

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: 21 JUNE 2019

SUMMARY OF REPORT:

This report provides Members with an update on progress of the North London Heat and Power Project (NLHPP) as at the 31 May 2019.

RECOMMENDATIONS:

The Authority is recommended to:

- A. Note the contents of this report.

SIGNED:  Programme Director

DATE: 11 June 2019

1. INTRODUCTION AND PURPOSE

- 1.1. The North London Heat and Power Project is the programme of works authorised by Development Consent Order 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 of waste incorporating a public Reuse and Recycling Centre, and EcoPark House, 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. This report reflects the status of the programme on the 31 May 2019, the end of the most recent reporting period. Where significant updates have occurred to this status since that date, an update has been included.
- 1.3. The Programme Committee on 3 June 2019 considered the format of reporting, and commented on the sample dashboard presented. This report has taken those comments into account and a revised dashboard is included in Appendix A.

2. PROGRAMME DIRECTORS STATEMENT

Achievements

- 2.1. In the recent period, the programme has progressed positively on a number of fronts.
- 2.2. The third phase of ground investigations within the EcoPark has begun on site. This is being delivered to provide vital data about the nature of the ground conditions in the areas of future assets. The outputs will inform development of design and construction plans, and ultimately reduce the risks associated with unknown ground conditions.
- 2.3. Key resource gaps have been filled, including leaders for the Commercial and Health, Safety & Wellbeing functions as well as additional project management support for delivery roles. This has brought valuable programme additional expertise and assurance to these functions. Remodelling of the NLWA office in Berol House has now enabled the programme management team to co-locate and has positively impacted on the culture of the programme and allowed closer cooperation and more efficient development of working practices and reports.
- 2.4. The development of management strategies and processes has continued, including data-focussed reporting evidenced by the information now available to Members in this report.

Concerns

- 2.5. As noted last month the management of safety within the Laydown Area East construction site has been a priority. While primary issues have been addressed on

site, as discussed later in this report, the programme team are continuing to engage with senior management of the contractor and to monitor ongoing improvements.

- 2.6. A key to success of the programme is within the interfaces between early phase projects - the transport yard relocation, sewer diversion works and the RRF construction. Enhancing the teams' understanding of the detailed requirements of these works and accurately planning both the timing and location of each phase is of vital importance. Regular and ongoing engagement between LEL, technical advisors and the programme's planning team is progressing this concern to a resolution.

Current Focus

- 2.7. Following discussion at the Member briefing in May, the programme's baseline budget is undergoing an assurance review, focussing on contingency allowances and RRF construction estimates. This will take place through a bench-marking exercise and value engineering process respectively. The delivery options for the RRF and procurement strategy for the ERF are also being reviewed in terms of benefits and cost to achieve best value for the Authority. This is intended to provide further confidence to Members on the upper range of programme outturns and will be reported upon at the next Committee Meeting.
- 2.8. In addition to the NLHPP programme costs, work is also ongoing to revisit delivery options for the Authority's waste disposal obligations, in particular, the strategy for securing third party waste and revenue. This work is intended to aid the development of the finance strategy, in conjunction with the Borough Directors of Finance, to provide a levy in line with the overall Borough strategies.
- 2.9. Procurement activities are a substantial focus with key procurement milestones approaching, the sewer diversion (E2c, main works) Invitation to Tender (ITT) was issued on the 6th June, and ITT returns are expected the following week for the Northern Access Road (E1b). Review of the RRF procurement strategy is due to complete, and market information days are being planned for the commencement of this procurement process.
- 2.10. With the new Health, Safety & Wellbeing (HSW) Lead in place, the implementation of the HSW requirements plan and assurance plan are naturally a key focus and will continue over the coming weeks and months.
- 2.11. Developing the employment relations policy and code of practice is ongoing. This is targeted at implementation of consistent and fair working practices and compensation packages across the multiple contractors that will be on site during the course of the programme. The employment relations policy and code of practice will be presented to members in the July Committee Meeting.

3. PROJECT SUMMARY

- 3.1. The NLHPP programme has been structured as a series of projects. The status of each is presented below. The baseline dates referred to in this section are set out in the table in section 4 below.

