



Programme Committee – 2 September 2021

Appendix A – Programme Summary





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Note:

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



Project Health Check (at mid-August)



Project	Cost		Schedule		Risk		HSW		NLHPP Impact	
	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend
Laydown Area (East) - E1a1	n/a		n/a		n/a		n/a		Completed	
Laydown Area (West) & Eastern Access - E1a2	n/a		n/a		n/a		n/a		Completed	
Northern Access - E1b	n/a		n/a		n/a		n/a		Completed	
Transport Yard - E2a	n/a		n/a		n/a		n/a		Completed	
Sewer Diversion (Enabling Works) - E2b	n/a		n/a		n/a		n/a		Completed	
Sewer Diversion (Main Works) - E2c	● →		● →		● →		● →		● →	
EcoPark South – E3a	● ↑		● ↓		● ↓		● →		● ↓	
Northern Area Clearance – E3b	● ↑		● →		● ↓		● →		● →	
Utility Corridor and Main DNO connections - E4	● ↑		● ↑		● →		● →		● ↑	
Energy Recovery Facility (ERF) - E7	● →		● →		● →		● →		● →	
EfW demolition and decommissioning - E8	n/a		n/a		n/a		n/a		n/a	
Southern Access Widening - E9	n/a		n/a		n/a		n/a		n/a	

See next slide for key to RAG status



Project Health Check – Key



Key	Cost	Schedule	Risk	HSW	NLHPP Impact
●	Is on or below the Overall Project Cost Baseline	When the project completion date is on time or early	No unknown risks and low uncertainty within the risk environment	No recorded incidents, accidents or near misses. Any issues are outside the Project's control. Senior leadership engagement, Positive Behaviours and Safety Observations noted and recorded.	If there is no adverse impact on the ability if the NLHPP to deliver on time and within its budget.
●	Increase in known costs or risk of exceeding the Overall Project Cost Baseline	One of more project milestone is late by more than a day	Newly identified risks with some impact to the risk environment in the period	Rise in recorded accidents, lost time or otherwise, or occupational diseases. Normal scheduled HS&W advisor site visits and weekly	If the project has the potential to adversely impact the ability of the NLHPP to deliver on time and within its budget.
●	Unexpected costs arisen likely to cause the Overall Project Cost Baseline to be exceeded	A project critical path milestone is late	High uncertainty within the risk environment identified by their qualitative RAG impact rating (cost, time, reputation)	Any RIDDOR incident or consistent failures to comply with CLC Site Operating Procedures version 4	If the performance of the project is going to impact the NLHPP bringing ERF into service on time or capital cost being exceeded.

Key	Context
→	No material change in status between the current and previous period
↓	Adverse change in status between the current and previous period
↑	Positive change in status between the current and previous period



Schedule Dashboard (at end of June)



Milestone (Critical)	Baseline Date	Forecast Date	Deviation to Baseline Programme (weeks)	Recovery Plan
Complete works to Hawley Road site (Temp long term LEL Transport Yard)	25-Sep-20	09-Nov-20	Complete	Construction complete
Complete Laydown Area	11-Nov-20	26-Mar-21	Complete	Construction Complete. Eastern Access open 01-Mar-21. Contract Completion 26-Mar-21
Sewer Diversion Enabling works - Galldris Remove Hoarding form works area for MH A	23-Sep-20	05-Oct-20	Complete	Construction complete
Complete Sewer Diversion Enabling Works	25-Feb-21	06-Jan-21	Complete	Complete
Start Sewer Diversion Main Works on site	02-Oct-20	02-Oct-20	Complete	Complete
Start Eco Park South Works on site (with some restrictions)	26-Jan-21	26-Jan-21	Complete	Complete
Complete Sewer Diversion main works	01-Sep-21	01-Sep-21	0	00-Jan-00
Operational Commencement of RRF	26-Oct-22	29-Nov-22	-5	
NAC - Northern Area Eastern Section is cleared and available to the ERF Contractor (IF E7-5)	30-Sep-22	30-Sep-22	0	
NAC - Northern Area Western Section is cleared and available to the ERF Contractor (IF E7-6)	15-May-20	15-May-20	0	Consequential delay
ERF - First Fire on Waste	19-Dec-25	23-Jan-26	-5	Consequential delay
ERF - Commissioning - Take Over (O&M engaged in operations)	31-Mar-26	05-May-26	-5	Consequential delay
EfW - Laydown Area Re-Instatement	10-Jul-30	13-Aug-30	-5	Consequential delay
Southern Access Road - Works Complete	15-May-31	18-Jun-31	-5	Consequential delay

