

**NORTH LONDON WASTE AUTHORITY**

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

**REPORT OF:** PROGRAMME DIRECTOR

**FOR SUBMISSION TO:** PROGRAMME COMMITTEE

**DATE:** 2 SEPTEMBER 2021

**SUMMARY OF REPORT:**

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

**RECOMMENDATIONS:**

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



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

**DATE:** 20 August 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 25 June 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 remain on track to deliver programme objectives.
- 2.2. In construction, a key milestone is soon to be achieved with completion of the sewer diversion "main" works project. The newly constructed sewers are now fully operational, and the final construction activities are underway by the contractor, Barhale. These works are being successfully completed on time and under the cost baseline.
- 2.3. In achieving this, Taylor Woodrow, the EcoPark South contractor, will take ownership of Barhale's former working areas, allowing them to complete their ground works. This transition removes one of the interfaces that the project has been carefully managing over the last year, eliminating the safety and schedule risks associated with two contractors working in parallel.
- 2.4. In the northern area of the EcoPark, Taylor Woodrow have also now taken over construction space following DSM Demolition's removal of the former operational assets in the area. Taylor Woodrow will now commence construction of the temporary Bulky Waste Recycling Facility (BWRf) – design works are underway.
- 2.5. Over the last couple of months, these reports to Members have highlighted a growing issue of material supply constraints impacting construction globally, and

the potential risk to the project. In the last period, this risk has crystallised into an impact for the EcoPark South project and the construction of the RRF. The procurement of key materials has been affected by supply constraints and will arrive on site eight weeks later than originally planned. The team have reviewed mitigation options, both in resequencing construction activities, and in subsequent project works. While this has been partially successful, the conclusion this period is that the overall programme is forecast to complete five weeks later than the target baseline.

- 2.6. There is a risk that delays in material supply for the EcoPark South project have a knock-on impact on the availability of the ERF site. Ways of avoiding this are being investigated.
- 2.7. The ERF procurement continues in line with the plan. In parallel, market engagement with potential tenderers for the second demolition contract for the Northern Area Clearance (referred to as zones 3 and 4) has commenced, with expression of interests invited, and tender documents prepared for release at the end of the month.
- 2.8. As COVID-19 restrictions have been relaxed throughout the UK, the project team has continued to take a cautious approach and have retained multiple lines of defence to ensure resilience and continuity in delivery, particularly on site. This includes continuing to follow guidance produced by the Construction Leadership Council (CLC). This has allowed a COVID-19 safe co-location of client team members into the Project Hub space within the Laydown Area in recent weeks. This should allow for improved collaboration and communication between the team and enhance responsiveness as issues arise on site.
- 2.9. During the last period, there was one health and safety incident, with a worker suffering a lost time injury (an accident that resulted in time off from work). Having reviewed the incident, multiple actions have been taken to avoid any recurrence and learn for future method improvements. There were no environmental incidents recorded.
- 2.10. With the social restrictions ending, the opportunity to build on the project's social value activities has grown. In the last period, school engagement events have restarted and two schools have been engaged across North London. The school events involved combinations of presentations and workshops, and staff from multiple NLHPP organisations contributed.

### **Current Key Activities**

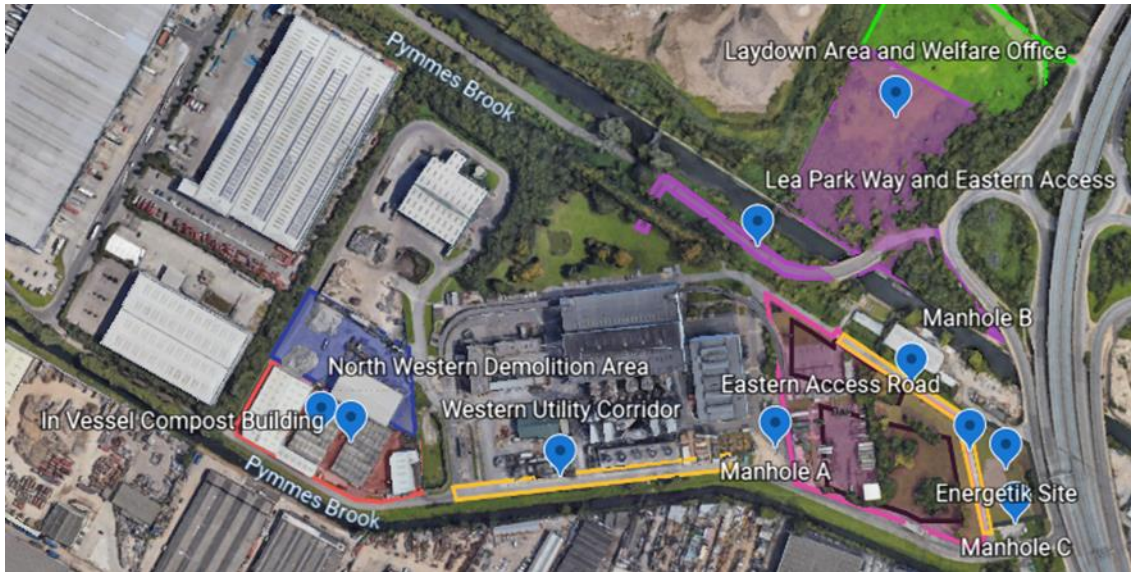
- 2.11. Commissioning plans are again a focus, with the NLHPP Commissioning Panel established to provide the technical oversight of the various workstreams, including

design, construction, health and safety and information management that will contribute to the assets being ready for handover to LEL for operation.

- 2.12. The project's diversity goals are also receiving considerable attention. There is particular focus on increasing the representation of female and BAME colleagues in the NLHPP team.

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

- 3.1. This section summarises the status of each project element that comprises the delivery of the North London Heat and Power Project.
- 3.2. The construction of the project on-site continues to make substantial progress on all fronts. This is exemplified by the construction of the RRF in the southern area of the EcoPark which has progressed to construction of the reinforced concrete elements of the buildings. The Chingford and Enfield sewer is now flowing through the diversion and the new access manholes are under construction.
- 3.3. The erection of the main steelwork for the RRF has started on site. This is an important step towards getting the roof on before next winter.
- 3.4. In the north of the EcoPark, the design for the temporary Bulky Waste Recycling Facility is in progress by Taylor Woodrow.
- 3.5. The first phase of the clearance of the northern area of the EcoPark by DSM Demolition was completed at the end of June and they have demobilised from site. This has enabled Taylor Woodrow to start mobilising on site to construct the temporary Bulky Waste Recycling Facility and in due course complete clearance of the remainder of the ERF footprint.
- 3.6. A current "Health Check" summary of project performance is included at Appendix A. The following paragraphs provide a project-by-project summary of progress on site.
- 3.7. The aerial view of the EcoPark shown below has been marked up with features referenced in this section.



### Construction Logistics and Interfaces

- 3.8. The southern entrance to the EcoPark has been the focus of attention in coordinating construction and waste management traffic. The working collaboration on site between NLHPP contractors (Taylor Woodrow and Barhale), Energetik and LEL has been effective in avoiding disruption. In this respect the EcoPark shared roadwork has been used flexibly with a greater use of the northern entrance onto Ardra Road to relieve pressure on the southern entrance.
- 3.9. LEL are making progress in accordance their plan for their new electrical switchgear project which is needed to support RRF commissioning in 2022. We continue to monitor progress with LEL to ensure their readiness.

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

- 3.10. The additional road safety measures identified by the post construction road safety audit are under construction and it is expected that Lee Park Way will be reopened to the public in mid-August, thereby improving accessibility to the Lee Valley Regional Park.

### Sewer Diversion Main Works (Project E2c)

- 3.11. The remaining sewer diversion construction works are due to finish in August. All the excavation and tunnelling activity has now been completed and the building of the shafts is fast approaching completion. The original sewers running below the EcoPark have now been abandoned and replaced by the new arrangement.

- 3.12. The photograph below shows the shaft on the Angel Sewer being readied to take the sewer flow.



