

INSTRUCTIONS FOR USING THE STAGE MANAGEMENT PLAN - PLEASE READ BEFORE COMPLETING IT

The Stage Management Plan product was introduced to the PCF on 01st September 2017, which alongside the Product Checklist and Project Management Plan is now a key deliverable to achieve a successful SGAR outcome.

Assorted internal audits have identified that the main issues with PCF are cultural, with varying levels of ownership from Project Managers. The new MP governance arrangements have also identified the need to strengthen the SGAR process, with planning being a priority area.

The purpose of the Stage Management Plan is therefore to demonstrate that the delivery of PCF products is robustly planned as an output from collaborative planning sessions, that desired outcomes are identified and understood and that ownership and accountability for product delivery is clearly defined in accordance with the three key principles of the PCF:

Plan the coming stage properly focussing on what outcomes need to be delivered
Consultation is a vital component - not an afterthought
Eliminate waste and focus efforts where most needed

It is crucial that Project Managers take ownership of the development of the Stage Management Plan and use it to inform the scope for their suppliers and they must not outsource it to them. They should not accept compensation events for the Stage Management Plan as suppliers will not be producing it.

The Stage Management Plan needs to be developed on day one of the project, referred back to throughout the stage and developed for the next stage prior to each stage end SGAR. It is recommended that the best way to do this is for Project Managers to hold a half day workshop with their SRO (tier 1) or Project Sponsor (Chair) and delivery team in the run up to each SGAR, during which the requirements of the next stage will be robustly reviewed and formally documented in the Stage Management Plan. Please invite your local PCF Assurance Manager who will be happy to attend the workshop and support you.

The Stage Management Plan is not meant to be a weighty document in its own right. It poses a number of questions designed to help shape thinking and users do not have to provide a specific answer to every single question.

The output should be a plan / strategy demonstrating that the correct matrix and product set is being used and that the requirements of every product are understood in terms of whether it is needed and for what purpose. Who needs to be involved in its development, the level and complexity that it needs to go into and when work needs to take place.

It is recognised that many teams are already carrying out detailed planning and the aspiration is to bring everybody up to this same level.

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Template for Stage Management Plan		NB ALL COMMENTS ARE MADE UP EXAMPLES TO HELP USERS COMPLETE IT							
Version number and date last updated.		Stage Management Plan version 13 last updated 27/07/17							
Project Name and Project Manager		A1 Example Project PM [REDACTED]							
Which stage(s) does this plan cover?		Stages 4 and 5							
Which version of the PCF product matrix is currently being followed?		Traditional Product Matrix version 43 - 01st June 2017 or Single Option Project product matrix version 22 - 01st June 2017							
When is the next quarterly matrix update due?		Traditional Product Matrix version 44 is due for release on 01st September 2017 or Single Option Project product matrix version 23 is due for release on 01st September 2017							
How long is the stage expected to last and approximately how many quarterly updates will there be during this time?		Stage is expected to be 2 years long so there could potentially be 8 quarterly matrix updates in this time.							
Is PowerSteering up to date (i.e. does it match the most recent version of the relevant PCF product matrix)?		Yes have been in regular contact with PowerSteering Helpdesk to ensure that all of the products for our current stage are reflected on there.							
Statutory process requirements (i.e. Planning Act DCO / Highways Act Orders / Single Option Project)		Following Planning Act 2008 / Following Highways Act 1980 / Single Option Project with no land take or environmental statement required and existing road being modified.							
Were any products added / removed / renamed in the last quarterly matrix update and how did this impact on the project?		The Habitat Regulations Assessment product was introduced on 01/03/17. It was agreed with Fred Bloggs from Environment Group on 03/03/17 that we do not need to adopt this new product as we have already completed the former 'Assessment of Implications on European Sites' product. The 'Integrated Assurance and Approvals Plan' product was introduced on 01/03/17. It has been added to PowerSteering and will be produced at earliest opportunity.							
Are any products being transferred between stages? If so why and who has agreed this?		The Geotechnical Design Report has been brought forward from Stage 5 because it is needed earlier in order to mitigate a specific risk, with the agreement of the Delivery Director and the SES Geotechnical specialist.							
Overall project strategy for product delivery (if any project specific variation from the norm).		The scheme has been in PCF Stage 2 for just over one year now and the original scope required PCF Product delivery in accordance with V39 of the PCF Product Matrix. There several 'newer' products that we are not proposing to deliver instead proposing to retain older versions for various reasons as detailed below. There are no legislative or DCO impacts as a result of this and we have emails from colleagues in SES							
Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 02 Collaborative Planning Scheduling and Resources		Key principle of the PCF no 03 Eliminate waste and focus efforts where most		Product Consultees		Who will be involved in its production?	
<p>Product Name</p> <p>NB This column is pre populated in line with the most recent version of the PCF product matrix so you do not need to complete it.</p>	<p>Product Purpose</p> <p>NB This column is pre populated in line with the most recent version of the PCF product matrix so you do not need to complete it.</p>	<p>Is it required at this stage for this project or programme?</p> <ul style="list-style-type: none"> If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? If no, please record reason for decision and who it was discussed with? 	<p>Collaborative Planning Scheduling and Resources</p> <p>Questions that you might consider / record in this column to inform your P6 schedule may include:</p> <ul style="list-style-type: none"> What resources do you need to complete it? When during the stage do you need to produce it (beginning / middle / end)? How long will it take to complete? What date does it need to be completed by? What date does it need to be started? Are there any interdependencies between this and any other product(s)? What are the risks and opportunities for the critical path? 	<p>Collaborative Planning Lean</p> <p>Questions that you might consider / record in this column may include:</p> <ul style="list-style-type: none"> Are there any opportunities to streamline the product? Could it be (legitimately) combined with another? Could it be produced at programme level? Are any templates provided appropriate for the level and complexity of this specific project or programme? Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc.) Have suppliers been given a clear brief on the level of detail that they need to produce? Are there any additional products not listed on the PCF that need to be produced? Could a base line document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	<p>Product Consultees</p> <p>NB This column is pre populated in line with the most recent version of the PCF product matrix so you do not need to complete it.</p> <p>Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments.</p> <p>The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.</p>	<p>Who will be involved in its production?</p> <p>NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted.</p> <p>Questions that you might consider / record in this column may include:</p> <ul style="list-style-type: none"> Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? Are there additional consultees not listed on the PCF that we should engage with? When should we engage with them? How should we engage with them? 	<p>Roles and Responsibilities</p> <p>NB Who specifically is the contact for each role on this project or programme?</p> <p>Project Manager: Joe Bloggs Environmental Specialist: Fred Smith Etc.</p>		
<p>Statutory Undertakers Estimate</p> <p>To ascertain the extent to which proposed route options are likely to affect or be affected by existing Utilities apparatus, including Statutory Undertakers for water, sewerage, gas, electricity and telecommunications, as well as other utility providers including, but not limited to, pipeline operators and other telecommunication providers. This is to be completed whilst demonstrating how this has influenced the initial optioneering process and determine how this could affect cost, value and efficiency.</p> <p>Furthermore, an Overseeing Organisations Agent (OO Agent) will be appointed in line with SA 10/05 New Roads and Street Work Act 1991 - Diversionary Works. Appendix 2 (NRSWA/C1.1) includes the standard pro forma letter detailing the notification of appointment.</p>	<p>Yes - To issue C4 Budget Estimates and use the responses to inform (amongst other things) the design, cost estimate, risk register and project schedule.</p>	<p>This product will be completed in house by the project team and needs to be commenced as one of the first activities during Stage 5. It is linked to the Preconstruction Design, Risk Register and Final Estimate.</p>	<p>C4 estimate requests have been issued together for both the main works and adjacent works around junction 32.</p>	<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Statutory Undertakers Team, Integrated Project Team Distributed To: Commercial Services Division</p>	<p>Agreed with the Design and Production Programme Manager Janet Jenkins that we shall consult her on the advanced diversionary works. She will attend our monthly project meetings as a standing attendee.</p>	<p>Produced by: [REDACTED] (Project Manager) Accountable and signed off by: [REDACTED] (Programme Delivery Director) Consulted with: [REDACTED] (HE Assistant Project Manager) (Supplier) Distributed to: [REDACTED] (Commercial Services Cost Engineer) Other roles to consider: Drafter: [REDACTED] (Supplier) Checker: [REDACTED] (HE Project Team)</p>			
<p>Combined Safety and Hazard Log Report</p> <p>To summarise the evidence required and any safety work already undertaken to demonstrate that a scheme's safety objectives are capable of being met. In doing so the report facilitates the initial safety approval of the scheme.</p> <p>This Product applies to all Project types *</p> <p>The four anticipated versions of the report are:</p> <p>SGAR 3 - Preliminary Design - SGAR 3 version. To provide a suitable level of confidence that the preliminary design is able to meet the required level of safety to progress through to the development phase.</p> <p>SGAR 5 - Construction Preparation - To provide a suitable level of confidence at the construction preparation stage, that the proposed design, as far as it has been developed, is able to meet the required level of safety. A further purpose is to highlight any areas where further design work needs to be undertaken, outline the actions proposed to finalise the design and highlight any safety implications of the proposed design options.</p> <p>Pre-operation (SGAR 6) - Construction, Commissioning & Handover: To demonstrate that the scheme is able to meet the required level of safety prior to commencement of operation. This includes demonstrating that the infrastructure, technology and equipment have been designed, constructed, installed and commissioned correctly and that suitable procedures for operation and maintenance are in place. To be completed and signed off in advance of 'Open for Traffic'.</p> <p>Final (SGAR 7) - Closeout - To close out the safety work for the scheme. It confirms that either the safety activities have been completed, or if they are not completed, that the safety risk associated with them is acceptable. This version is produced after significant operating experience has been gained. Typically this experience would be of the order of a year. Further versions of the Combined Safety and Hazard Log Report will also be needed if:</p> <p>An additional significant hazard is identified that needs mitigation.</p>	<p>Yes - Note the mandatory requirement for version 3 of this product to be signed off prior to open for traffic.</p>	<p>It is anticipated that our suppliers will take 3 months to complete this product and so I will need to be started no later than 14/12/17. SOW is forecast for April 2018 and there is a risk that we shall not be allowed to commence works without this critical product.</p>	<p>It has been agreed with the SES Safety Risk Governance Team that the scope of the Combined Safety and Hazard Log Report will reflect the reduced requirements of this Type A category project.</p>	<p>Produced By: MP Project Manager Accountable and Signed Off By: Stages 3, 5 and 6 - Programme Delivery Director. Stage 7: 1) Project Sponsor or 2) For Tier 1 projects only - SRO Consulted With: Operations Directorate Senior User (for technical approval), Service Delivery Operations Manager (SDOM) (for technical approval), SES Safety Risk Requirements Group, Principal Designer (for technical approval), Project Director (Project Consultant for technical approval) Distributed To: SES A-road Concept Development team * Please note that the Combined Safety and Hazard Log Report Template below includes a specific approvals sheet that must be completed as part of the sign off process. This product should also be agreed by the Safety Control Review Group (SCRG) prior to obtaining the above signatures</p>	<p>Agreed that a workshop will be convened with all interested parties named overleaf and that sign off will be done collectively at this workshop.</p> <p>Noted that for Stage 5 sign off resides with the Programme Delivery Director, who has delegated this responsibility to the PDB Programme Leader.</p>	<p>Produced by: [REDACTED] (Project Manager) Accountable and signed off by: [REDACTED] (Programme Delivery Director) Consulted with: [REDACTED] (HE Assistant Project Manager) - Operations Directorate Senior User, [REDACTED] - Service Delivery Operations Manager, [REDACTED] - SES Safety Risk & Governance Team 4, [REDACTED] - Principal Designer 5, [REDACTED] - Project Director Distributed to: N/A on this specific product. Other roles to consider: Drafter: [REDACTED] (Supplier) Checker: [REDACTED] (HE Project Team)</p>			
<p>Risk Management Plan</p> <p>To confirm roles and responsibilities for risk management activities on the project and when key activities will take place in order to order the team and communicate to others.</p> <p>Note the document refers to the standard processes and procedures for Risk Management of Major Projects in Highways England. Any variance from the standard processes, procedures and outputs will be referred to in the plan.</p> <p>To explain how and when risks are managed, monitored and reported on the project.</p>	<p>Yes - To ensure that the level of risk on this specific project is identified and understood and that there is a clear strategy for its management in accordance with the requirements of the wider division.</p>	<p>This product is maintained and updated by the Risk Manager and will be reviewed monthly throughout the project lifecycle to ensure that it remains current.</p>	<p>A programme level Risk Management Plan has been produced. It has therefore been agreed with the Sponsor John Smith that a scheme specific Annex will be updated by the project team in each stage.</p>	<p>Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO, Stage 3, 4, 5 and 6 - Programme Delivery Director. Consulted With: Highways England Regional Risk Manager, Integrated Project Team Distributed To:</p>	<p>Agreed that a workshop will be convened with all interested parties named overleaf and that sign off will be done collectively at this workshop.</p> <p>Noted that for Stage 5 sign off resides with the Project Sponsor (Chair)</p>	<p>Produced by: [REDACTED] (Project Manager) Accountable and signed off by: [REDACTED] (Programme Delivery Director) Consulted with: [REDACTED] (HE Assistant Project Manager) (Supplier), [REDACTED] (Risk Manager) Distributed to: N/A on this specific product. Other roles to consider: Drafter: [REDACTED] (HE Project Team) Checker: [REDACTED] (Supplier)</p>			
<p>SGAR Certificate</p> <p>To record the outcome of a Stage Gate Assessment Review (SGAR). This is part of the formal governance process and provides evidence / audit trail of compliance with the process.</p> <p>NB This product will be produced after the SGAR by the MP Delivery Services - Standards and Assurance Team</p>	<p>Yes - To provide an evidential trail that a) the requirements of the stage have been met and approval has been granted to move to the next stage and b) that all actions allocated at the SGAR were successfully completed.</p>	<p>The PCF Team produce the SGAR Certificate after the SGAR and so there is therefore no action required from the project team or suppliers. This product should be excluded from any supplier costings as they have no input into it.</p>	<p>The PCF Team produce the SGAR Certificate after the SGAR and so there is therefore no action required from the project team or suppliers. This product should be excluded from any supplier costings as they have no input into it.</p>	<p>Produced By: MP Delivery Services - Standards and Assurance Team Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: All SGAR attendees Distributed To: Project Team</p>	<p>Need to circulate to all SGAR attendees. Agreed will be carried out by mail following the SGAR.</p>	<p>Produced by: The PCF Team [REDACTED] on behalf of [REDACTED] (Project Manager) Accountable and signed off by: [REDACTED] (Internal Sponsor - Chair) Consulted with: All of the SGAR attendees, assigned at this early stage to most likely be [REDACTED] (Project Manager) (HE Assistant Project Manager), [REDACTED] (Operations Directorate Senior User), [REDACTED] (Service Delivery Operations Manager) Distributed to: Integrated Project Team i.e. [REDACTED] (Programme Delivery Director), [REDACTED] (HE Assistant Project Manager), Craig Waters (HE Project Support) Other roles to consider: Drafter: [REDACTED] (PCF Assurance Manager) Checker: [REDACTED] (PCF Manager)</p>			
<p>Tunnel Design Authority Report</p> <p>The product will summarise key aspects of the proposed tunnel to demonstrate that the operating regime for the tunnel has been considered from the outset by those responsible for its future operation, management and maintenance.</p> <p>Best knowledge and experience from across Highways England and beyond has been considered and input in the generation of the tunnel concept.</p> <p>Highways England tunnel solutions adopt a consistent operational regime and deliver performance to expected standards for safety, traffic flow, route availability and energy efficiency.</p> <p>For tunnel refurbishments - appropriate consideration has been given to the extent of upgraded tunnel facilities eg communications, controls technology and safety systems to achieve tunnel performance that demonstrates a high degree of consistency with the best performing tunnels in Highways England's network.</p> <p>The Tunnel Design Authority brings together experience and capability in a central overseeing group to achieve a consistent approach across the Highways England programme in the planning and design of tunnels. This is in recognition that there is an increasing volume of work in this area including an emerging programme of refurbishment works on existing Highways England tunnels over the next few years plus current design and development work on new tunnels (Lower Thames Crossing and A303 Stonehenge Tunnel), and feasibility study work on the Trans-Pennine Tunnel (Sheffield to Manchester route).</p> <p>TDA reviews of tunnel proposals are to commence from PCF Stage 0 and continue for each gate through to Stage 7. Intermediate reviews on specific tunnel aspects are to be arranged as necessary. Review outputs signed off by Highways England Chief Engineer (Chair) will be provided ahead of the SGAR for consideration by the SRO.</p>	<p>No, this project does not include any tunnels.</p>	<p>N/A</p>	<p>N/A</p>	<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Tunnels Team, OD Senior User, SES Safer Roads Group, IT Technology Coordination, IntelligentTransportSystemsGroup@highwaysengland.co.uk Distributed To:</p>	<p>N/A</p>	<p>N/A</p>			

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most					
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning Lean	Product Consultees	Who will be involved in its production?	Roles and Responsibilities	
NB This column is pre populated in line with the most recent version of the PCF product matrix so you do not need to complete it.	NB This column is pre populated in line with the most recent version of the PCF product matrix so you do not need to complete it.	<ul style="list-style-type: none"> If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? If no, please record reason for decision and who it was discussed with? 	<p>Collaborative Planning Scheduling and Resources</p> <p>Questions that you might consider / record in this column to inform your P6 schedule may include</p> <ul style="list-style-type: none"> Are there any opportunities to streamline the product? Could it be (legitimately) combined with another? Could it be produced at programme level? Are any templates provided appropriate for the level and complexity of this specific project or programme? Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc)? Have suppliers been given a clear brief on the level of detail that they need to produce? Are there any interdependencies between this and any other product(s)? Could a base line document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	<p>NB This column is pre populated in line with the most recent version of the PCF product matrix so you do not need to complete it.</p> <p>Consultees (also sometimes known as product reviewers) are the key advisors of specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments.</p> <p>The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.</p>	<p>NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted.</p> <p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? Are there additional consultees not listed on the PCF that we should engage with? When should we engage with them? How should we engage with them? 	<p>Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc</p>	
POPE Scheme Evaluation Plan	To set out and agree the scope of the post opening evaluation which will identify whether the anticipated benefit will be realised and the scheme objectives will be met. The evaluation will compare the anticipated costs, benefits and other impacts (disbenefits) with the current situation at one and five years after opening. This process applies to projects with a capital cost excess of £10m.	<p>Yes - to be produced before commencing construction works</p> <p>This product will be newly created in conjunction with the SEP team to allow extensive information review.</p>	<p>Complete by SGAR 5 on 05 December 2017.</p> <p>This product is needed to begin the evaluation of the scheme benefits and to form the basis of a benefits realisation plan which will be used to assess scheme performance post-completion</p> <p>This product will not be required for Stage 6</p>	<p>Collaborative planning meetings with POPE consultants within Strategy and Planning in order to facilitate an efficient transfer of information relating to the completion of this product.</p> <p>This product will not be required for Stage 6</p>	<p>Produced By MP Project Manager (in conjunction with the Evaluation Team and the Benefits manager)</p> <p>Accountable and Signed Off By Programme Internal Sponsor</p> <p>Consulted With S&P POPE Sponsor</p> <p>Distributed To SES Transport Planning Group, SES A-road Concept Development team</p>	<p>Collaborative planning meetings with POPE consultants within Strategy and Planning in order to facilitate an efficient transfer of information relating to the completion of this product.</p> <p>This product will not be required for Stage 6</p>	<p>Produced By [redacted]</p> <p>Checker [redacted] - Assistant Project Manager</p> <p>Approver [redacted] - Project Sponsor</p> <p>Consultees [redacted] - SES Safety [redacted] - SES POPE Sponsor</p> <p>Distributed to [redacted] - TPG [redacted] - SES Environment</p> <p>As this product will be created in conjunction with one of the consultees the sign off for this should be achieved relatively quickly and simply, as the necessary work will have been agreed and carried out by both sides prior to that point, with everyone on the same page. This will then be issued to SES following this closer to the end of the stage for email consultation.</p>
Traffic Management Plan	#REF!	<p>Yes - updated with contractor plans</p> <p>This will be tied into other PCF products and explain how the contractor's TM plans will impact the scheme and outline the approach that they will take over the course of the project</p>	<p>Complete by SGAR 5 on 05 December 2017.</p> <p>This needs to be completed in order to inform when TM will be used and to understand how it will be deployed over construction including appraisal of its necessity for the soft start</p> <p>Collaboration with departments such as CSD will also be carried out in order to ensure that the TM is done bearing in mind Highways England's customer satisfaction KPI</p>	<p>The contractor will work closely with both Highways England and MMSJV in order to understand any requirements from us in terms of TM and to use the previous experience possessed by MMSJV in order to design this plan. This will be updated for the full Stage 6 to reflect any changes in the contractor's TM plans.</p> <p>Collaboration with departments such as CSD will also be carried out in order to ensure that the TM is done bearing in mind Highways England's customer satisfaction KPI</p>	<p>#REF!</p> <p>The contractor will work closely with both Highways England and MMSJV in order to understand any requirements from us in terms of TM and to use the previous experience possessed by MMSJV in order to design this plan. This will be updated for the full Stage 6 to reflect any changes in the contractor's TM plans.</p> <p>Collaboration with departments such as CSD will also be carried out in order to ensure that the TM is done bearing in mind Highways England's customer satisfaction KPI</p>	<p>Produced By Galford Try on behalf of [redacted]</p> <p>Checker [redacted] - Assistant Project Manager</p> <p>Approver [redacted] - SRO (as delegated by Programme Delivery Director)</p> <p>Consultees [redacted] - SDOM [redacted] - MP CSD [redacted] - Senior User [redacted] - NTOP T&I Manager [redacted] - CROM [redacted] - MAC</p> <p>Distributed to [redacted]</p> <p>This product will be sent for consultation over email, which is likely to be done at the end of the stage bearing in mind the length of the stage and the complexity of the document. Consultees will then need to be made aware of the time constraints in order to ensure that this product is delivered on time</p>	
Project Level Procurement Strategy	To allow Procurement Division to initiate the tendering process for the appointment of a contractor for the construction of major road project(s).	<p>Yes - reviewed for Stage 5</p> <p>Updated to incorporate developments in the appointment of the Design and Build contractor as well as the appointment of both the Commercial and Technical Assurance roles</p>	<p>Complete by SGAR 5 on 05 December 2017.</p> <p>Only the addendum of this document is to be amended for the SGAR as this contains the information update on the procurement of new suppliers</p>	<p>Discussion with Galford Try held in Stage 6 to determine their procurement needs over course of construction</p> <p>Extensive discussions in Stage 6 with the Procurement department will also be held to ensure that the information contained within the document is correct</p>	<p>Produced By MP Project Manager</p> <p>Accountable and Signed Off By Programme Delivery Director</p> <p>Consulted With Procurement Division - Procurement (Operational) for Major Projects</p> <p>Distributed To [redacted]</p>	<p>Discussion with Galford Try held in Stage 6 to determine their procurement needs over course of construction</p> <p>Extensive discussions in Stage 6 with the Procurement department will also be held to ensure that the information contained within the document is correct</p>	<p>Produced By [redacted]</p> <p>Checker [redacted] - Assistant Project Manager</p> <p>Approver [redacted] - SRO (as delegated by Programme Delivery Director)</p> <p>Consultees [redacted] - Procurement</p> <p>Distributed to [redacted]</p> <p>As consultation will be carried out throughout the amendment of this product and that Louise is the only consultee, this product will be signed off quickly and will look to be completed early in the stage</p>
Business Case	To provide justification for the financial investment over the entire lifecycle and at each Stage. It addresses the objectives, benefits, risks, costs and value for money of a project. The business case should be consistent with the principles outlined in 'HMT's Green Book' appraisal and evaluation in central government and must be produced in addition to the various investment submission templates which are only intended to be high level summaries of the actual business case.	<p>Yes - updated with final target cost</p> <p>As the Final Estimate is not being produced at this stage, this will be updated to inform of that, with wording added to delineate the position of the project team with regards to the timeline for completing the Final Estimate</p>	<p>Complete by SGAR 5 on 05 December 2017.</p> <p>This product is needed to provide the final target cost, however due to the unique nature of this project, this will not be possible at this stage.</p>	<p>This will be produced in conjunction with the finance team in addition to MMSJV, primarily using telephone and email to exchange information. This is due to the minor nature of the changes that are needed and will mean that face to face meetings will not be justified in terms of time</p>	<p>Produced By MP Project Manager</p> <p>Accountable and Signed Off By Programme Internal Sponsor</p> <p>Consulted With Strategy & Planning Economics Group Business Partner (for review of the economic case), Strategy & Planning (for review of the strategic case), Commercial & Procurement Business Partner, Management Case Assurance team, Finance Business Partner, Capital Portfolio Management</p> <p>Distributed To MP Delivery Services Director, MP Delivery Services Support, MP Delivery Services Senior Manager - Governance, Assurance and Quality, MP Programme Commercial Delivery Lead, Programme Delivery Director (as appropriate), Procurement Division - Procurement (Operational) for Major Projects, SES A-road Concept Development team</p>	<p>This will be produced in conjunction with the finance team in addition to MMSJV, primarily using telephone and email to exchange information. This is due to the minor nature of the changes that are needed and will mean that face to face meetings will not be justified in terms of time</p>	<p>Produced By [redacted]</p> <p>Checker [redacted]</p> <p>Approver [redacted] - Programme Internal Sponsor</p> <p>Consultees [redacted] - IPT Will Barnes - FBP</p> <p>Distributed to [redacted] - MP Divisional Director [redacted] - Procurement [redacted] - Programme Hub Director [redacted] - Business Planning, CoE and Management Information [redacted] - PH Governance, Assurance and Quality [redacted] - Commercial Services Director</p> <p>This product will be distributed to consultees fairly late in the stage, due to the low number of consultees and the minor nature of the changes made to it. This will allow for time to be spent concentrating on the more complex products. Telephone and email contact will be made to ensure that consultees are aware of the timeframe within which comments are needed and to ensure that these are received in a timely manner</p>
Certificate of Compliance with Operations TLG	To demonstrate that every project has attended the Operations Technical Leadership Group (TLG) approximately 2-3 months before the SGAR through PCF stages 3, 5 and 7, and (where appropriate) completed any actions awarded. All schemes are required to present their operational solution to the TLG to ensure best practice is applied across relevant programmes of work. The review by TLG has a particular focus on operational, safety and maintenance issues, helps schemes develop consistent approaches, and ensures knowledge is shared across project teams. The purpose of the Operations Technical Leadership Group (TLG) is: <ul style="list-style-type: none"> To provide direction & guidance on safety, operational and maintenance issues to ensure a consistent approach across schemes/programmes; To promote continuous improvement of operations and maintenance to achieve enhanced efficiency and safety of all populations, and to identify and promote development requirements; To ensure that due consideration is taken of route consistency, whole life cost and Asset Management during scheme development; To facilitate escalation of significant issues to the SRO (Or Project Sponsor/Chair), with clear recommendations; and To hold the progress of schemes, when warranted. Whilst TLG's role is not to approve the scheme, operational solutions presented and determined to be suitable will receive endorsement through a Certificate of Compliance. Any actions will be recorded on the Certificate, and must be addressed prior to the subsequent SGAR. To book attendance at the Operations Technical Leadership Group or for advice on the process, please contact opstg@highwaysengland.co.uk. Bookings should be arranged at least 3 months before planned attendance. If a scheme does not have any operational or safety related issues then it is possible that these schemes may not need to be undertaken in line with MCH 1596 - HATMS Site Data Change Procedure. Site data defines how technology on the road is referenced and, therefore, how it communicates with the RCC control system. The correct site data specification enables the automatic setting of signals and message signs utilising traffic flow data.	<p>Yes</p>	<p>Complete by SGAR 5 on 05 December 2017.</p> <p>The meeting is to be held on 09/11 and so the certificate will be forthcoming within a week of this date.</p>	<p>A meeting will be held with the Technical Leadership Group where representatives from the project team, the contractor and MMSJV will be present to discuss operational and safety related issues pertaining to the construction of the project</p>	<p>Produced By MP Project Manager</p> <p>Accountable and Signed Off By Programme Delivery Director</p> <p>Consulted With The chair of the Operations Technical Leadership Group (for technical approval), Integrated Project Team</p> <p>Distributed To [redacted]</p>	<p>A meeting will be held with the Technical Leadership Group where representatives from the project team, the contractor and MMSJV will be present to discuss operational and safety related issues pertaining to the construction of the project</p>	<p>Produced By [redacted]</p> <p>Checker [redacted] - Assistant Project Manager</p> <p>Approver [redacted] - SRO (as delegated by Programme Delivery Director)</p> <p>Consultees [redacted] - IPT Chair of Ops TLG</p> <p>Distributed to [redacted]</p> <p>Consultation for this product will be achieved very quickly as both consultees will be in the meeting. The certificate will be issued to Mohsin by the Chair of the Ops TLG within a week of the meeting where he will then review it and sign off. Therefore, this product will represent a quick win and can be completed at an early point in the stage</p>
Site Data Change Request	To request a change to current site data so that new technologies introduced by a project can be operated. This request will need to be undertaken in line with MCH 1596 - HATMS Site Data Change Procedure. Site data defines how technology on the road is referenced and, therefore, how it communicates with the RCC control system. The correct site data specification enables the automatic setting of signals and message signs utilising traffic flow data.	<p>Yes for interim Stage 6 when detailed design is completed</p>	<p>Complete by interim SGAR 6 as agreed with product owner - agreement received from Eamonn Patton. RISK: There is low risk associated on the project with delaying this product.</p>	<p>Eamonn Patton has based the sign off of this product on the fact that the project has not yet completed detailed design as it is a D&B contract, only when detailed design is complete can this product complete.</p>	<p>Produced By MP Project Manager (site data designer prepares on behalf of the Project Manager)</p> <p>Accountable and Signed Off By Programme Delivery Director</p> <p>Consulted With IT Technology Coordination</p> <p>Distributed To [redacted]</p> <p>* Consultation is centrally co-ordinated via this inbox. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people), which PCF product requires a review.</p>	<p>Eamonn Patton has based the sign off of this product on the fact that the project has not yet completed detailed design as it is a D&B contract, only when detailed design is complete can this product complete.</p>	<p>Produced By [redacted]</p> <p>Checker [redacted] - APM</p> <p>Approver [redacted] - SRO (as delegated by Programme Delivery Director)</p> <p>Consultees [redacted] - PDD Technology mailbox [redacted] - CROM</p> <p>Distributed to [redacted]</p> <p>As this is going to a mailbox as opposed to an individual consultation it is difficult to coordinate. Therefore, it is essential that this consultee is engaged as early as possible as there is likely to be a long queue of other projects emailing the same document for consultation. We can therefore expect the lead time on receiving comments to be fairly high. The project team will look to use contacts in this department to impress upon them the urgency of the consultation.</p>

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most	
Product Name	Product Purpose	Collaborative Planning Scheduling and Resources	Collaborative Planning Lean
<p>Product Name</p> <p>NB This column is pre populated in line with the most recent version of the PCF product matrix so you do not need to complete it.</p>	<p>Product Purpose</p> <p>NB This column is pre populated in line with the most recent version of the PCF product matrix so you do not need to complete it.</p>	<p>Collaborative Planning Scheduling and Resources</p> <p>Questions that you might consider / record in this column to inform your P6 schedule may include</p> <ul style="list-style-type: none"> • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with? <p>• What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path?</p>	<p>Collaborative Planning Lean</p> <p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another ? • Could it be produced at programme level ? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a base line document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?
<p>Road Safety Audit</p>	<p>Road Safety Audit (RSA) is a systematic process to provide an effective and independent review of the road safety implications of highway schemes during the development and construction phases.</p> <p>The objective of RSA is to identify features of the design that could cause road safety problems. The RSA then suggests modifications that could improve road safety to minimise the risk of future road collisions or incidents once the scheme is operational.</p> <p>RSA is a mandatory process that must be carried out independently of design and construction work. RSAs are intended to ensure that operational road safety experience is applied during the design and construction process in order that the number and severity of collisions are kept to a minimum.</p> <p>RSA provides a mandatory audit report during the development and construction phases of a highway improvement scheme. The RSA report identifies potential safety issues, with a particular focus on road user safety, and recommends mitigation measures where possible.</p> <p>RSA is mandatory at four stages in the lifecycle of a project</p> <p>RSA Stage 1 - completion of preliminary design. RSA Stage 2 - at the end of the construction preparation stage. RSA Stage 3 - completion of construction stage but prior to opening. RSA Stage 4 - post opening monitoring using 12 months of validated post highway scheme-opening road traffic collision data.</p> <p>Any outstanding Road Safety Audits must be completed by SGAR 7. An action plan to address any required remedial measures from the RSA must be in place and agreed with Operations. Appropriate budget must be allocated for Operations to complete any remedial works.</p>	<p>Completed by interim SGAR 6 as agreed with product owner - agreement received from (SES Safer Roads). RISK There is low risk associated on the project with delaying this product.</p> <p>This can be carried out as soon as the detailed design is completed</p>	<p>Deferment of this product to interim SGAR 6 was agreed by [redacted] on the reasoning that new RSAs are supposed to be done upon the completion of detailed design. With detailed design not complete on this project until March, it would not make sense to complete this product now</p>
			<p>Product Consultees</p> <p>NB This column is pre populated in line with the most recent version of the PCF product matrix so you do not need to complete it.</p> <p>Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments.</p> <p>The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.</p>
			<p>Who will be involved in its production?</p> <p>NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted.</p> <p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them ? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?
			<p>Roles and Responsibilities</p> <p>NB Who specifically is the contact for each role on this project or programme ?</p> <p>Project Manager: Joe Bloggs Environmental Specialist: Fred Smith Etc</p>
			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: (Only for RSA Response Reports where the Design Team and Project Manager do not accept recommendations given in RSA Reports) applicable both Safer Roads Design Team and SES Safety Risk Requirements Group. Operations Directorate Senior User (Stage 3 and Stage 4 only) Distributed To: Audit Team Leader. Once fully completed and signed off, copies of finalised RSA reports and RSA Response Reports should be sent to Safer Roads Design Team via the Road Safety Audit inbox, SES A-road Concept Development team</p>
			<p>Deferment of this product to interim SGAR 6 was agreed by [redacted] on the reasoning that new RSAs are supposed to be done upon the completion of detailed design. With detailed design not complete on this project until March, it would not make sense to complete this product now</p>
			<p>Produced By: Galford Try on behalf of [redacted] Checker: [redacted] Approver: [redacted] - SRO (as delegated by Programme Delivery Director) Consultees: [redacted] - Audit team [redacted] - SES Safety Risk Requirements Distributed to: [redacted] - SES Safer Roads</p> <p>Both of the consultees on this product will be involved closely in its production and so they will be in agreement as to the technical contents before it is released for comment. Therefore, they will only need to agree on the wording and presentation of the report which is likely to be done quickly. This can be done as soon as the RSA has been completed and so it is possible that this could be done early in the stage, contingent on when the RSA is completed</p>

THIS SHEET IS BASED ON STAGE 0 OF THE TRADITIONAL PCF PRODUCT MATRIX - VERSION 54 - 01/06/20

Template for Stage Management Plan		THE QUESTIONS POSED IN THIS TEMPLATE ARE INDICATIVE AND MAY NOT BE RELEVANT IN ALL INSTANCES. PLEASE USE THEM AS A GUIDE AND APPLY COMMON SENSE.
Version number and date last updated.	Version 5-11/09/2020	
Project Name and Project Manager	M6 to A1(M) Corridor Study and [REDACTED]	
Which stage(s) does this plan cover?	Stage 0	
Which version of the PCF product matrix is currently being followed?	2 (September has not been updated)	
When is the next quarterly matrix update due?	Dec 20	
How long is the stage expected to last and approximately how many quarterly updates will there be during this time?	Stage 0 is expected to end following Minister announcement following IPDC September 2020	
Is PowerSteering up to date (i.e. does it match the most recent version of the relevant PCF product matrix)?	N/A- not currently being used	
Statutory process requirements (i.e. Planning Act DCO / Highways Act Orders / Single Option Project)	N/A	
Were any products added / removed / renamed in the last quarterly matrix update and how did this impact on the project?	No implications for these Stage 0 products from last quarterly matrix update	
Are any products being transferred between stages? If so why and who has agreed this?	N/A	
Overall project strategy for product delivery (if any project specific variation from the norm).	Project is a Stage 0 strategic study (All products to be signed off by SRO. [REDACTED])	