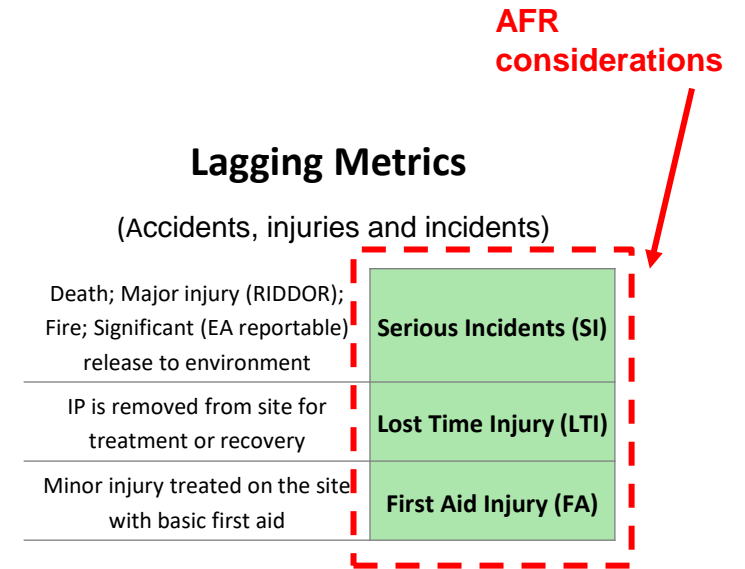


Health, Safety & Wellbeing (HSW) Dashboard

(Explanation of Terminology)



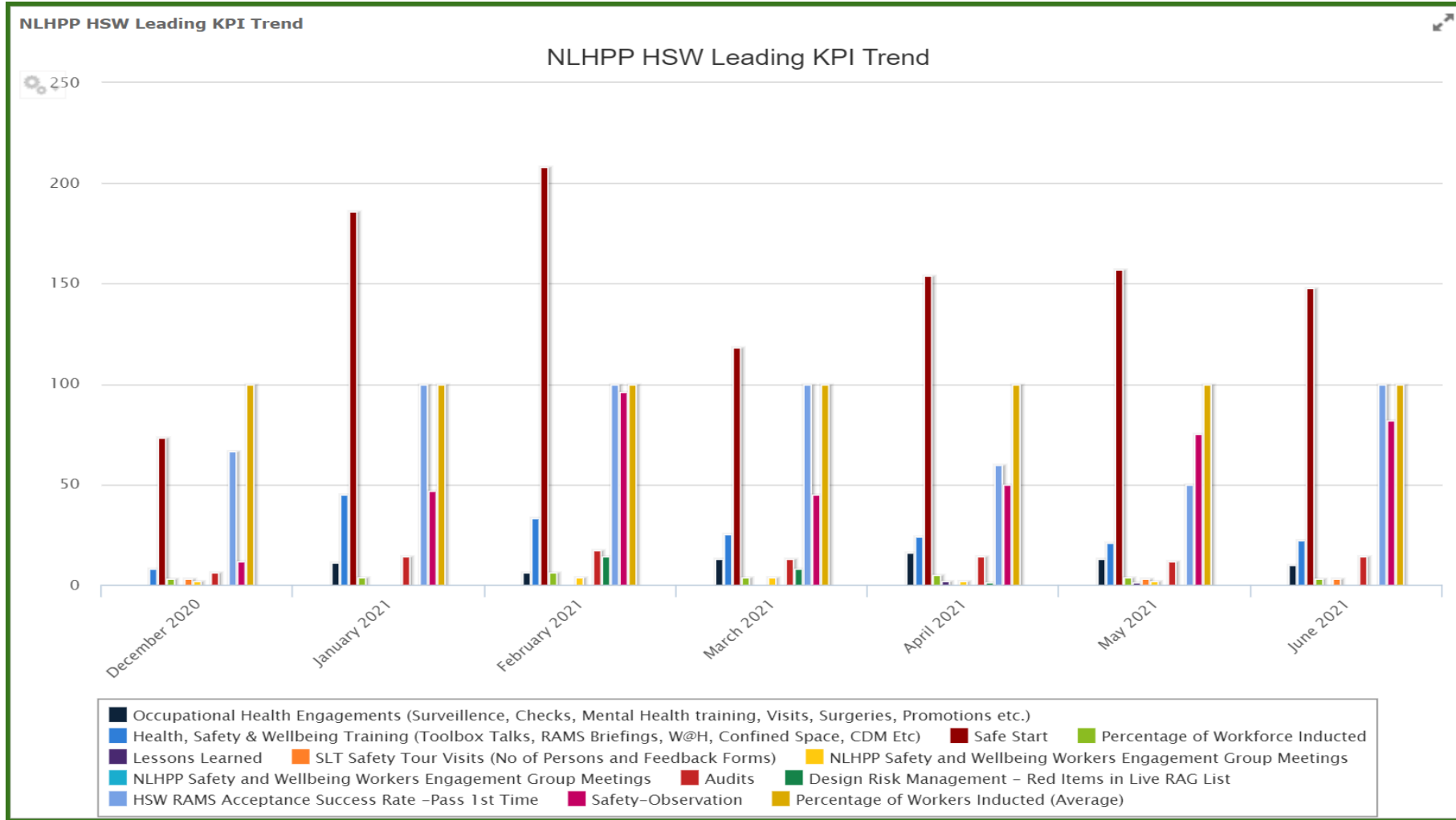
Terminology	Definition	Further Explanation
Leading Metrics	Actions that help to prevent accidents, injuries and incidents	The Health & Safety Executive's (HSE) and others' research has shown that increasing awareness and noting of both good and bad health, safety and wellbeing issues by <u>any and all of</u> the workforce (leading indicators) has shown a significant effect on the reduction in lost time accidents and other untoward events (lagging indicators).
Lagging Metrics	Accidents, injuries and incidents	
Accident Frequency Rate (AFR)	$\frac{[(\text{Number of injuries in the period}) / (\text{Total hours worked during the period})] \times 1,000,000}{\text{i.e. the number of injuries per million hours worked.}}$	The AFR takes into account the first 3 lagging metrics: Serious Incident (SI), Lost Time Injury (LTI) and First Aid Injury (FA), as highlighted in an exert from the Lagging Metrics table.





