

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: 15 DECEMBER 2022

SUMMARY OF REPORT:

This report provides the Authority 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 comment on and note the contents of the report.

SIGNED:  Programme Director

DATE: 5 December 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, 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.

2. PROGRAMME DIRECTOR'S SUMMARY

- 2.1. This report encompasses project activities throughout October and November 2022.
- 2.2. Officers report with great sadness that a fatal incident occurred on the construction site of the new Energy Recovery Facility on 23rd November at approximately 3:00 p.m. An operative on foot was struck by an item of moving plant. All construction work on the site was immediately and safely demobilised.
- 2.3. In accordance with the Construction, Design and Management Regulations 2015, Acciona is the Principal Contractor for the site. The Police and Health and Safety Executive (HSE) undertook on-site investigations into the incident, liaising with Acciona and the subcontractor whose member of staff was fatally injured. The Police and HSE concluded their on-site investigations on 24th November and will continue their own investigations during the coming weeks. The HSE stated that they will not be issuing Improvement or Prohibition Notices, indicating that their investigations have not found any significant or systematic safety failings within the management procedures of the construction site. HSE made some recommendations and requested submission of certain revised documentation prior to restarting work and these recommendations have been implemented in full.
- 2.4. As Client for the works, the Authority team has engaged closely with Acciona. Officers can confirm that appropriate support is being given those directly affected, the families of those involved and the wider workforce, as they come to terms with this highly distressing event.

- 2.5. Construction activities have followed a gradual and carefully controlled approach to restarting after a thorough review of safety procedures for each company and activity to be undertaken. The first of these construction activities, the installation of test piles, resumed on the energy recovery facility site on Wednesday 30 November.
- 2.6. A further reference to this incident is provided in the Health, Safety and Wellbeing section of this paper, and Appendix A provides a full account of developments up to the time when the paper was submitted.
- 2.7. The programme remains on track to deliver against its objectives for delivery to time and within budget.
- 2.8. The project is progressing well with the next phase of delivery, with progress seen on a broad range of activities with ERF and RRF. Acciona commenced their on-site works ahead of programme, significantly changing the landscape of the Northern area of the EcoPark. The shift of focus for RRF from delivery of infrastructure to operations has been evident through more collaborative working and proactive interface management between NLHPP and LEL teams.
- 2.9. Acciona continue to progress well with submission of engineering documents and procurement activities, including placing orders for key long lead items. Early site access has enabled Acciona to stay ahead of their construction programme in preparation for commencement of their onsite piling works.
- 2.10. Introduction of waste into the facility is planned to start in March 2023 and by working collaboratively with Taylor Woodrow and LEL on the status of handover, the teams are working toward all systems being handed over to LEL at the end of April 2023.
- 2.11. Coordination between EcoPark South, Northern area clearance and ERF teams remains critical to successful hand over the remainder of site to Acciona. The attention on these interfaces has instigated the development of a coordinated plan of activities between the project and EcoPark operations.
- 2.12. In November, an insightful presentation was delivered by Crossrail on how they delivered technical assurance and worked with their operations team to bring the project into service. The NLHPP team are considering how the lessons learned can be effectively utilised on the project.
- 2.13. Taylor Woodrow continue to share the collective commitment to reduction of carbon emissions on site, by using a more sustainable stabilisation product in their foundations and use of an excavator that is fuelled using hydrotreated vegetable oil (HVO) as opposed to standard diesel.

- 2.14. The project's determination to increase social value within the community continues to be demonstrated, with engagement of hard-to-reach groups and bespoke training placements within Acciona. The project has been developing an offer for youth centres alongside LB Enfield and have reached out to youth services in Haringey and Waltham Forest to develop the offer further.
- 2.15. To illustrate onsite progress through Autumn and the positive news of a £4.75 million windfall rebate from boroughs' waste disposal costs in the month of November, a Community Newsletter was released this month. The newsletter also featured information on the school engagement the social value team provides to encourage more local interest in waste or construction related sessions to run in schools.

