Lessons Learnt Log

Project **A27 Arundel**
Project
Manager ███████████

Use the *Spare* sheet to create a new log for each PCF stage | See the *Categories* sheet for detailed descriptions of the categories and complete list of sub-categories | See the *PCF Mapping* sheet for which products map to which category.

Note: you *must* select a category in Column C *before* you select a sub-category in column D

Project PCF Stage	Log entry number	Lesson Category	Lesson sub-category	Description of Lesson	Impact on phase cost / budget	Impact on schedule	Impact on whole project (range) estimate		Impact on benefits	Comments
							Min	**Max**		
	(Incremental unique number)	*Category of Lesson Learnt*	*Sub-category (WBS term)*	*(Text description of change)*	*(Number in thousands)*	*(Time in weeks)*	*(Number in thousands)*	*(Number in thousands)*	*(Text description)*	
2	1	Customer_and_Stakeholder	Stakeholder liaison, including reference groups	Be clear with stakeholder in regards to what we will be able to provide. For example: with the Focus group in regards to what we are looking to achieve in the meetings we are setting up and the level of detail we can share as we are in stage 2 and can't give stage 3 depth analysis	N/A	N/A	N/A	N/A		No time or cost impact from this lesson it only impacts stakeholder realtionship
2	2	Project_and_Programme_Management	Public consultation	At the start set up a scope of what we are looking to achieve, ensure we have a suitabe programme. This can sometimes can get missed when being reactive and managing change.	N/A	N/A	N/A	N/A		Secondary effects has impact on cost but no immediate cost impact
2	3	Project_and_Programme_Management	Resource planning and management	The analysis and publishing of six different route options at this stage was considered complex and contributed to the pressures on the project. This wasn't fully reflected in the initial programme.	N/A	N/A	N/A	N/A		Secondary effects has impact on cost but no immediate cost impact
2	4	Project_and_Programme_Management	Resource planning and management	The overall budget for the stage was not agreed at the start of contract and therefore required retrospective compensation events to be raised. This caused a disproportionate amount of time to be spent on monthly forecasting and reconciliation particularly at the later stages. We were more reactive on the project as oposed to working to a goal and keeping it.	N/A	N/A	N/A	N/A		Secondary effects has impact on cost but no immediate cost impact
2	5	Design	Buildability advice	For a more complex scheme we would need more in dept buildability advise at an earlier stage. We could have assessed the scheme whilst in stage 1 with regards to the difficulty and whether more analysis should be undertaken.	N/A	N/A	N/A	N/A		
2	6	Design	Quality Management/Control, Inc. audits	Conduct the error review before the consultation and leave sufficient time to do this. We took the decision to proceed with consultation dates before all the products were signed off. The time reserve we had available got eaten up with other tasks. We didn't have required time to undertake additions checks on the quality of our work. Errors got missed resulting in delay on schedule and reputational damage.	0.00	12	0.00	0.00		Zero impact on phase due to cost being born by supplier chain. Increase on whole project cost due to inflation.
2	7	Customer_and_Stakeholder	Public consultation	A lesson learned from both HE & WSP is to push back if deadlines become unachievable. We had a time to do checked but this got eaten by unforseen work that came up.	0.00	12	0.00	0.00		Zero impact on phase due to cost being born by supplier chain. Increase on whole project cost due to inflation.

