

NORTH LONDON WASTE AUTHORITY

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

REPORT OF: MANAGING DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 24 JUNE 2021

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:  **Managing Director**

DATE: 14 June 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 30 April 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

Summary Programme Status

- 2.1. The Project remains on track to deliver programme and cost objectives as agreed in the March 2019 baseline and continues to have a positive safety record with no serious or lost time incidents reported in the period.
- 2.2. In construction activities, excellent progress has been made on the piling of the future RRF building foundations. This will enable the start of the steel building frame in July – the first permanent above ground structure which the project will erect within the EcoPark. At the same time, demolition in the northern area is progressing to plan and will be completed by the end of June. This will enable construction to start on the temporary bulky waste facility (TBWF).
- 2.3. Taylor Woodrow, the contractor for the EcoPark South works, started the delivery of their first cohort of training placements in partnership with the College for Haringey, Enfield and North East London (CONEL) on 19 April. This forms part of the NLHPP social benefits plan. The placements involved pre-employment training, training under the Construction Skills Certification Scheme (CSCS) and a week-long work experience period on-site.

- 2.4. The Health, Safety and Wellbeing (HSW) focus remains with the site construction activities, with no serious or lost-time incidents occurring since the last report. The project team was pleased to welcome the London Fire Brigade to visit the construction areas to familiarise themselves with the works. The measures in place on site to prevent the spread of COVID-19 remain in place and under weekly review with contractors site management.
- 2.5. There are increasingly prominent reports in the construction trade press and in more mainstream media about the availability of construction materials and price inflation of some products. The project team is monitoring the situation and discussing the potential risks and impacts with NLHPP contractors, as well as planning mitigation measures that could respond to schedule and cost challenges.
- 2.6. The Community Liaison Group (CLG), a group of local councillors, representatives of residents' associations and local business met on 10 June. The CLG received an update on NLHPP construction progress, upcoming NLWA campaigns and external outreach efforts. Members of the group provided officers with helpful suggestions for community groups with whom the project should engage and community leaders who work with young people - who could benefit from apprenticeship and training opportunities. They also provided feedback on project communications.
- 2.7. Following the meeting of the LondonEnergy Ltd (LEL) Board on 20 May, Cllr Loakes, Cllr Zinkin and Dr Don Lloyd (the chair of LEL) undertook a visit to the EcoPark, noting the very significant progress which has been made in transforming the EcoPark to date. During this visit two awards were made to Health, Safety & Wellbeing "Heroes" who had demonstrated a personal commitment to high safety standards.
- 2.8. The Future Cities Forum has held a competition for awards for contributions to the built environment. The Project was short listed for an award under the category of "Net Zero: Sustainable Cities", and was announced as the runner-up for this category.

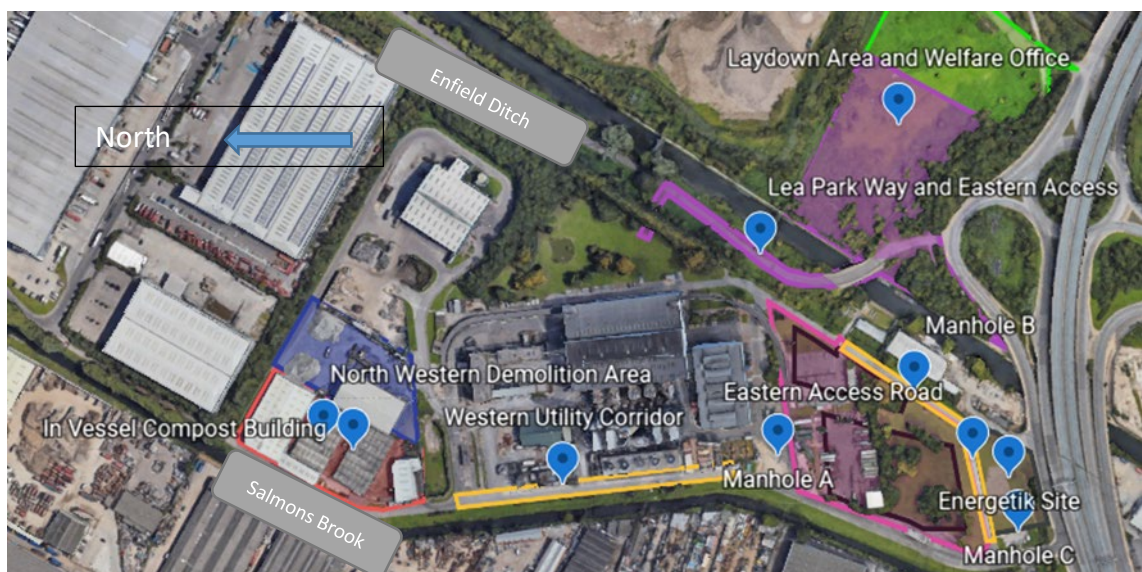
Current Key Activities

- 2.9. The highest priority activities for the project team are in the following areas:
 - 2.9.1. Completion of an assurance review of contractor's design of the RRF, prior to key above ground works starting.
 - 2.9.2. Preparing for procurement of the contract to clear the remaining buildings in the northern area of the EcoPark and planning with Taylor Woodrow for the construction of the TBWF.

- 2.9.3. Continued planning with Cadent of the route for the gas main to enter the EcoPark. The gas main is needed for the new Energy Recovery Facility to allow combustion of materials.
- 2.9.4. Coordinating with LEL's project to replace the switchgear in the existing energy from waste plant. The switchgear will provide power to the new RRF from the energy from waste plant. It is important the timescales and physical works are carefully coordinated between the switchgear project and delivery of the EcoPark South project by the Authority.
- 2.9.5. Initiating plans with contractors for them to recruit apprentices who are due to start on the project in the Autumn.
- 2.9.6. Undertaking the dialogue process as part of the procurement for the energy recovery facility. The dialogue is due to run until end-of August.

3. PROJECT DELIVERY SUMMARY

- 3.1. The construction of the project continues to make good progress in line with schedule. The construction activity is focussed in the southern area of the EcoPark with the construction of the RRF and diversion of the Enfield and Chingford sewer. Demolition of redundant structures in the north of the EcoPark is also being delivered safely and on time.
- 3.2. 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 April reporting period. The following paragraphs provide a project-by-project summary of progress on site.
- 3.3. The aerial view of the EcoPark shown below has been marked up with features referenced in this Section.



Construction Logistics and Interfaces

- 3.4. Maintaining construction progress alongside waste management operations continues to receive close collaboration between the NLHPP project team, contractors, LEL and Energetik. Detailed adjustments to site logistics continue to be made on a weekly basis by site teams optimising the use of space and access routes. In the last month the team have successfully planned and implemented changes to the use of the southern entrance in response to the road works restricting the use of Advent Way.
- 3.5. The project team continue to work closely with LEL on two key interface matters:
 - 3.5.1. The supply of high voltage power directly from the EfW through new switchgear to support RRF commissioning in 2022. This is a significant and complex equipment upgrade, which has significant interfaces with LEL operations and the construction activities and therefore is receiving close attention to plan the works;
 - 3.5.2. The opportunity to take possession of the EcoPark's western road to enable utilities infrastructure to be installed during 2022. This is significant due to the need to access a roadway that is vital for operational vehicles moving through the EcoPark. Scheduling and alternative logistics are key discussions between the teams.

Laydown Area and Eastern Access (Project E1a2)

- 3.6. The construction works within this project are now complete and the Laydown Area is in operational use as the NLHPP project office and welfare facilities for Taylor Woodrow. Canteen facilities are shared with all NLHPP contractors on site.
- 3.7. It is currently expected that Lee Park Way will reopen in August to members of the public accessing the Lee Valley Regional Park on foot and cycles. This will follow additional road safety measures that are being implemented following the post construction road safety audit. Lee Park Way continues to be used by the project team and LEL staff to access the EcoPark from parking locations and to travel between construction locations and offices and welfare facilities in the Laydown Area.