3. SOCIAL VALUE

- 3.1. Social value delivery is gathering pace on the project as Acciona is growing its presence on site. This month's update focuses on the recruitment of new apprentices, jobs, and engagement with young people.
- 3.2. In October, four new apprentices (two male and two female) started on the project with Acciona, taking the total number of apprenticeships created on the project to 27. The apprentices' roles include Corporate Responsibility and Sustainability, Quantity Surveying and Civil Site Supervision. The project team is pleased to report that one of the apprentices applied for the role after hearing about the project and associated apprenticeship opportunities through the Schools Engagement Programme in 2021.
- 3.3. Further details on the number of apprenticeships created and where they are from are included in the Social Value Dashboard below.
- 3.4. Over the next few months further apprenticeship opportunities are being created, with another apprentice from Waltham Forest expected to start on the project at the end of November with RLB (NLHPP Advisor organisation). In addition, five apprenticeship roles (Project Controls, Collaboration, Document Controller, Administration and Finance) have been launched for recruitment for a January 2023 start with Acciona.
- 3.5. Throughout October, the project team delivered schools engagement with Willowfield School in Waltham Forest, St Aloysius' College in Islington, and hosted a site visit for Brook on the Broadwaters Primary School in Haringey which caters for children with special education needs.
- 3.6. As part of the school engagement, the project team is keen to capture the outcomes which the sessions deliver to ensure the programme is achieving its aims. Feedback gained from the St Aloysius' College Careers Insight Morning showed that 66% of students said that they had an improved awareness of the variety of job

roles in a large-scale construction project and the percentage of students who would consider doing an apprenticeship rose from 22% prior to the session, to 44% after. The team have now engaged with 760 students across 14 schools in 5 of the 7 north London boroughs. Plans are already in place to engage with schools in the two remaining boroughs (Camden and Barnet) by early 2023.

- 3.7. Engaging with hard to reach groups and encouraging representation of women and ethnic minorities in NLHPP's workforce remains a priority for the project. The project team has been engaging with LB Enfield youth services to develop an offer for youth centres, Pupil Referral Units (a type of school specifically set up to provide education for children who are unable to attend a mainstream or special maintained school or academy) and youth offenders to create a pathway for young people into training and employment opportunities on the NLHPP, recognising the need for additional steps and support which may be required. The project team has reached out to youth services in Haringey and Waltham Forest to develop the offer.
- 3.8. Linked to this objective, preparations continue for the delivery of training placements on the project by Acciona , focusing on developing an offer which helps local individuals overcome barriers to work. The training offer will be aligned with vacancies on the project to ensure genuine sustainable employment is being created. This includes training placements for unemployed local women, in partnership with Women into Construction, Haringey Works and Waltham Forest College. Engagement also continues on the development of placements as part of the Meridian Water Skills Academy in Enfield.
- 3.9. There are a number of live vacancies on the project currently which are being advertised through local boroughs, Women into Construction, Fairer Chance (which supports ex-offenders into work), as well as digital channels. The team have also promoted the job vacancies at the London Academy of Sustainable Construction Job Fair in October.
- 3.10. The Social Value Dashboard overleaf provides a summary of progress against all social value targets, with data up to end of October.

