

Lessons Learnt Log

Revision: v1.1.5

Date: 27/03/2017

Project Name: A27 Arundel Bypass


Project PCF Stage 1	Change Reference Number	Description of Lesson	Impact on phase cost / budget	Impact on schedule	Impact on whole project (range) estimate		Impact on benefits	Comments	Project Manager
	<i>(Incremental unique number)</i>	<i>(Text description of change)</i>	<i>(Number in thousands)</i>	<i>(Time in weeks)</i>	<i>(Number in thousands)</i>	<i>(Number in thousands)</i>	<i>(Text description)</i>		
					Min	Max			
Stage 1	1	Where schemes are promoted by NDD in the early stages, as in this case, ensure that they are developed in accordance with the PCF process to avoid delay/abortive work at later stages. Some preliminary design was carried out on A1 Scotswood to North Brunton before the scheme was returned to PCF Stage 1 by	None - costs borne by supplier	2	None	None	None	Compliance with PCF pre-process addressed with re-submission of Traffic Forecasting Report	[REDACTED]
Stage 1	2	Where schemes are in close proximity and /or being developed to similar programmes to others within the Area (area 4), as in this case, PCF products should be combined wherever possible to reduce costs. The Comms Plan, VM Plan, Risk Management Plan etc.	TBD	None	TBD	TBD	None		[REDACTED]
Stage 1	3	Project Structure & Reporting - CRAMS. Project would have benefited from earlier request to report and structure according to CRAMS.							[REDACTED]
Stage 1	4	To minimise delays to the traffic and economic assessments, hold weekly / bi-weekly telecons with TAME throughout the modelling process and produce Technical Notes / ASR updates supporting the modelling approach taken.	None	4	None	None	None	Weekly liaison with TAME has been set up	[REDACTED]
Stage 1	5	Highways England to improve their internal data management system and better publicise the information available. This will save time and the cost of unnecessary surveys where the information is pre-existing.	N/A	N/A	N/A	N/A	None	It would be beneficial to have a list of available information and contact points for accessing.	[REDACTED]

Stage 1	15	Project Programmes are to match the 'spade in ground' date, as outlined within the RIS delivery plan.	None	None	None	None	None		
Stage 1	16	The Annex I process can be streamlined by producing a master list of the project's team. This can be added to each of the relevant activities, with hours assigned to only those who are required to contribute.	None	None	None	None	None		
Stage 1	17	Highways England requested a 10% reduction to our fees which could be made up in efficiency savings. An efficiency savings workshop with Highways England is to take place to identify potential sources for these savings such as reduced PCF requirements, a reduced number of options, etc.	None	None	None	None	None		
Stage 1	18	A Programme Lead/Bid Lead, who can set up document templates for multiple schemes, would ensure consistency between the bids and prevent duplications of work.	None	None	None	None	None		
Stage 1	19	It would be beneficial for Highways England's Environmental Advisor to attend design workshops, to represent Highways England's Environmental views on scheme options.	None	None	None	None	None	██████████ has attended progress & other meetings when available	
Stage 1	20	██████████, Area 4 programme manager from Atkins, advised that it is beneficial to provide Stakeholder Workshop materials to the stakeholders ahead of the events. This ensure they understand why they are attending the event and helps to manage their expectations.	None	None	None	None	None	Key Stakeholder Liaison Group set up, and Environmental Workshop with key stakeholders held	

Stage 1	21	All drawings developed for the RIS/RIP schemes should be created using a consistent Drawing Frame template. This is crucial to implement when different disciplines are contributing drawings and using their own templates. Drawing Templates should be developed at a programme level, rather than project or discipline level, to avoid this.	None	None	None	None	None		
Stage 1	22	CSPM, May 2016: Advances in technology were discussed. Both the use of drones to carry our aerial surveys and the use of GPS to control the speeds of construction vehicles. These are both likely to become increasingly common as the project continues.	None	None	None	None	None		
Stage 1	23	CSPM, May 2016: Learning is being added to Highways England's <i>Raising the Bar</i> document. Both A27 schemes should aim to get some ideas included in the revised document.	None	None	None	None	None		
Stage 1	24	CSPM, May 2016: Balfour Beatty offer twice-weekly Health and Safety tours on the M25, these could present an opportunity to apply some learning to the A27	None	None	None	None	None		
Stage 1	25	CSPM, May 2016: There is a push to develop a safety-minded culture amongst construction staff. Any lessons learnt that can help with this should be captured.	None	None	None	None	None		
Stage 1	26	CSPM, July 2016: Invitations have been received 2 days in advance of the event. Determine well in advance when next meeting will be, and inform candidate delegates to give them sufficient time to book in their calendars.	None	None	None	None	None	Staff resources are aware of the meeting in advance and able to attend & contribute	Sufficient notice is now being received

