



Programme Committee Meeting 29 October 2019

Appendix A NLHPP – Dashboard Report



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Please note that the dashboard contains information updated to the date of report publication (17/10/19). The project reports contained in Appendix A of the Programme Update (Part 2) reflect the most recent period-end of 27/09/19. Any discrepancies between these reflect events and information coming to light in the period in between.

Programme Summary

Completed within previous period:	Look ahead for next period:
<ul style="list-style-type: none"> • Northern Access Works (E1b) - Contractor mobilised and site preparation works commenced. • Transport Yard - Full planning application for the works submitted to LBE • Asite – launched and transition from previous data-room complete. • Intrusive Surveys – Works have commenced on site • EcoPark South - Delegation from Members to begin procurement process. 	<ul style="list-style-type: none"> • Sewer Diversion Enabling and Main Works (E2a,b) – Contract Awards to be made • Laydown Area West and Eastern Access (E1a2) – Commencement of contractor mobilisation following contract signature. • EcoPark South (E3) <ul style="list-style-type: none"> - Finalisation of ITT documentation and publication - Market information Day to be held. • Transport Yard (E2a) <ul style="list-style-type: none"> - Preparation and issuance of ITT. - Commencement of ground investigations.
Not achieved in previous period:	Issues for resolution:
<ul style="list-style-type: none"> • Laydown Area East: <ul style="list-style-type: none"> • Laydown East contract completion – detailed assessment of schedule and cost situation underway with NLHPP Project Manager and Contractor. A number of compensation events have been raised and rejected by the NLWA, but may require more discussion to close. • Laydown West contract award – execution deliberately delayed to allow finalising of the contract programme, to ensure robust monitoring can take place from commencement. No current critical path impact, works scheduled to start on site in January. • Interface between contracts is subject of current review – not considered to have any critical path impact. 	<ul style="list-style-type: none"> • Schedule delay to completion of Sewer Diversion and EcoPark South works - development of recovery plans are underway, focussing on works phasing plans and interfaces between contractors • UKPN works – have unexpectedly commenced works in Ardra Road which creates logistics and H&S risks for NLWA and Northern Access works. Project Manager and Contractor working together to respond to challenge. • Cadent routing study - required to inform re-baselining of E4 works and to understand interfaces with EPS and ERF construction works. PM engaging with Cadent. • BIM (building information management) - development of capability is not as advanced as it should be. New PM appointed to lead and develop the discipline. • Northern Area Clearance – baselining of this new project required – PM now appointed and progressing execution plan.




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	●	NEW	●	NEW	●	NEW	●	NEW	●	NEW
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

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)	6 July 2020	6 July 2020	0	Enables start of enabling works to Shaft A	
Complete Laydown Area	30 October 2020	30 Oct 2020	0	Enables new Eastern Access road to open to light traffic.	Th2-A0000
Start Enabling Works to Shaft A Area on site	7 July 2020	7 July 2020	0	Requires relocation of Transport Yard to Hawley Road	
Start Sewer Diversion Works on site	16 Nov 2020	16 Nov 2020	0	Requires enabling works to Shaft A area to be completed	
Start EcoPark South Works on site (with some restrictions)	25 Jan 2021	25 Jan 2021	0	Access to sewer shaft construction area not available until December 2021	
Complete Sewer Diversion work	25 August 2021	17 Dec 2021	- 16 weeks	Enables access to full EcoPark South work site	Earlier migration of transport yard activities to Hawley Road Review with LEL potential for bringing forward a partial handover of LEL's current transport yard facilities to the Sewer Enabling Works contractor, enabling earlier start of construction works. Bringing forward a partial handover of sewer shaft areas from the Enabling Works to the Main Works contractors.
Completion of Construction works EcoPark South (RRF)	01 Aug 2022	21 Nov 2022	- 16 weeks	Enables transition of existing operations and commencement of Northern Area Clearance.	Early Contractor Involvement of EcoPark South Contractor to benefit from specialist construction knowledge/logistics planning. Shared construction space between EcoPark South and Sewer Diversion Main Works contractors.
Northern Area Clearance - Remediated Complete	31 March 23	31 March 23	Under Review	Enables the commencement of ERF construction works	As the later projects are still being developed in detail, we have assumed no immediate impact, and that any delay to the EcoPark South completion date can be recovered subsequently.
ERF – Commissioning – Take over (O&M engaged in operations)	19 Dec 2025	19 Dec 2025	0	Requires construction to be complete.	
EFW – Demolition Complete	19 June 2030	19 June 2030	0	Requires ERF to be fully operational.	
Southern Access Road – Works Complete	14 May 2031	14 May 2031	0	Overall programme complete	

Risk Dashboard

Risk Register Summary Statistics

Summary Statistics	May-19	Jun-19	Jul-19	Aug-19	Sep-19
In-period active risks	382	381	372	372	353
Risks raised in period	4	1	5	8	6
Risks closed in-period	0	2	14	8	25
Risks Expiring Next Period	1	2	1	2	5

Risk count by RAG (score) categorisation

		Risk distribution (Probability x Impact)				
Probability	VH	3	1	1	1	1
	H	2	12	16	15	2
	M	20	30	26	15	13
	L	31	51	32	25	18
	VL	3	4	1	1	0
		VL	L	M	H	VH
		Impact				

Key risks by impact

Project	Risk Event	RAG	Mitigation Control Plan
Programme Wide	Project delivery works may impact LEL site operations beyond planned scenarios		1) Establish NLHPP/Operator Construction Management Plan and agree interface management procedures for on-site Contractors and Operator.
E3b (Northern Area Clearance)	Extent of sub-ground works may result in a delay to ERF site access.		1) Commence study to over-lay proposed ERF against existing infrastructure to determine gaps in removal. 2) Assess alternative operational strategies to enable earlier access to Northern Area.
E4 (Utility Bridge and Corridor)	Cadent estimate for works is high level and therefore the final cost may exceed current estimates.		1) Complete Cadent options study and agree optimal cable route and therefore establish higher cost certainty.

Key risks by proximity (next 12 months)

Project	Risk Event	RAG	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) Investigate alternative access strategies e.g. partial access to phase 2.
E2c (Sewer Diversion)	UKPN & Cadent may fail to meet delivery programmes		1) Obtain programme from each statutory undertaker and agree communication protocols.
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.