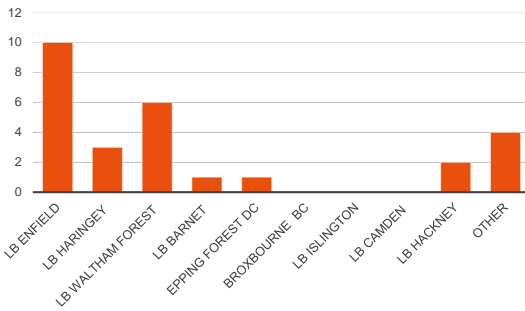
Social Value Dashboard

Social Value Theme	Target	Progress
Development Consent Order (DCO) Obligations:		
Apprenticeships	100	76 years of apprentices' employment 27 individuals
On-site Skills Training Placements	225	138
LB Enfield targets, adopted as measure by NLHPP:		
Local Labour	25%	18%
Local Businesses	10%	16% £13.7m <small>(local spend by contractors to date)</small>
	-	£22.6m <small>(local spend by NLWA & contractors to date)</small>
Delivery against Industry Benchmarks:		
Equality, Diversity & Inclusion (EDI)	The project aims to promote women in on-site construction workforce The project aims to promote Black, Asian and Minority Ethnic (BAME) Groups in on-site construction workforce.	3%* 14%*

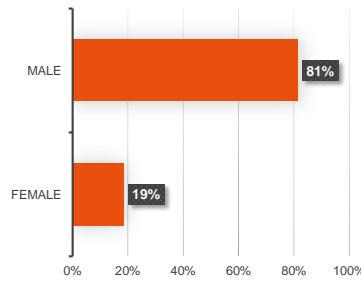
*Not all employees have chosen to report on ethnicity and gender, and the statistics are likely an underestimate. NLHPP is working with contractors to improve data collection.

Apprenticeships

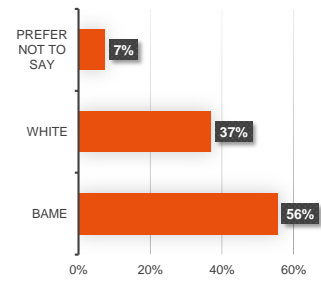
Apprentices - Home Borough



Apprentices - Gender



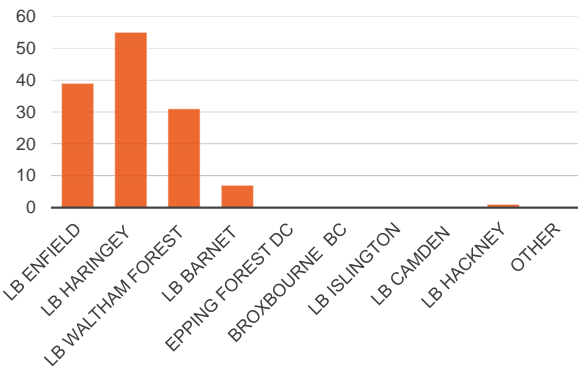
Apprentices - Ethnicity



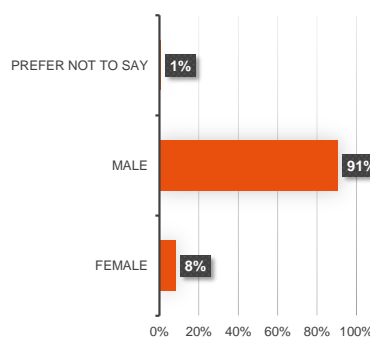
Apprentices - Home Borough	Local Wards
LB Enfield	Upper Edmonton (1); Turkey Street (1); Southbury (1); Lower Edmonton (2); Jubilee (3); Grange (1); Chase (1)
LB Haringey	Tottenham Hale (1); Seven Sisters (1); White Hart Lane (1)
LB Waltham Forest	William Morris (1); Larkwood (1); Higham Hill (1); High Street (1); Hatch Lane (1); Chingford Green (1)
LB Hackney	Haggerston (1); Woodberry Down (1)
LB Barnet	TBC - awaiting information.

