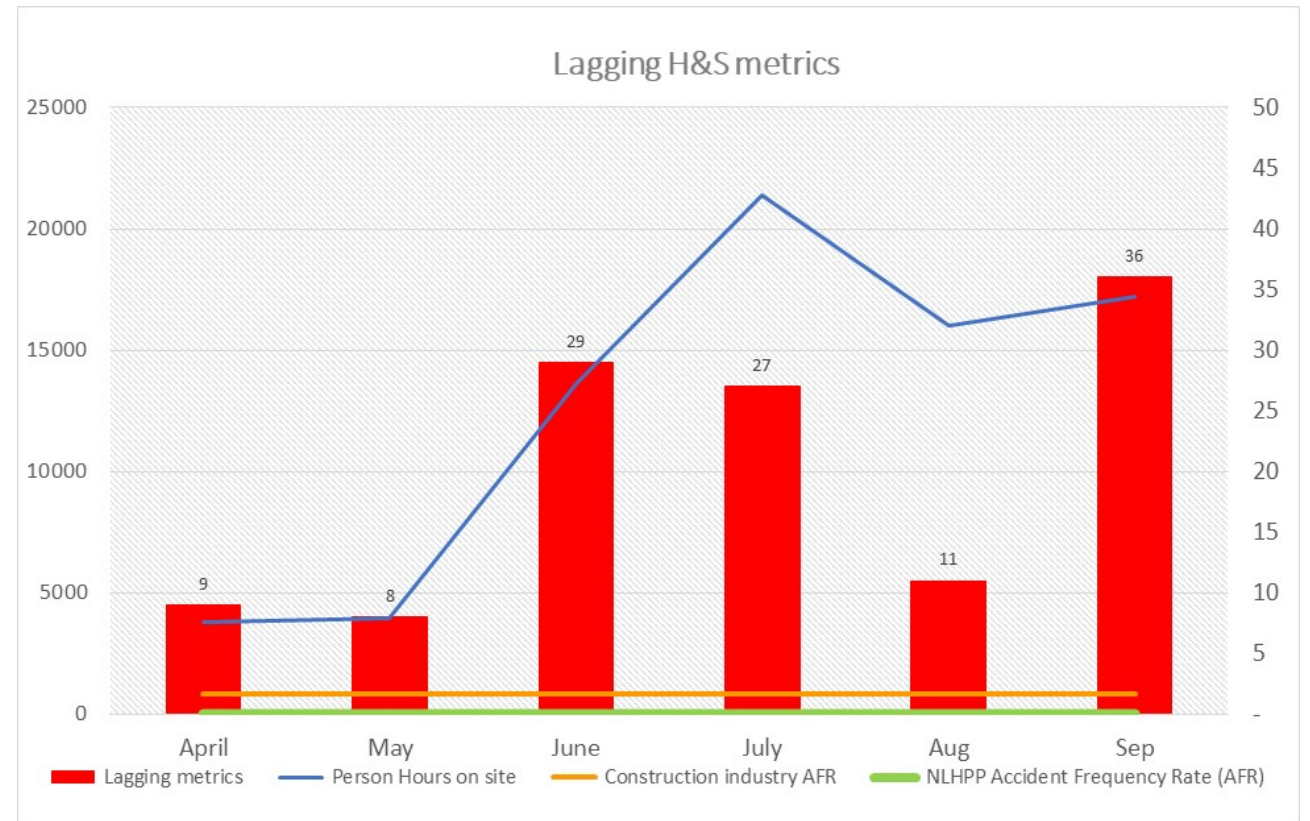


Figure 1: Lagging Metrics

Figure 1 represents the total hours worked on site against lagging H&S metrics for each reporting period and the NLHPP Accident Frequency Rate (AFR) comparing to the Construction industry AFR



# Health, Safety & Wellbeing Dashboard

## (Accident Frequency Rate & COVID-19 Safety Performance)



### Accident Frequency Rate (AFR<sup>\*\*\*</sup>)

NLHPP

Construction Industry

AFR for Reporting Period

0.00

1.64

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

### COVID –19 RELATED (according to CLC SOP<sup>\*\*\*\*</sup>)

Incidents/Observations related to COVID-19 (positive, negative or observations)—already accounted for in the above incident reporting categories

	Period September 2020							Period Aug 2020	Total to Date <sup>**</sup>
	E1A2	E1B	E2A	E2B	PCE*	E4A	Total		
COVID –19 related	2	0	0	1	0	0	3	1	59

