

NORTH LONDON WASTE AUTHORITY

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

REPORT OF: PROGRAMME DIRECTOR

FOR SUBMISSION TO: PROGRAMME COMMITTEE MEMBERS

DATE: 11 MAY 2021

SUMMARY OF REPORT:

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

RECOMMENDATIONS:

Members of the Programme Committee are recommended to comment on and note the contents of the report.



SIGNED: Programme Director

DATE: 27 APRIL 2021

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. The report structure provides a narrative in the main body with a dashboard.
- 1.3. The progress data provided within the report, including the status dashboard in Appendix A, reflects the status of the programme on the 26 March 2021. This is the most recent reporting period for which project-approved data is available at the time of preparing this status report to Members. Where significant progress updates have occurred since this date, a narrative update has been included in this report.

2. PROGRAMME DIRECTOR'S SUMMARY

- 2.1. The Project continues to be on track to deliver the programme and cost objectives as agreed in the March 2019 baseline.
- 2.2. The increase in construction activity on the EcoPark continues, successfully managed without adversely affecting waste management operations. A notable milestone in the reporting period has been the completion, ahead of programme, of the tunnelling for the sewer diversion. This has been achieved using a simultaneous pipe-jacking technique by the contractor, Barhale. Taylor Woodrow's piling and groundwork activities for the RRF building have started productively with some areas being completed ahead of schedule. The demolition of the Sea Cadet's former building has been completed safely.
- 2.3. The team continues to successfully manage co-ordination challenges between concurrent projects to maintain progress on the programme critical path. Further challenges exist which are being worked through; the impact on the project of LEL's switchgear replacement; and securing a window of opportunity for the installation of utility services without disruption to waste traffic. These issues are being addressed with LEL through the Site Working Group. A collaborative response to managing these challenges is evident. A recent achievement is the deconfliction of the interface with Energetik during the EcoPark South construction works. A clear

plan has been agreed between the parties and this is now being incorporated into individual working arrangements and logistics plans.

- 2.4. The programme has continued its positive safety record, with no incidents recorded in the last period. With the increase in construction activity on site, there has been a matching increase in COVID-19 testing – and no positive cases have been recorded in the period.
- 2.5. Away from the construction site, the project has also moved forward in key development areas;
 - 2.5.1. Notably, the ERF tender response milestone was met, and the evaluation process has commenced on time.
 - 2.5.2. The continued development of the programme’s digital applications has seen significant progress in the period. The delivery of the datahub “PIM” (Programme Insight Manager) has progressed to now contain live schedule and risk information, with the cost system transitioning in the next period.
 - 2.5.3. The NLHPP intranet has launched, which will provide a new internal communications platform for the team. A continuous improvement approach is being applied to these tools, with all team members encouraged to bring forward ideas to develop them further or to move existing practices onto them.
- 2.6. The Social Value measures also performed well in the last period. In particular, the metric of local supplier use reached 54% in the month – driven by the appointment of Enfield-based Galldris as a ground works sub-contractor to Taylor Woodrow. Galldris have previously been employed directly by the Authority on the programme for three of the enabling works projects.

3. PROJECT DELIVERY SUMMARY

- 3.1. The delivery of the project continues to carry out construction of the RRF across the entire area to the south of the operating Energy from Waste (EfW) facility and demolition is taking place over nearly half the area to the north.
- 3.2. Maintaining safe progress on schedule continues to draw upon the team innovating and working in close collaboration with the supply chain and third parties. Recent examples are:
 - 3.2.1. It was decided to carry out the two tunnel operations simultaneously and continuously rather than sequentially and only during normal working hours. This required some carefully planned logistics especially in the drive shaft where both drives had to work alongside each other. It has been

successful and proved valuable in enabling the sewer diversion work to avoid getting in the way of the RRF construction later in the year.

- 3.2.2. The accommodation of the Lee Valley Heat Networks' district heating energy centre adjacent to the RRF construction is being achieved by close dialogue and detailed logistic planning between Taylor Woodrow, Energetik and LEL. All parties have adjusted their plans to enable everyone to make progress and maintain safe operations.
- 3.3. The temporary move of EcoPark weighbridges within the EcoPark and changes to routes is proving successful in enabling the EcoPark to operate efficiently after the southern end of the site has become a construction site.
- 3.4. The project team continue to work closely with LEL on two key interface matters:
 - 3.4.1. The supply of high voltage power directly from the EfW, to support RRF commissioning in 2022,
 - 3.4.2. The opportunity to take possession of the EcoPark's western road to enable utilities infrastructure to be installed during 2022.
- 3.5. The aerial view of the EcoPark shown below has been marked up with features referenced in this Section.



- 3.6. A current "Health Check" summary of project performance is included at Appendix A, together with a milestone summary report current at the end of the March reporting period. The following paragraphs provide a project-by-project summary of progress on site.

Laydown Area and Eastern Access (Project E1a2)

- 3.7. The Laydown Area is now fully operational as the project office and welfare facilities for Taylor Woodrow.
- 3.8. Lee Park Way will reopen by the end of June to members of the public accessing the Regional park on foot and cycles once some additional road safety measures have been implemented following the post construction road safety audit. Meanwhile Lee Park Way is being used by the project and LEL staff to transit between parking, offices, and welfare in the Laydown Area and the EcoPark.