Training Placements

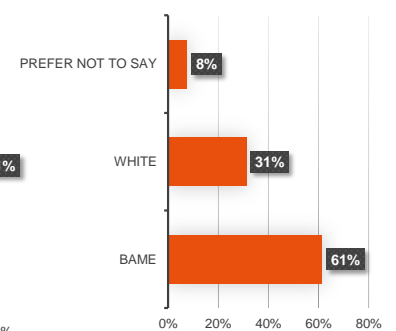
Trainees - Home Borough



Trainees - Gender



Trainees - Ethnicity



4. COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

- 4.1. The communications team have been working across the period to provide updates on the construction progress during Autumn.
- 4.2. A further councillor briefing was conducted with Islington Councillors on 7 November 2022 and opportunities to visit the construction site have been offered in a reduced programme over the winter months. To date Waltham Forest, Barnet, Enfield and Islington have participated in briefing sessions and further information has been supplied to all borough councils' democratic services.
- 4.3. Further opportunities to engage with the local community have been explored with local events planned to be attended by project team members in December.
- 4.4. Promotion continues to take place for apprenticeships and jobs with a cohort beginning with Acciona in October and further roles available to apply for across November. This has been coupled with day-in-the-life videos on social media and in schools' engagement to share what jobs apprentices working on NLHPP do. Apprentice videos can be viewed on the NLHPP website:
<http://northlondonheatandpower.london/hear-from-our-apprentices/>
- 4.5. A Community Newsletter was released in November for the Autumn period. This provided updates on the activity onsite and the positive news of a £4.75 million windfall rebate from boroughs' waste disposal costs. The newsletter also featured information on the school engagement the social value team provides to encourage more local interest in waste or construction related sessions to run in schools.
- 4.6. Taylor Woodrow received a construction news Workforce Awards for Corporate Social Responsibility Initiative of the Year following their work on the EcoPark South Project. The award recognises the social value impact of the project and the engagement with the local community.

5. PROJECT DELIVERY SUMMARY

- 5.1. This section summarises progress in delivering the new facilities that comprise the North London Heat and Power Project which are:

the Energy Recovery Facility (ERF),
the Resource Recovery Facility (RRF) and
EcoPark House.

The overall summary below highlighting progress on each and other supporting works is followed by a short project report on each facility.

- 5.2. The ERF project remains on track with the contractor Acciona mobilising the foundation piling on site on time. Acciona's engineering and procurement of the

key process equipment is also proceeding well with bids for the steam turbine generator, for example, being evaluated.

- 5.3. The preparations for clearance of the remaining areas of the ERF footprint areas ready for full site access in June 2023 are going well and involve working with LEL on creating bottom ash handling areas on site in lieu of the use of the Temporary Bulky Waste Facility.
- 5.4. The RRF is still targeted to start waste management operations in March 2023, based on detailed testing and commissioning of the facilities systems, and operator training. The minimum functionality of the facility at the start of operations is being agreed with LEL, with the objective of enabling the facility to take over waste management operations as soon as possible.
- 5.5. As part of ensuring that LEL as the operator can take up their role, a workshop was arranged for them to experience the software systems that control the building and its control systems. This enables LEL to carry out trial operations more efficiently by starting with better understanding of how the systems are controlled.
- 5.6. The external road works and weighbridges on the western side of the RRF will be handed over in December to enable waste traffic to use the EcoPark southern entrance to access the Energy from Waste plant which has been closed for the majority of the RRF construction.
- 5.7. Bringing the public use area of the RRF into service is being planned in detail taking into account the delays to construction of the eastern access following discovery of asbestos on site.
- 5.8. EcoPark House has received its electrical storage batteries and ground source heat pumps as key parts of its ability to be powered “off-grid”.
- 5.9. Further details of progress of each major element of the project are provided in the following summaries.

Energy Recovery Facility (ERF)

Summary

The ERF project remains on plan to achieve “take-over” into service in 2026. Acciona are now the Principal Contractor of the Eastern Section of the ERF construction site, and for the Laydown Area following its transition from Taylor Woodrow. Acciona, through their enabling works subcontractor Galldris, have taken full advantage of their early site access with the removal of over 20,000m³ of excavated soil and over 4000 truck movements with no reported traffic management issues between Acciona’s Construction and LEL’s Operational Traffic.



