

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: 22 JUNE 2023

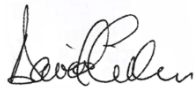
SUMMARY OF REPORT:

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: 12 June 2023

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 April and May 2023.
- 2.2. The programme remains on track to deliver its overall objectives, on time and within budget, including takeover of the ERF in 2026.
- 2.3. The construction of the ERF by Acciona has made very good progress on site with the construction of the foundation piles and the mobilisation of the subsequent civil engineering construction. The level of site activity, including increased plant and personnel, has increased significantly in the reporting period and is being managed efficiently with due regard to health and safety. The piling programme has recovered from initial delays due to unforeseen ground conditions and is now ahead of programme, overcoming obstacles presented by several major buried obstructions relating to previous use of the site.
- 2.4. DSM Demolition have completed the demolition of the Temporary Bulky Waste Facility and associated structures and have cleared a major section of northern area of the EcoPark. This site has been successfully handed over to Acciona on programme, enabling Acciona to extend their construction work from East to West. The handover to Acciona of the full ERF site will be completed in June following the relocation of LEL's ongoing Incinerator Bottom Ash (IBA) management operations. Officers and LEL have worked together closely to develop a co-ordinated programme in a busy area of the Ecopark that enables LEL can continue to manage IBA in the short term until a new Temporary Ash Bay has been completed by Taylor Woodrow later in the year.
- 2.5. The RRF has continued to make good progress with the testing and commissioning programme by Taylor Woodrow. LEL continue to take part in commissioning of

various systems and receive equipment training to enable them to prepare for their progress their operational readiness. The programme towards handover to the NLWA of the RRF involves the production of extensive documentation and asset information enabling LEL to plan the operation and maintenance of the facilities.

- 2.6. Whilst work continues inside the buildings focused on finishing/fit out of rooms, the construction of external hard standings and roadways around the RRF has also progressed well during the period, bringing to life how waste traffic will flow in and around the buildings.
- 2.7. Health and safety performance in the period has been good, both in terms of performance indicators associated with good management practice and safety statistics achieved. A notable milestone in the period was Taylor Woodrow passing 2 million working hours without a lost time incident. Health, safety and wellbeing continues to be the top priority for the NLWA and contractors.
- 2.8. Other notable achievements in the reporting period include the completion of the training and work experience for the first cohort of Women into Construction organised by Acciona. This initiative has been a great success and is described more fully in Section 3. Also, NLHPP colleagues were presented with their “highly commended” award for Best Workplace Mental Health Team Impact at the Mates in Mind Impact Awards 2023. Despite only launching the Mates in Mind programme in January 2023, the team have been recognised for their efforts in promoting mental health awareness. Comments provided by the judging panel included: “Your application was outstanding and demonstrated your dedication to improving mental health in the workplace. Your efforts have not gone unnoticed, and we are proud to recognise your hard work.”

3. SOCIAL VALUE

- 3.1. The key aim of maximising benefits for local communities remains an important focus on the Project through delivery of a wide range of high quality social value initiatives. The Social Value Governance Board met on 25 May, where an update on all elements of the ERF Social Value workstream was provided, including future apprenticeship opportunities as well as updates on recent successes, such as the Women into Construction training programme and progress with the Re-Power Communities projects.
- 3.2. A recent milestone in the social value workstream has been the completion of training placements in partnership with Women into Construction – an industry-leading programme through which local women completed an intensive five week training programme of pre-employment courses, and up to two weeks of work experience on the NLHPP site. The programme was delivered in partnership with Women into Construction and the College of Haringey, Enfield and North East London (CONEL) as the training provider and funded by Acciona. As a result, 13

local women from NLWA boroughs have successfully completed their placements and have all received two accredited outcomes. A further 14th trainee has received training from CONEL, but will complete their on-site work experience in June, as unfortunately this could not be facilitated.

- 3.3. The training placements concluded with a celebration event on Tuesday 23 May, which was held at the EcoPark. The participants commented that they enjoyed learning more about the uniqueness of the NLHPP and that the programme had given them newly found confidence as well as experience completing a wide range of tasks across multiple skillsets. Women into Construction will continue to support these women up to six months after their placement has finished and will seek to help the trainees to move into jobs wherever possible. This will involve assistance with the preparation of updated CVs (which will be shared with all employers involved in the programme) and signposting to Project job vacancies as well as those available through local job brokerages. Trainees will all be invited to apply for upcoming sub-contractor apprenticeship opportunities, in particular, roles within engineering and quantity surveying. This initiative was also new for a number of the supporting employers, however, they also stated that the programme was both rewarding for them and their trainee and that they were keen to participate in a similar programme in future.
- 3.4. As the women have now graduated from the training placement programme, a full impact report is currently being prepared by Women into Construction, which will include details of the participants' next steps as well as formal feedback forms. A summary of this will be included within the next month's report. Due to the success of the programme, Acciona is considering implementing a similar programme again in early 2024.



Participants of the Women into Construction training programme on site with Social Value Apprentice Tatiana.

