

NORTH LONDON WASTE AUTHORITY

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

REPORT OF: PROGRAMME DIRECTOR

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 10 FEBRUARY 2022

SUMMARY OF REPORT:

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

RECOMMENDATIONS:

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

SIGNED:



Programme Director

DATE: 31 JANUARY 2022

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 supporting information in appendices.
- 1.3. The progress data provided within the report, including the status dashboard in Appendix A, reflects the status of the programme on the 26 November 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 Programme is forecasting achievement of the major milestone of completion of the ERF in line with the baseline programme – December 2025 for delivery of the first fire on waste and March 2026 for formal take over. The programme remains on target to deliver within the baseline budget established by the March 2019 baseline.
- 2.2. The target completion date for the RRF construction is coming under increasing pressure due to the impact of COVID-19 on availability of materials associated with the building envelope, and a slower start to the installation of the roofing than planned, ensuring careful preparations for safe working at height. The team has identified a programme sequence that will co-ordinate the re-forecast start of operations for the RRF with the northern area clearance works to maintain the second stage of site access for the ERF contractor. The required programme sequence will be carefully managed and co-ordinated between all parties involved.
- 2.3. Following the decision to award the ERF contract to Acciona at the December 2021 Authority meeting, the Managing Director has formally awarded the contract, and the project team are working to a mobilisation plan to allow a smooth and efficient start to the contract.

- 2.4. Following the pause during the Christmas holidays, construction has resumed on the EcoPark. The team successfully delivered a safe shutdown and restart, following a closely managed approach. This was a deliberate and focussed effort, recognising that these periods are often at high-risk of safety incidents as workers concentration can be at a reduced level ahead of and following holiday breaks.
- 2.5. The progress on site has continued across a broad front of activities. Visible additions are being made to the external envelope of the assets, both in the southern area with the RRF and EcoPark House taking shape, and in the north with the Temporary Bulky Waste Recovery Facility (TBWRF) now taking on its roofing material.
- 2.6. As previously reported the forecast completion date of the RRF is 8 weeks later than planned which is key to the overall programme's critical path. The RRF contractors detailed design and associated procurement of all the mechanical and electrical equipment is ongoing and critical to the building completion. Therefore, there is a focus of effort and resources to progressing this aspect to recover time and ensure that future deadlines are met.
- 2.7. Two major focus areas for maintaining the project programme are:
 - 2.7.1. Delivery of the incoming gas supply through Cadent: Cadent are currently developing their design and are completing route investigations to inform this. Approvals for some of the trial pits to be excavated have been delayed – and the Authority have been engaged to liaise with borough colleagues to resolve this.
 - 2.7.2. Transition of the completed facilities into operation: The future operator (LEL), asset owner (NLWA) and the NLHPP project team are working closely together as part of the "TBWRF and RRF Operational Readiness Steering Group", chaired by the NLWA Managing Director, to ensure their plans are integrated and fully aligned.
- 2.8. Safety performance on site remains positive, with the metrics indicating the project is delivering a better than industry-standard environment. The COVID-19 management approach has also continued to provide success with no noticeable impact on resource availability or site delivery, despite the very high case rates in the UK through December and January.
- 2.9. Likewise, environmental performance remains strong, with new ideas and initiatives being identified in collaborative workshops with Taylor Woodrow that reinforces the project's desire to lead in best practice approach, building on examples of the low-carbon concrete used on site recently.
- 2.10. The benefits of the project continue to be provided to the community, with more apprentice roles commencing on site, further school engagement taking place and

a charitable fundraising event for homeless charities in the north London area held. Increased advertising on the London transport network has proven successful in directing interested parties to the apprentice website. Unfortunately, some direct face-to-face events were postponed in December due to COVID restrictions and will be rearranged as soon as practical and safe to do so.

- 2.11. The external communication team has focussed on following up on the Member's decision to award the ERF contract Acciona in December, which naturally has generated a significant amount of news both in trade press and local news outlets. The team have responded to the deputations made at the Authority meeting and continue to focus on responding to enquiries with an emphasis on ensuring that information in the public domain remains accurate and evidence based.

3. PROJECT DELIVERY SUMMARY

- 3.1. This section summarises the status of the delivery of the project elements that comprise the delivery of the North London Heat and Power Project.
- 3.2. Construction activity has moved forward to the RRF roofing and mechanical and electrical equipment installation now that the primary steelwork is complete. The site shut down between Christmas and New Year, in line with standard practice in the construction industry. Whilst progress on site since the last report has been good overall, the ramp up of progress of roofing has been slower than planned which has increased the risk of delays to completion, forecast at 8 weeks.
- 3.3. Construction in the north of the EcoPark on the temporary bulky waste recycling facility (TBWRF) has maintained its planned progress on the building fabric, and installation of its mechanical equipment has started.
- 3.4. The contract for the second phase of demolition of the ERF footprint has been awarded on time and is a positive step forward in having contractual commitment to the clearance scheduled.
- 3.5. 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.
- 3.6. The aerial view of the EcoPark shown below in Figure 2 has been marked up with features referenced in this section.



Figure 2 EcoPark aerial view

Construction Logistics

- 3.7. Construction and operational logistics have concentrated on the onboarding of the contractor for the clearance of the ERF footprint at its eastern end which will include the current Bulky Waste Recycling Facility.
- 3.8. The preparations for the start of ERF contractor have involved establishing an area in the Laydown Area where they will base their site investigation operations during the engineering phase leading up to the start of foundations in the autumn of 2022.
- 3.9. The Site Working Group has reviewed the sequence of works for installation of utility services in the west and south roads of the EcoPark to establish the timing between NLHPP works and those by Energetik relating to the district heating energy centre on the southern part of the EcoPark.
- 3.10. A peaceful protest was held on 13th December 2021 by Extinction Rebellion outside the EcoPark and the response by the police was supported by the project team working with LEL.