Eastern Area Enabling Works and Piling Rig Mobilisation

Successes and Milestones

All permitting requirements associated to the piling works have been satisfied, which enables Van Elle, Acciona’s piling contractors to commence their mobilisation on to site in readiness for the start of test piling. The data captured during test pile operations will be used to validate the emerging piling designs and the permanent piling works starting in late December. Approval has now been granted by LB Enfield for the extension of the welfare facilities and offices within the Laydown Area in support of Acciona’s welfare expansion programme.

Acciona has placed orders for the boiler, flue gas treatment system and controls system following the review and acceptance of their specifications by the NLHPP Technical Assurance Team.

LB Enfield has also approved plans for a covered walkway between the Laydown Area and Acciona construction site and a new pedestrian bridge over the River Lee Navigation.

The Authority’s technical assurance function continues to provide review of Acciona’s early design packages with no major deviations from the contractual quality and performance requirements.

Look Ahead

Test piling will be completed by the end of November, shortly followed by the start of the permanent piling works around the ERF bunker in December. Acciona will approve their ground working and reinforced concrete subcontractor within the next period. The piling works and earthworks will continue to be an operational and construction traffic interface, so the NLHPP Team will continue to monitor the northern entrance as access the ERF worksite increases. Acciona and their Designers will continue to develop the design for early design packages and orders will be placed for the steam turbine, generator transformer, waste and bottom ash cranes and the air-cooled condenser.

Resource Recovery Facility (RRF)

Summary

The RRF is estimated to start receiving waste in March 2023.

Good progress has been made with the building cladding and odour control equipment inside the building and focus is now on the HV power on in Nov 22 and the handover of the final West Road to LEL on the 14th of Dec 22. The RRF Contractor, Taylor Woodrow, has recently won industry awards for their Apprentice Initiative and Corporate Social Responsibility.



LEL Trialling Loading Operations on Tipping Apron



Rebar installation progress for 2nd Southern Weighbridge base

Successes and Milestones

A further User Acceptance Test (UAT) using LEL's vehicles and machinery has now been carried out in the facility; the purpose of this UAT was for LEL to use alternative excavators to help them make an informed decision for their operational procurement.

The RRF cladding to the southern and western building elevations has been completed, revealing the future look of the building and both the high-level canopy and the RRF Crow's Nest are substantially complete meaning that the final form of the RRF is almost in place.

Internally, the HV switchrooms are undergoing a final clean prior to energising, this is a significant enabler for the testing & commissioning process.

The West Road weighbridges are being installed ahead of a forecast handover of 14th Dec 22 for the West Road and the construction of South Road Weighbridges has commenced.

The commissioning plan has been developed in conjunction with LEL to include the needs of their role as the future operator and maintainer.

Look Ahead

The recent progress with the completion of the building exterior and mechanical and electrical systems means that there is confidence in starting the commissioning processes in November following HV power on the 11th of Nov 22.

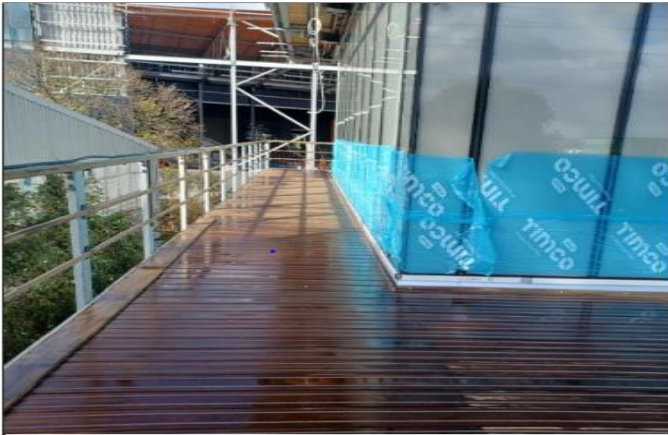
Focus is now on the Handover documentation. Over 3000 documents will be received over the next 6 months during commissioning and training to support LEL's development of its operation and maintenance procedures.

EcoPark House

Summary

The construction of EcoPark House remains on plan to be completed in April 2023. Good progress has been made with the internal fit out of the building with MEP works making good progress and the outside is taking shape.