2	8	Project_and_Programme_Management	Document control	Around 25 biodiversity technical appendices were developed in WSP format as part of the baseline work completed in Stage 3. It was indicated late in the revisited Stage 2 programme these documents had to be converted into Highways England format. The transfer of information and reformatting of paragraphs and figures within a week was considered a factor for the errata. This greater level of detail generated enormous amounts of data that were difficult to manage and present, particularly when changes were introduced which needed to be carried across multiple documents. Process to be setout early.	N/A	N/A	N/A	N/A		Contributor to errata
2	9	Project_and_Programme_Management	Document control	Changes to route names and colours relatively late in the process created the need for changes across multiple documents and increased consistency error risks. Some of the changes were difficult to pick up due to the naming convention of the routes. Process to be setout early.	N/A	N/A	N/A	N/A		Contributor to errata
2	10	Customer_and_Stakeholder	Public consultation	Ensure we have go/ no go points in that are supported with Governance. A way to do this is to have an interim SGAR before consultation. And therefore if the products are not ready at SGAR, then we don't go to consultation.	0.00	12	0.00	0.00		Contributor to errata
2	11	Commercial_and_Procurement	Contract management Inc. Supply chain management and Project bank accounts	Setting up or managing change process: Subconsultants needed closer management and monitoring of their scope, with a clear distinction between outputs and outcomes. We need to define the outcomes in order to be able to manage them closer.	N/A	N/A	N/A	N/A	N/A	Subconsultants finished in budget, but there were debates whether they achieved their outcomes of the scope
2	12	Commercial_and_Procurement	Contract management Inc. Supply chain management and Project bank accounts	Ensure reporting lines on sub-consultants are clear and distributed to the team on commencment.	N/A	N/A	N/A	N/A		
2	13	Project_and_Programme_Management	Resource planning and man	Ensure there are checkers who have sufficient technical or project level knowledge to fulfil their requirements. The Environmental Management team had agreed with the teams that a Technical Director sign off was required at discipline level for all deliverables.	N/A	N/A	N/A	N/A		Contributor to errata
2	14	Project_and_Programme_Management	Resource planning and man	Ensure staff are appropriate for allocated roles, for example, staff capable of completing field work vs right experience to produce written reports.	N/A	N/A	N/A	N/A		Contributor to errata
2	15	Project_and_Programme_Management	Document control	Ensure the right level of Engineering Change Management at a technical level, providing consideration where if part of a document had changed, the necessary changes were reflected in other affected documents	N/A	N/A	N/A	N/A		Contributor to errata
2	16	Project_and_Programme_Management	Resource planning and man	Communication across the delivery Project Management team and leaders was good with regular meetings and plenty of ad hoc calls. There were however, some small specialist groups who did not escalate issues effectively and lacked interface management within its own group and with the Technical leads.	N/A	N/A	N/A	N/A		Contributor to errata

2	17	Project_and_Programme_Management	Collaborative planning	We received advise from multiple reviewers with conflicting advice. A way forward would be for comms be in the room when legal express their views so comms word it right. Lessons learned from comms to share good practices and examples of brochure.	N/A	N/A	N/A	N/A		Contributor to errata
2	18	Project_and_Programme_Management	Document control	Comments were sometimes multiple, uncollated and overlapping, leading to difficulties prioritising and confirming the 'correct' changes required.	N/A	N/A	N/A	N/A		Contributor to errata
2	19	Customer_and_Stakeholder	Public consultation	Consultation after summer holiday was not good because HE/WSP staff were not always available to talk to or ask advice from due to holidays. Next time aim to do consultation later in the year or manage staff leave.	N/A	N/A	N/A	N/A		
2	20	Project_and_Programme_Management	Document control	Version control documents more thoroughly so when they come from WSP so they are the correct documents and can differenciate from the existing documents. In particualr for published documents which have the QA sheets removed.	N/A	N/A	N/A	N/A		
2	21	Project_and_Programme_Management	Document control	Some specialist staff who were unaware which version/revision they were working to and/or if it was the latest document, requiring more time to confirm and check.	N/A	N/A	N/A	N/A		
2	22	Project_and_Programme_Management	Document control	Page turn reviews should be used as a point of closing or discussing comments as opposed to using the time to actually do a review.	N/A	N/A	N/A	N/A		
2	23	Project_and_Programme_Management	Document control	Have someone in the room to take down the comments and documents the changes durring a pageturn.	N/A	N/A	N/A	N/A		
2	24	Wellbeing_and_People	Wellbeing	The reduced timeline, and the needs to get things done before an immovable deadline, caused significant wellbeing (and stress) issues. These behaviours need to be addressed, and adequate time allowed for reviewing documents and printing etc so this does not because "business as usual".	N/A	N/A	N/A	N/A		