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.	Key principle of the PCF no 02 Consultation is a vital component not an afterthought.
Product Name	Product Purpose	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your PO schedule may include - What resources do you need to complete it? - When during the stage do you need to produce it (beginning / middle / end)? - How long will it take to take to complete? - What date does it need to be completed by? - Are there any interdependencies between this and any other product(s)? - What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include - Are there any opportunities to streamline the product? - Could it be (legitimately) combined with another? - Could it be produced at programme level? - Are any templates provided appropriate for the level and complexity of this specific project or programme? - Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) - Have suppliers been given a clear brief on the level of detail that they need to produce? - Are there any additional products not listed on the PCF that need to be produced? - Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?
Client Scheme Requirements	To set out the Department for Transport's requirements for the project, covering a high-level definition of the transport challenges and issues, objectives, project outputs and costs. The Client Scheme Requirements should be used as a central summary document for the scheme and will support a number of other PCF products. The CSR scope book captures in stages the next level of detail underpinning the Client Scheme Requirements, as the project is developed, and is consistent with the Business Case.	Produced Pre Tender by PM and signed by SRO. http://share/share/lisapi.dll?func=libobjaction_overview&objid=4692367	Produced By: Either 1) SRO or 2) For tier 1 projects only - DT Sponsor Accountable and Signed Off By: Either 1) Programme Internal Sponsor or 2) For tier 1 projects only - DT Sponsor Consulted With: MP Project Manager, MP Delivery Services (Investment subcommittee), SES Environment Group, Environmental Advisor, CMA, Strategy & Planning, SES A-road Concept Development team, SES Safe Roads Design Unit, Lead, OD Senior User, MP Base Line Management (for Slope Book) and add locally for tier 1 projects signed off by DT - SRO Distributed To: MP Delivery Services Senior Manager - Business Planning, Cost and Management Information, MP Programme Management Office
Analytical Requirements Report	each stage of the Project Control Framework (PCF). The ARR should be considered a living document and should be reviewed at the end of each PCF stage (up to and including Stage 5) prior to the commencement of the next stage using the ARR Template. Previous versions of the ARR should be retained at the end of each stage so that a complete record of all ARRs for the project is available if required. The preparation of the ARR is the responsibility of the Project Manager and the Transport Planning Group Business Partner. Responsibility cannot be delegated to the Supply Chain as the Supply Chain may change as the project moves between stages and as such could provide an advantage to the current supplier. The ARR should be the terms of reference for the development of the Appraisal Specification Report (ASR) for the next PCF stage of the project. It should focus on the analytical requirements for: - Transport Modelling - Economic Appraisal - Environmental Appraisal - Evaluation The ARR will be considered by members of the Analytical Requirements Committee and where necessary the Project Manager and the Transport Planning Group Business Partner will be required to present the ARR at the monthly ARC meeting.	Produced post tender by PM and signed off by ARC and consulted with relevant groups. http://share/share/lisapi.dll?func=libobjaction_overview&objid=6446532	Produced By: MP Project Manager Accountable and Signed Off By: Analytical Requirements Committee Consulted With: Strategy & Planning Transport Planning Group Business Partner, Strategy & Planning Economics Group Business Partner and Safety, Engineering and Standards Environmental Group Environmental Advisor Distributed To: Strategy & Planning
Appraisal Specification Report	The purpose of the Appraisal Specification Report (ASR) is to inform decision makers and stakeholders on how the analytical requirements set out within the Analytical Requirements Report (ARR) will be met, taking account of budgetary, programme, political, environmental and legal constraints. The Appraisal Specification Report (ASR) should give project managers an early indication of significant risks and be used to inform the development of appropriate options taking account of the identified constraints. The ASR will: - define the economic narrative within the ARR will be maintained through the appraisal process; - define the methodology, assumptions and associated risks of the transport assessment, including traffic modelling; - define the scope and content of the environmental assessment; - identify the data and outstanding survey requirements; and - set out the consultation processes for appropriate stakeholders engagement. The ASR should be developed for PCF Stages 0-3, and beyond if required and should be undertaken before any of the analysis work is started. The ASR addresses the requirements from the ARR, so if an ARR does not exist from the previous stage, the ASR must await the production of the ARR.	The ASR draft is still being produced by the consultant. ASR draft V3 has been produced for comments from relevant technical groups in April and at subsequent TAG meetings.	Roles and Responsibilities Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With: Strategy & Planning Transport Planning Group Business Partner, Strategy & Planning Economics Group Business Partner, Safety, Engineering and Standards Environmental Group Environmental Advisor, Integrated Project Team Distributed To: Strategy & Planning
Order of Magnitude Estimate	Aim and Purpose: The aim of an Order of Magnitude Estimate is to provide an assessment of proposals for entry to the forward programme of schemes and Project Lifecycle. This then leads to a decision by the DT on whether to move into the Options Phase. The purposes of the estimate are to: - Compare transport solutions. - Provide a cost, taking account of budgetary, programme, political, environmental and legal constraints. - Entry into the Options Phase.	Yes- this is a Benchmark/Project Team deliverable. F300 Cost estimates have been produced. http://share/share/lisapi.dll?func=libobjid=76063309&objAction=browse&viewType=1	Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With: Commercial Services Cost Estimating Manager (For Technical Approval), Integrated Project Team, National Part I Claims Team, Finance Business Partner Distributed To: MP Delivery Services Senior Manager - Governance, Assurance and Quality, Regional Commercial Manager, MP Delivery Services, Commercial Services Division Estimating Coordinator, MP Delivery Services Support Inbox, MPDS Management Information
Risk Management Plan	To can limit roles and responsibilities for risk management activities on the project and when key activities will take place in order to direct the team and communicate to others. No other documents refer to the standard processes and procedures for Risk Management of Major Projects in Highways England and any variance from the standard processes, procedures and outputs will be referred to in the plan. To explain how and when risks are managed, monitored and reported on the project.	Yes- this is a consultant deliverable. This product has been produced in the stage to explain the risk management process to be adopted for the stage.	Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Stage 3, 4, 5 and 6 - Programme Delivery Director. Consulted With: Highways England Regional Risk Manager, Integrated Project Team Distributed To:
Risk Register	To ensure risks to the project and programme are actively and formally identified, assessed and managed in line with HE MP Risk Processes and to increase the chance of project success.	Yes- this is a consultant deliverable. The risk register has been produced by the Risk Manager. The risk register will be reviewed on a monthly basis as part of progress meetings. Top risks will be shared with Project Board at each meeting. The full risk register is to be issued to PB members when required. Final risk register circulated before final project board.	Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Highways England Regional Risk Manager, Integrated Project Team, All risk workshop attendees, SLP Transport Planning Group, SES Geotechnics Group Consulted With for information only: IT Technology Coordinator Distributed To: SES A-road Concept Development team *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the DO region in which it falls (to help them to locate it to the correct people) and which PCF product requires a review.

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme? - If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? - If no, please record reason for decision and who it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your PO schedule may include - What resources do you need to complete it? - When during the stage do you need to produce it (beginning / middle / end)? - How long will it take to take to complete? - What date does it need to be completed? - What date does it need to be started? - Are there any interdependencies between this and any other product(s)? - What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include - Are there any opportunities to streamline the product? - Could it be (legitimately) combined with another? - Could it be produced at programme level? - Are any templates provided appropriate for the level and complexity of this specific project or programme? - Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) - Have suppliers been given a clear brief on the level of detail that they need to produce? - Are there any additional products not listed on the PCF that need to be produced? - Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include - Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? - Are there additional consultees not listed on the PCF that we should engage with? - When should we engage with them? - How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Transport Data Package	The Transport Data Package is not a report, but instead encapsulates all of the data gathered to support the transport analysis used to underpin a scheme's business case, design and operational, economic and environmental assessments. The Transport Data Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the data without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Mode Ling and Appraisal (ComMA) Report should detail the data and data collection processes, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Data Package and what form this evidence will take. Signoff of the Transport Data Package assumes that a Transport Model Package has already been formally approved.	Yes- this is a consultant deliverable	TBC		Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To	Produced by AECOM Model ling team (lead [redacted])	Author: AECOM Model ling team [redacted] Consultant: HE PM [redacted] HE APM [redacted] Technical Approval: HE Transport Planning Group Lead [redacted] Accountable: Programme delivery director [redacted]
Transport Model Package	The Transport Model Package is not a report, but instead encapsulates all of the analytical material created during the production of the base year transport model (i) used to underpin a scheme's business case, design and operational and environmental assessments, including the model itself. The Transport Model Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the component analytic work without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Mode Ling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Transport Model Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Model Package and what form this evidence will take. Signoff of the Transport Model Package assumes that a Transport Data Package has already been formally approved.	Yes- this is a consultant deliverable	TBC		Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To	Produced by AECOM Model ling team (lead [redacted])	Author: AECOM Model ling team [redacted] Consultant: HE PM [redacted] HE APM [redacted] AECOM- TBC Technical Approval: HE Transport Planning Group Lead [redacted] Accountable: Programme delivery director [redacted]
Transport Forecasting Package	The Transport Forecast Package is not a report, but instead encapsulates all of the analytical material created during the production of the transport economic analysis used to underpin the economic section of a scheme's business case. The Transport Forecast Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the component analytic work without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Mode Ling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Transport Forecast Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Forecast Package and what form this evidence will take. Signoff of the Transport Forecast Package assumes that a Transport Model Package has already been formally approved.	Yes- this is a consultant deliverable	TBC		Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To	Produced by AECOM Model ling team (lead [redacted])	Author: AECOM Model ling team [redacted] Consultant: HE PM [redacted] HE APM [redacted] AECOM- TBC Technical Approval: HE Transport Planning Group Lead [redacted] Accountable: Programme delivery director [redacted]
Economic Appraisal Package	The Economic Appraisal Package is not a report, but instead encapsulates all of the analytical material created during the production of the transport economic analysis used to underpin the economic section of a scheme's business case. The Economic Appraisal Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner and where wider economic impacts are considered, the Economic Appraisal Package business partner, to approve the component analytic work without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Mode Ling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Economic Appraisal Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Economic Appraisal Package and what form this evidence will take. Signoff of the Economic Appraisal Package assumes that a Transport Forecast Package has already been formally approved.	Yes- this is a consultant deliverable	TBC		Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With Strategy & Planning Transport Planning Group (for technical approval), Strategy & Planning Economist Group business partner (for technical approval, where required) Distributed To	Produced by AECOM Model ling team (lead [redacted])	Author: AECOM Model ling team [redacted] Consultant: HE PM [redacted] HE APM [redacted] AECOM- TBC Technical Approval: HE Transport Planning Group Lead [redacted] HE Economics Business Partner [redacted] Accountable: Project sponsor [redacted]
Benefits Register	To provide decision makers with a concise, across-the-board overview of the benefits and disbenefits of a scheme option, providing a framework or establishing ownership and risks around delivering those benefits and taking account of all the economic, social, environmental and financial impacts of an intervention as set out in the Treasury Green Book. The Appraisal Summary Table (AST) is integrated into this product to provide a breakdown of the monetisation of benefits as required by WestTAG. This information, along with the other benefits identified within the register, will be assessed to be made as to the overall value or money an option provides. This product should be accompanied by a Matrix of Distributional Impacts from PCF Stage 2 onwards.	Yes- this is a consultant deliverable	This has been completed and circulated to relevant technical advisors.		Produced By MP Project Manager with the local Benefits SME Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With S&P Transport Planning Group (up to and including Stage 5 (for technical approval)) and at Stage 7 it goes to the Senior Customer Insight Manager Insight and Evaluation Team, SES Environment Group (for technical approval), Integrated Project Team Distributed To MP Delivery Services Support, SES A-road concept development team	Produced by AECOM Model ling team (lead [redacted])	Author: AECOM Model ling team [redacted] Consultant: HE PM [redacted] HE APM [redacted] HE Environmental [redacted] Technical Approval: HE Transport Planning Group Lead [redacted] HE Economics Business Partner [redacted] HE Environmental [redacted] Accountable: Project sponsor [redacted]
Combined Modelling and Appraisal (ComMA) Report	The ComMA is intended to be an end of stage report, reporting what has occurred throughout the PCF stage and should, where necessary, indicate where the direction of the underlying analysis has changed during the stage. As the ComMA is a final report, it is expected that the results of all of the underlying PCF products, i.e. the transport data package, transport model package, the transport forecast package and the economic appraisal package, will have already been agreed with the scheme's Transport Planning Group Business partner. The ComMA will: - examine and describe the local transport system, summarising and explaining the key movements and demands across the scheme and the surrounding affected areas; - explain the underlying issues that are causing the problem that the scheme is seeking to alleviate; - collate, summarise and review the traffic data that was available and extend at the commencement of the stage; - set out any identified need for additional traffic data found during the current PCF stage, following the data requirements set out in the AQR and AQR, and commenting upon any additional data requirements for subsequent stages; - describe the manner in which any necessary data has been collected, detailing the surveys, data cleaning and expansion methods and then summarise the collected data; - explain the processes undertaken to produce the base year traffic/transport model; - demonstrate that the model accurately reproduces an existing situation, by comparison to independently observed data; - summarise the accuracy of the base from which the forecasts have been prepared; - present the forecasting methodology and detail and justify any assumptions made during the process; - clearly present the traffic forecasts required for operational, economic and environmental appraisal using both tabular and map-based figures; - discuss any differences with previous forecasts and explain the reasons, if appropriate; - detail the data and methodology used in the transport appraisal and justify any assumptions made; - report the monetised costs and benefits in both geographical and temporal terms; and - combine the monetised costs and benefits for each assessed option in standard economic	Yes- this is a consultant deliverable.	The ComMA has been completed and circulated to relevant technical advisors, sign off has been provided.		Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Strategy & Planning Transport Planning Group Business Partner, Strategy & Planning Economics Group Business Partner, Integrated Project Team Distributed To	Produced by consultant	Author: Consultant: HE PM [redacted] HE APM [redacted] AECOM [redacted] HE Transport Planning Group Lead [redacted] HE Economics Business Partner [redacted] HE Regional Environmental Advisor [redacted] Accountable: Programme delivery director [redacted]

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme? - If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? - If no, please record reason for decision and who it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your PO schedule may include - What resources do you need to complete it? - When during the stage do you need to produce it (beginning / middle / end)? - How long will it take to complete? - What date does it need to be completed by? - What date does it need to be started? - Are there any interdependencies between this and any other product(s)? - What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include - Are there any opportunities to streamline the product? - Could it be (legitimately) combined with another? - Could it be produced at programme level? - Are any templates provided appropriate for the level and complexity of this specific project or programme? - Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) - Have suppliers been given a clear brief on the level of detail that they need to produce? - Are there any additional products not listed on the PCF that need to be produced? - Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include - Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? - Are there additional consultees not listed on the PCF that we should engage with? - When should we engage with them? - How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
End of Stage Report	To summarise the project progress against its baseline cost and schedule plans at the end of the Stage, as part of the Stage Gate Assessment Review.	Yes - this is to be produced by the consultant / HE.	Lesson Learnt Workshop has taken place on the 18th June 2020 and End of Stage report has been finalised.		Produced By: MP Project Manager Accountable and Signed Off By: Stages 0, 1, 2 and 7 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO, Stages 3 to 6 inclusive - Programme Delivery Director. Consulted With: Integrated Project Team Distributed To:	HE/AECOM	Author: [Redacted] (Aecom) Consultees: HE PM [Redacted] HE PM [Redacted] HE PM [Redacted] AECOM project team Co sponsors (PTT and TH) HE SRO [Redacted] Accountable: Project Sponsor [Redacted]
Stage Management Plan	To demonstrate that the delivery of PCF products is robustly planned as an output from collaborative planning sessions, that desired outputs are identified and understood and that ownership and accountability for product delivery is clearly defined in accordance with the three key principles of the PCF. Plan the coming stage properly focussing on what outcomes need to be delivered. Consultation is a vital component - not an afterthought. Eliminate waste and focus efforts where most needed. The plan needs to be developed on day one of the project, referred back to throughout the stage and developed for the next stage prior to each stage end SGAR. It must be produced to allow appropriate engagement and / or collaborative planning workshops with suppliers and specialists. Along with the Product Checklist, the Stage Management Plan is a key deliverable in order to achieve a successful outcome at Stage Gate Assessment Reviews (SGARs).	Yes - this is a HE deliverable.	Current document. Review/Updated ongoing and on Project Completion.		Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: MP Delivery Services - Standards and Assurance Team, Integrated Project Team, Programme Delivery Director, All product consultees and specialists, IT Technology Coordination Distributed To:	Highways England Integrated Project Team	Author: [Redacted] HE APM [Redacted] Consultees: HE PM [Redacted] HE PM [Redacted] AECOM Project Team Programme Director [Redacted] Accountable: Project Sponsor [Redacted]
Product Checklist	To identify what products the project will deliver by Stage and provide the basis for the Project Schedule, used to monitor progress, Stage by Stage. It is the key document reviewed at Stage Gate Assessment Review (SGARs) and must be generated using the IT system PowerSteering.	This will be produced by HE	This is part of the powersteering process during SGAR.		Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: MP Delivery Services - Standards and Assurance Team (for technical approval), Integrated Project Team, Programme Delivery Director (for technical approval) Distributed To:		Author: [Redacted] HE PM [Redacted] Technical Approval: MP Delivery Services- Standards and Assurance Team Accountable: Project Sponsor [Redacted]
Project Schedule	To provide the basis for time-based control of the Project and each Stage, in Gantt chart format.	Yes - this is a consultant deliverable.	Kept up to date as part of Project Management cycle (weekly) by HE and Aecom. Updated for Project Board discussion. Final schedule was circulated before last project board		Produced By: MP Project Manager Accountable and Signed Off By: Stages 0, 1 and 2 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO, Stages 3 to 7 inclusive - Programme Delivery Director. Consulted With: Integrated Project Team Distributed To: "IT Technology Coordination", SES Technical & Engineering Delivery Group, SES Technical Partners *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them locate it to the correct people), and which PCF product requires a review.		Author: Aecom project team Consultees: HE PM [Redacted] HE PM [Redacted] HE APM [Redacted] Distributed: SES Technical & Engineering Delivery Group Accountable: Project sponsor [Redacted]
Stage Gate Assessment Review Certificate	To record the outcome of a Stage Gate Assessment Review (SGAR). This is a part of the formal governance process and provides evidence / audit trail of compliance with the process. NB This product will be produced after the SGAR by the MP Delivery Services - Standards and Assurance Team	This will be produced by HE	This would take place at the end of the study.		Produced By: MP Delivery Services - Standards and Assurance Team Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: All SGAR attendees Distributed To: Project Team		Author: MP Delivery Services- Standards and Assurance Team Consultees: SGAR Attendees Accountable: Project sponsor [Redacted]
Integrated Assurance and Approvals Plan	Integrated assurance and approvals is the planning, coordination and provision of assurance activities and approval points throughout the project to deliver the project. The IAA details the assurance and approvals activity that is proportionate to the cost and risk level of the project and is used to assist the project in ensuring that they have a more timely and coordinated assurance regime, inform the management case reviewer and investment decisions and assist in the pre-planning of assurance reviews.	Yes - this is to be produced by HE.	This has been drafted by HE with a RIS 2 forward look and has been finalised.		Produced By: MP Project Manager Accountable and Signed Off By: Programme Internal Sponsor Consulted With: RIS Governance and Performance Manager (NB the regional contact and for RIP projects only. For Smart Motorways Projects go to Smart Motorways Programme Office) Distributed To: Programme Assurance team	HE Integrated Project Team will produce the document	Author: [Redacted] HE APM [Redacted] Consultees: Project SRO [Redacted] HE PM [Redacted] HE PM [Redacted] Distributed: Programme Assurance Team [Redacted] Accountable: Project sponsor [Redacted]
Preliminary Environmental Risk Assessment	This product is intended to identify the initial environmental (including environmental policy) constraints, risks and opportunities to inform the development of the Client Scheme Requirements and subsequent identification in PCF Stage 1. This product must demonstrate the ability to meet the requirements within the Highways England Licence (Department for Transport, April 2015) and should also identify how the objectives set out in the Road Investment Strategy (Department for Transport, March 2015) will be met. The assignment of a red, amber, green (RAG) risk rating provides an indication of the overall level of risk to delivery. This product is recommended for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent under the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.	Yes - this is a consultant deliverable.	Aecom's environmental team will lead the production on the PERA. The PERA requires WASTAG input and therefore will be completed towards the end of the programme i.e 2020. Circulated to Environment April 2020. The PERA has received technical approval by environment and signed off.		Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Environment Group Environmental Advisor Distributed To: DCO & Statutory Processes Team	The consultant environmental team will lead the production. HE Environmental Advisors will be engaged. The product will be discussed as part of the study Design Panel.	Author: Consultees: HE PM [Redacted] HE APM [Redacted] Aecom environment lead [Redacted] HE Regional Environmental Advisor [Redacted] Accountable: Programme Delivery Director [Redacted]

THIS SHEET IS BASED ON STAGE 1 OF THE TRADITIONAL PCF PRODUCT MATRIX - VERSION 54 - 01/06/20

Template for Stage Management Plan	THE QUESTIONS POSED IN THIS TEMPLATE ARE INDICATIVE AND MAY NOT BE RELEVANT IN ALL SITUATIONS. PLEASE USE THEM AS A GUIDE AND APPLY COMMON SENSE.
Version number and date last updated.	
Project Name and Project Manager	
Which stage(s) does this plan cover?	
Which version of the PCF product matrix is currently being followed?	
When is the next quarterly matrix update due?	
How long is the stage expected to last and approximately how many quarterly updates will there be during this time?	
Is PowerSteering up to date (i.e. does it match the most recent version of the relevant PCF product matrix)?	
Statutory process requirements (i.e. Planning Act DCO / Highways Act Orders / Single Option Project)	
Were any products added / removed / renamed in the last quarterly matrix update and how did this impact on the project?	
Are any products being transferred between stages? If so why and who has agreed this?	
Overall project strategy for product delivery (if any project specific variation from the norm).	

Key principle of the PCF no 01 - Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 - Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 - Consultation is a vital component - not an afterthought.		
Product Name	Product Purpose	Collaborative Planning - Scheduling and Resources	Collaborative Planning - Lean	Product Consultees	Who will be involved in its production?	Roles and Responsibilities
	<p>Is it required at this stage for this project or programme?</p> <ul style="list-style-type: none"> If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? If no, please record reason for decision and who it was discussed with? 	<p>Questions that you might consider / record in this column to inform your P6 schedule may include:</p> <ul style="list-style-type: none"> What resources do you need to complete it? When during the stage do you need to produce it (beginning / middle / end)? How long will it take to take to complete? What date does it need to be completed by? What date does it need to be started? Are there any interdependencies between this and any other product(s)? What are the risks and opportunities for the critical path? 	<p>Questions that you might consider / record in this column may include:</p> <ul style="list-style-type: none"> Are there any opportunities to streamline the product? Could it be (legitimately) combined with another? Could it be produced at programme level? Are any templates provided appropriate for the level and complexity of this specific project or programme? Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) Have suppliers been given a clear brief on the level of detail that they need to produce? Are there any additional products not listed on the PCF that need to be produced? Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	<p>Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments.</p> <p>The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.</p>	<p>Who will be involved in its production?</p> <p>NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted.</p> <p>Questions that you might consider / record in this column may include:</p> <ul style="list-style-type: none"> Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? Are there additional consultees not listed on the PCF that we should engage with? When should we engage with them? How should we engage with them? 	<p>Roles and Responsibilities</p> <p>NB Who specifically is the contact for each role on this project or programme?</p> <p>Project Manager = Joe Bloggs Environmental Specialist = Fred Smith Etc</p>
Client Scheme Requirements	<p>To set out the Department for Transport's requirements for the project, covering a high-level definition of the transport challenges and issues, objectives, project outputs and costs.</p> <p>The Client Scheme Requirements should be used as a central summary document for the scheme and will support a number of other PCF products. The CSR - scope book captures in stages the next level of detail underpinning the Client Scheme Requirements, as the project is developed, and is consistent with the Business Case.</p>			<p>Produced By: Either 1) SRO or 2) For tier 1 projects only - DfT Sponsor Accountable and Signed Off By: Either 1) Programme Internal Sponsor or 2) For tier 1 projects only - DfT Sponsor Consulted With: MP Project Manager, MP Delivery Services (investment submissions), SES Environment Group Environmental Advisor, CPM, Strategy & Planning, SES A-road Concept Development team; SES Saller Roads Design team Leader, OD Senior User, MP Baseline Management (for Scope Book) and additionally for tier 1 projects signed off by DfT - SRO Distributed To: MP Delivery Services Senior Manager - Business Planning, CoE and Management Information, MP Programme Management Office</p>		
Analytical Requirements Report	<p>The purpose of the Analytical Requirements Report (ARR) is to present the analysis required at each stage of the Project Control Framework (PCF). The ARR should be considered a living document and should be revised at the end of each PCF stage (up to and including Stage 5) prior to the commencement of the next stage using the ARR Template. Previous versions of the ARR should be retained at the end of each stage so that a complete record of all ARRs for the project is available if required.</p> <p>The preparation of the ARR is the responsibility of the Project Manager and the Transport Planning Group Business Partner. Responsibility cannot be delegated to the Supply Chain as the Supply Chain may change as the project moves between Stages and as such could provide an advantage to the current supplier.</p> <p>The ARR should be the terms of reference for the development of the Appraisal Specification Report (ASR) for the next PCF Stage of the project. It should focus on the analytical requirements for:</p> <ul style="list-style-type: none"> Transport Modelling Economic Appraisal Environmental Appraisal Evaluation <p>The ARR will be considered by members of the Analytical Requirements Committee and where necessary the Project Manager and the Transport Planning Group Business Partner will be required to present the ARR at the monthly ARC meeting.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Analytical Requirements Committee Consulted With: Strategy & Planning Transport Planning Group Business Partner, Strategy & Planning Economics Group Business Partner and Safety, Engineering and Standards Environmental Group Environmental Advisor Distributed To: Strategy & Planning</p>		
Appraisal Specification Report	<p>The purpose of the Appraisal Specification Report (ASR) is to inform decision makers and stakeholders on how the analytical requirements set out within the Analytical Requirements Report (ARR) will be met, taking account of budgetary, programme, political, environmental and spatial constraints. The Appraisal Specification Report (ASR) should give project managers an early indication of significant risks and be used to inform the development of appropriate options taking account of the identified constraints.</p> <p>The ASR will:</p> <ul style="list-style-type: none"> define how the economic narrative within the ARR will be maintained through the appraisal process; define the methodology, assumptions and associated risks of the transport assessment, including traffic/transport modelling; define the scope and content of the environmental assessment; identify the data and outstanding survey requirements; and set out the consultation processes for appropriate stakeholder engagement. <p>The ASR should be developed for PCF Stages 0-3, and beyond if required and should be undertaken before any of the analysis work is started. The ASR addresses the requirements from the ARR, so if an ARR does not exist from the previous stage, the ASR must await the production of the ARR.</p>			<p>Roles and Responsibilities</p> <p>Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With: Strategy & Planning Transport Planning Group business partner, Strategy & Planning Economics Group business partner, Safety, Engineering and Standards Environmental Group Environmental Advisor, Integrated Project Team Distributed To: Strategy & Planning</p>		
Options Estimate	<p>Aim and Purpose:</p> <p>The aim is to produce an estimate for each of the options that can be used as part of the selection of the Preferred Route, at the end of stage 2.</p> <p>The purposes of the estimates are to:</p> <ul style="list-style-type: none"> identify viable alternatives and selection of the optimum provide decision support for Preferred Route Announcement Update the estimate with design development 			<p>Produced By: MP Project Manager Accountable and Signed Off By: MP Project Manager Consulted With: Commercial Services Division Cost Estimating Manager (For Technical Approval), Integrated Project Team, National Part I Claims Team, Finance Business Partner Distributed To: MP Delivery Services Senior Manager - Governance, Assurance and Quality, Regional Commercial Manager, MP Delivery Services, Commercial Services Division Estimating Co-ordinator, MP Delivery Services Support inbox, MPDS Management Information, Strategy & Planning</p>		
Risk Management Plan	<p>To confirm roles and responsibilities for risk management activities on the project and when key activities will take place in order to direct the team and communicate to others.</p> <p>Note the document refers to the standard processes and procedures for Risk Management of Major Projects in Highways England. Any variance from the standard processes, procedures and outputs will be referred to in the plan.</p> <p>To explain how and when risks are managed, monitored and reported on the project.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Stages 0, 1, 2 and 7 = 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO, Stage 3, 4, 5 and 6 = Programme Delivery Director. Consulted With: Highways England Regional Risk Manager, Integrated Project Team Distributed To:</p>		
Risk Register	<p>To ensure risks to the project and programme are actively and formally identified, assessed and managed in line with HE MP Risk Processes and to increase the chance of project success.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Highways England Regional Risk Manager, Integrated Project Team, All risk workshop attendees, S&P Transport Planning Group, SES Geotechnics Group Consulted With for information only: IT Technology Coordination Distributed To: SES A-road Concept Development team "Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people) and which PCF product requires a review."</p>		
Transport Data Package	<p>The Transport Data Package is not a report, but instead encapsulates all of the data gathered to support the transport analysis used to underpin a scheme's business case, design and operational, economic and environmental assessments.</p> <p>The Transport Data Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the data without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail the data and data collection processes, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Data Package and what form this evidence will take.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To:</p>		

Key principle of the PCF no 01 - Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 - Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 - Consultation is a vital component - not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning - Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include: • What resources do you need to complete it? (beginning / middle / end)? • When during the stage do you need to produce it? • How long will it take to take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path?	Collaborative Planning - Lean Questions that you might consider / record in this column may include: • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include: • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager = Joe Bloggs Environmental Specialist = Fred Smith Etc
Transport Model Package	The Transport Model Package is not a report, but instead encapsulates all of the analytic material created during the production of the base year transport model(s) used to underpin a scheme's business case, design and operational and environmental assessments, including the model file. The Transport Model Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the component analytic work without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Transport Model Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Model Package and what form this evidence will take. Signoff of the Transport Model Package assumes that a Transport Data Package has already been formally approved.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To		
Transport Forecasting Package	The Transport Forecast Package is not a report, but instead encapsulates all of the analytic material underpinning the future year traffic forecasts, including the forecast year sections of the transport model. The forecasts include not only the flows and speeds on the network themselves, but any assumptions, such as the uncertainty, that are used to create the demand in future years. The Transport Forecast Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the component analytic work without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Transport Forecast Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Forecast Package and what form this evidence will take. Signoff of the Transport Forecast Package assumes that a Transport Model Package has already been formally approved.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To		
Economic Appraisal Package	The Economic Appraisal Package is not a report, but instead encapsulates all of the analytic material created during the production of the transport economic analysis used to underpin the economic section of a scheme's business case. The Economic Appraisal Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner and where wider economic impacts are considered, the Economist Group business partner, to approve the component analytic work without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Economic Appraisal Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Economic Appraisal Package and what form this evidence will take. Signoff of the Economic Appraisal Package assumes that a Transport Forecast Package has already been formally approved.				Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only SRO Consulted With Strategy & Planning Transport Planning Group (for technical approval), Strategy & Planning Economist Group business partner (for technical approval, where required) Distributed To		
Benefits Register	To provide decision takers with a concise, across-the-board overview of the benefits and disbenefits of a scheme option, providing a framework for establishing ownership and risks around delivering those benefits and taking account of all the economic, social, environmental and financial impacts of an intervention as set out in the Treasury Green Book. The Appraisal Summary Table (AST) is integrated into this product to retain a breakdown of the monetisation of benefits as required by WebTAG. This information, along with the other benefits identified within the register, will enable an assessment to be made as to the overall value for money an option provides. This product should be accompanied by a Matrix of Distributional Impacts from PCF Stage 2 onwards.				Produced By MP Project Manager with the local Benefits SME Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only SRO Consulted With S&P Transport Planning Group (up to and including Stage 5 (for technical approval)) and at Stage 7 it goes to the Senior Customer Insight Manager Insight and Evaluation Team), SES Environment Group (for technical approval), Integrated Project Team Distributed To MP Delivery Services Support, SES A-road concept development team		
Combined Modelling and Appraisal (ComMA) Report	The purpose of the Combined Modelling and Appraisal (ComMA) Report is to inform decision makers and stakeholders on how the evidence underpinning the business case has been developed, from the initial identification of the underlying problem through the collection of data and the production of any supporting traffic models and the forecast impacts of the scheme on traffic to the eventual economic appraisal. The Combined Modelling and Appraisal (ComMA) Report addresses how the analytical requirements, from the Analytical Requirements Report (ARR), have been met through the approaches initially laid out in the Appraisal Specification Report (ASR). The economic appraisal detailed within the ComMA is assisted decision-makers in: • prioritising between schemes; • prioritising between options; and • ensuring that value for public money is achieved. The ComMA is intended to be an end of stage report, reporting what has occurred throughout the PCF stage and should, where necessary, indicate where the direct on of the underlying analysis has changed during the stage. As the ComMA is a final report, it is expected that the results of all of the underlying PCF products, i.e. the transport data package, transport model package, the transport forecast package and the economic appraisal package, will have already been agreed with the scheme's Transport Planning Group Business partner. The ComMA will: • examine and describe the local transport system, summarising and explaining the key movements and demands across the scheme and the surrounding affected area; • explain the underpinning issues that are causing the problem that the scheme is seeking to alleviate; • isolate, summarise and review the traffic data that was available and extant at the commencement of the stage; • set out any identified need for additional traffic data found during the current PCF stage, following the data requirements set out in the ARR and ASR, and comment upon any additional data requirements for subsequent stages; • describe the manner in which any necessary data has been collected, detailing the surveys, data cleaning and expansion methods and then summarise the collected data; • explain the processes undertaken to produce the base year traffic/transport model; • demonstrate that the model accurately reproduces an existing situation; by comparison to independently observed data; • summarise the accuracy of the base from which the forecasts have been to be prepared; • present the forecasting methodology and detail and justify and assumptions made during the process; • clearly present the traffic forecasts required for operational, economic and environmental appraisal using both tabular and map-based figures; • discuss any differences with previous forecasts and explain the reasons, if appropriate; • discuss the sensitivity of the forecasts to planning and network assumptions; • detail the data and methodology used in the transport appraisal and justify any assumptions made; • report the monetised costs and benefits in both geographical and temporal terms; and • combine the monetised costs and benefits for each assessed option in a standard economic appraisal tables to inform decision makers.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Strategy & Planning Transport Planning Group Business Partner, Strategy & Planning Economics Group Business Partner, Integrated Project Team Distributed To		
Business Case	To provide justification for the financial investment over the entire lifecycle and at each Stage. It addresses the objectives, benefits, risks, costs and value for money of a project. The business case should be consistent with the principles outlined in HMT's Green Book, appraisal and evaluation in central government and must be produced in addition to the various investment submission templates which are only intended to be high level summaries of the actual business case.				Produced By MP Project Manager Accountable and Signed Off By Programme Internal Sponsor Consulted With Strategy & Planning Economics Group Business Partner (for review of the economic case), Strategy & Planning (for review of the strategic case), Commercial & Procurement Business Partner, Management Case Assurance team, Finance Business Partner, Capital Portfolio Management Distributed To MP Delivery Services Director, MP Delivery Services Support, MP Delivery Services Senior Manager - Governance, Assurance and Quality, MP Programme Commercial Delivery Lead, Programme Delivery Director (as appropriate), Procurement Produced By MP Project Manager (For RIP projects completed by the Value Management Team in liaison with Project team and Sponsor) Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only SRO Consulted With RIP Value Management Team, Integrated Project Team Distributed To		
Value Management Delivery Plan	The Value Management Plan (VMDP) provides data on the status of the project at each PCF stage throughout delivery, providing a place to track and plan Value Management interventions, most notably Value Management Workshops. The VMDP should be updated at the beginning and end of each stage with more regular updating and reviewing strongly recommended. The Value Management Delivery Plan should inform and set the focus for Value Management workshops. This relationship is shown in the diagram below.				Produced By MP Project Manager (For RIP projects completed by the Value Management Team in liaison with Project team and Sponsor) Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only SRO Consulted With RIP Value Management Team, Integrated Project Team Distributed To		
Efficiency Register	To capture and record capital efficiency savings which contribute towards the Highways England efficiency key performance indicator (KPI). To ensure that programmes and projects have considered and explored saving opportunities during options, development and construction phases of a scheme and acted upon these where they are appropriate. The register must be used throughout the project at all PCF stages and should be reviewed/updated on a regular basis. Project and Efficiency Managers should ensure that they have provided suitable evidence for each efficiency claim which complies with the Efficiency and Inflation Monitoring Manual (EIMM). Please refer to the Efficiency Resources Sharepoint for further information. Key documents:				Produced By Efficiency Manager on behalf of MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Programme Efficiency Lead, Programme Management Office, Central Efficiency Group (CEG) Distributed To *See the PCF Contact List for details.		