- 3.5. Training placements are also being delivered on the project to facilitate employment-readiness for apprenticeship candidates. A further two training placements were completed in April, with both trainees successfully progressing into apprenticeship roles. One of the trainees is progressing into a Finance Assistant role and will enrol on their apprenticeship course in September 2023. Acciona is currently working with the second trainee to identify the most appropriate apprenticeship programme and provider. Acciona continues to work in partnership with Enfield Council to provide additional training placements through the Construction Skills Bootcamp and is also seeking to develop a training placement programme which is specifically targeted towards care leavers (working in partnership with Camden Council).
- 3.6. Another new apprentice joined the NLHPP in April as a Project Co-ordinator and has enrolled on a Level 4 Corporate Responsibility and Sustainability apprenticeship course. The new recruit is from London Borough of Hackney and will be working within Acciona's Social Value team. The total number of apprenticeships created on NLHPP now stands at 33.
- 3.7. There are a further 18 apprenticeship roles identified in the pipeline for the project, expected to come forward later on this year. This includes five roles with Acciona and 10 within their supply chain, seven of which are with the civils sub-contractor (Byrne Brothers) who recently started work on Site, as well as an additional three apprentices with other sub-contractors. These opportunities will be shared with seven NLWA boroughs through the ERF Social Value Governance Board, on the NLHPP website and shared with local job brokerages when open for applications. The NLHPP also continues to safeguard apprenticeships for three Meridian Water apprentices, who in May have reached a full year on NLHPP.
- 3.8. The diversity and inclusion aims of the Project are being supported through further activities, as the NLHPP aims to encourage routes into employment for underrepresented groups. On 24 April 2023, a new supported intern from West Lea School (an SEN school in Enfield) started her placement on NLHPP. The intern will work part-time on site for two days per week as well as attending college. Whilst working on site, her tasks will involve development of digital content for the schools programme as well as assisting with the co-ordination of school site visits. The intention is that the internship acts as a pathway into employment, as after completion of the internship it is anticipated the intern progresses into a training placement with Acciona and then into an apprenticeship role on the Project.
- 3.9. The employment of local residents is a priority on the Project, with the overall aim to achieve 25% local workforce. Currently, 25% of the project workforce are residents of the NLWA area. As the ERF works gather momentum, more employment opportunities will become available for those living in the local area. Job vacancies continue to be publicised through the ERF Social Value Governance

Board, on digital platforms via social media and the Project website, as well as in person, through attendance at local jobs fairs to maximise reach into communities.

- 3.10. In terms of local business spend, the Project continues to procure local suppliers where possible from NLWA boroughs. Approximately 11% of contractors' supply chain spend to date has been with businesses in the area (exceeding the Project target of 10%). Further supply chain opportunities will become available as the ERF contract develops, with a number of 'meet the buyer' events planned to be hosted by sub-contractors throughout the year, to encourage local businesses to tender for these opportunities.
- 3.11. The Re-Power Communities programme is progressing following the payment of small grants to the successful local voluntary and community organisations last month. As well as the payment of small grants, during April, Acciona visited one of their TimeBank organisations, Haringey Disability Action, to understand the scope of their volunteering requirements. One project has recently completed, where grant funding was provided to Ozer Umagen (London Borough of Haringey) to distribute 200 food packages to local residents experiencing financial difficulties. They also worked in partnership with a local SEN organisation to provide 14 volunteering opportunities on a weekly basis. Volunteers from the Acciona team also recently visited REACT (Residents of Edmonton Angel Community Together) in Enfield to assist with community gardening. A total of 24 volunteering hours have been delivered through the Re-Power Communities programme to date.
- 3.12. A second round of the community projects programme for all seven NLWA boroughs is set to be launched in July 2023, with a closing date of mid-September. As with round 1, it is anticipated that community organisations will apply for support in the form of monetary grants and/or volunteering hours. The eligibility criteria are currently being finalised and will be shared with the Social Value Governance Board and promoted via the Project's digital channels.



Progress made at St Barnabas Church in Waltham Forest, as a result of the Re-Power Communities Programme.