Sewer Diversion Main Works (Project E2c)

- 3.9. The speed of construction of the new sewers has been greatly increased by the adoption of a 24-hr working schedule by the contractor Barhale.
- 3.10. Tunnelling at depth carries risks associated with ground conditions varying from those anticipated. In the case of the sewer diversion, the ground proved to be as expected and well suited the chosen method of tunnelling boring.
- 3.11. The completion of the tunnels now allows Barhale to focus on the completion of access shafts before the new system is put to work. The picture below shows the tunnel boring machine breaking through into the new shaft 'C'.



- 3.12. The new shaft 'B' is now being constructed to make the connection to the existing sewer 10m below ground. The existing sewer is over 100 years old was found to be several meters away from where it was expected to be and therefore presenting a challenge to connecting to it. This has been overcome by Barhale's design team working with the Authority's technical advisor Wood Group.

- 3.13. In terms of civil engineering the approach to the tunnelling work has included some innovative thinking which has attracted positive comments from the wider engineering community

EcoPark South (Project E3a)

- 3.14. Taylor Woodrow's construction work on the RRF continues to schedule. The bulk excavation to lower the ground is now 85% complete with no unexpected obstacles or conditions encountered. A stable base for piling using 100% recycled materials is being established across the RRF footprint and piling of the RRC foundations is 60% complete. Construction of a 5m below ground wall around the perimeter of the Recycling and Fuel Preparation Facility (RFPF) is underway. This will prevent ground water ingress under the future tipping floor. This trench wall construction is shown in the photo below.



- 3.15. On the site of EcoPark House, previously unidentified asbestos was discovered during demolition of the Sea Cadet former buildings. Demolition was paused while this was investigated and subsequently safely removed by an appropriately licensed contractor. Demolition has now been completed in preparation for piling the foundations of the new building. The photograph below shows the demolition taking place.



Northern Area Clearance (Project E3b)

3.16. Demolition of the buildings on the western section of the northern area is now completed. Work has commenced on demolition of the ground slab, most of which will be crushed on site and re-used as fill for construction of the temporary bulky waste recycling facility. The photographs below show the demolition of the incinerator bottom ash facility.



3.17. Procurement of a contractor for the design and construction of the temporary bulky recycling facility is ongoing. The establishment of this facility and then demolition of the existing bulky waste recycling will facilitate providing access for the ERF contractor to commence work in October 2022.

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

3.18. Work continues in two key areas;

3.18.1. Evaluating the best route option for the future incoming gas supply main,

3.18.2. Optimising the layout and design of the future utility infrastructure that runs along the western access road of the EcoPark.

Energy Recovery Facility (ERF) (Project E7)

3.19. The evaluation and preparation for the competitive dialogue stage continues and remains on track to make a recommendation for the award of contract in December.

4. HEALTH, SAFETY & WELLBEING

This summary considers an overview of the Health, Safety and Wellbeing (HSW) outcomes of the March 2021 reporting period, updated where possible to the time of writing.

Health, Safety and Wellbeing Performance

- 4.1. Zero serious or loss time incidents have been reported.
- 4.2. Three near miss incident reports submitted in the period. The first report related to an LEL Security Guard walking onto a Construction Design & Management (CDM) site without any Personal Protective Equipment (PPE). The second report related to a lorry driving too close to an operative at the site entrance with the potential to strike the operative with the side mirror. The third was a service strike of a water main during demolition activities. Investigation is ongoing into the root causes of these incidents. Near misses, whilst unwanted, are expected and the outputs of these investigations shall be communicated as lessons learnt and used to inform future HSW initiatives in incident prevention across the programme.
- 4.3. Health & Safety observation reporting has improved. A high number of reports is regarded as a good indicator of health and safety awareness within the workforce and often correlates to a reduced number of incidents. The trending of the Health & Safety observations to date, as indicated in the HSW dashboard, indicates concentrations in areas associated with worker welfare rather than unsafe acts, which will inform upcoming HSW initiatives and campaigns in the pursuit of continual improvements.
- 4.4. Independent site audits undertaken by the HSW Site H&S Assurance manager have yielded good levels of compliance across 4 sites and 17 audits in the period. The lowest compliance level reported was at 98.7%.
- 4.5. Since the Antigen Testing initiative commenced 11 January 2021, NLHPP have tested a total number of 855 workers. During the month of March 2021 over 485 workers on NLHPP were tested, all have received a negative result to COVID-19. The Antigen test supplier will be on site 4 days per week in order that they can cover increasing numbers on site that have arrived on EcoPark South and DSM demolition NLHPP will continue with this initiative on NLHPP until further notice.
- 4.6. The project will continue to deploy the wearable proximity technology. Contractors stated that the proximity technology has supported workers' safe behaviours in the workplace, making a noticeable contribution to awareness of safe distancing and the hazards of the COVID-19 pandemic. It has been discussed and agreed that the second generation of the proximity technology hardware will be rolled out on EcoPark sites and offices.