The building will be independently powered “off-grid” and the equipment to enable this innovative solution has now been ordered.



EcoPark House Timber Decking Eastern Terrace.



EcoPark House view from the River Lee Navigation

Successes and Milestones

The project has now taken delivery of the Tesla battery, which is an integral part of the EcoPark House off-grid solution and is now proceeding with its installation. Another part of the Ground source heat pumps for the “off-grid” power supply is progressing well.

The building’s aesthetic appearance is now being revealed by the completion of the precast concrete exterior cladding and the glass roof to the parapet on the western side facing into the EcoPark.

Internally the lift has been installed and has been tested ready for when the whole building is commissioned, and the glass cladding is significantly advanced

Using the Building Research Establishment Environmental Assessment Method (BREEAM) EcoPark House has so far attained a rating of Very Good as planned.

Look Ahead

The building construction internally and externally will be completed by end of 2022, followed by testing of all mechanical and electrical systems.

The “off-grid” power supply is expected to be switched on by January 2023, this will be used to complete the commissioning process.

6. HEALTH, SAFETY AND WELLBEING (HSW)

- 6.1. As referenced as the first issue in this paper, a safety incident occurred on 23rd November resulting in the tragic death of an operative involved in the construction of the ERF. Appendix A to the paper provides further facts currently available relating to the incident, pending completion of formal investigations by the HSE, the Police, and the contractors responsible for the works. The Police and HSE concluded their on-site investigations into the incident on Wednesday 24th November and will continue their own investigations during the coming weeks.
- 6.2. The HSE stated that they will not be issuing any Improvement or Prohibition Notices indicating that their investigations have not found any significant or systematic safety failings within the management procedures of the construction site. The Police and HSE handed the site back to Acciona in order to effect a restart of the construction activity. HSE made some recommended improvements prior to restarting work and these have been implemented in full prior to a restart of works on site. The HSE also requested certain documents be submitted prior to restarting the associated work.
- 6.3. The resumption of construction on the site has followed a gradual, controlled approach by managed by the contractors and supported/assisted by officers, after a thorough review of safety procedures for each company and activity to be undertaken. The first of these construction activities, the installation of test piles, resumed on the energy recovery facility site on Wednesday 30th November.
- 6.4. In all actions and statements the Authority team, Acciona, and the employer of the deceased worker have recognised and addressed the overriding importance of supporting the family of the deceased worker, the driver and his family and the wellbeing of staff involved in the project.
- 6.5. The remainder of this section reports on some of the HSW “leading” or preventative management activity prior to the fatal incident and involving work on other areas of the site.

6.6. Key Performance Indicators



- 6.7. **HSW Audits:** Each construction area is inspected & audited weekly with a minimum of 4 visits per live project during any month. The NLHPP targeted average compliance score is set at +90%. The recorded monthly average audit score for September 2022 period averages 98% reflective of the good levels of HSW performance. These in-depth audits review contractor health, safety, and wellbeing compliance in specific areas for example: work at height, lifting operations, excavations, worker welfare etc. In the coming period we intend to introduce separate inspections and audits against the sub-contractors and Principal Contractors, to give independent performance visibility.
- 6.8. **Safety Observations:** The total number of observations remain high with a total 72 recorded for September, a slight decrease from the previous month due to a reduction of workforce associated with completion of Northern Area Clearance Zones 3 & 4, coupled with a programmed ramping up of the ERF works commencement. Within these figures 28 positive behaviours and interventions were recorded which is reflective of the proactive initiatives (safe start briefings, audits etc) that are in place across the programme. We continually encourage reporting of observations (positive and negative) to support our drive for continual improvement. All observations are recorded and tracked to a satisfactory



completion.

- 6.9. **Safe Start Briefings:** The number of prestart briefings delivered daily to the workforce remain consistently high and are primarily aimed at awareness of work hazards and ongoing daily site activities. These briefings are also utilised to undertake toolbox talks specific to the type of work being undertaken on the project.
- 6.10. **The HSW Forum** met in the period to review its success, discuss improvements and set a new agenda for future meets. It was noted that there are a number of potential improvements, which shall be incorporated into a redesign for the November forum.