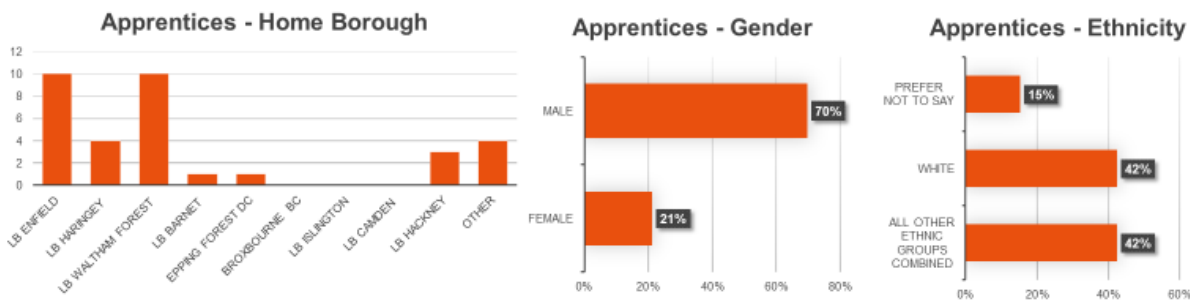
- 3.13. As a result of a number of school holidays as well as exam period for many students, direct school engagement activity has been reduced this month. However, the NLWA Social Value team have been continuing to plan delivery of the schools programme during the Summer term as well as looking ahead into the next academic year. This has involved co-ordinating the delivery of site visits for local secondary school students, which are due to commence in June. This will involve 20 students visiting the NLHPP site for a tour of the construction site as well as participating in a workshop session. The team have also been preparing content for the delivery of sessions in local primary schools and have held a number of introductory meetings with local schools. Sessions are being offered around two key topics: 'A day in the life on the NLHPP' (for Key Stage 1 and 2) and Energy from Waste (Key Stage 2). The team is also in discussions to facilitate engagement and work experience opportunities with Special Education Needs schools as well as local Pupil Referral Units over the course of the next few months. The Project team has now engaged with 2,069 students at 38 schools across all seven NLWA boroughs.
- 3.14. The Social Value Dashboard overleaf provides a summary of progress against all social value targets, with data up to end of April 2023.

Social Value Dashboard

Social Value Theme	Target	Progress
Development Consent Order (DCO) Obligations:		
Apprenticeships	100	88 years of apprentices' employment 33 individuals
On-site Skills Training Placements	225	145
LB Enfield targets, adopted as measure by NLHPP:		
Local Labour	25%	25%
Local Businesses	10%	11% £28.8m (local spend by contractors to date)
	-	£37.9m (local spend by NLWA & contractors to date)
Delivery against Industry Benchmarks:		
Equality, Diversity & Inclusion (EDI)	The project aims to promote women in on-site construction workforce	3%*
	The project aims to promote Black, Asian and Minority Ethnic (BAME) Groups in on-site construction workforce.	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.

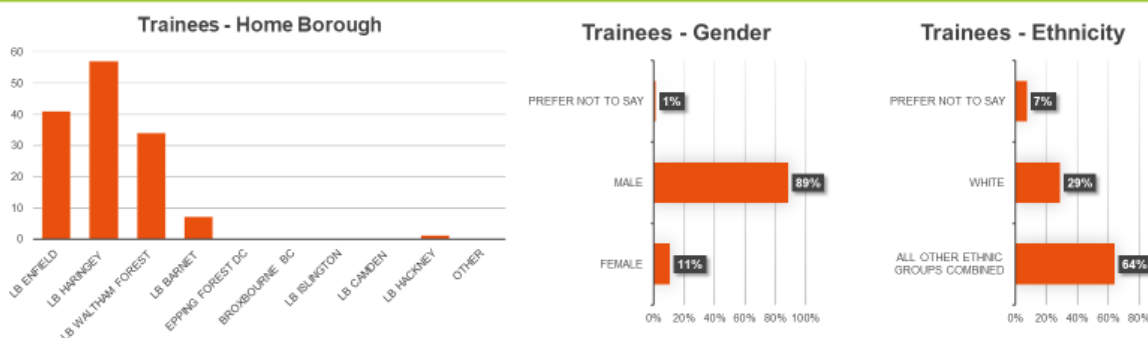
Apprenticeships



Apprentices - Home Borough	Local Wards
LB Enfield	Bowes (1); Bullsmoor (1); Grange Park (1); Haselbury (1); Jubilee (2); Lower Edmonton (2); Southbury (2)
LB Haringey	Hermitage & Gardens (1); Tottenham Central (1); Tottenham Hale (1); White Heart Lane (1);
LB Waltham Forest	Higham Hill (3); Larkswood (1); Hatch Lane & Highams Park North (1); William Morris (1); High Street (1); Endelbury (1); Chingford Green (1); Chapel End (1)
LB Hackney	Haggerston (1); Woodberry Down (2)
LB Barnet	Barnet Vale (1)

Apprenticeship Type & Number of Apprentices
Business Administration (2); Civil Engineering (9); Quantity Surveying (5); Corporate Responsibility and Sustainability (4); Civil Site Supervisor (1); Electrical Installation (2); Plumbing and Domestic Heating (1); Chartered Surveyor (1); Project Controls (1)

Training Placements



Delivery & Monitoring:

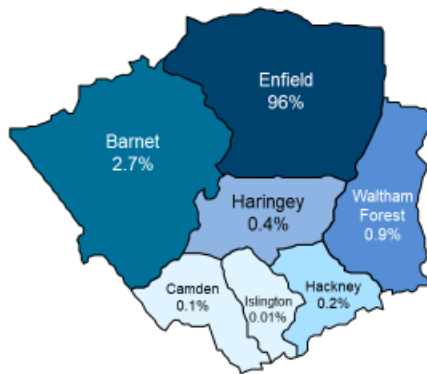
Delivery of training placements is targeted at a variety of EDI groups. To date, all trainees are from groups forming part of our EDI categories including long-term unemployed and lone parents.

