

Lessons Learnt Log

Project / Programme

A27 Arundel Bypass

Project Manager

Please use the Spares 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 or which products map to which category.

Note: some cells have pop-up guidance - click on a cell in the log table below to see this.

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 Min. Max. | | Impact on benefits | Comments |
|-------------------|-------------------------------|--------------------------------------|--|---|-------------------------------|--------------------|--|-----------------------|--|--|
| | (chronological unique number) | Category of Lesson Learnt | Sub-category (MBS term) | (Text description of change) | (Number in thousands) | (Time in weeks) | (Number in thousands) | (Number in thousands) | (Text description) | |
| Stage 3 | PCF3-1 | Project_and_Programme_Management | Enclosures | Ensure a centralised list of all useful documents is in place at start of stage and made available to team leaders | £10k | | £5k | £20k | | By creating a singular source for all documentation this can eliminate wasted time trying to track down the correct contact |
| Stage 3 | PCF3-2 | Handover | Handover documents, including baseline documentation | Ensure PCF documentation from previous stage is made available at start of stage to avoid any delays to the baseline programme and eliminate abortive work | £0k | 8 | £0k | £0k | | Documents to be collated in centralised document issue log and to ensure that links to Business Collaborator work or new organisation. There were opportunities for this to be completed during Early Orders. |
| Stage 3 | PCF3-3 | Project_and_Programme_Management | Document control | Widescale roll out of ProjectWise / Document Management Processes to be undertaken at start of stage to ensure key members of staff are aware of what is required and can use the systems put in place | £50k | 8 | £25k | £75k | | By training staff at the start of the stage this would eliminate time in correcting issues with pushing documents through the ProjectWise QA process and reduce the amount of time required to review & approve documents |
| Stage 3 | PCF3-4 | Project_and_Programme_Management | Scheduling | Provide greater clarity on what outputs are expected in the month from the P6 programme, this is normalised and circulated to the wider team on a weekly design call with progress tracked through % complete updates | £0k | 0 | £0k | £0k | | By regularly tracking progress on deliverables on a weekly basis the project team is able to update National Highways with reliable information |
| Stage 3 | PCF3-5 | Project_and_Programme_Management | Enclosures | Use of SharePoint to enhance and encourage collaboration with the entire project team allowing documents to be edited simultaneously | £25k | 0 | £25k | £75k | | By storing documents that require input from a large number of people on the BAM SharePoint the integrated project team can work collaboratively on one document. However, there remained intermittent access problems for certain users which did occasionally reduce effectiveness of sharing. |
| Stage 3 | PCF3-6 | Wellbeing_and_People | Wellbeing | Implemented a wellbeing moment on weekly communication initially which was replaced by a monthly wellbeing survey to review workload / wellbeing across the integrated project team | £0k | 0 | £0k | £0k | | This tool has encouraged open discussions on work and has been a useful tool to locate areas of strain on production |
| Stage 3 | PCF3-7 | Health_and_Safety | People (staff) on site safety and workforce engagement | Implementation of a level 1 log including automated staff data which confirms that there have been correct accreditation (e.g. CSCS card / signed SHE plan) to be able to undertake site visit log | £0k | 0 | £0k | £0k | | By automating staff data it provides a quick way to review if staff have all the required information to go out on site. Minimises human error in checking staff accreditation |
| Stage 3 | PCF3-8 | Environmental | Environmental Assessment Requirements | PER to be structured around the ES | £75k | 1 | £50k | £100k | | More efficient production of the ES with the ability to reuse same structure & content as in PER |
| Stage 3 | PCF3-9 | Project_and_Programme_Management | Scheduling | Holding of monthly programme drop in sessions with the integrated project team so that gantt charts and deadlines are understood and shared on a regular basis | £0k | 0 | £0k | £0k | | By obtaining these updates the programme can be updated accurately & be used to properly drive the project |
| Stage 3 | PCF3-10 | Design | Buildability advice | Use of Choosing by Advantage or complex engineering decisions making | £25k | - | £25k | £200k | Ensures optimal solution chosen at an early stage & helps reduce project costs | Choosing by advantage enables multiple options to be assessed to ensure the most appropriate option is taken forward |