7. ENVIRONMENT AND SUSTAINABILITY

- 7.1. The project continues to focus on environmental and sustainability considerations, working to successfully manage environmental risks and identify opportunities for enhancing sustainability performance.

- 7.2. There has been continued good performance against Environment and Sustainability (E&S) Key Performance Indicators (KPIs) with minimum targets either met or exceeded for EcoPark South Project, as shown below. Performance data across all KPIs are not yet available for the ERF.
- 7.3. **Environmental Observations:** Our contractors continue to champion environmental and sustainability issues on site, through raising environmental observations and exceeding their monthly minimum target of two observations per contractor. Overall, 29 environmental observations were raised for EcoPark South (16 positive and 13 negative). The high number of observations raised is consistent with previous months.
- 7.4. **Sustainable Materials:** Across the project 100% of timber delivered to site has been from recycled or sustainable sources as defined by Forestry Stewardship Council (FSC) standards. The target for this KPI is 100% of timber procured is from recycled or sustainable sources.
- 7.5. **Environmental Site Inspections:** Surveillance visits have identified that in general, environmental items were being well managed in line with good practice however there were some areas for improvement in relation to promoting energy efficiency through switching off non-essential lighting during daylight hours and ensuring waste is appropriately segregated.
- 7.6. **BREEAM:** In line with our sustainability commitments, the project is required to achieve 'Very Good' (55%) rating in the Building Research Establishment's (BRE) Environmental Assessment Methodology (BREEAM) rating system, which provides a sustainability framework to deliver high sustainability performance across buildings whilst also creating positive environmental and social impact. Both EcoPark House and the RRF have currently achieved this rating and are targeting Excellent. The ERF is working towards this commitment.
- 7.7. **Environment and Sustainability Working Group:** The project E&S Working Group provides a forum to engage with contractors, to identify environment and sustainability improvements throughout construction delivery and provide a platform for communication. A workshop was held on the 20th of September to share knowledge, lessons learned and best practice across the project in preparation for Acciona's mobilisation on site. Attendees included representatives and contractors from across the project. There was a high level of engagement and a good range of information shared.
- 7.8. **Sustainability Innovations, Opportunities and Best Practice:** Taylor Woodrow have implemented an opportunity to reduce the project's carbon footprint. Soils that covered approximately 5000m² of the site had low bearing capacity that could not support foundations for roads and weighbridges. Lime stabilisation was the proposed strengthening methodology in design. As part of the initiatives to use

more sustainable material and reduce the embodied carbon on the project, compacted aggregate has been used instead of lime to form a solid foundation. Taylor Woodrow have also used an excavator that is fuelled using hydrotreated vegetable oil (HVO) as opposed to standard diesel. This reduces carbon emissions and use of virgin materials created from waste products.

8. EQUALITIES IMPLICATIONS

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

9. COMMENTS OF THE LEGAL ADVISER

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

10. COMMENTS OF THE FINANCIAL ADVISER

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

Contact officer:

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APPENDIX A: UPDATE DATED 1ST DECEMBER 2022, ON THE FATAL SAFETY INCIDENT ON THE ERF SITE

Introduction

1. This appendix provides Members with information associated with the safety incident which resulted in the death of a contractor's employee working on the construction of the ERF.
2. Acciona are the Principal Contractor for the site under the Construction Design and Management Regulations 2015. The Authority, as Client under the regulations, is responsible for making suitable arrangements for managing the project and to take reasonable steps to ensure that the Principal Contractor is discharging its duties.
3. The incident is being investigated by the Police, the HSE and the contractors responsible for the work. The investigations are not yet complete and therefore it is not appropriate to speculate on the root cause of the incident.
4. Members will be updated when officers receive conclusions from the formal investigations.