EcoPark South (Project E3a)

- 3.11. Once again, there have been no lost time incidents on EcoPark South in the last month and there remains strong focus on safe working from all involved on the project.
- 3.12. The RRF primary steelwork installation is now complete. The current focus is also on delivering the roof cladding works and the installation of Mechanical, Electrical and Plumbing (MEP) works, which have now commenced on the north mezzanine floor level. Construction of the tipping hall structural floor and internal drainage is also continuing. The pace of progress on the roofing has been slower than in ramping up due to poor weather and challenges of material handling on site. The

impact of this is being assessed but would result in delay to completion if the contractor does not achieve sufficient recovery rates of progress.

- 3.13. The photograph in Figure 3 below shows progress of the RRF roofing, MEP (fire suppression pipework and sprinklers), and blockwork for the plant room on the north mezzanine floor.

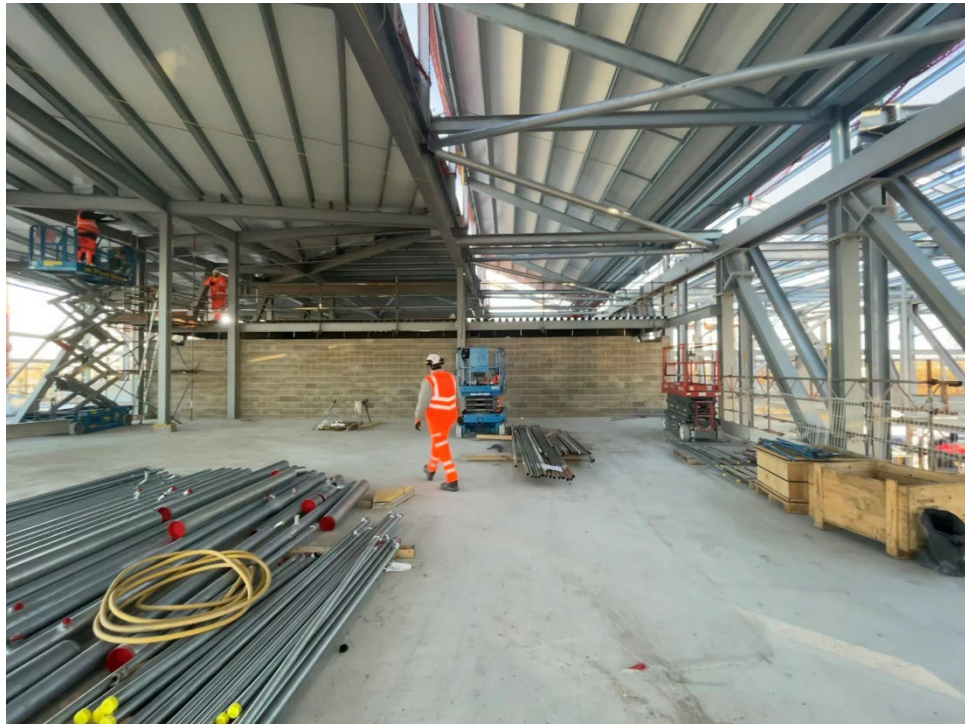


Figure 3 RRF MEP, Roofing & Blockwork Progress (13th Jan. 2021)

- 3.14. For the EPH building, the floor structures have now been completed and internal blockwork has begun, as well as the waterproof roofing membrane. Figure 4 shows progress on the EPH first floor.



Figure 4 Progress on Eco Park House F01 – Membrane, Upstands & Blockwork

- 3.15. The detailed design of EcoPark House to operate independently of external power supplies by generating green power from Photo-Voltaic (PV) panels and ground source heat pumps has continued, and procurement has commenced for batteries required to store power from the PV panels.
- 3.16. As reported previously, the construction programme outlook is being impacted by availability of construction materials, particularly steel and roof 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 site activities and additional resource mobilisation has been undertaken to mitigate the impact of this delay as far as practical.
- 3.17. Focus has increased on planning the commissioning and completion of the works including the development of operational readiness and handover plans jointly with LEL, and initial reviews of the contractor's commissioning plans. Completing this work as early as possible is essential to ensure that the facility can be smoothly handed over by the contractor to the Authority and brought into operation by LEL. Work will continue over the next few months to plan the full extent of the commissioning and verify the activities required for operations to begin.

Temporary Bulky Waste Recycling Facility (Project E3b)

- 3.18. Notable progress in the construction of the temporary bulky waste recycling facility (TBWRF) has been achieved. The main fuel preparation building (FPP) steel trusses and roof covering is over halfway constructed; the TBWRF workshop building is constructed with the mechanical and electrical installation to commence next month; the odour management and fire management plant installation has commenced, and the site office and welfare building has been constructed.



Figure 5: New office / welfare building, odour stack and FPP building



Figure 6: Odour plant installation



Figure 7: Fire water tank



Figure 8: TBWRF workshop building

- 3.19. The Environment Agency issued the waste installation permit for the TBWRF with one pre-operational measure. This is to evidence a certified installation and commissioning of the fire management system. This information is being prepared in readiness for issuing to the Environment Agency.
- 3.20. Weekly operational readiness meetings continue to be held with LEL and other key stakeholders to monitor and manage critical activities required to complete the trial operations and then handover of the TBWRF into operation service.

Northern Area Clearance (Project E3b)

- 3.21. The contract for the Zones 3 & 4 demolition works has been approved and the preferred Contractor has been made aware of their successful bid for the works. The contract is being prepared for award and signature. Early tree clearance enabling works are due to commence onsite early February once all necessary permits and H&S documentation is in place for a safe start on site.

- 3.22. Over the coming months and once the TBWRF is operational, the existing bulky waste and fuel preparation facilities will be decommissioned and handed over to the contractor for demolition with works due to commence in early April.
- 3.23. The procurement is underway for a contractor to demolish the operator stores and workshops and to install replacement ancillary buildings in anticipation of handing the area over to the ERF Contractor. The works are currently being procured via the Crown Commercial Services framework to engage with a suitable contractor to undertake the works whilst achieving value for money within the programme constraints.

Site Utility and DNO Works (Project E4)

- 3.24. Cadent are making progress in their trial holes and trenches to validate the design route for the gas pipeline but are still awaiting replies from London Borough of Enfield in order to carry out the final trial holes.
- 3.25. A design review was held in early January to validate the proposed routing for the pipeline on the EcoPark site. This successfully resolved Cadent's concerns, and the design routing will now be developed in conjunction with Cadent's designers.