| Stage 3 | PCF3-11 | Health_and_Safety | People (staff) on site safety and workforce engagement | Tablets taken to site to be linked into GIS and task hazard assessment to capture data & risks on site | £0k | 0 | £0k | £0k | Improved project safety | By capturing site risks this information can be shared with the team to avoid at risk areas |
| Stage 3 | PCF3-12 | Design | Open TLO | The project team went to OPS_TLO early in Stage 3. This enabled the risk of changes following attendance at OPS_TLO to be reduced | £25k | | £25k | £200k | Ensures optimal solution is chosen considering all aspects including safety | By starting discussions early the integrated project team was able to discount options that were not considered to be viable & focus more on areas that need improvements |
| Stage 3 | PCF3-13 | Specifications_Standards_and_Surveys | Departures from standards | Early engagement with SES relating to operational safety and departures. The project team engaged with SES early in Stage 3 to agree the principles of the key departures and safety critical elements of the project. Further benefits would have been possible if decisions had been closed out with project team at earlier stage rather than left to Design Freeze 2. | £100k | 8 | £50k | £500k | Ensures optimal solution is chosen considering all aspects including safety | By starting discussions early the integrated project team were able to identify those departures that would be rejected & focus on solutions that meet the requirements of SES. However decisions should have been closed out at an earlier stage and at appropriate project level, within CDR. |
| Stage 3 | PCF3-14 | Environmental | Impact assessment/screening/determination | Early Water Framework Directive assessment as part of the PER and stat con, including surveys. Shared information early with the Environment Agency which became a key part of the embedded mitigation development process | £0k | 0 | £0k | £0k | | Early decisions on mitigation measures reduces risk of redesign & delays in approval from the EA |
| Stage 3 | PCF3-15 | Environmental | Landscape and ecology | Early discussions with Natural England to discuss ecological licensing requirements and mitigation approaches. Such early discussions assist in obtaining rapid turn around of Letter of No Impediment. | £0k | 0 | £0k | £0k | | No costs incurred but reduces risk of late issue of LoNI and potential programme risks |
| Stage 3 | PCF3-16 | Specifications_Standards_and_Surveys | Environmental surveys | Early discussions with owners regarding archaeological investigations and agreement of compensation provisions with National Highways. Commitment to access requirements and compensation provisions in order to avoid land access delays with regard to archaeological investigations. | £0k | 0 | £0k | £0k | | No costs incurred but reduces risk of programme delays |
| Stage 3 | PCF3-17 | Environmental | Impact assessment/screening/determination | Early definition of scheme construction programme and construct on methods (and plant requirements) to avoid programme risks and repeat work. Early inputs from construction contractor to confirm programme and construct on methods / plant needed for EIA purposes. | £0k | 8 | £0k | £0k | Potential to identify methods for early start of works | Avoids repeat work and programme delays risks |
| Stage 3 | PCF3-18 | Customer_and_Stakeholder | Public consultation | Consultation of specific environmental mitigation requirements during statutory consultation in order to provide useful information for design fix. Define the environmental mitigation requirements that should be considered upon during statutory consultation in order to assist with design fix decisions. | £0k | 0 | £0k | £0k | By engaging early with SEBs this reduces the risk of the scheme failing at DCO examination | Enables use of consultation in fixing the Scheme design |
| Stage 3 | PCF3-19 | Commercial_and_Procurement | Statutory Undertakers | For state, joint workshops were held to communicate scheme details across multiple suppliers. | £0k | 0 | £0k | £0k | | Collaborative approach to solving staff diversions. |
| Stage 3 | PCF3-20 | Project_and_Programme_Management | Scheduling | The compressed programme from consultation to submission caused iterative working. | £0k | | £0k | £0k | | With a longer programme duration the need for iterative working would be lessened as design decisions could be made with sufficient time to feed in to other disciplines |
| Stage 3 | PCF3-21 | Governance | Assurance reviews | Defining 'Design Fix' was a problem. | £0k | | £0k | £0k | | Additional effort required to demonstrate a 'Design Fix' had been achieved which diverted attention from the main programme of works |