- 4.7. Energetik's contractor has commenced their works on EcoPark, adjacent to the Taylor Woodrow EcoPark South site. Coordination and cooperation on all aspects for Health & Safety between NLHPP, LEL and Energetik are already in place to ensure works on site are delivered in a safe manner.

Health, Safety and Wellbeing Management

- 4.8. A Health Safety and Wellbeing Campaign was rolled out for the month of March 2021 on Safe Lifting Operations. Safe Maintenance of Construction Plant and Equipment Campaign was adopted as the theme for the month of April 2021 to highlight and raise awareness of potential hazards and risks associated, as well as an opportunity to remind contractors of safety critical operations to ensure incident free working environment on NLHPP.
- 4.9. The "Know Your Route" Campaign will continue throughout the summer to ensure site traffic and pedestrian routes with regular traffic changes being communicated to all site contractors, giving the opportunity to raise queries and concerns during NLHPP-LEL Site Traffic Working Group weekly meetings.
- 4.10. The Wellbeing 4 Life Mental Health Pathway has been agreed with the project leadership team and will be implemented as a client-led programme to promote good mental health amongst the NLHPP workforce.
- 4.11. Following the successful development and completion of the initial HSW Culture Survey in Quarter 2 2020; plans are in place to undertake a second survey to measure progress and highlight areas that may benefit from further development. The next survey was instigated in mid-April 2021.

5. RISK SUMMARY

- 5.1. The programme's risk position remains healthy and there remains sufficient contingency against the latest assessment of risk exposure.
- 5.2. Construction work is progressing to schedule and risk mitigation activities continue to focus on interfaces between multiple contractors on-site. Successful recovery plans on Sewer Diversion main works have enabled early handover to Taylor Woodrow and maintenance of the overall programme plan. The programme has been able to close a number of risks successfully mitigated on the northern weighbridge activities.
- 5.3. Current mitigation activity includes sequencing of interfaces with LEL and in particular the planned switchgear installation works, looking at opportunities to take advantage of being able to take possession of parts of the EcoPark road network for short periods. Improvements have been made to site wide working group and dedicated workshops are being held with LEL to work through individual interfaces and phasing in more detail.

- 5.4. Mitigation activity has been conducted with Taylor Woodrow, Barhale and Energetik over site working areas for the Lee Valley Heat Network site works. Revised construction sequences and route changes have been agreed as a result. Traffic modelling provided by the steering group (working jointly with LEL) has provided a basis for local decisions to be made rapidly by all parties on logistics management
- 5.5. Tender evaluations have commenced for the ERF. Assessment of the risk profile and risk allocation will form part of the evaluation over the coming months.
- 5.6. The following risks continue to be key “high-impact” risks, i.e. having significant schedule and/or cost impact.
- 5.6.1. Work continues over the design and routing of the gas supply pipe. Routes have been identified and we are working with landowners and leaseholders to progress.
 - 5.6.2. The challenge in maintaining high quality federated models of utilities service information to provide information onsite to support contract design changes and meeting design and spatial constraint requirements. Information continues to be accumulated through site-wide surveys, trial pits, the NLHPP Geographic Information System model, and regular engagement with contractors to share utility information on a consistent basis
 - 5.6.3. Current risks relating to ground conditions and ground contamination remain for EcoPark South and the Northern Area. Risk exposure in these two areas has reduced as pre-construction activity and site preparation has progressed.
- 5.7. Overall implementation of the Digital Strategy and Datahub is enabling a greater engagement across the project team with management of threats, opportunities, and issues. The Risk Management Plan is being updated accordingly.

6. SOCIAL VALUE

- 6.1. Project successes in supporting local businesses and local employment continue. At the end of March, 54% of contractors’ spend to date has been with local businesses against the project target of 10%. This is due to the appointment of Enfield-based Galldris as a sub-contractor to Taylor Woodrow on the EcoPark South Construction contract. On local labour, the project continues to meet the target of 25% of those employed on site being from the local area.
- 6.2. The team has continued the Apprenticeship Forum to support dialogue amongst contractors who have taken on apprentices and share lessons learnt. The third drop-in session was held in early March. Following the success of this Forum, the

team is looking to set up a similar platform to connect apprentices working on the NLHPP. This would allow them to get to know each other, the work that they are carrying out as part of different organisations/ roles and share lessons learnt.

