

Lessons Learnt Log

Revision: vP01

Date: 23/04/2018

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>		
Stage 2	1	Delays and errors in publishing documents on website for public consultation. Errors in material published and misunderstanding and communicating requirements for documents led to the need for late amendments and information not available at the start of the consultation	None	None	None	None	Quality of information on website for public consultation not available at the start of the consultation leading to complaints and requests for information	Publish a detailed specification. Identify which documents are likely to be published and ensure these documents are prepared in line with the publication Understand the timescales required by HE team publishing information and build this into the programme.	
Stage 2	2	Access to land for surveys complicated by the need for special arrangement to provide safe access to farm land used for cattle.	None	None	None	None	Impact on quality of information gathered	Delays in starting surveys could result in insufficient survey information available and missed survey seasons leading to the need to collect data in following seasons or basing assessments on insufficient information	
Stage 2	3	Stakeholders invited to provide feedback on public consultation material	None	None	None	None	None	Identifies issues earlier	
Stage 2	4	Architect input in stage 2 enhanced public consultation materials	increase in budget of £90,000	None	None	None	None	Showed the public that HE were considering the visual impacts of the infrastructure. Meets requirements for "good design" for the South Downs National Park	
Stage 2	5	Conquest Security & Logistics to set up and take down the exhibition, transport/store materials, provide security support and first aid has been very positive and provided a lot of re-assurance to staff attending the events. Officers are unobtrusive / blend in	Additional cost?					costs to be checked	

Stage 2	6	Having the most up to land ownership information available for public consultation and to contact landowners prior to events	Updating information - approximately £10k						Need to agree timescales for updating land ownership information and likely costs.	██████████
Stage 2	7	The general public don't believe traffic signals can improve junction operation	Cost of micro simulation for Ford Road Junction -						Consider using microsimulation modelling with forecast traffic flows to illustrate operation	██████████
Stage 2	8	Consultation plans did not show properties clearly making it difficult for local population to understand impacts	None	None	None	None	None	None	Balance between clear simple drawings and showing impacts. Use of aerial photos has benefits but file size is large making it difficult to publish on the web and to email.	██████████
Stage 2	9	Contacting land owners to request access. Process of arranging the details can be more intrusive than the actual surveys, Communication needs to be focused and surveys	None	None	None	None	None	None		██████████
Stage 2	10	Collaborative planning workshop held to confirm stage 2 and stage 3 programme and to identify what can be brought forward to Stage 2	Cost of workshop - £1000							██████████
Stage 2	11	Barrister review to test decisions in relation to compliance with NPS	None	None	None	None	None	None		██████████
Stage 2	12	Land access - HMLR data that wasn't brand new was used to identify land owners and in some cases turned out to be out of date and therefore wrong.							Need to always ensure that HMLR data is either refreshed (where we have existing data) or new data is used.	██████████
Stage 2	13	Land access - Liaison officer required to deal with land owner							Provides a focus for communication and gives reassurance to	██████████
Stage 2	14	Land access - shared web GIS app required so that other disciplines can view extent of land access and plan surveys accordingly							Online tool is relatively easy to set up and provides a good visual assessment of progress and allows early planning of surveys and concentration of effort	██████████
Stage 2	15	Land access - Major land owners should have been identified earlier in order to "target" them so that survey access can be secured.							Would increase efficiency of the process	██████████

Stage 2	16	Early engagement with Highways England regarding guidance for landscape monetisation. In areas with complex land use, there may be areas that don't quite fit with the presented land use categories. Deviations from the guidance should be discussed with HE early on. A 2 hour workshop with HE to confirm land use categories would avoid all delays and misinterpretation. .	2,000.00	1 week	None	None	None	Early engagement is a common theme of the lesson learnt	██████████
Stage 2	17	Early engagement with Highways England regarding what mitigation measures to include within the various assessments. Stage 2 is not intended to involve detailed mitigation; however, in several instances if it is a given, they have asked that we revise our assessment to provide post-mitigation results. Examples include, low noise road surface, the use of noise barriers, flood risk compensation, and water quality mitigation from CEMP. This is especially true when we experience large and very large adverse impacts.	If modelling is required post-mitigation up to £5000.	Up to 1 month				Agreed scope needs to be feed back to the engineering team to ensure design is developed to a suitable level to include for mitigation	██████████
Stage 2	18	Early engagement with the traffic team to clearly set out requirements and expectations for air quality and noise modelling. Face-to-face meeting to review results in detail would be beneficial as well as a presentation from the traffic team to the environment	Up to £10K	Up to 1 month				The need for more face to face meetings is a theme within the lesson learnt	██████████
Stage 2	19	it would be worthwhile to have environmental disciplines complete work plans and scoping documents which would be reviewed by the EAMTP team and presentations made to Highways England . This would allow for possible issues to be identified early on, and mitigation discussed and approved early on.	Approx. £4k	Up to 1 month				More time allowed at the start of each stage to agree scope of assessments. Engage with all HE specialists at this point.	██████████