- 3.13. The photograph below shows the top of the new access shaft where the Chingford and Angel Sewers merge. This now marks the completion of the relocation of the access shaft which conflicted with the RRF footprint, and therefore enables the new RRF floor slabs to be built.





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

- 3.14. Design and construction of the RRF and EcoPark House have continued. Design is now approximately 60% complete. Design submissions continue to be made to London Borough of Enfield as the detailed design develops. This includes the external appearance that it has been necessary to amend during development to incorporate the odour control equipment. The programme sequencing is such that building and construction works can be commenced prior to completion of certain detailed design elements.
- 3.15. Construction on site continues to focus on construction of pile caps and ground beams of all buildings which form the foundations for the steel building structure and the walls of the future waste bays. Preparations have also been at site for the arrival of the initial members of main steel frame in August.
- 3.16. The photograph below shows the base of the water tank below the future RRC under construction.



- 3.17. The construction programme outlook is being impacted by availability of construction materials, particularly steel and cladding. This is attributable to world-wide disruption to supply chains during the COVID-19 pandemic and the subsequent boom in construction works. Resequencing of activities has been undertaken to mitigate the impact of this delay as far as practical.

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

- 3.18. With the first phase of demolition works in the north now completed, the focus has moved onto the construction works for the temporary facility by Taylor Woodrow. Orders have been placed at the start of August for the major components of this build, including for the civils and building package and the mechanical and engineering package. The temporary facility is expected to be operational by February 2022.
- 3.19. The second phase of demolition that includes clearance of the existing bulky waste recycling and fuel preparation plant facility is planned to commence in March 2022. The procurement for these works has commenced, which will follow the same strategy as the first phase that appointed a contractor via the Crown Commercial Services framework for demolition contractors.

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

- 3.20. Following design option reviews carried out with LEL, the approach to delivering utility works along the western edge of the EcoPark has been finalised. This will involve a temporary above ground corridor to be commenced in Q1 2023 with permanent connections installed after the EfW is demolished. As well as providing a construction approach that is achievable while RRF works are underway, the above ground solution avoids any risk to existing critical services that are buried in the vicinity of the new utility route.
- 3.21. Cadent's work to design the incoming gas pipeline is progressing well, with previous wayleave challenges now fully overcome. Planning for the procurement of the



construction is progressing and a recommendation for a procurement strategy will be brought to Members ahead of planned construction in July 2022.

- 3.22. Other activities to improve site wide information quality and dissemination continue, including the recent conclusion of a series of intrusive surveys, which increased the awareness of underground services significantly. Further, the Building Information Modelling (BIM) and Geographic Information System (GIS) programmes are enhancing digital collaboration, project safety and design development.

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

- 3.23. The procurement of the design and construction of the ERF continues as planned.

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

- 4.1. This summary considers an overview of the Health, Safety and Wellbeing (HSW) outcomes for the June 2021 period and July at the time of writing.

### **Health, Safety & Wellbeing Performance**

#### **Lost Time Injury**

- 4.2. In the last period, there was one lost time incident (an accident that resulted in time off from work) reported. This related to a groundworker on the EcoPark South project spraining their ankle after losing their balance during the operation of a hand tool. The worker has recovered and is back in work. A number of steps have since been taken to avoid a recurrence, including “toolbox” talks with other workers regarding the incident, a review of the particular operating procedure and alternative tools being made available. Site supervision over the continuing operation will be strengthened to ensure these works are delivered safely.
- 4.3. This has resulted in the “Accident Frequency Rates” (AFR) changing from the previous score of zero to a 12 month rolling value of 0.12. NLHPP continues to compare positively against equivalent programmes of work elsewhere. As this is the first lost time injury in 2 years of work, an increased level of vigilance will be in place to continue to ensure the programme remains a safe and healthy place to work.

#### **NLHPP Near Miss Reporting**

- 4.4. The team continues to monitor closely all activities on site and elsewhere. The encouragement of reporting all observations within the project, including those demonstrating positive behaviours allows early intervention before incidents occur. Examples of our near miss reporting in the last period were:

- 4.4.1. An operative was observed walking within a trench and beneath a piling rig to complete a testing process. No incident occurred, but the observation has allowed a review of the methodology for the work and retraining to ensure that the situation does not reoccur.
- 4.4.2. An operator was using their hands to clear away rubble while another operator was working with a high-power tool in the vicinity – leading to a situation with high risk of a potential hand injury. The process was stopped, and the approach changed to ensure a separation of the activities.

### **COVID-19**

- 4.5. The project continues to follow guidance produced by the Construction Leadership Council (CLC) with respect to COVID-19 risk. Our multiple lines of defence remain in place, and a cautious approach is being taken in the response to national changes in reductions in restrictions. All of the NLHPP contractors have delivered a number of recent safety toolbox talks on COVID-19, personal hygiene, social distancing and COVID-19 testing on site.
- 4.6. A total number of 393 antigen tests were undertaken during the month of June 2021 on NLHPP, with two workers receiving a positive result to COVID-19.

### **Health, Safety & Wellbeing Management**

- 4.7. More broadly, the following activities have taken place recently in support of the HSW management of the works:
  - 4.7.1. The first trilateral HSW Clients Forum between LEL, Lee Valley Heat Network (Energetik) and NLHPP has taken place on 1 July 2021. The meeting was attended by senior Health & Safety representatives from each organisation and discussions considered cross-party working on the EcoPark, security and environmental issues, joint HSW initiatives and lessons learnt from previous experiences. The next meeting is planned for September 2021.
  - 4.7.2. NLWA Managing Director Martin Capstick and Taylor Woodrow Managing Director Julian Gatward have visited the EcoPark as part of a senior leadership safety tour. Positive feedback was received with work being visibly carried out in a safe manner, and clear adoption of the NLHPP Safety-First principles

### **Current HSW Campaigns**

- 4.8. The July campaign is highlighting the importance of sun safety and hydration while on site. Outdoor workers have a higher-than-average risk of developing skin

cancers, but a few simple steps can help site workforce to stay safe and protect themselves from the sun's harmful rays. Contractors will deliver various site toolbox talks on sun safety and wellbeing as well as reinforcing the need to use sunscreen and cover up.

- 4.9. Know Your Route Campaign will continue throughout the summer to ensure site traffic, pedestrian routes and regular traffic changes are communicated to all site contractors. This follows an increased number of incidents relating to site traffic and pedestrian issues during the month of June 2021.

## **5. ENVIRONMENT & SUSTAINABILITY**

- 5.1. This summary considers an overview of the Environment & Sustainability outcomes for the June 2021 period.

### **Environmental Performance**

- 5.2. Zero environmental incidents, near misses and environmental related complaints have been reported.
- 5.3. Each contractor either met or exceeded the stretch target of 95% for the diversion of non-hazardous Construction, Demolition and Excavation Waste (CDEW) from landfill. This performance exceeds the minimum target of 85% diversion from landfill. Across the project to date, more than 99% of non-hazardous CDEW has been diverted from landfill. Waste diverted from landfill has been recycled, reused or recovered. For example, excavated soil has been used in backfilling applications at Elsenham Quarry.

### **Environmental Management**

- 5.4. The monthly environmental site inspections and meetings with the contractors identified that environmental issues are being well managed in line with good practice. Opportunities for improvement were identified in relation to site drainage (management of silt and blocked drains); spill and leak prevention (capture devices under plant); waste management (segregation of waste streams); and housekeeping (litter and rubbish).
- 5.5. The June site inspections focused on air quality and dust management. The sites are delivering several measures to control dust, including using road sweepers to reduce resuspension of dust from hardstanding, wheel washers to reduce track out, and various wetting methods to avoid emissions from dry dusty surfaces. Automatic monitoring of air quality is also being undertaken. The monitoring stations provide near real-time data, which also provide alerts so that contractors can take mitigative measures during activities reportedly exceeding alert levels, in line with best practice guidance.