Energy Recovery Facility (ERF) (Project E7)

- 3.26. Following the signing of the contract with Acciona the project team are holding inception meetings with Acciona's Contract Manager and his team to agree priorities for mobilisation and how both teams will work together.
- 3.27. Acciona are using sites offices in the Laydown Area to base themselves in when visiting site and meeting with the team.
- 3.28. Project inception is being managed through a 90-day mobilisation plan covering team organisation, roles and responsibilities, and development and approval of the contractor's early deliverables such as the schedule.
- 3.29. Acciona have issued their initial management plans which are being reviewed for acceptance. Acciona's plans are to develop the engineering solution in time for construction starting in the autumn of 2022.

4. HEALTH, SAFETY & WELLBEING

- 4.1. This summary provides an overview of the Health, Safety and Wellbeing (HSW) initiatives and performance for the December 2021 period, with further updates up to 14 January 2022.

Health, Safety & Wellbeing Performance

- 4.2. HSW continues to be well managed, coordinated, and performed with consistently high standards achieved.
- 4.3. The programme had an average attendance of 200 workers during the operational weeks of December 2021.
- 4.4. There have been no Lost Time Injuries (LTI's) reported during this reporting period. The rolling 12 month Accident Frequency Rate (AFR) for RIDDOR reportable injuries remains at **0.00** whilst the Lost Time Injury AFR has decreased to **0.211** from **0.226**.
- 4.5. During this report period three 'near misses' (an incident not causing harm but having the potential to cause injury or ill health) were recorded two in December 2021 and one in January 2022.
 - 4.5.1. The first and second near misses involved a scaffold clip falling from height close to staff and the second involved a telehandler running over an exposed temporary electrical cable which was not protected sufficiently. Both incidents were investigated with the lessons learnt briefed via toolbox talks, safe start briefings to the workforce.
 - 4.5.2. The third near miss was recorded on 07 January 2022 where an installed bolt from a roof truss within the RRF building fell approximately 15 metres away from site workers. An exclusion zone was immediately established, and an investigation launched to understand the reasons why the bolt came out. This investigation is currently ongoing.
- 4.6. Three 'undesired circumstances' (a set of conditions or circumstances, including poor procedures that have the potential to cause injury or ill health) were noted. Each of these incidents have been reviewed with lessons learnt identified communicated via toolbox talks and briefings.
 - 4.6.1. The first incident involved a roofing contractor supervisor working unsafely and not following his approved Risk Assessment and Method Statement (RAMS) and using a mobile phone outside a designated safe zone.
 - 4.6.2. The second incident occurred where a worker at the TBWRF was seen standing on the rail of the basket within the Mobile Elevating Work Platform (MEWP) putting himself at risk of falling.
 - 4.6.3. The third incident was where a worker was nearly hit by closing barrier that does not have standard safety features on it.
- 4.7. Safe Start briefings are held each morning prior to the start of work and highlight any lessons learnt from 'near misses' and 'undesired circumstances' to prevent reoccurrence.

- 4.8. Safety observations decreased during December 2021 due to the festive season shut down of the project sites. However, it is to be noted safety observations continue to increase month on month across the programme, indicating a heightened awareness of safety.
- 4.9. The programme COVID-19 Resilience Group remains active and meets weekly to track progress of the potential impacts and required mitigation measures to protect the health, safety and wellbeing of all that work or visit the project site.
- 4.9.1. During the December reporting period a total of 413 lateral flow tests were completed. The on-site COVID-19 testing facility was extended to 5 days per week to enhance the testing availability for the return to work from the festive period in January 2022.
- 4.9.2. We are minimising the amount of non-essential staff and visitors to the project sites to reduce the potential impact of infection rates to the programme.
- 4.9.3. A further two cases of COVID-19 were identified from the onsite testing service. Both affected persons were not showing any symptoms. However, close contacts were also tested with no further cases identified.
- 4.10. The traffic management working group continues to effectively coordinate between the operational facility and the construction programme to ensure all HSW aspects of the programme, continuity of operations and the wider general public are maintained.

Health, Safety & Wellbeing Management and Continual Improvements.

- 4.11. Three 'Think Again Everyone' training sessions were undertaken during December 2021. NLHPP team members also attended these sessions.
- 4.12. Safe Start briefings take place every morning with members of NLHPP in attendance and included planning, coordination of activities as well as increasing HSW awareness to relevant topics and lessons learnt.
- 4.13. Festive Season Safe Shut Down and Restart.
- 4.13.1. Prior to and following the festive season break NLHPP in collaboration with the principal contractor and LEL undertook safe shutdown inspections, developed a shared emergency contacts list, and undertook safe restart procedures.
- 4.13.2. Think Again Safe Start 'restart' briefings were undertaken by the Principal Contractor which also included NLHPP staff regarding the process and procedures required to reopen the project sites safely. The briefings

included programme performance, Think Again behavioural safety awareness, current hazards, lessons learnt, winter weather and a review of project incidents during 2021.

Health and Safety Working Group

- 4.14. The HSW Working group was formulated In November 2021 to act as a forum for planning and progress in all matters relating to Health, Safety & Wellbeing and delivering the vision and culture for NLHPP. This platform is aimed at resolving issues, identifying improvements, collaborative working with all stakeholders and communicating the vision to deliver an integrated approach to HSW across NLHPP. We will provide updates on progress and initiatives.
- 4.15. The NLHPP induction programme was reviewed during December 2021 to ensure it remained current to the project status and requirements. The review led to updates that included, the addition of the LEL induction video, ensure content regular reflects current site risks and the inclusion of the 'Think Again Everyone' Behavioural Based Safety Program. The updated induction was implemented as of January 2022.