Key principle of the PCF no 01 - Plan the coming stage properly focussing on what outcomes need to be delivered.			Key principle of the PCF no 03 - Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 - Consultation is a vital component - not an afterthought.		
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with?	Collaborative Planning - Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include: • What resources do you need to complete it? (beginning / middle / end)? • When during the stage do you need to produce it? • How long will it take to take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path?	Collaborative Planning - Lean Questions that you might consider / record in this column may include: • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include: • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager = Joe Bloggs Environmental Specialist = Fred Smith Etc
	Efficiency and Inflat on Monitoring Manual Efficiency Reporting Manual						
Value Management Workshop Report	<p>A report on the outputs from a series of management workshops that are undertaken as key stages of the PCF. These workshops should focus on the challenges and requirements of the project that have been identified in the Value Management Delivery Plan and as such the specific workshop agenda and tools should be tailored to the workshop needs.</p> <p>These requirements should be agreed with the Highways England Project Manager and Sponsor.</p> <p>As a guide, general activities which are covered in VM workshops are shown in the diagram below:</p> <p>All Value Management Delivery Plans are expected to contain primary Value Management activities that are essential to the delivery of the project. These are identified in the diagram below. At other stages secondary workshops should be considered to challenge a specific project need.</p> <p>The Value Management team make tools available to provide guidance in specific areas, including:</p> <p>Objectives Definition Tool - This tool is also known as a Pairs comparison and is used predominantly in the very early stages of a project. It looks to help in the understanding of how relevant the objectives that different stakeholders have are to the success of the project.</p> <p>Objectives Assessment Tool - The tool is designed to assist in activities such as option assessment and setting so that there is a clear documented rationale as to why decisions have been made.</p> <p>Deliverability Assessment Matrix - This builds on the Objectives Assessment tool but adds in elements related to the uncertainty of delivering those outcomes. This can be used to assess the deliverability of options or elements of a project to inform the decision-making process.</p> <p>Value Engineering Ideas Log - This tool is used to systematically register innovative Value Engineering ideas and assess their potential to deliver value.</p> <p>Value Engineering Assessment Matrix - This tool is used to assess the potential of an idea to give an overview of the development of a scheme through each of its early stages (PCF Stages 0-2). It is intended as a summary of the underlying technical work that is accessible to non-technical audiences (Previously three reports comprised this function over PCF Stage 0-2: the Options Assessment Report (OAR), the Technical Appraisal Report (TAR) and the Scheme Assessment Report (SAR)). Its precise composition varies slightly by PCF Stage with the length and detail of some elements changing in some stages. The exact purpose at particular stages is detailed below:</p> <p>PCF Stage 0 - In this stage, the SOAR is intended to summarise the processes of identifying the need for an intervention on at the scheme's location and identifying, developing and selecting the initial options.</p> <p>PCF Stage 1 - The SOAR is intended to give an overview of the technical and policy analysis (including traffic, economic, safety, operational, technology, maintenance and both environmental assessment and appraisal) and provide the basis for deciding which options should be included in the Public Consultation.</p> <p>PCF Stage 2 - During the final stage in which the SOAR is required, it is intended to summarise the development of the short listed options and provide the basis for deciding the preferred option.</p> <p>Value Management workshops are a valuable approach to developing the detail required in the SOAR.</p> <p>The SOAR has a close relationship with a number of other PCF products, including the:</p> <p>Analytical Requirements Report (ARR) Appraisal Specification Report (ASR) Combined Modelling and Appraisal Report (ComMAR) and its underlying 'packages': Financial Evaluation Report (FER) Environmental Impact Statement (EIS)</p> <p>The product will summarise key aspects of the proposed tunnel to demonstrate that:</p> <p>The operating regime for the tunnel has been considered from the outset by those responsible for its future operation, management and maintenance.</p> <p>Best knowledge and experience from across Highways England and beyond has been considered and input in the generation of the tunnel concept.</p> <p>Highways England and tunnel solutions adopt a consistent operational regime and deliver performance to expected standards for safety, traffic flow, route availability and energy efficiency.</p> <p>For tunnel refurbishments - appropriate consideration has been given to the extent of upgraded tunnel facilities (e.g. communications, controls technology and safety systems) to achieve tunnel performance that demonstrates a high degree of consistency with the best performing tunnels in Highways England's network.</p> <p>The Tunnel Design Authority brings together experience and capability in a central overseeing group to achieve a consistent approach across the Highways England programme in the planning and design of tunnels. This is in recognition that there is an increasing volume of work in this area including an emerging programme of refurbishment works on existing Highways England tunnels over the next few years plus current design and development work on new tunnels (Lower Thames Crossing and A303 Stonehenge Tunnel), and feasibility study work on the Trans-Pennine Tunnel (Sheffield to Manchester route).</p>			Produced By MP Project Manager (content produced by the Workshop Facilitator for RIP schemes - this is the Value Management team) Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only SRO Consulted With Highways England Efficiency Lead*, RIP Value Management Team, Integrated Project Team, Internal and External Stakeholders (those who attended the workshop) Distributed To Strategy & Planning *This contact will vary for SMP, RIP and CIP. See the PCF Contact List for details.			
Staged Overview of Assessment Report	<p>The SOAR has a close relationship with a number of other PCF products, including the:</p> <p>Analytical Requirements Report (ARR) Appraisal Specification Report (ASR) Combined Modelling and Appraisal Report (ComMAR) and its underlying 'packages': Financial Evaluation Report (FER) Environmental Impact Statement (EIS)</p> <p>The product will summarise key aspects of the proposed tunnel to demonstrate that:</p> <p>The operating regime for the tunnel has been considered from the outset by those responsible for its future operation, management and maintenance.</p> <p>Best knowledge and experience from across Highways England and beyond has been considered and input in the generation of the tunnel concept.</p> <p>Highways England and tunnel solutions adopt a consistent operational regime and deliver performance to expected standards for safety, traffic flow, route availability and energy efficiency.</p> <p>For tunnel refurbishments - appropriate consideration has been given to the extent of upgraded tunnel facilities (e.g. communications, controls technology and safety systems) to achieve tunnel performance that demonstrates a high degree of consistency with the best performing tunnels in Highways England's network.</p> <p>The Tunnel Design Authority brings together experience and capability in a central overseeing group to achieve a consistent approach across the Highways England programme in the planning and design of tunnels. This is in recognition that there is an increasing volume of work in this area including an emerging programme of refurbishment works on existing Highways England tunnels over the next few years plus current design and development work on new tunnels (Lower Thames Crossing and A303 Stonehenge Tunnel), and feasibility study work on the Trans-Pennine Tunnel (Sheffield to Manchester route).</p>			Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With S&P Transport Planning Group (for technical approval), SES Environment Group Consulted With For Information Only MP RIP Value Management (RIP schemes only) Distributed To			
Tunnel Design Authority Report (only)	<p>The operating regime for the tunnel has been considered from the outset by those responsible for its future operation, management and maintenance.</p> <p>Best knowledge and experience from across Highways England and beyond has been considered and input in the generation of the tunnel concept.</p> <p>Highways England and tunnel solutions adopt a consistent operational regime and deliver performance to expected standards for safety, traffic flow, route availability and energy efficiency.</p> <p>For tunnel refurbishments - appropriate consideration has been given to the extent of upgraded tunnel facilities (e.g. communications, controls technology and safety systems) to achieve tunnel performance that demonstrates a high degree of consistency with the best performing tunnels in Highways England's network.</p> <p>The Tunnel Design Authority brings together experience and capability in a central overseeing group to achieve a consistent approach across the Highways England programme in the planning and design of tunnels. This is in recognition that there is an increasing volume of work in this area including an emerging programme of refurbishment works on existing Highways England tunnels over the next few years plus current design and development work on new tunnels (Lower Thames Crossing and A303 Stonehenge Tunnel), and feasibility study work on the Trans-Pennine Tunnel (Sheffield to Manchester route).</p>			Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With SES Tunnels Team, OD Senior User, SES Safer Roads Group, IT Technology Coordination, IntelligentTransportSystemsGroup@highwaysengland.co.uk Distributed To			
Change Request Form	<p>To record the impact assessment of a probable change as either a formal Change Request Form (CRF) or, where the impact cannot yet be robustly defined, as a Trend (at Portfolio level, it is referred to as an Early Warning Notice (EWN)).</p> <p>Why and when should a change be submitted, to what extent and by whom?</p> <p>Why - It is a Highways England licence condition to manage changes to its baselines and industry best practice advocates baseline management as an approach to improve delivery performance. Furthermore, it is enshrined in portfolio policies and as directed by the MPD Baseline Management Manual, has been incorporated as a PCF product.</p> <p>When - There are two stages to making a change submission: If it is likely that a baseline is to be or is being impacted but the impact cannot yet be assured, then the [Project Form] is submitted with a Trend status When information is sufficiently mature to assess impacts to scope, schedule, cost and risk, then the [Project Form] can be finalised and submitted with a Change status.</p> <p>Who - Anyone who is part of the Project Delivery Team can initiate a change but the Project Management is accountable for the accuracy and completeness of its content. Changes may be initiated from outside the Project due to external trigger events such as a change in standards or a new benefit identified by our shareholder (DT).</p> <p>How - The Guidebook of the Change Form, hosted by an MS Excel worksheet, acts both as an index to the information needed to complete the form and as a template for the form.</p>			Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director** Consulted With MP Delivery Services, MP Baseline Management, CPM Change Control Team, Project Sponsor (chair), Others as appropriate depending on the nature of the impact Distributed To RISChangeControl@highwaysengland.co.uk (portfolio change) and MPbaselinemanagement@highwaysengland.co.uk (project change) The Baseline Management process is mandated by Major Projects Delivery Services. Portfolio Change Control is a requirement of the Highways England Executive Committee **Impact owners: Chief Analyst for low VFM, Strategy and Planning for sponsorship guidance, Commercial for revised estimate **Sign-off: the relevant forms to be completed [Project Form] - copy to be submitted in both MS Excel and signed PDF (final version) format. Change decisions are minuted, logged in the MPD Change Log and communicated back to the Project Manager. [Portfolio Form] - only necessary if change escalated to Portfolio Change Control. If sign-off was completed in the Project Form, then only an MPD Baseline Manager need			
End of Stage Report	To summarise the project progress against its baseline cost and schedule plans at the end of the Stage, as part of the Stage Gate Assessment Review.			Produced By MP Project Manager Accountable and Signed Off By Stages 0, 1, 2 and 7 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO. Stages 3 to 6 inclusive - Programme Delivery Director. Consulted With Integrated Project Team Distributed To			

Key principle of the PCF no 01 - Plan the coming stage properly focussing on what outcomes need to be delivered.			Key principle of the PCF no 03 - Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 - Consultation is a vital component - not an afterthought.		
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with?	Collaborative Planning - Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include: • What resources do you need to complete it? (beginning / middle / end)? • When during the stage do you need to produce it? • How long will it take to take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path?	Collaborative Planning - Lean Questions that you might consider / record in this column may include: • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include: • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager = Joe Bloggs Environmental Specialist = Fred Smith Etc
Stage Management Plan	To demonstrate that the delivery of PCF products is robustly planned as an output from collaborative planning sessions, that desired outputs are identified and understood and that ownership and accountability for product delivery is clearly defined in accordance with the three key principles of the PCF. • Plan the coming stage properly focussing on what outcomes need to be delivered. • Consultation is a vital component - not an afterthought. • Eliminate waste and focus efforts where most needed. The plan needs to be developed on day one of the project, referred back to throughout the stage and developed for the next stage prior to each stage and SGAR. It must be produced following appropriate engagement and / or collaborative planning workshops with suppliers and specialists. Along with the Product Checklist, the Stage Management Plan is a key deliverable in order to achieve a successful outcome at Stage Gate Assessment Reviews (SGARs).				Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only SRO Consulted With MP Delivery Services - Standards and Assurance Team, Integrated Project Team, Programme Delivery Director, All product consultees and specialists, IT Technology Coordination Distributed To		
Product Checklist	To identify what products the project will deliver by Stage and provide the basis for the Project Schedule, used to monitor progress, Stage by Stage. It is the key document reviewed at Stage Gate Assessment Review (SGARs) and must be generated using the IT system PowerSteering.				Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only SRO Consulted With MP Delivery Services - Standards and Assurance Team (for technical approval), Integrated Project Team, Programme Delivery Director (for technical approval) Distributed To		
Project Management Plan	• The PMP is developed and owned by the Highways England Project Manager, focused clearly on how the Highways England project team will execute and manage the project in line with the company's three imperatives: Safety, Delivery and Customers. The Project Manager is responsible for: □ The creation of the PMP □ The accuracy and quality of content □ The maintenance of the PMP • To provide a succinct articulation of the what, why, how and who on a project. • The PMP is a live, version-controlled document, with revisions accepted or rejected by the Programme Delivery Director with the Project Sponsor consulted for approval within the project committee governance process. • The PMP and management case within the business case should align and be consistent. Updates within the business case and PMP should be discussed and agreed by the Project Manager, as the owner of the PMP and the Sponsor or SRO as the owner of the business case. • Produced during PCF Stage 1, the PMP should be updated quarterly throughout the full lifecycle of the project to PCF Stage 7. • Given the importance of the Project Management Plan (PMP) at a project, programme and portfolio level, it is not appropriate for the PMP to be drafted by the supply chain or for this document to be overly focused on supply chain input.				Produced By MP Project Manager Accountable and Signed Off By 1) Delivery Director (Chair) or 2) For tier 1 projects only SRO Consulted With Integrated Project Team Distributed To		
Project Schedule	To provide the basis for time-based control of the Project and each Stage, in Gantt chart format.				Produced By MP Project Manager Accountable and Signed Off By Stages 0, 1 and 2 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO. Stages 3 to 7 inclusive - Programme Delivery Director. Consulted With Integrated Project Team Distributed To IT Technology Coordination, SES Technical & Engineering Delivery Group, SES Technical Partners *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people), and which PCF product requires a review.		
Regular Reporting	To provide a regular update on the progress and performance of the project based on data collected from the Highways England and Major Projects systems and accessed through the MP Reporting tool (Power BI). The information will be used for upward reporting to Project Boards, Central and Divisional Programme Hub, Highways England Board and SRO.				Produced By MP Project Manager Accountable and Signed Off By MP Programme Management Office Consulted With Integrated Project Team (Internal Highways England only) Distributed To Programme Delivery Director		
Stage Gate Assessment Review Certificate	To record the outcome of a Stage Gate Assessment Review (SGAR). This is part of the formal governance process and provides evidence / audit trail of compliance with the process. NB This product will be produced after the SGAR by the MP Delivery Services - Standards and Assurance Team				Produced By MP Delivery Services - Standards and Assurance Team Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only SRO Consulted With All SGAR attendees Distributed To Project Team		
Lessons Learnt Log	The purpose of the Lessons Learnt Report is to capture any lessons in a consistent way, to enable effective knowledge sharing and analysis that can be applied to other projects and programmes, and inform improvements to standard and process. The report should be completed at Stage 6 by the project delivery team, to capture delivery issues; and then refined at Stage 7 by the transition team to capture closure / business as usual issues.				Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only SRO Consulted With Integrated Project Team, MP Information and Knowledge Team Distributed To IT Technology Coordination, SES A-road Concept Development team *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people), and which PCF product requires a review.		
Equality Impact Assessment (EqIA) Screening, Analysis and Monitoring	To comply with the Equality Act 2010 and the public sector equality duty (PSED) in terms of service delivery and employment. It is particularly important that we fulfil those duties in relation to schemes, maintenance work and related projects and satisfy the requirements of the Highways England Framework Document and Licence. To make sure that we understand and respond to the needs of our diverse range of customers and communities impacted by our activities, so that our practices and the services we deliver are appropriate, accessible and contribute to their social inclusion and wellbeing. To produce documented evidence of genuine engagement from the outset so that we can show: - what has been done to consult with road users and those impacted by our work (community groups, neighbourhoods, different non road users) - how we have acted on this information to produce inclusive designs, services and, where possible, a positive community legacy via the use of products such as EDIT (Equality, Diversity Inclusion on Tools) NB: For the Smart Motorway Programme schemes there is an overarching EqIA guidance document which contains recommendations under section 6.2. These should be included as evidence of your decision making and captured within the project Comms Plan (see link below) to show consideration of the Equality Duty. It is so advised that the EqIA screening template is completed in order to focus on or capture areas specific to the community within the scheme which may be outside of the 6.2 recommendations. Once the screening template is completed, this should be forwarded to the MP Diversity team - linked in the Quality Criteria section below.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Major Projects Equality, Diversity and Inclusion advocate (for approval), Integrated project team Distributed To		
Integrated Assurance and Approvals Plan	Integrated assurance and approvals is the planning, coordination and provision of assurance activities and approval points throughout the project to delivery lifecycle. The IAAP details the assurance and approvals activity that is proportionate to the cost and risk level of the project and is used to assist the project in ensuring that they have a more timely and coordinated assurance regime, inform the management case reviewer and investment decisions and assist in the pre-planning of assurance reviews.				Produced By MP Project Manager Accountable and Signed Off By Programme Internal Sponsor Consulted With RIP Governance and Performance Manager (NB the regional contact for RIP projects only. For Smart Motorways Projects go to Smart Motorways Programme Office) Distributed To Programme Assurance team		
Statement of Intent (Geotechnical)	To identify known or suspected geotechnical (below ground) risks and to state how these are to be investigated. It is submitted to the Overseeing Organisation after appointment of a Design Organisation, together with an estimated programme and cost of work involved in carrying out the Preliminary Certification to complete key stage 2. Please note in the event of any excessive delays in the project procurement or any change in the Design Organisation, a new Statement of Intent will be required, regardless of the current stage of the project.				Produced By MP Project Manager, Designer's Geotechnical Advisor (tasked under CD 622 with the actual production and verification of content) Accountable and Signed Off By Programme Delivery Director Consulted With SES geotechnics Team (for technical approval and certification) Distributed To		

Key principle of the PCF no 01 - Plan the coming stage properly focussing on what outcomes need to be delivered.			Key principle of the PCF no 03 - Eliminate waste and focus efforts where most needed.	Key principle of the PCF no 02 - Consultation is a vital component - not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning - Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include: • What resources do you need to complete it? (beginning / middle / end)? • When during the stage do you need to produce it? • How long will it take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path?	Collaborative Planning - Lean Questions that you might consider / record in this column may include: • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they will be consulted. Questions that you might consider / record in this column may include: • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager = Joe Bloggs Environmental Specialist = Fred Smith Etc
Public Consultation Strategy	To plan and outline an internal strategy document for undertaking public consultation that complies with Consultation Principles and, alongside that document, to develop an 'Approach to Public Consultation' (APC). The strategy is an internal document; it is detailed and can have some technical information included within it. In addition to the internal Public Consultation Strategy, you must draft an Approach to Public Consultation (APC). The APC is a customer-friendly summary of what the public can expect from us and should be short and engaging – there is a template below. When it is in draft format, use your APC to start early discussions with local authority to ensure all the right people and groups would be consulted. Once it is finalised, the APC should be made available locally at display locations and on the scheme webpage alongside other public facing materials such as the consultation brochure during PCF Stage 2. This product is relevant to PCF Stages 1 to 3 consultations; teams should produce the strategy in PCF Stage 1, review it at the start of PCF Stages 2 and 3, to improve and inform consultation methods that take place in those stages. The advice and guidance contained in this product, particularly adherence to Consultation Principles supports consultation on as part of the Planning Act 2008 (ie requiring a Development Consent Order) and Highways Act 1980 processes. Detailed and comprehensive consultation and engagement at PCF Stage 2 gives an opportunity to identify and resolve risks and issues at an early stage which could reduce the overall programme. The strategy should also be reviewed at the end of Stage 2 (as it is a live document which needs continual monitoring), it shows learning from the Stage 2 non-statutory consultation and is used to inform the Stage 3 consultation process.				Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With Integrated Project Team, MP RIP Regional Consultation Manager, Regional Communications Team, Regional DCO Manager, Ministers - (if the scheme raises issues of policy or political sensitivity) and subject to agreement with the Project Sponsor (Chair) or SRO as appropriate Distributed To The Major Projects Customer Services Division, Project Sponsor/SRO, Strategy & Planning NB Those mentioned above are key advisors whose input is required to achieve the outcome of the product. Identify stakeholders early, utilising their expertise and maintain frequent dialogue, holding regular face to face meetings or workshops throughout the development of the product so that sign off is merely confirmation of previous discussions. Email should only be used as a last resort or as a practical way to share documents etc.		
Land - Gaining Access For Surveys	This product is relevant to all projects, whether they are likely to require a Development Consent Order (DCO) Application, Highways Act 1980 orders or even no orders. • To gain access onto the land required to carry out environmental and other pre-construction surveys, through various methods: agreement, Highways Act 1980 Section 289 – 297 powers, Planning Act 2008 Section 53 powers, or powers of survey in a made DCO.				Produced By MP Project Manager Accountable and Signed Off By MP Project Manager (agreement-seeking letters) / Divisional Director (HABO powers Notices and Authorisations) / Programme Delivery Director (Section 53 applications) Consulted With Integrated Project Team, DCO & Statutory Processes Team, General Counsel (where the use of legal powers of access is proposed) Distributed To Affected land interests, Planning Inspectorate in relation to any Section 53 applications		
Planning Statement	This product only is relevant to schemes confirmed as needing or potentially requiring Highways Act 1980 Orders. A separate and corresponding product exists within the Orders (Planning Act 2008) Matrix for schemes likely to require a Development Consent Order PCF Stages 1 & 2: To support an option selection process that takes into account the requirements of local and national planning. PCF Stage 3: To provide sufficient information to support the submission of a draft or made Order to the Secretary of State for confirmation, and to inform any inquiry held by the Planning Inspectorate. PCF Stage 4: To respond to objections made to the Order through the statutory process.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Integrated Project Team including legal adviser, DCO & Statutory Processes Team (scope of review to be agreed in advance), General Counsel's Team if there are any contentious points, SES Environment Group Environmental Advisor (Where policy applies tests or requirements relating to environmental assessment only) Distributed To Secretary of State with submission of an order for confirmation and as evidence to an inquiry – as a document relied upon at an inquiry we will be required to make it accessible to the general public.		
Information and Justification to support Compulsory Purchase	This product only is relevant to schemes confirmed as needing or potentially requiring a Compulsory Purchase Order / Highways Act 1980 Orders. Separate and corresponding products exist within the Orders (Planning Act 2008) Matrix for schemes likely to require a Development Consent Order Information PCF Stages 1 & 2: Land referencing to support an option selection process that takes into account potential impacts on land interests and the cost of acquiring land interests (Land Cost Estimate). To gain land interests in question supporting approaches to them for access onto their land for pre-construction surveys. PCF Stage 3: Land referencing using a diligent inquiry to support the preparation of the Land Reference Schedule and Land Reference Plans to be attached to the Compulsory Purchase Order; and to inform and enable pre-order submission on consultation and negotiation with landowners and rights holders. PCF Stage 4: To provide updates to the Secretary of State and any appointed Inspector, as required. Justification PCF Stage 3: To provide sufficient information to support the argument that a compelling case in the public interest exists to force the sale of the affected land. PCF Stage 4: To provide updates to the Secretary of State and any appointed Inspector, as required.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Integrated Project Team including legal adviser, DCO & Statutory Processes Team (scope of review to be agreed in advance), General Counsel's Team if there are any contentious points Distributed To Secretary of State with submission of an order for confirmation and as evidence to an inquiry – as a document relied upon at an inquiry we will be required to make it accessible to the general public		
DCO Application - Land Referencing & Book of Reference	To complete comprehensive land referencing to support consultation and produce DCO application, examination and notification documents that are compliant with the Planning Act 2008 and associated legislation. Please also see the Land Referencing Method Statement Template for guidance relevant to each stage.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Integrated Project Team, DCO & Statutory Processes Team (scope of review to be agreed in advance), Property Acquisition Team (if there are any issues requiring acquisition advice arising from land referencing), General Counsel (for potential legal agreements with third parties). For the use of external legal advice see the scope of the Legal Services Framework. Distributed To Book of Reference PINS as part of DCO Application - who then will publish it and make it accessible to the general public		
Land - Gaining Access For Surveys	This product is relevant to all projects, whether they are likely to require a Development Consent Order (DCO) Application, Highways Act 1980 orders or even no orders. • To gain access onto the land required to carry out environmental and other pre-construction surveys, through various methods: agreement, Highways Act 1980 Section 289 – 297 powers, Planning Act 2008 Section 53 powers, or powers of survey in a made DCO.				Produced By MP Project Manager Accountable and Signed Off By MP Project Manager (agreement-seeking letters) / Divisional Director (HABO powers Notices and Authorisations) / Programme Delivery Director (Section 53 applications) Consulted With Integrated Project Team, DCO & Statutory Processes Team, General Counsel (where the use of legal powers of access is proposed) Distributed To Affected land interests, Planning Inspectorate in relation to any Section 53 applications		
DCO Application - The Case for the Scheme and National Policy Statement Accordance	This product is only relevant to confirmed or potential Nationally Significant Infrastructure Projects, i.e. schemes requiring a Development Consent Order (DCO) Application. PCF Stage 1 and 2: Table to consider the risk of options being consented with regard to the policies in the A high-level National Policy Statement for National Networks (NPS NN) accordance document must be produced to support and evidence an option selection process that takes into account all relevant considerations in the NPS NN. This can then be reviewed during Stage 2, amended if necessary. There is no requirement to produce a Case for the Scheme in the Options Phase. PCF Stage 3: The Case for the Scheme and the full NPS NN Accordance Table document (see template) are to be produced to provide sufficient information to support submission and acceptance of a DCO Application to the PINS in accordance with the requirements of the Planning Act 2008 and associated legislation. PCF Stage 4: To provide updates to the examination of the DCO Application, as required.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Integrated Project Team, DCO & Statutory Processes Team (scope of review to be agreed in advance), General Counsel, SES Environment Group Environmental Advisor (only in stage 3 specifically and on the NPS element only). For the use of external legal advice see the scope of the Legal Services Framework. Distributed To PINS/Secretary of State as required. All documents will be published on the Planning Inspectorate website and will be accessible by the general public - See PINS' Advice Note 6 for some exceptions to this rule		
Departures from Standards Checklist	To ensure that formal sign-off is achieved and recorded for every departure from standard (including Aspects not Covered Standards) and that all Highways England's roads and bridges are designed in accordance with Standards. This is to ensure consistency between schemes as well as providing a mechanism for optimising objectives such as safety, value for money and mitigating the effects on the environment. Compliance with current Standards is mandatory for all Trunk Road Works, except where the Overseeing Organisation has either: a. approved a Departure from Standard; or b. agreed through the departures process that a new or revised Standard should not be implemented on an individual scheme. IAN 161/15 requires Design Strategy Records (DSRs) to be produced to provide an auditable record of decisions made by the designer with respect to highway design. Please see these IANs for full details of content. Departures may still be reviewed from this IAN and those shown as necessary in Departures & Approvals				Produced By Service Providers/MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Highways England Project Manager, Scheme Principal Designer, OD Senior User Representative Distributed To Service Provider that applied for the departure, Strategy & Planning, SES Safer Roads Design team Leader		

Key principle of the PCF no 01 - Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 - Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 - Consultation is a vital component - not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning - Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include: • What resources do you need to complete it? (beginning / middle / end)? • When during the stage do you need to produce it? • How long will it take to take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path?	Collaborative Planning - Lean Questions that you might consider / record in this column may include: • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include: • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager = Joe Bloggs Environmental Specialist = Fred Smith Etc
Implementation Report For New Standards	To identify the impact of implementing a new standard and confirm if the standard is to be implemented on the project. The following documents fall within the scope of this activity - DMRB, MCHW, IANs/DfT Standards and Advice, TSS Plans Registry documents, Major Projects' Instructions (MPIs), Raising the Bar documents, and any other requirements issued in accordance with the contract.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Integrated Project Team Distributed To Strategy & Planning, SES Safer Roads Design team (Road Layout)		
Communication Planning for Major Projects	To plan appropriate scheme communications and engagement using the guidance and templates provided throughout the scheme lifecycle. In PCF stages 1-3, this is very much about planning and delivering both the non-statutory and statutory consultations and engagement as well as announcing the preferred route in PCF stage 2. This could include Public Information Events where consultations are not applicable. In PCF stage 4, this is about the statutory process required for the scheme, how we reactively respond to any queries received about the scheme and keep stakeholders updated on any progress throughout the statutory process. For schemes being promoted under the Planning Act this will be any schemes needing Development Consent. For all other schemes this will be the Highways Act statutory process, which may include Statutory Instrument Consultations. During PCF stages 5-6, this is all about gearing up for construction including preparing for construction to start, engaging local people, road users and stakeholders and then keeping them informed throughout construction in stage 6. PCF Stage 7 is when we plan for the scheme opening for traffic and informing the public in advance. We also hold an opening ceremony with stakeholders, when applicable, and prepare any associated materials. During PCF stages 5-7, you should use the Construct on and roadworks communications toolkit to support communication.				Produced By MP Project Manager Accountable and Signed Off By MP Divisional Director Consulted With Regional Communications Team, Programme Delivery Director, Integrated Project Team, Major Projects Equality, Diversity and Inclusion advocate, "Local Authority Equality and Diversity Leads Distributed To MP RIP Delivery Services Division Consultation Team during stages 1-3 Strategy & Planning *The plan should not be shared with LA E&D leads but do consult with them in person		
Statutory Undertakers Diversions	To ascertain the extent to which proposed route options are likely to affect or be affected by existing utility apparatus, including Statutory Undertakers for water, sewerage, gas, electricity and telecommunication ones, as well as other utility providers including, but not limited to, pipeline operators and other telecommunication providers. This is to be completed whilst demonstrating how this has influenced the final route optioning process and determine how this could affect cost, value and efficiency. Furthermore, an Overseas Organisations Agent (OO Agent) will be appointed in line with SA 1005 New Roads and Street Works Act 1991 - Diversionary Works. Appendix 2 (NRSWAC1.1) includes the standard pro forma letter detailing the notification of appointment.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Statutory Undertakers Team, Integrated Project Team Distributed To Commercial Services Division		
Habitat Regulations Assessment	This product is intended to support compliance with the Conservation of Habitats and Species Regulations 2010 (as amended) and to specifically provide a framework for assessment of the implications of Highways construction or improvement projects on European Sites, where such sites are designated for nature conservation interests. It can provide a basis for consultation with the appropriate nature conservation body and to provide information to those parties acting as Decisions Makers or Competent Authorities e.g. the Planning Inspectorate. For Planning Act 2008 schemes, this product shall form part of a Development Consent Order application to the Planning Inspectorate in accordance with the requirements of the Infrastructure Planning (Applications: Prescribed Forms and Procedure) Regulations 2009 (as amended). This product is required for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent under the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.				Produced By MP Project Manager (MP Project Ecologist or EIA Specialist will produce on behalf of the Project Manager) Accountable and Signed Off By Programme Delivery Director Consulted With SES Environment Group Environmental Advisor* (for comment at all PC stages and prior to technical approval), Natural England (prior to technical approval), SES Environmental Group nominee (for technical approval at PCF Stage 3) Distributed To The Planning Inspectorate (PA08 Stage 3 only - PINS can provide comments on the draft HRA prior to submission) *Environment Group Environmental Advisors will no longer review at PCF Stage 2. Advice on the scope of this product will be provided during the review of this product at PCF Stage 1.		
Environmental Scoping Report	To set out the scope and content of the environmental assessment and satisfy the statutory requirements of the: • Environmental Impact Assessment (Miscellaneous Amendments) Regulations 2017 - Highways Act 1980 amendments; or • Infrastructure Planning (EIA) Regulations 2017 (as amended) (the IP EIA Regulations). This product must demonstrate the ability of the project to meet the requirements within the Highways Eng and Licence (Department for Transport, April 2015) and should also identify how the objectives set out in the Road Investment Strategy (Department for Transport, March 2015) will be met. The product should also demonstrate compliance with the relevant policy requirements e.g. the National Networks National Policy Statement (for Planning Act schemes only) and the National Planning Policy Framework. This product is required for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent under the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With SES Environment Group Environmental Advisor*, SES Geotechnics Team (Geology & Soils sections only) Distributed To The Planning Inspectorate (PCF Stage 3 PA08 only when a Scoping Opinion is being sought) *Environment Group Environmental Advisors will no longer review at PCF Stage 2. Advice on the scope of this product will be provided during the review of this product at PCF Stage 1.		
Environmental Assessment Report / Environmental Statement	To demonstrate that the environmental impacts of a project have been appropriately assessed and satisfy the statutory requirements of the: • Environmental Impact Assessment (Miscellaneous Amendments) Regulations 2017 - Highways Act 1980 amendments; or • Infrastructure Planning (EIA) Regulations 2017 (as amended) (the IP EIA Regulations). This product must demonstrate the ability of the project to meet the requirements within the Highways Eng and Licence (Department for Transport, April 2015) and should also identify how the objectives set out in the Road Investment Strategy (Department for Transport, March 2015) will be met. The product should also demonstrate compliance with the relevant policy requirements relating to assessment proposals e.g. the National Networks National Policy Statement (for Planning Act schemes only) and the National Planning Policy Framework. This product is required for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent under the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With SES Environment Group Environmental Advisor*, SES Geotechnics Team (Geology & Soils sections only) (External - if relevant), Environment Agency, Natural England, Historic England, host Local Authority(ies) Distributed To Equality and Diversity Representative for MP and Corporate Equality and Diversity Lead.		
Project Design Report	To meet the requirements of the Highways England Licence (Department for Transport, April 2015): At PCF Stage 1: To support seeking advice from the Design Panel on the design of road improvement schemes where these are in sensitive locations or expected to have a substantial impact on the surrounding landscape (paragraph 5.27(c)). At PCF Stage 3 and 5: To demonstrate that the due regard has been given to relevant principles and guidance on good design to ensure that the development of the road network takes account of the geographical, environmental and socio-economic context (paragraph 5.26); To ensure that due regard has been given to the particular observations of the Design Panel on specific road schemes (paragraph 5.27(d)). This product is required for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent under the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With SES Sustainable Development and Design Distributed To SES Design Panel Secretariat, SES A-road Concept Development team		

THIS SHEET IS BASED ON STAGE 2 OF THE TRADITIONAL PCF PRODUCT MATRIX - VERSION 54 - 01/06/20

Template for Stage Management Plan	HEQUESONSPOSEDIN HIS EMLPAEAREINDICATIVEANDMAYNO BE RELEVAN IN ALL INCS PLEASE USE THEM AS A GUIDE AND APPLY COMMON SENSE
Version number and date last updated.	
Project Name and Project Manager	
Which stage(s) does this plan cover?	
Which version of the PCF product matrix is currently being followed	
When is the next quarterly matrix update due?	
How long is the stage expected to last and approximately how many quarterly updates will there be during this time?	
Is PowerSteering up to date (i.e. does it match the most recent version of the relevant PCF product matrix)?	
Statutory process requirements (i.e. Planning Act DCO / Highways Act Orders / Single Option Project)	
Were any products added / removed / renamed in the last quarterly matrix update and how did this impact on the project?	
Are any products being transferred between stages? If so why and who has agreed this?	
Overall project strategy for product delivery (if any project specific variation from the norm).	