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.

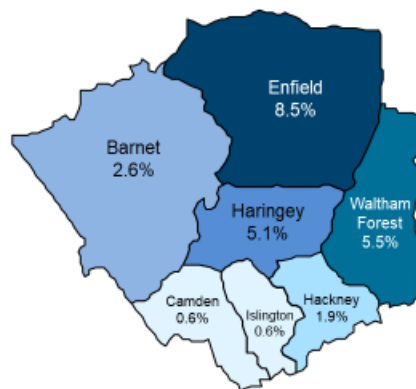
EDI data relating to the on-site trainees is collected through an end of placement survey and where possible supplemented by information from the training provider. Not all respondents have chosen to report on ethnicity and gender. Information is based on a responses from 119 out of 138 trainees (86%).

Local Business Spend and Local Employment

Local Business Spend by Borough



Local Labour (all jobs) by Borough



The maps above display the distribution of local business spend and borough of local residents across the NLWA area, with the darker colours representing a higher percentage share. It is recognised that there is a disparity in terms of the distribution of local spend and local employment. The team will continue to signpost employment opportunities available on the Project through the Social Value Governance Board as well as via local job brokerages. As development of the ERF continues, more procurement opportunities for local businesses will arise through the supply chain. A number of 'meet the buyer' events will be held with local SMEs throughout the year, open for all businesses across the NLWA area. These opportunities will be promoted through the Social Value Governance Board and via the NLHPP digital channels.

5

Schools Programme and Community Projects

Schools Programme

	Secondary
Total Number of schools engaged	38
LB Enfield	7
LB Haringey	7
LB Waltham Forest	13
LB Barnet	3
LB Islington	5
LB Camden	1
LB Hackney	2
Other	-
Number of SEN Schools Engaged	4
Number of PRUs Engaged	1
Number of sessions held	58
Sessions on careers topics	52
Sessions on STEM topics	6
Number of students engaged	2069
Number of staff involved	110
Number of staff hours	275
Number of site visits	7

Community Projects

Number of organisations supported	17	
LB Enfield	6	
LB Haringey	6	
LB Waltham Forest	5	
LB Barnet	-	
LB Islington	-	
LB Camden	-	
LB Hackney	-	
Other	-	
	Delivered	Target
Number of volunteer hours	24	9,775
Donation total	£38,034.00	£187,500.00

4. COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT

- 4.1. Engagement activities have been focused on inviting councillors and borough colleagues to visit the EcoPark during the summer months to see the progress on the RRF, RRC and EcoPark House. Further opportunities will be offered across the summer to Members of Parliament and interested groups.
- 4.2. A series of Environmental videos have been developed to showcase the benefits NLHPP is helping to achieve at the EcoPark. These 5 min long videos focus on topics including air quality, carbon reduction, circular economy principles and social value. The videos are to be used on the website in a new environmental section which sets out how the project is prioritising environmental aims. Further social media posts are being developed for utilising the videos with schools, community groups and industry partners.
- 4.3. Press activity has been focused on the milestones ACCIONA is making on the civils works onsite to begin the dig of the bunker and their positive social value commitments including RE-Power communities and the successful completion of their women into construction placements.
- 4.4. Key successes promoted in the period included Highly Commended for the *Best Workplace Mental Health Team* at the 2023 Mates in Mind Impact Awards in May. The project was also recognised in the 2023 Partnership Awards where law firm Stephenson Harwood won the *Diversity and Culture Award* that recognised the team's extensive contribution to NLHPPs cross-organisational Equality, Diversity and Inclusion Network. The successes were shared across the NLHPP team, along with awareness day activities for mental health with *Wear it Green Day* and *International Day of Biological Diversity*.



ACCIONA and NLHPP team members at the Mates in Mind Impact Award ceremony in May.

5. PROJECT DELIVERY SUMMARY

- 5.1. This section summarises progress in delivering the new facilities that comprise the NLHPP; the ERF, the RRF, and EcoPark House. The overall summary below highlighting progress on each and other supporting works is followed by a short project report on the progress of each facility.
- 5.2. The ERF site is becoming steadily busier with a strong focus on coordination of construction operations.
- 5.3. The construction activity of the ERF by Acciona continues to make progress on-site and build momentum. The foundation piling has reached the point where the following on civil works has been mobilised including the construction of a concrete production plant on site.
- 5.4. The team's progressive assurance reviews of Acciona's detailed engineering submissions continue to be positive and build confidence in requirements being met.
- 5.5. A further area of the ERF construction footprint was handed over to Acciona on 19 May 2023 following clearance of the Temporary Bulky Waste Recycling Facility (TBWRF). The final area of the ERF construction footprint is on track to be handed over in June 2023 following the relocation of LEL's Bottom Ash handling operation from the area. This will then enable Acciona to progress construction across the whole building footprint.
- 5.6. The construction of the RRF by Taylor Woodrow has continued to make progress on site with the fit out of the building's 42 mechanical and electrical systems. In the period further systems have been tested, commissioned, and training being provided to LEL. LEL's involvement in the testing and commissioning is enabling them to prepare for operational readiness.
- 5.7. In parallel with the internal RRF building fit out and commissioning, Taylor Woodrow is making good progress with the external hard standings and road works. The section of the pipe running through the Ecopark South site that will convey heat from the ERF to the Energetik District Heating Centre has been completed.
- 5.8. The Environment Agency have informally visited the RRF construction site to see the facility and help them understand how the facility will be operated. The feedback has been positive.
- 5.9. EcoPark House's river frontage decking enabling has been installed showing how the building will be used to give people access the River Lee Navigation's leisure opportunities.