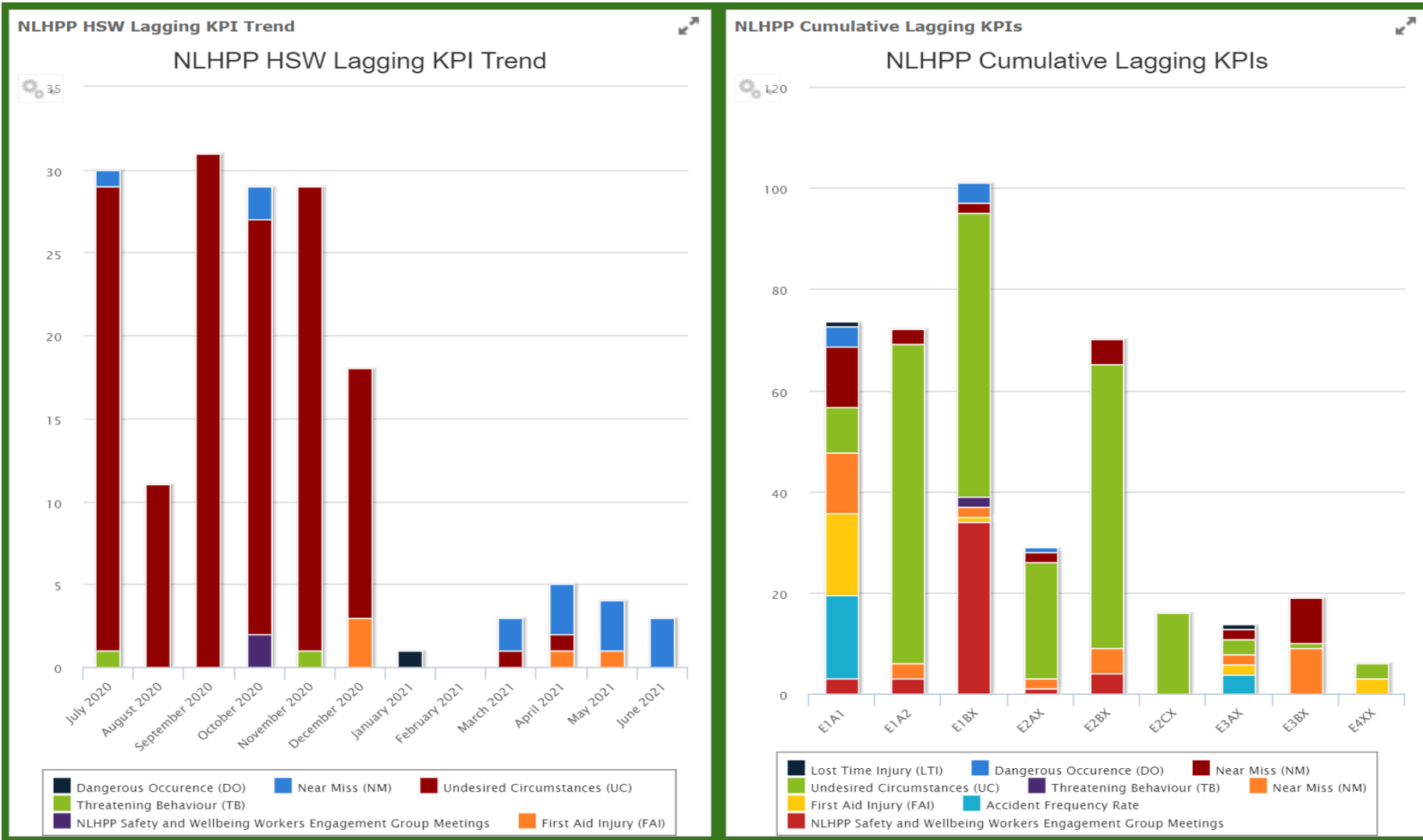
Health, Safety & Wellbeing (HSW) Dashboard

(Summary of Leading Performance Metrics)



