



Programme Committee 02 March 2020

Appendix A NLHPP – Dashboard Report





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Please note that this dashboard report and project reports contained in Appendix A of the Programme Update (Part 2) reflect the most recent period-end of 31/01/2020



Programme Summary



Completed within previous period:	Look ahead for next period:
<ul style="list-style-type: none"> • ERF market engagement – The public event has been held to inform interested parties on the project and procurement strategy. • Laydown West – Buckingham Group have mobilised to site to commence construction works. • Apprenticeships – first NLHPP apprentice appointed by Galldris (contractor on the Northern Access works) • Sewer Diversion - Enabling Works - An opportunity to allow for early access to key areas of site has been agreed and planned. Subject to resolution of some logistical and financial actions, this could lead to saving eight weeks on the current schedule, thus reducing the current forecast delay. • Communications – A strategic lead for communications has been mobilised into the NLHPP management team with the focus on delivering proactive management of messages to external stakeholders. 	<ul style="list-style-type: none"> • Northern Area Clearance – assessment to be completed on the options available for preparing the future ERF site for construction. • Sewer Enabling Works – mobilisation to site to commence first construction activities within the EcoPark boundary.
Not achieved in previous period:	Issues for resolution:
<ul style="list-style-type: none"> • Hawley Road Lease – final actions completed during period - ready for completion, (POST PERIOD NOTE – now executed). • Functional Strategies/Programme Manual – good progress made in finalising strategies, all of which are now fully drafted, with final review and approval required. Two strategies are presented for member awareness with this report. 	<ul style="list-style-type: none"> • Laydown East Commercial Agreement – resolution of outstanding contract compensation events remains incomplete. NLHPP Commercial Lead is overseeing negotiations. No current impact on overall programme and estimate of financial impact has been assessed and captured in the project forecast. • Energetik/Lee Valley Heat Network – The interface with LVHN remains an issue with a lack of coordinated plans between projects posing a risk to delivery. Senior level engagement is scheduled in the next period to progress matters. • Statutory Undertakers – Activities required of organisations, such as Cadent, UKPN and the EA are not in direct control of the project team and are leading to uncertainty on future timescales. Engagement ongoing at management level, with escalation routes being reviewed.



Project Health Check



Project	Cost		Schedule		Risk		H&S		Overall	
	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend	In-period	Period Trend
Laydown Area (East) - E1a1	●	→	●	→	●	→	●	→	●	→
Laydown Area (West) & Eastern Access - E1a2	●	→	●	↓	●	↓	●	→	●	→
Northern Access - E1b	●	↓	●	→	●	↓	●	↓	●	↓
Transport Yard - E2a	●	→	●	↓	●	→	●	→	●	↓
Sewer Diversion (Enabling Works) - E2b	●	→	●	→	●	→	●	→	●	→
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	●	→	●	→	●	→	●	→	●	→
Southern Access Widening - E9	●	→	●	→	●	→	●	→	●	→

See next page for key to RAG status



Project Health Check - Key



Key	Cost	Schedule	Risk	Health and Safety	Overall
●	Understood and being managed appropriately for the stage of the project, with performance in line with baseline.	Understood and being managed appropriately for the stage of the project, with performance in line with baseline.	Understood and being managed appropriately for the stage of the project, with performance in line with baseline.	Health and Safety risks understood and being managed effectively. No minor or major incidents reported.	All green
●	Minor concerns emerging, mitigations developed and prepared to keep performance in line with baseline.	Minor concerns emerging, mitigations developed and prepared to keep performance in line with baseline	Minor concerns emerging, mitigations developed and prepared to keep performance in line with baseline	Minor incidents occurring with root causes known and action plans in place.	Two or more amber assessments in functions.
●	Issues being actively managed but high risk of impact on Baseline performance.	Issues being actively managed but high risk of impact on Baseline performance.	Issues being actively managed but high risk of impact on Baseline performance.	Major incidents occurring with senior management intervention.	Any red assessment in any function

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



Health and Safety Dashboard



In Period Commentary on Health, Safety and Environmental Issues

In period site activity has been low on the Laydown Area; as the contractor is mobilising to begin work on the western side. The Northern Access Works contractor (Galldris), has continued to demonstrate high standards of H&S, management. Buckingham (Laydown West), has made improvement in their approach to H&S, as a result of the new team and higher management support. However, they will be closely monitored to ensure this is maintained. Safety issues outside of the two sites continue to be a concern; both are related to careless driving of lorries and motorcycles on access roads and environs by members of the public. Generally the high level of management supervision has resulted in an increased number of safety observations (associated with potentially unsafe behaviours) being recorded; this is a positive indicator of safety awareness and a good attitude to intervention "before the event". Engagement with the contractors has seen positive responses by both site teams. Improvements are being observed in safety documentation such as submitted risk assessments/method statements (RAMS) and construction phase (health and safety) plans (a CDM requirement). The Authority team will continue to closely monitor these in the near future. The team has increased the supervisory resource to prepare for the increased construction activity.