Sewer Diversion Main Works (Project E2c)

- 3.8. Progress remains on track to complete the sewer diversion work by September 2021.
- 3.9. Following successful completion of the tunnelling works, the contractor, Barhale, is now building the permanent manholes in shafts A and B. Outside the EcoPark, the

sewer diversion work has started in Advent Way where the new sewer connects back to the existing upstream flow. This is also in preparation for the construction of the link from manhole C.

- 3.10. The picture below shows manhole A under construction in the shaft.



- 3.11. The periods of heavy rainfall in May led to heavier than expected flows in the existing sewer, causing some flooding in the construction shaft. Barhale's safety procedures for such an eventuality were successfully deployed and following consultation and collaboration with Thames Water (who own the sewer), changes to the management of temporary over pumping were implemented efficiently, alleviating the issue.

EcoPark South (Project E3a)

- 3.12. Taylor Woodrow's construction work on the RRF continues to schedule. The bulk excavation to lower the ground to the required construction level is now complete, with no unexpected obstacles or conditions encountered. Piling of the RRF is largely completed, as is the construction of a 5m below ground perimeter wall that will prevent ground water ingress under the large floor slab.
- 3.13. Construction is currently focussed on the concrete ground beams that will support the steel structure of the main RRF building. The steel work is expected to arrive in

July. Large fire and rainwater storage tanks are also in construction beneath the future floor slab as shown in the photo below.

- 3.14. The photograph below shows the excavation for the underground water tanks under the RRF.



- 3.15. The foundations of EcoPark House are also currently being constructed next to the River Lee Navigation.
- 3.16. The completion of the RRF remains on schedule to complete in August 2022. Commissioning plans are now being further detailed in consultation with LEL, to ensure the plant is ready to be handed over for operation.

Northern Area Clearance (Project E3b)

- 3.17. DSM Demolition are progressing as planned with their demolition works on the Western section of the future ERF footprint. Having removed the former structures, work is now focussed on removal of the ground slab. The crushed material from this will be mostly re-used as fill for construction of the temporary bulky waste facility (TBWF), reducing the environmental impact of transporting offsite.
- 3.18. The design and construction of the TBWF has now been agreed with Taylor Woodrow who are finalising their design and will start on site following the clearance works.
- 3.19. The procurement of a contractor to clear the remaining Northern areas for the ERF construction footprint has been planned and is the subject of a separate paper to Members. Subject to approval, procurement should commence in June leading to a start on site in February 2022.

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

- 3.20. Work relating to the utility corridor continues in two key areas; evaluating the best route option for the future incoming gas supply main and optimising the route of the future utility infrastructure that runs along the western edge of the EcoPark. Decisions on these are scheduled in June.

Energy Recovery Facility (ERF) (Project E7)

- 3.21. The competitive dialogue stage of the procurement has started as scheduled in the procurement timetable.

Energy from Waste Plant Demolition and Southern Widening Projects (E8 and E9)

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

4. HEALTH, SAFETY & WELLBEING (HSW)

- 4.1. Overall, the HSW performance remains positive, with no serious or lost time incidents reported in the period. A small number of "near miss" incidents have been reported and appropriately investigated. Actions have been taken to reduce the risk or recurrence in each case, including toolbox talks and communication bulletins.
- 4.2. There has been an increased volume of construction activities taking place across the site with the arrival of three new subcontractors on site working for Taylor Woodrow within the EcoPark South works. Contractors' familiarisation and compliance with site requirements has commenced positively.
- 4.3. Energetik have also commenced their works on the EcoPark in the area of their district heating energy centre, which is adjacent to the area used by Taylor Woodrow. Coordination has been established between NLHPP, LEL and Energetik and are to ensure all works on site are delivered in a safe manner and for parties to share best practice and lessons from their works.
- 4.4. Following positive feedback received from contractors and the project COVID-19 task force, it has been agreed that wearable proximity technology should continue on NLHPP as part of our COVID-19 management on site. Newly received "2nd generation" devices have been operational from 25 May and cover all NLHPP Contractors Construction Design Management (CDM) areas as well as the Laydown Area offices and welfare facilities. Alongside this, antigen testing will continue to form a part of the COVID-19 defence on site. A total number of 358 workers were tested during the month of April with all tests producing a negative result.

- 4.5. Positive HSW initiatives have continued:
- 4.5.1. An “HSW Hero” award being presented to the Taylor Woodrow Site Manager for their action in identifying, preventing and replanning a task that, that without their involvement, carried a significant risk of injury.
 - 4.5.2. A “Know Your Route” campaign has launched and will continue throughout the summer. This is designed to ensure that site traffic and pedestrian routes are well communicated and understood by all site contractors.
 - 4.5.3. The London Fire Brigade visited the NLHPP construction sites. This included briefing them on site accesses, project progress and approach to safe demolition of the disused operational assets. The visit also included visual inspection of LEL assets and chemical storage facilities.

5. RISK SUMMARY

- 5.1. The management of key risks continues to receive significant attention from project stakeholders.
- 5.2. The positive progress with construction works has allowed a number of on-site risks to be closed. The continued focus on collaborative working and coordination of works on site has significantly responded to the traffic and logistics risks, which has been demonstrated in minimal impact on LEL operations. Progress has been made on resolving some of the major interfaces, including that of the Energetik/Taylor Woodrow site boundary and utility access in the Western Road area of the site.
- 5.3. At the programme level, attention is growing on risks associated with commissioning and the long-term collation of site and construction information for future operational management.
- 5.4. The following risks continue to be key “high-impact” risks, i.e. having significant schedule and/or cost impact.
 - 5.4.1. The installation of a power supply to the RRF pending ERF construction. Regular interface reviews are being conducted with LEL and dedicated resource assigned to create a detailed plan and provide confidence and assurance that the plan can meet the schedule of works.
 - 5.4.2. There is still some risk associated with unknown locations of buried utilities and services on the site. Further site-wide surveys have provided more clarity of these locations in the EcoPark. As information continues to be accumulated, the Geographic Information System (GIS) is being maintained to ensure that it includes comprehensive information available to all contractors. There is regular engagement with contractors to share information, which is having a successful effect.

- 5.4.3. Risks over ground conditions and potential additional ground remediation works continue to be monitored and managed as pre-construction work continues, particularly in the Northern Area.

6. SOCIAL VALUE

- 6.1. This update focuses on apprenticeships and on-site training placements. Liaison is ongoing with schools in London Borough of (LB) Enfield and LB Waltham Forest to implement the schools programme, encouraging understanding of the project and providing careers information, in the Autumn. The team is looking to explain the programme to education leads in other boroughs to identify schools throughout the NLWA area which can engage with this project.
- 6.2. The team has held the first Apprentices Network meeting in early May to connect all apprentices working on the NLHPP. The monthly event has been set up to allow apprentices to get to know each other, the work that they are carrying out as part of different organisations/roles and share lessons learnt. The apprentices have identified a network champion who is developing the plans for the next Apprentices Network meeting. The network champion will be a role which rotates every three months. The project team has also continued the Apprenticeship Forum sessions to support dialogue amongst contractors who have taken on apprentices and share lessons learnt. The fifth drop-in session was held in early May.
- 6.3. The team is continuing to liaise with contractors and Build Enfield, Haringey Works and LB Waltham Forest to plan for recruitment of apprentices and promote the opportunities which will be coming forward on NLHPP. Recruitment is prioritised in the London Boroughs of Enfield, Haringey and Waltham Forest, followed by other north London boroughs. Recruitment for new apprentices is currently ongoing, with three live apprenticeship opportunities being recruited for on the EcoPark South contract. Recruitment for further apprentices will continue over the summer and into autumn as part of the EcoPark South contact. To date, 16 new apprenticeships have been created, 9 of whom are from the London Borough of Enfield, 2 are from London Borough of Haringey, and 1 from London Borough of Waltham Forest.
- 6.4. Taylor Woodrow is progressing the delivery of their on-site skills training placements on the EcoPark South contract in partnership with CONEL. The placements are of three weeks in duration, involving pre-employment training, training for a CSCS Card and a week-long placement on-site. Five training placements had been completed as part of the first cohort and delivery of subsequent cohorts continues. This takes the total number of on-site skills training placements which had been delivered on NLHPP to 39.
- 6.5. The team created a social value dashboard which is included in Appendix A to present the progress on NLHPP social value achievements, including Equality,

Diversity and Inclusion indicators for apprentices and trainees. The team will update the dashboard on a monthly basis to allow Members to monitor achievements.