5. ENVIRONMENT AND SUSTAINABILITY

- 5.1. This summary considers an overview of the Environment & Sustainability outcomes for the period ending November 2021.
- 5.2. This period has delivered good practice environmental outcomes, with no complaints or level 1 incidents. Environmental aspects are being managed effectively, which is integral to maintaining good relationships with project stakeholders and local community.
- 5.3. In addition to delivering compliance-based outcomes, opportunities to enhance environmental performance and improve sustainability during construction are being identified through a collaborative approach with contractors. For example, a workshop was held with Taylor Woodrow to discuss and identify opportunities. Initiatives in development include a scheme to reduce machine and plant idling, which will improve local air quality and reduce carbon emissions, and use of hybrid energy units to power welfare cabins at the TBWRF.

Environmental Performance

- 5.4. Good environmental training performance has continued, with the number of tool box talks delivered exceeding the key performance indicator. Vigilance of site based environmental management has remained strong, with observation reporting trends steady. Waste management continues to exceed the project stretch target, with more than 99% of non-hazardous waste diverted from landfill.

- 5.5. One minor (level 2) environmental incident pertaining to working practices within Enfield Ditch, and one environmental near miss (level 3) associated with a minor leak of plasticiser from a plant. Actions to prevent environmental impact were promptly carried out, and mitigation identified and implemented to reduce risk of reoccurrence.

Environmental Management

- 5.6. The environmental site inspection and meeting with the contractor identified that environmental issues are being effectively managed. Some minor items for improvement were identified in relation to waste management (segregation of waste streams) and pollution prevention (nappies under plant). The routine surveillance of site activities is effective in identifying issues and implementing controls to improve environmental outcomes.
- 5.7. The November site inspections focused on air quality management. The inspections confirmed that effective measures were in place to reduce impacts to local air quality.

6. RISK SUMMARY

- 6.1. The overall programme risk exposure has reduced in the period, with successful implementation of mitigation measures as well as ongoing review and assessments of live risks.
- 6.2. There are however some schedule delays being experienced on the E3a project (RRF works). Work is ongoing to assure the robustness of the schedule, understand the causes of the delay and suitable mitigations in order to increase confidence in the schedule deliverability.
- 6.3. The programme risks are being refreshed to ensure that they remain a clear reflection of the risks to the current status of the programme. This also provides an opportunity to ensure that there is continuous focus on key risk themes and proactive management of identified risks and uncertainty.
- 6.4. The overall programme schedule is being risk analysed in order to drive greater assurance of the delivery dates within the schedule. This will give us an opportunity to identify and proactively manage any identified areas of uncertainties. Thereby driving greater schedule certainty.
- 6.5. There is an ongoing exercise to identify opportunities that drive sustainable and environmental benefits. This will include seeking innovations in materials, plants and equipment which will support the achievement of programme objectives as well as contribute to the reduction of carbon as well as promote environmental protection.

6.6. The programme team continue to take a proactive approach to managing the future uncertainties:

6.6.1. 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 six-week delay to the EcoPark South contract because of this risk. This risk is being actively managed through resequencing of activities within the schedule.

6.6.2. There are delays to the finalisation of the Cadent route design due to access issues in Arda Road. This is being proactively managed by frequent engagement with Cadent.

7. SOCIAL VALUE

7.1. Over the month of December, delivery of social value activities on the NLHPP has focused on apprenticeships and planning for delivery of the school's programme in 2022.

7.2. A new business administration apprentice started in December on the EcoPark South contract. The apprentice is from LB Islington and has been recruited by EJ Parkers, a sub-contractor to Taylor Woodrow. This takes the total number of apprentices on the NLHPP to 20, of whom 20% are women and 55% identify as being from Black, Asian and Minority Ethnic (BAME) groups. The next session of the Apprentices Network to connect apprentices working on the project will be held in January.

7.3. Recruitment of apprentices on the EcoPark South contract continues. New vacancies have gone live in January and include two groundworker apprenticeships (with subcontractors Galldris and Lorclon respectively), and a mechanical and electrical apprenticeship with EJ Parkers which is being recruited through the shared apprenticeship scheme, Evolve. The advertising for a steelworks apprenticeship with Exeon continues from last year into January. Diversity and inclusion remain an important priority for NLHPP, and the project is actively encouraging women into construction and finding employment for BAME residents by utilising a network of local contacts during recruitment. In addition, the face-to-face engagement with young people at the College of Haringey, Enfield and North East London will resume once COVID restrictions are eased in order to showcase the range of roles available to students and allow them to hear from role models in the industry.

7.4. The next Apprenticeship Forum for contractors and sub-contractors recruiting apprentices will be held in January to support dialogue between organisation and identify areas of support required.

7.5. The apprenticeship opportunities are being promoted through the NLHPP website and to the database of contacts who registered their interest. Analysis of the

website statistics for the Build Your Future page show the effectiveness of the advertising campaign, including the physical advertising on buses and at the train station in Edmonton. The bus advertisements were live from 13 September for one month and the train station advertisement was live from 4 October until 2 January. Within this full period, the Build Your Future page received 436 page views. For reference, in July and August 2021 there were no views on this page. In addition, five enquiries were received directly on the website about apprenticeships and training opportunities during this period. The next phase of physical advertising will commence in spring to support recruitment of apprentices on the ERF contract.

- 7.6. Throughout December, Taylor Woodrow had undertaken a number of fundraising initiatives as part of NLHPP, including a Christmas Jumper day and Christmas toy donations, to support local charities. This builds on other fundraising activities throughout 2021 which resulted in over £10,000 being raised for local charities. The charities supported include All People All Places (a homelessness support charity in LB Enfield and LB Haringey), the Salvation Army in LB Enfield and Waltham Forest, Friends of Firs Farm (supporting biodiversity initiatives in LB Enfield), and My Action for Kids (an LB Haringey-based charity supporting disabled children).
- 7.7. Throughout December, the team has progressed engagement with local schools to deliver the Schools Programme. Engagement has taken place with a representative from Chingford Academies Trust (South Chingford Foundation School and Chingford Foundation School) to plan for sessions in February. A number of face-to-face events planned for January had been postponed due to COVID restrictions and will likely resume in spring. In the meantime, the NLHPP team is reengaging with contacts at all NLWA boroughs to gauge interest in the school's programme for 2022.