Health, Safety & Wellbeing (HSW) Dashboard

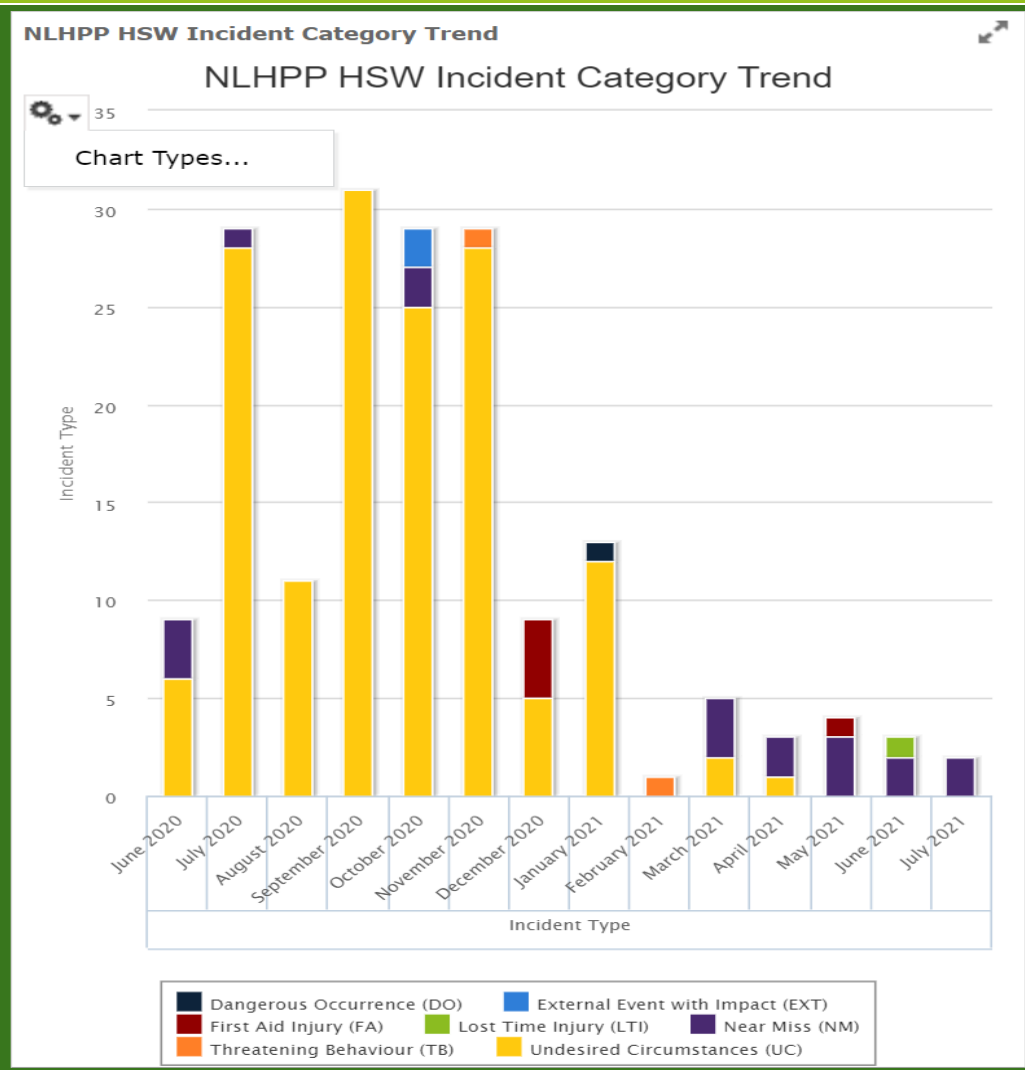
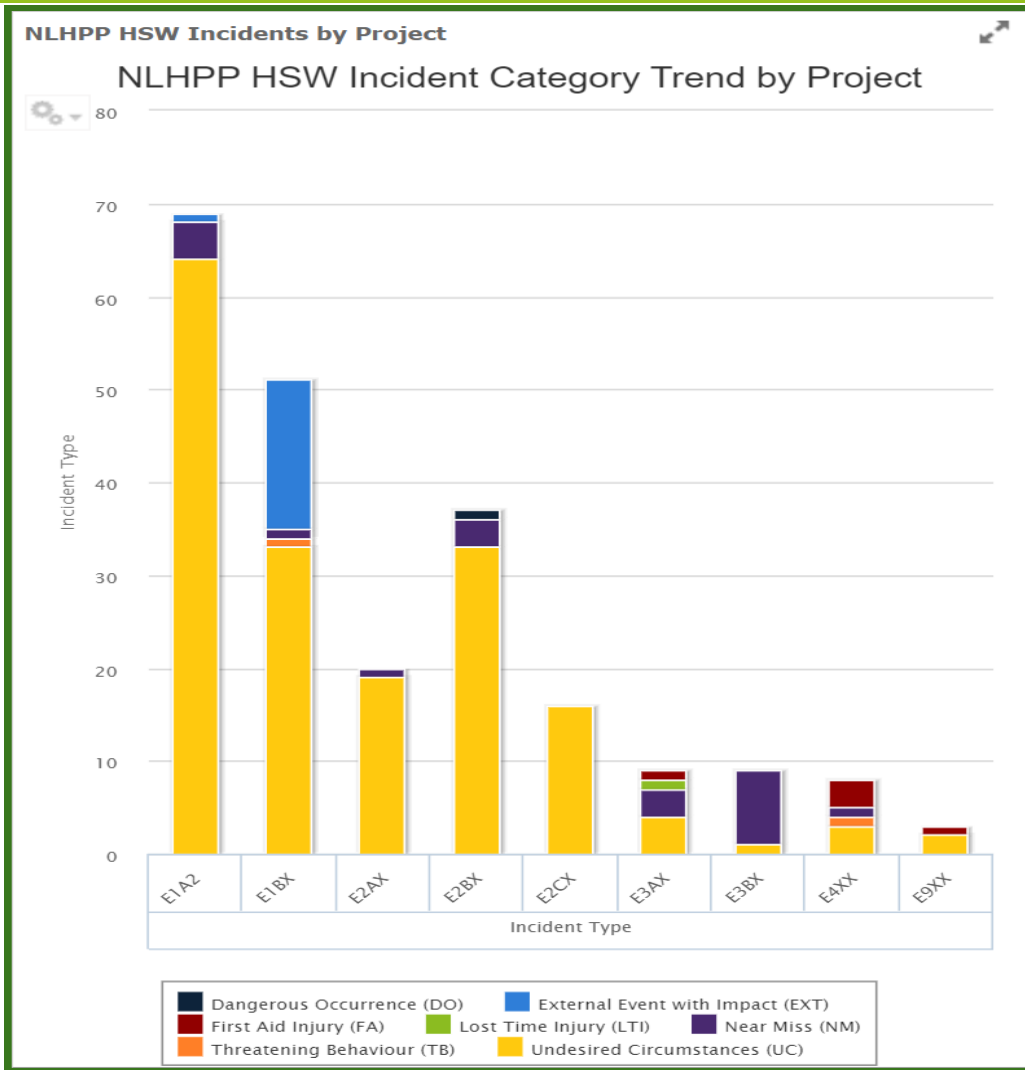
(Summary of Lagging Performance Metrics)