7. COMMUNICATIONS

- 7.1. Communications have provided updates recently for the local community through a construction newsletter to 19,000 homes in May. News was also shared through the Connect NLWA newsletter in May with Members of Parliament in north London. Copies of these are available in Appendix B and Appendix C.
- 7.2. The Community Liaison Group met on Thursday 10 June for an update on NLHPP construction progress, upcoming NLWA campaigns and external outreach efforts. The event also served to provide an opportunity to receive feedback from the local community about what is important to local people.
- 7.3. In May Cllr Loakes and Cllr Zinkin visited the construction works to see the progress made onsite to date. They were accompanied by Dr Don Lloyd, the LEL chair. Plans are underway to arrange further visits to the site during June and July. This will include NLWA Members. Further suggestions are welcomed as to other individuals or representatives who would benefit from seeing the transformation already significantly underway at the EcoPark to create excellent new facilities for north London. This could include borough political leaders and Members of Parliament.
- 7.4. The Future Cities Forum held their summer awards competition for the built environment in which North London Heat and Power Project were shortlisted for Grimshaw's design work in the 'Net Zero: Sustainable Cities' category. The judges looked at the design impact of projects on their environments, whether they were important landmarks for the city, represented energy innovation and included community outreach. Overall NLHPP was pleased to receive recognition as a runner-up for the category. More information on the other categories and award winners are available here: <https://www.futurecitiesforum.london/awards>

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.

Contact officer:

Martin Capstick
Unit 1b Berol House
25 Ashley Road
London N17 9LJ
020 8489 1485

APPENDIX A PROGRAMME SUMMARY



Authority Meeting – 24 June 2021

Appendix A – Programme Summary





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Note:

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



Project Health Check (at mid-May)



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 of 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 April)



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	Complete	Eastern Access open 01-Mar-21. Contract Completion 26-Mar-21
Sewer Diversion Enabling works - Galldris Remove Hoarding form works area for MH A	23-Sep-20	05-Oct-20	Complete	Construction complete
Complete Sewer Diversion Enabling Works	25-Feb-21	06-Jan-21	Complete	Complete
Start Sewer Diversion Main Works on site	02-Oct-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	01-Oct-21	01-Sep-21	0	Target re-baselined in period vs. acceleration
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	

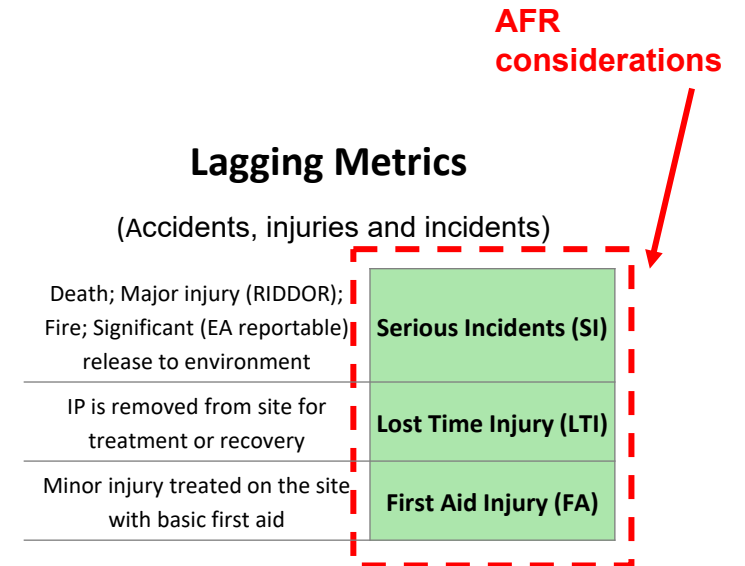


Health, Safety & Wellbeing (HSW) Dashboard

(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.



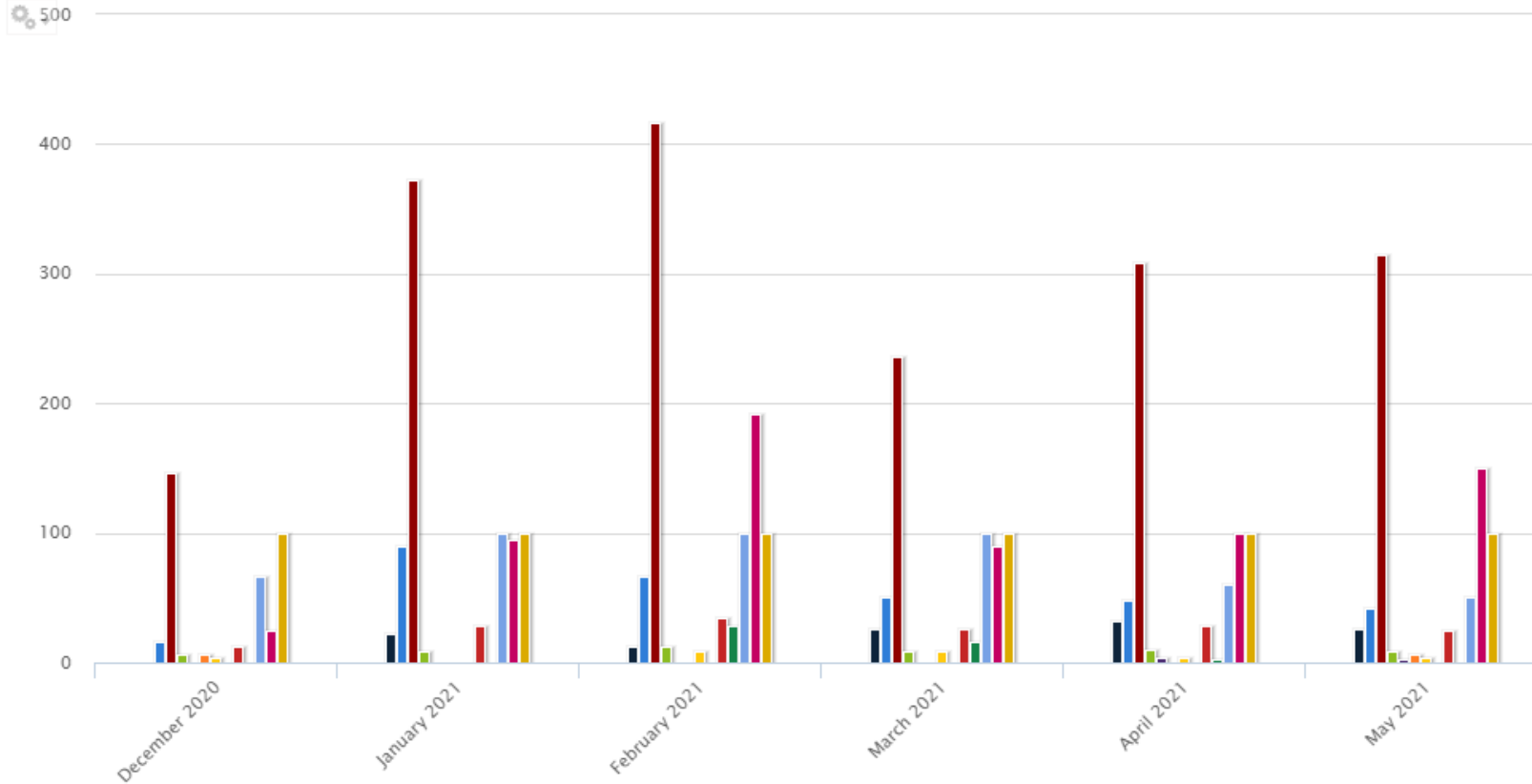


Health, Safety & Wellbeing (HSW) Dashboard

(Summary of Leading Performance Metrics)