- 3.1.1. E1a1 (Laydown Area East) – Construction is progressing on site and is due to be completed in August 2019.
- 3.1.2. E1a2 (Laydown Area West and Eastern Access) – Procurement is ongoing as per the baseline, tender returns are due on 25 June 2019.
- 3.1.3. E1b (Northern Access) – Procurement is ongoing as per the baseline, tender returns are due on 11 June 2019.
- 3.1.4. E2a (Transport Yard relocation) – Negotiations for a temporary lease for land with LB Enfield are ongoing. Design and planning documentation is being prepared for submission to LB Enfield.
- 3.1.5. E2b (Sewer Diversion Enabling Works) - The ITT issue date is delayed from May 2019 to late June 2019, subject to progress on the Transport Yard lease negotiation. The procurement for intrusive surveys of existing utilities is being finalised.
- 3.1.6. E2c (Sewer Diversion Main Works) - ITT documents were finalised and issued on 6 June 2019.
- 3.1.7. E3 (RRF) - Value engineering reviews of the design are underway and a number of opportunities are being explored to ensure that the design offers the best possible value for money for the asset.
- 3.1.8. E4 (Utility Corridor and Main DNO connections) – Engagement with UKPN (electricity), Cadent (Gas) and Thames Water (Water) is ongoing to confirm timescales for the supplies to be constructed and commissioned.
- 3.1.9. E6 (EcoPark House) – Value engineering reviews of the design are underway and a number of opportunities are being explored to ensure that the design offers the best possible value for money asset.

An update on the outcomes of the value engineering work will be presented to Members at the Programme Committee meeting in July.
- 3.1.10. E7 (ERF) – A working group has been set up to review the delivery strategy for the ERF, to provide advice to Members on the appropriate way forward to deliver a procurement and contracting approach that provides the necessary quality and value for money.
- 3.1.11. E8 (EfW demolition and decommissioning) and E9 (Southern Access widening) – these have no current activities underway but are being kept under review.

3.2. The site-wide Construction Management Plan (CMP) is being finalised. This sets out the overarching fundamentals on how construction is envisaged to be managed in conjunction with the ongoing operations.

4. SCHEDULE SUMMARY

4.1. The NLHPP programme is currently forecasting to deliver the overall programme in line with the baseline schedule. While early projects are showing delays against specific activities, a combination of float between projects, and planned mitigations being implemented it is anticipated that the programme will remain on track.

4.2. The following milestones (reflecting significant points in delivery) have been identified and highlighted for Authority awareness, along with progress against them and where appropriate mitigation plans to recover identified delays. The deviations reported in the table below are based on working days.

Milestone	Baseline Date	Current Forecast	Deviation	Project Management Mitigation Plans & Actions
Transport Yard Relocation (Permanent Move)	06-Apr-20	06-Apr-20	0	1. Early engagement with LB Enfield on planning requirements with a pre-application prior to final planning permission submission.
Sewer Diversion Enabling Works - Transition & Commissioning Complete	28-Feb-20	30-Sep-20	153	1. Developing an interim solution move of transport yard operations prior to permanent relocations. 2. Prioritisation of intrusive surveys to locations that are required for this project.
Sewer Diversion Main Works Construction Complete (for RRF)	12-Apr-21	04-Aug-21	82	1. Developing an interim solution move of transport yard operations prior to permanent relocations. 2. Constructability reviews to expedite delivery and determine efficiencies in the construction schedule
RRF - Construction Complete	30-Sep-22	30-Sep-22	0	1. Review of the procurement strategy to determine if timescales can be reduced. 2. Review of construction interfaces between sewer diversion and the RRF to provide an earlier start on site date.
RRF - Northern Site (East) demolition and remediation - Complete	31-Mar-23	31-Mar-23	0	1. Review of programme to explore early commencement of Northern site demolition.
ERF - Construction Complete	23-Apr-25	23-Apr-25	0	

Milestone	Baseline Date	Current Forecast	Deviation	Project Management Mitigation Plans & Actions
ERF - Commissioning - Take Over (Operations & Maintenance engaged)	19-Dec-25	19-Dec-25	0	
ERF - Commissioning Final Take Over (Final Certificate)	21-Dec-27	21-Dec-27	0	
EfW – Demolition and re-Instatement of Laydown Area Complete	19-Jun-30	19-Jun-30	0	
Southern Access Widening - Operational Handover Complete	14-May-31	14-May-31	0	

5. RISK SUMMARY

5.1. The following table features strategic level risks. These risks will be presented in this report periodically due to their significance to the overall programme and requirement for concerted management attention. Where there has been significant change or progress in risk mitigation, additional detail will be provided.