| Stage 3 | PCF3-22 | Wellbeing_and_People | Wellbeing | Compressed period following supplementary consultation to design fix meant design work overlapped DCO. Process timescale affected staff wellbeing. | £0k | 0 | £0k | £0k | | No impact on cost or schedule but impact experienced on team health/wellbeing as working signifiant hours to get both workloads complete. |
| Stage 3 | PCF3-23 | Project_and_Programme_Management | Efficiency and Innovation | Better use of LEAN tools. LEAN maturity ahead of busy deadline period. | £0k | 2 | £0k | £0k | | Improved efficiency in high workload period using tools such as Miro / SharePoint Lists |
| Stage 3 | PCF3-24 | Project_and_Programme_Management | Innovation and Improvement | Introduction of Production Control Dashboards to improve visibility of deadlines / upcoming workload | £0k | 0 | £0k | £0k | | PowerBI dashboards introduced to better visualise deadlines. The excel PCF tracker was linked to the P6 programme so these dates were updated automatically |
| Stage 3 | PCF3-25 | Consents_Orders_and_Planning | DCO application process & activities | DCO deliverables were only loosely defined. There was a lack of definitions on Templates, Land Plans and Schedules. | £0k | 0 | £0k | £0k | | More clarity required on DCO deliverables. Potential to have a workshop within each stage to go through deliverables and their requirements. Standardised terminology in PCF products may assist. |

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| Stage 3 | PCF3-26 | Project_and_Programme_Management | Resource planning and management | Use of developed DCO tracker worked well to track product on a weekly call by the DCO team | £0k | 0 | £0k | £0k | | Improved efficiency in high workload period. |
| Stage 3 | PCF3-27 | Customer_and_Stakeholder | External communication | Ensure all correspondence is being captured such as: Meetings, Letters and Newsletters. | £0k | 0 | £0k | £0k | | Accurate record taking increases chances through DCO examination to ensure Examiner knows all attempts of consultation have been thorough. |
| Stage 3 | PCF3-28 | Project_and_Programme_Management | Integrated Project Control Systems (CEMAR, Xactium, R6, CRM, Primavera) | Beater onboarding for the project team or the CRM system to understand how to best utilise this system to log correspondence to save time & appreciate its benefits | £0k | | £0k | £0k | | Some inefficient working due to a lack of understanding on how best to use CRM. |
| Stage 3 | PCF3-29 | Project_and_Programme_Management | Resource planning and management | Prepare an action plan before a milestone event; identify problems, time to find solution, back-up plan. | £0k | 0 | £0k | £0k | | Ensures the team understand the impacts of the upcoming deadlines and what is required of them to achieve them without affecting health/well-being. |
| Stage 3 | PCF3-30 | Project_and_Programme_Management | Document control | The co-laboration and co-location within NH offices was successful in securing review and sign off, increasing efficiency and bringing the team together in a positive way. | £0k | 0 | £0k | £0k | | Sessions closer to the submission were more helpful. Sessions that were planned had the most valuable outcomes then co-locating on a regular basis with no specific purpose. This increased costs without a valuable reason. |
| Stage 3 | PCF3-31 | Project_and_Programme_Management | Co-laborative planning | Certain submission documents (Works Plans and Schedules for example) require multi-discipline review to ensure they are all mutually compatible - this process needs to happen well before (a couple of months ideally) the submission dates. | £0k | | £0k | £0k | | The shorter the time required to review documents leads to more initial mistakes. Long term this can have a knock on effect onto other documents that rely on others. |
| Stage 3 | PCF3-32 | Consents_Orders_and_Planning | DCO application process & activities | Essay plans and structure/framing discussion sessions for DCO Application documents taken forward from Stat Con preparation | £0k | 0 | £0k | £0k | | This allows a baseline position to be agreed with document topic authors in respect of what is expected for each deliverable. These should: o be agreed in advance; o be carried out consistently across all documents; o be based on an agreed format/slide deck to add agreed outcomes to following sessions. |
| Stage 3 | PCF3-33 | Project_and_Programme_Management | Document control | Production of a schedule of document approvals | £0k | 0 | £0k | £0k | | All teams have clear understanding who does what |
| Stage 3 | PCF3-3 | Customer_and_Stakeholder | Stakeholder liaison, including reference groups | Listening to the SEBs/consultants/landowners for their feedback on how we can further refine the design of the Scheme. Followed by ongoing review of relationships with stakeholders to ensure records are kept up to date and the integrated project team are all aware of what this means going forwards | £0k | 0 | £0k | £0k | By engaging early with SEBs / Key Stakeholders this reduces the risk of the scheme being at DCO examination | Avoids miscommunication with external stakeholders & helps to develop a clear strategy |