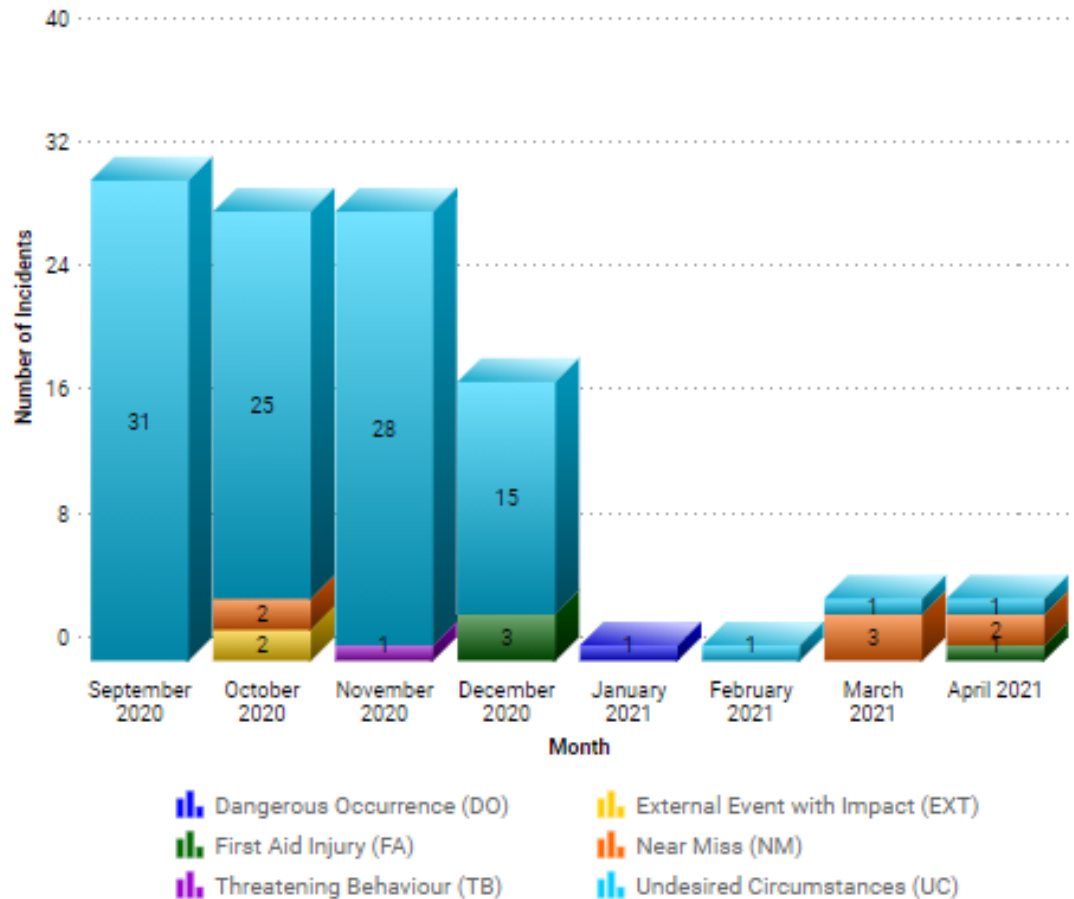
NLHPP HSW Leading KPI Trend



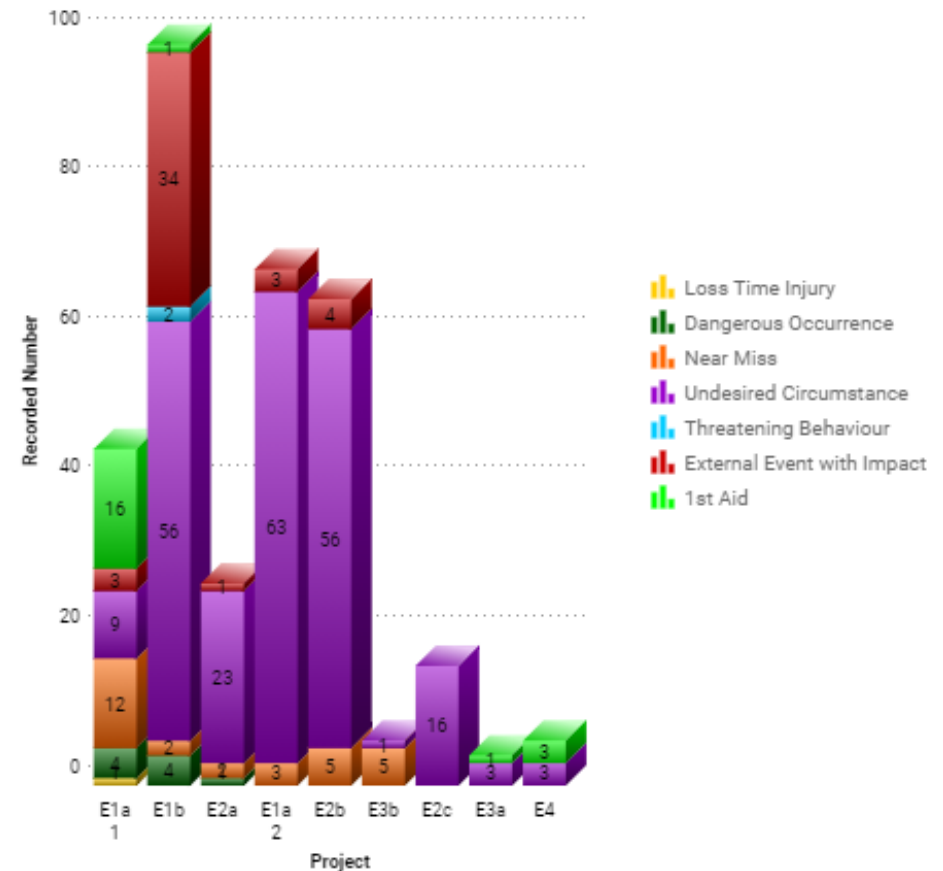
HS&W Snapshots Issued	Date Issued
Covid 19 Taskforce Update- Antigen Testing.	9th April 2021
Covid 19 Taskforce Update Beable [®] Proximity Tracking Wearable Update	01st April 2021

- Occupational Health Engagements (Surveillance, Checks, Mental Health training, Visits, Surgeries, Promotions etc.)
- Health, Safety & Wellbeing Training (Toolbox Talks, RAMS Briefings, W@H, Confined Space, CDM Etc)
- Lessons Learned
- NLHPP Safety and Wellbeing Workers Engagement Group Meetings
- HSW RAMS Acceptance Success Rate -Pass 1st Time
- SLT Safety Tour Visits (No of Persons and Feedback Forms)
- NLHPP Safety and Wellbeing Workers Engagement Group Meetings
- Audits
- Safety-Observation
- Safe Start
- Design Risk Management - Red Items in Live RAG List
- Percentage of Workforce Inducted
- Percentage of Workers Inducted (Average)