Risk Title	Mitigation plans
Health & Safety Management	Establish NLHPP Health & Safety strategy. Implement strategy at project & contract level.
NLHPP / LEL coordination	Sustained senior NLHPP engagement with LEL to agree site management protocols
Risk of negative public perception	Implement NLHPP communications campaign of project benefits.
Transition to full operations	Agree commissioning requirements and establish robust commissioning strategy.
Risk of poor Industrial relations issues	Complete assessment of current industry trends in employment relations and establish recommendations for NLHPP

5.2. The following risks were identified in the previous Programme Committee report as key “proximity” risks, i.e. they will either occur or require mitigation actions in the next 3-6 months.

5.2.1. Transport Yard Relocation

5.2.2. Extent of utility diversions

5.2.3. Construction interface with LEL operations

5.3. These three risks are still relevant and the table below provides a detailed update on mitigation progress against each risk.

Transport Yard Relocation	Commentary
Mitigation update	<ul style="list-style-type: none"> • Hawley Road & Print Works site feasibility studies completed (May-19) with positive outcomes validating suitability of both sites. • A review of the heads of terms commenced on the Hawley Road site commenced with LB Enfield on 23 May 2019.
Further mitigations planned	<ul style="list-style-type: none"> • Complete Geotechnical investigations; July-19 • Complete Environmental Impact Screening; Aug-19 • Complete Concept Design for Hawley Road & Print Works; target Aug-19 • Conclude commercial negotiations for Hawley Road; target completion Sep-19
Extent of utility diversions	Commentary
Mitigation update	<ul style="list-style-type: none"> • A contractor was identified in May-19 to undertake initial investigation works.
Further mitigations planned	<ul style="list-style-type: none"> • Mobilisation of early site investigation is subject to satisfactory health and safety assurance. Target completion for assurance Jun-19. • Further mitigation is targeted in the form of additional site investigation, procurement of a suitable contractor is targeted for completion Dec-19.
Construction interface with LEL operations	Commentary
Mitigation update	<ul style="list-style-type: none"> • Construction management plan is being developed to establish over-arching procedures and protocols between NLHPP contractors and LEL. A key component of this plan is forward planning (e.g. 6-week, 6 months and 12 month look-ahead)
Further mitigations planned	<ul style="list-style-type: none"> • Appoint dedicated works coordinator to manage site and construction interfaces; target Jun-19 • Develop and agree interface management plan for NLHPP projects; target Aug-19.

- | | |
|--|---|
| | <ul style="list-style-type: none">• LEL engagement at senior management meetings; representation at periodic programme board. |
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6. HEALTH, SAFETY & WELLBEING

- 6.1. Following on from the health and safety observations noted in the Programme Committee report dated 20 May 2019, a letter has been sent to the Laydown Area (East) contractor, Buckingham Group, detailing the issues relating to safety of excavations, plant and pedestrian movements, training and supervision and legionella. Improvements have been noted by the programme's health and safety team on subsequent visits. A response to the letter has also been received noting that corrective actions have been implemented and that an action plan has been proposed for further improvements to management systems and safety culture on site. This response is being reviewed and will be followed up in a meeting with the Programme Director.
- 6.2. More broadly, a Health, Safety & Wellbeing Lead has been appointed to the programme and they will continue the development of the programme wide approach to the Authority's leadership and management of health and safety. This will be delivered through the programme's H&S assurance plan (setting out the Authority's methods and working practices) and the requirements plan which defines the approach to be adopted by the contractors. These will be complete at the end of the summer.
- 6.3. An integral part of implementing the health, safety and wellbeing culture is how the NLHPP team advocates putting safety first. A campaign has been developed titled 'Safety First' to promote this identity which highlights the level of emphasis the NLHPP team place on health, safety and wellbeing. A copy of the logo is attached in shown below.



- 6.4. The campaign will be rolled out through by the following methods to promote our safety culture and identity:
- 6.4.1. A 'Safety first' logo will be used as a hallmark for health, safety and well-being across all programme materials

- 6.4.2. "Vision cards" will be used to show the strategy and vision of 'Safety First' to visitors and key stakeholders.
- 6.4.3. Posters with practical steps to remind everyone that works on the NLHPP programme how we put safety first. These are to be used in welfare offices throughout the site.
- 6.4.4. An introductory vision video will be shown at the beginning of each safety induction from the Programme Director laying out the expectations and priority NLHPP puts on the health, safety and wellbeing of every person involved in NLHPP.
- 6.4.5. 'Safety First' branded protective clothing will be created for the project team when visiting site.