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your PG schedule may include • What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to complete? • What date does it need to be completed? • Are there any interdependencies between this and any other products? • What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee. NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include • Do we understand why each consultee is listed (i.e. for what purpose do we need to engage with them)? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Who will be involved in its production? NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc.	Roles and Responsibilities
Client Scheme Requirements	To set out the Department for Transport's requirements for the project, covering a high-level definition of the transport challenges and issues, objectives, project outputs and costs. The Client Scheme Requirements should be used as a central summary document for the scheme and will support a number of other PCF products. The CSR scope book captures in stages the next level of detail underpinning the Client Scheme Requirements, as the project is developed, and is consistent with the Business Case.				Produced By: Either 1) SRO or 2) For Tier 1 projects only - DfT Sponsor Accountable and Signed Off By: Either 1) Programme In-charge Sponsor or 2) For Tier 1 projects only - DfT Sponsor Consulted With: MP Project Manager, MP Delivery Services (Investment submissions), SES Environment Group Environmental Advisor, CPA, Strategy & Planning, SES A-road Concept Development team, SES Safety Roads Design team Leader, OD Senior User, MP Base Line Management (for Scope Book) and additional for Tier 1 projects as agreed by DfT - SRO Distributed To: ME Delivery Services Senior Manager, Business Partner, CoE		
Analytical Requirements Report	The purpose of the Analytical Requirements Report (ARR) is to present the analysis required at each stage of the Project Control Framework (PCF). The ARR should be considered a living document and should be revised at the end of each PCF stage (up to and including Stage 5) or to the commencement of the next stage using the ARR Template. Previous versions of the ARR should be retained at the end of each stage so that a complete record of all ARRs for the project is available if required. The preparation of the ARR is the responsibility of the Project Manager and the Transport Planning Group Business Partner. Responsibility cannot be delegated to the Supply Chain as the Supply Chain may change as the project moves between stages and as such could provide an advantage to the current supplier. The ARR should be the terms of reference or the development of the Appraisal Specification Report (ASR) or the next PCF Stage of the project. It should focus on the analytical requirements for: • Transport Modelling • Economic Appraisal • Environmental Appraisal • Evaluation The ARR will be considered by members of the Analytical Requirements Committee and where necessary the Project Manager and the Transport Planning Group Business Partner will be required to present the ARR at the monthly ARC meeting.				Produced By: MP Project Manager Accountable and Signed Off By: Analytical Requirements Committee Consulted With: Strategy & Planning Transport Planning Group Business Partner, Strategy & Planning Economics Group Business Partner and Safety, Engineering and Standards Environmental Group Environmental Advisor Distributed To: Strategy & Planning		
Appraisal Specification Report	The purpose of the Appraisal Specification Report (ASR) is to inform decision makers and stakeholders on how the analytical requirements set out within the Analytical Requirements Report (ARR) will be met, taking account of budgetary, programme, political, environmental and spatial constraints. The Appraisal Specification Report (ASR) should give project managers an early indication of a project's risks and be used to inform the development of appropriate options taking account of the identified constraints. The ASR will: • define how the economic narrative within the ARR will be maintained through the appraisal process; • define the methodology, assumptions and associated risks of the transport assessment, including its transport modelling; • define the scope and content of the environmental assessment; • identify the data and outstanding survey requirements; and • set out the consultation processes for appropriate stakeholder engagement. The ASR should be developed for PCF Stages 0,3, and beyond if required and should be undertaken before any of the analysis work is started. The ASR addresses the requirements from the ARR, so if an ARR does not exist from the previous stage, the ASR must await the production of the ARR.				Roles and Responsibilities Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: Strategy & Planning Transport Planning Group business partner, Strategy & Planning Economics Group business partner, Safety, Engineering and Standards Environmental Group Environmental Advisor, Integrated Project Team Distributed To: Strategy & Planning		
Options Estimate	Aim and Purpose: The aim is to produce an estimate or each of the options that can be used as part of the selection of the Preferred Route, at the end of stage 2. The purposes of the estimates are to: • identify viable alternatives and selection of the optimum • provide decision support for Preferred Route Announcement • update the estimate with design development				Produced By: MP Project Manager Accountable and Signed Off By: MP Project Manager Consulted With: Commercial Services Division Cost Estimating Manager (For Technical Appraisal), Integrated Project Team, National Part 1 Claims Team, Finance Business Partner Distributed To: MP Delivery Services Senior Manager - Governance, Assurance and Quality, Regional Commercial Manager, MP Delivery Services, Commercial Services Division Estimating Co-ordinator, MP Delivery Services Support inbox, MPDS Management Information, Strategy & Planning		
Risk Management Plan	To confirm roles and responsibilities for risk management activities on the project and identify activities that will also take place in order to direct the team and communicate to others. Note the document refers to the standard processes and procedures for Risk Management of Major Projects in Highways England. Any variance from the standard processes, procedures and outputs will be referred to in the plan.				Produced by: MP Project Manager Accountable and Signed Off By: Stages 0, 1, 2 and 7 + 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO, Stage 3, 5 and 6 = Programme Delivery Director. Consulted With: Highways England Regional Risk Manager, Integrated Project Team		
Risk Register	To ensure risks to the project and programme are actively and formally identified, assessed and managed in line with the MP Risk Processes and to increase the chance of project success.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Highways England Regional Risk Manager, Integrated Project Team, All risk workshop attendees, SSP, Transport Planning Group, SES Geotechnics Group Consulted With for information only: IT Technology Coordination* Distributed To: SES A-road Concept Development team *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people) and which PCF product requires a review.		
Transport Data Package	The Transport Data Package is not a report, but instead encapsulates all of the data gathered to support the transport analysis used to underpin a scheme's business case, design and operational, economic and environmental assessments. The Transport Data Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the data without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail the data and data collection processes, but the ComMA is an end-of-stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Data Package and what form this evidence will take.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To:		
Transport Model Package	The Transport Model Package is not a report, but instead encapsulates all of the analytical material created during the production of the base year transport model (s) used to underpin a scheme's business case, design and operational and environmental assessments, including the model itself. The Transport Model Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the component analytical work without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Transport Model Package, but the ComMA is an end-of-stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Model Package and what form this evidence will take. Signoff of the Transport Model Package assumes that a Transport Data Package has already been formally approved.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To:		

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Transport Forecasting Package	The Transport Forecast Package is not a report, but instead encapsulates all of the analytic material underpinning the future year traffic forecasts, including the forecast year section of the transport model. The forecast includes not only the flows and speeds on the network themselves, but any assumptions, such as the uncertainty log, that are used to create the demand in future years. The Transport Forecast Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the component analytic work without the production of a formal report. This is not to suggest that no reporting should be undertaken, indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Transport Forecast Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Forecast Package and what form this evidence will take. Signoff of the Transport Forecast Package assumes that a Transport Model Package has already been formally approved.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To		
Economic Appraisal Package	The Economic Appraisal Package is not a report, but instead encapsulates all of the analytic material created during the production of the transport economic analysis used to underpin the economic section of a scheme's business case. The Economic Appraisal Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner and wider economic impacts are considered, the Economist Group business partner, to approve the component analytic work without the production of a formal report. This is not to suggest that no reporting should be undertaken, indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Economic Appraisal Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Economic Appraisal Package and what form this evidence will take. Signoff of the Economic Appraisal Package assumes that a Transport Forecast Package has already been formally approved.				Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With Strategy & Planning Transport Planning Group (for technical approval), Strategy & Planning Economist Group business partner (for technical approval, where required) Distributed To		
Benefits Register	To provide decision makers with a concise, across-the-board overview of the benefits and disbenefits of a scheme option, providing a framework for establishing ownership and risks around delivering those benefits and taking account of all the economic, social, environmental and financial impacts of an investment as set out in the Treasury Green Book. The Appraisal Summary Table (AST) is integrated into this product to retain a breakdown of the monetisation of benefits as required by WebTAG. This information, along with the other benefits identified within the register, will enable an assessment to be made as to the overall value or money an option provides. This product should be accompanied by a Matrix of Distributional Impacts from PCF Stage 2 onwards.				Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With S&P Transport Planning Group (up to and including Stage 5 (for technical approval)) and at Stage 7 it goes to the Senior Customer Insight Manager Insight and Evaluation Team), SES Environment Group (for technical approval), Integrated Project Team Distributed To MP Delivery Services Support, SES A-road concept development team		
Combined Modelling and Appraisal (ComMA) Report	The purpose of the Combined Modelling and Appraisal (ComMA) Report is to inform decision makers and stakeholders on how the evidence underpinning the business case has been developed, from the initial identification of the underlying problem through the collection of data and the production of any supporting traffic models and the forecast impacts of the scheme on traffic to the eventual economic appraisal. The Combined Modelling and Appraisal (ComMA) Report addresses how the analytical requirements, from the Analytical Requirements Report (ARR), have been met through the approaches initially laid out in the Appraisal Specification Report (ASR). The economic appraisal detailed within the ComMA will assist decision makers in: • prioritising between schemes; • prioritising between options; and • ensuring that value for public money is achieved. The ComMA is intended to be an end of stage report, reporting what has occurred throughout the PCF stage and should, where necessary, indicate where the direction of the underlying analysis has changed during the stage. As the ComMA is a final report, it is expected that the results of all of the underlying products, i.e. the transport data package, transport model package, the transport forecast package and the economic appraisal package, will have already been agreed with the scheme's Transport Planning Group Business partner. The ComMA will: • examine and describe the local transport system, summarising and explaining the key movements and demands across the scheme and the surrounding affected areas; • explain the underlying issues that are causing the problem that the scheme is seeking to alleviate; • collate, summarise and review the traffic data that was available and extent at the commencement of the stage; • set out any identified need for additional traffic data during the current PCF stage, following the data requirements set out in the ARR and ASR, and commenting upon any additional data requirements for subsequent stages; • describe the manner in which any necessary data has been collected, detailing the surveys, data cleaning and expansion methods and then summarise the collected data; • explain the processes undertaken to produce the base year traffic transport model; • demonstrate that the model accurately reproduces an existing situation, by comparison to independently observed data; • summarise the accuracy of the base from which the forecasts have been to be prepared; • present the forecasting methodology and data used and justify and assumptions made during the process; • clearly present the traffic forecasts required for operational, economic and environmental appraisal using both tabular and map-based figures; • discuss any differences with previous forecasts and explain the reasons, if appropriate; • discuss the sensitivity of the forecasts to planning and network assumptions; • detail the data and methodology used in the transport appraisal and justify any assumptions made; • report the monetised costs and benefits in both geographical and temporal terms; and				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Strategy & Planning Transport Planning Group Business Partner, Strategy & Planning Economics Group Business Partner, Integrated Project Team Distributed To		
Business Case	To provide justification for the financial investment over the entire lifecycle and at each stage. It addresses the objectives, benefits, risks, costs and value for money of a project. The business case should be consistent with the principles outlined in HMT's Green Book appraisal and evaluation in central government and must be produced in addition to the various investment submission templates which are only intended to be high level summaries of the actual business case.				Produced By MP Project Manager Accountable and Signed Off By Programme Internal Sponsor Consulted With Strategy & Planning Economics Group Business Partner (for review of the economic case), Commercial & Procurement Business Partner, Management Case Assurance team, Finance Business Partner, Capital Portfolio Management Distributed To MP Delivery Services Director, MP Delivery Services Support, MP Delivery Services Senior Manager - Governance, Assurance and Quality, MP Programme Commercial Delivery Lead, Programme Delivery Director (as appropriate), Procurement Division - Procurement (Operational) for Major Projects, SES A-road Concept Development team		
Investment Submission	To define the content and format of the set of information, including the phase or stage plans, needed in preparation of the submission to the relevant investment decision authority (e.g. MP IDC, HE IDC, HE IC, BICC). Used for approval for project initiation (at Stage 0), continuation (between stages or phases), or submissions for change or deviation from the agreed cost, scope or programme. The relevant investment decision committee is determined by scheme value and phase. This is summarised in the table below: NB The Investment Submission does not replace and should at all times be aligned to the content of the Business Case. The investment submission does not require formal sign-off or the SGARs. Options Phase To all Outturn MP IDC HE IDC HE IC BICC <200m Y 200m to <500m Y Y Y Y Over 500m or N&C Development & Construct on Phases To all Outturn MP IDC HE IDC HE IC BICC <50m Y 50m to <200m Y (stage 3 & only) Y Y 200m to <500m Y (stage 3 & only) Y Y Y Over 500m or N&C Y Y Y Key MP IDC Major Project Investment Decision Committee IDC Investment Decision Committee HE IC Highways England Investment Committee BICC Board Investment and Commercial Committee N&C Novel and/or Contentous Major Projects Investment Decision Committee (MP IDC) The MP IDC can approve investment decisions that fall into any of the following categories: Option Phase budgets up to £50m where the overall scheme value is less than £500m (or known to be Tier One) and is not novel or contentious. Development Phase budgets (stages 3 and 4) where the overall scheme value is less than £500m (or known to be Tier One) and is not novel or contentious. Schemes estimated at less than £50m Non roads expenditure less than £1m Non roads expenditure less than £5m with Chief Executive Officer written confirmation Highways Eng and Investment Decision Committee (HE IDC) The HE IDC can approve investment decisions that fall into any of the following categories:				Produced By MP Project Manager Accountable and Signed Off By Programme Internal Sponsor Consulted With Strategy & Planning Transport Planning Group, Commercial Services Division Cost Estimating Manager, MP Delivery Services, Programme Management Office, Subject Matter Advisors, DT TASM Economists (For tier one and novel and contentious), CPM Distributed To Investment Board Secretariats and Investment Board Attendees, SES A-road Concept Development team, Strategy & Planning		

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	Development and Construction Phase budgets where the overall scheme value is less than £200m and is not novel or contentious Non roads expenditure £5m - £50m Highways Eng and Investment Comms tee (HE IC) The HE IC can approve investment decisions that fall into any of the following categories: Development and Construction Phase budgets where the overall scheme value is less than £500m and is not novel or contentious Non roads expenditure £50m-£200m Board Investment and Commercial Committee (BICC) BICC can approve investment decisions that fall into the following categories: All Phase budgets where the overall scheme value is over £500m and/or is novel or contentious Non roads expenditure greater than £200m or Novel or Contentous					
Value Management Delivery Plan	The Value Management Plan (VMDP) provides details on the status of the project at each PCF stage throughout delivery, providing a pace of track and plan Value Management interventions, most notably Value Management Workshops. The VMDP should be updated at the beginning and end of each stage, with more regular updating and reviewing strongly recommended. The Value Management Delivery Plan should inform and set the focus for Value Management workshops. This relationship is shown in the diagram below:				Produced By MP Project Manager (For RIP projects completed by the Value Management Team in liaison with Project team and Sponsor) Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With RIP Value Management Team, Integrated Project Team Distributed To	
Efficiency Register	To capture and record capital efficiency savings which contribute towards the Highways England efficiency key performance indicator (KPI). To ensure that programmes and projects have considered and explored saving opportunities during options, development and construction phases of a scheme and acted upon these where they are appropriate. The register must be used throughout the project at all PCF stages and should be reviewed/updated on a regular basis. Project and Efficiency Managers should ensure that they have provided suitable evidence for each efficiency claim which complies with the EFiciency and Inflation Monitoring Manual (EMM). Please refer to the Efficiency Resources Sharepoint site for further information. Key documents: Efficiency and Inflation Monitoring Manual Efficiency Reporting Manual				Produced By Efficiency Manager on behalf of MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Programme Efficiency Lead*, Programme Management Office, Central Efficiency Group (CEG) Distributed To *See the PCF Contact List for details.	
Value Management Workshop Report	The report for the workshops from a series of management workshops that are undertaken at key stages of the PCF. These workshops should focus on the challenges and requirements of the project that have been identified in the Value Management Delivery Plan and as such the specific workshop agenda and tools should be tailored to the workshop needs. These requirements should be agreed with the Highways England Project Manager and Sponsor. As a guide, general activities which are covered in VM workshops are shown in the diagram below; All Value Management Delivery Plans are expected to contain primary Value Management activities that are essential to delivery of the project. These are identified in the diagram below. At other stages the Integrated Overview or Assessment Report (IOAR) is a document intended to give an overview of the development of a scheme through each of its earliest stages (PCF Stages 0-2). It is intended as a summary of the underlying technical work that is accessible to non-technical audiences (Previously these reports comprised the function over PCF Stage 0-2: the Options Assessment Report (OAR), the Technical Appraisal Report (TAR) and the Scheme Assessment Report (SAR)). Its precise composition varies slightly by PCF Stage with the length and detail of some elements changing in some stages. The exact purpose of particular stages is detailed below:				Produced by MP Project Manager (content produced by the Workshop Facilitator for RIP schemes - this is the Value Management team) Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With Highways England Efficiency Lead*, RIP Value Management Team, Integrated Project Team, Internal and External Stakeholders (those who attended the workshop) Distributed To Strategy & Planning *This contact will vary for SMP, RIP and CIP. See the PCF Contact List for details.	
Staged Overview or Assessment Report	PCF Stage 0 - In this stage, the SOAR is intended to summarise the processes of identifying the need for an intervention at the scheme's location and identifying, developing and selecting the initial options. PCF Stage 1 - The SOAR is intended to give an overview of the technical and policy analysis (including traffic, economic, safety, operational, technology, maintenance and both environmental assessment and appraisal) and provide the basis for deciding which options should be included in the Public Consultation. PCF Stage 2 - During the final stage in which the SOAR is required, it is intended to summarise the development of the shortlisted options and provide the basis for deciding the preferred option. Value Management workshops are a valuable approach to developing the detail required in the SOAR. The SOAR has a close relationship with a number of other PCF products, including the:				Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With S&P Transport Planning Group (for technical approval), SES Environment Group Consulted With For Information Only MP RIP Value Management (RIP schemes only) Distributed To	
Report on Public Consultation	To explain the nature of the choices offered to the public, the manner in which it was presented and to summarise results. This product is a key feed into the Scheme Assessment Report. NB For Single Option projects, there may be an opportunity to amalgamate the Scheme Assessment Report, Technical Appraisal Report and Report on Public Consultation into one combined product.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Integrated Project Team Distributed To Strategy & Planning	
Tunnel Design Authority Report	The product will summarize key aspects of the proposed tunnel to demonstrate that: The operating regime of the tunnel has been considered from the outset by those responsible for its future operation, management and maintenance. Best knowledge and experience from across Highways England and beyond has been considered and input in the generation of the tunnel concept. Highways Eng and tunnel solutions adopt a consistent operational regime and deliver performance to expected standards for safety, traffic flow, route availability and energy efficiency. For tunnel refurbishments - appropriate consideration has been given to the extent of upgraded tunnel facilities eg communications, control technology and safety systems to achieve tunnel performance that demonstrates a high degree of consistency with the best performing tunnels in Highways Eng and a network. The Tunnel Design Authority brings together experience and capability in a central overseeing group to achieve a consistent approach across the Highways Eng and programme in the planning and design of tunnels. This is in recognition that there is an increasing volume of work in this area including an emerging programme of refurbishment works on existing Highways Eng and tunnels over				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With SES Tunnels Team, OD Senior User, SES Safer Roads Group, IT Technology Coordination, IntelligentTransportSystemsGroup@highwaysengland.co.uk Distributed To	

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column inform your PB schedule may include • What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other products(s)? • What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc.) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee. NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Who will be involved in its production? Questions that you might consider / record in this column may include • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
	<p>the next few years plus current design and development work on new tunnels (Lower Thames Crossing and A303 Stonehenge Tunnel), and feasibility study work on the Trans-Pennine Tunnel (Sheffield to Manchester route).</p> <p>TDA reviews of tunnel proposals are to commence from PCF Stage 0 and continue on each gate through to Stage 7. Intermedia reviews on specific tunnel aspects are to be arranged as necessary. Review outputs signed off by Highways England Chief Engineer (Chair) will be provided ahead of the SGAR for consideration on by the SRO.</p> <p>For clarity, the TDA is not a technical approval body and does not replace or duplicate the TAA process. The TDA output report will be taken into account by the TAA and completed before A P s are signed off. It is to be considered as a check list against the AIP and scheme proposals.</p> <p>The main purpose of the TDA is to provide a formal route for engagement with those responsible for operation and maintenance from the outset of the scheme development.</p>						
	<p>The Project Safety Plan describes the safety activities that will be undertaken as part of the Safety Management System (SMS) and how these activities will lead to the safety objectives being met. The four objectives of the safety plan are:</p> <p>To describe how the SMS has been selected</p> <p>To describe the SMS and corresponding safety activities that will be undertaken to achieve the defined safety objectives, including a description of the activities that have been carried out to date</p> <p>To define the project's safety objectives</p> <p>To describe the project organisation, how responsibility for safety activities has been devolved and the associated programme management and control processes.</p> <p>The safety plan is updated and reviewed throughout the life cycle of the project in accordance with the Project Control Framework (PCF) Product Matrix. At PCF Stage 6 and 7, the review of the Safety Plan will be to check and confirm that the approach outlined in the product at earlier PCF Stages was undertaken as proposed. The final version of the product should also include a plan for handing over the safety work to the relevant team (i.e. Operations Directorate).</p> <p>This Product applies to all Project types.</p> <p>General Guidance Note 10 - (GG10) of the Decision Manual for Roads and Byways (DMRB) must be used to record the impact assessment of a probable change as either a formal Change Request Form (CRF) or, where the impact cannot yet be robustly defined, as a Trend (at Portfolio level). It is referred to as an Early Warning Note or (EWN).</p> <p>Why and when should a change be submitted, to what extent and by whom?</p>						
	<p>To record the impact assessment of a probable change as either a formal Change Request Form (CRF) or, where the impact cannot yet be robustly defined, as a Trend (at Portfolio level). It is referred to as an Early Warning Note or (EWN).</p> <p>Why and when should a change be submitted, to what extent and by whom?</p>						
	<p>To summarise the project progress against its baseline cost and schedule plans at the end of the Stage, as part of the Stage Gate Assessment Review.</p>						
	<p>To demonstrate that the delivery of PCF products is robustly planned as an output from collaborative planning sessions, that desired outputs are identified and understood and that ownership and accountability for product delivery is clearly defined in accordance with the three key principles of the PCF:</p> <ul style="list-style-type: none"> Plan the coming stage properly focusing on what outcomes need to be delivered. Consultation is a vital component - not an afterthought. Eliminate waste and focus efforts where most needed. <p>The plan needs to be developed on day one of the project, referred back to throughout the stage and developed for the next stage prior to each stage end SGAR.</p> <p>It must be produced following appropriate engagement and / or collaborative planning workshops with suppliers and specialists.</p> <p>Along with the Product Checklist, the Stage Management Plan is a key deliverable in order to achieve a successful outcome at Stage Gate Assessment Reviews (SGARs).</p>						
	<p>To identify what products the project will deliver by Stage and provide the basis for the Project Schedule, used to monitor progress, Stage by Stage. It is the key document reviewed at Stage Gate Assessment Review (SGARs) and must be generated using the IT system PowerSteering.</p>						
	<p>The PMP is developed and owned by the Highways Eng and Project Manager, focused clearly on how the Highways Eng and project team will execute and manage the project in line with the company's three imperatives: Safety, Delivery and Customers. The Project Manager is responsible for:</p> <ul style="list-style-type: none"> The creation of the PMP The accuracy and quality of content The maintenance of the PMP 						
	<p>To provide the basis for time-based control of the Project and each Stage, in Gantt chart format.</p>						
	<p>To provide a regular update on the progress and performance of the project based on data collected from the Highways England and Major Projects systems and accessed through the MP Reporting tool (Power BI). The information will be used for upward reporting to Project Boards, Central and Divisional Programme Hub, Highways England Board and SRO.</p>						
	<p>To record the outcome of a Stage Gate Assessment Review (SGAR). This is part of the formal governance process and provides evidence / audit trail of compliance with the process. NB This product will be produced after the SGAR by the MP Delivery Services - Standards and Assurance Team</p>						
	<p>To record lessons learnt during the life of the project in a consistent way to enable effective knowledge sharing and analysis that can be applied to other projects and programmes, and inform improvements to standards and process.</p>						
	<p>Delivery and employment. It is particularly important that we fulfil those duties in relation to schemes, maintenance work and related projects and satisfy the requirements of the Highways Eng and Framework Document and Licence.</p> <p>To make sure that we understand and respond to the needs of our diverse range of customers and communities impacted by our activities, so that our practices and the services we deliver are appropriate, accessible and contribute to their social inclusion and wellbeing.</p> <p>To produce documented evidence of genuine engagement from the outset so that we can show what has been done to consult with road users and those impacted by our work (community groups, neighbourhoods, different non road users).</p> <p>How we have acted on this in order to produce inclusive designs, services and, where possible, a positive community legacy via the use of products such as EDIT (Equality, Diversity Inclusion Tool).</p> <p>NB For the Smart Motorway Programme schemes there is an overarching EqIA guidance document which contains recommendations under section 6.2. These should be included as evidence of your decision making and captured within the project Comms Plan (see link below) to show consideration of the Equality Duty.</p> <p>It is so advised that the EqIA screening template is completed in order to focus on or capture areas specific to the community within the scheme which may be outside of the 6.2 recommendations. Once the screening template is completed, this should be forwarded to the MP Diversity team - linked in the Quality Criteria section below.</p>						

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Integrated Assurance and Approvals Plan	Integrated assurance and approvals is the planning, coordination and provision of assurance activities and approval points throughout the policy to delivery lifecycle. The IAP details the assurance and approvals activity that is proportionate to the cost and risk level of the project and is used to assist the project in ensuring that they have a more timely and coordinated assurance regime. Inform the management case reviewer and investment decisions and assist in the pre-planning of assurance reviews.				Produced By MP Project Manager Accountable and Signed Off By Programme Internal Sponsor Consulted With RIP Governance and Performance Manager (NB the regional contact and for RIP projects only. For Smart Motorways Projects go to Smart Motorways Programme Office) Distributed To Programme Assurance team		
Project Level Procurement Strategy	To allow Procurement Division to initiate the tendering process for the appointment of a contractor for the construction of major road projects).				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Procurement Division - Procurement (Operational) for Major Projects Distributed To		
Pre construction Information	Please note that this product definition has been updated in accordance with the CDM Regulations 2015, which came into force on 6 April. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations. To provide project specific health and safety information to identify hazards and risks associated with the design and construction work of a major project. This information is provided to those who may be bidding for or designing/erecting work to ensure health and safety issues are identified and taken into account. The pre-construction information is to be used to develop the construction phase plan. The preparation and provision of pre-construction information is a statutory duty under Regulation 12 of the Construction (Design and Management) Regulations 2015 NB Highways England (as client and client duty) must appoint a competent, adequately resourced Principal Designer before one design work has begun. A request must also be submitted to Professional and Technical Solutions' National Health and Safety Team to carry out Highways England's assessment of competence of a Principal Designer.				Produced By MP Project Manager (responsible for overall production), Principal Designer (asked under CDM Regulation 12 with actual identification, collection and make available) Accountable and Signed Off By Programme Delivery Director Consulted With Principal Designer (technical approval), Integrated Project Team, MP RIP Regional Health and Safety Managers (NB for RIP projects only) Distributed to		
F10 Notification of Construction Project	Please note that this product definition has been updated in accordance with the CDM Regulations 2015, which came into force on 6 April. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations, in accordance with the Construction (Design and Management) (CDM) Regulations 2015 to notify the Health and Safety Executive (HSE) or the enforcing authority of any project that is likely to last longer than 30 days and have more than 20 workers working simultaneously at any point in the project or exceed 500 person days of construction work. The requirement to notify the Health Safety Executive is a statutory duty under Regulation 6(2) of the Construction (Design and Management) Regulations 2015. NB Highways England (as client and client duty) must appoint a competent, adequately resourced Principal Designer before one design work has begun. A request must also be submitted to Professional and Technical Solutions' National Health and Safety Team to carry out Highways England's assessment of competence of a Principal Designer.				Produced By MP Project Manager (responsible for overall Form F10 production), Client (asked under CDM with actual production - Regulation 6(2)) Accountable and Signed Off By Programme Delivery Director Consulted With Principal Designer (technical approval), Integrated Project Team, MP RIP Regional Health and Safety Managers (NB for RIP projects only) Distributed to HSE and Principal Contractor		
Health & Safety File	Please note that this product definition has been updated in accordance with the CDM Regulations 2015, which came into force on 6 April. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations. To provide relevant health and safety information to ensure that future construction work including maintenance, repair or modification can be carried out safely. The requirement to produce and update the Health and Safety File is a statutory duty under regulation 8(b) of the Construction (Design and Management) Regulations 2015 and paragraph 256 onwards of the Managing Health and Safety in Construction (The Construction (Design and Management) Regulations 2015) HSE Guidance L153 also refers. NB The scope, structure and format for the Health and Safety File should be agreed at an early stage between the client and Principal Designer and will become more comprehensive as the design progresses e.g. it is recognised that the full contents will not be available at PCF Stage 2. The guidance outlined here aligns with the requirement to ensure that the design team and safety into maintenance" (superseding IAN 63115).				Produced By MP Project Manager (responsible for overall production), Principal Designer (asked under CDM with actual production) Accountable and Signed Off By Programme Delivery Director Consulted With Principal Designer (technical approval), Integrated Project Team, MP RIP Regional Health and Safety Managers (NB for RIP projects only), SES Lighting Team Distributed to Maintaining agent at handover		
Maintenance and Repair Statement	The objective of the Maintenance and Repair Statement (MRS) is to provide a high-level document demonstrating that a design for maintenance approach has been followed throughout the design and construction of roads, roadside assets, and associated technology within a particular scheme. The MRS will outline key design assumptions and requirements affecting how maintenance of the scheme will be carried out following the construction works considering the likely impact on network availability and highlighting safety issues for road users and operatives. It provides assurance that the necessary maintenance activities can be carried out while ensuring that the risk to road workers is managed as low as reasonably practicable. Completing an MRS as part of the design and construction process ensures a consistent approach to addressing maintenance during the design stage of the project, and allows an assessment of health and safety issues at the earliest practicable time in the project development. The MRS is revised and reviewed throughout the lifecycle of the project in accordance with the Project Control Framework (PCF) Product Matrix. The required roles and responsibilities for sign-off and consultation are also included within the PCF Product Matrix. The MRS is a key deliverable to the client and is a key component of the project's design and construction information.				Produced By MP Project Manager Accountable and Signed Off By Operations Directorate Senior User Consulted With Operations Directorate Senior User Representative, IT Technology Coordination, Programme Delivery Director, Integrated Project Team, Service Providers (e.g. AD/IMAC/ASC, TechMAC/RTMC/Asset Delivery etc) may need to be consulted as part of information gathering but they are not formal consultees and all decision making responsibility resides with the Operations Directorate Senior User, SES Safety Risk Requirements Team, MP RIP Regional Health & Safety Managers (NB for RIP projects only), IntelligentTransportSystemsGroup@highwaysengland.co.uk for tunnel schemes only Distributed To Others as appropriate on specific schemes (Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. Where emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people), and which PCF product requires a review. SES - Safety Engineering and Standards		
Preliminary Sources Study Report	The Preliminary Sources Study Report enhances the information in the Statement of Intent with detailed desk studies, site reconnaissance and consultation with subject matter experts as required. It expands the list of geotechnical and environmental risks, identifying and proposing further investigations of those risks likely to have a significant impact on the delivery of the project. The report may also include the Ground Investigation on Scope Report as an appendix, alternatively this may be a stand-alone document. The process of Managing Geotechnical Risk is defined in CD 622.				Produced By MP Project Manager, Designer's Geotechnical Advisor (asked under CD 622 with the actual production and verification of content) Accountable and Signed Off By Programme Delivery Director Consulted With SES Geotechnics Team (for technical approval and certification) Distributed To		
Public Consultation Strategy	is plan and outline an internal strategy document for undertaking public consultation that complies with Consultation Principles and, alongside that document, to develop an Approach to Public Consultation (APC). The strategy is an internal document; a detailed and can have some technical information included within it. In addition to the internal Public Consultation Strategy, you must draft an Approach to Public Consultation (APC). The APC is a customer-friendly summary of what the public can expect from us and should be short and engaging – there is a template below. When it is in draft format, use your APC to start early discussions with local authorities to ensure a right people and groups would be consulted. Once it is finalised, the APC should be made available locally at display locations and on the scheme webpage alongside other public facing materials such as the consultation brochure during PCF Stage 2. This product is relevant to PCF Stages 1 to 3 consultations; teams should produce the strategy in PCF Stage 1, review it at the start of PCF Stages 2 and 3, to improve and inform consultation methods that take place in those stages. The advice and guidance contained in this product, particularly adherence to Consultation Principles supports consultation as part of the Planning Act 2008 (requiring a Development Consent Order) and Highway Act 1980 processes. Detailed and comprehensive consultation and engagement at PCF Stage 2 gives an opportunity to identify and resolve risks and issues at an early stage which could reduce the overall programme. The strategy should also be reviewed at the end of Stage 2 (as part of the development consent process) and at the end of Stage 3.				Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With Integrated Project Team, MP RIP Regional Consultation Manager, Regional Communications Team, Regional DCO Manager, Ministers - (if the scheme raises issues of policy or political sensitivity) and subject to agreement with the Project Sponsor (Chair) or SRO as appropriate) Distributed To The Major Projects Customer Services Division, Project Sponsor/SRO, Strategy & Planning NB Those mentioned above are key advisors whose input is required to achieve the outcome of the product. Identify stakeholders early, utilising their expertise and maintaining frequent dialogue, holding regular face to face meetings or workshops throughout the development of the product so that sign off is merely confirmation of previous discussions. Email should only be used as a last resort or as a practical way to share documents etc.		
Public Consultation Brochure	The public consultation brochure provides the public with the necessary information for them to be able to express their views and preferences about the options presented as part of public consultation. It details the sustainable options for addressing the problem and the benefits/disbenefits of them. There are templates at the bottom of this page: one template for stage 2 options consultation and another for stage 3 statutory consultation. To provide a tabular summary of the actions performed in preparing and holding the public consultation on exhibitions held in Stage 2 to enable Highways England to show the option(s) to the public in more detail than is possible in the public consultation brochure. Stage 3 to enable Highways England to explain the Order(s) to consult on the preferred option requiring Development Consent to the public in further detail.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Ministers - (if the scheme raises issues of policy or political sensitivity) and subject to agreement with the Programme Delivery Director, Senior Customer Manager, Insight and Evaluation Team, Regional Communications Team, MP RIP Delivery Services Division Consultation Team, DCO & Statutory Processes, Legal General Counsel's Team (Stages 2 and 3 only) Distributed To		
Public Consultation Exhibition Checklist	To provide a tabular summary of the actions performed in preparing and holding the public consultation on exhibitions held in Stage 2 to enable Highways England to show the option(s) to the public in more detail than is possible in the public consultation brochure. Stage 3 to enable Highways England to explain the Order(s) to consult on the preferred option requiring Development Consent to the public in further detail.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Regional Communications Team, MP RIP Delivery Services Division Consultation Team, Integrated Project Team Distributed To		
Preferred Route Announcement Leaflet and Press Notice	Preparation and issuing of the preferred route announcement following public consultation of the options, SDO, IAR 2, and DCO approval so that the announcement of the preferred route is made as widely known as possible and that it clearly conveys the aims and benefits of the programme/project. There is a slightly different governance route for Tier 1 schemes (those over £500m) as they will need to get BICC & Treasury approval in addition before they can go out and make their PRA. This is usually wrapped up as part of their development phase funding request.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Graphics, Digital Communications Team, Integrated Project Team, Regional Communications Team Distributed To Those who commented on consultation, all those on the general distribution list and those directly affected by the preferred route, MPDS Consultation Manager, Strategy & Planning Covering Letter Produced By MP Project Manager Accountable and Signed Off By MP Project Manager Consulted With Integrated Project Team Distributed To Stakeholders named on the scheme distribution list and local authorities, Strategy & Planning Press Notice Produced By MP Project Manager Accountable and Signed Off By MP Project Manager where a ministerial quote is not included in the notice. Ministerial quote are included in the notice or if the scheme is large or contentious Consulted With MP Board Director, Programme Delivery Director		

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Notification of Development	To reduce the risk that new developments along the route of a proposed Highways England scheme which would adversely impact on Highways England's ability to build or operate the scheme are consented. Notification of development aims but cannot guarantee, to protect the land required for a proposed scheme - including any land required for mitigation, access and construction purposes - from alternative development until Highways England has constructed the scheme. Notification of development was previously known as route protection. We usually pursue this aim by serving a written notice on the relevant Local Planning Authority(s) (LPA) of Highways England's intent to build, alter or improve a highway, along with plans sufficient to identify the land required for the scheme. We ask that LPAs hold this record on their systems until we notify them that it can be removed, and that they take it into account when carrying out their consultation duties under Article 18(1) and Schedule 2, paragraph (h) of the Town and Country Planning (Development Management Procedure) (England) Order 2015. To support compliance with Highways England's statutory duty, we respond within 21 calendar days of all consultations on Town and Country Planning matters. Responses to these consultations are coordinated by Operations Directorate (OD) Regions. These consultations may arise from the Notification of Development Letter Major Projects project teams provide to the LPA. Major Projects project teams should advise OD how MP wish OD to respond to consultations.						
Section 85 Notice	To issue a Notice, under Section 85 of the New Roads and Street Works Act 1991 (NRSWA) which warns statutory undertakers (SUs) of Highways England's intention to carry out a scheme. Whilst it does not prevent SUs installing equipment along or across the proposed route, it means that if they do, they will be responsible for meeting the costs of removing the equipment if the scheme goes ahead. MP Project Teams must not publish the notice themselves. Requests or publication should be submitted to the SES Customer & Operational Requirements Group using the form provided.						
Land Gaining Access For Surveys	This product is relevant to all projects, whether they are likely to require a Development Consent Order (DCO) Application, Highways Act 1980 orders or even no orders. To gain access onto the land required to carry out environmental and other pre-construction surveys, through various methods: agreement, Highways Act 1980 Section 289 - 297 powers, Planning Act 2008 Section 53 powers, or powers of survey in a made DCO.						
Planning Statement	This product only relevant to schemes confirmed as needing or potentially requiring Highways Act 1980 Orders. A separate and corresponding product exists within the Orders (Planning Act 2008) Matrix - or schemes likely to require a Development Consent Order. PCF Stages 1 & 2: To support an option selection process that takes into account the requirements of local and national planning. PCF Stage 3: To provide sufficient information to support the submission of a draft or made Order to the Secretary of State for confirmation, and to inform any inquiry held by the Planning Inspectorate. PCF Stage 4: To respond to object on made on the Order through the statutory process.						
Information and Justification to support Compulsory Purchase	This product only relevant to schemes confirmed as needing or potentially requiring a Compulsory Purchase Order / Highways Act 1980 Orders. Separate and corresponding products exist within the Orders (Planning Act 2008) Matrix for schemes likely to require a Development Consent Order. Information on: PCF Stages 1 & 2: Land referencing to support an option selection process that takes into account potential impacts on owners and interests and the cost of acquiring land interests (Land Cost Estimate). To gain land interest information supporting approaches to them for access onto their land for pre-construction surveys. PCF Stage 3: Land referencing using diligent inquiry to support the preparation of the Land Reference Schedule and Land Reference Plans to be attached to the Compulsory Purchase Order; and to inform and enable pre-order submission on consultation and negotiation with landowners and rights holders. PCF Stage 4: To provide updates to the Secretary of State and any appointed Inspector, as required. Justification: PCF Stage 3: To provide sufficient information to support the argument that a compulsory case in the public interest exists to force the sale of the affected land.						
DCO Application Land Referencing Book of Reference	To complete comprehensive land referencing to support consultation and produce DCO application, submission and notification documents that are compliant with the Planning Act 2008 and associated legislation. Please also see the Land Referencing Method Statement Template for guidance relevant to each stage.						
Land Gaining Access For Surveys	This product is relevant to all projects, whether they are likely to require a Development Consent Order (DCO) Application, Highways Act 1980 orders or even no orders. To gain access onto the land required to carry out environmental and other pre-construction surveys, through various methods: agreement, Highways Act 1980 Section 289 - 297 powers, Planning Act 2008 Section 53 powers, or powers of survey in a made DCO.						
DCO Application The Case for the Scheme and National Policy Statement	This product only relevant to confirmed or potential National Significant Infrastructure Projects, i.e. schemes requiring a Development Consent Order (DCO) Application. PCF Stage 1 and 2: table to consider the risk of options being consented with regard to the policies in the A High-level National Policy Statement for National Networks (NPS NN) - accordance document must be produced to support and evidence an option selection process that takes into account all relevant considerations in the NPS NN. This can then be reviewed during Stage 2, amended if necessary. There is no requirement to produce a Case for the Scheme in the Options Phase. PCF Stage 3: The Case for the Scheme and the full NPS NN Accordance Table document (see template) are to be produced to provide sufficient information to support submission and acceptance of a DCO Application on the PINS in accordance with the requirements of the Planning Act 2008 and associated legislation. PCF Stage 4: To provide updates to the examination of the DCO Application, as required.						
Departures from Standards Checklist	To ensure that formal sign off is achieved and recorded for every departure from standard (including Aspects not Covered Standards) and that all Highways England's roads and bridges are designed in accordance with Standards. This is to ensure consistency between schemes as well as providing a mechanism for optimising objectives such as safety, value for money and mitigating the effects on the environment. Compliance with current Standards is mandatory for all Trunk Road Works, except where the Overseeing Organisation has either: a) approved a Departure from Standard, or b) agreed through the departures process that a new or revised Standard should not be implemented on an individual scheme. IAN 161 15 requires Design Strategy Records (DSRs) to be produced to provide an audit table record of decisions made by the designer with respect to highway design. Please see these IANs for full details of content. Departures may still be reviewed from the IAN and they should be reviewed in the Design Assurance						