8. COMMUNICATION

- 8.1. The Communications Team has been focused on continuing to brief stakeholders about the North London Heat and Power Project, including why it is needed and how it supports north London's waste management services. Since December's promotion of a new webpage on social media reaching over half a million people with over 10,000 page visits, further messages have been shared about how the replacement Energy Recovery Facility will improve waste services for north London.
- 8.2. Press coverage has increased with a number of news stories relating to protest activity and the decision to award the contract for the Energy Recovery Facility to Acciona. The Communications Team have provided monitoring and followed-up news stories ensuring content was factual and key information was published about the project. A number of enquiries were received from stakeholders ahead of the decision about the contract and the communications team and continue to provide responses to enquiries. This includes a full response to all deputations given at the Authority meeting on the NLHPP website.

- 8.3. Further communications are being delivered to ensure stakeholders are aware about the decision to award the contract to Acciona and a major announcement is made for the Energy Recovery Facility contract signing.
- 8.4. January marks the third-year anniversary of construction works starting on the Edmonton EcoPark and this was promoted during the month along with further briefing updates for stakeholders, including north London Councillors. A specific focus on the key achievements from the past year were spotlighted in communications. These included:
 - 8.4.1. Taylor Woodrow achieving 10-16% reduction in embodied carbon for EcoPark South using an innovative piling technique.
 - 8.4.2. “Beable” wearable proximity bracelets employed during the pandemic on NLHPP being shortlisted for the British Construction Industry Awards.
 - 8.4.3. The Ultra-Low Carbon Concrete trial developed for use on the Temporary Bulky Waste facility significantly reduce carbon emissions associated with concrete.
 - 8.4.4. Cameron Flanagan winning the New Civil Engineer Apprentice of the Year award for his apprenticeship on the project with Taylor Woodrow.

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.

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APPENDIX A PROGRAMME SUMMARY



Authority Meeting 10 February 2022

Appendix A – Programme Summary





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Note:

- 1. Project Health Check is current at mid-January**
- 2. Schedule and Health, Safety & Wellbeing Summary current at end of November reporting period**
- 3. Social Value Dashboard is current at end-December**



Project Health Check (at mid-January)



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	n/a		n/a		n/a		n/a		●	→
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 November)



Milestone (Critical)	Baseline Date	Forecast Date	Deviation to Baseline Programme (weeks)	Recovery Plan
Eco Park South - Commence steel frame installation	24-Jun-21	<u>26-Jul-21</u>	-4	Complete
Eco Park South - Commence M&E installation	03-Sep-21	13-Dec-21	-14	Consequential delay from roof cladding, mitigated by commencing works in the completed areas.
Eco Park South - Commence Testing & Commissioning	11-Apr-22	14-Jul-22	-13	Consequential delay from roof cladding,
Eco Park South - RFPF & RRC - Planned Sectional completion (RFPF and RRC ready for transition)	04-Aug-22	27-Oct-22	-12	Consequential delay from roof cladding,
Eco Park South - LEL Vacate the Temporary Bulky Waste Facility (Operational Commencement of RRF)	26-Oct-22	20-Dec-22	-8	o
Northern Area Clearance - Eastern Section is cleared and available to the ERF Contractor (IF E7-5)	29-Jul-22	29-Jul-22	0	o
Northern Area Clearance - Northern Area Western Section is cleared and available to the ERF Contractor	28-Feb-23	26-Apr-23	-8	EPS consequential delay
ERF - Notification Of Contract Award Decision	17-Dec-21	17-Dec-21	0	o
ERF - Environmental Agency (EA) Approval of Pilling	01-Aug-22	01-Aug-22	0	
ERF - Procurement - Access Date - Phase 1 Eastern Area	03-Oct-22	03-Oct-22	0	o
ERF - Access Date - Phase 2 Western Area	01-Mar-23	27-Apr-23	-8	EPS consequential delay
ERF - Construction Complete	30-Sep-25	24-Nov-25	-8	EPS consequential delay
ERF - First Fire on Waste	19-Dec-25	13-Feb-26	-8	Note: Tender dialogue to define First Fire on Waste completion criteria
ERF - Completion of The Take Over Certificate (Liquidated Damages Milestone)	31-Mar-26	26-May-26	-7	EPS consequential delay
ERF - Performance Guarantee Tests Complete (PGT2 Inc. availability)	25-Feb-27	23-Apr-27	-8	EPS consequential delay
ERF - FINAL TAKE OVER (Final Certificate)	30-Mar-28	25-May-28	-8	EPS consequential delay
Energy from waste (EfW) - Laydown Area Re-Instatement - Operational Acceptance Period - Complete	10-Jul-30	04-Sep-30	-8	EPS consequential delay
Southern Access Widening (SAW) - Operational Handover Complete	15-May-31	10-Jul-31	-8	EPS consequential delay



Health, Safety & Wellbeing (HSW) Dashboard

(Explanation of Terminology)



Terminology	Further Explanation
Leading Indicators	<p>Leading indicators are proactive, preventive, and predictive measures that provide information about the effective performance of health, safety and wellbeing activities. They measure events leading up to injuries, illnesses, and other incidents and reveal potential problems in your safety and health program.</p> <p>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 incidents.</p>
Lagging Indicators	<p>Lagging indicators measure are performance measurements which are collected after the occurrence of incidents such as the number or rate of injuries, illnesses, dangerous occurrences etc</p>
Accident Frequency Rate (AFR) – HSE UK	<p>Calculated by: Number of injuries in a given time period / total hours worked in the period x 100,000.</p> <ul style="list-style-type: none"> • AFR for RIDDOR Reportable injuries (over 7 days away from work) to the HSE UK. As defined within the regulations. • The AFR takes into account the first 2 lagging metrics: Serious Incident (SI) and Lost Time Injury (LTI)), as highlighted in an exert from the Lagging Metrics table. • The AFR is calculated on a 12 month rolling basis.
Lost Time Injuries Accident Frequency Rate - AFR	<p>Calculated by: Number of injuries x 100,000 / number of hours worked in a given time period.</p> <p>These are injuries are less than 7 days away from work and not RIDDOR Reportable.</p> <ul style="list-style-type: none"> • This indicator is utilised across the construction industry and used to measure performance across similar peer programmes.