- 5.6. Contractors have also implemented good practices with regards to emissions from construction plant and vehicles. EcoPark South was awarded a Non-Road Mobile Machinery (NRMM) Compliance Certificate, stating, “The site is protecting neighbourhood air by using low-emission machinery”. The other sites will continue to track their NRMMs to meet Greater London Authority standards, as best practice.

## **6. RISK SUMMARY**

- 6.1. Overall, the programme risk profile is being managed effectively with no risks causing significant issues over the last period. Reviews, updates to risks and the implementation of mitigations measures have continued to take place within the last period. Progression of significant risks include:
- 6.1.1. Construction works for the Sewer Diversion are progressing on schedule and in completing significant ground works, all related ground conditions and contamination risks have been retired. This consequently reduced the risk profile of EcoPark South works as associated delays from the preceding project have been mitigated.
  - 6.1.2. With the completion of the construction of the Laydown Area there are no remaining risks associated with it being held in the risk register.
  - 6.1.3. There is still some risk associated with unknown locations of buried utilities and services on the site, but this has reduced significantly on the southern areas of the site as ground works have been completed and surveys have been undertaken for the northern area, reducing the likelihood of this risk.
  - 6.1.4. Project risks for ERF are being monitored and after completion of the procurement the risks will be reviewed from an updated position.
- 6.2. The following risks continue to be key “high-impact” risks, having significant schedule, cost and/or reputational impact.
- 6.2.1. The national shortage of materials and the consequent variation in prices remains a key risk to the programme. The programme is currently forecasting a potential 5-week delay to the EcoPark South contract as a result of this risk. To mitigate this the contractors are looking at opportunities on resequencing the programme and bring forward key activities where possible. There is also an exercise planned to review materials and make provision for early procurement.
  - 6.2.2. The EcoPark South and Sewer Diversion works are progressing adjacent to the Lee Valley Heat Network (Energetik) works. Construction working space and access at the adjacent boundaries is constrained and there is an

ongoing risk that the works disrupt each other. This is being managed by weekly schedule coordination and flexibility between the parties. This will remain live for the next year until the works are complete.

## 7. SOCIAL VALUE

- 7.1. Delivery of social value on the project continues to make strides. This update focuses on the substantial progress made in the delivery of the on-site skills training placements and the schools' programme.
- 7.2. Barhale, delivered 11 on-site skills training placements in July as part of the Sewer Diversion Works contract, working in partnership with the College of North East London (CONEL). Taylor Woodrow, providing the EcoPark South works, has also continued to deliver training placements, completing four placements in July. This takes the total number of on-site skills training placements achieved on the NLHPP to 72. The Social Value Dashboard in Appendix A shows that 70% of trainees are from Black, Asian and minority ethnic (BAME) groups, and 8% are women.
- 7.3. The photo below shows the on-site skills trainees who took part in the placement delivered by Taylor Woodrow.



- 7.4. The roll-out of the schools' programme on the project has commenced, with two local schools engaged over the past month: Heathcote School and Science College in London Borough (LB) Waltham Forest and Edmonton County School in LB Enfield. The sessions included a combination of presentations by NLHPP social value and communication teams, LondonEnergy, the Authority's technical adviser, Wood, and Taylor Woodrow to provide an overview of the NLHPP and the range of careers



available within the construction and waste management industries. The apprenticeship and training opportunities available on the NLHPP were also presented to the students. The photograph below shows the workshop which was delivered as part of the session with Edmonton County School.



- 7.5. The team continues the work to identify schools throughout the NLWA area which can engage with this project.
- 7.6. The project continues to deliver apprenticeship opportunities. Recruitment of apprentices on the EcoPark South contract is underway, with a new Quantity Surveying apprentice with Taylor Woodrow due to start at the beginning of August. The apprentice on the Northern Area Clearance contract started a new apprenticeship this month as Digital Content Creator within the NLWA. Additionally, the apprentice on the Sewer Diversion Contract has been offered a permanent position with Barhale.
- 7.7. The Social Value Dashboard in Appendix A shows that of the 16 apprenticeships created, 38% are from BAME groups and one (6%) is a woman. The social value team is actively working with three local boroughs (Enfield, Haringey and Waltham Forest where apprenticeship recruitment is prioritised) to promote apprenticeship opportunities to residents, utilising the networks of contacts to encourage women into construction and finding employment for BAME residents. The team is also working with CONEL to arrange a dedicated session in September for female students at the college to promote career opportunities within different construction roles.

## **8. COMMUNICATION**

- 8.1. Opportunities have been provided for key stakeholders to visit the Edmonton EcoPark and learn about the project. This has been carried out throughout August with all north London Members of Parliament, north London Greater London Authority Members, Council Leaders, Chief Executives, Borough Directors of Environment and Directors of Finance invited. At the time of writing this report, several visits had taken place during July and August, with 19 attendees so far, and more tours planned.
- 8.2. August marks the start of steelwork on the RRF and this major milestone, for the new facilities that will support greater recycling and the resident reuse and recycling centre has been included in public information disseminated about the project. At the end of August, the Community Newsletter to highlight this major progress and the need for the project in the local community is to be shared with 28,000 homes and business. A feature of the local businesses that are employed by the NLHPP is also a focus in August and will be promoted through the newsletter, website and social media. The newsletter is included as Appendix B.
- 8.3. The NLHPP social media has increased in proactivity across the period with infographics that share the positive benefits of the project in relation to recycling, energy recovery, and apprenticeships. A feature of NLHPP apprenticeships has been showcased with 'one year on' celebrations for those apprentices that joined last summer through the previous 'Build your future' campaign.
- 8.4. Plans are underway to commence outdoor advertising and posters in the local community for the apprenticeship opportunities on the North London Heat and Power Project at the start of September. The communications team alongside the NLHPP social value team are working with Taylor Woodrow and their subcontractors to promote apprenticeship opportunities that are coming up across the next few months. This also includes engaging with local councils' apprenticeship and job schemes to support the diverse recruitment of local people into apprenticeship opportunities.
- 8.5. The communications team continue to provide up to date information about the project on the NLHPP website, social media feeds and letters to residents. The Authority continues to work with boroughs communications colleagues to keep responding to enquiries from residents with up-to-date information about the project.

## **9. EQUALITIES IMPLICATIONS**

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

**10. COMMENTS OF THE LEGAL ADVISER**

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

**11. COMMENTS OF THE FINANCIAL ADVISER**

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

**Contact officer:**

David Cullen  
Unit 1b Berol House  
25 Ashley Road  
London N17 9LJ  
020 8489 2112

**APPENDIX A      PROGRAMME SUMMARY**





# Programme Committee – 2 September 2021

## Appendix A – Programme Summary







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## Note:

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



# Project Health Check (at mid-August)



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	n/a		n/a		n/a		n/a		Completed	
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	n/a		n/a		n/a		n/a		Completed	
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 June)



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	Construction 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-Sep-21	01-Sep-21	0	00-Jan-00
Operational Commencement of RRF	26-Oct-22	29-Nov-22	-5	
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	Consequential delay
ERF - First Fire on Waste	19-Dec-25	23-Jan-26	-5	Consequential delay
ERF - Commissioning - Take Over (O&M engaged in operations)	31-Mar-26	05-May-26	-5	Consequential delay
EfW - Laydown Area Re-Instatement	10-Jul-30	13-Aug-30	-5	Consequential delay
Southern Access Road - Works Complete	15-May-31	18-Jun-31	-5	Consequential delay