- 5.10. The design and construction of a new temporary facility to maintain LEL's incinerator ash handling capability on site has started and will be completed later in the year.
- 5.11. Looking ahead to the decommissioning and demolition of the current Energy from Waste facility, a market engagement is planned to start this year. This will support the preparation of the procurement strategy.
- 5.12. Further details of progress of each major element of the project are provided in the Project Progress Sheets on the following pages.

Project Progress Sheet: Energy Recovery Facility

Summary of Progress

- 5.13. Acciona took possession of the eastern section of the ERF site in September 2022. They undertook extensive earthworks, removing 100,000 tonnes of soil to level the site in preparation for construction. Piling commenced in December 2022 and to date 1257 of the 1433 required in the eastern part of the site have been installed. The arial photo below shows the four piling rigs on site in the eastern section of the site. Acciona is currently setting up a batching plant onsite which will enable 24-hour concrete production, which will be required when the waste bunker is poured over the summer months. Half the western section of the site was handed over to Acciona in May with the remainder in stages over the summer.



Arial view of the ERF site

- 5.14. Acciona's procurement of the major items of equipment is on track and is being done in consultation with the project team. In the last month the supply contracts for the air-cooled condensers and water treatment plant have now been reviewed and approved. Acciona's main technology supplier, HZI, has commenced manufacture of the boiler parts and we have undertaken inspections in factories in China and India.
- 5.15. Engineering design work continues, although Acciona advises that it is behind on this element of its programme. The team has so far reviewed and commented on over 2,100 engineering drawings and documents from Acciona. Acciona's engineering teams have focused on prioritising the delivery of key engineering packages necessary to maintain the procurement and construction programmes.

Look Ahead

- 5.16. The remaining area of the construction site is due to be handed over to Acciona in June 2023 which will enable them to complete their piling works. Clearing the remaining area will involve the relocation of LEL's weighbridge which is underway.

- 5.17. The construction site will get busier as the concrete works get underway and the facilities superstructure starts to take shape. Later this year, activity on site will become 24hour when the concrete structure is built using a continuous “slip-form” process.
- 5.18. The manufacturing of equipment off site will also increase in activity and involve the team witnessing factory acceptance tests as part of our assurance.
- 5.19. In the short term Acciona is planning to let subcontracts for the lifts, the district heating heat exchanger, condensate preheaters and the building’s steel structure.
- 5.20. Acciona is forecasting bringing the facility’s entry into service in October 2026.

Project Progress Sheet: Resource Recovery Facility (RRF)

Summary of Progress

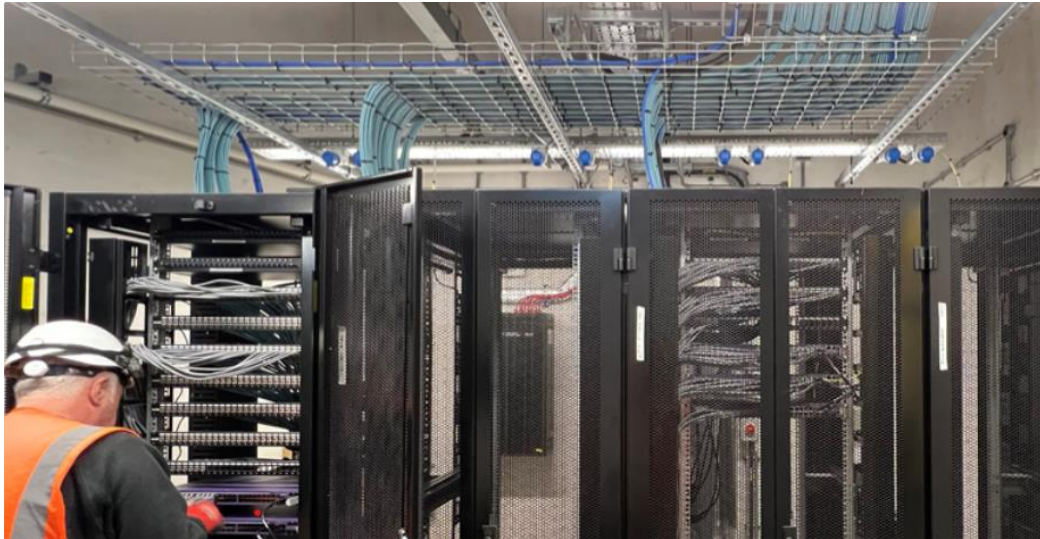
- 5.21. Taylor Woodrow have completed the external envelope of the building with external architectural cladding and integrated odour and ventilation system (IVOS) orange mesh screens being installed, as can be seen in the arial view below. Internally testing and commissioning has made good progress on the IVOS & Trade Effluent Systems. The IVOS system’s performance is critical to meeting the odour limits set in the facilities operating permit. Commissioning the IVOS has included the fine balancing of the system across the entire tipping hall.