### Covid 19 Metrics



This figure represents the COVID-19 related metrics for each reporting period



# Health, Safety & Wellbeing Dashboard

## (Project Compliance Audit Results)



Site Inspection Summary September		
Site	Summary Report	Inspection Compliance Scores
<b>E1A2 - Laydown West</b>	Site activities include groundworks, road scraping, bridge bearing replacement, fencing, utilities. Site is operating safely. Site Management demonstrate good approach to health and safety. Plant and pedestrians segregated. Good site access. Good welfare arrangements in place. COVID-19 arrangements working well and include full-time cleaner and dedicated marshal. Operatives following RAMS.	04th September—98.64% 11th September—99.21% 18th September—99.24% 24th September—98.07%
<b>E1B - Northern Access</b>	Site activities include groundworks and utility works. Site is operating safely. Site Management demonstrate good approach to health and safety. Dedicated pedestrian walkway segregates Ardra Road from access from compound to site. Good access to excavations. Good welfare arrangements in place. COVID-19 arrangements working well and include full-time cleaner and dedicated marshal. Operatives following RAMS.	04th September—99.80% 11th September—98.77% 17th September—98.80% 25th September—99.61%
<b>E2A - Transport Yard</b>	Site activities include fencing, groundworks, portacabin installation, solar panel installation. Site is operating safely. Site Management demonstrate proactive approach. Plant and pedestrians segregated. Good welfare arrangements in place. COVID-19 arrangements working well and include staggered start times/break times, temperature checks, full-time cleaner and dedicated marshal. Operatives following RAMS.	04th September—95.33% 11th September—99.00% 18th September—99.22% 24th September—93.23%
<b>E2B - Sewer Diversion Enabling works</b>	Site activities include groundworks, drainage, demolition of portacabins. Site is operating safely. Site Management demonstrate good approach to health and safety. Site segregated from LEL operations. Good dust suppression on site. Adequate contractor's welfare arrangements in place. COVID-19 arrangements working well. Operatives following RAMS.	04th September—99.82% 11th September—99.22% 18th September—99.27% 25th September—96.27%

## **APPENDIX B      CONNECT NLWA**



November 2020

## Welcome

Welcome to the first issue of **Connect NLWA** – a newsletter for north London Members of Parliament.

Connect NLWA will provide you with the latest recycling and waste prevention news happening in your constituency, as well as updates about the North London Waste Authority's new sustainable waste hub at Edmonton EcoPark – the North London Heat and Power Project (NLHPP), and the community benefits it will deliver for your residents.

Indicative image of the new flagship recycling facilities as part of the NLHPP.



## Managing waste for 2 million north London residents

- NLWA is the **second largest waste authority in the UK** and is responsible for the transportation and disposal of waste on behalf of seven north London boroughs, **serving two million people**. NLWA also manages the recycling collected by six of the seven boroughs.
- We aim to preserve resources and protect the environment today and for future generations. We do this through our **award-winning programme of waste prevention and recycling activities** including pioneering initiatives like Low Plastic Zones, the London Upcycling Show and our Waste Prevention Community Fund.
- The NLHPP is part of this strategy. It is our plan for a **sustainable waste hub at Edmonton EcoPark**. We are investing £1.2bn in a world-class, nationally significant infrastructure project that will provide sustainable, long-term waste management and recycling facilities for another generation of north Londoners.
- We are delivering **state-of-the-art recycling facilities**, including a **Resource Recovery Facility (RRF)** with capacity to manage **135,000 tonnes** of recyclable material every year, as well as the first ever public reuse and recycling centre at the site for the benefit of our residents. The RRF will help to maximise recycling by extracting and bulking material from borough waste collections that might otherwise have been sent to landfill.
- We are building a new **Energy Recovery Facility (ERF)**, which is a vital asset for **tackling the Climate Emergency**. Compared to landfill, the ERF will have the same carbon impact as taking up to 110,000 cars off the road every year. It will generate enough **low-carbon heat and power** to serve the needs of up to **127,000 homes**.
- We're also investing in the local communities, delivering at least **100 apprenticeships** and **225 skills-training placements** for residents in north London. The NLHPP will spearhead the **local green recovery**, generate long-term jobs, and equip local young people with life-changing skills and training.

## How MPs can help us to deliver the best services for the environment?

The best route to fund the NLHPP in the most cost-effective way for taxpayers is through the Public Works Loan Board (PWLb). Government raised PWLB interest rates by 1% in 2019, but despite a recent consultation on lowering them, it has not yet done so. Each 1% on our borrowing rate increases the annual repayment costs of our Project by

approximately £8m per year – a direct cost to local council taxpayers. Our Project is already the most sustainable and cost-effective way to deliver long term waste management facilities needed for north London. You can support us in delivering an essential Project for over two million residents by asking the Chancellor of the Exchequer to bring down PWLB rates to

support delivery of vital infrastructure.

NLWA keeps your local constituents up to date using a variety of channels including websites and social media channels. To help us reach more north London residents who use our services, please follow us on social media and visit our websites using the details on the **back page**.