7. STAKEHOLDER ENGAGEMENT

- 7.1. Two open days were held at the EcoPark, where borough officers and Members, and Members of the Community Liaison Group, were invited to participate in a tour of the EcoPark facility. They had an opportunity to review material relating to the programme, and to ask questions of the Project Team.
- 7.2. Officers are preparing a fact sheet, which will be made available through the NLHPP website and more widely, on the environmental performance of the ERF including its role in addressing issues of climate emergency, and design steps taken to clean emissions from the ERF process. Clean Air Day takes place on 20 June, which will provide a further opportunity to communicate the benefits of the measures in the existing and planned facility to reduce emissions. This enables the Authority to show the benefits of the proposed development and address its concerns raised by some groups opposed to the project.
- 7.3. A Market Information Day is taking place on 18 June 2019 to enable dialogue and information sharing with suppliers and contractors who could potentially bid to be involved in the Resource Recovery Facility, and EcoPark House works. A Prior Information Notice (PIN) about the proposed works was despatched to the EU Publications Office on Tuesday 21 May 2019 for publication and measures are being made to promote the event.

8. GOVERNANCE

- 8.1. The section of the report describes the current governance arrangements for the implementation of NLHPP with regards to Members, borough engagement, and project team governance.

Members

- 8.2. Following the establishment of the Programme Committee in April, one meeting took place in the municipal year 2018/19 (the minutes are on this agenda). A previous report on this agenda has sought agreement to this committee being set up for the next municipal year, and for Members to be appointed. The terms of reference of the Committee allow any Authority decision relating to the NLHPP to be taken there.

- 8.3. NLHPP is a complex project with a series of procurements taking place, leading to works contracts for the implementation of the DCO. The Programme Committee meetings have therefore been set up to take place in months in which there is no scheduled meeting of the Authority. This will allow timely decision on procurements, contract letting, issues arising from contract management, and strategies applicable to the project in either Authority or Programme Committee meetings. In addition, Programme Committee is expected to receive reports reviewing key strategies, and reports on matters identified for more detailed consideration. Social elements of procurement strategies will be tested with Boroughs for consistency with the strategic approaches of the Constituent Boroughs.
- 8.4. It is envisaged that there will still be a need for some Member briefing on issues relating to the project, such as the project risks, and specific Member briefing sessions would be set up on these. This year it has not been proposed to set up the Member Project Steering Group, as it was considered that a regular programme of briefing meetings would not be practical or necessary given the establishment of the Programme Committee.

Boroughs

- 8.5. The main vehicle for liaison with borough officers on NLHPP matters is Partnership Board, which is jointly chaired by the Corporate Director Environment & Regeneration of LB Islington and the Group Director - Finance & Corporate Resources of LB Hackney, and has representation of either the Director of Environment or the Director of Finance from each of the seven constituent boroughs. In addition, the meetings are attended by the Managing Director and Programme Director of the Authority and the Financial Adviser of the Authority. This group receives and considers papers on the progress of the project in order to provide a borough perspective on the issues arising and to ensure that boroughs are aware of the progress of and any key points relating to the NLHPP.
- 8.6. Separate meetings of the seven borough Directors of Environment and Directors of Finance take place. At these meetings, the Directors of Environment receive an update on the NLHPP and have an opportunity to ask questions. Directors of Finance are engaged in more detailed consideration of the costs of the works, the funding strategy, and the levy impact. They are consulted and provided with information to enable discussion at the regular meetings which are chaired by the Authority's Financial Adviser.

Programme Management

- 8.7. The project has established a framework for progress and performance status reviews at individual sub-project and at programme level. The monthly cycle of consideration of issues within the programme team is shown diagrammatically in Appendix B.
- 8.8. Key features of cycle are the Programme Director's Programme Status Review and the Programme Board. The Status Review examines detailed performance against the plan at both overall programme and individual project level, supported by data provided by the Programme Office. Performance data and trends are analysed

through project status reports and the consolidation at programme level, including health and safety, cost, schedule, quality, and risk/issues status information.