IVOS Mesh Screen

- 5.22. Good progress has been made by Taylor Woodrow with the electrical systems installation to the weighbridge kiosks, communications rooms, the workshop, and

operations office (known as the crow's nest). They are being handed over for the coordinated commissioning of building systems. The control panels for the communications systems are now in place with the final termination of cables in progress. Testing and commissioning of the electrical distribution has significantly progressed in the period in readiness for energisation of other systems.



Communication system Cabinets

- 5.23. Lift installation to both north and south goods lifts has progressed in the period and is on target for lifts to be operational by June 2023.
- 5.24. Operations and Maintenance manuals, and asset information has started to be received from Taylor Woodrow to support LEL's preparations of their operation. data and training. Training sessions on the operation and maintenance has started as systems become available. Detailed plans for the handover of documentation are in place and agreed with LEL to support their operational readiness programme.
- 5.25. The section of the district heating connection pipe linking the ERF with Energetik's Energy Centre, that runs through the RRF site has been completed. This enables the roadway to the eastern side of the RRF to be constructed. Externally the northern apron has been constructed except for the additional tipping door protections.
- 5.26. The Eastern access road which will be used by the public accessing the Resource Recycling Centre has been completed.
- 5.27. The civil works for the first temporary weighbridges has been completed and the second is now in progress. These temporary locations at the bottom of the EfW down ramp enables further areas to be released for ERF construction.



Arial view of the Temporary Weighbridges

Look Ahead

- 5.28. Testing and commissioning of the mechanical and electrical systems will be ramped up as areas become available and the equipment installation and its utility connections completes over the next two months. There will be a focus on finishing the office and equipment rooms to enable the facility wide communications equipment to be tested. In parallel to the physical works the asset information and manuals will be received progressively to enable LEL to incorporate into their operating procedures and receive training on the operation and maintenance of the systems.
- 5.29. Externally, works will progress to complete the relocated temporary bridges allowing these to be relocated from the area required for the ERF construction in the north. Additional protection curbs to the roller doors off the northern tipping slab will be added and the construction of the eastern tipping slab will start in period.

Project Progress Sheet: EcoPark House

Summary of Progress

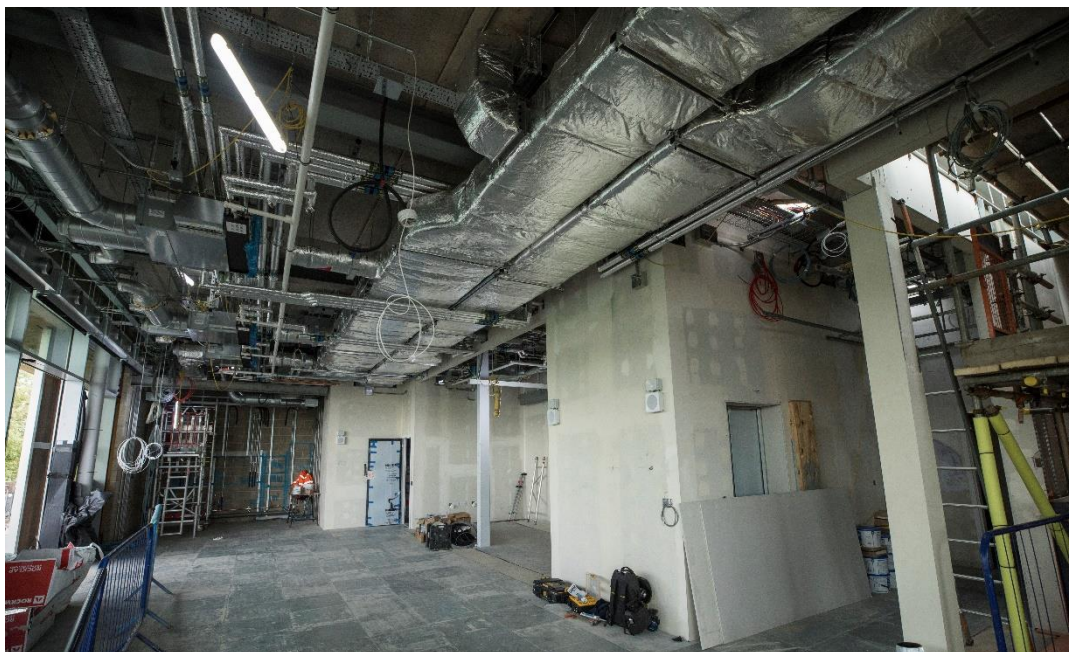
- 5.30. The building envelope has been substantially completed and nearing weathertightness.
- 5.31. Good progress has been made with the mechanical and electrical fitout including the communications and fire detection on the ground and first floor. The building envelope close out has continued to the west elevation this includes the timber

balustrades, cladding of the underside terrace, soffit, slab works and headwall installation.