Health, Safety & Wellbeing (HSW) Dashboard

(Summary of Incident Category Trends)





Health, Safety & Wellbeing (HSW) Dashboard

(Accident Frequency Rate & Observation Trends)



Accident Frequency Rate (AFR^{***})

NLHPP

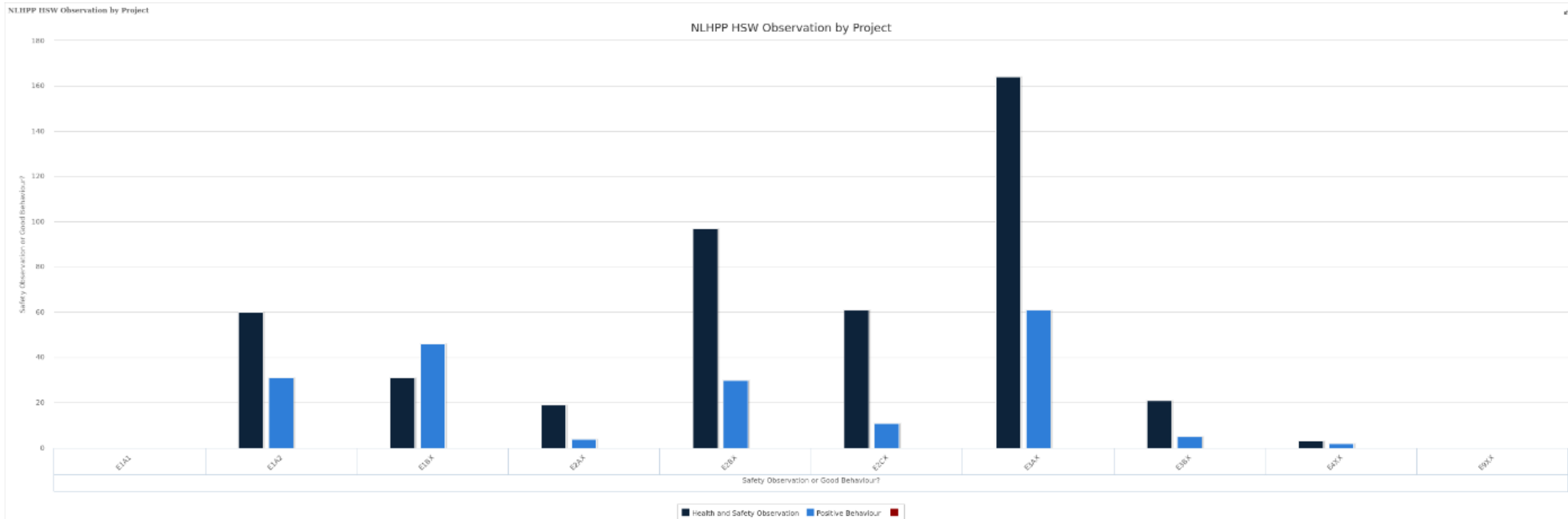
Construction Industry

AFR for Reporting Period

0.12

1.33

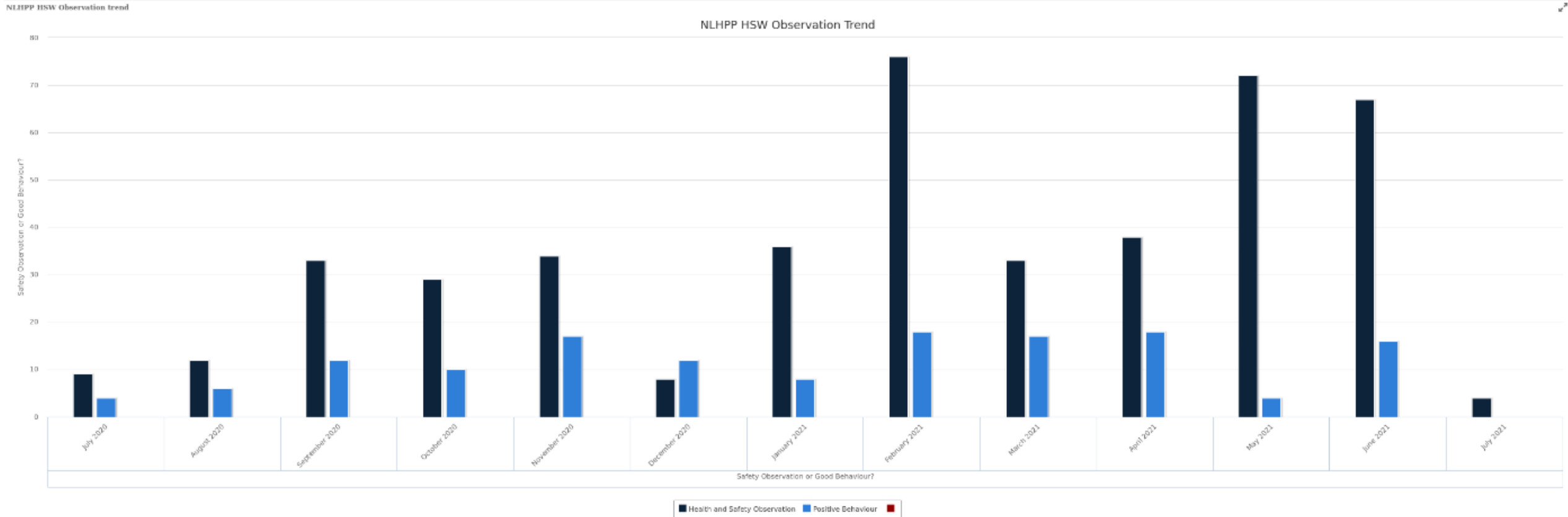
*** The Accident Frequency rate enables comparison of accident rates against hours worked rather than the number of accidents. The calculation is $(\text{number of accidents}) / (\text{number of hours worked on site}) \times 100\,000$. Thus, a project with 1 million hours worked and 3 LTIs would have an AFR of 0.3. The values shown above represent the AFR corresponding to the reporting period.





Health, Safety & Wellbeing (HSW) Dashboard

(Accident Frequency Rate & Observation Trends)





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



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



Social Value Dashboard Summary – 05 August 2021



Social Value Theme	Definition	Target/ Benchmark	Progress
Development Consent Order (DCO) Obligations:			
Apprenticeships	<p>Section 106 obligation to provide 100 apprenticeships, each with a duration of 12 consecutive months. Apprenticeship means a training work scheme:</p> <ul style="list-style-type: none"> (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	<p>45 years of apprentices' employment</p> <p>16 individuals</p>
On-site Skills Training Placements	<p>Section 106 obligation. 'On-Site Skills Training' means no less than 225 training placements offering relevant skills training in various sectors and provided throughout the Construction and Demolition Period, each placement being:</p> <ul style="list-style-type: none"> (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.; <p>and a person undertaking such a training placement shall be an 'OSS Trainee'.</p>	225	72
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%	25%
Local Businesses	Target to maximise contractors' expenditure within the local area (London Boroughs of Enfield, Haringey and Waltham Forest)	10%	36%
Delivery against Industry Benchmarks:			
Equality, Diversity & Inclusion (EDI)	Target to promote women in on-site construction workforce. The benchmark provides a London-wide industry average, although representation of women does vary across different trades and nature of the roles. Monitoring continues to establish reliable comparisons.	13%	5%*
	Target to promote Black, Asian and Minority Ethnic (BAME) Groups in on-site construction workforce. The benchmark provides a London-wide industry average.	19%	21%*