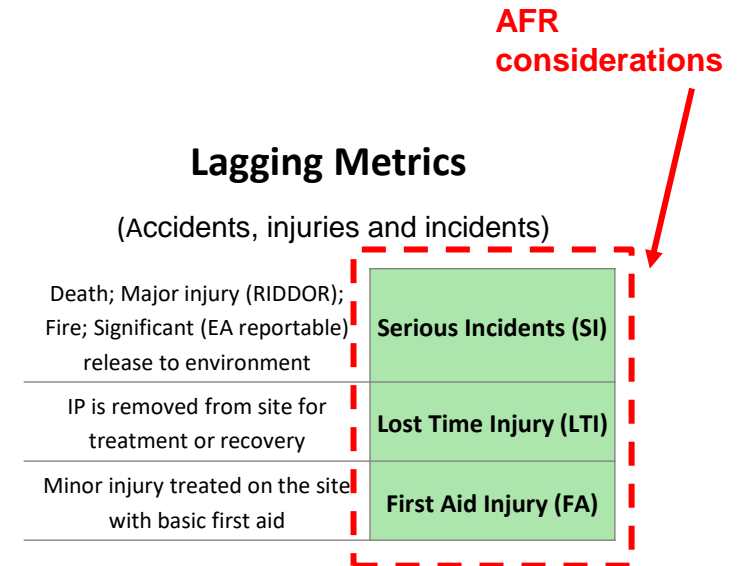


# Health, Safety & Wellbeing (HSW) Dashboard

## (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>	$\frac{[(\text{Number of injuries in the period}) / (\text{Total hours worked during the period})] \times 1,000,000}{\text{i.e. the number of injuries per million hours worked.}}$	

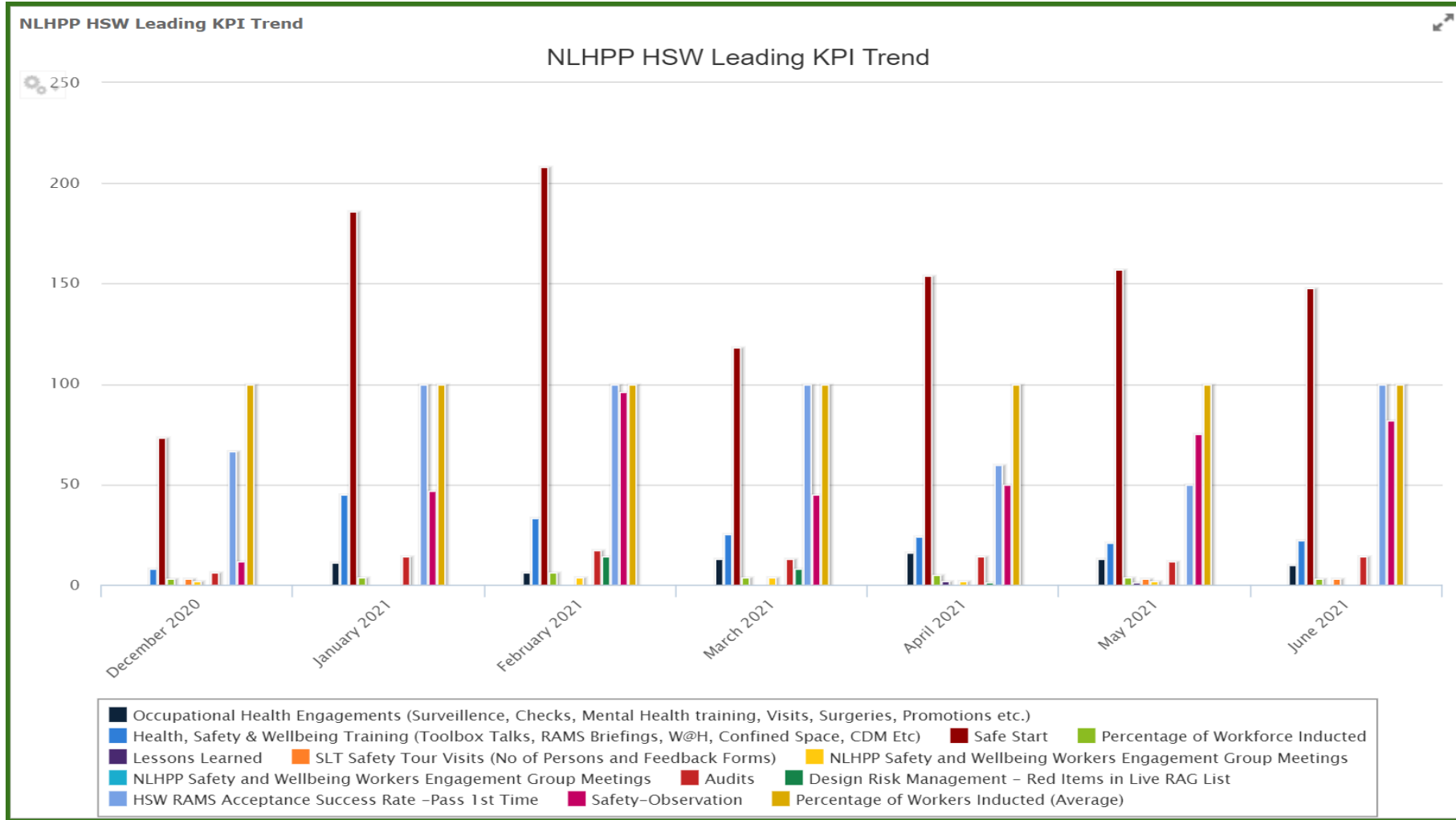






# Health, Safety & Wellbeing (HSW) Dashboard

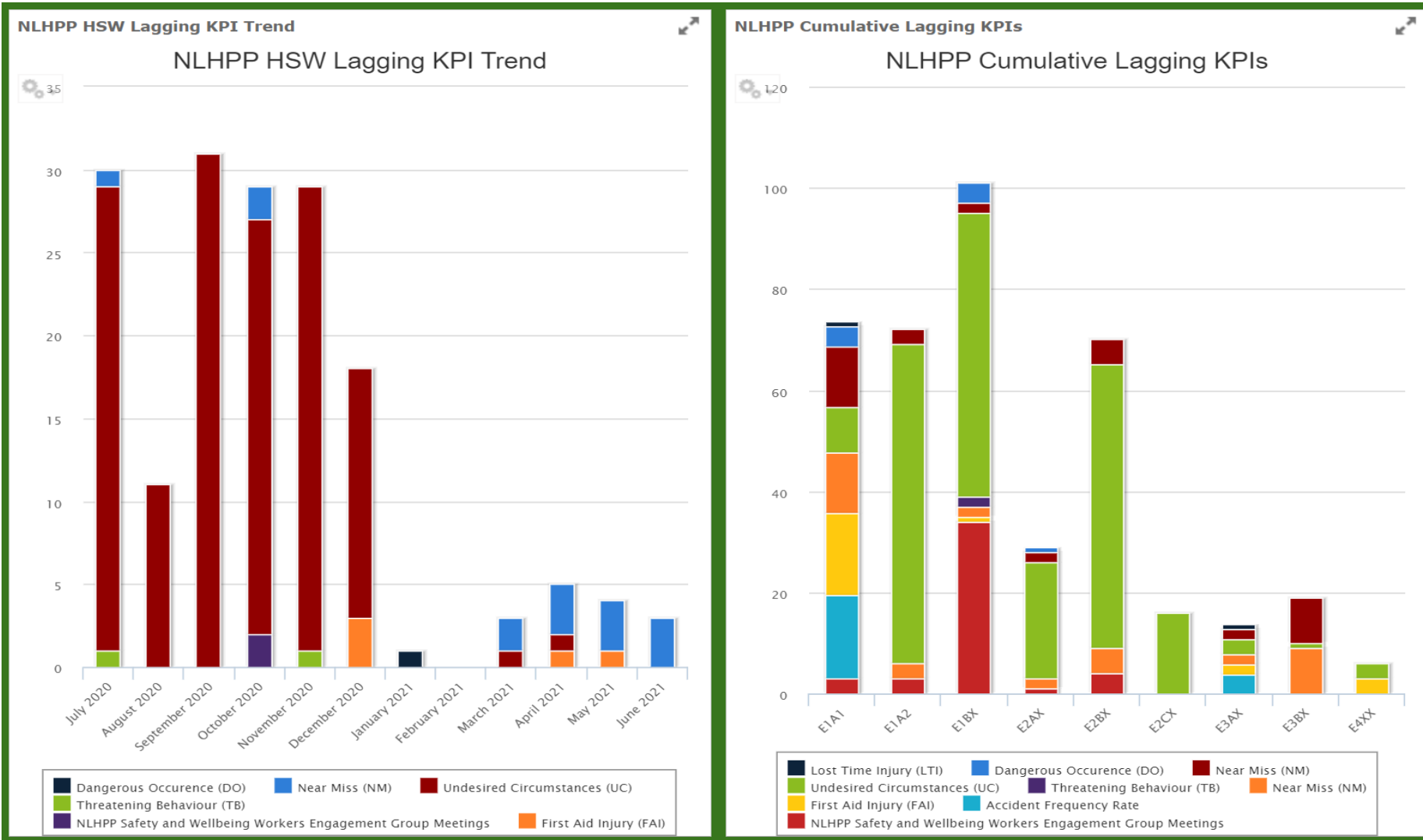
## (Summary of Leading Performance Metrics)





