



Authority Meeting 2 December 2019

Appendix A NLHPP – Dashboard Report



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Programme Summary




Completed within previous period:	Look ahead for next period:
<ul style="list-style-type: none"> • EcoPark South (E3) – Market Information Day held and public procurement launched. • Transport Yard (E2a) - Preparation and issuance of ITT achieved and ground investigations commenced. • Schedule Risk Analysis – First cycle of this completed and highlighting a low probability of achieving completion of EPS construction in the current baseline timeline. • Northern Access (E1b) – Site Establishment has proceeded well and the contractor (Galldris) is preparing to commence construction activities. • Carbon Impact Report - Report produced for the Authority by Ramboll was released publicly and provides an analysis of the expected carbon impact of the new ERF versus the landfill alternative. • Budget Preparation – Work has begun to verify the NLHPP budget for all activities scheduled across the next three financial years. 	<ul style="list-style-type: none"> • Finance - Confirmation of reduced rate funding application. <i>[now received]</i> • Northern Area Clearance – defining of the scope for this project and development of the initial execution plan. • Cadent Gas supply route – Options report expected to inform routing decision. • NLHPP Commercial Lead - Appointment this key NLWA role. • ERF – continued development of the schedule and procurement strategy ahead of further member engagement in early 2020. • Schedule Forecast Improvement - Contract finalisation discussions ahead of execution will likely lead to a saving of four weeks against the current forecast.
Not achieved in previous period:	Issues for resolution:
<ul style="list-style-type: none"> • Sewer Diversion Enabling and Main Works (E2a,b) – Contracts awaiting execution, the Project Manager is pursuing. • Laydown Area West and Eastern Access (E1a2) – Contract awaiting execution, the Project Manager is pursuing. • Utilities Corridor – Re-baselining and revision of schedule required. Project Manager awaiting key technical report. 	<ul style="list-style-type: none"> • Laydown Area East – Works remain in delay and programme yet to be accepted. Project Manager continuing discussions to resolve. • Interface Management – Development of agreed phasing drawings to support the management of site sequencing and construction activities. • Safety at the Northern Access road – Concerns have been raised with regards safety due to the multiple activities and stakeholders working in the area. <i>[now resolved]</i>




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

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.	1a2-A9000
Start Enabling Works to Shaft A Area on site	7 July 2020	7 July 2020	0	Requires relocation of Transport Yard to Hawley Road	
Complete Enabling Works	2 Oct 2020	2 Oct 2020	0	Enables access to the Sewer Diversion Main Works contractor.	
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	E03-A7040-015
Complete Sewer Diversion work	25 Aug 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	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19
In-period active risks	381	372	372	353	346
Risks raised in period	1	5	8	6	3
Risks closed in-period	2	14	8	25	10
Risks Expiring Next Period	2	1	2	5	3

Risk count by RAG (score) categorisation

		Risk distribution (Probability x Impact)				
Probability	VH	4	1	1	1	1
	H	2	9	16	15	2
	M	17	31	26	15	13
	L	26	52	31	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
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)	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.
E2c (Sewer Diversion)	It may not be possible to meet the baseline programme for delivering the Sewer Main Works		1) Arrange collaborative workshop with Contractors to determine feasibility of earlier site access for Main Works and 24 hour working.