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

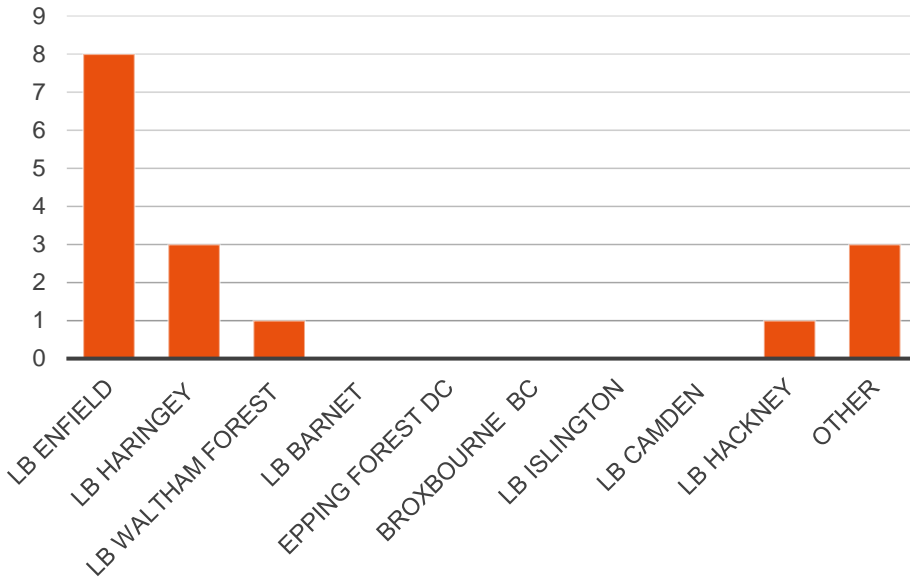


Social Value Dashboard

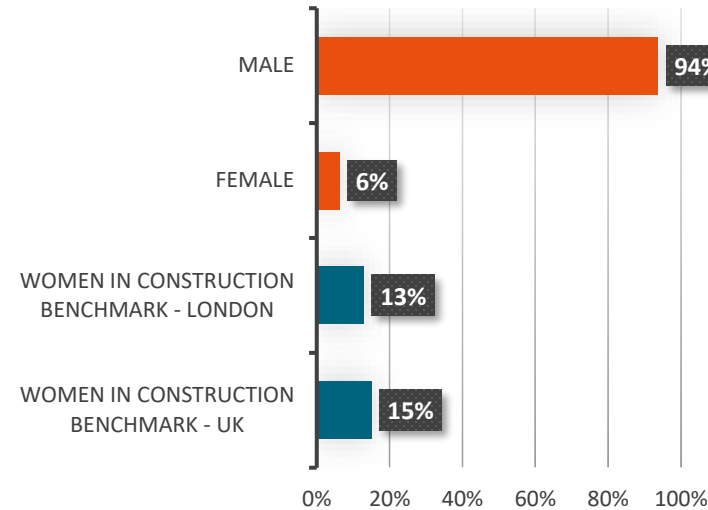
Apprenticeships



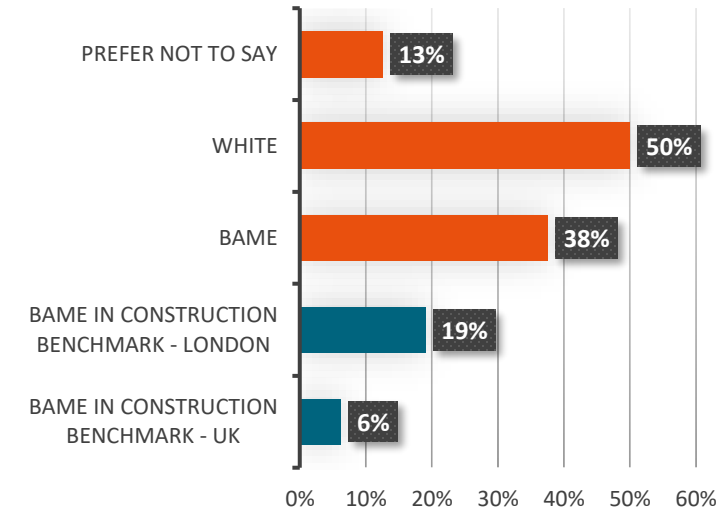
Apprentices - Home Borough



Apprentices - Gender



Apprentices - Ethnicity



Apprentices – Home Borough	Local Wards
LB Enfield	Upper Edmonton (1); Turkey Street (1); Southbury (1); Lower Edmonton (1); Jubilee (2); Grange (1); Chase (1)
LB Haringey	Tottenham Hale (1); Seven Sisters (2)
LB Waltham Forest	Higham Hill (1)
LB Hackney	Haggerston (1)

Delivery & Monitoring:

Data on origin, ethnicity and gender relating to apprentices is collected from contractors on site for monthly reporting.

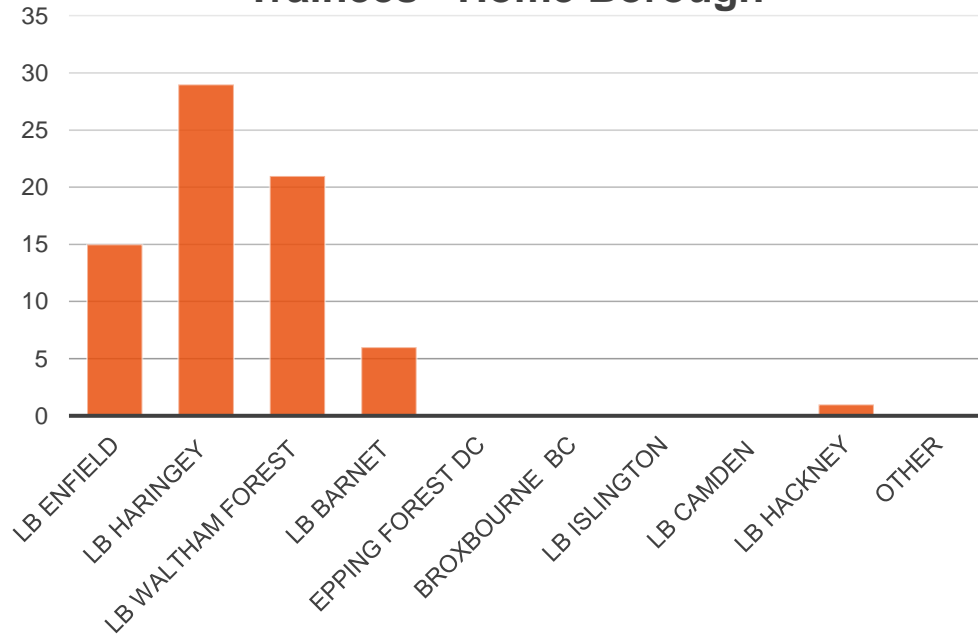
Local employment and recruitment of apprentices is prioritised in the contract (in particular in LB Enfield, LB Haringey and LB Waltham Forest, followed by other north London boroughs).