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.		
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your PB schedule may include • What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee. NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Implementation Report For New Standards	To identify the impact of implementing a new standard and confirm if the standard is to be implemented on the project. The following documents all within the scope of this activity - DMRB, MCHW, IANs/DIT Standards and Advice, TSS Plans, Registry documents, Ma or Projects' Instructions (MPis), Raising the Bar				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Integrated Project Team Distributed To Strategy & Planning, SES Safer Roads Design Team, Road Lawyer	
Communication Planning for Major Projects	To plan appropriate scheme communications and engagement using the guidance and templates provided throughout the scheme lifecycle. In PCF stages 1-3, this is very much about planning and delivering both the non-statutory and statutory consultations and engagement as well as announcing the preferred route in PCF stage 2. This could include Public Information Events where consultations are not applicable. In PCF stage 4, this is about the statutory process required for the scheme, how we reactively respond to any queries received about the scheme and keep stakeholders updated on any progress.				Produced By MP Project Manager Accountable and Signed Off By MP Divisional Director Consulted With Regional Communications Team, Programme Delivery Director, Integrated Project Team, Major Projects Equality Diversity and Inclusion advocate, Local Authority Equality and Diversity Leads Distributed To MP RIP Delivery Services Division Consultation Team during stages 1 - 3, Strategy & Planning *The plan should not be shared with LA E&D leads but do consult	
Statutory Undertakers Diversions	To ascertain the extent to which proposed route options are likely to be affected by existing (or likely) utility apparatus, including Statutory Undertakers for water, sewerage, gas, electricity and telecommunications, as well as other utility providers including, but not limited to, pipeline operators and other telecommunication providers. This is to be completed when demonstrating how the route has influenced the initial optioneering process and determine how this could affect cost, value and efficiency. Furthermore, an Overseeing Organisations Agent (OO Agent) will be appointed in line with SA 10/05 New Roads and Street Works Act 1991 - Diversions Works. Appendix 2 (NRSWAC1.1) includes the standard pro forma letter detailing the notification of appointment.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Statutory Undertakers Team, Integrated Project Team Distributed To Commercial Services Division	
EIA Screening (Determination)	To record the process of determining whether a project requires an Environmental Impact Assessment (EIA) and undertaking the subsequent notification requirements to satisfy the statutory requirements of: • Environmental Impact Assessment (Miscellaneous Amendments) Regulations 2017 - Highways Act 1980 amendments, or • Infrastructure Planning (EIA) Regulations 2017 (IP EIA Regulations). This product is required for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent under the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With SES Environment Group Environmental Advisor (for comment prior to submission for technical approval), SES Environment Group nominees (for technical approval) (submission via Aud 1 Tool) Distributed To DCO & Statutory Processes Team	
Habitats Regulations Assessment	This product is intended to support compliance with the Conservation of Habitats and Species Regulations 2010 (as amended) and to specifically provide a framework or assessment of the implications of highways construction or improvement projects on European Sites, where such sites are designated for nature conservation interests. It can provide a basis for consultation with the appropriate nature conservation body and to provide information to those parties acting as Decisions Makers or Competent Authorities e.g. the Planning Inspectorate. For Planning Act 2008 schemes, this product shall form part of a Development Consent Order application to the Planning Inspectorate in accordance with the requirements of the Infrastructure Planning (Applications: Prescribed Forms and Procedure) Regulations 2009 (as amended). This product is required for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent under the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.				Produced By MP Project Manager (MP Project Ecologist or EIA Specialist will produce on behalf of the Project Manager) Accountable and Signed Off By Programme Delivery Director Consulted With SES Environment Group Environmental Advisor* (for comment at all PCF stages and prior to technical approval), Natural England (prior to technical approval), SES Environmental Group nominees (for technical approval at PCF Stage 3) Distributed To The Planning Inspectorate (PAOS Stage 3 only - PINS can provide comments on the draft HRA prior to submission) *Environment Group Environmental Advisors will no longer review at PCF Stage 2. Advice on the scope of this product will be provided during the review of this product at PCF Stage 1.	
Environmental Scoping Report	To set out the scope and content of the environmental assessment and satisfy the statutory requirements of: • Environmental Impact Assessment (Miscellaneous Amendments) Regulations 2017 - Highways Act 1980 amendments, or • Infrastructure Planning (EIA) Regulations 2017 (as amended) (the IP EIA Regulations). This product must demonstrate the ability of the project to meet the requirements within the Highways Act and Licence (Department or Transport, April 2015) and should also identify how the objectives set out in the Road Investment Strategy (Department or Transport, March 2015) will be met. The product should also demonstrate compliance with the relevant policy requirements e.g. the National Networks National Policy Statement (for Planning Act schemes only) and the National Planning Policy Framework. This product is required for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent under the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With SES Environment Group Environmental Advisor*, SES Geotechnics Team (Geology & Soils sections only) Distributed To The Planning Inspectorate (PCF Stage 3 PA08 only when a Scoping Opinion is being sought) *Environment Group Environmental Advisors will no longer review at PCF Stage 2. Advice on the scope of this product will be provided during the review of this product at PCF Stage 1.	
Environmental Assessment Report / Environmental Statement	To demonstrate that the environmental impacts of a project have been appropriately assessed and satisfy the statutory requirements of: • Environmental Impact Assessment (Miscellaneous Amendments) Regulations 2017 - Highways Act 1980 amendments, or • Infrastructure Planning (EIA) Regulations 2017 (as amended) (the IP EIA Regulations). This product must demonstrate the ability of the project to meet the requirements within the Highways Act and Licence (Department or Transport, April 2015) and should also identify how the objectives set out in the Road Investment Strategy (Department or Transport, March 2015) will be met. The product should also demonstrate compliance with the relevant policy requirements relating to assessment principles e.g. the National Networks National Policy Statement (for Planning Act schemes only) and the National Planning Policy Framework. This product is required for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent under the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With SES Environment Group Environmental Advisor*, SES Geotechnics Team (Geology & Soils sections only) (External - if relevant), Environment Agency, Natural England, Historic England, host Local Authority(ies) Distributed To Equality and Diversity Representative for MP and Corporate Equality and Diversity Lead,	

THIS SHEET IS BASED ON STAGE 3 OF THE TRADITIONAL PCF PRODUCT MATRIX VERSION 54 01/06/20

Template for Stage Management Plan		T	T	T	M	A	A	A	V	A	A	U	V	L	A	T	A	T
Version number and date last updated																		
Project Name and Product Manager																		
Which stages does this plan cover?																		
Which version of the product is currently being followed?																		
When is the next quarterly matrix update due?																		
How long is the stage expected to last and approximately how many quarterly updates will there be during this time?																		
Is Power/Steering up to date (i.e. does it match the most recent version of the relevant PCF product matrix)?																		
Is statutory process requirements (e.g. Planning Act DCD / Highways Act Orders / Single Option Project)																		
Were any products added / removed / renamed in the last quarterly matrix update and how did this impact on the project?																		
Are any products being transferred between stages? If so why and who has agreed this?																		
Overall project strategy for product delivery (if any project specific variation from the norm)																		

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed		Key principle of the PCF no 02 Consultation is a vital component not an afterthought	
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning Scheduling and Resources	Product Consultees	Who will be involved in its production?
		<ul style="list-style-type: none"> • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through the product?) • If no, please record reason for decision and who it was discussed with? 	<ul style="list-style-type: none"> • What resources do you need to complete it? • When during the stage do you need to produce it? (beginning / middle / end?) • How long will it take to complete it? • What dates does it need to be completed by? • What dates does it need to be started? • Are there any interdependencies between this and any other products? • What are the risks and opportunities for the product? 	<ul style="list-style-type: none"> • Consultees (also sometimes known as product reviewers) are the key stakeholders whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. • The key is to identify these stakeholders early and engage with them often, using their expert and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a fall resort or as a practical way to share documents etc. before consulting a product or consultee list on, it is vitally important to understand why you are contacting each consultee. 	<ul style="list-style-type: none"> • NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with a list those listed to determine what they mean for you to be consulted. • Questions that you might consider / record in this column may include: <ul style="list-style-type: none"> • Do we understand why each consultee is listed i.e. what purpose do we need to engage with them? • Are there any additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?
Client Scheme Requirements					
Analysis/ Requirements Report					
Approval/ Recommendation Report					
Developing Estimate					
Risk Management Plan					
Risk Register					
Transport Data Package					
Transport Model Package					
Transport Forecasting Package					
Economic Appraisal Package					
Benefits Register					
Combined Modelling and Appraisal/ Benefits Report					

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed		Key principle of the PCF no 02 Consultation is a vital component not an afterthought		
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through this product)? • If no, please record reason for decision and when it was discussed with?	Collaborative Planning Scheduling and Resources Outline one that you might consider / record in this column to inform your PFI schedule may include: • What resources do you need to complete it? (Designers / in other / end?) • How long will it take to take to complete it? • What date does it need to be a start? • Are there any interdependencies between this and any other products? • What are the risks and opportunities for the critical path?	Collaborative Planning Lean Outline one that you might consider / record in this column may include: • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced as programme item? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant group at the time (e.g. Transport Planning Group, SEG Environmental Group etc.) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing, in the Client Scheme Requirements rather than repeating the same detail project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, using their expert advice and maintaining frequent dialogue, holding briefs and meetings whenever possible or obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product or consult with it, it is very important to understand why you are contacting each consultee. NB Users should review the roles and responsibilities or each product as set out in the PCF and engage with all those listed to determine when and what means they wish to be consulted. Questions that you might consider / record in this column may include: • Do we understand why each consultee is listed i.e. what purpose do we need to engage with them? • Are there any additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilites NB Who specifically is the contact for each role on this project or programme? Project Manager = Joe B Smith Environmental Specialist = Foss Smith Etc
Project Schedule	Project Schedule				Produced By: MP Project Manager Accountable and Signed Off By: Project Sponsor (Chair) or 2) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO 5 ages 3 or 7 inclusive - Programme Delivery Director Consulted With: Integrated Project Team Contributed To: IT Technology Co-ordinator, SEG Technical and Engineering Delivery Group, SEG Technical Partners Contacted with if in contact is centrally co-ordinated via IT MM Technology, Co-ordinator@ghwyangengland.co.uk. When consulting them, please specify the full name of your road project, the OD region in which it falls to help them to locate it to the correct people, and on PCF product, requires a review.	
Report Reporting	Report Reporting				Produced By: MP Project Manager Accountable and Signed Off By: MP Programme Management Director Consulted With: Integrated Project Team Internal Highways (England only) Contributed To: Programme Delivery Director	
Stage Gate Assessment Review Certificate	Stage Gate Assessment Review Certificate				Produced By: MP Delivery Services - Standards and Assurance Team Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: All SGARs involved Contributed To: Project Team	
Client Case of Compliance with Operations Technical Leadership Group	Client Case of Compliance with Operations Technical Leadership Group				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director or Consulted With: The Chair of the Operations Technical Leadership Group for technical approval. In signed Project Team Contributed To:	
Lessons Learnt	Lessons Learnt				Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: Integrated Project Team Contributed To: IT Technology Co-ordinator, SEG Technical and Engineering Delivery Group, SEG Technical Partners Contacted with if in contact is centrally co-ordinated via IT MM Technology, Co-ordinator@ghwyangengland.co.uk. When consulting them, please specify the full name of your road project, the OD region in which it falls to help them to locate it to the correct people, and on PCF product, requires a review.	
Equality Impact Assessment (EIA) Screening Analysis and Monitoring	Equality Impact Assessment (EIA) Screening Analysis and Monitoring				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director or Consulted With: Major Projects Equality, Diversity and Inclusion (Equality or Approval), Integrated Project Team Contributed To:	
Integrated Assessment and Approval Plan	Integrated Assessment and Approval Plan				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director or Consulted With: RFP Governance and Procurement Operations (NB the regional team signs off the RFP products only - the Central Midlands Projects go to Smart Midlands Programme Of use) Contributed To: Programme Assurance team	
Project Level Procurement Strategy	Project Level Procurement Strategy				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director or Consulted With: Procurement Division - Procurement Operations for Major Projects Contributed To:	
Contract procurement of Resources and its nature	Contract procurement of Resources and its nature				Produced By: MP Project Manager (Technology Design Consultant products on behalf of the PM) Accountable and Signed Off By: Programme Delivery Director or Consulted With: IT Commercial, Contract and Business Technology BMT Engineering Services Client Engineer TTD for smart technology projects only Contributed To: Contacted with if in contact is centrally co-ordinated via IT MM Technology, Co-ordinator@ghwyangengland.co.uk. When consulting them, please specify the full name of your road project, the OD region in which it falls to help them to locate it to the correct people, and on PCF product, requires a review.	
Pre construction Information	Pre construction Information				Produced By: MP Project Manager (responsible for overall product) or Principal Designer (signed under CDM or actual production) Accountable and Signed Off By: Programme Delivery Director or Consulted With: Principal Designer (technical approval), Integrated Project Team, RFP Regional Health and Safety Managers (NB for RFP projects only) Contributed To:	
Health & Safety File	Health & Safety File				Produced by: MP Project Manager (responsible for overall product) or Principal Designer (signed under CDM or actual production) Accountable and Signed Off By: Programme Delivery Director or Consulted With: Principal Designer (technical approval), Integrated Project Team, RFP Regional Health and Safety Managers (NB for RFP projects only), SEG Lighting Team Contributed to: Main signing agent at tender	
Maintenance and Repair Statement	Maintenance and Repair Statement				Produced By: MP Project Manager Accountable and Signed Off By: Operational Director or Senior Design Consulted With: Operational Director or Senior Design, Regional Area IT Technology Co-ordinator, Programme Delivery Director, Integrated Project Team, SEG Technical and Engineering Delivery Group, SEG Technical Partners Contributed To: Main signing agent at tender	
Scheme Assets Management Plan	Scheme Assets Management Plan				Produced By: MP Project Manager (responsible for overall product) or Principal Designer (signed under CDM or actual production) Accountable and Signed Off By: Programme Delivery Director or Consulted With: Principal Designer (technical approval), Integrated Project Team, RFP Regional Health and Safety Managers (NB for RFP projects only) Contributed To:	
Ground Investigation Report	Ground Investigation Report				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director or Consulted With: SEG Geotechnics Team (or both can apply) Contributed To:	
Early Structures Notification Form Checklist	Early Structures Notification Form Checklist				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director or Consulted With: SEG Technical & Engineering Delivery Group for technical approval Contributed To: Integrated project Team	
Structures Options Report Checklist	Structures Options Report Checklist				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director or Consulted With: SEG Technical & Engineering Delivery Group for technical approval Contributed To: Integrated project Team	
Approvals in Principle Checklist	Approvals in Principle Checklist				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director or Consulted With: SEG Technical & Engineering Delivery Group for technical approval Contributed To: Integrated project Team	

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed		Key principle of the PCF no 02 Consultation is a vital component not an afterthought		
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through this product)? • If no, please record reason for decision and what it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your PE schedule may include: • What resources do you need to complete it? • When during the stage do you need to produce it? • What dates does it need to be completed by? • What dates does it need to be completed by? • Are there any interdependencies between this and any other products? • What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include: • Are there any opportunities to streamline the product? • Could it be (negotiated) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant people at the time (e.g. Transport Planning Group, SIGS Environment Group etc.) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expert and maintaining frequent dialogue, holding them to account where necessary or to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product or consult on it, it is very important to understand why you are contacting each consultee. NB Users should review the roles and responsibilities or each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include: • Do we understand why each consultee is listed i.e. what purpose do we need to consult them with? • Are there any additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilites NB Who specifically is the contact for each role on this project or programme? Project Manager = Joe B Osgo Environmental Specialist = Faye Smith Etc.
Traffic Management Plan	See project in the Management Plan and the Management Plan which will help to deliver the project. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders.				Produced By: MP Project Manager Accountable and Signed Off By: Project Delivery Director or Contract with SEB Environment Group Environmental Advisor Consulted with: SEB Environment Group Environmental Advisor Reviewed by: SEB Environment Group Environmental Advisor Approved by: SEB Environment Group Environmental Advisor Disseminated to: SEB Environment Group Environmental Advisor Distributed To: SEB Environment Group Environmental Advisor	
EIA Screening (Submissions)	See project in the Management Plan and the Management Plan which will help to deliver the project. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders.				Produced By: MP Project Manager Accountable and Signed Off By: Project Delivery Director or Contract with SEB Environment Group Environmental Advisor Consulted with: SEB Environment Group Environmental Advisor Reviewed by: SEB Environment Group Environmental Advisor Approved by: SEB Environment Group Environmental Advisor Disseminated to: SEB Environment Group Environmental Advisor Distributed To: SEB Environment Group Environmental Advisor	
Habitats Regulations Assessment	See project in the Management Plan and the Management Plan which will help to deliver the project. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders.				Produced By: MP Project Manager Accountable and Signed Off By: Project Delivery Director or Contract with SEB Environment Group Environmental Advisor Consulted with: SEB Environment Group Environmental Advisor Reviewed by: SEB Environment Group Environmental Advisor Approved by: SEB Environment Group Environmental Advisor Disseminated to: SEB Environment Group Environmental Advisor Distributed To: SEB Environment Group Environmental Advisor	
Environmental Impact Report	See project in the Management Plan and the Management Plan which will help to deliver the project. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders.				Produced By: MP Project Manager Accountable and Signed Off By: Project Delivery Director or Contract with SEB Environment Group Environmental Advisor Consulted with: SEB Environment Group Environmental Advisor Reviewed by: SEB Environment Group Environmental Advisor Approved by: SEB Environment Group Environmental Advisor Disseminated to: SEB Environment Group Environmental Advisor Distributed To: SEB Environment Group Environmental Advisor	
Environmental Assessment Report (Environmental Statement)	See project in the Management Plan and the Management Plan which will help to deliver the project. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders.				Produced By: MP Project Manager Accountable and Signed Off By: Project Delivery Director or Contract with SEB Environment Group Environmental Advisor Consulted with: SEB Environment Group Environmental Advisor Reviewed by: SEB Environment Group Environmental Advisor Approved by: SEB Environment Group Environmental Advisor Disseminated to: SEB Environment Group Environmental Advisor Distributed To: SEB Environment Group Environmental Advisor	
Final Environmental Information	See project in the Management Plan and the Management Plan which will help to deliver the project. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders.				Produced By: MP Project Manager Accountable and Signed Off By: Project Delivery Director or Contract with SEB Environment Group Environmental Advisor Consulted with: SEB Environment Group Environmental Advisor Reviewed by: SEB Environment Group Environmental Advisor Approved by: SEB Environment Group Environmental Advisor Disseminated to: SEB Environment Group Environmental Advisor Distributed To: SEB Environment Group Environmental Advisor	
Environmental Management Plans	See project in the Management Plan and the Management Plan which will help to deliver the project. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders.				Produced By: MP Project Manager Accountable and Signed Off By: Project Delivery Director or Contract with SEB Environment Group Environmental Advisor Consulted with: SEB Environment Group Environmental Advisor Reviewed by: SEB Environment Group Environmental Advisor Approved by: SEB Environment Group Environmental Advisor Disseminated to: SEB Environment Group Environmental Advisor Distributed To: SEB Environment Group Environmental Advisor	
Project Design Report	See project in the Management Plan and the Management Plan which will help to deliver the project. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders. The plan should be developed in consultation with the relevant stakeholders and should be agreed with the relevant stakeholders.				Produced By: MP Project Manager Accountable and Signed Off By: Project Delivery Director or Contract with SEB Environment Group Environmental Advisor Consulted with: SEB Environment Group Environmental Advisor Reviewed by: SEB Environment Group Environmental Advisor Approved by: SEB Environment Group Environmental Advisor Disseminated to: SEB Environment Group Environmental Advisor Distributed To: SEB Environment Group Environmental Advisor	

THIS SHEET IS BASED ON STAGE 4 OF THE TRADITIONAL PCF PRODUCT MATRIX - VERSION 54 - 01/06/20

Template for Stage Management Plan	THE QUESTIONS POSED IN THIS TEMPLATE ARE INDICATED AND MAY NOT BE RELEVANT IN ALL INSTANCES PLEASE USE THEM AS A GUIDE AND APPLY COMMON SENSE
Version number and date last updated.	
Project Name and Project Manager	
Which stage(s) does this plan cover?	
Which version of the PCF product matrix is currently being followed?	
When is the next quarterly matrix update due?	
How long is the stage expected to last and approximately how many quarterly updates will there be during this time?	
Is PowerSteering up to date (i.e. does it match the most recent version of the relevant PCF product matrix)?	
Statutory process requirements (i.e. Planning Act DCO / Highways Act Orders / Single Option Project)	
Were any products added / removed / renamed in the last quarterly matrix update and how did this impact on the project?	
Are any products being transferred between stages? If so why and who has agreed this?	
Overall project strategy for product delivery (if any project specific variation from the norm).	

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.	
Product Name	Product Purpose	Collaborative Planning Scheduling and Resources	Collaborative Planning Lean	Product Consultees	Who will be involved in its production?
	<p>Is it required at this stage for this project or programme?</p> <ul style="list-style-type: none"> If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? If no, please record reason for decision and who it was discussed with? 	<p>Questions that you might consider / record in this column to inform your PB schedule may include</p> <ul style="list-style-type: none"> What resources do you need to complete it? When during the stage do you need to produce it (beginning / middle / end)? How long will it take to complete? What date does it need to be completed by? What date does it need to be started? Are there any interdependencies between this and any other product(s)? What are the risks and opportunities for the critical path 	<p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> Are there any opportunities to streamline the product? Could it be (legitimately) combined with another? Could it be produced at programme level? Are any templates provided appropriate for the level and complexity of this specific project or programme? Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) Have suppliers been given a clear brief on the level of detail that they need to produce? Are there any additional products not listed on the PCF that need to be produced? Could a base line document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	<p>Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments.</p> <p>The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.</p>	<p>NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted.</p> <p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? Are there additional consultees not listed on the PCF that we should engage with? When should we engage with them? How should we engage with them?
Client Scheme Requirements	To set out the Department for Transport's requirements for the project, covering a high-level definition of the transport challenges and issues, objectives, project outputs and costs. The Client Scheme Requirements should be used as a central summary document for the scheme and to support a number of other PCF products. The CSR scope book captures in stages the next level of detail underpinning the Client Scheme Requirements, as the project is developed, and is consistent with the Business Case.			Produced By: Tier 1 (SRO or 2) For Tier 1 projects only - DfT Sponsor Accountable and Signed Off By: Either 1) Programme Internal Sponsor or 2) For Tier 1 projects only - DfT Sponsor Consulted With: MP Project Manager, MP Delivery Services (investment submissions), SES Environment Group Environmental Advisor, CPM, Strategy & Planning, SES A-road Concept Development team, SES S&P Roads Design team Leader, OD Senior User, MP Base line Management (for Scope Book) and additionally for Tier 1 projects signed off by DfT - SRO.	
Analytical Requirements Report	The purpose of the Analytical Requirements Report (ARR) is to present the analysis required at each stage of the Project Control Framework (PCF). The ARR should be considered a living document and should be reviewed at the end of each PCF stage (up to and including Stage 5) prior to the commencement of the next stage using the ARR Template. Previous versions of the ARR should be retained at the end of each stage so that a complete record of all ARRs for the project is available if required. The preparation of the ARR is the responsibility of the Project Manager and the Transport Planning Group Business Partner. Responsibility cannot be delegated to the Supply Chain as the Supply Chain may change as the project moves between stages and as such could provide an advantage to the current supplier. The ARR should be the main reference for the development of the Appraisal Specification Report (ASR) for the next PCF stage of the project. It should focus on the analytical requirements of: - Transport Modelling - Economic Appraisal - Environmental Appraisal - Evaluation The ARR will be considered by members of the Analytical Requirements Committee and where necessary the Project Manager and the Transport Planning Group Business Partner will be required to provide further information.			Produced By: MP Project Manager Accountable and Signed Off By: Analytical Requirements Committee Consulted With: Strategy & Planning Transport Planning Group Business Partner, Strategy & Planning Economic Group Business Partner and Safety, Engineering and Standards Environmental Group Environmental Advisor Distributed To: Strategy & Planning	
Developing Estimate	The aim is to have a current Estimate of the value of the Works and the cost of accepted changes, as the Detailed Design proceeds. The purpose of the estimate is to: - Support approval to issue Draft Orders and Environmental Statement - Support approval to issue invitation to tender / appoint contractor - To update the existing estimate and enable additional items to be included or removed from the estimate			Produced By: MP Project Manager Accountable and Signed Off By: MP Project Manager Consulted With: Commercial Services Division Cost Estimating Manager (for Technical Approval), Integrated Project Team, National Part 1 Claims Team, Finance Business Partner Distributed To: MP Delivery Services Senior Manager, Governance, Assurance and Quality, Regional Commercial Manager, MP Delivery Services, Commercial Services Division Estimating Co-ordinator, MP Delivery Services Support Inbox, MPIS Management Information	
Risk Management Plan	To confirm roles and responsibilities for risk management activities on the project and when key activities will take place in order to direct the team and communicate to others. Note the document refers to the standard processes and procedures or Risk Management of Major Projects in Highways England. Any variance from the standard processes, procedures and outputs will be referred to in the plan. To explain how and when risks are managed, monitored and reported on the project.			Produced By: MP Project Manager Accountable and Signed Off By: Stages 0, 1, 2 and 7 = 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO, Stage 3, 4, 5 and 6 = Programme Delivery Director. Consulted With: Highways England Regional Risk Manager, Integrated Project Team Distributed To:	
Risk Register	To ensure risks to the project and programme are actively and formally identified, assessed and managed in line with the MP Risk Processes and to increase the chance of project success.			Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Highways England Regional Risk Manager, Integrated Project Team, All risk workshop attendees, S&P Transport Planning Group, SES Geotechnics Group Consulted With for Informal only: IT Technology Coordination Distributed To: SES A-road Concept Development team *Consultation with this contact is centrally co-ordinated via IT_ILM technology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people) and the PCF stage.	
Transport Data Package	The Transport Data Package is not a report, but instead encapsulates all of the data generated to support the transport analysis used to underpin a scheme's business case, design and operational economic and environmental assessments. The Transport Data Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the data without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Transport Data Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Data Package and what form this evidence will take.			Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To:	
Transport Model Package	The Transport Model Package is not a report, but instead encapsulates all of the analysis material created during the production of the base year transport model(s) used to underpin a scheme's business case, design and operational and environmental assessments, including the model itself. The Transport Model Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the component analysis work without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Transport Model Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Model Package and what form this evidence will take. Signoff of the Transport Model Package assumes that a Transport Data Package has already been formally approved.			Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To:	
Transport Forecasting Package	The Transport Forecasting Package is not a report, but instead encapsulates all of the analysis material underpinning the future year traffic forecasts, including the forecast year sections of the transport model. The forecasts include not only the flows and speeds on the network themselves, but any assumptions, such as the uncertainty log, that are used to create the demand in future years. The Transport Forecasting Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner to approve the component analysis work without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Transport Forecasting Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Transport Forecasting Package and what form this evidence will take. Signoff of the Transport Forecasting Package assumes that a Transport Model Package has already been formally approved.			Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group business partner (for technical approval) Distributed To:	
Economic Appraisal Package	The Economic Appraisal Package is not a report, but instead encapsulates all of the analysis material created during the production of the transport economic analysis used to underpin the economic section of a scheme's business case. The Economic Appraisal Package is defined as a PCF product to enable the scheme's Transport Planning Group business partner and where wider economic impacts are considered, the Economists Group business partner, to approve the component analysis work without the production of a formal report. This is not to suggest that no reporting should be undertaken; indeed, sections of the Combined Modelling and Appraisal (ComMA) Report should detail all the work undertaken to produce the Economic Appraisal Package, but the ComMA is an end of stage reporting tool. The Transport Planning Group business partner will agree with the project manager and project team, on an ongoing basis, what evidence is required in order to approve the Economic Appraisal Package and what form this evidence will take. Signoff of the Economic Appraisal Package assumes that a Transport Forecasting Package has already been formally approved.			Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: Strategy & Planning Transport Planning Group (for technical approval), Strategy & Planning Economists Group business partner (for technical approval, where required) Distributed To:	
Benefits Register	To provide decision makers with a concise, across-the-board overview of the benefits and sub-benefits of a scheme option, providing a framework for establishing ownership and risks around delivering those benefits and taking account of all the economic, social, environmental and financial aspects of an intervention as set out in the Treasury Green Book. The Appraisal Summary Table (AST) is integrated into this product to retain a breakdown of the monetisation of benefits as required by W&A7. This information, along with the other benefits identified in the register, will enable an assessment to be made as to the overall value for money of an option proposal. This product should be accompanied by a Matrix of Distributional Impacts from PCF Stage 2 onwards.			Produced By: MP Project Manager with the local Benefits SME Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: S&P Transport Planning Group (up to and including Stage 5 (for technical approval)) and at Stage 7 it goes to the Senior Customer Insight Manager (Insight and Evaluation Team), SES Environment Group (for technical approval), Integrated Project Team Distributed To: MP Delivery Services Support, SES A-road concept development team	

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.																																																									
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Combined Modelling and Appraisal (ComMA) Report	<p>The purpose of the Combined Modelling and Appraisal (ComMA) Report is to inform decision makers and stakeholders on how the evidence underpinning the business case has been developed, from the initial identification of the underlying problem through the collection of data and the production of any supporting traffic models and the forecast impacts of the scheme on traffic to the eventual economic appraisal. The Combined Modelling and Appraisal (ComMA) Report addresses how the analytical requirements, from the Analytical Requirements Report (ARR), have been met through the approaches initially set out in the Appraisal Specification Report (ASR). The economic appraisal detailed within the ComMA will assist decision-makers in:</p> <ul style="list-style-type: none"> identifying between options; and ensuring that value for public money is achieved. <p>The ComMA is intended to be an end of stage report, reporting what has occurred throughout the PCF stage and should, where necessary, indicate where the direction of the underlying analysis has changed during the stage. As the ComMA is a final report, it is expected that the results of all of the underlying PCF products, i.e. the transport data package, transport model package, the transport forecast package and the economic appraisal package, will have already been agreed with the scheme's Transport Planning Group Business Partner.</p> <p>The ComMA will:</p> <ul style="list-style-type: none"> examine and describe the local transport system, summarising and explaining the key movements and demands across the scheme and the surrounding affected area; explain the underpinning issues that are causing the problem that the scheme is seeking to alleviate; collate, summarise and review the traffic data that was available and extend at the commencement of the stage; set out any identified need for additional traffic data found during the current PCF stage, to howing the data requirements set out in the ARR and ASR, and commenting upon any additional data requirements for subsequent stages; describe the manner in which any necessary data has been collected, detailing the surveys, data cleaning and expansion methods and then summarise the collected data; explain the processes undertaken to produce the base year traffic transport model; demonstrate that the model accurately reproduces an existing situation by comparison to independently observed data; summarise the accuracy of the base from which the forecasts have been to be prepared; present the forecasting methodology and detail and justify any assumptions made during the process; clearly present the traffic forecasts required for operational, economic and environmental appraisal using both tabular and map-based figures; discuss any differences with previous forecasts and explain the reasons, if appropriate; discuss the sensitivity of the forecasts to planning and network assumptions; detail the data and methodology used in the transport appraisal and justify any assumptions made; report the monetised costs and benefits in both geographical and temporal terms; and collate and present costs and benefits to be assessed to the project. 			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group Business Partner, Strategy & Planning Economics Group Business Partner, Integrated Project Team Distributed To:</p>																																																									
Business Case	<p>To provide justification for the financial investment over the entire lifecycle and at each stage. It addresses the objectives, benefits, risks, costs and value for money of a project. The business case should be consistent with the principles outlined in 'HM Treasury Green Book: appraisal and evaluation in central government' and must be produced in addition to the various investment submission templates which are only intended to be high level summaries of the actual business case.</p>				<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Internal Sponsor Consulted With: Strategy & Planning Economics Group Business Partner (for review of the economic case), Strategy & Planning (for review of the strategic case), Commercial & Procurement Business Partner, Management Case Assurance team, Finance Business Partner, Capital Portfolio Management Distributed To: MP Delivery Services Director, MP Delivery Services Support, MP Delivery Services Senior Manager - Governance, Assurance and Quality, MP Programme Commercial Delivery Lead, Programme Delivery Director (as appropriate), Procurement Division - Procurement (Operational) for Major Projects, SES A-road Concept Development team</p>																																																								
Investment Submission	<p>To define the content and format of the set of information, including the phase or stage plans needed in preparation for the submission to the relevant investment decision authority (e.g. MP IDC, HE IDC, HE IC, BICC). Used for approval for project initiation (at Stage 0); continuation (between stages or phases) or submissions for change or deviation from the agreed cost, scope or programme. The relevant investment decision committee is determined by scheme value and phase. This is summarised in the table below:</p> <p>NB The Investment Submission does not replace and should at all times be aligned to the content of the Business Case. The investment submission does not require formal sign-off for the SGARs.</p> <table border="1"> <thead> <tr> <th>Options Phase</th> <th>MP IDC</th> <th>HE IDC</th> <th>HE IC</th> <th>BICC</th> </tr> </thead> <tbody> <tr> <td>Total Outturn</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>+200m</td> <td>Y</td> <td></td> <td></td> <td></td> </tr> <tr> <td>200m to +500m</td> <td>Y</td> <td></td> <td>Y</td> <td>Y</td> </tr> <tr> <td>Over 500m or NSC</td> <td></td> <td></td> <td>Y</td> <td>Y</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Development & Construct on Phases</th> <th>MP IDC</th> <th>HE IDC</th> <th>HE IC</th> <th>BICC</th> </tr> </thead> <tbody> <tr> <td>Total Outturn</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>+50m</td> <td>Y</td> <td></td> <td></td> <td></td> </tr> <tr> <td>50m to 200m</td> <td></td> <td>Y (stage 3 & only)</td> <td>Y</td> <td></td> </tr> <tr> <td>200m to +500m</td> <td></td> <td>Y (stage 3 & only)</td> <td>Y</td> <td>Y</td> </tr> <tr> <td>Over 500m or NSC</td> <td></td> <td></td> <td>Y</td> <td>Y</td> </tr> </tbody> </table> <p>Key</p> <p>MP IDC Major Project Investment Decision Committee HE IDC Investment Decision Committee HE IC Highways England Investment Committee BICC Board Investment and Commercial Committee NSC Novel and/or Contentious Major Projects Investment Decision Committee (MP DC)</p> <p>The MP IDC can approve investment decisions that fall into any of the following categories:</p> <p>Options Phase budgets up to £50m where the overall scheme value is less than £500m (or known to be Tier One) and is not novel or contentious Development Phase budgets (stages 3 and 4) where the overall scheme value is less than £500m (or known to be Tier One) and is not novel or contentious. Schemes estimated at less than £50m Non roads expenditure less than £1m Non roads expenditure less than £5m with Chief Executive Officer written confirmation Highways England Investment Decision Committee (HE IDC)</p> <p>The HE IDC can approve investment decisions that fall into any of the following categories:</p> <p>Development and Construction Phase budgets where the overall scheme value is less than £200m and is not novel or contentious Non roads expenditure £5m - £50m Highways England Investment Committee (HE IC)</p> <p>The HE IC can approve investment decisions that fall into any of the following categories:</p> <p>Development and Construction Phase budgets where the overall scheme value is less than £500m and is not novel or contentious Non roads expenditure £50m-£200m Board Investment and Commercial Committee (BICC)</p> <p>BICC can approve investment decisions that fall into the following categories:</p> <p>All Phase budgets where the overall scheme value is over £500m and/or is novel or contentious Non roads expenditure greater than £200m or Novel or Contentious</p>	Options Phase	MP IDC	HE IDC	HE IC	BICC	Total Outturn					+200m	Y				200m to +500m	Y		Y	Y	Over 500m or NSC			Y	Y	Development & Construct on Phases	MP IDC	HE IDC	HE IC	BICC	Total Outturn					+50m	Y				50m to 200m		Y (stage 3 & only)	Y		200m to +500m		Y (stage 3 & only)	Y	Y	Over 500m or NSC			Y	Y			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Internal Sponsor Consulted With: Strategy & Planning Transport Planning Group, Commercial Services Division Cost Estimating Manager, MP Delivery Services, Programme Management Office, Subject Matter Advisors, DTI TADM Economists (For tier one and novel and contentious), CPM Distributed To: Investment Board Secretaries and Investment Board Attendees, SES A-road Concept Development team, Strategy & Planning</p>		
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Value Management Delivery Plan	<p>The Value Management Plan (VMDP) provides details on the status of the project at each PCF stage throughout delivery, providing a place to track and plan Value Management interventions, most notably, Value Management Workshops. The VMDP should be updated at the beginning and end of each stage, with more regular updating and reviewing strongly recommended.</p> <p>The Value Management Delivery Plan should inform and set the focus for Value Management workshops. This relationship is shown in the diagram below:</p>				<p>Produced By: MP Project Manager (For RIP projects completed by the Value Management Team in liaison with Project team and Sponsor) Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With: RIP Value Management Team, Integrated Project Team Distributed To:</p>																																																								
Efficiency Register	<p>To capture and record capital efficiency savings which contribute towards the Highways England efficiency key performance indicator (KPI).</p> <p>To ensure that programmes and projects have considered and explored saving opportunities during options, development and construction phases of a scheme and acted upon these where they are appropriate. The register must be used throughout the project at all PCF stages and should be reviewed/updated on a regular basis.</p> <p>Project and Efficiency Managers should ensure that they have provided suitable evidence, or each efficiency claim which compares with the Efficiency and Inflation Monitoring Manual (EIMM).</p> <p>Please refer to the Efficiency Resources Sharepoint site for further information. Key documents:</p> <p>Efficiency and Inflation Monitoring Manual Efficiency Reporting Manual</p>				<p>Produced By: Efficiency Manager on behalf of MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Programme Efficiency Lead, Programme Management Office, Central Efficiency Group (CEG) Distributed To: See the PCF Contact List for details.</p>																																																								