- 8.9. The Programme Board is chaired by the Senior Responsible Owner (the MD of the Authority). The purpose of the Board is to ensure that the project remains on track to deliver its objectives; to resolve strategic and directional issues which require the input and agreement of senior stakeholders; and to ensure that adequate resources are being applied to the planning and delivery of the programme.
- 8.10. The delivery of individual sub-projects to achieve successful outcomes is the responsibility of the individual Project Manager who co-ordinates input from specialist resources and expertise required within the programme management organisation and service providers. The Project Manager is responsible for monitoring the progress of the works contractor(s) and for the administration of the contracts.

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 during the preparation of this report and all comments have been incorporated.

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APPENDIX A: DASHBOARD REPORT



Authority Meeting 21 June 2019

NLHPP – Dashboard Report



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Programme Summary



Completed within previous period:	Look ahead for next period:
<ul style="list-style-type: none"> Phase 3 ground investigations have commenced in northern areas of the EcoPark, in locations that will inform the design for foundation of the ERF. The Health & Safety Executive (HSE) visited Berol House and the Laydown Area (East) construction site. Positive feedback received and actions identified have been responded to. Further engagement expected. Appointment of personnel for key roles on the programme including commercial lead and health, safety and wellbeing lead. The “Safety First” branding has been developed for use on the NLHPP, including on branded PPE. Value engineering opportunities identified and developed for the RRF and are being reviewed by stakeholders. 	<ul style="list-style-type: none"> Authority approval for procurement of the NLHPP collaboration tool and separately the site wide intrusive utility surveys (approved at the 3 June 2019 Programme Committee) Finalisation of Construction Management Plan which is currently undergoing final review with the relevant stakeholders Procurement – issuance of sewer diversion (main works) ITT, tender returns for Northern Access, Laydown Area (West and Eastern Access), collaboration tool for information management procurement Completion of follow up report on alignment of the levy Completion of ERF procurement study looking at alternatives to single stage EPC procurement to deliver best value outcomes for the Authority Completion of the heads of terms for Hawley Road (current transport yard site)
Not achieved in previous period:	Issues for resolution:
<ul style="list-style-type: none"> Following the first discussion with members of the baseline budget figures, an assurance review is underway to provide further confidence that the upper limit of the budget range is robust. Focus areas include the contingency allowance, where a bench-marking exercise against other similar projects will be carried out, and the RRF, where the value engineering exercise will seek to identify opportunities to reduce the construction cost of the asset. 	<ul style="list-style-type: none"> The programme remains challenging. Key threats to the current baseline relate to the dependencies between the following projects: <ul style="list-style-type: none"> Transport Yard - due to uncertainty in lease negotiation, planning requirements and construction duration Sewer Diversion (Enabling works) -uncertainty in scope of utility work required - surveys are being expedited to resolve this Sewer Diversion (Main Works) – reliant on the completion of enabling works RRF - the exploring of value engineering opportunities has extended the design phase – review of the procurement approach, and reduced construction duration, is planned to mitigate this

Project Health Check

Project	Cost	Schedule	Risk	H&S	Overall
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	●	●	●	●	●
Resource Recovery Facility (RRF) - E3	●	●	●	●	●
Utility Corridor and Main DNO connections - E4	●	●	●	●	●
EcoPark House - E6	●	●	●	●	●
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