- 6.3. Contractors on the Sewer Diversion Works, EcoPark South Construction and Northern Area Clearance contracts are developing the delivery of training placements. The first cohort of 12 training placements by Taylor Woodrow will commence on 19 April. The delivery of training placements will continue throughout spring and summer.
- 6.4. The approach to Equality, Diversity and Inclusion (EDI) is being taken forward both in the social value work and within the project team. The overarching aim is to ensure that inclusion is at the heart of project activity, with benefits for both team members and team performance, and that engagement in the local community, in particular for recruitment, recognises and works with the local diversity. A local needs assessment has been undertaken to inform EDI and community projects workstreams which helps to ensure that EDI activity on the project is tailored to local groups. The assessment is being supplemented by local stakeholder engagement activities. The local needs assessment has informed the development of EDI benchmarks against which activities are monitored, namely proportion of women in construction, and proportion of Black, Asian and Minority Ethnic (BAME) groups.
- 6.5. The team liaises with the contractors when they are recruiting apprentices ensuring that contact is made with Build Enfield, Haringey Works and LB Waltham Forest, to use their resources and knowledge of current candidates for local engagement in applications. As a second step, contact is made with local agencies for candidates in other boroughs, and only after that are non-local candidates considered.
- 6.6. A social value dashboard is being created which will present the data on apprentices and trainees, including EDI indicators, and will be included in the report to the Authority in June. To date, 15 new apprenticeships have been created on the project, two of whom are women representing 13% of apprentices (in line with London-wide construction industry benchmark). At least 20% of the apprentices are from BAME groups (against a London-wide benchmark of 19% BAME groups in construction sector). Eight of the project apprentices are from the London Borough of Enfield, two are from London Borough of Haringey, and one from London Borough of Waltham Forest. A number of local apprentices are from areas within the vicinity of the site, residing in Lower Edmonton and Upper Edmonton wards in Enfield (one in each), one in Tottenham Hale ward in Haringey, and one in Higham Hill ward in Waltham Forest.

7. COMMUNICATION

- 7.1. The communications team has been collaborating with north London boroughs' communications colleagues to continue to support accurate messaging about the NLHPP over the past period. This has included support for answering questions raised to the councillors, letter responses, briefings, and reports.
- 7.2. The Authority continues to respond to resident enquiries about the NLHPP and has developed a new tool for managing the tracking of themes and sentiment of enquiries. This has been rolled out to the communications team in April and will support better data collection for monthly reporting and team understanding of stakeholder issues.
- 7.3. Press activity has focused on providing milestone updates with press releases on the website and shared with trade press. These included how embodied carbon reduction has been achieved on the piling works for EcoPark South, the completion of the Tunnel Boring Machines on the Sewer Diversion Works and the new contract award of the Beable proximity tracking and alert system to be continued onsite for 6 months. All stories can be viewed on the website here:
<http://northlondonheatandpower.london/news/>
- 7.4. Social media has focused activity on maintaining messaging for the Building Benefits campaign and key benefits of the project while promoting Earth Day on 22 April.

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



Programme Committee – 11 May 2021

Appendix A – Programme Summary





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Note:

- 1. Project Health Check is current at mid-April**
- 2. Schedule and Health, Safety & Wellbeing (HSW) Dashboard current at end of March reporting period**



Project Health Check (at mid-April)



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		Completed	
Laydown Area (West) & Eastern Access - E1a2	●	→	●	→	●	→	●	→	●	→
Northern Access - E1b	n/a		n/a		n/a		n/a		Completed	
Transport Yard - E2a	n/a		n/a		n/a		n/a		Completed	
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 slide for key to RAG status



Project Health Check – Key



Key	Cost	Schedule	Risk	HSW	NLHPP Impact
●	Is on or below the Overall Project Cost Baseline	When the project completion date is on time or early	No unknown risks and low uncertainty within the risk environment	No recorded incidents, accidents or near misses. Any issues are outside the Project's control. Senior leadership engagement, Positive Behaviours and Safety Observations noted and recorded.	If there is no adverse impact on the ability if the NLHPP to deliver on time and within its budget.
●	Increase in known costs or risk of exceeding the Overall Project Cost Baseline	One of more project milestone is late by more than a day	Newly identified risks with some impact to the risk environment in the period	Rise in recorded accidents, lost time or otherwise, or occupational diseases. Normal scheduled HS&W advisor site visits and weekly	If the project has the potential to adversely impact the ability of the NLHPP to deliver on time and within its budget.
●	Unexpected costs arisen likely to cause the Overall Project Cost Baseline to be exceeded	A project critical path milestone is late	High uncertainty within the risk environment identified by their qualitative RAG impact rating (cost, time, reputation)	Any RIDDOR incident or consistent failures to comply with CLC Site Operating Procedures version 4	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



Schedule Dashboard (at end of March)



Milestone (Critical)	Baseline Date	Forecast Date	Deviation to Baseline Programme (weeks)	Recovery Plan
Complete works to Hawley Road site (Temp long term LEL Transport Yard)	25-Sep-20	09-Nov-20	Complete	Construction complete
Complete Laydown Area	11-Nov-20	26-Mar-21	-17	Eastern Access open 01-Mar-21. Contract Completion 26-Mar-21
Sewer Diversion Enabling works - Galldris Remove Hoarding form works area for MH A	05-Oct-20	05-Oct-20	Complete	Construction complete
Complete Sewer Diversion Enabling Works	06-Jan-21	06-Jan-21	Complete	Complete
Start Sewer Diversion Main Works on site	23-Sep-20	02-Oct-20	Complete	Complete
Start Eco Park South Works on site (with some restrictions)	26-Jan-21	26-Jan-21	Complete	Complete
Complete Sewer Diversion main works	28-Oct-21	01-Sep-21	8	Forecast improved in period (6w) mitigation plans have recovered completion to 01-Sep-21.
Operational Commencement of RRF	26-Oct-22	26-Oct-22	0	
NAC - Northern Area Eastern Section is cleared and available to the ERF Contractor (IF E7-5)	30-Sep-22	30-Sep-22	0	
NAC - Northern Area Western Section is cleared and available to the ERF Contractor (IF E7-6)	15-May-20	15-May-20	0	
ERF - First Fire on Waste	19-Dec-25	19-Dec-25	0	
ERF - Commissioning - Take Over (O&M engaged in operations)	31-Mar-26	31-Mar-26	0	
EfW - Laydown Area Re-Instatement	10-Jul-30	10-Jul-30	0	
Southern Access Road - Works Complete	15-May-31	15-May-31	0	