# NLWA updates

## Waste Reduction and Recycling

- NLWA continues to **call on producers, manufactures and the Government to take greater and more urgent action on waste prevention and recycling**. In October, NLWA wrote a [letter](#) to Government calling on them to do more to tackle the Climate Emergency by extending the ban on single-use plastics, bringing forward the plastic bag charge and introducing compulsory recycling.
- Due to COVID-19, the way in which we engage with local communities has adapted and we've expanded our existing digital presence. Since May, we have held **twenty two** online events which **391** people have attended.
- This autumn, NLWA supported two regional campaigns, [Recycle Week](#) and [Repair Week](#), organised by the London Waste and Recycling Board (LWARB). During Recycle Week NLWA part-funded the regional social media campaign across our seven boroughs and delivered a live Facebook Q&A event. During London's first Repair Week, NLWA encouraged residents to learn their forgotten repair skills and featured video tutorials explaining how to carry out a range of simple repairs.



Posters to support Recycling Week 2020

## Waste Prevention Community Fund

- NLWA's **Waste Prevention Community Fund** was established to support waste prevention initiatives in the north London area. The **£60,000 fund** provides community-based (non-profit making) organisations with money to develop **new approaches to reduce waste** and/or extend the reach and impact of existing waste prevention activity in north London communities.
- NLWA has awarded funding to six successful community projects that between them tackle packaging waste, food waste, furniture and textile waste. The maximum grant per project of £15,000 was awarded to [Feast With Us](#), a food redistribution charity working in Camden, Islington and Haringey.



## Borough Recycling Fund

- This summer, NLWA launched its **Borough Recycling Fund** in partnership with Biffa Waste Services Ltd. The fund makes more than **£75,000 available for recycling communications campaigns, outreach projects,** and other activities in NLWA's constituent boroughs.
- NLWA has awarded funding to a range of **innovative projects** led by Camden, Hackney, Haringey, and Waltham Forest. The projects range from outreach and engagement work with faith and community groups, to introducing new easier-to-use recycling bins and digital reporting on recycling rates.



# Delivering a new sustainable waste hub at Edmonton EcoPark

## Progress update on the NLHPP

- Construction enabling works to deliver the NLHPP are moving at pace. In September, we produced a [construction update video](#) capturing our recent progress.
- The **Transport Yard** at Hawley Road completed at the end of October, ready for the EcoPark operating company, LondonEnergy Ltd, to occupy from 9 November. Relocating the transport yard was essential in order for LondonEnergy to continue their normal operations on the EcoPark whilst works for the NLHPP are underway.
- The new **Northern Access road** is in the final phase of construction, due to be complete in November and construction enabling works to divert the **Angel and Chingford sewers** next year are underway in order to pave the way for the new recycling facilities.
- Significant progress has also been made on the **Laydown Area**, building a new bridge to connect the EcoPark to the Laydown Area via a new eastern access.
- In October contracts were exchanged with the appointed **contractor for EcoPark South – Taylor Woodrow**. This is an important step forward for the Project and the first major contract award. **Construction of the new recycling facilities will begin at the start of 2021.**



Recent construction works underway to install a new bridge across the Enfield Ditch connecting the EcoPark to the Laydown Area

## Health, Safety and Wellbeing

- We are working to **achieve zero harm** to everyone involved in the project, and working and living in the local community, by putting **Health, Safety and Wellbeing (HSW) as the number one priority.**



- Over the last year, the **Accident Frequency Rate (AFR) on the Project is zero**, demonstrating the Project's strong Safety First culture. The AFR is calculated by the number of accidents x 100,000 / person hours worked. This is **significantly stronger than the construction sector average** of 1.64.

- Last month we produced a short [video](#) showcasing what HSW means to our Project team and why it is important.





# Delivering a new sustainable waste hub at Edmonton EcoPark (continued)

## Engagement with the community



- Throughout COVID-19 we have maintained communication with the local community, providing [video updates](#), issuing a [newsletter](#) to 28,000 properties and held a virtual **Community Liaison Group** which involves presenting Project updates to community representatives, answering their questions, and hearing from them about local issues.
- We also continue to keep stakeholders up to date through our [website](#), [Twitter](#) and [Facebook](#).



## Apprenticeships and training

- The NLHPP is delivering **life-changing opportunities** for local residents to help **kick-start careers** in construction and engineering, as well as upskilling the local workforce.
- So far, during 2020 the first **11 apprentices** have started on the Project working with our contractors including Enfield-based Galldris, Buckingham and Taylor Woodrow, as well as one of NLWA's partner consultants on the Project, Robert Levett Bucknall (RLB).
- The first **23 on-site training placements** have been undertaken with contractors Buckingham and Galldris, helping to equip local residents with skills for future employment opportunities. During the placements, trainees work towards obtaining a **Construction Skills Certification Scheme (CSCS)** card to use for onward employment.



Top: Buckingham apprentices. Left: On-site training placements (classroom learning). Right: On-site training placements

If you or your community would like to contact us, please get in touch by emailing [post@NLWA.gov.uk](mailto:post@NLWA.gov.uk).



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