A Health and Safety Development Manager has been mobilised to develop further the Authority-led Health, Safety and Wellbeing (HSW) programme in advance of the increased volume of construction work expected during 2020 and beyond. The purpose is to develop the role of the Authority and actions to be taken by the team as the client across the programme, to drive the highest standards of performance by the contractors and suppliers. The programme will define an assurance/oversight system which will raise standards across the whole delivery team to achieve our ambition of 'zero incidents'.

Active sites	H&S Leadership visits	H&S Audit visits	Weekly H&S Site inspection visits	Monthly Environmental Site Inspection visits
E1A1 - Laydown Area (East)	0	0	3	1
E1B - Northern Access	0	0	3	1

Strategic Overview

Activities Completed in Period	Activities in progress	Look ahead for next period
<p>Health Safety and Wellbeing Strategy has been reviewed by the leadership team</p> <p>Additional Health and Safety resources have been onboarded owing to increased site activity as further contractors mobilise to site.</p>	<p>Further development of HS&W Roadmap to include tasks and timescales and resources</p> <p>Drafting the health, safety & wellbeing perceptions survey</p> <p>Liaising with 'digital' and BIM on the project to investigate the use of 3D and 4D modelling, especially for construction sequences</p>	<p>Industry benchmarking through visits to exemplar projects</p> <p>Health, safety & wellbeing perceptions survey to be issued to project team members</p> <p>Health, Safety & Wellbeing awareness and training programme about to be launched.</p>



Schedule Dashboard



Milestone (Critical)	Baseline Date	Forecast Date	Deviation to Baseline	Interface	Recovery Plan
Complete works to Hawley Road site (Temp long term LEL Transport Yard)	06 July 2020	06 July 2020	0 weeks	Enables start of enabling works to Shaft A	
Complete Laydown Area	11 November 2020	11 November 2020	0 weeks	Enables new Eastern Access road to open to light traffic.	
Start Enabling Works to Shaft A Area on site	17 June 2020	17 June 2020	0 weeks	Requires relocation of Transport Yard to Hawley Road	
Complete Sewer Diversion Enabling Works	13 November 2020	02 October 2020	6 weeks	Enables access to the Sewer Diversion Main Works contractor.	
Start Sewer Diversion Main Works on site	16 November 2020	23 September 2020	8 weeks	Requires enabling works to Shaft A area to be completed	
Start EcoPark South Works on site (with some restrictions)	25 January 2021	25 January 2021	0 weeks	Access to sewer shaft construction area not available until December 2021	
Complete Sewer Diversion work	18 August 2021	27 September 2021	-6 weeks	Enables access to full EcoPark South work site	Working with the appointed contractor to identify schedule opportunities during construction.
Operational Commencement of RRF	25 October 2022	30 November 2022	-5 weeks	Enables transition of existing operations and commencement of Northern Area Clearance.	Work with the (to be) appointed contractor to identify schedule opportunities during construction.
Northern Area Clearance - Remediation Complete	31 March 2023	08 May 2023	- 5 weeks	Enables the commencement of ERF construction works	Examining options to make the northern area of the site available at an early stage to commence clearance work. This will enable the early forecast of the ERF start
ERF – Commissioning – Take over (O&M engaged in operations)	19 December 2025	26 January 2026	- 5 weeks	Requires construction to be complete.	
EFW – Laydown Area Re-Instatement	19 June 2030	25 July 2030	- 5 weeks	Enables new Eastern Access road to open to light traffic.	
Southern Access Road – Works Complete	14 May 2031	20 June 2031	- 5 weeks	Requires relocation of Transport Yard to Hawley Road	



Risk Dashboard



Risk Register Summary Statistics

Summary Statistics	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20
In-period active risks	372	353	346	353	354	368
Risks raised in period	8	6	3	7	3	24
Risks closed in-period	8	25	10	0	2	10
Risks Expiring Next Period	2	5	3	4	1	9