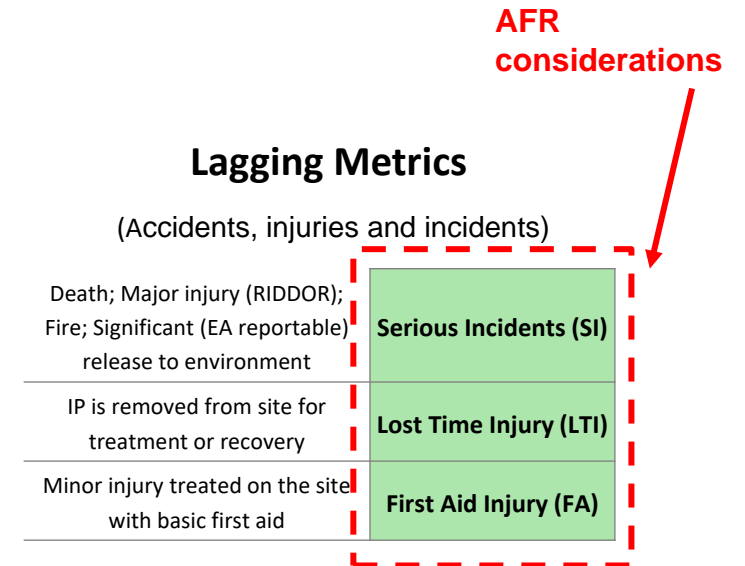


Health, Safety & Wellbeing (HSW) Dashboard

(Explanation of Terminology)



Terminology	Definition	Further Explanation
Leading Metrics	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).
Lagging Metrics	Accidents, injuries and incidents	
Accident Frequency Rate (AFR)	$\frac{[(\text{Number of injuries in the period}) / (\text{Total hours worked during the period})] \times 1,000,000}{\text{i.e. the number of injuries per million hours worked.}}$	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.