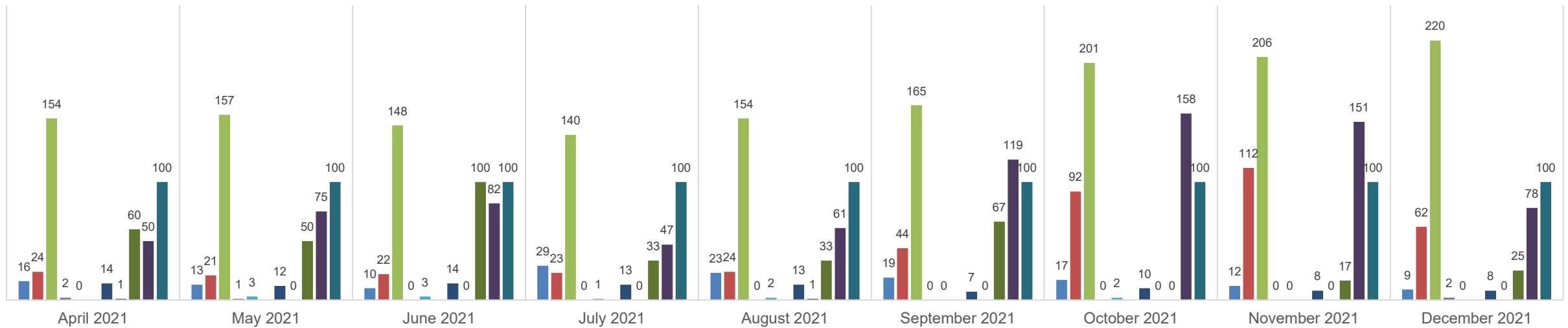


Health, Safety & Wellbeing (HSW) Dashboard

(Summary of Leading Performance Metrics)



NLHPP HSW Programme KPI Trend



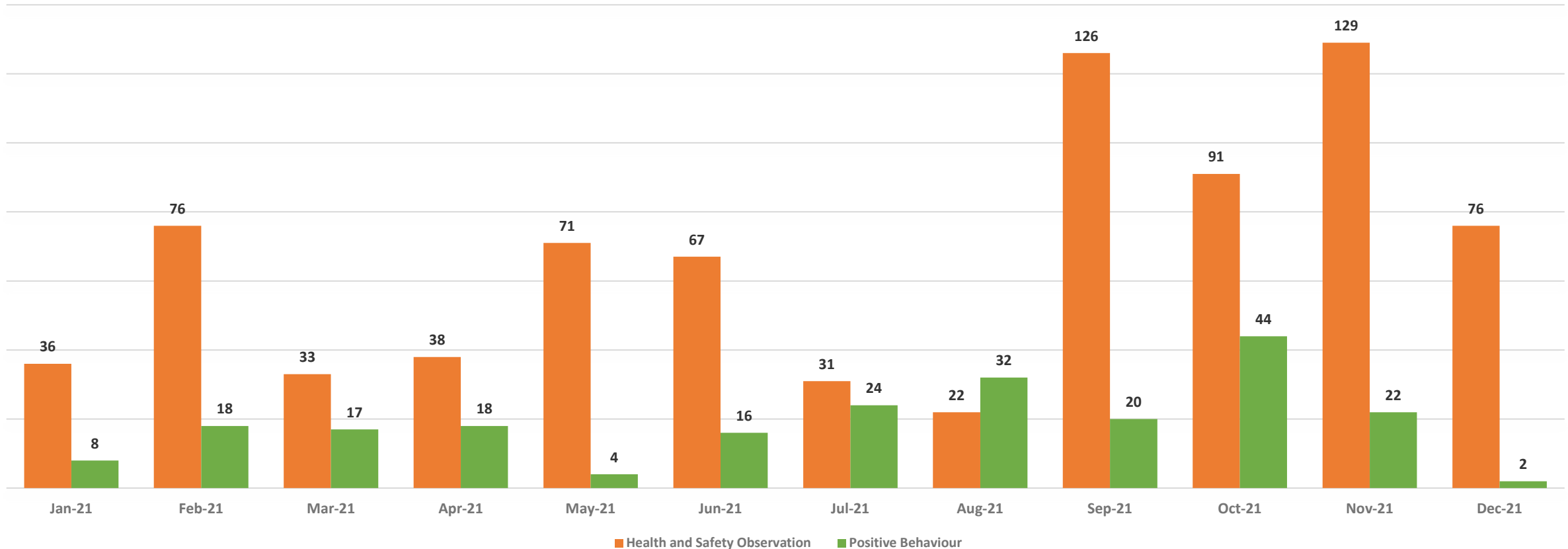
- Occupational Health Engagements (Surveillance, Checks, Mental Health training, Visits, Surgeries, Promotions etc.)
- Health, Safety & Wellbeing Training (Toolbox Talks, RAMS Briefings, W@H, Confined Space, CDM Etc)
- Safe Start
- Lessons Learned
- SLT Safety Tour Visits (No of Persons and Feedback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



Health, Safety & Wellbeing (HSW) Dashboard (Observation Trend)



NLHPP HSW Observations Trends





Health, Safety & Wellbeing (HSW) Dashboard

(Accident Frequency Rate)



12 Month Rolling Accident Frequency Rates - AFR



Terminology	Further Explanation
Accident Frequency Rate (AFR) – HSE UK	<p>Calculated by: Number of injuries in a given time period / total hours worked in the period x 100,000.</p> <ul style="list-style-type: none"> AFR for RIDDOR Reportable injuries (over 7 days away from work) to the HSE UK. As defined within the regulations. The AFR takes into account the first 2 lagging metrics: Serious Incident (SI) and Lost Time Injury (LTI)), as highlighted in an exert from the Lagging Metrics table. The AFR is calculated on a 12 month rolling basis.
Lost Time Injuries Accident Frequency Rate - AFR	<p>Calculated by: Number of injuries x 100,000 / number of hours worked in a given time period.</p> <p>These are injuries are less than 7 days away from work and not RIDDOR Reportable.</p> <ul style="list-style-type: none"> This indicator is utilised across the construction industry and used to measure performance across similar peer programmes.