Western Elevation Timber Balustrades

- 5.32. Internally, works for power, lighting, communication and fire detection on the ground and first floors made good progress in readiness for testing and commissioning of the systems. The tiling along with timber door installation has also commenced.



Internal Systems Installation

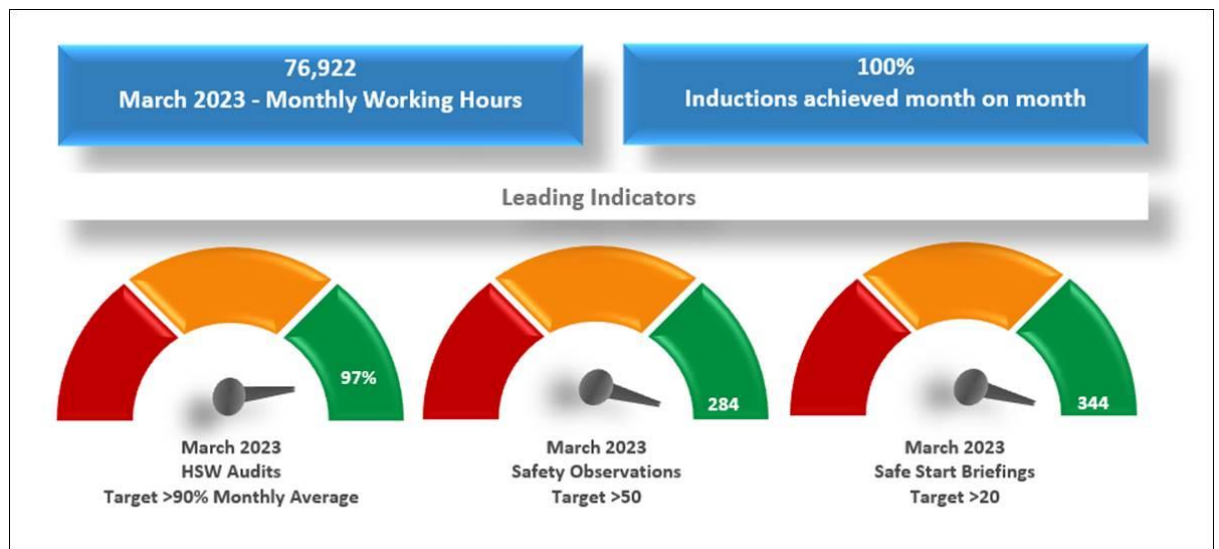
- 5.33. The lift installation has been completed and awaiting testing. EcoPark House has so far attained a BREEAM rating of Very Good as planned.

Look Ahead

- 5.34. The roof light and installation of the north wall will be completed in the next period along with the final fix of high-level services to enable testing and commissioning. The 'off-grid' power supply is planned to be switched on in the next period and will be used to support the commissioning of the building's systems.

6. HEALTH, SAFETY AND WELLBEING (HSW)

- 6.1. The programme continues to demonstrate the strongest of health and safety cultures, positively comparable with other major construction programmes in the UK. The unwavering commitment to consistent and continued health, safety and wellbeing improvement contributes hugely to the programme delivering successes as such as, industry low Accident Frequency Rates (AFR), a superb and cultivating wellbeing standard developing, improvements in high-risk people and plant interfaces, focus on behavioural safety and development of our "Take 5" model, and more. Challenges are of course always present and growing as activities increase in the ERF, with our safe system of work checks and reviews ramping up to match the curve. As the finish line is in sight for EPS, Taylor Woodrow have reported 2 million hours without a loss time incident as another landmark achievement in health and safety.
- 6.2. **The Accident Frequency Rate (AFR)** for reportable injuries in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 2013 is at **0.101** for all projects. RIDDOR accidents must be reported where they result in an employee or self-employed person being away from work, or unable to perform their normal work duties, for more than seven consecutive days as the result of their injury. This reflects a very good performance bettering the 2012 London Olympic development who set an AFR of 0.16 for the construction industry and is still used as a benchmark to this day, and the construction industry average AFR at approximately 0.38 based on 2022 HSE data.
- 6.3. **The Lost Time Injury (LTI) Accident Frequency Rate** (a performance metric that mirrors the RIDDOR description noted but uses a 3-day recordable injury baseline to measure performance for all projects) is also AFR 0.101.
- 6.4. **Key Performance Indicators**