| Stage 3 | PCF3-35 | Design | Quality Management/Control, etc. audits | Weekly design / technical working group calls held including input from the legal team | £0k | 0 | £0k | £0k | | Pick up issues at an early stage & develop these with a view to the DCO submission |
| Stage 3 | PCF3-36 | Project_and_Programme_Management | Resource planning and management | Try to avoid clashes with public holidays, big outdoor events to ensure reviews are available | £0k | 2 | £0k | £0k | | Ensure a programme is in place from an early stage to give reviewers sufficient notice of when documents will be issued for review |
| Stage 3 | PCF3-37 | Project_and_Programme_Management | Document control | Ensure the review process for documents is agreed by all parties at an early stage including input from TA, legal, NH, SEBs, etc. | £0k | 2 | £0k | £0k | | Avoids confusion over approvals & the need for rework due to late interventions from third parties |
| Stage 3 | PCF3-38 | Project_and_Programme_Management | Resource planning and management | Production & maintenance of a project organisation to ensure everyone speaks to one another / knows who is doing what across the team | £0k | 0 | £0k | £0k | | Helps to reduce the effect of working in silos & delays in waiting on correct contact information |
| Stage 3 | PCF3-39 | Project_and_Programme_Management | Document control | Try to allow sufficient time for review & approval of PCF products rather than make assumptions in programme durations | £0k | | £0k | £0k | | Avoid assumptions that we have already considered X issue and instead look at what the feedback is suggesting. We should avoid ignoring novel suggestions about design refinements/environmental mitigations etc. |
| Stage 3 | PCF3-40 | Project_and_Programme_Management | Resource planning and management | Cutting programme to meet deadlines – has to be a real zart on that certain activities take time. The programme was / is 'too perfect'. | £50k | 8 | £25k | £150k | | Helps to improve staff wellbeing & sets a realistic expectation for scheme delivery |
| Stage 3 | PCF3-41 | Customer_and_Stakeholder | Correspondence including public and ministerial | Ensure evidence of how we have taken feedback on board (consultation report) and what this means for the Scheme, the local communities and those along the A27 stretch. | £0k | 0 | £0k | £0k | | More likely to lead to success at DCO Examination with thorough records of taking feedback on board |
| Stage 3 | PCF3-42 | Project_and_Programme_Management | Document control | Ensure MIDP / TIDPs are set up & in place at the start of the PCF stage. Ensure that MIDP/TIDP are regularly updated and shared with the Lead Appointed Party. | £0k | 0 | £0k | £0k | The benefit of a live MIDP, that is shared with the Project Team, is that it increases understanding and certainty of delivery. It also enables a dashboard to be created to aid understanding of progress. This mitigates the risk of rework / unexpected work at the handover of stages. | Easier to plan workload & avoid additional work / corrected errors at end of stage / handover |
| Stage 3 | PCF3-43 | Project_and_Programme_Management | Document control | Ensure the project team are aware of PCF comments / requirements and how to complete the document properly | £0k | 0 | £0k | £0k | | There have been a number of occasions when documents have been submitted / final sign off without a completed comments log. This has delayed approvals as it then takes time to chase up approvals from all consultees to demonstrate their comments have been addressed. |
| Stage 3 | PCF3-44 | Project_and_Programme_Management | Document control | Ensure project team are aware of process for issuing / reviewing documents with BAM prior to formal issue to NH to avoid the need to advance documents to be shared before they are ready to be issued | £0k | 0 | £0k | £0k | | Issuing documents at work in progress for BAM review saves time with ProjectWise approvals and avoids the need to create a major revision every time a comment is received from BAM. Once a document has been reviewed they can then be advanced to shared and are suitable for formal Review & Comment |
| Stage 3 | PCF3-45 | Project_and_Programme_Management | Document control | Documents placeholders to be created on ProjectWise prior to taking the document online to be developed collaboratively on SharePoint | £0k | 0 | £0k | £0k | | This is linked to the MIDP and ensures that all Metadata is correctly set up when the document is ready to be approved & issued on ProjectWise |