Stage 1	27	Poor quality of submitted reports that require extensive reworking and do not conform to PCF templates, in particular Environmental Study Report & Traffic Forecasting Report	None - costs borne by supplier	2	None	None	None	Traffic modelling transferred to Basingstoke team led by Technical Director who is acknowledged expert in his field. This move also allows more frequent face to face collaboration.	
Stage 1	28	Lack of collaborative working with insufficient contact with TAME to agree technical content and approach	None - costs borne by supplier	2	None	None	None	We have arranged weekly calls with TAME to monitor progress and strengthen understanding of requirements.	
Stage 1	29	Reports repeatedly submitted late and sometimes incomplete	None - costs borne by supplier	Quantified in MSTs	None	None	None	We will challenge existing programmes, to remove waste, and to determine opportunities to expedite the delivery of a robust programme for Stages 2, 3 and 4.	
Stage 1	30	Lack of awareness of technical environmental standards particularly the EIA directive	None	None	None	None	None	We have recently appointed [REDACTED] as our CDF Performance Manager, with responsibility for ensuring that best practice and continual improvements identified on other schemes. Key staff will be given access to the supply chain portal who will be advised to check guidance regularly.	
Stage 1	31	Poor quality of submitted Environmental Reports with the Environmental Risk Register and Environmental Study Report particularly poor	None - costs borne by supplier	4	None	None	None	We have appointed an environmental specialist, [REDACTED] to lead environmental work, replacing a town planner whose grade was less senior. Weekly calls with Senior Environmental Advisor at Highways England arranged.	
Stage 1	32	Letter to land owners for Arundel ecological surveys delayed	None	3	None	None	Potential impact on programme	Improved forward programming with identification of critical tasks. Application of collaborative planning techniques.	

Stage 1	33	Product delivery is frequently late with no explanation leading to lack of confidence in programme	None		None	None	Potential impact on programme	We will improve the monitoring of the tracker with a summary of the updates to the tracker provided within the weekly flash report to Highways England. Risk reduction: Early indication of any deviation of the plan, will enable us to take early action to recover the programme and to reaffirm to Highways England external review dates. We will challenge existing programmes, to remove waste, and to determine opportunities to expedite the delivery of a robust programme for Stages 2, 3 and 4.	Andrew Merritt [REDACTED]
Stage 1	34	Questionable understanding of risk following a failed risk management quality assurance review	None		None	None	Potential impact on programme	Closer collaboration with risk consultants, heightened awareness of RMQA process, better understanding of risk management requirements	[REDACTED]
Stage 1	35	Products regularly require reworking over and above what is expected	None - costs borne by supplier		None	None	Potential impact on programme	Closer attention to Right First Time approach. Better planning of product reviews to be undertaken by senior specialists.	[REDACTED]
Stage 1	36	Lack of understanding of PCF and how Major Projects communicates with PTS	None		None	None	Potential underestimate of environmental risk	We will continue to liaise with [REDACTED] to arrange further PCF introductory training. All key project staff to have access to HE Supply Chain portal and to access HE guidance regularly. We have recently appointed [REDACTED] as our CDF Performance Manager, with responsibility for ensuring that best practice and continual improvements identified on other schemes	[REDACTED]
Stage 1	37	Perception from Highways England of lack of communication with PTS and wider team	None		None	None		Weekly calls between Senior Environmental Advisor at Highways England & Environmental Lead have been arranged	[REDACTED]

Stage 1	38	WSP PB team appear to Highways England to work on their own, making decisions without HE approval and/or knowledge.	None		None	None	<p>Closer application of collaborative planning techniques. We will improve the monitoring of the tracker through a weekly call, between our PM, discipline leads and authors of documents. A summary of the updates to the tracker will be provided within the weekly flash report to Highways England. Carrying out regular catch up calls attended by key resources across the team with a recognised leader. Use face to face meetings initially and then use of Skype more effectively and to improve collaboration across the</p>	
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