Timeline of the Incident and Initial Investigation

5. The incident occurred at approx. 3:00pm on 23rd November 2022.
6. It is understood the deceased was operating a remote-control roller as part of the construction of the piling mat works, to the west side of the Phase 1 site, adjacent to Northern Road. It is understood the operative was struck by the forward tipping dumper laying the piling mat material at the location.
7. All work on the ERF site was immediately and safely demobilised.
8. The Police and paramedics attended the scene and following their processes. They were not able to resuscitate the staff member who had been hit by the dumper vehicle. The Police informed the HSE, who decided to leave their investigative visit until the following morning.
9. The Police returned to site at approximately 8.30am on the 24th to collect the dumper for further inspection and assessment as part of their investigations. Two inspectors from the HSE arrived at approximately 9:30am on the 24th to undertake their investigations into the incident, and requested the vehicle remained until their work was concluded.
10. HSE inspectors completed their site investigations by the end of the day with the site handed back to Acciona, and the further investigation to be handed over to another investigator who will then subsequently request any other evidence.

11. A Prohibition or Improvement Notice was not issued indicating that their investigations have not found any significant or systematic safety failings within the management procedures of the construction site. HSE made some recommended improvements prior to restarting work and these have been implemented in full.
12. The contractors involved; the subcontractor and employer of the deceased; and Acciona as the Principal Contractor; are undertaking their internal investigations into the cause of the incident and will inform officers of the conclusions.
13. Acciona confirmed that the ERF site would remain closed until completion of a comprehensive review of the Risk Assessments and Method Statements (RAMS) and a thorough communication of the safe systems of work to the workforce to ensure key safety measures are clear and understood. The NLHPP project team are working closely with Acciona, providing support, assistance and assurance that the measures are in place to restart safely.
14. The Police and the employer have made supportive visits to the family of the deceased, and the employer is offering continuing support. Care has also been taken to support the driver of the vehicle and his family. Counselling services have been arranged for all the workforce affected by the incident.

Programme for the Restart of Construction

15. As stated above, HSE made some recommendations to enhance safety especially in relation to the interface between people plant or machinery. These recommendations are fully implemented prior to the restart of construction.
16. HSE have requested to see an update of the Site Traffic Management Plan and RAMS associated with the work on which the incident occurred. The STMP will show in detail the works areas, traffic routes formally set up, the walkways that have been established and allocated works areas along with other relevant details.
17. Other updated RAMS relevant to the work involved in the safety incident will be submitted to the HSE as a matter of record as a prerequisite to the start of the activity concerned.
18. The restart of construction is being implemented on a gradual activity by activity basis following a thorough review and assessment by Acciona's site management and the NLHPP Health, Safety and Wellbeing team where appropriate.
19. On Wednesday 1st December, the contractor Van Elle has been given clearance to commence with the test piling work on the ERF site. Van Elle have two further workfaces that are planned to be restarted by the end of the week pending a successful outcome of further preparatory activities including staff briefings; work area inspections; machinery set-up inspections; and review and agreement of certain final RAMS.

20. Any further work, including the workfaces operated by Galldris, will commence on an activity-by-activity basis when the associated RAMS have been fully reviewed, agreed, and briefed. The restart will be accompanied by thorough pre-start inspections and supervision. Further restarts are planned for week commencing 5th December.
21. In terms of maintaining communications and reinforcing safety awareness, all contractors will include a mobile plant and personnel segregation tool box talk every two weeks and all daily briefings will finish with the reminder of the RED ZONE concept. This concept lays out clear guidelines that exclude personnel from entering an area where plant is operating Any operative observed to be working in a RED ZONE against the guidelines will be removed from site and re-briefed according to the relevant RAMS until his company's management supervision is happy the situation will not reoccur.
22. This is a distressing incident and one which the Authority team and contractors take with the utmost seriousness. Further information will be provided when it is available to assure the ongoing commitment to the highest level of safety, which has been the aim since the project was initiated.