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



Site Inspection Summary

Site	Summary Report	Inspection Compliance Scores
E3A—Eco-Park South	<p>Site compliance score 95.96%.</p> <p>Site activities include steel work erecting in RFPF, RRC. Gutter and mezzanine slabs install along with brickwork. Drainage works progressing safely within RFPF. Adequate welfare arrangements in place. Piling on attenuation tank and IOVS ongoing.</p> <p>Operatives are adhering to Safe Systems of Work, following RAMS and wearing correct PPE. Generally good practices being maintained, however attention to the basics still required. The project site was safely shut down on 24 December with a joint inspection by NLHPP. TW & LEL. No issues reported during the shut down period with Safe Star presentation utilised on the return to work 04 January 2022.</p>	<p>Site visit 21/12/2021 (97.24%)</p> <p>Site visit 17/12/2021 (98.29%)</p> <p>Site visit 09/12/2021 (95.79%)</p> <p>Site visit 02/12/2021 (92.65%)</p>
E3b—Northern Area Clearance (TBWRF)	<p>Site compliance score 96.41%.</p> <p>Groundworks on-going with plant used for levelling and drainage works, and structure progressing with most of trusses in place. Fabric installs started and progressing safely, being now covered half of the FPP. General good conditions, keeping the area clean and tidy needing to put attention to some basics. Traffic well managed, site clearly demarcated. The project site was safely shut down on 24 December with a joint inspection by NLHPP. TW & LEL. No issues reported during the shut down period with Safe Star presentation utilised on the return to work 04 January 2022.</p>	<p>Site visit 21/12/2021 (99.61%)</p> <p>Site visit 17/12/2021 (97.47%)</p> <p>Site visit 09/12/2021 (90.70%)</p> <p>Site visit 02/12/2021 (96.77%)</p>



Social Value Dashboard Summary – January 2022



Social Value Theme	Definition	Target	Progress
Development Consent Order (DCO) Obligations:			
Apprenticeships	S.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	100	57 years of apprentices' employment 20 individuals
On-site Skills Training Placements	S.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'.	225	108
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%	21%
Local Businesses	Target to maximise contractors' expenditure within the local area (London Boroughs of Enfield, Haringey and Waltham Forest)	10%	23% £8.96m (local spend by contractors to date)
			-
Delivery against Industry Benchmarks:			
Equality, Diversity & Inclusion (EDI)	The project aims to promote women in on-site construction workforce. Representation of women varies across different trades and nature of the roles. Monitoring continues to establish reliable benchmark comparisons.	-	4%*
	The project aims to promote Black, Asian and Minority Ethnic (BAME) Groups in on-site construction workforce. Monitoring continues to establish reliable benchmark comparisons.	-	18%*

*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.