Risk count by RAG (score) categorisation

		Risk distribution (Probability x Impact)				
Probability	VH	9	4	1	1	1
	H	4	11	19	14	2
	M	11	32	23	16	14
	L	25	34	28	20	16
	VL	14	12	11	6	1
		VL	L	M	H	VH
		Impact				

Key risks by impact

Project	Risk Event	Mitigation Control Plan
E3a (EcoPark South Construction)	Scope for southern site utilities is immature at current and may change	1) Produce Utilities scope/brief to inform the D&B contract and clarify Utilities risk profile for inclusion during procurement 2) Trial pits to be completed in order to validate utility model by Mar-20.
E3b Northern Area Clearance (NAC)	If the EcoPark South works are delayed it will have a direct impact on NAC programme.	1) Finalise development of agreed NAC programme.
Programme Wide	LVHN may disrupt NLHPP works due to misalignments and conflicts in construction programme.	1) Evaluate LVHN programme to understand conflicts and agree approach to the monitoring and management of LVHN works for duration of NLHPP.

Key risks by proximity (next 12 months)

Project	Risk Event	Mitigation Control Plan
E2b (Enabling Works)	Access to Transport Yard Building Area not provided on Advised Date (July 2020)	1) Finalise Lease with LBE and complete procurement. 2) Agree alternative access strategies e.g. partial access to phase 2.
E3a (EcoPark South Construction)	Enabling works to support operations during EPSC may not be completed in time for construction start on site.	1) Agree programme to design, procure and construct EPSC enabling works pre-contract start on site. 2) Determine whether alternative option to weighbridges can be adopted.
E2b (Enabling Works)	UKPN & Cadent may fail to meet delivery programmes	1) Agree and confirm access dates for each statutory undertaker and establish communication protocols.

APPENDIX B: RESPONSE TO INACCURACIES ABOUT NLHPP

Response to inaccuracies about NLHPP

February 2020



This briefing note has been prepared by North London Waste Authority (NLWA) to address the uncertainties and the misinformation that has been communicated in relation to the North London Heat and Power Project (NLHPP) by certain groups.

Inaccurate claim	NLHPP response
The NLHPP will contribute negatively to the Climate Emergency	The NLHPP is a vital part of the solution for tackling the Climate Emergency <ul style="list-style-type: none">• NLWA recognises the importance of tackling the Climate Emergency. As a waste authority, our most important priority is to protect our planet and preserve resources for future generations.• The NLHPP is a major part of NLWA's action to tackle the Climate Emergency. It is also integral to our wider waste strategy, which prioritises waste reduction and recycling in line with the waste hierarchy.• The project is part of the climate solution because it will prevent our residents' non-recyclable waste being sent to landfill. There isn't a 'do nothing' option and the alternative would be landfilling.• Instead, the world-class ERF will generate low-carbon heat and power from non-recyclable waste. This will be enough to provide energy for 127,000 homes – equivalent to all the homes in Enfield.• The ERF will save the equivalent of 215,000 tonnes of CO2 every year compared to landfill, which is like taking 110,000 cars off the road each year.
The NLHPP is not compatible with Net Zero	The project is completely in keeping with the development of a Net Zero carbon economy <ul style="list-style-type: none">• The project is consistent with the ambitions set out by the Climate Change Committee (CCC) to meet Net Zero. The CCC is clear that this requires a dramatic reduction in landfilling through the 2020s. It also requires a fourfold increase in low-carbon energy generation, like that generated by our Energy Recovery Facility.
Energy from waste is not supported by scientists and governmental organisations.	Energy from waste is supported by the government and its technical experts. <ul style="list-style-type: none">• Energy from Waste is supported by the Government, as well as technical specialists including the Environment Agency and Public Health England. Our project recently received a substantial funding award from the government because of its benefits for the environment and society.