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme? <ul style="list-style-type: none"> If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? If no, please record reason for decision and who it was discussed with? 	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your PG schedule may include: <ul style="list-style-type: none"> When during the stage do you need to produce it (beginning / middle / end)? How long will it take to take to complete? What resources do you need to complete it? When during the stage do you need to produce it (beginning / middle / end)? Could it be (legitimately) combined with another? Are any templates provided appropriate for the level and complexity of this specific project or programme? How long will it take to take to complete? What dates does I need to be completed by? What dates does I need to be started? Are there any interdependencies between this and any other product(s)? What are the risks and opportunities for the critical path? 	Collaborative Planning Lean Questions that you might consider / record in this column may include: <ul style="list-style-type: none"> Are there any opportunities to streamline the product? Could I be produced at programme level? Are any templates provided appropriate for the level and complexity of this specific project or programme? Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) Have suppliers been given a clear brief on the level of detail that they need to produce? Are there any additional products not listed on the PCF that need to be produced? Could a base line document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product. It is just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee. Produced By: MP Delivery Services - Standards and Assurance Team Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With: All SGAR attendees Distributed To: Project Team	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include: <ul style="list-style-type: none"> Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? Are there additional consultees not listed on the PCF that we should engage with? When should we engage with them? How should we engage with them? 	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Stage Gate Assessment Review Certificate	To record the outcome of a Stage Gate Assessment Review (SGAR). This is a part of the formal governance process and provides evidence / audit trail of compliance with the process. NB This product will be produced after the SGAR by the MP Delivery Services - Standards and Assurance Team				Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With: All SGAR attendees Distributed To: Project Team		
Lessons Learnt Log	To record lessons learnt during the life of the project in a consistent way to enable effective knowledge sharing and analysis that can be applied to other projects and programmes, and in turn improvements to standards and processes.				Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With: Integrated Project Team Distributed To: IT Technology Coordinator "Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When e-mailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people), and which PCF product requires a review.		
Equality Impact Assessment (EqIA) Screening, Analysis and Monitoring	To comply with the Equality Act 2010 and the public sector equality duty (PSED) in terms of service delivery and employment. It is particularly important that we fulfil our duties in relation to schemes, maintenance work and related projects and satisfy the requirements of the Highways Eng and Framework Document and Licence. To make sure that we understand and respond to the needs of our diverse range of customers and communities impacted by our activities, so that our practices and the services we deliver are appropriate, accessible and contribute to their social inclusion and wellbeing. To produce documented evidence of genuine engagement from the outset so that we can show what has been done to consult with road users and those impacted by our work (communities, groups, neighbourhoods, different non road users) how we have acted on this information to produce inclusive designs, services and, where possible a positive community legacy via the use of products such as EDT (Equality, Diversity Inclusion Tool). NB: For the Smart Motorway Programme schemes there is an overarching EqIA guidance document which contains recommendations under section 6.2. These should be included as an element of your decision making and captured within the project Comm Plan (see link below) to show consideration of the Equality Duty. It is a so advised that the EqI screening template is completed in order to focus on or capture areas specific to the community within the scheme which may be outside of the 6.2 recommendations. Once the screening template is completed, this should be forwarded to the MP Diversity team - linked in the Query Criteria section below.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Major Projects Equality, Diversity and Inclusion advocate (for approval), integrated project team Distributed To:		
Integrated Assurance and Approvals Plan	Integrated assurance and approvals as the planning, coordination and provision of assurance activities and approval points throughout the policy to delivery lifecycle. The IAAP details the assurance and approvals activities that support the cost and risk level of the project and is used to assist the project in ensuring that they have a more timely and coordinated assurance regime, inform the management case reviewer and investment decisions and assist in the pre-planning of assurance reviews.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Internal Sponsor Consulted With: RIP Governance and Performance Manager (NB the regional contact and for RIP projects only. For Smart Motorways Projects go to Smart Motorways Programme Office) Distributed To: Programme Assurance team		
Project Level Procurement Strategy	To allow Procurement Division to initiate the tendering process for the appointment of a contractor for the construction of major road projects.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Procurement Division - Procurement (Operational) for Major Projects Distributed To:		
Health & Safety File	Please note that this product template has been updated in accordance with the CDM Regulations 2015, which came into force on 6 April. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations to provide relevant health and safety information to ensure that future construction work including maintenance, repair or modification can be carried out safely. The requirement to produce and update the Health and Safety File is a statutory duty under regulation 5(3) of the Construction (Design and Management) Regulations 2015 and paragraph 66 of the Managing Health and Safety in Construction (The Construction (Design and Management) Regulations 2015) HSE Guidance L153 a so refers. NB The scope, structure and format of the Health and Safety File should be agreed at an early stage between the client and Principal Designer and will become more comprehensive as the project progresses. The principal designer must ensure that the requirements for the design and construction are met by the contractor (supervising IAN 66/15).				Produced By: MP Project Manager (responsible for overall production), Principal Designer (tasked under CDM with actual production) Accountable and Signed Off By: Programme Delivery Director Consulted With: Principal Designer (technical approval), Integrated Project Team, MP RIP Regional Health and Safety Managers (NB for RIP projects only), SES Lighting Team Distributed To: Maintaining agent at handover		
Maintenance and Repair Statement	The objective of the Maintenance and Repair Statement (MRS) is to provide a high-level document demonstrating that a design or maintenance approach has been followed throughout the design and construction of roads, roadside assets, and associated technology within a particular scheme. The MRS will outline key design assumptions and requirements affecting the maintenance of the scheme will be carried out to allow the construction works considering the likely impact on network availability and highlighting any safety issues for road users and operators. It provides assurance that the necessary maintenance activities can be carried out while ensuring that the risk to road workers is managed as low as reasonably practicable. Compiling an MRS as part of the design and construction process ensures a consistent approach to addressing maintenance during the design stage of the project, and necessitates an assessment of health and safety issues at the earliest practicable time in the project development. The MRS is refined and reviewed throughout the lifecycle of the project in accordance with the Project Control Framework (PCF) Product Matrix. The requirements and responsibilities for sign-off and consultation is also included within the PCF Product Matrix.				Produced By: MP Project Manager Accountable and Signed Off By: Operations Directorate Senior User Consulted With: Operations Directorate Senior User Representative, IT Technology Coordination, Programme Delivery Director, Integrated project team, Service Providers (e.g. AD/MA/CASC, Tech/MA/CRTMC/Asset Delivery etc) may need to be consulted as part of information gathering but they are not formal consultees and all decision making responsibility resides with the Operations Directorate Senior User. *SES Safety Risk Requirements Team, MP RIP Regional Health & Safety Managers (NB for RIP projects only), IntelligentTransportSystemsGroup@highwaysengland.co.uk - for tunnel schemes only Distributed To: Others as appropriate on specific schemes "Consultation on this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When e-mailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people), and which PCF product requires a review. *SES = Safety, Engineering and Standards		
Scheme Asbestos Management Plan	Please note that this product definition has been updated in accordance with the CDM Regulations 2015, which came into force on 6 April. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations to outline the process and programme in relation to locating, assessing and managing asbestos materials which may be encountered during the works. The Scheme Asbestos Management Plan outlines how and when asbestos action plans will be prepared. The requirement to produce a Scheme Asbestos Management Plan is part of Highways England's asbestos management system which has been implemented in order for Highways Eng and to ensure that any asbestos present on Highways England's roads, roadsides, and other infrastructure is managed in a way that does not adversely impact on Highways England's ability to build or operate the scheme. Notification of development was previously known as route protection. We usually pursue this aim by serving a written notice on the relevant Local Planning Authority (LPA) of Highways Eng and its intention to build, alter or improve a highway, along with plans for the intended land required for the scheme. We ask that LPA hold this record on their systems and we notify them that it can be removed, and that they take it into account when carrying out their consultation duties under Article 18(1) and Schedule 2, paragraph (h) of the Town and Country Planning (Development Management Procedure) (England) Order 2015. To support compliance with Highways England's statutory duty to respond within 21 calendar days to all consultations on Town and Country Planning matters. Responses to these consultations are coordinated by Operations Directorate (OD) Regions. These consultations may arise from the Notification of Development Letter Major Project's project teams provide to the LPA. Major Projects				Produced By: MP Project Manager (Generally Client or Principal Designer produces and owns a plan on behalf of Project Manager) Accountable and Signed Off By: Programme Delivery Director Consulted With: OD Asset Engineer, MP RIP Regional Health & Safety Managers (NB for RIP projects only) Distributed To:		
Notification of Development	This product is only required for schemes requiring orders under Highways Act 1980. There are separate products covering schemes needing a Development Consent Order. Stage 3: To identify which orders are required to deliver the scheme, or collect the information required to them, and prepare them for publication along with the supporting documents. Stages 4-5: To complete requests / submissions required for any Public Inquiry (if one is held). To review the confirmed order(s) to check for any modifications. To send documentation to store. This product does not apply for schemes needing a Development Consent Order, for which there are separate products. Stage 3: To prepare the compulsory purchase order (CPO) for publication along with the supporting plans, schedules and other information required. Stages 4-5: To complete requests / submissions required for any Public Inquiry (if one is held). To review the confirmed order to check for any modifications. To send documentation to store.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team including any appointed legal adviser, General Counsel's Team, DCO & Statutory Processes Team (scope of review to be agreed in advance) Distributed To: OD Regional Spatial Planning team, Regional Senior User's Manager		
Highways Act 1980 Orders	This product is only required for schemes requiring orders under Highways Act 1980. There are separate products covering schemes needing a Development Consent Order. Stage 3: To identify which orders are required to deliver the scheme, or collect the information required to them, and prepare them for publication along with the supporting documents. Stages 4-5: To complete requests / submissions required for any Public Inquiry (if one is held). To review the confirmed order(s) to check for any modifications. To send documentation to store.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team including any appointed legal adviser, General Counsel's Team, DCO & Statutory Processes Team (scope of review to be agreed in advance) Distributed To: Statutory consultees plus relevant stakeholders (as determined by integrated project team) - see Highways Act 1980 orders - Not cases, Adverts & Letters' product		
Compulsory Purchase Order	This product is only required for schemes requiring orders under Highways Act 1980. There are separate products covering schemes needing a Development Consent Order. Stage 3: To identify which orders are required to deliver the scheme, or collect the information required to them, and prepare them for publication along with the supporting documents. Stages 4-5: To complete requests / submissions required for any Public Inquiry (if one is held). To review the confirmed order(s) to check for any modifications. To send documentation to store.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team including any appointed legal adviser, General Counsel's Team, DCO & Statutory Processes Team (scope of review to be agreed in advance) Distributed To: Statutory consultees plus relevant stakeholders (as determined by integrated project team) - see 'Compulsory Purchase Order - Not cases, Adverts & Letters' product		
Highways Act 1980 Orders Notices, Adverts & Letters	This product is only required for schemes requiring orders under Highways Act 1980. There are separate products covering schemes needing a Development Consent Order. Stage 3: To prepare for the statutory notification and publicity duties. Stages 4-5: To discharge the duties. To complete requests / submissions required for any Public Inquiry (if one is held).				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team including any appointed legal adviser, General Counsel's Team, DCO & Statutory Processes Team (scope of review to be agreed in advance), Regional Communications Team Distributed To: Statutory consultees plus relevant stakeholders (as determined by integrated project team), the general public through press and site notices		
Compulsory	This product does not apply for schemes needing a Development Consent Order, for which there are separate products.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team including any appointed		

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Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning Scheduling and Resources	Collaborative Planning Lean	Product Consultees		
		<ul style="list-style-type: none"> If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? If no, please record reason for decision and who it was discussed with? 	Questions that you might consider / record in this column to inform your PG schedule may include <ul style="list-style-type: none"> When during the stage do you need to complete it? What resources do you need to complete it? When during the stage do you need to produce it (beginning / middle / end)? How long will it take to complete? What dates does it need to be completed by? What dates does it need to be started? Are there any interdependencies between this and any other product(s)? What are the risks and opportunities for the critical path? 	Questions that you might consider / record in this column may include <ul style="list-style-type: none"> Are there any opportunities to streamline the product? Could it be (legitimately) combined with another? Could it be produced at programme level? Are any templates provided appropriate for the level and complexity of this specific project or programme? Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) Have suppliers been given a clear brief on the level of detail that they need to produce? Are there any additional products not listed on the PCF that need to be produced? Could a base line document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product. It is just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include <ul style="list-style-type: none"> Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? Are there additional consultees not listed on the PCF that we should engage with? When should we engage with them? How should we engage with them? 	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Purchase Order Notices, Adverts & Letters	Stage 3: To prepare for the statutory notification and publicity duties. Stage 5: To discharge the duties. To complete requests / submissions required for any Public Inquiry (if one is held).				Legal adviser, General Counsel's Team, DCO & Statutory Processes Team (scope of review to be agreed in advance), Regional Communications Team Distributed To: Statutory consultees plus relevant stakeholders (as determined by integrated project team), the general public through press and site notices		
Exchange Land Certificates & Planning Consents	To obtain the necessary certificate(s), under Section 19 of the Acquisition of Land Act 1981, required to acquire any common land, public open space and/or rural and field garden adjacent to the site. To obtain the necessary planning consent(s) or any works of engineering, buildings, trees subject to preservation orders and/or waste disposal licences. To provide a tabulated summary of the actions performed in obtaining certificates and planning consents.				Exchange Lands & Planning Consents Submissions Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, DEFRA, DCLG, Local Planning Authority Distributed To: See checklist for details Checklist Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team Distributed To:		
Draft Orders Exhibition Checklist	To provide a tabulated summary of the actions performed in preparing and holding the exhibition. Stage 2 to enable Highways England to show the option(s) to the public in more detail than is possible in the consultation document for public consultation. Stage 3 to enable Highways England to explain the Order(s) to the public in further detail for draft orders.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Regional Communications Team, Graphics, Integrated Project Team Distributed To:		
Strategy for Exercising Compulsory Acquisition Powers	This product is applicable to all projects that require the compulsory acquisition of land by a development consent order (DCO) or a compulsory purchase order (CPO). Projects should plan in advance how they will exercise those compulsory acquisition powers when their DCO is made, or their CPO is confirmed. To arrange a compulsory acquisition strategy meeting to decide for each interest in land (ie freehold, leasehold and easement) and for every gate included in the DCO book of reference (left, right or temporary possession) or the CPO schedule (left and right), how compulsory acquisition powers will be exercised, by: - Executing a general vesting declaration (GVD); - Serving notices to treat and no loss of entry (NTT&E); or - For DCOs, serving a notice of the intended entry to take temporary possession of the land and for anything not authorised development (in effect, the compulsory acquisition of a temporary licence); To prepare a schedule recording the decisions.				Schedule recording how compulsory acquisition powers will be exercised. Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Highways England and other relevant DCO lawyers, scheme consultants and contractors (including the person that carried out the land referencing) Principal Property Adviser (for approval) Distributed To: Submission to the Secretary of State to obtain written approval to any non-GVD compulsory acquisition of title to a freehold interest in land. Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Principal Property Adviser (for approval) Distributed To: See the submission template for routing details		
Land Gaining Access For Surveys	This product is relevant to all projects, whether they are likely to require a Development Consent Order (DCO) Application, Highways Act 1980 orders or even no orders. To gain access onto the land required to carry out environmental and other pre-construction surveys, through various methods: agreement, Highways Act 1980 Section 289 – 297 powers, Planning Act 2008 Section 53 powers, or powers of survey in a made DCO.				Produced By: MP Project Manager Accountable and Signed Off By: MP Project Manager (agreement seeking letters) / Divisional Director (H&B powers: Notices and Authorisations) / Programme Delivery Director (Section 53 applications) Consulted With: Integrated Project Team, DCO & Statutory Processes Team, General Counsel (where the use of legal powers of access is proposed) Distributed To: Affected land interests, Planning Inspectorate in relation to any Section 53 applications		
Planning Statement	This product only is relevant to schemes confirmed as needing or potentially requiring Highways Act 1980 Orders. A separate and corresponding product exists within the Orders (Planning Act 2008) Matrix for schemes likely to require a Development Consent Order. PCF Stages 1 & 2: To support an option selection process that takes into account the requirements of local and national planning. PCF Stage 3: To provide sufficient information to support the submission of a draft or made Order to the Secretary of State for confirmation, and to inform any inquiry held by the Planning Inspectorate. PCF Stage 4: To respond to objections made to the Order through the statutory process.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team including legal adviser, DCO & Statutory Processes Team (scope of review to be agreed in advance), General Counsel's Team if there are any contentious points, SES Environment Group Environmental Adviser (where policy applies tests or requirements relating to environmental assessment only) Distributed To: Secretary of State with submission of an order for confirmation and as evidence to an inquiry – as a document relied upon at an inquiry we will be required to make it accessible to the general public		
Information and Justification to Support Compulsory Purchase	This product only is relevant to schemes confirmed as needing or potentially requiring a Compulsory Purchase Order / Highways Act 1980 Orders. Separate and corresponding products exist within the Orders (Planning Act 2008) Matrix or schemes likely to require a Development Consent Order. PCF Stages 1 & 2: Land referencing to support an option selection process that takes into account potential impacts on land interests and the cost of acquiring land interests (Land Cost Estimate). To gain land interest information supporting approaches to them for access onto their land for pre-construction surveys. PCF Stage 3: Land referencing using diligent inquiry to support the preparation of the Land Reference Schedule and Land Reference Plans to be attached to the Compulsory Purchase Order and to inform and enable pre-order submission on consultation and negotiations with landowners and rights holders. PCF Stage 4: To provide updates to the Secretary of State and any appointed Inspector, as required. Justification PCF Stage 3: To provide sufficient information to support the argument that a compelling case in the public interest exists to force the sale of the affected land. PCF Stage 4: To provide updates to the Secretary of State and any appointed Inspector, as required.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team including legal adviser, DCO & Statutory Processes Team (scope of review to be agreed in advance), General Counsel's Team if there are any contentious points Distributed To: Secretary of State with submission of an order for confirmation and as evidence to an inquiry – as a document relied upon at an inquiry we will be required to make it accessible to the general public		
DCO Application Development Consent Order & Explanatory Memorandum	This product only is relevant to confirmed or potential nationally significant infrastructure projects (i.e. schemes requiring a Development Consent Order (DCO) Application. PCF Stage 3: Preparation of the draft DCO by the project's legal supplier using scheme-specific template provided by other members of the integrated project team during PCF Stage 3 in line for submission to PINS at the end of PCF Stage 3. To clarify the strategy for delivering any other consents / agreements required additional to the DCO. To provide sufficient information to support submission and acceptance of a DCO Application on the Planning Inspectorate in accordance with the requirements of the Planning Act 2008 and associated legislation. PCF Stage 4: To provide updates to the examination of the DCO Application, as required. PCF Stage 5-7: To review the made DCO to produce, publish and maintain the Requirements Register, and to discharge the requirements as required by the wording of the made DCO.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, DCO & Statutory Processes Team (scope of review to be agreed in advance), General Counsel. For the use of external legal advice see the scope of the Legal Services Framework. Distributed To: PINS as part of DCO Application - who then will publish the documents and make them accessible to the general public		
DCO Application Plans	This product only is relevant to confirmed or potential nationally significant infrastructure projects (i.e. schemes requiring a Development Consent Order (DCO) Application. PCF Stage 3: To set out in plan format the proposed positioning and works of the scheme, the land that is required to be used for it, and any other information required to describe the proposed scheme. To be consistent with other DCO Application documents, including the DCO, Environmental Statement and Book of Reference. To provide sufficient information to support submission and acceptance of a DCO Application on PINS in accordance with the requirements of the Planning Act 2008 and associated legislation. PCF Stage 4: To provide updates to the examination of the DCO Application, as required.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, DCO & Statutory Processes Team, Regional Senior Utilities Manager (scope of review to be agreed in advance). For the use of external legal advice see the scope of the Legal Services Framework. Distributed To: PINS as part of DCO Application - who then will publish the documents and make them accessible to the general public		
DCO Managing Change	To submit an application to the Planning Inspectorate (PINS) requesting a change (non-material or material) to a consented Development Consent Order, under the terms of The Infrastructure Planning (Changes to, and Revocation of, Development Consent Orders) Regulations 2011 as amended by The Infrastructure Planning (Changes to, and Revocation of, Development Consent Orders) Regulations 2015. The application must be made in the required format and be accompanied by documents and information of a prescribed description. Note: The requirements and process differ where a 'material' and 'non-material' change. Four changes likely to be a material change where 1 involves: An update to the Environmental Statement to take account of likely significant effects on the environment. A need for a Habitats Regulations Assessment, or a new licence in respect of European Protected Species. Compulsory acquisition of additional land. If your change does not involve one of the three or four above, it is likely to be considered as a non-material change.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, General Counsel's Team, SES Environment Group Environmental Adviser Distributed To: PINS and prescribed list of consultees and to others who have expressed an interest (see Application and Procedure Regulations below)		
DCO Application Land Referencing & Book of Reference	To complete comprehensive land referencing to support consultation and produce DCO application, examination and notification documents that are compliant with the Planning Act 2008 and associated legislation. Please also see the Land Referencing Method Statement Template for guidance relevant to each stage.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, DCO & Statutory Processes Team (scope of review to be agreed in advance), Property Acquisition Team (if there are any issues requiring acquisition advice arising from land referencing), General Counsel (for potential legal agreements with third parties). For the use of external legal advice see the scope of the Legal Services Framework. Distributed To: Book of Reference: PINS as part of DCO Application - who then will publish it and make it accessible to the general public		

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Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning Scheduling and Resources	Collaborative Planning Lean	Product Consultees	Who will be involved in its production?	Roles and Responsibilities
		<ul style="list-style-type: none"> If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? If no, please record reason for decision and who it was discussed with? 	Questions that you might consider / record in this column to inform your PG schedule may include <ul style="list-style-type: none"> When during the stage do you need to produce it (beginning / middle / end)? How long will it take to complete? What date does it need to be completed by? What date does it need to be started? Are there any interdependencies between this and any other product(s)? What are the risks and opportunities for the critical path 	Questions that you might consider / record in this column may include <ul style="list-style-type: none"> Are there any opportunities to streamline the product? Could it be (legitimately) combined with another? Could it be produced at programme level? Are any templates provided appropriate for the level and complexity of this specific project or programme? Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) Have suppliers been given a clear brief on the level of detail that they need to produce? Are there any additional products not listed on the PCF that need to be produced? Could a base line document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product. It is just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include <ul style="list-style-type: none"> Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? Are there additional consultees not listed on the PCF that we should engage with? When should we engage with them? How should we engage with them? 	NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Prerequisites for Public Inquiry	This product is only required for schemes requiring orders under Highways Act 1980. There are separate products covering schemes needing a Development Consent Order. <ul style="list-style-type: none"> This product is not required for schemes requiring orders if the Secretary of State decides not to hold an inquiry. Publishing a draft made order triggers a status quo process which is controlled by the Department for Transport (DfT), and can lead to a Public Inquiry depending on the circumstances of the case. If the Secretary of State agrees to the making of the orders, they will then become made/confirmed orders. This document provides advice on preparing evidence that status quo prerequisites for holding an inquiry under Highways Act 1980. When publishing a draft made order, a timeline will be set for objectors or other representations to be sent to the Department for Transport (DfT). Representations received will be forwarded to Highways England by DfT. This may lead to discussions and negotiations with the parties making the representations. This product relates to tracking the receipt of representations, the progress and outcome of representations, and the resulting orders. This product only is required for schemes requiring orders under Highways Act 1980. There are separate products covering schemes needing a Development Consent Order. This product describes the circumstances in which Highways England and other parties to an inquiry may be ordered to pay other parties' costs, and how to manage the costs process, and so aims to assist in risk management and planning. Correspondence relating to costs and particularly to the costs of successful objectors to Compulsory Purchase must be tracked, and the Costs Correspondence Tracker should be completed. 				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team including any appointed legal adviser, DCO & Statutory Processes Team (scope of review to be agreed in advance), Regional Communications Team Distributed To:		
Handling Representations for Orders	This document provides advice on preparing evidence that status quo prerequisites for holding an inquiry under Highways Act 1980. <ul style="list-style-type: none"> When publishing a draft made order, a timeline will be set for objectors or other representations to be sent to the Department for Transport (DfT). Representations received will be forwarded to Highways England by DfT. This may lead to discussions and negotiations with the parties making the representations. This product relates to tracking the receipt of representations, the progress and outcome of representations, and the resulting orders. This product only is required for schemes requiring orders under Highways Act 1980. There are separate products covering schemes needing a Development Consent Order. This product describes the circumstances in which Highways England and other parties to an inquiry may be ordered to pay other parties' costs, and how to manage the costs process, and so aims to assist in risk management and planning. Correspondence relating to costs and particularly to the costs of successful objectors to Compulsory Purchase must be tracked, and the Costs Correspondence Tracker should be completed. 				Produced By: MP Senior Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team including any appointed legal adviser, General Counsel's Team Distributed To:		
Third Party Costs at Public Inquiry	This product describes the circumstances in which Highways England and other parties to an inquiry may be ordered to pay other parties' costs, and how to manage the costs process, and so aims to assist in risk management and planning. <ul style="list-style-type: none"> Correspondence relating to costs and particularly to the costs of successful objectors to Compulsory Purchase must be tracked, and the Costs Correspondence Tracker should be completed. 				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team including any appointed legal adviser, DCO & Statutory Processes Team (scope of review to be agreed in advance), Regional Communications Team Distributed To:		
Statement of Case and Evidence for Public Inquiry	To plan and prepare the Outline Statement of Case, Statement of Case and supporting evidence for the Public Inquiry (PI). <ul style="list-style-type: none"> To provide a tabulated summary of the actions performed in preparing the Statement of Case and supporting evidence for the Public Inquiry. 				Documents and Checklist Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Treasury Solicitor, General Counsel's Team Distributed To: Press Notice Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Treasury Solicitor, General Counsel's Team, Highways England Regional/National Press Offices, Regional Communications Team Distributed To:		
Statutory Undertakers Diversions	To ascertain what extent to which proposed route options are likely to be affected by existing utility apparatus, including Statutory Undertakers for water, sewerage, gas, electricity and telecommunications, as well as other utility providers including, but not limited to, pipeline operator and other telecommunications providers. This is to be completed whilst demonstrating how this has influenced the initial optioneering process and determine how this could affect cost, value and efficiency. Furthermore, an Overseas Organisations Agent (OO Agent) will be appointed in line with SA 10/05 New Roads and Street Works Act 1991 - Diversionary Works - Appendix 2 (NRSWAC1.1)				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Statutory Undertakers Team, Integrated Project Team Distributed To: Commercial Services Division		
Strategy for Exercising Compulsory Acquisition Powers	This product is applicable to all projects that require the compulsory acquisition of land by a development consent order (DCO) or a compulsory purchase order (CPO). Projects should plan in advance how they will exercise those compulsory acquisition powers when their DCO is made, or their CPO is confirmed. <ul style="list-style-type: none"> To arrange a compulsory acquisition site meeting to decide for each interest in land (ie freehold, leasehold and tenancy) and for every plot included in the DCO book of reference (i.e. right of temporary possession) or the CPO schedule (left and right), how compulsory acquisition powers will be exercised, by: Executing a general vesting declaration (GVD); Serving notices to treat and enter (NTT&E); or For DCOs, serving a notice of the intended entry to take temporary possession of the land and for carrying out the authorised development (in effect, the compulsory acquisition of a temporary tenancy). To prepare a schedule recording the decisions. 				Schedule recording how compulsory acquisition powers will be exercised Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Highways England and its valuer, DCO lawyer, scheme consultants and contractors (including the person that carried out the land referencing) MP Principal Adviser Property and Compensation (for approval) Distributed To: Submission to the Secretary of State to obtain written approval to any non-GVD compulsory acquisition of title to a freehold interest in land Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, MP Principal Adviser Property and Compensation (for approval) Distributed To: See the submission template for routing details		
Environmental Management Plans	To demonstrate how commitments to environmental management will be delivered throughout the lifecycle of a project, including monitoring of significant adverse effects in line with the Environmental Impact Assessment (Miscellaneous Amendments) Regulations 2017 - Highways Act 1980 amendments, or <ul style="list-style-type: none"> Infrastructure Planning (EIA) Regulations 2017 (as amended) (the IP EIA Regulations) This product must demonstrate the ability of the project to meet the requirements within the Highways England Licence (Department for Transport, April 2015) and should also identify how the objectives set out in the Road Investment Strategy (Department for Transport, March 2015) will be met.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Environment Group Environmental Advisor, relevant statutory bodies (PCF Stage 3 OCMF only) Distributed To: All PCF Stages, Equality and Diversity Representative for MP and Corporate Equality and Diversity Lead, relevant third parties (any persons taking on areas of responsibilities such as conservation bodies taking on responsibility for managing off-site mitigation), PCF Stage 3 only, DCO drafting lawyer (REAC - PA06 schemes only), PCF Stage 5: Maintenance Service Provider (MAC/ASC) and other Asset Delivery Partners, PCF Stage 7: Local Highway Authorities (in relation to handed over side roads)		
Evaluation of Change Register	To provide transparency and support the evaluation of changes in assessment assumptions, mitigation, or mitigation and monitoring commitments set out in the Environmental Management Plan. This product will help to demonstrate consent compliance. This product is recommended for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent via a different route, e.g. the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Environment Group Environmental Advisor, DCO and Statutory Processes Team (Planning Act 2008 projects only) Distributed To:		

THIS SHEET IS BASED ON STAGE 5 OF THE TRADITIONAL PCF PRODUCT MATRIX - VERSION 54 - 01/06/20

Template for Stage Management Plan		T	T	T	M	A	A	A	V	A	M	A	M	V	A	T	A	T	A
Version number and date last updated																			
Project Name and Project Manager																			
Which elements does this plan cover?																			
Which version of the PCF Product Matrix is currently being followed?																			
When is the next quarterly matrix update due?																			
How long is the stage expected to last and approximately how many quarterly updates will there be during this time?																			
Is Power/Staring up to date (i.e. does it match the most recent version of the relevant PCF Product Matrix)?																			
Statutory process requirements (i.e. Planning Act DCO / Highways Act Orders / Single Option Project)																			
Were any products added / removed / remained in the last quarterly matrix update and how did this impact on the project?																			
Are any products being transferred between stages? If so why and who has agreed this?																			
Overall project strategy for product delivery (if any project specific variation from the norm)																			

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered			Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed			Key principle of the PCF no 02 Consultation is a vital component not an afterthought		
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning Scheduling and Resources	Questions that you might consider / record in this column may include:	Product Considerations	Who will be involved in its production?	Roles and Responsibilities	
Client Scheme Requirements	It will not be the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.		Questions that you might consider / record in this column may include: <ul style="list-style-type: none">What resources do you need to complete it?When during the stage do you need to produce it (beginning / middle / end)?How long will it take to take to complete it?What date does it need to be completed by?What do you do, if needed to be started?Are there any interdependencies between this and any other products (V)?What are the risks and opportunities for this critical path?	Questions that you might consider / record in this column may include: <ul style="list-style-type: none">Are there any opportunities to streamline the product?Could it be (legitimately) combined with another?Could it be produced at programme level?Are any templates provided appropriate for the level and complexity of this specific project or programme?Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc)?Have suppliers been given a clear brief on the level of detail that they need to produce?Are there any additional products not listed on the PCF that need to be produced?Could a base line document be used (for example crossing referencing to the Client Scheme Requirements) rather than repeating the same detailed project information on every product?	Consultees (as so sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcomes of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them of, utilising their expertise and maintaining frequent dialogue, including face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include: <ul style="list-style-type: none">Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them?Are there additional consultees not listed on the PCF that we should engage with?When should we engage with them?How should we engage with them?	Who specifically is the contact for each role on this project or programme? Project Manager - Joe Blogs Environmental Specialist - Fred Smith etc.	
Final Estimate	It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.				Produced By: MP Project Manager Accountable and Signed Off By: MP Project Manager Consulted With: Commercial Services Division, Commercial Estimating Manager (For Technical Approval), Integrated Project Team, National Part 1 Claims Team, Finance Business Partner. It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.			
Risk Management Plan	It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.				Produced By: MP Project Manager Accountable and Signed Off By: MP Project Manager Consulted With: Highways Engineering and Regulatory Risk Manager, Integrated Project Team. It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.			
Risk Register	It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Highways Engineering and Regulatory Risk Manager, Integrated Project Team, At its workshop attendees, S&P Transport Planning Group, SES Geotechnics Group. It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.			
Transport Data Package	It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group business partner (for technical approval). It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.			
Transport Model Package	It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group business partner (for technical approval). It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.			
Transport Forecasting Package	It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group business partner (for technical approval). It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.			
Economic Appraisal Package	It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.				Produced By: MP Project Manager Accountable and Signed Off By: Project Sponsor (Chair) or 2) For later projects only - SRO Consulted With: Strategy & Planning Transport Planning Group business partner (for technical approval), Strategy & Planning Economic Group business partner (for economic appraisal, where required). It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.			
Benefits Register	It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.				Produced By: MP Project Manager with the local Benefit & SM Accountable and Signed Off By: Project Sponsor (Chair) or 2) For later projects only - SRO Consulted With: S&P Transport Planning Group business partner (for technical approval) and Stage 2 goes to the Senior Customer Insight Manager Insight and Evaluation Team, SES Environment Group (for technical approval), Integrated Project Team. It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.			
Combined Modelling and Appraisal (COMMA) Report	It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Strategy & Planning Transport Planning Group business partner, Strategy & Planning Economic Group, Business Partner, Integrated Project Team. It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.			
Business Case	It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Internal Sponsor Consulted With: Strategy & Planning Economic Group, Business Partner, for review of the economic case, Strategy & Planning for use of the strategic case, Commercial & Procurement Business Partner, Management Case Maintenance team, Finance Business Partner, Capital Portfolio Management team. It is not the Design team's responsibility to manage the client's requirements. The client's requirements should be used as a point of reference in the scheme and will support the number of other 'C' products. The Client Scheme Requirements should be used as a point of reference in the scheme and will support the number of other 'C' products.			