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

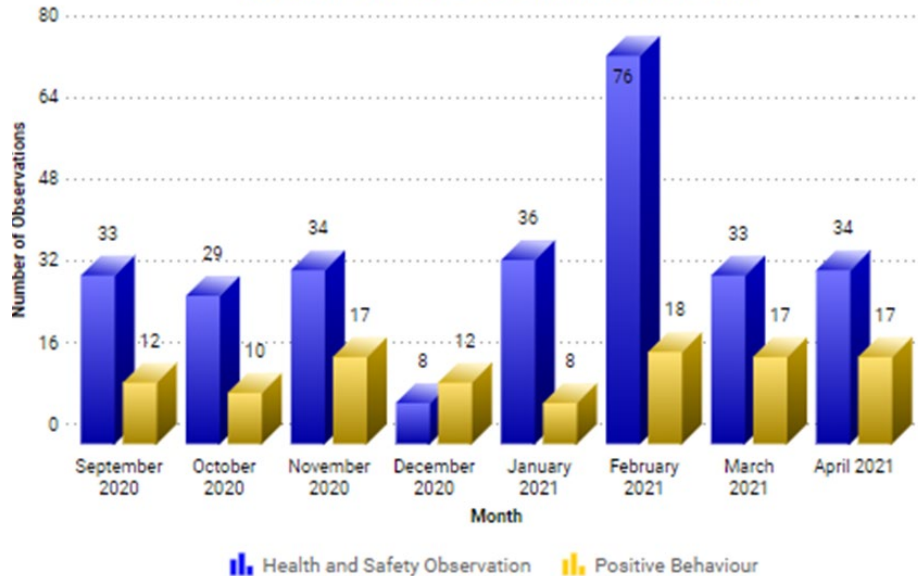
AFR for Reporting Period

0.00

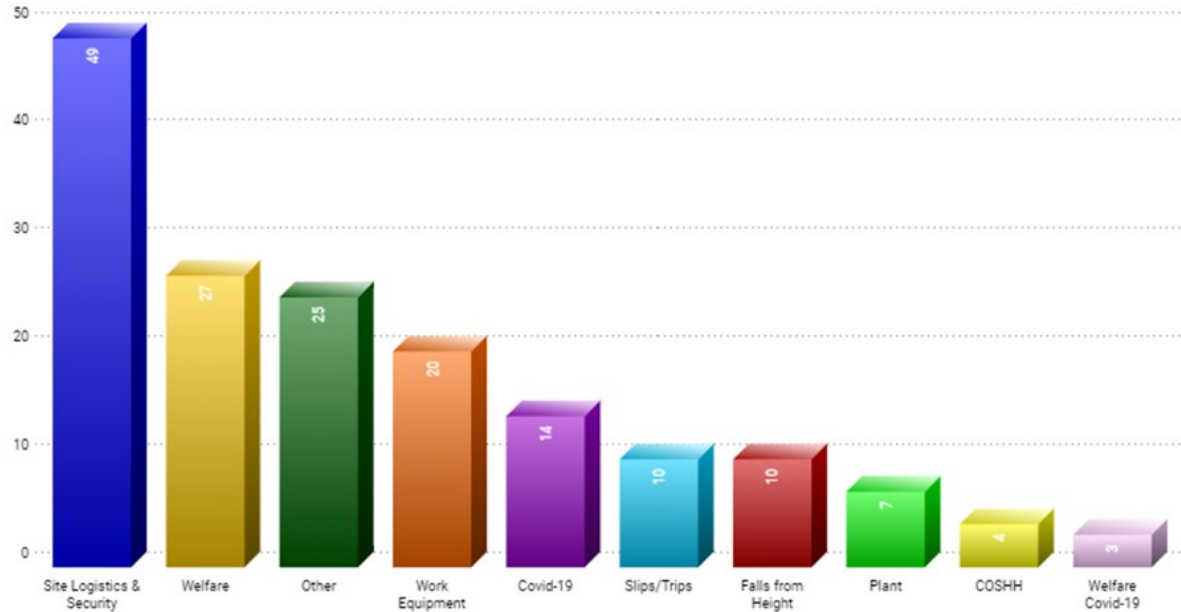
1.33

*** 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
E3A—Eco-Park South	Site compliance score 97.5%. Site activities include piling, demolition of Scout Hut and weighbridge. 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	01st April—99.84% 7th April—98.65% 14th April—99.83% 21st April—98.86% 28th April—96.65%
E2C—Sewer Diversion Main Works	Site compliance score 98.2%. All 3 sites (Manholes A-C) 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.	07th April —100.0% 15th April —100.0% 23rd April — 98.20% 30th April —99.47%
E3b—Northern Area Clearance	Site compliance score 97.8%. Demolition and reduced level works progressing well. Vigilance required on control of dust. 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. 2No incidents reports issued this month for housekeeping and plant operating procedures.	01st April—100.0% 7th April—100.0% 15th April—98.83% 23rd April—97.78% 28th April—98.28%



Social Value Dashboard Summary – 25 May 2021



Social Value Theme	Definition	Target/ Benchmark	Progress
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Development Consent Order (DCO) Obligations:

Apprenticeships	<p>Section 106 obligation to provide 100 apprenticeships, each with a duration of 12 consecutive months. Apprenticeship means a training work scheme:</p> <ul style="list-style-type: none"> (a) offered to a person ordinarily resident in the Local Area; (b) in any sector which directly relates to, and other work associated with the Project; (c) which, once successfully completed, will result in a nationally recognised qualification for the apprentice (including but not limited to NVQ Level 3 and 2); (d) at a minimum of 30 hours per week; and (e) offered on at least equivalent terms and conditions of employment to those benefitting Equivalent Workers, including paying a wage in accordance with industry norms 	100	<p>45 years of apprentices' employment</p> <p>16 individuals</p>
On-site Skills Training Placements	<p>Section 106 obligation. 'On-Site Skills Training' means no less than 225 training placements offering relevant skills training in various sectors and provided throughout the Construction and Demolition Period, each placement being:</p> <ul style="list-style-type: none"> (a) primarily on-site within the Application Site, but which may have an element of off-site classroom training; (b) offered on at least equivalent terms and conditions to those benefitting Equivalent Workers including paying a wage accordance with industry norms (if applicable); (c) one week duration; (d) provided to a school or college leaver, or an adult who has not been employed in the construction industry during the previous six (6) months.; and a person undertaking such a training placement shall be an 'OSS Trainee'. 	225	39

LB Enfield targets, adopted as measure by NLHPP:

Local Labour	Target to promote local employment. Contractors should employ suitable candidates from the local area (London Boroughs of Enfield, Haringey and Waltham Forest)	25%	25%
Local Businesses	Target to maximise contractors' expenditure within the local area (London Boroughs of Enfield, Haringey and Waltham Forest)	10%	58%

Delivery against Industry Benchmarks:

Equality, Diversity & Inclusion (EDI)	Target to promote women in on-site construction workforce. The benchmark provides a London-wide industry average, although representation of women does vary across different trades and nature of the roles. Monitoring continues to establish reliable comparisons.	13%	4%
	Target to promote Black, Asian and Minority Ethnic (BAME) Groups in on-site construction workforce. The benchmark provides a London-wide industry average.	19%	13%