# Health, Safety & Wellbeing (HSW) Dashboard

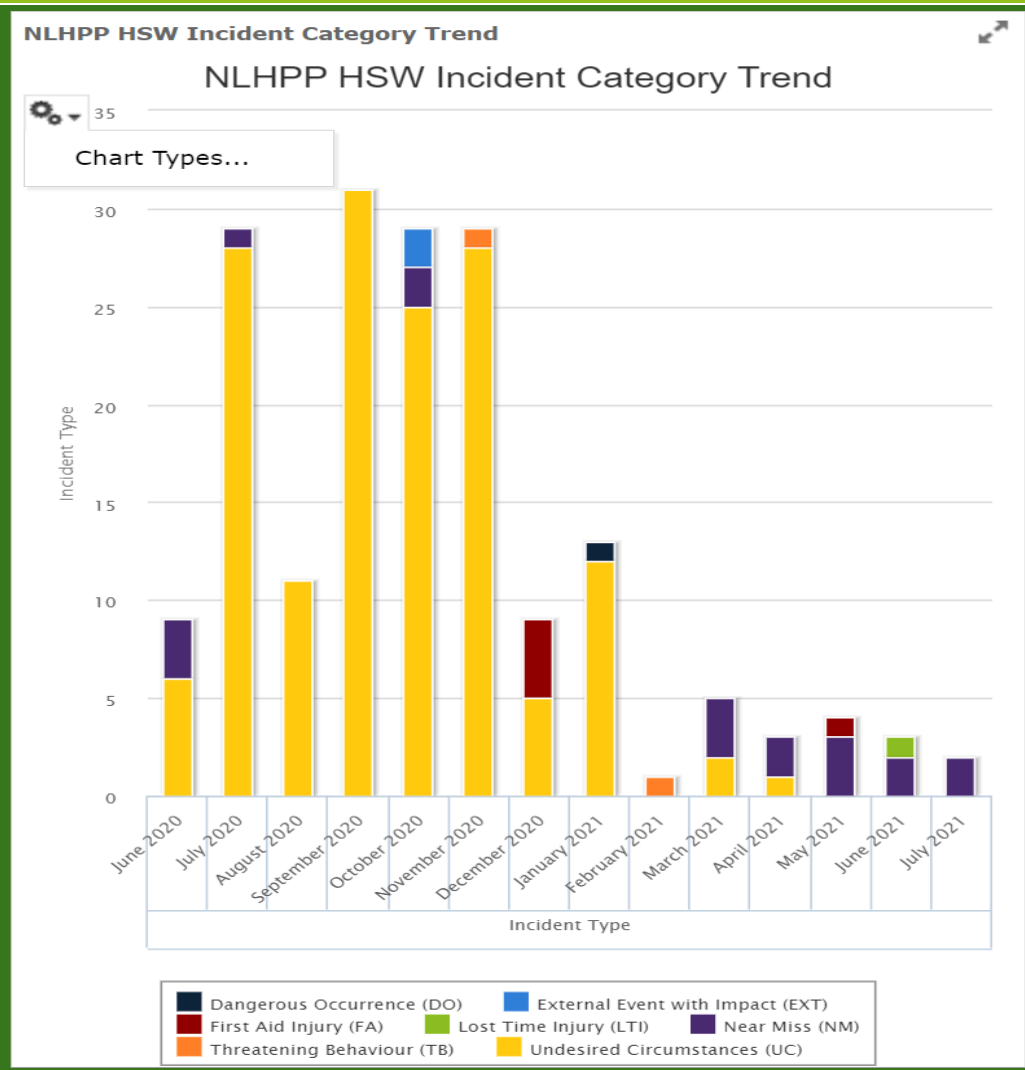
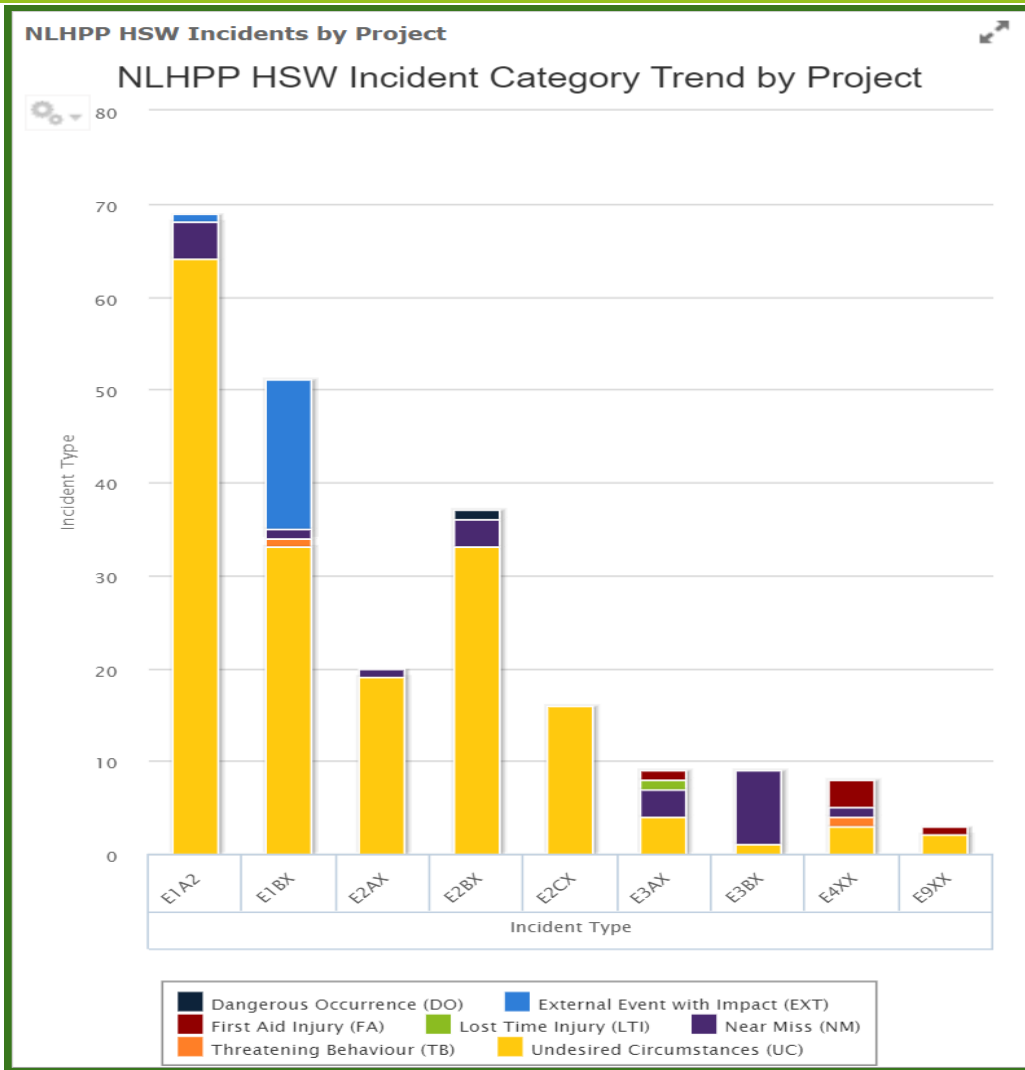
## (Summary of Lagging Performance Metrics)