Response to inaccuracies about NLHPP

February 2020



Inaccurate claim	NLHPP response
<p>The NLHPP will compete with recycling and the circular economy</p>	<p>The NLHPP is fully consistent with higher recycling rates.</p> <ul style="list-style-type: none"> • The NLHPP supports the circular economy and the NLWA's award-winning programme of activity to reduce waste and increase recycling – the most extensive of any authority in London. • The new facility will not undermine the NLWA's efforts to increase recycling. In the UK and across Europe, the most successful recyclers use energy recovery to treat non-recyclable waste and reduce landfill. In continental Europe this includes countries like Austria, Belgium and Germany. The same trend can be seen in the UK, with some of the local authorities with the best recycling rates using energy from waste – including South Oxfordshire and Stratford-Upon-Avon. • The NLHPP provides a rare opportunity to move towards a more circular economy. We're investing in new facilities to boost recycling across north London, including the first ever public reuse and recycling centre at the EcoPark for the benefit of north London residents. • The new Resource Recovery Facility will provide capacity to enable thousands of tonnes of wood, metal and plastic to be recycled every year. • A new educational hub called EcoPark House will help people understand the importance of reducing their waste and developing a truly circular economy.
<p>There was minimal consultation on the project</p>	<p>The project obtained development consent following extensive consultation with local communities.</p> <ul style="list-style-type: none"> • It is not true that there was minimal consultation. As part of the Development Consent Order (DCO), NLWA carried out an extensive two-stage consultation with local residents and stakeholders over a number of years. This included a series of consultation events which were widely advertised by leaflet, press notices and online adverts. • The project would not have achieved consent unless thorough consultation had been demonstrated.

Response to inaccuracies about NLHPP

February 2020



Inaccurate claim	NLHPP response
<p>The facility is a risk to public health</p>	<p>The NLHPP will be one of the safest and cleanest energy from waste facilities in the UK.</p> <ul style="list-style-type: none"> • Our published analysis for the NLHPP shows clearly that no concentrations of pollutants will breach any air quality requirements. • All energy from waste plants are regulated by the Environment Agency which enforces statutory requirements. • Our world-class facility will use proven, reliable and efficient technology to treat emissions – including the highest class of emissions control technology available. Our Energy Recovery Facility will be the first in the country to use Selective Catalytic Reduction to control emissions of nitrogen dioxide. • This is the same proven technology used in the Amager Bakke facility in Copenhagen, which is often pointed to as a global benchmark for emissions cleaning. • The current facility operates at 20% better than permitted levels of emissions of nitrogen oxides. The new facility will perform at 60% better. Combined with this, we will use the best flue gas treatment available.
<p>There are better alternatives for treating non-recyclable waste</p>	<p>The NLHPP is the only proven, sustainable and cost-effective solution for treating the required volumes of waste at Edmonton EcoPark.</p> <ul style="list-style-type: none"> • NLWA carefully considered the options as part of the consenting process. The other options simply do not work: <ul style="list-style-type: none"> - Landfill is significantly worse for the environment and more expensive; - Using third party energy from waste facilities is more expensive and would add thousands of lorries to the roads, which would require journeys of 80-200km. This is not compatible with self-sufficient waste management in north London; - Advanced thermal treatment is unproven at the scale we need; - Mechanical biological treatment is more expensive and produces fuel that needs to be burned anyway; and, - Anaerobic digestion and materials recycling is already used by NLWA to treat organic waste, but it can't be used for non-recyclable waste.

Response to inaccuracies about NLHPP

February 2020



Inaccurate claim	NLHPP response
The project will have a negative impact on the local community	<p>The NLHPP will deliver wide-ranging benefits for the local community.</p> <ul style="list-style-type: none">• Our job generating project is part of the ongoing regeneration of Edmonton and an exciting part of its future.• Our facilities are instrumental in supporting jobs and businesses in the area. Alongside new jobs in a high-tech sector, we are creating at least 100 apprenticeships and working in partnership with local colleges, including Enfield College, to maximise these opportunities.• The project will support an extensive programme of skills training, with 225 opportunities available through the construction phase.• The existing facilities at Edmonton EcoPark are already instrumental in supporting jobs and businesses in the area. For example, the Ark Data Centre in Edmonton runs solely on energy produced by our existing plant.• The new Energy Recovery Facility will have even greater benefits for the local economy because it has the potential to provide low-carbon heat for the major mixed-use development at Meridian Water. This will comprise of 10,000 new homes once complete.
The project can be stopped because construction has only just started	<p>The project has been consented by the Government and is now being built in line with the consent.</p> <ul style="list-style-type: none">• The project obtained development consent in 2017 following a rigorous assessment of the relevant environmental factors, extensive public consultation and a comprehensive analysis of the options.• Work to deliver the project in line with the DCO started in 2019 and rapid progress has been made to prepare the site for construction.• 2020 will be a landmark year, with work commencing on the new recycling facilities.• A legal challenge to judicially review the project was refused by the Court in November 2019, confirming that this crucial project for north London's residents will continue to move forward fully in line with the planned timetable.