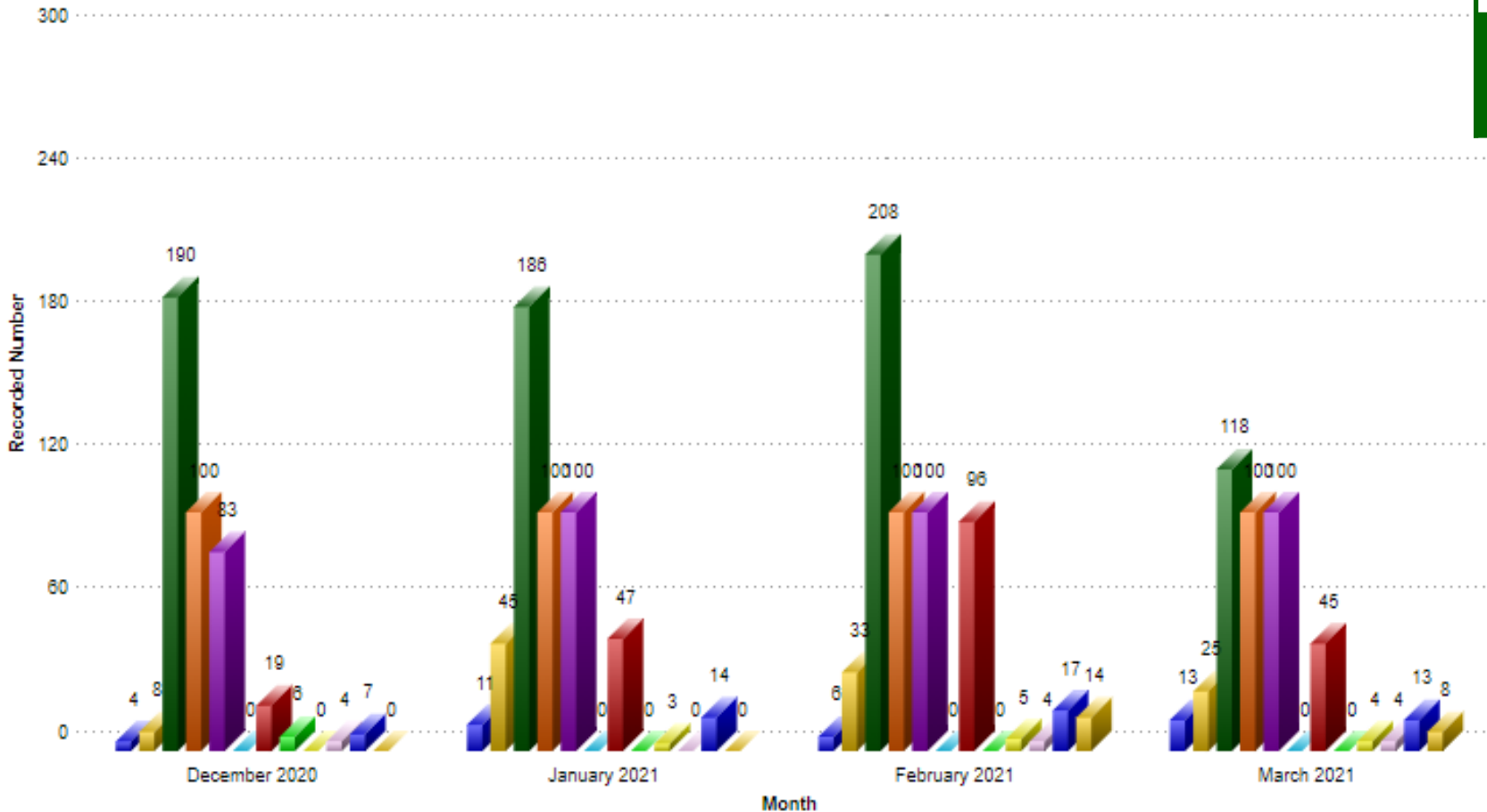


Health, Safety & Wellbeing (HSW) Dashboard

(Summary of Leading Performance Metrics)