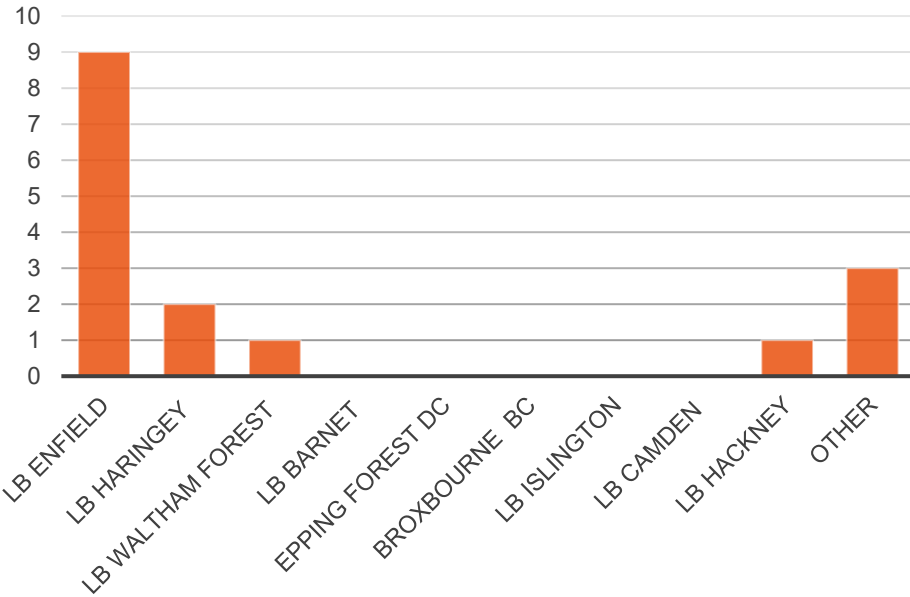


Social Value Dashboard

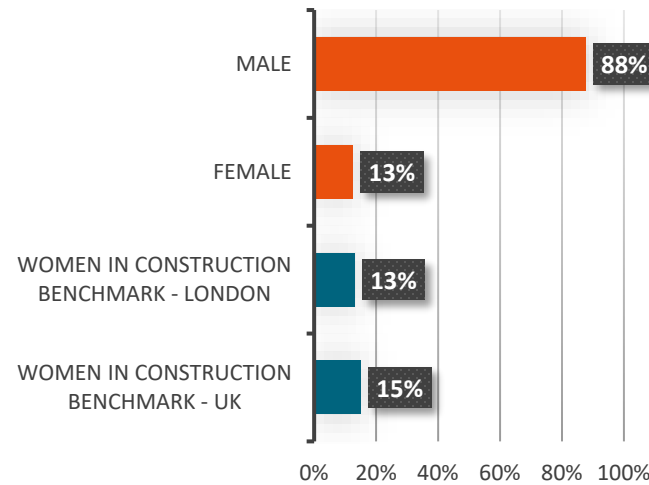
Apprenticeships



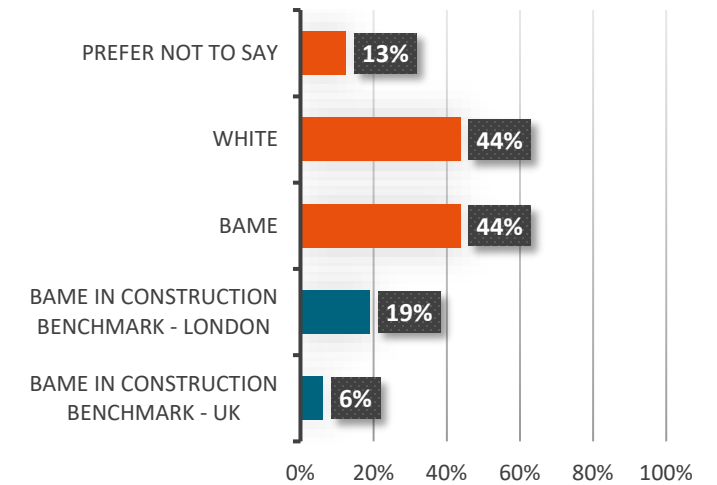
Apprentices - Home Borough



Apprentices - Gender



Apprentices - Ethnicity



Apprentices – Home Borough	Local Wards
LB Enfield	Upper Edmonton (1); Turkey Street (1); Southgate Green(1); Southbury (1); Lower Edmonton (1); Jubilee (2); Grange (1); Chase (1)
LB Haringey	Tottenham Hale (1); Seven Sisters (1)
LB Waltham Forest	Higham Hill (1)
LB Hackney	Haggerston (1)

Delivery & Monitoring:

Data on origin, ethnicity and gender relating to apprentices is collected from contractors on site for monthly reporting.

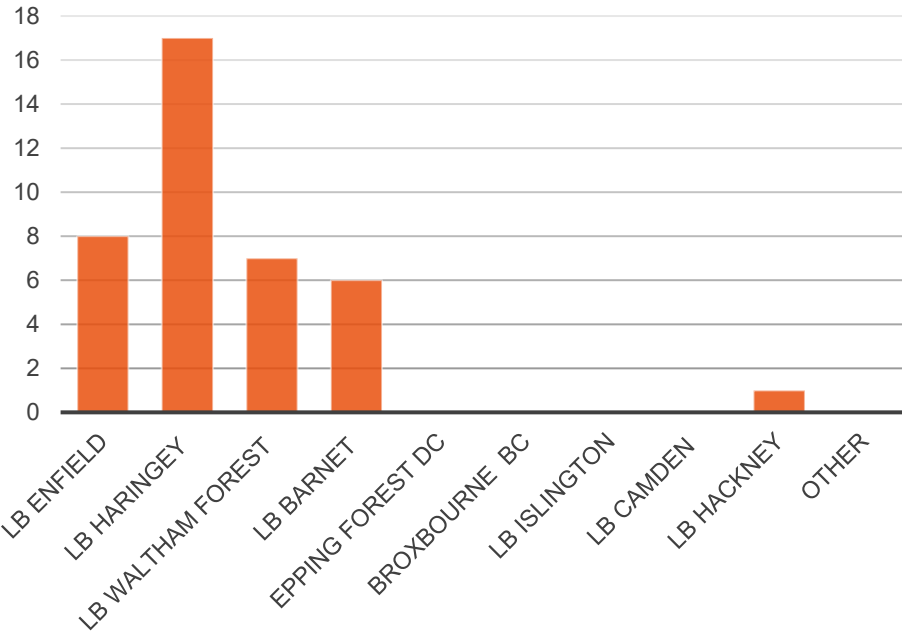
Local employment and recruitment of apprentices is prioritised in the contract (in particular in LB Enfield, LB Haringey and LB Waltham Forest, followed by other north London boroughs).

All construction contractors have policies to encourage equality and diversity in their recruitment practices. They have obligations under the contract with NLWA to eliminate all forms of discrimination in employment practices in accordance with an established single equality scheme.

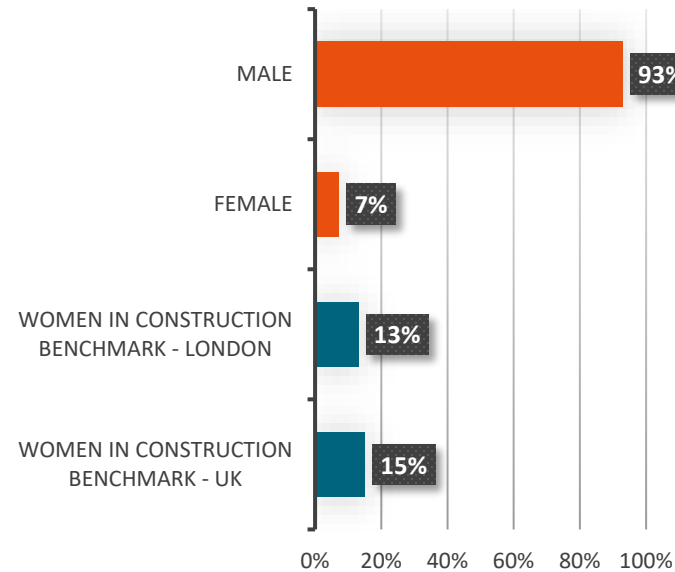
Social Value Dashboard

On-site Skills Training Placements

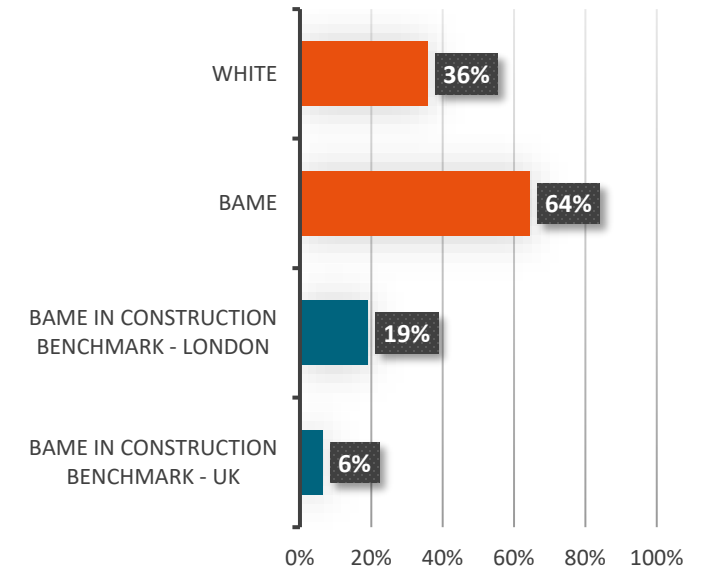
Trainees - Home Borough



Trainees - Gender



Trainees - Ethnicity



Delivery & Monitoring:

Delivery of training placements is targeted at a variety of EDI groups. To date, all trainees are from groups forming part of our EDI categories including long-term unemployed and lone parents.