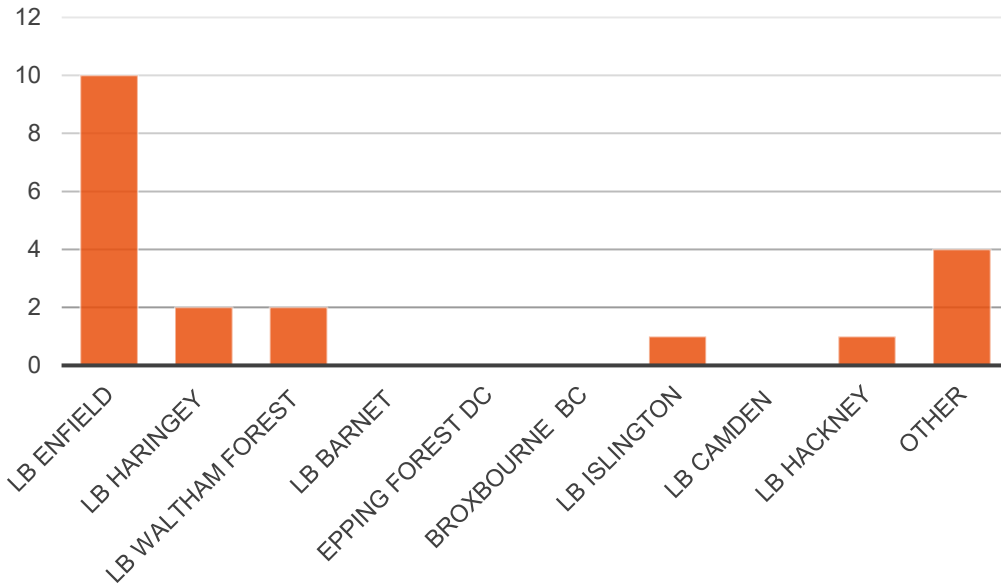


Social Value Dashboard

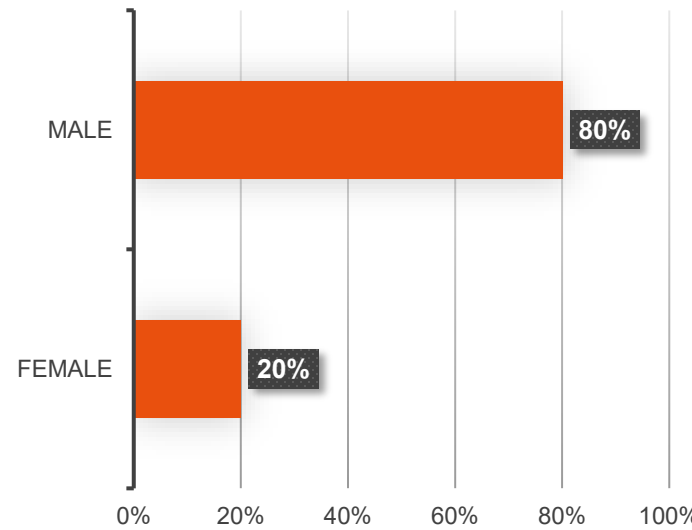
Apprenticeships



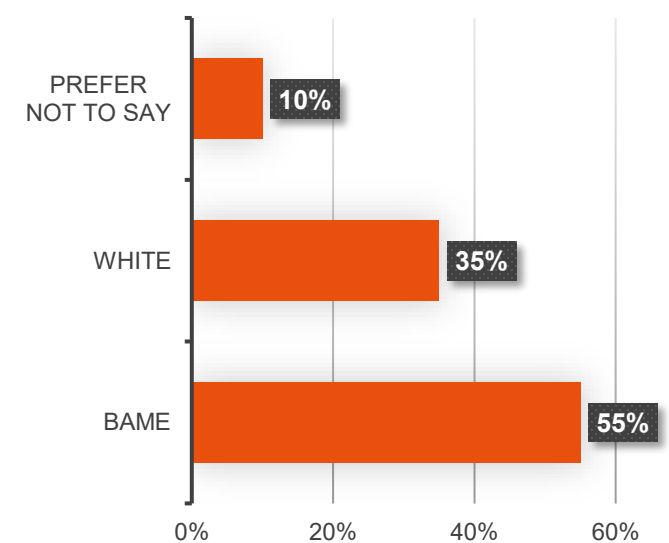
Apprentices - Home Borough



Apprentices - Gender



Apprentices - Ethnicity



Apprentices – Home Borough	Local Wards
LB Enfield	Upper Edmonton (1); Turkey Street (1); Southbury (1); Palmers Green (1); Lower Edmonton (1); Jubilee (3); Grange (1); Chase (1)
LB Haringey	Tottenham Hale (1); Seven Sisters (1)
LB Waltham Forest	Higham Hill (1); Larkswood (1)
LB Hackney	Haggerston (1)
LB Islington	St George's (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.

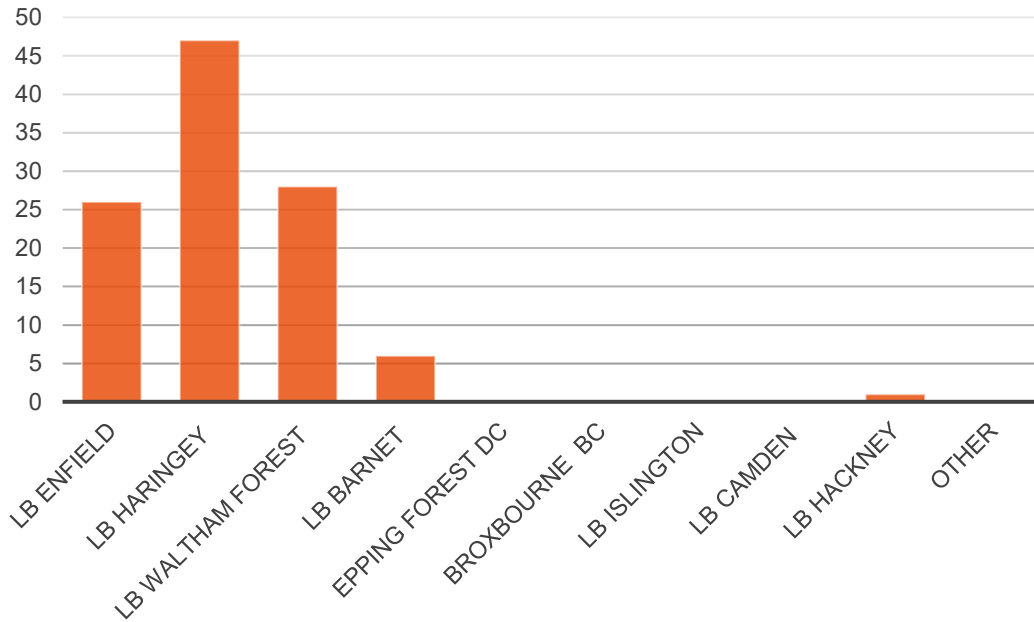


Social Value Dashboard

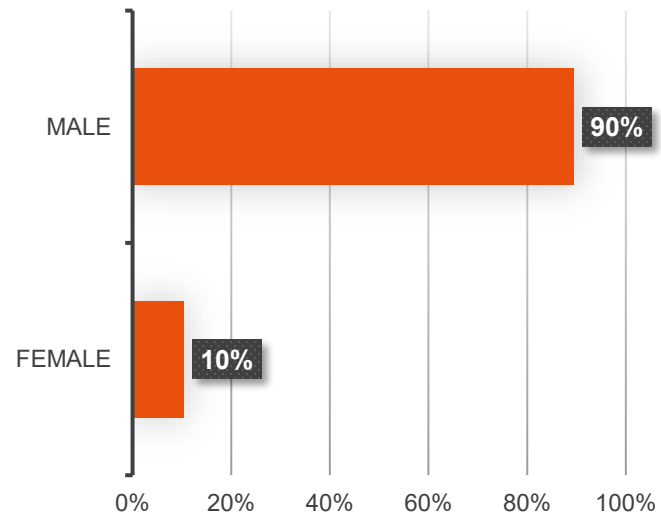
On-site Skills Training Placements



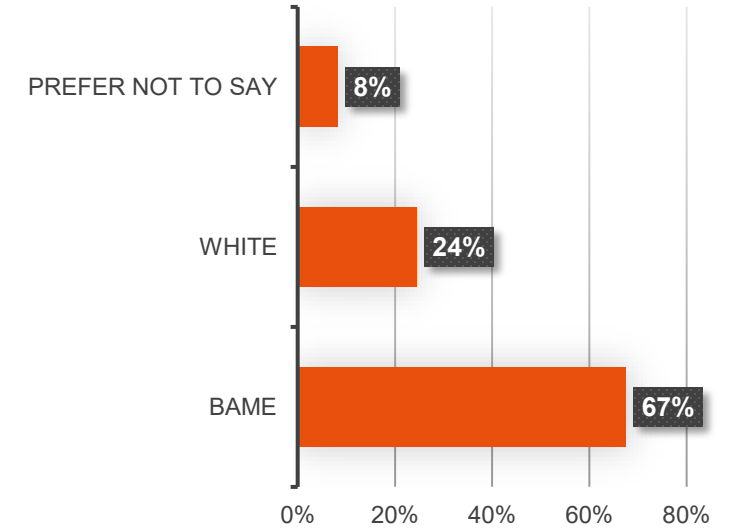
Trainees - Home Borough



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 86 out of 108 trainees (80%).