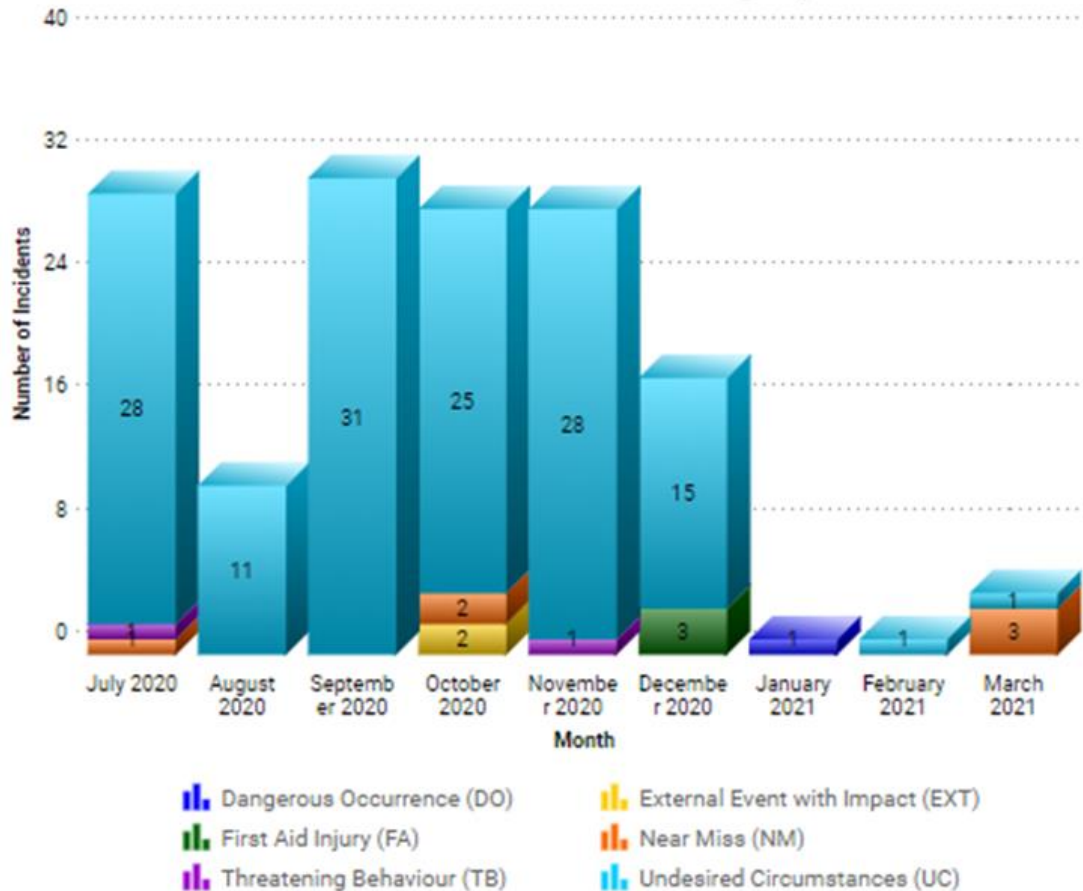
NLHPP HSW Leading KPI Trend



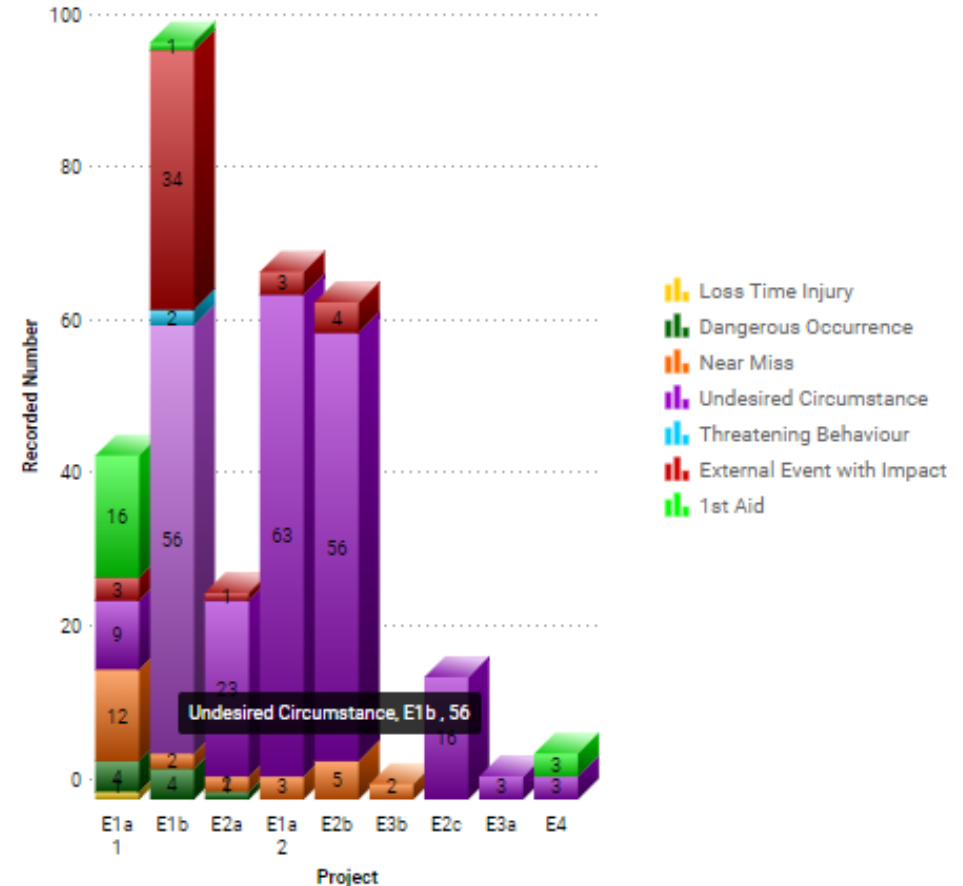
HS&W Snapshots Issued	Date Issued
Covid 19 Covid 19 Taskforce Update- continue to adhere to the current restrictions and measures in place.	11th March 2021

- Occupation Health Engagements
- HSW Training Events
- No of Safe Starts Conducted
- % of Workers Inducted
- RAMS Pass Rate %
- Lessons Learnt Submissions
- Safety Observations Submitted (SO & PB)
- SLT Safer Tour Reps
- HSGW Attendances
- Workers Engagement Attendances
- HSW Audits
- DRM Red Items

NLHPP HSW Incident Category Trend



NLHPP Cumulative Lagging KPIs





Health, Safety & Wellbeing (HSW) Dashboard

(Accident Frequency Rate & Observation Trends)



Accident Frequency Rate (AFR^{***})

