



PROGRAMME COMMITTEE  
PROJECT BRIEFING

4

## Forward Plan

16 March 2023



# North London Heat and Power Project

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	Owner's Organisational Approval	Check & Review	Approval for Use
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Role	Managing Director	Assistant Project Manager	Managing Director
Signature			
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Revision No.	Date	Description of Revision
P01	08/03/2023	Programme Committee Project Briefing.

## **1. INTRODUCTION AND PURPOSE**

- 1.1. This paper provides Members with a mechanism to be informed in advance of likely future reports and see indicative dates of when decisions will need to be made. This Forward Plan report is intended to assist Members, including aligning Authority business with any decisions which may need to be made by the Constituent Boroughs.
- 1.2. The Programme Committee's terms of reference are as follows:
  - 1.2.1. To receive regular reports on the progress of the North London Heat and Power Project ("the Project").
  - 1.2.2. To consider and agree policies and strategies relating to the implementation of the Project and to receive updates relating to such policies and strategies.
  - 1.2.3. To take any decisions relating to the implementation of the Project (save for matters that may not be delegated to a Committee pursuant to Section B.2 of Standing Orders), including delegation of the implementation of such decisions to the Managing Director or Programme Director.
  - 1.2.4. To consider and advise if decisions relating to the Project should be taken at full Authority meetings and advise the Programme Director accordingly, taking account of the required timing of decisions.
- 1.3. The Authority has spent £385 million so far on delivering the project and expenditure is increasing as delivery accelerates on the energy recovery facility element. Therefore officers expect that Members will want to be kept regularly up to date on progress, to have the opportunity for question and challenge and to be advised of risks and mitigation. The current arrangement is that the combination of Authority meetings and Programme Committee meetings mean that Members effectively have a monthly review of progress. Papers for the Programme Committee are also put into the public domain so that there is transparency on the progress reports.
- 1.4. A number of developments are expected from the second half of 2023, and it would be helpful to understand Members' views on the reporting of these issues so that officers can develop plans accordingly. Examples of developments are:
  - 1.4.1. The first major new facilities will come into operation from the middle of 2023. The Programme Committee will want to take reports and oversee the transition into operation, to be reassured that facilities are successfully working and delivering the services for which they are designed. Subject this being satisfactorily achieved, the assets will

become part of “business as usual”. It is therefore proposed that around 6 months after a given facility is established and running, reporting would move to Authority meetings and would not be addressed in the Programme Committee. The Committee would then retain its focus on capital project delivery.

- 1.4.2. When the Programme Committee was established, the NLHPP was the only material capital investment being undertaken by the Authority. However, the potential for carbon capture and storage development associated with the new plant will also become an increasing area of attention. As this is still at a preliminary stage, it is currently being managed through NLHPP processes. But it would be beneficial to treat it as a specific project and to provide for that transparently in the terms of reference, so that it is explicit that the Committee is overseeing the work, with appropriate challenge and approvals.
- 1.4.3. While it is proposed in section 1.4.1 above that business as usual service delivery in new assets should not be the focus of the Programme Committee, there may in due course be opportunities for additional investment at the EcoPark or in facilities such as the Reuse and Recycling Centre estate or transfer stations. This would particularly include investment in the resource recovery facility to support increased extraction of recyclable material from the waste being managed by LondonEnergy Ltd. Bringing any such proposals to the Programme Committee would give a clear route to considering investments to enhance waste management performance or to improve other environmental outcomes. It would also enable the Programme Committee to take stock of overall capital investment plans to keep abreast of best practice in the waste management sector.
- 1.5 There are several more years before the NLHPP construction will be completed. Therefore there is expected to be ongoing business for the Committee. Members are invited to advise officers whether it would also be beneficial to evolve the role of the Programme Committee in line with the ideas described in section 1.4 above. Additionally or alternatively, Members may have further thoughts which they would like officers to consider.
- 1.6 The next Programme Committee meeting is due to take place after the next Annual General Meeting (AGM) of the Authority. In the light of feedback on the issues raised in this paper, officers will put forward proposals for amendments to governance/terms of reference for approval at the AGM. .

## **2. EQUALITIES IMPLICATIONS**

- 2.1. There are no equalities implications of this report. Any equalities implications of forthcoming reports will be identified in the reports when presented.

**3. COMMENTS OF THE FINANCIAL ADVISER**

- 3.1. The Financial Adviser was consulted during the preparation of this report and comments have been incorporated.

**4. COMMENTS OF THE LEGAL ADVISER**

- 4.1. The Legal Adviser was consulted during the preparation of this report and comments have been incorporated.

**List of documents used:**

None

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## APPENDIX A: PROGRAMME COMMITTEE FORWARD PLAN

In 2023 Programme Committees are planned for July, September and November. The future programme will take account of updated scope for the Committee.

SUBJECT MATTER	NATURE OF AUTHORITY CONSIDERATION	INDICATIVE DATE
Programme Update	For noting and commenting – updates with progress on delivering construction contracts in line with the programme plan, programme budget and health and safety performance.	All meetings
Social value progress	For noting and commenting – updates on progress with employment, apprenticeship, training and other opportunities for local communities.	All meetings
Carbon capture and storage	For noting – update on programme of work to establish a carbon capture and storage capability integrated with the new energy recovery facility.	September

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