# Health, Safety & Wellbeing (HSW) Dashboard

## (Summary of Incident Category Trends)





# Health, Safety & Wellbeing (HSW) Dashboard

## (Accident Frequency Rate & Observation Trends)



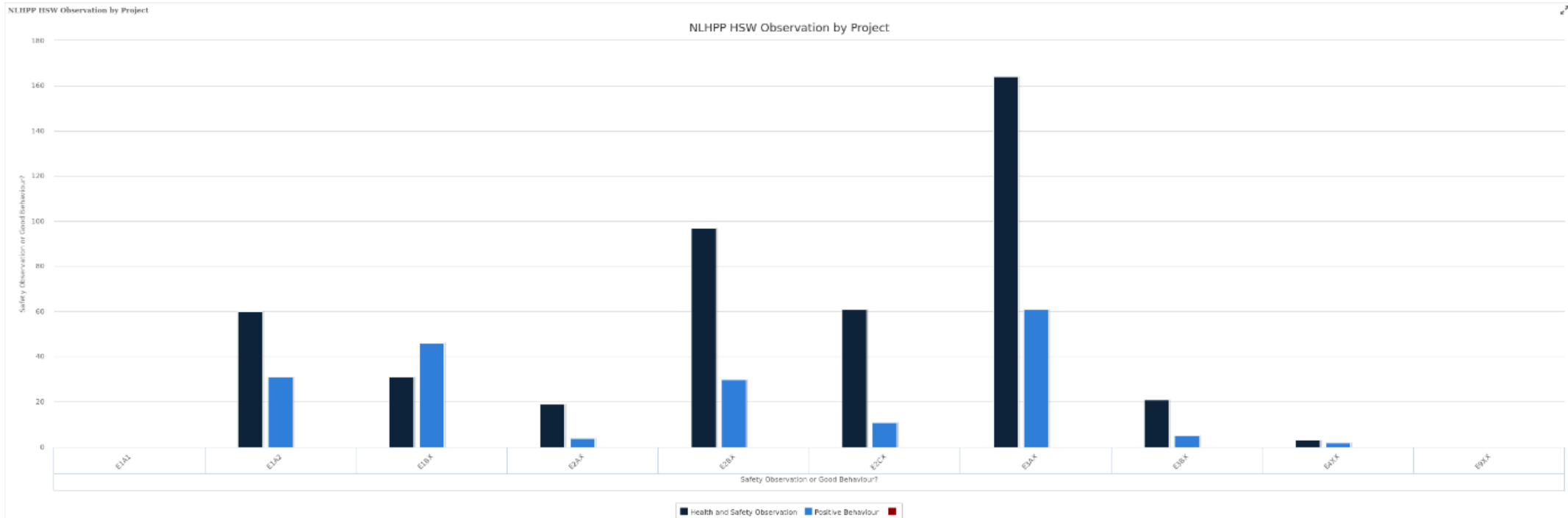
### Accident Frequency Rate (AFR<sup>\*\*\*</sup>)

AFR for Reporting Period

NLHPP  
0.12

Construction Industry  
1.33

\*\*\* The Accident Frequency rate enables comparison of accident rates against hours worked rather than the number of accidents. The calculation is  $(\text{number of accidents}) / (\text{number of hours worked on site}) \times 100\,000$ . 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.





# Health, Safety & Wellbeing (HSW) Dashboard

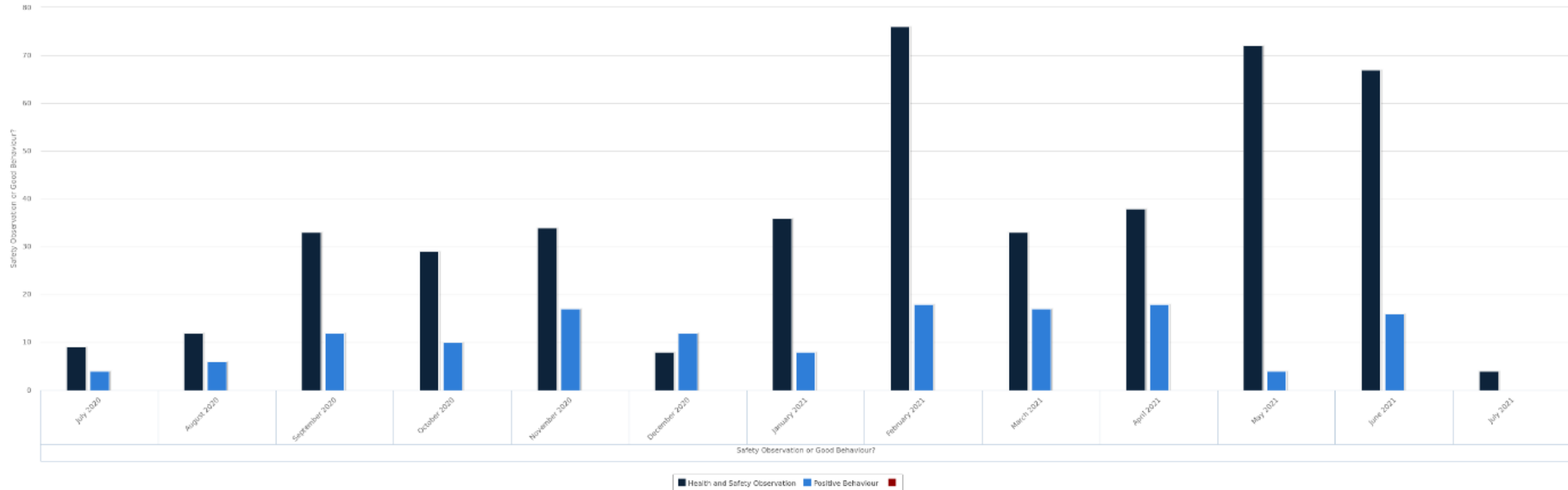
## (Accident Frequency Rate & Observation Trends)



north  
london

NLHPP HSW Observation trend

NLHPP HSW Observation Trend







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



Site Inspection Summary		
Site	Summary Report	Inspection Compliance Scores
<b>E2C—Sewer Diversion Main Works</b>	Site compliance score 98.38%. All 3 sites (Manholes A-C) are operating safely, with works largely confined to Manhole A going ahead with backfilling operations. Works to connect to the existing manhole MH7206 progressing, with good traffic management and procedures implemented. Site Management demonstrates good approach to health and safety. Site segregated from LEL operations. Adequate welfare arrangements in place. COVID-19 arrangements working well. Operatives following RAMS and wearing correct PPE	03rd June —98.54% 09th June —98.54% 18th June — 96.92% 24th May —99.47%
<b>E3A—Eco-Park South</b>	Site compliance score 95.33%. Site activities include piling and ground beam in RFPF, mini piling completed in EPH proceeding now with foundations, rebar works in cofferdam and concreting the slab. 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. It's been observed a slight deterioration with some room for improvements. Some repetitive failing items observed weekly. 2 Near Misses and 1 Lost Time Injury recorded in June 2021.	02nd June —98.97% 09th June —96.77% 18th June — 96.32% 23rd June —93.37% 30th May —91.29%
<b>E3b—Northern Area Clearance</b>	Site compliance score 98.45%. DSM works have come to an end on 30th June completing the latest critical stage of the project successfully where they have multiple operations in a restricted space covering demolition, crushing, segregation of recyclable material, earthworks, backfilling of redundant services, cutting of steel. 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.1No service strike took place this month not reported on A site as such – telecommunications cable cut off. It's been reported as Safety Observation.	02nd June —97.70% 09th June —98.52% 18th June — 96.49% 23rd June —99.42% 30th June —100%