All construction contractors have policies to encourage equality and diversity in their recruitment practices. They have obligations under the contract with NLWA to eliminate all forms of discrimination in employment practices in accordance with an established single equality scheme.

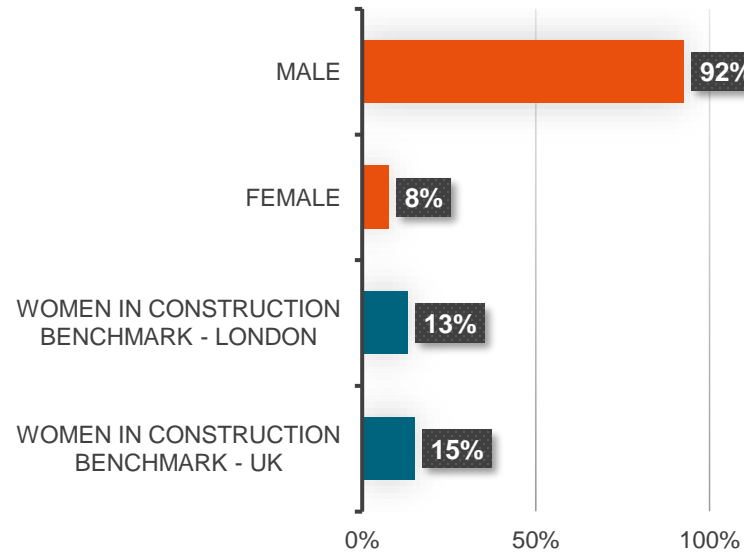
Social Value Dashboard

On-site Skills Training Placements

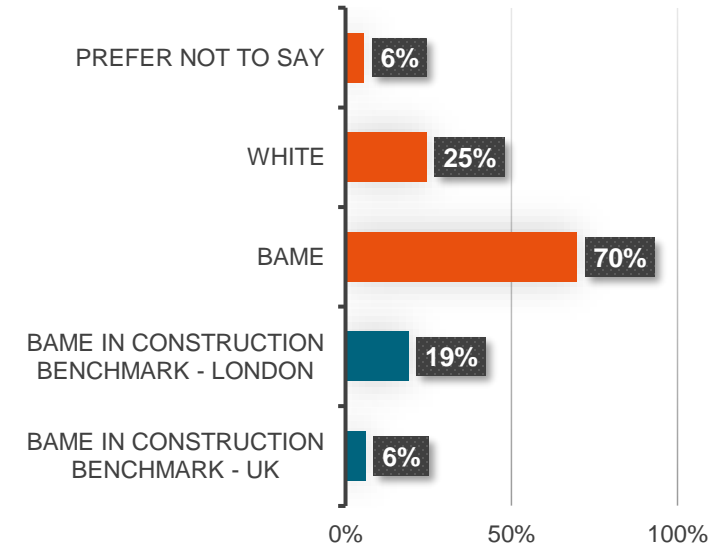
Trainees - Home Borough



Trainees - Gender



Trainees - Ethnicity



Delivery & Monitoring:

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

Training placements are prioritised for local residents (in particular in LB Enfield, LB Haringey and LB Waltham Forest, followed by other north London boroughs). Recruitment of trainees is facilitated through engagement with local Job Centres and agencies.

EDI data relating to the on-site trainees is collected through an end of placement survey and where possible supplemented by information from the training provider. Not all respondents have chosen to report on ethnicity and gender. Information is based on a responses from 53 out of 72 trainees (74%).

APPENDIX B NLHPP COMMUNITY NEWSLETTER AUGUST 2021

Welcome to the NLHPP Community NEWSLETTER



Indicative image of EcoPark House being constructed in 2021

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

The NLHPP

The NLHPP is a new sustainable waste hub in Edmonton. It is an investment in the green infrastructure of the future, to support NLWA's mission of preserving the planet's resources for future generations.

The project is creating jobs, apprenticeships and training opportunities for local people. Find out more and apply via our website: www.northlondonheatandpower.london/buildyourfuture

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

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

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

Community Engagement

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

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



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




During the COVID-19 pandemic we have continued to engage virtually with the local community and held three online **Community Liaison Group** meetings

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



Project Update

EcoPark South and Sewer Diversion construction sites

Key construction updates

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

Environmental benefits of the NLHPP:

The ERF will use the most advanced and proven technology for controlling emissions making it one of the **safest and cleanest facilities** in the UK. Compared to the alternative of landfill, it will **save the equivalent of 215,000 tonnes of CO₂** every year – that's like taking 110,000 cars off the road each year.

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

Local business opportunities

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

BUSINESS SPOTLIGHT



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

Apprenticeships and training

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

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



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

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

Safety First



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

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