Stage 2	20	Stage 0 should identify the standards of provision required and this should be reflected in the CSR This would provide a clear scope for the identification of options.	None	None	None	None	None	None	In Stage 1 a range of solutions were considered that main comparison of options more difficult. This extended into Stage 2. There was no fee implication as included within the fee proposals.	
Stage 2	21	Engagement earlier with maintenance service provides in Stage 2 to inform maintenance repair strategy and to provide input into option selection.	None	None	None	None	None	None		
Stage 2	22	Clearer scope of information required to prepare Options Estimate would give more confidence in estimates	None	None	None	None	None	None	Update the standard forms provided on the HE Portal or provide more general guidance on the level of detail	
Stage 2	23	Provide a breakdown of base costs to assist in value engineering and option development	None	None	None	None	None	None	Better understanding on how costs are developed would improve design development.	
Stage 2	24	Risks associated with traffic modelling should be identified on the project schedule to show the likely impacts of delays	None	None	None	None	None	None	Improved understanding of risks and better risk management	
Stage 2	25	Developing a new traffic model risk invalidating the stage 1 technical work leading to potential late design changes and the need to update environmental assessments	Up to £200k if assessments and design have to be amended	Up to 4 months delay if designs and air quality assessments need to be	see comment	see comment	None	None	Impact on whole project could be significant if options are identified as not suitable.	
Stage 2	26	In Stage 1 Identify a two year ecological survey programme leading to programmed date for preparation of environmental statement in Stage 3.	Dependent on type and range of surveys	None	see comment	see comment	None	None	Costs for surveys would need to be brought forward and cover a wider study area.	
Stage 2	27	In preparing ecology survey programmes allow sufficient time for gaining land access.	None	None	None	None	None	None	Up to 6 months required	
Stage 2	28	Develop a greater awareness between the traffic and environment teams about the needs and structure of each teams model structures.	None	None	None	None	None	None	Some costs for training. Benefit from greater communication.	

Stage 2	29	Allow more time to undertake the transport modelling work to ensure that the modelling goes through base year, forecasting and scheme economics. This may entail a feedback loop back to the base year model depending on what the scheme economics show							Impact on project cost and schedule depends on level of appetite for risk. Could assume no feedback or multiple iterations.	██████████
Stage 2	30	Even though there was a greater level of communication/agreement between WSP and the Highways England Transport Planning Group (TPG) we can always do more	None	None	None	None	None	None	Would require greater input on projects from individual HE specialists which could be difficult to achieve across the programme.	██████████
Stage 2	31	Allow sufficient time to undertake strategic transport modelling and operational junction modelling iterations	None	None	None	None	None	None	Should be included in project schedule	██████████
Stage 2	32	Public consultation - create a comprehensive timeline after the dates of the consultation period have been agreed.	None	None	None	None	None	None	Should be included in project schedule	██████████
Stage 2	33	Public consultation - - Freepost address and service required can be difficult, apply early to iron out issues and then test the system	None	None	None	None	None	None	Common theme is to plan activities earlier	██████████
Stage 2	34	Public consultation - Allow plenty of lead-in time for Royal Mail door to door delivery service – needs to book well in advance	None	None	None	None	None	None	Common theme is to plan activities earlier	██████████
Stage 2	35	Public consultation - Get agreement on advertising budgets early on – and investigate which titles/days have best readership in	None	None	None	None	None	None	Common theme is to plan activities earlier	██████████
Stage 2	36	Public consultation - Book advertising well in advance to get good position in papers	None	None	None	None	None	None	Common theme is to plan activities earlier	██████████
Stage 2	37	Public consultation - Agree whether Facebook advertising should be used to widen reach	None	None	None	None	None	None	Common theme is to plan activities earlier	██████████
Stage 2	38	Public consultation - Investigate which local libraries / community centres / council offices etc. can be used as 'deposit points' – seek permission early	None	None	None	None	None	None	Common theme is to plan activities earlier	██████████

Stage 2	39	Scope/Fee preparation for upcoming stages requires a significant amount of resource often at the same time that delivery of end of stage products is also required (putting a strain on the projects team resources for delivery of products). Future stage costing exercises will establish more fully resolved output documents earlier in the progress for specialists to add into to minimise the collation and	None	None	None	None	None	Multiple iterations of fee estimates were prepared as scope changed. Have IDC for next stages earlier and then refine at end of stage	[REDACTED]
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