# Social Value Dashboard Summary – 05 August 2021



Social Value Theme	Definition	Target/ Benchmark	Progress
<b>Development Consent Order (DCO) Obligations:</b>			
<b>Apprenticeships</b>	Section 106 obligation to provide 100 apprenticeships, each with a duration of 12 consecutive months. Apprenticeship means a training work scheme: (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	<b>100</b>	<b>45</b> years of apprentices' employment <b>16</b> individuals
<b>On-site Skills Training Placements</b>	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: (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'.	<b>225</b>	<b>72</b>
<b>LB Enfield targets, adopted as measure by NLHPP:</b>			
<b>Local Labour</b>	Target to promote local employment. Contractors should employ suitable candidates from the local area (London Boroughs of Enfield, Haringey and Waltham Forest)	<b>25%</b>	<b>25%</b>
<b>Local Businesses</b>	Target to maximise contractors' expenditure within the local area (London Boroughs of Enfield, Haringey and Waltham Forest)	<b>10%</b>	<b>36%</b>
<b>Delivery against Industry Benchmarks:</b>			
<b>Equality, Diversity &amp; Inclusion (EDI)</b>	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.	<b>13%</b>	<b>5%*</b>
	Target to promote Black, Asian and Minority Ethnic (BAME) Groups in on-site construction workforce. The benchmark provides a London-wide industry average.	<b>19%</b>	<b>21%*</b>

\*Not all employees have chosen to report on ethnicity and gender, and the statistics are likely an underestimate. NLHPP is working with contractors to improve data collection.

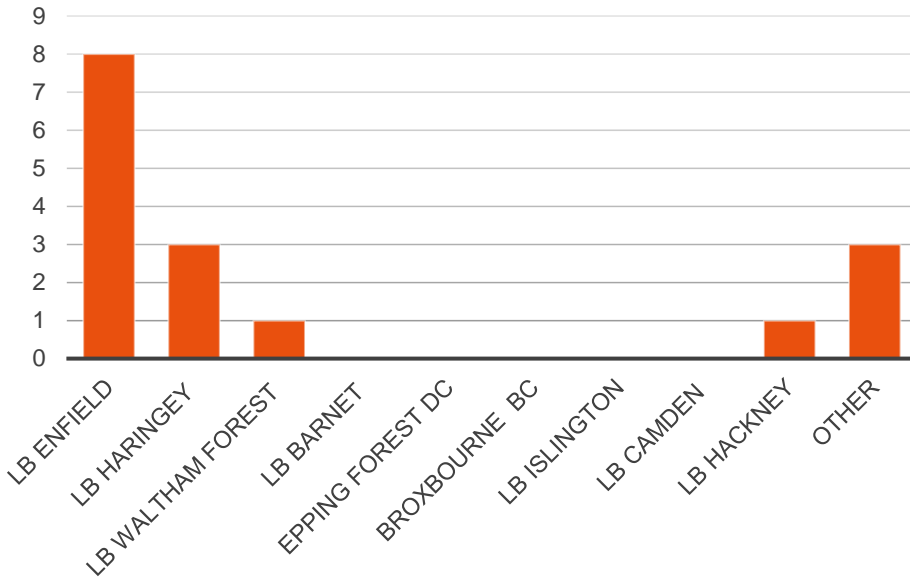


# Social Value Dashboard

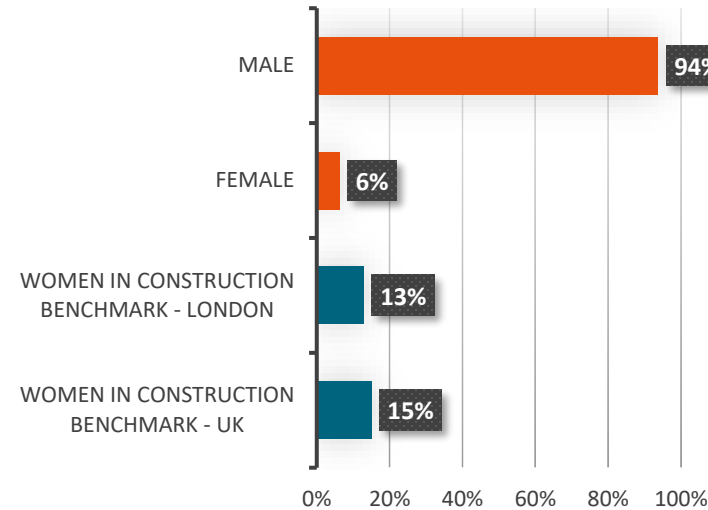
## Apprenticeships



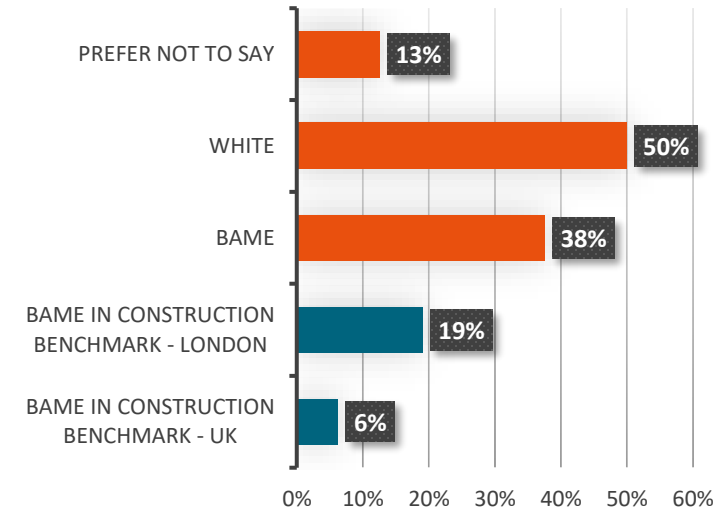
### Apprentices - Home Borough



### Apprentices - Gender



### Apprentices - Ethnicity



Apprentices – Home Borough	Local Wards
LB Enfield	Upper Edmonton (1); Turkey Street (1); Southbury (1); Lower Edmonton (1); Jubilee (2); Grange (1); Chase (1)
LB Haringey	Tottenham Hale (1); Seven Sisters (2)
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.