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed		Key principle of the PCF no 02 Consultation is a vital component not an afterthought		
Product Name	Product Purpose	Collaborative Planning Scheduling and Resources	Questions that you might consider / record in this column may include:	PRODUCT CONSIDERATIONS	Who will be involved in its production?	Roles and Responsibilities
	<p>Is it required at this stage for this project or programme?</p> <ul style="list-style-type: none"> If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through this product only)? If no, please record reason for decision and who it was discussed with? 	<p>Questions that you might consider / record in this column may include:</p> <ul style="list-style-type: none"> What resources do you need to complete it? <ul style="list-style-type: none"> When during the stage do you need to produce it (beginning / middle / end)? How long will it take to take to complete it? What does it need to be completed by? What does it need to be completed by? Are there any interdependencies between this and any other product (s)? What are the risks and opportunities for the critical path? 	<p>Questions that you might consider / record in this column may include:</p> <ul style="list-style-type: none"> Are there any opportunities to streamline the product? <ul style="list-style-type: none"> Could it be (de)integrated with another? Could it be produced at programme level? Are any templates provided appropriate for the level and complexity of this specific project or programme? Have any appropriate variants to the product requirements been agreed with the relevant aspects (for example Transport Planning Group, SES Environment Group etc)? Have suppliers been given a clear brief on the level of detail that they need to produce? Are there any additional products not listed on the PCF that need to be produced? Could a base line document be used (for example crossing referencing to the Client Scheme Requirements) rather than repeating the same detailed project information in every product? 	<p>Consultations (as sometimes known as product reviews) are the key activities or special events which are likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments.</p> <p>The key is to identify these stakeholders early and engage with them of use, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before consulting a product for consultation, it is vitally important to understand why you are contacting each consultee.</p>	<p>Who Users should review the roles and responsibilities for each product as set out in the PCF and engage with a those listed to determine when and by what means they wish to be consulted.</p> <p>Questions that you might consider / record in this column may include:</p> <ul style="list-style-type: none"> Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? Are there additional consultees not listed on the PCF that we should engage with? When should we engage with them? How should we engage with them? 	<p>NB Who specifically is the contact for each role on this project or programme?</p> <p>Project Manager - Joe Bloggs Environmental Specialist - Fred Smith Etc.</p>
Investment Submission	<p>It does not include the construction and operation of the scheme including the phase 0 stage plans needed to support the scheme. The submission to the relevant decision maker (e.g. Highways England, HEIC, HEIC (BCC), HEIC (BCC) or appropriate local authority) continues on the next stage. The relevant decision maker will determine the appropriate funding and the relevant decision maker will determine the appropriate funding and the relevant decision maker will determine the appropriate funding.</p> <p>NB: The Investment Submission does not include the construction and operation of the scheme including the phase 0 stage plans needed to support the scheme. The submission to the relevant decision maker (e.g. Highways England, HEIC, HEIC (BCC), HEIC (BCC) or appropriate local authority) continues on the next stage. The relevant decision maker will determine the appropriate funding and the relevant decision maker will determine the appropriate funding.</p> <p>Options have been identified for the scheme including the phase 0 stage plans needed to support the scheme. The submission to the relevant decision maker (e.g. Highways England, HEIC, HEIC (BCC), HEIC (BCC) or appropriate local authority) continues on the next stage. The relevant decision maker will determine the appropriate funding and the relevant decision maker will determine the appropriate funding.</p> <p>Options have been identified for the scheme including the phase 0 stage plans needed to support the scheme. The submission to the relevant decision maker (e.g. Highways England, HEIC, HEIC (BCC), HEIC (BCC) or appropriate local authority) continues on the next stage. The relevant decision maker will determine the appropriate funding and the relevant decision maker will determine the appropriate funding.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Internal Sponsor Consented By: Strategy & Planning, Transport Planning Group, Commercial Services Division on Cost Estimating Manager, MP Delivery Services, Program Management Office, Subject Matter Advisors, Off TADM Examiners (For the one and continuous, CDM) It is related to: Investment Board Secretariat and Investment Board Examiners, SES A-rated Concept Development team, Strategy & Planning</p>		
Value Management Delivery Plan	<p>The Value Management Plan (VMP) is a document that sets out the objectives and outcomes of the Value Management process. It is a key document in the Value Management process and is used to guide the delivery of the Value Management process.</p> <p>The Value Management Plan (VMP) is a document that sets out the objectives and outcomes of the Value Management process. It is a key document in the Value Management process and is used to guide the delivery of the Value Management process.</p>			<p>Produced By: MP Project Manager (For RFP projects only) and the Value Management Team (for all other projects) Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For 1 project only - SRD Consented By: RFP Value Management Team, Integrated Project Team It is related to:</p>		
Efficiency Register	<p>The Efficiency Register is a document that records the efficiency savings identified during the project. It is a key document in the Efficiency Register process and is used to track the delivery of the Efficiency Register process.</p> <p>The Efficiency Register is a document that records the efficiency savings identified during the project. It is a key document in the Efficiency Register process and is used to track the delivery of the Efficiency Register process.</p>			<p>Produced By: Efficiency Manager on behalf of MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consented By: Programme Efficiency Lead, Programme Management Office, Central Efficiency Group (CEG) It is related to: See the PCF Contact List for details.</p>		
Value Management Workshop Report	<p>The Value Management Workshop Report is a document that records the outcomes of the Value Management workshop. It is a key document in the Value Management process and is used to guide the delivery of the Value Management process.</p> <p>The Value Management Workshop Report is a document that records the outcomes of the Value Management workshop. It is a key document in the Value Management process and is used to guide the delivery of the Value Management process.</p>			<p>Produced By: MP Project Manager (content produced by the Workshop Facilitator) or RFP schemes - this is the Value Management team Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For 1 project only - SRD Consented By: Highways England and Efficiency Lead, RFP Value Management Team, Integrated Project Team, Internal and External Stakeholders (those who attended the workshop) It is related to: Strategy & Planning *This contact will vary for SMP, RFP and CIP. See the PCF Contact List for details.</p>		
Pre construction Design	<p>The Pre construction Design Report is a document that records the outcomes of the Pre construction Design process. It is a key document in the Pre construction Design process and is used to guide the delivery of the Pre construction Design process.</p> <p>The Pre construction Design Report is a document that records the outcomes of the Pre construction Design process. It is a key document in the Pre construction Design process and is used to guide the delivery of the Pre construction Design process.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consented By: Integrated Project Team, SES Environment Group Environmental Advisor, SES Pavement Materials Team (Pavement Design Report only), HEIC Technical and Information Services Manager, GIS and Research and Health and Safety Systems Group/Highways England and UK for formal schemes only Consented By: Information only IT Technology Coordinated on: It is related to: *Consistent with this contact is central co-ordination of a PM, Technical, Coordination/Integration/Implementation, etc. When making them, please specify the full name of your project, the ID number in which it is to be implemented and the correct people, and which PCF product requires a response. *Please copy in: 1. A copy of the report to the relevant people.</p>		
Technical Design Authority Report	<p>The Technical Design Authority Report is a document that records the outcomes of the Technical Design Authority process. It is a key document in the Technical Design Authority process and is used to guide the delivery of the Technical Design Authority process.</p> <p>The Technical Design Authority Report is a document that records the outcomes of the Technical Design Authority process. It is a key document in the Technical Design Authority process and is used to guide the delivery of the Technical Design Authority process.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consented By: SES Turnover Team, CIP Senior User, SES Safety Roadside Group, IT Technology Co-ordinator, Health and Safety Systems Group/Highways England and UK It is related to:</p>		
Safety Plan	<p>The Safety Plan is a document that records the outcomes of the Safety Plan process. It is a key document in the Safety Plan process and is used to guide the delivery of the Safety Plan process.</p> <p>The Safety Plan is a document that records the outcomes of the Safety Plan process. It is a key document in the Safety Plan process and is used to guide the delivery of the Safety Plan process.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consented By: Operations Design Centre senior user (for technical approval), Service Delivery Operations Manager (SDOM) (for technical approval), SES Safety Risk Requirements Group, Principal Designer (for technical approval), Project Director or Project consultant for technical approval. It is related to: This product should also be approved by the Safety Control Review Group (SCRG) for Type B and C projects in accordance with the Safety Control Review Group (SCRG) prior to obtaining the above signatures. Please note that the Safety Plan Template below includes a space for approval of the (S)M/APP (only). This must be completed as part of the sign-off process.</p>		

THIS SHEET IS BASED ON STAGE 6 OF THE TRADITIONAL PCF PRODUCT MATRIX - VERSION 54 - 01/06/20

Template for Stage Management Plan	THE QUESTIONS POSED IN THIS TEMPLATE ARE INDICATIVE AND MAY NOT BE RELEVANT IN ALL INSTANCES PLEASE USE THEM AS A GUIDE AND APPLY COMMON SENSE
Version number and date last updated.	
Project Name and Project Manager	
Which stages does this plan cover?	
Which version of the PCF product matrix is currently being followed?	
When is the next quarterly matrix update due?	
How long is the stage expected to last and approximately how many quarterly updates will there be during this time?	
Is PowerSteering up to date (i.e. does it match the most recent version of the relevant PCF product matrix)?	
Statutory process requirements (i.e. Planning Act DCO / Highways Act Orders / Single Option Project)	
Were any products added / removed / renamed in the last quarterly matrix update and how did this impact on the project?	
Are any products being transferred between stages? If so why and who has agreed this?	
Overall project strategy for product delivery (if any project specific variation from the norm).	

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.	Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.	Key principle of the PCF no 02 Consultation is a vital component not an afterthought.
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Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage through its production? • If no, please record reason for decision and who it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your PS schedule may include • What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other products? • What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Client Scheme Requirements	To set out the Department or Transport's requirements for the project, covering a high-level description of the transport objectives and issues, objectives, project outputs and costs. The Client Scheme Requirements should be used as a central summary document or the scheme and support a number of other PCF products. The CSR scope book captures in stages the next level of detail underpinning the Client Scheme Requirements, as the project is developed, and is consistent with the Business Case.				Produced by: MP Project Manager Accountable and Signed Off By: Either 1) Programme Internal Sponsor or 2) For 1 projects only - DTF Sponsor Consulted With: MP Project Manager, MP Delivery Services (Investment Jobs as well), SES Environment Group Environment at Adv Soc, CRM, Strategy & Planning, SES A-road Concept Development team, SES Better Roads Design Team Lead, OD User or User, MP Planning Management (for Scope Book) and additional for 1 projects signed off by DTF - SRD		
Risk Management Plan	To confirm roles and responsibilities for risk management activities on the project and when key activities will take place in order to direct the team and communicate to others. Note the document refers to the standard processes and procedures for Risk Management of Major Projects in Highways England. Any variance from the standard processes, procedures and outputs will be referred to in the plan. To explain how and when risks are managed, monitored and reported on the project.				Produced by: MP Project Manager Accountable and Signed Off By: Stages 0, 1, 2 and 7 + 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRD Stage 3, 5 and 6 + Programme Delivery Director Consulted With: Highways England Regional Risk Manager, Integrated Project Team Distributed To:		
Risk Register	To ensure risks to the project and programme are actively and centrally identified, assessed and managed in line with HE MP Risk Processes and to increase the chance of project success.				Produced by: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Highways England Regional Risk Manager, Integrated Project Team, All risk workshop attendees, S&P Transport Planning Group, SES Geotechnical Group Consulted With for information only: IT Technology Coordination Distributed To: SES A-road Concept Development team Consultation with this contact is centrally co-ordinated via IT, MM, Technology, Coordination@highwaysengland.co.uk When emailing them, please specify the full name of your road project, the OD region in which it is/is to help them allocate it to the correct people and which PCF product requires a		
Benefits Register	To provide decision makers with a concise, accessible overview of the benefits and disbenefits of a scheme option, providing a framework or establishing ownership and take a rounded view of the benefits and disbenefits of a scheme in the economic, social, environmental and financial aspects of an intervention as set out in the Treasury Green Book. The Appraisal Summary Table (AST) is integrated into this product to allow a breakdown of the most critical benefits and disbenefits. This information, along with the other benefits identified within the register, will enable an assessment to be made as to the overall value for money an option provides. This product should be accompanied by a Matrix of Distributional Impacts from PCF Stage 2 onwards.				Produced by: MP Project Manager with the local Benefits SME Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRD Consulted With: S&P Transport Planning Group (up to and including Stage 5 (for technical approval) and at Stage 6 it goes to the Senior Customer Insight Manager (Insight and Evaluation Team), SES Environment Group (for technical approval), Integrated Project Team Distributed To: MP Delivery Services Support, SES A-road concept development team		
Business Case	To provide justification for the financial investment over the entire lifecycle and at each stage - 1 addresses the objectives, benefits, risks, costs and value for money of a project. The business case should be consistent with the principles outlined in HM Treasury Green Book, appraisal and evaluation in central government and must be produced in addition to the value investment submission template as well as only in order to be high level summaries of the actual business case.				Produced by: MP Project Manager Accountable and Signed Off By: Programme Internal Sponsor Consulted With: Strategy & Planning Economics Group Business Partner (for review of the economic case), Strategy & Planning (for review of the strategic case), Commercial & Procurement Business Partner, Management Case Assurance team, Finance Business Partner, Capital Portfolio Management Distributed To: MP Delivery Services Director, MP Delivery		
Value Management Delivery Plan	The Value Management Plan (VMP) provides details on the value of the project at each PCF stage throughout delivery, providing a process to track and plan Value Management interventions, most notably Value Management Workshops. The VMP should be updated at the beginning and end of each stage with more regular updating and reviewing strongly recommended. The Value Management Delivery Plan should inform and set the focus for Value Management workshops. This relationship is shown in the diagram below.				Produced by: MP Project Manager (for RFP projects completed by the Value Management Team in liaison with Project team and Sponsor) Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRD Consulted With: RFP Value Management Team, Integrated Project Team Distributed To:		
Efficiency Register	To capture and record capital efficiency savings which contribute towards the Highways England efficiency performance index (or KPI). To ensure that programmes and projects have considered and explored saving opportunities during options, development and construction phases of a scheme and act upon these where they are appropriate. The register must be used throughout the project at all PCF stages and should be reviewed on a regular basis. Project and Efficiency Managers should ensure that they have provided suitable evidence for each efficiency claim which complies with the Efficiency and Inflation Monitoring Manual (EIMM). Please refer to the Efficiency Resources SharePoint site for further information. Key documents include: EIMM and Inflation Monitoring Manual Efficiency Reporting Manual				Produced by: Efficiency Manager on behalf of MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Programme Efficiency Lead, Programme Management Office, Central Efficiency Group (CEG) Distributed To: See the PCF Contact List for details.		
Value Management Workshop Report	To report on the outputs from Value Management workshops and understand any key stages or outputs of PCF. These workshops should focus on the challenges and requirements of the project that have been identified in the Value Management Delivery Plan and as such the specific workshop agenda and topics should be aligned to the workshop needs. These requirements should be agreed with the Highways England Project Manager and Sponsor. As a guide, general activities which are covered in VM workshops are shown in the diagram below: All Value Management Delivery Plans are expected to contain primary Value Management activities that are essential to delivery of the project. These are identified in the diagram below. All other stages secondary workshops should be considered to the larger project need.				Produced by: MP Project Manager (contact producer by the Workshop Facilitator for RFP schemes - this is the Value Management team) Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRD Consulted With: Highways England and Efficiency Lead, RFP Value Management Team, Integrated Project Team, Internal and External Stakeholders (those who attended the workshop) Distributed To: Strategy & Planning This contact will vary for SMP, RFP and CP. See the PCF Contact List for details.		
Tunnel Design Authority Report (Tunnel Only)	The product will summarise key aspects of the proposed tunnel to demonstrate that: The operating regime for the tunnel has been considered from the outset by those responsible for its future operation, management and maintenance. Best practice and experience from across Highways England and beyond has been considered and reported in the general concept. Highways England tunnel solutions adopt a consistent operating regime and deliver performance to expected standards or safety, traffic flow, route availability and energy efficiency. For tunnel refurbishments - appropriate considerations on how they have been given, or the extent of upgraded tunnels that meet common criteria, controls technology and safety systems, to achieve tunnel performance that demonstrates a high degree of consistency with the best performing tunnels in the Highways England network. The Tunnel Design Authority brings together expertise and capability in a central overseeing group to achieve a consistent approach across the Highways England programme in the planning and design of tunnels. This is recognised that there is an increasing volume of work in this area including an emerging programme of refurbishment works on existing Highways England tunnels over the next				Produced by: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Turner's Team, OD Senior User, SES S&P Roads Group, IT Technology Coordination, Integrated Project Team Distributed To:		

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning Scheduling and Resources	Collaborative Planning Lean	Product Consultees	Who will be involved in its production?	Roles and Responsibilities
	years plus current design and development work on new tunnels (Lower Thames Crossing and A15 interchange Tunnel), and early study work on the Trans-Pennine Tunnel (Sheffield to Manchester route). TDA reviews of tunnel proposals are to commence from PCF Stage 0 and continue for each gate through to Stage 7. Intermediate reviews on specific tunnel aspects are to be arranged as necessary. Review roles are agreed by Highways England Chief Engineer. Chair will be provided ahead of the SGAR for consideration by the SRO. For clarity, the TDA is not a technical approval body and does not replace or duplicate the TAA process. The TDA output reports will be taken into account by the TAA and completed before the TAA are signed so to be considered as a check list against the AP and scheme proposals. The main purpose of the TDA is to provide a central route for engagement with those responsible for operational management and maintenance from the outset of the scheme development.	<ul style="list-style-type: none"> • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with? 	<p>Questions that you might consider / record in this column to inform your P0 schedule may include</p> <ul style="list-style-type: none"> • What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path? 	<p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> • Are there any opportunities to streamline the product? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc.) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example cross-referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	<p>Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments.</p> <ul style="list-style-type: none"> • Could it be produced at programme level? <p>The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face-to-face meetings whenever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.</p>	<p>NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted.</p> <p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them? 	<p>NB Who specifically is the contact for each role on this project or programme?</p> <p>Project Manager: Joe Bloggs Environmental Specialist: Fred Smith Etc.</p>
As Built Documentation	As-Built Documentation is required to demonstrate the work which has been executed in constructing the project and delivering the operational infrastructure (civils and technology) in sufficient detail to enable Highways England to open and to safely maintain the completed scheme. The requirement to produce and update the Health and Safety File is a statutory duty under regulation 12 of the Construction Design and Management (CDM) Regulations 2015 and the requirement to include a Health and Safety File is set out in Appendix 1 of the Managing Health and Safety in Construction (CDM) Regulations 2015 Guidance published by the HSE.				Produced By: MP Project Manager Accountable and Signed Off By: (1) Project Sponsor (Chair) or (2) For Tier 1 projects only - SRO Consulted With: Integrated Project Team, OD Senior User (Operational Approval), IntegratorTransportSystemsGroup@highwayseng and.co.uk - for tunnel schemes only Distributed To: IT Technology Coordination * Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengand.co.uk When emailing them, please specify the full name of your road project, the OD region in which it is to help them allocate it to the correct people, and which PCF product requires a review.		
Safety Plan	The Project Safety Plan describes the safety activities that will be undertaken as part of the Safety Management System (SMS) and how these activities will lead to the safety objectives being met. The four objectives of the safety plan are: To describe how the SMS has been selected To describe the SMS and corresponding safety activities that will be undertaken to achieve the defined safety objectives, including a description of the activities that have been carried out to date To define the project's safety objectives To describe the project organisation, how responsibility for safety activities has been devolved and the associated programme management and control processes. The safety plan is updated and reviewed throughout the life cycle of the project in accordance with the Project Control Framework (PCF) Product Matrix. At PCF Stage 6 and 7, the review of the Safety Plan will be to check and confirm that the approach outlined in the product at each PCF Stage was undertaken as proposed. At PCF Stage 7 the Safety Plan document only requires updating if there are significant changes to the design or safety management processes. There is no change from PCF Stage 6. It is unlikely that an updated document is required, but please seek advice from the Safety Risk Requirements team. The final version of the product should include a plan or handover to the safety work on the next team (i.e. Operations Director etc.). This Product applies to all Project types.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Operations Directorate senior user (for technical approval), Service Delivery Operations Manager (SDOM) (for technical approval), SES Safety Risk Requirements Group, Principal Designer (for technical approval), Project Director (Project consultant for technical approval). Distributed To: This product should also be agreed by the Safety Control Review Group (SCRG) for Type B and C projects (in accordance with the SMS classed call on GD10) prior to obtaining the above signatures. Please note that the Safety Plan Template below includes a specific approval sheet (Sign Off/Approvals) Sheet that must be completed as part of the sign-off process.		
Combined Safety and Hazard Log Report	• To monitor or to be updated requirements for safety work already undertaken to demonstrate that scheme safety objectives are capable of being met in doing so the report fact also the initial safety approval of the scheme. This Product applies to all Project types. The four updated versions of the report are: SGAR 3 - Preliminary Design - SGAR 3 version. To provide a suitable level of confidence that the preliminary design is able to meet the required level of safety progress through the development phase. SGAR 5 - Construction Preparation - To provide a suitable level of confidence at the construction preparation stage, that the proposed design, as far as it has been developed, is able to meet the required level of safety. A further purpose is to highlight any areas where further design work needs to be undertaken, and to the extent possible to be undertaken, to ensure any safety implications of the proposed design options. Pre-operational (SGAR 6) - Construction, Commissioning & Handover. To demonstrate that the scheme is able to meet the required level of safety prior to commencement of operation. This includes demonstrating that the initial column technology and equipment have been designed, constructed, installed and commissioned correctly and that suitable procedures for operation and maintenance are in place. To be completed and signed off in advance of Open or Traffic. Final SGAR 7 - Closed - To close out the safety work for the scheme. It confirms that either the scheme is safe to be opened to traffic or that the scheme is safe to be closed.				Produced By: MP Project Manager Accountable and Signed Off By: Stages 3, 5 and 6 - Programme Delivery Director, Stage 7 (1) Project Sponsor or (2) For Tier 1 projects only - SRO Consulted With: Operations Directorate Senior User (for technical approval), Service Delivery Operations Manager (SDOM) (for technical approval), SES Safety Risk Requirements Group, Principal Designer (for technical approval), Project Director (Project Consultant for technical approval) Distributed To: SES A-road Concept Development team * Please note that the Combined Safety and Hazard Log Report Template below includes a specific approval sheet that must be completed as part of the sign-off process. This product should also be agreed by the Safety Control Review Group (SCRG) prior to obtaining the above signatures		
Combined Operations	NB: This document must remain regional and scheme specific when identifying open areas and maintenance practices and implications, though it may reference national guidance and policy. This product is to describe how the scheme will be operated by Highways England and its key stakeholders and should be used in conjunction with the overall Combined Operations Product Template. It must specify how to identify any any road/scheme design characteristics (including the level of technology provision (where present) and any design elements from standards) that have implications for operational practice, operational work load, Operational - Traffic Officer Service work load, and any other resources. PCF Stage 3 - The Combined Operations product is to be produced for PCF Stage 3. It will: Outline the ways in which the scheme is expected to impact the operation of the network and set out any constraints that the scheme area is with regard to operating the network. Set out the compliance strategy for the scheme, where applicable, taking account of national guidance to help ensure that roads comply with signs, signals, or other related ones that are fundamental to operation of the scheme. This will ensure that the scheme can be operated safely and as intended. Provide an overview of any proposed core responder engagement about the implications of the scheme and update of any relevant agreements, for example access to incident site. Traffic Officer Training requirements. PCF Stage 5 - The Combined Operations product is to be refined for Stage 5, reflecting any additional details in the context within the product at PCF Stage 3. NB: This combined product combines the former Operating Regime, Implications on Core Responders Compliance Strategy and Traffic Officer Service on T-anking Requirements products into one product.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Learning and Development (L&D), IntegratorTransportSystemsGroup@highwayseng and.co.uk - for tunnel schemes only. For other consultees see table below. Distributed To: Others as appropriate on specific schemes, SES Avoided Concept Development team * (to be approved by) Programme Delivery Director - Operating Regime (chapters 1 - 3), Implications on Core Responders (chapters 5-6) and Compliance Strategy (chapter 7) - (to be reviewed by) OD Senior User - Operating Regime (chapters 1 - 3), Implications on Core Responders (chapters 5-6) and Compliance Strategy (chapter 7) - (to be reviewed by) OD Senior User Representative - Operating Regime (chapters 1 - 3), Implications on Core Responders (chapters 5-6) and Compliance Strategy (chapter 7) - (to be reviewed by) Service Delivery Operations Manager - Operating Regime (chapters 1 - 3) and Implications on Core Responders (chapters 5-6) - (to be reviewed by) IT Technology Coordination - Operating Regime (chapters 1 - 3) - (to be reviewed by) Regional Enforcement Coordinator - Compliance Strategy (chapter 7) - (to be reviewed by) SES Road User Safety - People (Drivers) Team - Operating Regime (chapters 1 - 3), Implications on Core Responders (chapters 5-6) and Compliance Strategy (chapter 7).		
Telecommunications Requirements	To set out the underlying common call on requirements for the scheme to ensure that the required services are provided to a National Roads Technology Centre System (NRTS) contractor specific service and that the necessary system design supports the roadside equipment required to operate the technology aspects of the projects. This product is a requirement of MCH 11 2 - NRTS Overview Guide and MCH 11 - NRTS Guide for Project Managers.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: NRTS Distributed To: * Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwayseng and.co.uk When emailing them, please specify the full name of your road project, the OD region in which it is to help them allocate it to the correct people, and which PCF product requires a review and which specific contact(s) you are seeking comments or sign off from (e.g. RCC Technology Manager, NRTS etc)		
Regional Operational Control Centre (RCC) or Road Control Centre (RCC) Technology and Capacity Implications Report	Some scheme designs will affect the way in which the scheme is able to be operated by the Regional Operational Control Centre (RCC) or Road Control Centre (RCC). The purpose of this document is to assess the extent to which the scheme will impact on the existing systems and sub-systems within the RCC or Road Control Centre (RCC) or Road Control Centre (RCC), require new systems and sub-systems within the RCC or Road Control Centre (RCC) or Road Control Centre (RCC), impact on or be constrained by: RCC or Road Control Centre of Room space, Equipment Room capacity and space, and/or Ancillary facilities Great Motorways: The specific implications of introducing (or extending the scope of) Managed Motorway operations within the RCC or Road Control Centre shall be assessed. Ancillary facilities For Great Motorways: The specific implications of introducing (or extending the scope of) Managed Motorway operations within the RCC should be assessed. This document may reference national guidance and policy but must remain regional and scheme specific when identifying operations and maintenance practices and implications.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: RCC Service Delivery Manager (AD regions) OR RCC Operations Manager (non-AD regions), National Technology Relationship Manager, IT Technology Coordination Consulted With for information only: Premises and Facility Management Distributed To: * Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengand.co.uk When emailing them, please specify the full name of your road project, the Operations Directorate region in which it falls to help them allocate it to the correct people, and which PCF product requires a review.		
Site Data Change Request	To request a change to current site data so that new technologies introduced by a project can be operated. This request will need to be undertaken in line with MCH 1066 - HATMS 5 to Data Change Procedure. Site data refers to how technology on the road is referenced and the other, where it communicates with the RCC control system. The correct site data specification enables the automatic setting of a grade and message signs using traffic flow data.				Produced By: MP Project Manager (site data designer prepares on behalf of the Project Manager) Accountable and Signed Off By: Programme Delivery Director Consulted With: IT Technology Coordination Distributed To: * Consultation is centrally co-ordinated via this inbox. When emailing them, please specify the full name of your road project, the OD region in which it is to help them allocate it to the correct people, and which PCF product requires a review.		

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.	
Product Name	Product Purpose	Collaborative Planning Scheduling and Resources	Collaborative Planning Lean	Product Consultees	Who will be involved in its production?
	<p>Is it required at this stage for this project or programme?</p> <p>If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)?</p> <p>If no, please record reason for decision and who it was discussed with?</p>	<p>Questions that you might consider / record in this column to inform your P6 schedule may include</p> <ul style="list-style-type: none"> What resources do you need to complete it? When during the stage do you need to produce it (beginning / middle / end)? How long will it take to be completed? What date does it need to be started? What date does it need to be completed? Are there any interdependencies between this and any other products? What are the risks and opportunities for the critical path? 	<p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> Are there any opportunities to streamline the product? Could it be (legitimately) combined with another? Could it be produced at programme level? Are any templates provided appropriate for the level and complexity of this specific project or programme? Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc)? Have suppliers been given a clear brief on the level of detail that they need to produce? Are there any additional products not listed on the PCF that need to be produced? Could a baseline document be used (for example cross-referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	<p>Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments.</p> <p>The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face-to-face meetings whenever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.</p>	<p>NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted.</p> <p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? Are there additional consultees not listed on the PCF that we should engage with? When should we engage with them? How should we engage with them?
Code of Connection	<p>Highways England requires that all traffic technology achieves Code of Connection certification on before connecting to the NRTS network.</p> <p>Code of Connection certification or trial technology is managed by Operational Technology Security (OTS) using the MCH 101 process. Knowledge of the MCH 101 process is not necessary for completing a PCF Code of Connection product.</p> <p>Major Projects schemes will normally be installing traffic technology that has already been Code of Connection certified for use.</p> <p>Common traffic technology solutions with a current Code of Connection certification are listed at the bottom of this page.</p> <p>The PCF Code of Connection will allow:</p> <ul style="list-style-type: none"> Record a scheme's use of common traffic technologies with existing Code of Connection certification. Confirm that those technologies are being deployed in accordance with the existing Code of Connection certification. Identify any technologies that are not covered by an existing Code of Connection certification. Identify any common traffic technology that is being deployed in a manner that is not consistent with existing Code of Connection certification. <p>In describing the traffic technologies used by a scheme, the PCF Code of Connection product must refer to the scheme's hand and not be a copy and paste of a PCF Code of Connection product from another scheme.</p> <p>It is the responsibility of the scheme to ensure that the technology deployed by the scheme has a Code of Connection certification and is installed and operated in accordance with that certification. No reliance may be placed on use of that technology by any other scheme as a justification for deploying that technology.</p> <p>Non-standard traffic technology:</p> <p>If a scheme identifies the potential use of traffic technology that either lacks a Code of Connection certification or that is being used in a manner that is not consistent with a Code of Connection certification then it will be necessary for the OTS to consider the proposed technology and use of that technology in the context of the Code of Connection process.</p> <p>The PCF Code of Connection provides a mechanism for a scheme to inform OTS at SGAR 5 of traffic technology that will require a new Code of Connection certification or approval to an existing Code of Connection certification.</p> <p>Any new or revised Code of Connection certification will be handled separately from the PCF Code of Connection Product. The SGAR 6 PCF Code of Connection Product will be updated to reference the new or revised Code of Connection certification.</p> <p>Where a scheme has identified traffic technology at SGAR 5 that is non-standard or uncertified then the process below should be followed. Please note that the process for modifying a certification or obtaining a new certification is handled outside of the PCF Code of Connection process. The output from that external process is fed back into the PCF Code of Connection at SGAR 6.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Project Manager's design consultant, IT Technology Coordination (for operational approval) Distributed To:</p> <p>Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When making them, please specify the full name of your road project, the OD region in which it is to help them allocate it to the correct people, and which PCF product requires a review.</p>	<p>Roles and Responsibilities</p> <p>NB Who specifically is the contact for each role on this project or programme?</p> <p>Project Manager: Joe Bloggs Environmental Specialist: Fred Smith Etc.</p>
Applications for Roadside Electricity Connections (Exit Points)	<p>Provide guidance to ensure the most appropriate electricity connection type is requested from Distribution Network Operators (DNOs) and the correct electricity company is contacted for an electricity connection (known as Exit Point) on the Strategic Road Network (SRN). The product applies to both technology and high voltage.</p> <p>An application for roads for electricity connection will be produced at SGAR 4 where a scheme on the SRN requires new electricity connections or where existing electricity connections are relocated or the consumption increased due to the scheme's proposed works. If these exit points are not necessary to complete the PCF, consider for stage management plan approval. The product will be produced when an application for Roadside Electricity Connections product is required after SGAR 4, due to high voltage changes to scheme design. It must be made clear when the product is sent for consultation. A full description of the changes from SGAR 4 design that have been implemented or proposed must be provided. It is not sufficient to submit an amended version of the product without highlighting where the document has been changed.</p> <p>TS&I Electricity Supply Connections sets out the process for selecting Highways England and its preferred electricity connection types and nominated electricity supplier.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: IT_MM_Technology_Coordination@highwaysengland.co.uk Distributed To:</p> <p>Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When making them, please specify the full name of your road project, the OD region in which it is to help them allocate it to the correct people, and which PCF product requires a review.</p>	
Change Request Form	<p>To record the impact assessment of a proposed change at either a formal Change Request Form (CRF) or where the impact cannot yet be robustly defined, as a Tier 2 or Portfolio level, it is referred to as an Early Warning Notice (EWN).</p> <p>Why and when should a change be submitted, to what extent and by whom?</p> <p>Why - It is a Highways England and/or contractor to manage changes to its baseline and industry best practice artefacts based on the management as an approach to improve delivery performance.</p> <p>Formal CRFs are submitted in accordance with the MPO Baseline Management Manual, has been used to produce a PCF product.</p> <p>When - There are two stages to making a change submission:</p> <ul style="list-style-type: none"> If it is likely that a baseline is to be impacted, being impacted but the impact cannot yet be assured, then the Project Form is submitted with a Tier 2 status. When information is not sufficiently mature to assess impacts, scope, schedule, cost and risk, then the Project Form can be finalised and submitted with a Change status. <p>Who - Anyone who is part of the Project Delivery Team can initiate a change but the Project Management is accountable for the accuracy and completeness of its content. Changes may be initiated from outside the Project due to external triggers even if it is a change in standards or a new benefit identified by our stakeholders (DT).</p> <p>How - The (Dis)abled tab of the Change Form, hosted by an MS Excel worksheet, as both an index and a list of files and provides guidance on the sequence of what needs to be completed and the status of each element.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: MP Delivery Services, MP Baseline Management, CPM Change Control Team, Project Sponsor (Chair), Others as appropriate depending on the nature of the impact Distributed To: R_SChangeControl@highwaysengland.co.uk (project change) and MPOBaselineManagement@highwaysengland.co.uk (project change) The Baseline Management process is mandated by Major Projects Delivery Services.</p> <p>Portfolio Change Control is a requirement of the Highways England Executive Committee.</p> <p>Impact owners: Chief Analyst for low VFM, Strategy and Planning for sponsorship guidance, Commercial for revised estimate</p>	
Benefits Realisation and Evaluation Plan	<p>To set out and agree the scope of the post-opening evaluation which will identify whether the anticipated benefits will be realised and the scheme objectives will be met. The evaluation will compare the actual costs, benefits and other impacts (disbenefits) with the culture's baseline over one and five years of an opening. This process applies to projects with a capital cost in excess of £10m.</p>			<p>Produced By: MP Project Manager (in conjunction with the Evaluation Team and the Benefit Manager) Accountable and Signed Off By: Programme Internal Sponsor Consulted With: S&P P&E Sponsor Distributed To: S&P Transport Planning Group; SES A-road Concept Development team</p>	
End of Stage Report	<p>To summarise the project progress against its baseline cost and schedule plans at the end of the Stage as part of the Stage Gate Assessment Review.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Stages 0, 1, 2 and 7 = 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Stages 3 to 6 inclusive - Programme Delivery Director. Consulted With: Integrated Project Team Distributed To:</p>	
Stage Management Plan	<p>To demonstrate that the delivery of PCF products is robustly planned as an output from collaborative planning sessions, that desired outputs are identified and understood and that ownership and accountability for the product delivery is clearly defined in accordance with the three key principles of the PCF:</p> <ul style="list-style-type: none"> Plan the coming stage properly focusing on what outcomes need to be delivered. Consultation is a vital component - not an afterthought. Eliminate waste and focus efforts where most needed. <p>The plan needs to be developed on day one of the project, referred back to throughout the stage and developed for the next stage prior to each stage end SGAR.</p> <p>It must be produced following appropriate engagement and / or collaborative planning workshops with suppliers and specialists.</p> <p>Along with the Product Checklist, the Stage Management Plan is a key deliverable in order to achieve successful outcomes at Stage Gate Assessment Review (SGAR).</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: MP Delivery Services - Standards and Assurance Team, Integrated Project Team, Programme Delivery Director (for technical approval), Integrated Project Team, Programme Delivery Director (for technical approval) Distributed To:</p>	
Product Checklist	<p>To identify what products the project will deliver by Stage and provide the basis for the Product Schedule used to monitor progress, Stage by Stage. It is the key document needed at Stage Gate Assessment Review (SGAR) and must be generated using the IT system PowerSteering.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: MP Delivery Services - Standards and Assurance Team (for technical approval), Integrated Project Team, Programme Delivery Director (for technical approval) Distributed To:</p>	
Project Management Plan	<p>The PMP is developed and owned by the Highways England Project Manager, focused closely on the Highways England project team and executed and managed in line with the company's respective, Safety, Delivery and Customers. The Project Manager is responsible for:</p> <ul style="list-style-type: none"> The creation of the PMP The accuracy and quality of content The maintenance of the PMP <p>To provide a succinct articulation of the what, why, how and who on a project.</p> <p>The PMP is a live, version-controlled document, with revisions accepted or rejected by the Programme Delivery Director with the Project Sponsor consulted for approval within the project communication governance process.</p> <p>The PMP and management case within the business case should align and be consistent. Updates to the business case and PMP should be discussed and agreed by the Project Manager, as the owner of the PMP and the Sponsor or SRO as the owner of the business case.</p> <p>Produced during PCF Stage 1, the PMP should be updated quarterly throughout the full lifecycle of a project to PCF Stage 7.</p> <p>Given the importance of the Project Management Plan (PMP) at a project, programme and portfolio level, it is not appropriate for the PMP to be drafted by the supply chain or for this document to be one focused on supply chain input.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: 1) Delivery Director (Chair) or 2) For Tier 1 projects only - SRO Consulted With: Integrated Project Team Distributed To:</p>	
Project Schedule	<p>To provide the basis for time-based control of the Project and each Stage, in Gantt chart format.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Stages 0, 1 and 2 = 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Stages 3 to 6 inclusive - Programme Delivery Director. Consulted With: Integrated Project Team Distributed To: IT Technology Coordination, SES Technical & Engineering Delivery Group, SES Technical Partners Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When making them, please specify the full name of your road project, the OD region in which it is to help them allocate it to the correct people, and which PCF product requires a review.</p>	
Regular Reporting	<p>To provide a regular update on the progress and performance of the project based on data collected on the Highways England and Major Projects systems and assessed through the MP Reporting and Power BI. The information will be used for upward reporting to Project Boards, Central and Division Programme Hubs, Highways England Board and SRO.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: MP Programme Management Office Consulted With: Integrated Project Team (Internal Highways England only) Distributed To: Programme Delivery Director</p>	
Stage Gate Assessment Review Certificate	<p>To record the outcome of a Stage Gate Assessment Review (SGAR). This is part of the formal governance process and provides evidence / audit trail of compliance with the process. This process will be produced after the SGAR by the MP Delivery Services - Standards and Assurance Team</p>			<p>Produced By: MP Delivery Services - Standards and Assurance Team Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For Tier 1 projects only - SRO Consulted With: All SGAR attendees Distributed To: Project Team</p>	