| Stage 3 | PCF3-46 | Design | Quality Management/Control, etc. audits | Ensure project team are aware of DDoR and its importance to ensure the document is regularly reviewed | £0k | 0 | £0k | £0k | | Regular updates to the DDoR help to maintain the audit trail for how the design develops |
| Stage 3 | PCF3-47 | Project_and_Programme_Management | Document control | Ensure that the ProjectWise CDEs for AECOM and BAM use the same OGIS compliant attributes so that metadata is transferred with each document. Metadata is a requirement of the Works Information. | £10k | 12 | £50k | £200k | The benefit of transferring the metadata (document attributes) with all transfer data is that the Lead Appointed Party (BAM) can then off-identify pass the information on to the Appointed Party (NH), as per the requirement of OGIS and BS EN ISO 15926. | Correctly named information significantly improves overall searching of information for the project team during this and future Stages of the Project. If the attributes are not provided during the works, they will need to be recovered / 'mined' at a later date which is time-consuming, inefficient and less accurate. |
| Stage 3 | PCF3-48 | Project_and_Programme_Management | Co-laborative planning | The use of shared Power BI Dashboards allows all Project Team members to view and understand the current status and progress of the key project performance indicators and metrics. These dashboards can be linked to the source data entered by individual project team members. | £10k | | £50k | £200k | As a complex project with many 'moving parts', stakeholders, inputs and outputs, building a shared consciousness of the project status improves our collective adaptability and performance. | Dashboards can be improved further by linking to more of the primary source data - for example by linking directly to CEMAR. |
| Stage 3 | PCF3-49 | Customer_and_Stakeholder | Communication planning | At the beginning of stage 3, a stakeholder health check should have been conducted to assess what is going well, identify gaps and understand what needs to be improved | £0k | 0 | £0k | £0k | Effective stakeholder checks improves support for the Scheme as dynamics of stakeholder position towards the Scheme will be assessed and strategies put in place to improve engagement and communication. | |
| Stage 3 | PCF3-50 | Customer_and_Stakeholder | Correspondence including public and ministerial | Ensure effective use of Customer Relationship Management (CRM) for customer correspondence. Ensure sufficient trained CRM personnel within Delivery Integrated Partner provided with access. | £0k | 0 | £0k | £0k | Better monitoring of customer engagement, giving better analysis of information or improvement and planning strategies | Although time consuming, establishing an accurate and searchable record of all external correspondence that might influence DCO examination is essential. |
| Stage 3 | PCF3-51 | Customer_and_Stakeholder | Correspondence including public and ministerial | DIP / Client should ensure there is clear responsibility and active monitoring of customer correspondence within procedures and staff briefed/trained on requirements to ensure good quality feedback to customers. This extends to a searchable system accessible to all rather than a locked NH mailbox where correspondence is forwarded | £0k | 0 | £0k | £0k | Reduces re-work, excessive searching for documents, or inaccurate responses at later stage. | Good quality customer feedback will improve confidence in the benefits the project has to deliver |

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| Stage 3 | PCF3-52 | Customer_and_Stakeholder | Public Information Exhibitions | Referencing supplementary consultation and go-no-go issues encountered, we should plan ahead and make sure we know what we are consulting on and gather sufficient information/evidence to support our claims. We should follow agreed communication plans and channels to ensure better collaboration. | EDk | 0 | EDk | EDk | | Planning ahead and gathering adequate evidence/information will ensure clear communication to address stakeholder customer grievances. |
| Stage 3 | PCF3-53 | Customer_and_Stakeholder | Communication planning | Plan and establish a clear and effective stakeholder engagement strategy for each milestone. | EDk | 0 | EDk | EDk | Stakeholder engagement planning for each milestone improves our engagement strategies and a goal to stakeholders that we understand their specific concerns. | Conflicting views held on appropriate stakeholder engagement or each stage of what is necessary, what success looks like. This wasn't ironed out and created differences of opinion. |
| Stage 3 | PCF3-54 | Governance | IPA and DfT reporting and liaison | Procedures on NH websites for Tier 1 governance/ NFM escalation would benefit with being updated to assist teams with planning Clause 32 updates and planning or project/ escalation process and individuals to be included as SMEs etc. | EDk | 0 | EDk | EDk | Supports resource planning and reducing duplication of effort. Helps to provide certainty of approach. | It has an impact on the delivery of benefits. |