Training placements are prioritised for local residents (in particular in LB Enfield, LB Haringey and LB Waltham Forest, followed by other north London boroughs). Recruitment of trainees is facilitated through engagement with local Job Centres and agencies.

EDI data relating to the on-site trainees is collected through an end of placement survey and where possible supplemented by information from the training provider. Not all respondents have chosen to report on ethnicity and gender. Information is based on a responses from 28 out of 39 trainees (72%). The format of the survey is being updated to encourage more responses.

APPENDIX B MAY 2021 CONSTRUCTION NEWSLETTER

Welcome to the May 2021 construction newsletter for the North London Heat and Power Project (NLHPP). Here you will find all the latest news about north London's new sustainable waste hub which we, the North London Waste Authority (NLWA), are building at the Edmonton EcoPark.

The NLHPP

The NLHPP is an investment in the green infrastructure of the future, to support NLWA's mission of preserving the planet's resources for future generations. The Project will deliver world-class, modern recycling and waste infrastructure to help local residents recycle more of their waste. This includes a Resource Recovery Facility (RRF) with facilities for the community, including a public Reuse and Recycling Centre and EcoPark House, a new visitor and education centre where the local community will be able to learn more about waste management and recycling. We're also building an Energy Recovery Facility (ERF) to replace the existing plant and continue diverting north London's waste from landfill. The ERF will use residents' non-recyclable waste to create low-carbon heat and power for thousands of homes and businesses. To protect public health and improve local air quality, the ERF will use the world's most advanced technology to clean and control emissions.

For more information about the Project visit our website where you will find project FAQs and mythbusters:
northlondonheatandpower.london

Project delivery update



Construction of the new recycling facilities at the south of the EcoPark

2021 is a landmark year on the NLHPP. In January, major construction works started on the new RRF, public Reuse and Recycling Centre and EcoPark House.



Tunnel Boring Machines used at the Sewer Diversion site

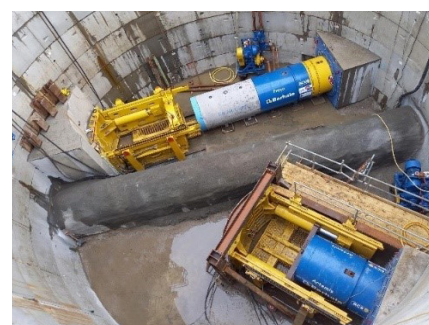
Our contractor Taylor Woodrow has completed the demolition of existing buildings onsite. They are well underway with piling works to prepare the ground for the steelwork construction which will form the new facilities. The piling technique being used has contributed to **reducing the embodied carbon** of the original scheme by 10%-16%.

In March, two 15-tonne Tunnel Boring Machines arrived at the EcoPark to support works to divert two Thames Water sewers. Contractor Barhale used the Tunnel Boring Machines to bore the tunnels

for the new sewers. Using an innovative construction technique, they were able to fast track the programme and **reduce the amount of water required by 65%.**

Our latest audit showed that 99% of our construction waste is reduced, reused or recycled.

We continue to operate in line with the latest health and safety guidance set by Public Health England and the Construction Leadership Council. Following a successful trial, NLWA has extended the use of safety bracelets across NLHPP construction sites, which offer an easy-to-use health check and tracking app, helping construction sites to work safely during COVID-19 by tracking interactions between site workers.



Tunnel boring works underway as part of the Sewer Diversion





Apprenticeships and training

This year the NLHPP is welcoming even more apprentices and on-site trainees from the local area.

During construction we're creating at least 100 apprenticeships in highly skilled roles and 225 on-site training opportunities to help local people gain new skills for onward employment.

So far, we've created 16 apprenticeships, 10 of which have been fulfilled by Enfield residents. In the next few months will be welcoming more apprentices as our contractor Taylor Woodrow moves into the next stage of construction. Our apprentices are working in a range of roles including civil engineering, quantity surveying and business administration.



Hakeem Badmus from Enfield who is doing a civil engineering apprenticeship with DSM Demolition

We're currently welcoming new cohorts of trainees onto the NLHPP, working with contractor Taylor Woodrow. So far, across the Project we've created 40 on-site training opportunities, 83% of which have been fulfilled by residents of Enfield, Waltham Forest or Haringey. These have provided local residents with invaluable experience for future employment and helped them work towards obtaining a Construction Skills Certificate Scheme (CSCS) card.

Project Update

Indicative image of the new public Reuse and Recycling Centre

Next month, the first piece of steelwork is due to be erected for the new RRF and public Reuse and Recycling Centre. These works will continue into the summer and by August we expect to begin cladding and installing the roof. Towards the end of this year the internal fit out of the new facilities will be underway.

The procurement process to find a contractor to build the new ERF continues to progress. In April, evaluation began to review detailed solutions by the project team. Following a period of dialogue and final tender reviews, we expect to announce a contractor for the ERF early next year.

Local business spotlight

NLWA has a major focus on creating opportunities for local businesses. We're proud that a range of local suppliers are already part of this world-class project, including Walthamstow-based New Life Catering, who are providing canteen catering on the Laydown area, and Enfield-based subcontractors Embassy Demolition and J O'Doherty Haulage and Waste Disposal, who have both carried out demolition works.

Our spotlight in this edition is IT Consultant, James Clear-Tournas who carried out the broadband connection works at the new Laydown Area office and welfare facilities. James' technical expertise helped the Project to identify a cost-saving solution which provided a service upgrade for EcoPark operators LondonEnergy Ltd, as well as a fast and reliable connection to the Laydown Area offices.



James Clear-Tournas

James said, *"North London Waste Authority provided me with an excellent opportunity to provide IT services to a large national infrastructure project. Working on the project has given me a launchpad to work on other projects of similar scales and complexities in the future"*.

To register your interest in working on the NLHPP, please email info@northlondonheatandpower.london



APPENDIX C MAY 2021 CONNECT NLWA NEWSLETTER

Welcome

Welcome to the third issue of Connect NLWA – a newsletter for north London Members of Parliament. Connect NLWA will provide you with the latest recycling and waste prevention activity happening in your constituency, as well as updates about the North London Waste Authority’s (NLWA) new sustainable waste hub at Edmonton EcoPark – the North London Heat and Power Project (NLHPP).



Indicative image of the new public Reuse and Recycling Centre being delivered as part of the NLHPP

Managing waste for two million north London residents

- NLWA is the second largest waste authority in the UK and responsible for the transportation and disposal of waste on behalf of seven north London boroughs, serving two million people.
- 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. 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.
- Construction has now started on state-of-the-art recycling facilities, including a Resource Recovery Facility (RRF) which will be one of the largest publicly owned facilities of its kind in London, with capacity to manage 135,000 tonnes of recyclable material every year. A public Reuse and Recycling Centre is being built to allow residents to bring their recycling directly to the EcoPark for the first time ever. This is part of NLWA’s commitment to help drive up north London’s household recycling rates to 50%. You can see the latest progress on-site by watching our [construction update video](#).
- We are building a new Energy Recovery Facility (ERF), which is vital for tackling the Climate Emergency. It will generate enough low-carbon heat and power to serve the needs of up to 127,000 homes. Compared to landfill, the ERF will have the same carbon impact as taking up to 110,000 cars off the road every year.
- We’re also investing in local communities, delivering at least 100 apprenticeships and 225 skills-training placements for local residents. The NLHPP will generate long-term jobs, and equip local young people with life-changing skills and training at time when they are most needed.