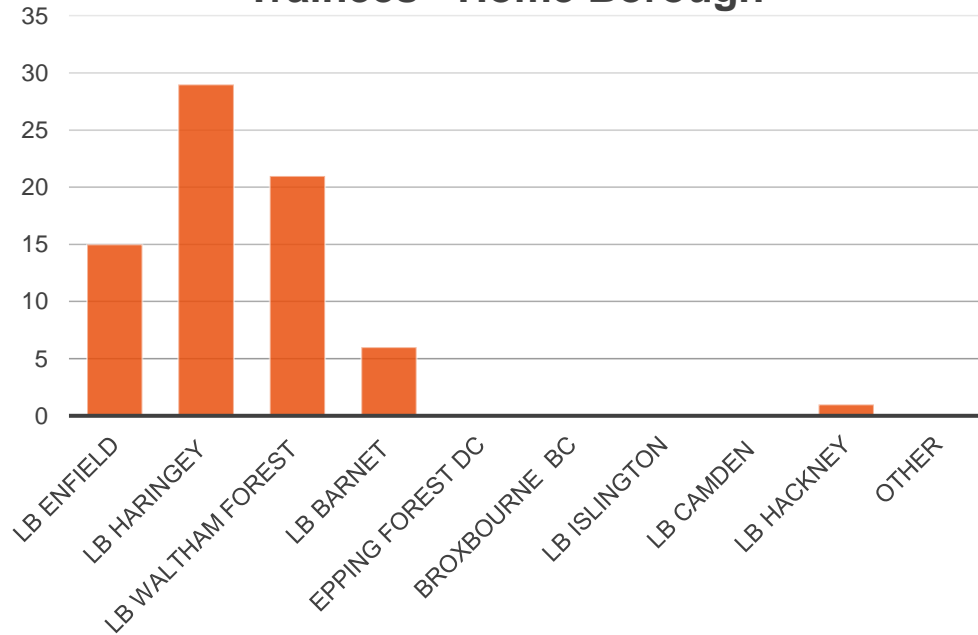


# Social Value Dashboard

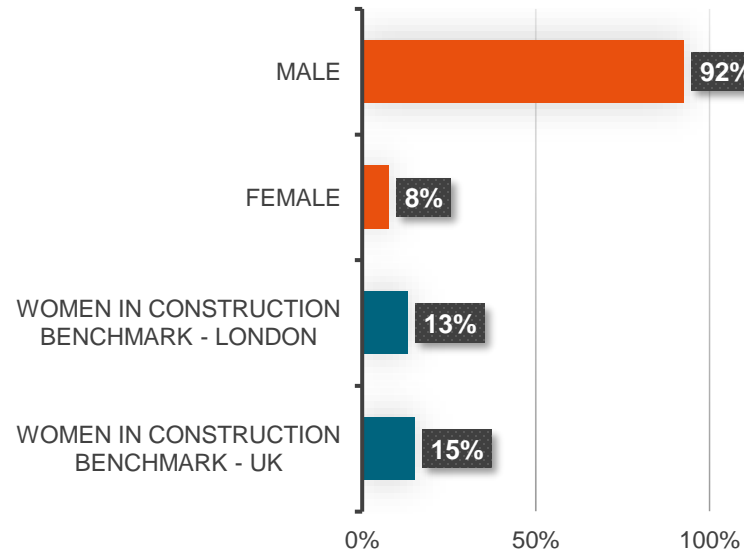
## On-site Skills Training Placements



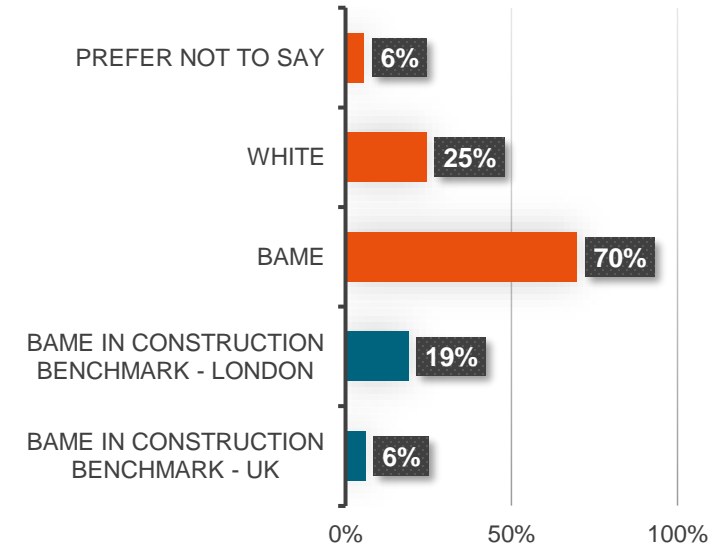
### Trainees - Home Borough



### 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 53 out of 72 trainees (74%).

**APPENDIX B      NLHPP COMMUNITY NEWSLETTER AUGUST 2021**

# Welcome to the NLHPP Community NEWSLETTER



Indicative image of EcoPark House being constructed in 2021

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

### The NLHPP

The NLHPP is a new sustainable waste hub in Edmonton. It 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 is creating jobs, apprenticeships and training opportunities for local people. Find out more and apply via our website: [www.northlondonheatandpower.london/buildyourfuture](http://www.northlondonheatandpower.london/buildyourfuture)

2021 marks the start of main construction on the project and so far, works are underway to build flagship recycling facilities and waste infrastructure to help boost north London's recycling rates and divert waste from landfill.

This includes a **Resource Recovery Facility (RRF)**, which will be one of the largest publicly owned facilities of its kind in London, with capacity to manage up to 135,000 tonnes of recyclable material every year. We are also building the first ever public household **Reuse and Recycling Centre** at the site, as well as **EcoPark House**, a visitor and education centre where the local community can learn more about waste management and recycling.

We are building a world-class **Energy Recovery Facility (ERF)** to replace the existing facility. The new ERF will use residents' non-recyclable waste to create low-carbon heat and power for thousands of homes and businesses.

## Community Engagement

We are committed to engaging with the local community. We provide regular updates through our Community Liaison Group (CLG) meetings, newsletters, social media and email and website updates.

In June 2021, we produced our latest construction update video showing the progress our contractors have made on-site so far. In May 2021, we also distributed a construction newsletter. Both the construction update video and construction newsletter can be viewed on our website - [www.northlondonheatandpower.london](http://www.northlondonheatandpower.london)



Later this summer, we are hoping to restart our roadshow programme in the local area, subject to COVID-19 guidance. Our roadshows are pop-up community events where we can speak to the local residents about the project. We are looking forward to engaging directly with the community again to talk about the project and answer questions.

We regularly post updates on **Twitter (@NLHPP)** and **Facebook (North London Heat and Power Project)**. Here you will find various updates including a series of our key project successes where we look back over the last year on the project and recognise the progress we have made.





## Project Update

EcoPark South and Sewer Diversion construction sites

### Key construction updates

- This month, the structural steel works for the RRF began and the main building is starting to take shape (*see image above*).
- Works to divert the Chingford and Angel sewers are progressing well and are due to complete in September.
- Demolition and clearance of the northern part of the EcoPark completed in June to make way for the replacement ERF.
- We have diverted **99.9% of construction waste from landfill** by reusing, recycling or recovering the materials.
- **5,000 cubic meters of waste material has been collected from the northern site and will be reused** during construction of the ERF.
- Over **50,000 tonnes of waste has been sent to Wanstead Rugby Club in Woodford Green to be reused** to even out the rugby pitches.

### Environmental benefits of the NLHPP:

The ERF will use the most advanced and proven technology for controlling emissions making it one of the **safest and cleanest facilities** in the UK. Compared to the alternative of landfill, it will **save the equivalent of 215,000 tonnes of CO<sub>2</sub>** every year – that's like taking 110,000 cars off the road each year.

The NLHPP will produce **low-carbon heating and hot water for more than 10,000 local homes** across the Meridian Water development, with the capacity to supply up to 30,000 more homes across the borough.

### Local business opportunities

NLWA has a major focus on creating opportunities for local businesses. We are proud that a range of local suppliers are already part of this world-class project including Enfield-based subcontractors Embassy Demolition and J O'Doherty Haulage and Waste Disposal, who have both carried out demolition works. To register your interest in working on the NLHPP, please email [info@northlondonheatandpower.london](mailto:info@northlondonheatandpower.london)

### BUSINESS SPOTLIGHT



**New Lifes Catering**, a Walthamstow-based catering company are providing canteen catering for our contractors onsite. Lana, pictured here, said, *"I have been working here for the past two months and frankly speaking it has been one of the most pleasurable experiences. The project is very organised and constantly working to improve things around here. Very friendly staff and what I truly like about this project is the very multicultural environment"*.

## Apprenticeships and training

During construction, we are offering apprenticeships in **construction, civil and mechanical engineering, quantity surveying, maintenance and business administration**.

Our apprentices will work towards an NVQ or professional membership qualification supported by the National Apprenticeship Scheme's on-the-job training with a major international construction company.



Throughout July, 15 trainees joined our contractors as part of a two-week training programme which delivered on-site and classroom learning. The trainees learned about various aspects of construction and obtained qualifications in health and safety, as well as a Construction Skills Certificate Scheme card.

All apprenticeship opportunities will be advertised on our website here: [www.northlondonheatandpower.london/buildyourfuture](http://www.northlondonheatandpower.london/buildyourfuture) or you can register your interest for on-site training placements by emailing: [info@northlondonheatandpower.london](mailto:info@northlondonheatandpower.london)

## Safety First



We are committed to delivering a Project that puts the health, safety, and wellbeing of everyone involved in the Project and those working and living in the local community at the forefront of everything we do.

As construction progresses on the NLHPP, we will continue to implement additional measures on-site to ensure the safety of our workforce.