| Stage 3 | PCF3-55 | Governance | Assurance reviews | Early briefing and confirmation of Tier 1 requirements (IFOC) governance to support understanding by DIP and delivery team. | EDk | 0 | EDk | EDk | | Time being impacted. There was confusion within the Project Team about whether the Scheme was Tier One or not. Some in NH stated it was and some stated it wasn't. |
| Stage 3 | PCF3-56 | Governance | IPA and DfT reporting and liaison | Following identification of requirement - Tier 1 Sponsor is required at an early stage. | EDk | 0 | EDk | EDk | Early identification helps to reduce potential rework/ duplication of effort and provides assurance on products being developed (business case and IFOC paper). | |
| Stage 3 | PCF3-57 | Governance | Sponsorship | Sponsor (Ino DfT) should clearly define role of Tier 1 governance and requirements (inc. threats and opportunities, additional governance requirements or DIP, delivery team and regional team). | EDk | 0 | EDk | EDk | | Supports identification of missed opportunities for wider Scheme benefits. |
| Stage 3 | PCF3-58 | Governance | Sponsorship | Data required for Tier 1 escalation could be clearer and provided earlier - Linked to L1.5 - e.g. ECRWG requirements. | EDk | 0 | EDk | EDk | | Provide clarity/ reduce duplication of effort and uncertainty. |
| Stage 3 | PCF3-59 | Commercial_and_Procurement | Cost estimating | Project team to ensure cost estimate (general guide from NH cost estimating in 12 weeks) is undertaken with suitable lead in time ahead of governance. | EDk | 0 | EDk | EDk | | There is a presumption on that cost estimate for the project can be inserted at the end of the stage, which should actually be done earlier - as often a grid/cost data to other supporting documents e.g. COMMA etc. This issue in complicated further because the DIP contract requests 1-12 weeks in advance of the stage ending. In future it would be prudent to increase this time before the end of the stage but accept the increased uncertainty in the forecast. |
| Stage 3 | PCF3-60 | Governance | IPA and DfT reporting and liaison | Change in project to Tier 1 governance requires a different approach/ level of information/ cases and narrative to inform business case and IDC submissions - that benefit with individuals having experience of Tier 1 projects. | EDk | 0 | EDk | EDk | | Project team were able to utilise knowledge and experience of supply chain (Through a CE) - coupled with regional sponsor and others in organisation able to share experience of other Tier 1 projects e.g. A303 and A 26. |
| Stage 3 | PCF3-61 | Governance | Assurance reviews | Integrated Project Team ability to increase/ flex resources to meet stringent deadlines. | EDk | 0 | EDk | EDk | | National Highways brought in Project Manager to focus on governance. |
| Stage 3 | PCF3-62 | Consents_Orders_and_Planning | Land and Property consultation & identification | Update and maintain project level tracker to accurately record all historic and recreated lands and spend on the project. | EDk | 0 | EDk | EDk | | There should be constant communication and input from the PSC (property and compensation) team, along with supporting records including land licence tracker and costs etc updated by project team. |
| Stage 3 | PCF3-63 | Commercial_and_Procurement | Cost estimating | Need to follow the IFT process and officially certify the change at each IFT issue. | EDk | 0 | EDk | EDk | | It was a delaying factor for the production of the Assured Cost, when the supplier moved to a Bottom up estimate - although resulting in greater certainty of quantities involved meant the IFT could not have a simple update - instead NH cost estimate also had to be completely revised. In future RIS frameworks - it would be prudent to specify in the contract the use of the IFT template and provide guidance at the outset. |
| Stage 3 | PCF3-64 | Project_and_Programme_Management | Resource planning and management | NH SE have developed a regional prioritisation process to ensure response to produce the A27 Acquired are being actioned by Operations Directorate to assist with resource constraints. | EDk | 0 | EDk | EDk | | This is supported by OD and MP leadership to ensure escalation and support where required. |
| Stage 3 | PCF3-65 | Design | BIM | Following the reduction in NH central support offered on Building Information Modelling (BIM) the project team has escalated to regional committee the benefits of having a regional NH BIM coordinator to assist with document handover and compliance/ formatting etc. | EDk | 0 | EDk | EDk | | Would support and ensure consistent approach to documents received/ formal to support future records management. |