NLHPP

Construction Industry

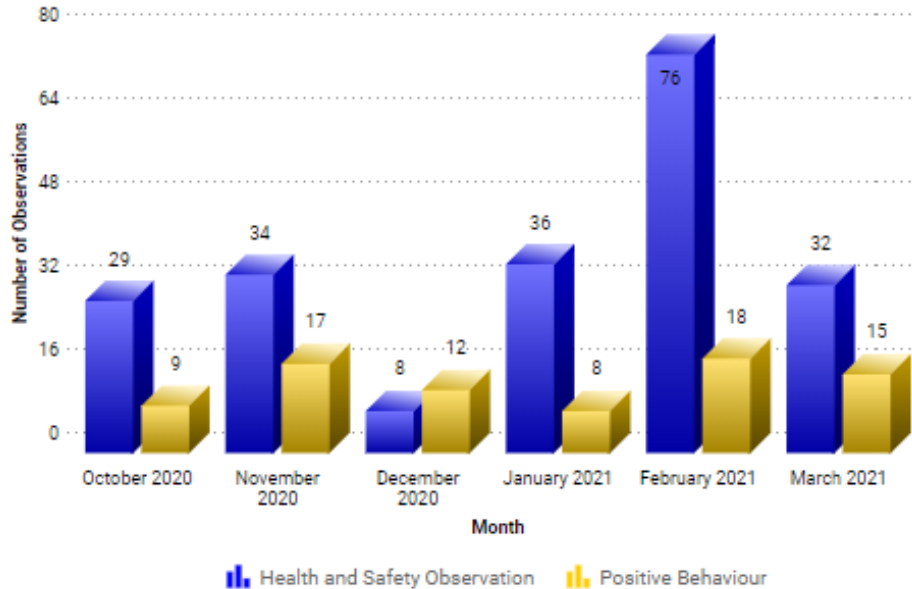
AFR for Reporting Period

0.00

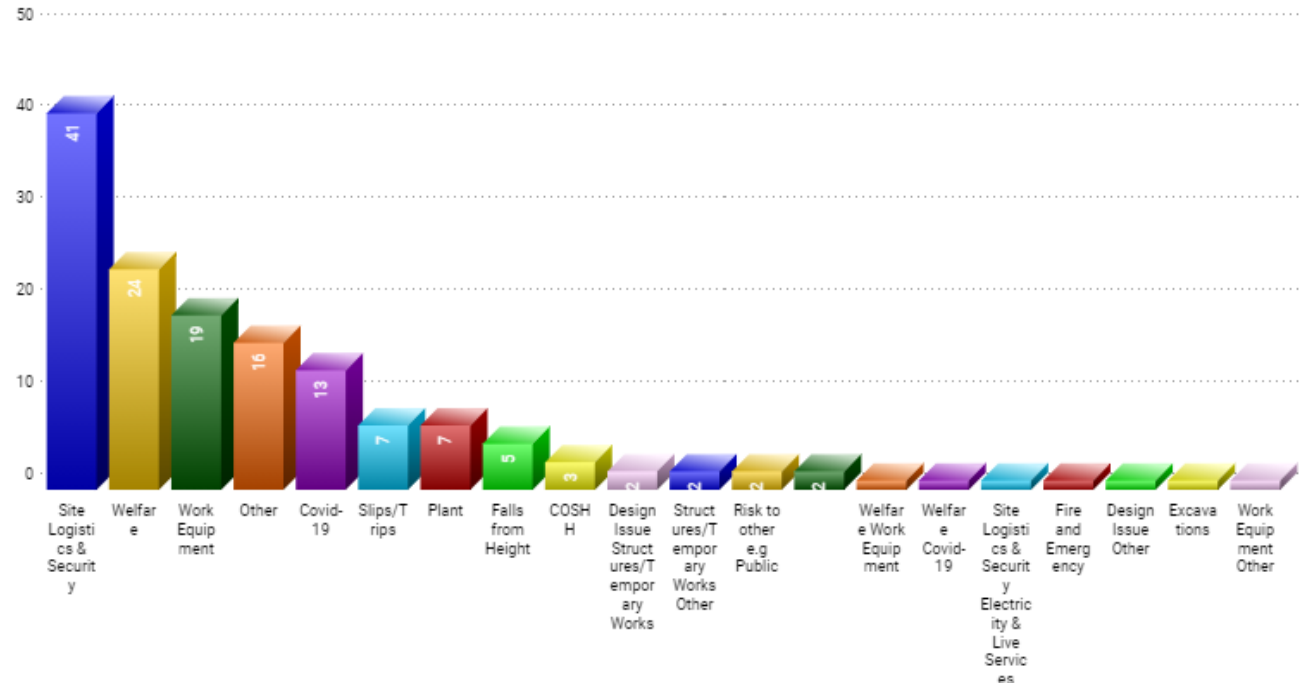
1.33

*** 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.

NLHPP HSW Observation Trend



H&S Observation Hazard Area Trend





Health, Safety & Wellbeing (HSW) Dashboard (Project Compliance Audit Results)



Site Inspection Summary		
Site	Summary Report	Inspection Compliance Scores
E1A2 - Laydown West	Site compliance score 100%. Site activities comprise completion of defects post handover. Site is operating safely. Site Management demonstrates good approach to health and safety. Adequate welfare arrangements in place. COVID-19 arrangements working well. Operatives following RAMS and wearing correct PPE.	02nd March — 100.0%
E3A—Eco-Park South	Site compliance score 98.7%. Site activities include site hoarding, excavation and preparation for pile mat, piling and demolition of Scout Hut. Site is operating safely. Site Management demonstrates good approach to health and safety. Site segregated from LEL operations. Good practice/initiatives implemented. Adequate welfare arrangements in place. COVID-19 arrangements working well. Operatives following RAMS and wearing correct PPE.	03rd March —100.0% 11th March —100.0% 17th March —98.7%
E2B - Sewer Diversion Enabling works	Site compliance score 100%. Site activities comprise trail pits and installation of armco barriers and signs. Site is operating safely. Site Management demonstrates good approach to health and safety. Site segregated from LEL operations. Good dust suppression on site. Good practice/initiatives implemented. Adequate welfare arrangements in place. COVID-19 arrangements working well. Operatives following RAMS and wearing correct PPE.	03rd March —100.0% 10th March —100.0% 17th March —100.0% 23rd March —100.0% 31st March —100.0%
E2C—Sewer Diversion Main Works	Site compliance score 99.5%. Site activities include construction of manhole shafts A to C. All sites are operating safely, with works largely confined to Manhole A. Site Management demonstrates good approach to health and safety. Site segregated from LEL operations. Good traffic management procedures implemented. Good practice/initiatives implemented. Adequate welfare arrangements in place. COVID-19 arrangements working well. Operatives following RAMS and wearing correct PPE.	04th March —99.51% 11th March —99.83% 17th March —100.0% 24th March —99.83% 31st March —100.0%
E3b—Northern Area Clearance	Site compliance score 99.4%. Demolition works progressing well. Good dust control measures. Adequate welfare arrangements in place. COVID-19 arrangements working well. Operatives following RAMS and wearing correct PPE. Adequate induction/welfare/COVID-19 arrangements in place.	04th March —100.0% 10th March —99.44% 25th March —100.0%