Schedule Dashboard



Milestone	Baseline Date	Current Month		Previous Month		Mitigation Plans	NLHPP Forecast	
		Schedule Date	Deviation	Schedule Date	Deviation		Current	Previous
Transport Yard Relocation (Permanent Move)	06-Apr-20	22-Jun-20	-55	06-Apr-20	-55	1. Early engagement with LB Enfield on planning requirements with a pre-application prior to final planning permission submission.	06-Apr-20	06-Apr-20
Sewer Diversion Enabling Works - Transition & Commissioning Complete	28-Feb-20	30-Oct-20	-175	16-Apr-20	-141	1. Developing an interim solution move of transport yard operations prior to permanent relocations. 2. Prioritisation of intrusive surveys to locations that are required for this project.	30-Sep-20	16-Apr-20
Sewer Diversion Main Works - Construction Complete (for RRF)	12-Apr-21	04-Aug-21	-82	30-Apr-21	-68	1. Developing an interim solution move of transport yard operations prior to permanent relocations. 2. Constructability reviews to expedite delivery and determine efficiencies in the construction schedule	04-Aug-21	30-Apr-21
RRF - Construction Complete	30-Sep-22	30-Sep-22	0	30-Sep-22	0	1. Review of the procurement strategy to determine if timescales can be reduced. 2. Review of construction interfaces between sewer diversion and the RRF to provide an earlier start on site date.	30-Sep-22	30-Sep-22
RRF - Northern Site (East) demolition and remediation Complete	31-Mar-23	31-Mar-23	0	31-Mar-23	0	1. Review of programme to explore early commencement of Northern site demolition.	31-Mar-23	31-Mar-23
ERF - Construction Complete	23-Apr-25	23-Apr-25	0	23-Apr-25	0		23-Apr-25	23-Apr-25
ERF - Commissioning - Take Over (Operations & Maintenance engaged)	19-Dec-25	19-Dec-25	0	19-Dec-25	0		19-Dec-25	19-Dec-25
ERF - Commissioning Final Take Over (Final Certificate)	21-Dec-27	21-Dec-27	0	21-Dec-27	0		21-Dec-27	21-Dec-27
EfW – Demolition and re-Instatement of Laydown Area Complete	19-Jun-30	19-Jun-30	0	19-Jun-30	0		19-Jun-30	19-Jun-30
Southern Access Widening - Operational Handover Complete	14-May-31	14-May-31	0	14-May-31	0		14-May-31	14-May-31

Risk Dashboard

Risk Register Summary Statistics

Summary Statistics	Apr-19	May-19
In-period active risks	380	382
Risks raised in period	6	2
Risks closed (Expired) in-period	4	0
Risks closed (Mitigated) in-period	0	0
Risks closed (Impacted) in-period	0	0
Risks Expiring Next Period	0	6

Risk count by RAG (score) categorisation

		Risk distribution (Probability x Impact)				
Probability	VH	2	1	3	1	1
	H	6	10	14	15	2
	M	25	31	23	16	8
	L	51	56	33	25	19
	VL	4	6	1	1	0
		VL	L	M	H	VH
		Impact				

Key risks by impact

Project	Risk Event	RAG	Mitigations
Programme Wide	Project delivery works may impact LEL site operations beyond planned scenarios		1) Construction Management Plan to set out overarching interfaces; MG; Complete 2) Weekly site working group with LEL and relevant NLHPP Contractors; AH; Ongoing 3) Develop and agree Interface Management Plan for NLHPP Projects; MG; Aug-19
E4 (Utility Bridge and Corridor)	Cadent estimate for works is high level and therefore the final cost may exceed current estimates.		1) Obtain quotation with schedule from Cadent; JC; May-19 2) Cadent to complete options study and establish higher cost certainty; JC; Aug-19 3) Raise potential interface with LDAH; DR; May-19
E3 (Resource Recovery Facility (RRF))	RRF Design may not integrate sufficiently with the interim operational requirements		1) Develop construction & operational logistics to determine interim position; MR; Jul-19 2) Design validation process sign-off (NLWA & LEL) on Value Engineered design; MR; Jul-19 3) Strategy to be defined to establish how north weighbridges will be designed, procured and implemented pre-RRF start-on-site; MR; Jul-19

Key risks by proximity (next 12 months)

Project	Risk Event	RAG	Mitigations
E2a (LEL Transport Yard)	Feasible Transport Yard options may be unavailable to achieve programme		1) Complete feasibility design on Hawley Road; PD; Complete 2) Progress formal negotiations to secure Lease agreement with LBE; TB; Sep-19 3) Continue identification of back-up options; TB; Ongoing
E2c (Sewer Diversion)	E2 UKPN & Cadent may fail to meet delivery programmes		1) Obtain programme from each statutory undertaker and agree communication protocols; JH; Jul-19
E3 (Resource Recovery Facility (RRF))	Scope of service diversions is uncertain at current and may increase beyond current estimated value.		1) Produce Utilities scope/brief to inform the D&B contract; MR/JC; Jun-19 2) Clarify the risk profile for utilities for inclusion during procurement; MR; Jun-19 3) Trial pits to be undertaken to allow for the model to be validated; DR; Jul-19

APPENDIX B: NLHPP PROGRAMME INTERNAL GOVERNANCE