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

The UK currently exports two thirds of its plastic waste, making us one of world’s biggest exporters of plastic. In partnership with our recycling contractor, Biffa Waste Services, NLWA has the ambition to find UK and EU end destinations for all of north London’s recycled materials and is taking the lead on tackling this issue. 100% of recycled plastic, generated by north London boroughs, is processed in the UK.

Our success in north London could

not have been achieved without Biffa’s development of a plastic reprocessing plant in Seaham, County Durham – an investment made possible by NLWA’s guaranteed tonnage.

While collaboration at local level can bring about real change, we would like to see Government take a lead in this area by investing in UK infrastructure – and there could be no better time. The recycling industry can play a key role in green recovery; creating jobs, and economic self-sufficiency, as well

as reducing the transport of materials outside of the UK. Furthermore, Government consultations on Extended Producer Responsibility (EPR), Deposit Return Scheme (DRS) and consistent collections, look poised to improve resource use in the UK, and, in particular, improve the quality/ recyclability of materials. **You can help by urging Government to take a lead in investing in more UK infrastructure and driving forward proposals for EPR and DRS.**

NLWA updates

Community fund



Volunteer and Education Manager, Ken Hayes from Get Loose

During April and May, we invited applications for our **Waste Prevention Community Fund**. The fund was established in 2017 to support innovative projects in north London that help residents reduce their consumption-based emissions by preventing unnecessary waste and keeping valuable resources in use. The

winners of this year's fund will be announced in June.

Last year, Hackney City Farm received a grant to make improvements to its popular zero-waste shop, **Get Loose**. Volunteer and Education Manager, Ken Hayes, said:

"We needed to adapt the shop to be COVID-safe and feasible – the pandemic had restricted us to

servicing customers out of a hatch with pre-packed paper bags. The funds allowed us to install a second door and have a one-way system, which increased sales and helped us get back to minimal or no packaging. We also set up a collection point away from the shop, to provide the local community with contact-free shopping."

NLWA contamination campaign

From 28 June, NLWA launches a four-week advertising campaign which raises awareness around the problem of contamination, where non-recyclables are mixed with recyclable waste.

The campaign will recognise that, even with the best intentions, we can all get confused with where to dispose of our waste. NLWA will share useful

information with residents on which items can and can't be recycled and encourage them to check online if they're unsure what to do with an item.

The campaign will appear in north London underground stations, phone kiosks and bus stops. We will also hold a media briefing to launch the campaign: an exhibition of real-life peculiar items found in north London's recycling.

NLHPP progress updates

NLHPP drives down embodied carbon during construction



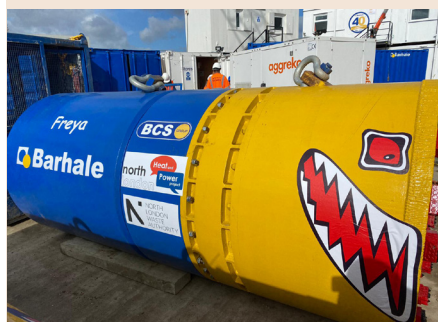
Piling works underway on the Edmonton EcoPark

- Construction of new **state-of-the-art recycling facilities** is underway to help north London’s two million residents recycle more and are expected to be complete in 2022.
- The new Resource Recovery Facility and public Reuse and Recycling Centre are vital in order to boost north London’s household recycling rates and support NLWA’s wider efforts around waste reduction, reuse and recycling.
- Our latest audit showed that 99% of our construction waste is reduced, reused or recycled.
- Contractor Taylor Woodrow is using an **innovative construction technique during piling works to reduce the embodied carbon** of the scheme by between 10%-16%. This is the first of several innovative methods being used to deliver features that will enhance the sustainable credentials of the facilities once complete. These include a rainwater harvesting system, a clean energy system powered by solar panels and use of ground and river sources for heating and cooling the buildings.

Innovative construction technique fast-tracks construction of new recycling facilities

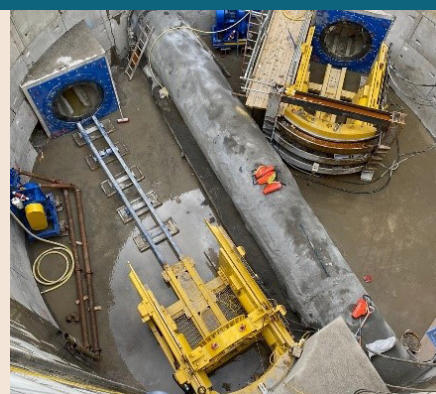
- A pioneering construction technique has been used on the NLHPP to fast track the delivery programme.
- NLWA is investing £5.7m for complex engineering works to

be undertaken to divert the Angel and Chingford sewers running beneath the footprint of the future Resource Recovery Facility. These works represent a major milestone in the programme to deliver new waste management facilities to deal with north London’s waste, as well as upgrading part of the current sewer system.



Tunnel Boring Machines used at the Sewer Diversion site

- Barhale used an innovative tunnel drive shaft design which allowed the team to carry out tunnel boring works using two pipe jacks from a single shaft at the same time. Using this innovative approach enabled Barhale to



Tunnel boring works underway as part of the Sewer Diversion

recycle water through both machines cutting approximately 65% of the water required to complete the task, as well as fast tracking the programme.



NLHPP progress update (continued)

Building Benefits for the local community

- #BuildingBenefits is our campaign to raise awareness about **the life changing opportunities** being created for residents in your constituency.
- We have a major focus on creating opportunities for local businesses. We're proud that a range of local suppliers are already part of this world-class project, including Walthamstow-based **New Life Catering**, who are providing canteen catering on the Laydown area, and Enfield-based subcontractors **Embassy Demolition** and **J O'Doherty Haulage and Waste Disposal**, who have both carried out demolition works.

- Earlier this year, we appointed Enfield-based IT consultant, James Clear-Tournas, to carry out the broadband connection works at the new Laydown Area office and welfare facilities. James said, "North London Waste Authority provided me with an excellent opportunity to provide IT services to a large national infrastructure project. Working on the project has given me a launchpad to work on other projects of similar scales and complexities in the future".



Enfield-based IT consultant James Clear-Tournas

- We've already created **16 apprenticeships** for local people in highly skilled roles across civil engineering, quantity surveying and business administration. This summer we're creating more apprenticeships which your constituents can apply for online at www.northlondonheatandpower.london/buildyourfuture. We welcome your assistance in spreading the word locally about these opportunities.
- We've already welcomed **40 trainees** to the project, giving local residents a head start in the construction sector through our on-site skills and training placements. Your constituents can email info@northlondonheatandpower.london to register their interest in training opportunities.
- In March, we celebrated **National Careers Week** by running virtual sessions with students at Haringey Sixth Form College. Led by the NLHPP team, we encouraged students to think about a career in construction and engineering, raise their awareness for the pathways into these types of careers, and teach them about the NLHPP. Later this year we hope to carry out more outreach sessions with local schools.



Joe Wheeler, 19, an Enfield resident undertaking a two-year Civil Engineering apprenticeship with contractor Taylor Woodrow

Engaging the community

- This month we issued a **construction newsletter** to 19,000 properties and in early June we are holding a virtual **Community Liaison Group** meeting, providing updates to community representatives and answering their questions about the Project.

Would you like to visit the EcoPark to see the latest progress?

- As COVID-19 restrictions begin to ease, we look forward to welcoming visitors back to the EcoPark to see the significant progress that has been made to deliver the NLHPP.
- If you are interested in attending a site tour over the summer, please get in touch by emailing us at: info@northlondonheatandpower.london
- Note that all visits will be carried out under the guidance set by Public Health England at that time.

If you or your community would like to contact us, please get in touch by emailing post@NLWA.gov.uk.



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