- 6.5. **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% indicating a generally compliant, well managed and safe site. The recorded monthly average audit score for March 2023 period averages 97% across 15 inspections, with the April average at 96% across 11 inspections, reflective of the good levels of HSW performance. These in-depth inspections review contractor health, safety, and wellbeing compliance in specific areas for example: work at height, lifting operations, excavations, worker welfare etc.
- 6.6. **Safety Observations:** The total number of observations remain high with 142 recorded for March 2023, and 96 for April 2023. Within these figures, 144 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.
- 6.7. **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.
- 6.8. **The HSW Working Group** forum met in the periods with focuses around behavioural based safety programme introduction and people and plant interfaces as focus areas to develop continual HSW improvements.
- 6.9. **Wellbeing** successfully collaborated with Taylor Woodrow during their HSW Week in March, using the platform to both launch the HSW Culture Survey and to run 5

Start the Conversation sessions amongst the Taylor Woodrow operatives. Wellbeing Matrix check-ins were also undertaken to support several project partners with their completion of the Matrix. The team were notified by the Mates in Mind Impact Awards that they have been awarded Highly Commended in the Best Workplace Mental Health Team category. This has been a hugely positive month for HSW, and we aim to keep raising the profile of wellbeing so that it remains a priority. Statistics are in line with UK mental health statistics within construction, it is essential we remain mindful of this specifically for the NHLPP operative workforce.

- 6.10. **A HSW culture survey** was initiated and conducted through March, April and early May, to understand the programme position in relation to the HSW Keil Maturity model, and to inform a HSW action plan for the coming period in pursuance of continual improvement. The responses will now be analysed before developing the action plan in the coming periods through a working group. Over 250 responses were received from the programme management and operative workforce, almost double the response received at the last survey in 2021, representing a very positive level of engagement.

7. ENVIRONMENT AND SUSTAINABILITY

- 7.1. The project continues to focus on environmental and sustainability considerations, working collaboratively with the construction contractors to successfully manage environmental risks and identify opportunities for enhancing sustainability performance. Focus on continual improvement is maintained through environmental monitoring, site inspections, environmental observations and training, pursuit of innovation and best practice.
- 7.2. To support this, our cross-partner environment and sustainability working group recently met for a noise and vibration-focused knowledge sharing workshop, during which several opportunities for additional noise reduction were identified. We are also working with the NLHPP communications team to prepare a series of environmental videos to showcase the environmental best practice and innovations implemented on site.
- 7.3. 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 and ERF, as shown below.



- 7.4. **Environmental Incidents:** The project has a procedure for recording and resolving any environmental incidents or near misses on site. These are recorded as either Level 1 (a significant incident), Level 2 (has caused or may cause minor harm or damage) or Level 3 (a near miss). At EcoPark South, one level 3 incident was recorded in March 2023, relating to silty water. The activity was immediately stopped, silty water left to settle, and the contractor conducted additional environmental trainings to increase awareness of incident reporting and managing silt and surface run off.
- 7.5. **Environmental Site Inspections:** Surveillance visits have identified that in general, environmental items were being well managed in line with good practice, and environmental monitoring, such as air quality monitoring, is ongoing. Areas for improvement are highlighted and followed up with the contractors on an ongoing basis. Positive observations at the EcoPark South included use of mechanical road sweepers to keep hard standing areas clean. Negative observations at the EcoPark South related to pollution prevention near the watercourse and appropriate skip management. Positive observations at the ERF included presence of water bowsers to suppress any dust arising during works and maintain good air quality on site. Negative observations included correct segregation of waste streams, approach to concrete wash out and insufficient use of wheel washing for vehicles leaving site.
- 7.6. **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, 35 environmental observations were raised for EcoPark South (16 positive and 19 negative) and 6 environmental observations were raised for the ERF (6 negative and 0 positive). The high number of observations raised is consistent with previous months.
- 7.7. **Sustainable Materials:** At the EcoPark South site, 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.
- 7.8. **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.

- 7.9. **Environmental Innovation and Best Practice:** the programme seeks to promote environmental innovation and best practice, with a contractual requirement for Acciona and Taylor Woodrow to implement two innovative or best practice initiatives per quarter. One recently delivered initiative is switching all Taylor Woodrow plant from diesel to Hydrotreated Vegetable Oil (HVO). HVO use results in up to 90% reduction in Greenhouse Gas emissions compared to burning diesel.
- 7.10. **Environment and Sustainability Working Group:** A noise and vibration-focused workshop was held in May 2023, bringing together contractors, project managers and the environmental assurance team to discuss opportunities and lessons learned. Best practice techniques were discussed, experience from NLHPP and other projects was shared and a number of new opportunities for additional noise reduction were identified. These will be pursued by the contractors, with support from the client team.
- 7.11. **Environmental Videos:** Working with the NLHPP communications team, we have supported development of three environmental videos focusing on air quality, carbon reduction and circular economy principles. The videos will showcase the environmental best practice and innovations implemented on site by the contractors, and the wider environmental benefits of the EcoPark once operational.

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.

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