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include • What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc.) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example cross-referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face-to-face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Lessons Learnt Log	To record lessons learnt during the life of the project in a consistent way to enable effective knowledge sharing and analysis that can be applied to other projects and programmes, and inform improvements to standards and processes.				Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only: SRD Consulted With: Integrated Project Team Distributed To: IT Technology Coordination "Consultation with this contact is centrally co-ordinated via IT_MITechnology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the CD, eg on which it falls to help them allocate it to the correct people, and which PCF product requires a review."		
Lessons Learnt Report	The purpose of the Lessons Learnt Report is to capture any lessons in a consistent way, to enable effective knowledge sharing and analysis that can be applied to other projects and programmes, and inform improvements to standards and processes. The report should be completed at Stage 6 by the project delivery team, to capture all key issues, and then refined at Stage 7 by the project delivery team to capture all key issues, and then refined at Stage 7 by the project delivery team to capture all key issues, and then refined at Stage 7 by the project delivery team to capture all key issues.				Produced By: MP Project Manager Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only: SRD Consulted With: Integrated Project Team, MPD Knowledge Team Distributed To: IT Technology Coordination, SES Asset Concept Development team "Consultation with this contact is centrally co-ordinated via IT_MITechnology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the CD, eg on which it falls to help them allocate it to the correct people, and which PCF product requires a review."		
Equality Impact Assessment (EIA) Screening Analysis and Monitoring	To comply with the Equality Act 2010 and the public sector equality duty (PSED) in terms of service delivery and employment. It is particularly important that we fulfil these duties in relation to schemes, maintenance work and related projects and study the equipment of the Highways England Framework Document and Licence. To make sure that we understand and respond to the needs of our diverse range of customers and communities impacted by our activities, so that our products and services we deliver are appropriate, accessible and contribute to their social inclusion and well-being. To produce documented evidence of genuine engagement from the outset so that we can show: - what has been done to consult with road users and those impacted by our work (community groups, neighbourhoods, different non-road users) - how we have acted on this feedback to produce inclusive designs, services and, where possible, a positive community legacy via the use of initiatives such as EDI (Equality, Diversity and Inclusion Tool) (NB: For the Smart Motorway Programme, schemes there is an overarching Equality and Diversity document which contains recommendations on our section 6.2. These should be included as evidence of your decision making and captured within the project Context Form (see link below) to show consideration of the Equality Duty. It is also advised that the EIA screening template is completed in order to focus on or capture areas specific to the community within the scheme which may be outside of the 6.2 recommendations. Once the screening template is completed, it should be reviewed in the MP Diversity team - read the Quality Criteria section below.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Major Project Equality, Diversity and Inclusion Advocate (for approval), Integrated project team Distributed To:		
Integrated Assurance and Approvals Plan	Integrated assurance and approvals is the planning, coordination and provision of assurance activities and approval points throughout the project delivery lifecycle. The IAAP details the assurance and approval activities that are planned to be undertaken throughout the project and used to assist the project in ensuring that they have a more timely and coordinated assurance regime, inform the management case, review and investment decisions and assist in the pre-planning of assurance reviews.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Major Project Equality, Diversity and Inclusion Advocate (for approval), Integrated project team Distributed To: Programme Assurance team		
Project Level Procurement Strategy	To allow Procurement Division to initiate the tendering process for the appointment of a contractor for the construction of major road projects.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Procurement Division - Procurement (Operational) or Major Projects Distributed To:		
Centralised procurement of Roadside Infrastructure	To identify the procurement and delivery mechanisms for the scheme's technology equipment and systems, both on-road and, if required, in Regional Control Centre (RCC).				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: IT Commercial, Operational Roadside Technology, S&P Design Engineering Services Client Engineer TTD (for smart motorway project only) Distributed To: "Consultation with this contact is centrally co-ordinated via roadstechnologyteam@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the CD, eg on which it falls to help them allocate it to the correct people, and which PCF product requires a review."		
Construction Phase Plan	Please note that this product is in force as of 1st April 2015. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations. To set out how health and safety is to be managed during the construction phase of a project and the tasks or information required in the development of the Health and Safety File. The requirement to produce a project specific and suitable Construction Phase Plan is a statutory duty under Regulations 15 (a) and 101 ACQUAT the Construction (Design and Management) Regulations 2015.				Produced By: MP Project Manager (Principal Contractor responsible for overall production on site under CDM with actual production) Accountable and Signed Off By: Programme Delivery Director Consulted With: Principal Designer (technical approval), Integrated Project Team, MP R Regional Health and Safety Managers (NB for RPP projects only) Distributed To: Client and Principal Designer		
Health & Safety File	Please note that this product is in force as of 1st April 2015. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations. To provide relevant health and safety information to ensure that future construction work including maintenance, repair or modification can be carried out safely. The requirement to produce and update the Health and Safety File is a statutory duty under regulation 15(b) of the Construction (Design and Management) Regulations 2015 and paragraph 206 of the Managing Health and Safety in Construction (The Construction (Design and Management) Regulations 2015) HSE Guidance L103 also refers. NB: The scope, structure and format for the Health and Safety File will be agreed at an early stage between the client and Principal Designer and will become more comprehensive as the design progresses e.g. it is recognised that full contents will not be available at PCF Stage 2. "No substance to the requirements of the Health and Safety File is required to be included in the maintenance" (operating in accordance with the requirements of the Health and Safety File)				Produced By: MP Project Manager (responsible for overall production), Principal Designer (signed under CDM with actual production) Accountable and Signed Off By: Programme Delivery Director Consulted With: Principal Designer (technical approval), Integrated Project Team, MP R Regional Health and Safety Managers (NB for RPP projects only), SES L Lifting Team Distributed To: Maintaining agent at handover		
Maintenance and Repair Statement	The objective of the Maintenance and Repair Statement (MRS) is to provide a high-level document demonstrating that a design or main entrance approval has been followed throughout the design and construction of roads, roads de-asset, and associated technology within a particular scheme. The MRS will set out the key design assumptions and requirements of existing maintenance of the scheme will be carried out to ensure the construction works considering the likely impact on the network availability and highlighting safety issues for road users and operatives. It provides assurance that the necessary maintenance activities can be carried out while ensuring that the risk to road workers is managed as low as reasonably practicable. Completing an MRS as part of the design and construction process ensures a consistent approach to addressing maintenance during the design stage of the project, and necessary to an assessment of health and safety issues at the start of the project development. The MRS is refined and reviewed throughout the lifecycle of the project in accordance with the Project Context Framework (PCF) Product Matrix. The required roles and responsibilities for sign-off and consultation are as follows within the PCF Product Matrix. The MRS is not intended to describe how maintenance is undertaken in detail. It is the responsibility of the Maintenance Contractor to identify and implement appropriate methods of work for the required activities.				Produced By: MP Project Manager Accountable and Signed Off By: Operations Director or Senior User Consulted With: Operations Director Senior User Representative, IT Technology Coordination, Programme Delivery Director, Integrated project team, Senior Project Manager (e.g. ADM/CM/SC, Techno/AC/IT/CM/Asset Delivery etc) may need to be consulted as part of information gathering but they are not formal consultees and a decision making responsibility resides with the Operations Director Senior User, SES Safety Risk Requirements Team, MP R Regional Health and Safety Managers (NB for RPP projects only). Distributed To: Others as appropriate on specific schemes "Consultation with this contact is centrally co-ordinated via IT_MITechnology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the CD, eg on which it falls to help them allocate it to the correct people, and which PCF product requires a review." SES = Safety, Engineering and Standards		
Scheme Asbestos Management Plan	Please note that this product is in force as of 1st April 2015. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations. To outline the process and programme in relation to coating, assessing and managing asbestos in a work which may be encountered during the works. The Scheme Asbestos Management Plan (SAM) sets out how and when asbestos action plans will be prepared. The requirement to produce a Scheme Asbestos Management Plan is part of Highways England asbestos management systems which has been implemented in order to Highways England to carry out its duties under the Control of Asbestos Regulations 2012.				Produced By: MP Project Manager (Generalist Client or Principal Designer produces and owns plan on behalf of Project Manager) Accountable and Signed Off By: Programme Delivery Director Consulted With: CDM Assessor, MP R Regional Health and Safety Managers (NB for RPP project only) Distributed To:		
Approvals in Principle Checklist	A checklist to track progress on all Approval in Principle (AIP) submissions produced for all Category 1 or 2 or 3 structures on a project (Category 3 structures do not require the submission of an AIP). Approvals in Principle (AIP) documents are agreed based on a set of criteria for design or assessment of a Highway Structure.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Technical & Engineering Delivery Group (or technical approval) Distributed To: Integrated project team		
Design & Check Certificates Checklist	A checklist to ensure that for every structure proposal within the scope of BD 212 (design or assessment) and check-off certificate has been produced. The Design (or assessment) and check-off certificate, for Category 1, 2 and 3 structures, that the design (or assessment) has been prepared in accordance with the agreed Approval in Principle document.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Technical & Engineering Delivery Group (or technical approval) Distributed To: Integrated project team		
Residual Non-compliance Schedule Checklist	A checklist to ensure that for every design proposal within the scope of BD 212, a schedule of any residual non-compliances from the completed design (i.e. non-compliances retained on completion of the permanent works) has been produced and updated to SMS. The schedule of non-compliances for each structure is to be set out in SMS alongside other technical governance records for the structure (AIPs, Design Certificate, Construction Compliance Certificates etc.). Together, these documents provide an overview of what has been constructed (rather than what still needs to be constructed). It should be noted that the Residual Non-compliance Schedule does not need to be updated to reflect any changes including details of non-compliances retained in the permanent works and for these drawings to be updated to SMS. Including a reference to the Residual Non-compliance Schedule on the Construction Compliance Certificate is deemed to meet the BD212 requirement (at least on a) and give appropriate information and resources for non-compliance on the Construction Compliance Certificate (see Annex C of BD212). It is important to note that contracts require compliance with construction and therefore the default position is that a non-compliance needs to be rectified. Retention of non-compliance work in the permanent works should be the exception rather than the rule. In one any non-compliance is considered or retained on with the permanent works the contractor needs to justify why this work will not be rectified, and that is acceptable to retain in the permanent works. The Residual Non-compliance Schedule provides a documented means of demonstrating that the Designer, Checker and Highways England Project Manager are satisfied in the regard. Where there is a Major Non-compliance, the Highways England Project Manager may wish to seek advice from PITS Technical & Engineering Delivery Group. However, most cases the use of PITS Technical & Engineering Delivery Group is limited to a review the Non-compliance Schedule Checklist, which provides assurance that a Residual Non-compliance Schedule has been updated to SMS for each structure.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Technical & Engineering Delivery Group (or technical approval) Distributed To: Integrated project team		
Construction Compliance Certificate Checklist	A checklist to ensure that for every structure design proposal within the scope of BD 212, a Construction Compliance Certificate has been produced confirming that each structure has been constructed in compliance with the completed design and the Specification for Highway Works.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Technical & Engineering Delivery Group (or technical approval) Distributed To: Integrated project team		

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.		
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include • What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to complete by? • What date does it need to be started? • Are there any interdependencies between this and any other products? • What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include • Are there any opportunities to streamline the product? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc.) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example cross-referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face-to-face meetings whenever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee. NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc.
Statutory Instrument and Explanatory Memorandum (SM Only)	To draft a statutory instrument that makes provision for: Operation of Variable Mandatory Speed Limits; Use of Emergency Refuge Areas, and Advisory Managed Hard Shoulders. The statutory instrument will also modify the Motorways Traffic (England and Wales) Regulations 1982 to enable the use of the hard shoulder as a running lane on the relevant sections of the motorway and provide for the use of emergency refuge areas. The purpose of the Explanatory Memorandum (EM) is to provide the lay reader with a plain English explanation of the effect of the legislation and why it is necessary. The EM is not aimed at lawyers, and is to help people who know nothing about the law or the subject to quickly gain an understanding of the instrument's intent and purpose.				Produced By: MP Project Manager Accountable and Signed Off By: Mx's ers Consulted With: Highways England General Counsel's Team Distributed To: Included in consultation pack	
Strategy for Exercising Compulsory Acquisition Powers	This product is applicable to all projects that require the compulsory acquisition of and by a development order (DCO) or a compulsory purchase order (CPO). Projects should plan in advance how they will exercise those compulsory acquisition powers when their DCO is made, or their CPO is confirmed. To arrange a compulsory acquisition site visit meeting to discuss the site and its features (including overhead and main) and for every plot included in the DCO book of reference (the right or temporary possession) or the CPO schedule (the right or temporary possession). • Executing a general vesting declaration (DVD); • Serving notices to treat and not use of entry (NTNUE); or • For DCOs, serving a notice of the intended entry to take temporary possession of the land for carrying out the authorised development effect. The compulsory acquisition of a development order. To prepare a schedule recording the decisions.				Schedule recording how compulsory acquisition powers will be exercised Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Highways England's valuer, DCO team, scheme consent team and contractors (including the person that carried out the site visit and reference) Principal Property Adviser (or approval) Distributed To: Submission to the Secretary of State to obtain written approval to any non-DVD compulsory acquisition of land if it is a threshold interest in and Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Principal Property Adviser (for approval) Distributed To: See the submission template for routing details	
Exercise of compulsory acquisition powers (outsourced) Checklist	This product is applicable to all projects that have been granted compulsory acquisition powers in a development consent order (DCO) or a confirmed compulsory purchase order (CPO). Compulsory acquisition powers are exercised in accordance with the strategy agreed on the project in the Strategy for exercising compulsory acquisition powers, which can include a combination of: • Executing (together with the company's seal, signing and dating) a general vesting declaration (DVD) and serving notice of execution; • Serving notices to treat and not use of entry; • Serving notice of the intended entry (temporary possession).				Template for Exercise of compulsory acquisition powers (outsourced) Checklist: Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team Distributed To: Letter instructing Highways England's conveyancing solicitor Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team Distributed To: Highways England's conveyancing solicitor DVD acquisition requirements schedule Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Property Acquisition Team, core sector consultant Distributed To: Highways England's conveyancing solicitor and valuer Letter instructing valuer to provide market valuation Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Property Acquisition Team Distributed To: Highways England's valuer General Vesting Declaration Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director (the MP Principal Property Adviser and Compensation will authenticate the company seal, which is attached to the DVD) Consulted With: Integrated Project Team Distributed To: The DVD should be returned to Highways England's conveyancing solicitor, valuer	
Statutory Undertakers Diversions	To ascertain the extent to which proposed route options are likely to be affected by existing utility apparatus, including Statutory Undertakers' or water, sewage, gas, electric and telecommunications, as well as other utility providers including, but not limited to, gas/water operators or other telecommunication providers. This is to be completed with a demonstration of how it has influenced the final go/no-go decision and determine how this could affect cost, value and delivery. Furthermore, an Overseeing Organisations Agent (OO Agent) will be appointed in line with SA 10/05 New Roads and Street Works Act 1991 - Diversionary Works. Appendix 2 (NRSWA/C1) includes the standard pro forma letter detailing the notification of appointment.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Statutory Undertakers Team, Integrated Project Team Distributed To: Commence at Services Desk	
DCO Managing Change	To submit an application to the Planning Inspectorate (PINI) requesting a change from the original or revised Development Consent Order (DCO) Regulation 2011 as amended by the Infrastructure Planning (Amendment) Regulations 2015, and revision of Development Consent Order Regulation 2015. The application must be made in the required format and accompanied by documents and information of a prescribed description. Note: The requirements and process differ for a 'material' and 'non-material' change. Your change is likely to be a material change if it involves: An update to the Environment Statement or site account of likely significant effects on the environment; A need for a Habitats Regulations Assessment, or a new licence in respect of European Protected Species; Compulsory acquisition of additional land; If your change does not involve one of the three criteria above, it is likely to be considered as a non-material change.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, General Counsel's Team, SES Environment Group Environment Advisor Distributed To: PINI and prescribed list of consultees and individuals who have expressed an interest (see Application and Procedure Regulations below)	
DCO Application Development Consent Order and Explanatory Memorandum	This product is only relevant to confirmed or potential National Highways Infrastructure Projects, i.e. schemes requiring a Development Consent Order (DCO) Application. PCF Stage 3: Preparation of the draft DCO by the project's legal counsel using scheme-specific inputs provided by other members of the integrated project team during PCF Stage 3 in time for submission to the PINI at the end of PCF Stage 3. To verify the strategy for delivering any other consents / agreements required additional to the DCO. To provide a funding commitment to support submission and execution of a DCO Application in accordance with the requirements of the Planning Act 2008 and associated legislation. PCF Stage 4: To provide updates on the examination of the DCO Application, as required. PCF Stage 5-7: To review the made DCO to produce, publish and maintain the Requirements Register and to discharge the requirements as required by the wording of the made DCO.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, DCO & Statutory Process Team (scope of review to be agreed in advance), General Counsel. For the use of external legal advice see the scope of the Legal Services Framework Distributed To: PINI as part of DCO Application - who then will publish the documents and make them accessible in the general public, SES Environment Group Environment Advisor	
Part 1, Noise and Road Opening Notices	To publish a public notice to inform the public that a new length of motorway is open to traffic and the new regulations will apply (S ag 6). To publish a public notice to inform the public that a new length of motorway is open to traffic and the new regulations will apply (S ag 6). To publish a public notice to inform the public that a new length of motorway is open to traffic and the new regulations will apply (S ag 6). To publish a public notice to inform the public that a new length of motorway is open to traffic and the new regulations will apply (S ag 6). To provide a tabulated summary of the actions performed in preparing Part 1 aims, Noise and Road Opening Public Notices.				Part 1 aims Produced By: National Part 1 Aims Teams Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Statutory Advertising contractor, Highways England Web Team Distributed To: Other Notices Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Statutory Advertising contractor, Highways England Web Team Distributed To: Checked by: Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team Distributed To:	
Road Safety Audit	Road Safety Audit (RSA) is a process for identifying and addressing safety issues on a road scheme during the development and construction phases. The objective of RSA is to identify features of the design that could cause road safety problems. The RSA then suggests modifications that could improve road safety to minimise the risk of future road loss or incidents once the scheme is operational. RSA is a mandatory process that must be carried out independently of design and construction work. RSA is an integral part of the operational road safety experience applied during the design and construction process in order that the number and severity of collisions are kept to a minimum. RSA provides a mandatory audit report during the development and construction phases of a highway improvement scheme. The RSA report identifies potential safety issues, with a particular focus on road user safety, and recommends mitigation measures where possible. RSA is mandatory at four stages in the lifecycle of a project.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: City for RSA Response Reports where the Design Team and Project Manager do not accept recommendations given in RSA Reports applicable to both Safety Road Design Team and SES Safety Risk Requirements Group. One at one Directorate Senior User (Stage 3 and Stage 4 only) Distributed To: Audit Team Leader. Once fully completed and signed off, top level of England RSA reports and RSA Response Reports should be sent to the Road Design Team via the Road Safety Audit inbox, SES A-road Concept Development team	
Departures from Standards Checklist	To ensure that formal sign-off is achieved and recorded for every departure from standards (including Aspects not Covered Standards) and that all Highways England's roads and bridges are designed in accordance with the standards. This is to ensure consistency between schemes as well as providing a mechanism for optimising objectives such as safety, value for money and mitigating the effects on the environment. Compliance with current standards is mandatory for all Trunk Road Works, except where the Overseeing Organisation has either: A. approved a Departure from Standards or B. agreed through the departures process that a new or revised standard should not be implemented in an individual scheme. IAN 161/15 requires Design Stage Records (DSRs) to be produced or provide an auditable record of decisions made by the designer with respect to highway design. Please see these IANs for full details of content. Departures may also be required from the IAN and they should be processed in Design Approval System (DAS) quoting the departures as being from IAN 161/15.				Produced By: Service Provider/MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Highways England Project Manager, Scheme Principal Designer, CD Senior User Representative Distributed To: Senior Project Manager that applied for the departure, D. Stage & Planning, SES Safety Road Design Team Leader	

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.		
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include • What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc.) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example cross-referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face-to-face meetings whenever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee. Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc.
Implementation Report for New Standards	To identify the impact of implementing a new standard and confirm the standard is to be implemented on the project. The following documents fall within the scope of this activity - DMRB, MCHW, MNA/OT Standards and Advice, 1957 Plans Register documents, Major Project Instructions (MPIs), Rating the Bar documents and any other requirements issued in accordance with the contract.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team Distributed To: Strategy Planning, SES Sa & Roads Design team (Road Layer)	
Communication Planning for Major Projects	To plan appropriate scheme communications and engagement using the guidance and templates provided throughout the scheme lifecycle. In PCF stages 1-2, this is a very much about planning and delivering both the non-stakeholder and stakeholder communications and engagement as well as announcing the presence in PCF stage 2. This could include Public Information Events where consultations are not appropriate. In PCF stage 3, this is about the statutory process required or the scheme, how we reactively respond to any queries received about the scheme and keep stakeholders updated on any progress through the statutory process. For schemes being promoted under the Planning Act this will be any schemes needing Development Consent. For all other schemes this will be the Highways Act statutory process, which may include Statutory Instrument Consultations. During PCF stages 4-6, this is about preparing for construction including preparing for consent applications, engaging local people, road users and stakeholders and then keeping them informed through construction in stage 6. PCF Stage 7 is when we plan for the scheme opening for traffic and informing the public in advance. This also includes an opening ceremony with stakeholders, when appropriate, and prepare any associated materials. During PCF stages 5-7, you should use the Construct and Operate communication outputs to support you through the construction phases.				Produced By: MP Project Manager Accountable and Signed Off By: MP Divisional Director Consulted With: Regional Communications Team, Programme Delivery Director or Highways Project Team, Major Projects Equality, Diversity and Inclusion Advocate, Local Authority Equality and Diversity Leads Distributed To: MP MPF Delivery Services Division Consultation Team during stages 1-3, Strategy & Planning The plan should not be shared with LA EAD teams but do consult with them in person	
Strategy for Exercising Compulsory Acquisition Powers	This product is applicable to all projects that require the compulsory acquisition of land by a development consent (DCO) or a compulsory purchase order (CPO). Projects should plan in advance how the land to be exercised these compulsory acquisition powers when the DCO is made, or their CPO is confirmed. To arrange a compulsory acquisition site visit meeting to discuss for each interest in land (a threshold, threshold and terms) and for every site included in the DCO book of reference (i.e. right or temporary possession) or the CPO schedule (i.e. right and right); how compulsory acquisition powers will be exercised. • Executing a general vesting declaration (GVD); • Serving notices to treat and enter (NTAE); or • For DCOs, serving a notice of the intended entry to take temporary possession of the land for carrying out the authorisation development effect, the compulsory acquisition of an temporary interest. To prepare a schedule record the decisions.				Schedule recording how compulsory acquisition powers will be exercised Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Highways England's valuer, DCO lawyer, scheme consent terms and contractors including the person that carried out the assessment and referencing MP Principal Adviser Property and Compensation (or approve) Distributed To: Submission to the Secretary of State to obtain written approval to any non-GVD compulsory acquisition of land of a freehold interest in and Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, MP Principal Adviser Property and Compensation (or approve) Distributed To: See the submission template for routing details	
Exercise of compulsory acquisition powers (outsourced) Checklist	This product is applicable to all projects that have been granted compulsory acquisition powers in a development consent (DCO) or a confirmed compulsory purchase order (CPO). Compulsory acquisition powers are exercised in accordance with the strategy agreed on the project in Strategy for exercising compulsory acquisition powers, which can include a combination of: • Executing (sealing with the company's seal, signing and dating) a general vesting declaration (GVD) leaving no site of interest; • Serving notices to treat and not of entry; or • Serving notices to take of the intended entry (temporary possession).				Template for Exercise of compulsory acquisition powers (outsourced) Checklist Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team Distributed To: Letter instructing Highways England's conveyancing solicitor or Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team Distributed To: Highways England's conveyancing solicitor GVD acquisition requirements schedule Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Property Acquisition Team, consent solicitor team Distributed To: Highways England's conveyancing solicitor and valuer Letter instructing valuer to provide market valuation Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Property Acquisition Team Distributed To: Highways England's valuer General Vesting Declaration Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director (the MP Principal Adviser Property and Compensation will authenticate the company seal, which is of use to the GVD) Consulted With: Integrated Project Team Distributed To: The GVD should be returned to Highways England's conveyancing solicitor, valuer Notes and covering letters	
Civils Maintenance (ADM/AC/ASC) Handover Documentation & Certificate	To collate the appropriate documents, enabling the project team to hand over the scheme to maintenance by the OD Service Delivery Team and their Maintenance Service Provider (AD/IMAC/ASC). The certificate provides additional information that the completed asset has been formally accepted in maintenance by the OD Service Delivery Team and their Maintenance Service Provider (AD/IMAC/ASC).				Produced By: MP Project Manager Accountable and Signed Off By: OD Senior User Consulted With: Programme Delivery Director, OD User Representative Distributed To:	
Technology Maintenance (TechMAC/RTMC/Asset Delivery) Handover Documentation & Certificate	To ensure suitable assurances (supported by the appropriate documentation) are in place to enable the scheme technology to be handed over by the project team into maintenance by the OD Service Delivery Team and their Maintenance Service Provider (TechMAC/RTMC/Asset Delivery). The certificate provides additional information that the completed asset has been formally accepted in maintenance by the MSP. (For Smart Motorway schemes, this product must be developed in accordance with the material within IAN 1821 - A Major Schemes: Enabling Handover into Operation and Maintenance - (Scope sections IAN 1821-1))				Produced By: MP Project Manager Accountable and Signed Off By: OD Senior User Consulted With: OD Senior User Representative, Programme Delivery Director Distributed To:	
Operational Handover Documentation, Certificate and Consent to Implement (CTI) Process	This product shall be used where schemes require changes to the Regional Control Centre (RCC) or Regional Operations Centres (ROCC) operation. This product will provide assurance that the necessary documentation has been produced to enable the scheme to be successfully handed over into operation to the appropriate region. This product shall be drafted in accordance with the material set within IAN 1821 Major Schemes: Enabling Handover into Operation and Maintenance and the supplementary Consent to Implement (CTI) process which shall be used where required by IAN 1821 (refer to Major Projects CTI process document). The CTI process applies to all Major Project schemes involving technology, not just Smart Motorway schemes. The CTI process defines the activities that have to be completed to enable the scheme to safely open or trial. It confirms that stakeholders are satisfied that all necessary activities have been completed and provides an audit trail of the scheme's operational readiness. It is not intended to act as an engaging tool for recording defects, rather it focuses on those issues that prevent the scheme becoming operational in a safe manner. The handover certificate provides additional information that the completed asset has been formally accepted into operation by the Operations Director Senior User.				Produced By: MP Project Manager Accountable and Signed Off By: Regional Traffic Operations Manager (RTOM) Consulted With: OD Senior User, OD Service Managers, SRD, Regional Information Coordinator, Control Room Operations Manager (CRM), Service Delivery Operations Manager (SDOM), Integrated Project Team, NTCC Technology and Operations Services Manager (Stage 6 only) Distributed To: Other parties as required Note: Refer to the additional stakeholder roles and responsibilities set out in the Consent to Implement (CTI) process	
Handover Schedule	The Handover Schedule provides a schedule of activities (for inclusion in the Project Schedule) or the handover of a scheme into operation and maintenance. All handover requirements are set out in, and governed by, the PCF handover documentation products (Operational, Civils and Technology), which require sign-off by the scheme Senior User. The handover of the scheme into operation and maintenance (MSP), namely the Asset Support Contractor (ASC), Maintenance and Response Contractor (MRC) and the Regional Technology Maintenance Contractor (RTMC). For all major projects, the schedule should be produced in accordance with IAN 1821 - A Major Schemes: Enabling Handover into Operation and Maintenance (Scope sections IAN 1821-1).				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, National Part I C Arms Team, Maintenance Service Provider (MSP/ASC) Distributed To: Other as appropriate on specific schemes Maintenance Service Providers may need to be consulted as part of information gathering but they are not formal consultees and all users making responsibility resides with the OD Senior User Consultation with this content is centrally coordinated via IT_MH_Technology_Coordination@highwayseng.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people), and when PCF product requires a review.	
Technology Commissioning Plan	To set out and agree a commissioning plan to bring the technology aspects of the project into operation. This includes the testing of functionality and confirmation that all necessary tests and systems operation procedures have been completed.				Produced By: MP Project Manager (technology design consultant and site based design produced on behalf of the Project Manager) Accountable and Signed Off By: Programme Delivery Director Consulted With: IT Technology Coordinator Distributed To: Consultation with this content is centrally coordinated via IT_MH_Technology_Coordination@highwayseng.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people), and when PCF product requires a review.	
Permit to Connect	To enable the Software Maintenance Contractor (SMC) to complete site acceptance testing (SAT) using successful Factory Acceptance Tests (or on to software and site data being installed into the RCC). This is a requirement of Link to MCH 1705 - NACS2 Permit to Connect.				Produced By: Software Maintenance Contractor Accountable and Signed Off By: Programme Delivery Director Consulted With: IT Technology Coordinator Distributed To: Consultation with this content is centrally coordinated via IT_MH_Technology_Coordination@highwayseng.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people), and when PCF product requires a review.	

Key principle of the PCF no 01 Plan the coming stage properly focusing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.		
Product Name	Product Purpose	Collaborative Planning Scheduling and Resources	Collaborative Planning Lean	Product Consultees	Who will be involved in its production?	Roles and Responsibilities
	<p>Is it required at this stage for this project or programme?</p> <ul style="list-style-type: none"> If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? If no, please record reason for decision and who it was discussed with? 	<p>Questions that you might consider / record in this column to inform your P6 schedule may include</p> <ul style="list-style-type: none"> What resources do you need to complete it? When during the stage do you need to produce it (beginning / middle / end)? How long will it take to take to complete? What date does it need to be completed by? What date does it need to be started? Are there any interdependencies between this and any other product(s)? What are the risks and opportunities for the critical path? 	<p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> Are there any opportunities to streamline the product? Could it be produced at programme level? Are any templates provided appropriate for the level and complexity of this specific project or programme? Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc.) Have suppliers been given a clear brief on the level of detail that they need to produce? Are there any additional products not listed on the PCF that need to be produced? Could a baseline document be used (for example cross-referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	<p>Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments.</p> <ul style="list-style-type: none"> Could it be produced at programme level? <p>The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face-to-face meetings whenever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.</p>	<p>NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted.</p> <p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? Are there additional consultees not listed on the PCF that we should engage with? When should we engage with them? How should we engage with them? 	<p>Roles and Responsibilities</p> <p>NB Who specifically is the contact for each role on this project or programme?</p> <p>Project Manager: Joe Bloggs Environmental Specialist: Fred Smith Etc.</p>
Plan for Monitoring Operations and Monitoring Output	<p>The Plan for Monitoring Operations provides a robust method of determining whether a scheme is operating in an effective and safe manner during the initial period of operation. As such the plan ensures adherence with a scheme's monitoring objectives covering the validation of safety performance, high level scheme data (e.g. safety, reliability, customer satisfaction) and where appropriate, the product so defines the necessary monitoring methods required.</p> <p>Highways England has a responsibility to monitor (and if necessary adjust) scheme operation to ensure that infrastructure is performing at optimum efficiency. Performance monitoring enables any deficiencies in a scheme's operational effectiveness to be identified and resolved, providing opportunities for improvements to be fed back through the scheme, and captures best practice to inform subsequent schemes, and where relevant, update design standards.</p> <p>Monitoring is particularly important on some schemes, or example smart motorway schemes, where benefit realisation depends on the ability to create and maintain a controlled environment, and where operational monitoring can be used to validate whether the variable mandatory speed limits are being appropriately administered, some schemes may, due to their nature or status, not require any specific operational performance monitoring to be carried out.</p> <p>All schemes will still require Road Safety Audit (RSA) to be undertaken throughout the development of the scheme, in line with the RSA Input Control Framework (PCF) requirements.</p> <p>Any decisions on the results in the monitoring of the Plan for Monitoring Operations (PCF) product should be agreed with the Project Safety Control Review Group (PSCRWG), the Programme Delivery Director, the Operations Directorate Senior Users, the MP Delivery Senior Users, Standards and Assurance team and recorded in the scheme Safety Plan and Combined Safety and Stage 4 Log report.</p> <p>Where the product is required, it should be developed as follows:</p> <p>PCF Stage 5 - The Plan for Monitoring Operations product should be produced for PCF Stage 5. Where appropriate, the template should be discussed and agreed at the PSCRWG. Once the monitoring requirements are agreed, the scheme will need to commission the Programme Delivery Director and Senior Users how any funding requirements will be met. The product should also set out the procedures for introducing any further modifications following the outcome of the monitoring.</p> <p>PCF Stage 6 - The Plan for Monitoring Operations product should be revised for PCF Stage 6, and agreed in advance of the scheme being open for traffic. The product should also include any actions that need to be taken, onward. Any required funding arrangements need to be in place at this point.</p> <p>PCF Stage 7 - The Monitoring Output product should be produced for PCF Stage 7. The output of any monitoring activity carried out should form the basis of the product.</p> <p>N.B. If it is agreed at PCF Stage 5 and 6 that no additional scheme monitoring is necessary, the production of the Monitoring Output product at PCF Stage 7 will not be required.</p> <p>* In accordance with GGI0 - PSCRWG will only exist for projects which have a Safety Management System classed as one of their Type B or Type C. Where aspects of the scheme are classed as Type B or C issues a PSCRWG may be formed to provide support to the governance.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: SRO / Programme Delivery Director Consulted With: Operations Directorate Senior User (for technical approval), Head of Road Safety Control Review Group (for technical approval), SES Safety Risk Requirements Group, Project Delivery Director (for technical approval), Project Director or Project Consultant for technical approval, SES Approved Consultant Development team Distributed To: Case at Programme Operations Lead, Regional Control Centre Technology and Calibration Manager, APN - Operations for Smart Motorways (AMR schemes only), others as appropriate on specific projects and their most urgent needs</p>		
Detailed Local Operating Agreement	<p>The detailed Local Operating Agreement (LOA) data is the generic template to be used by Major Schemes for handover into Operational Main contract. (Please note that this product definition is in accordance with the CDM Regs as of 2015).</p> <p>The LOA should be completed during the construction planning stage of the scheme (for PCF Stage 5) and record the agreement between the construction supplier, O&M Senior User, Maintenance Service Provider (MSP), Lead Operations Manager and Senior Responsible Officer. This will consider what issues will be taken out of maintenance, and the arrangements that will be put in place to maintain operations during the construction works.</p> <p>The LOA is a critical tool for ensuring that the stakeholders involved in delivery and handover of scheme have a common, and agreed, understanding of a joint responsibility. There will be consequences and changes in agreeing schemes specific arrangements, and it is helpful to use a pre-agreed template to aid the discussion. A LOA product template has been developed to provide a consistent starting point for all schemes in the development of LOAs.</p> <p>The purpose of the LOA is to document the agreement between the named parties to provide a consistent starting point for all schemes in the development of LOAs.</p> <p>The LOA should be developed in parallel with the development of the scheme, and implemented throughout the delivery of the scheme. The working arrangements, as set out in the document, will be essential to ensure that:</p> <ol style="list-style-type: none"> Effective operation of the network is maintained (to a high standard). Minimal disruption is caused to road users and Highways England has confidence that their objectives will be maintained at all times. 			<p>Produced By: Scheme Construction Supplier (on behalf of the MP Project Manager) Accountable and Signed Off By: Programme Delivery Director Consulted With: Scheme Construction Supplier (Scheme Project Director/Manager), Maintenance Contractor (General Manager), Highways England Senior Delivery (Senior User), Highways England Operations Director (Lead Operations Manager), Programme Delivery Director, Principal Designer Distributed To: Third parties as applicable, Performance Analysis Unit</p>		
Traffic Management Plan	<p>The purpose of the Traffic Management (TM) Plan is to set out the traffic management measures which will help to deliver:</p> <p>Safety: No one should be harmed when traveling or working on the strategic road network. We care about each other, our suppliers, our customers and our communities. Good customer service: We should always aim to minimise our impact on our customers and stakeholders. Projects delivered on time and efficiently: Projects should be planned and managed in a way that works for all affected parties, and as a result delivered on time.</p> <p>To clarify how our TM should support a good customer service, Major Projects Customer Services Division have developed the Roadworks a Customer View, the Roadworks a Customer View Implementation Toolkit and Dynamic Roadworks a Customer View Statement.</p> <p>To support better dialogue with our customers during 2017/18 we ran Customer Forums and undertook 100 Customer Audits of Major Projects schemes. The Customer Forums and Audits amplified our voice and, along with other customer insight such as the Transport Focus report 'Roadworks and Roadworks', allowed us to identify 20 key principles which outline what customers want us to consider when planning and managing roadworks. During 2017/18, the principles were validated and refined through further in-depth customer engagement and led to a trials to improve customer experience of our roadworks. As a result, we have updated Roadworks a customer view to reflect the latest insights and is a statement sets out our aspirations for major road works, and through SES our schemes should evaluate how far they can align with the vision statement, within any existing pre-constraints (to example road handover available or current open or traffic lights).</p> <p>When developing their TM Plan, schemes must consider the five key areas outlined in the vision statement and set out how far they can align with it. The five key areas are outlined below, with more detail on each provided in the full vision statement.</p> <ol style="list-style-type: none"> Maximising the speed limit so they are appropriate for the working place Shortening the length of road works Appropriate use of full road closures and associated diversions Delivering road works earlier Explaining clearly what activities are, or are not, taking place <p>When developing their TM Plan, the MP Customer Services Division, or central team, the TM Options Selection, 'Roadworks Principles', 'Customer Impact Assessment Tool' and the Dynamic Roadworks Reviewing Template shall be completed. These help to help schemes to evidence their alignment with Roadworks a Customer View and the Dynamic Roadworks Vision.</p> <p>The TM Plan should set out the approach to TM for a scheme and document the key decisions made, constraints and options considered. Highways England is looking for suppliers to innovate, challenging the conventions traditionally used to design and manage TM to help deliver better customer outcomes and/or cost efficiencies achieved by diversion routes.</p> <p>The TM Plan should accommodate changes in the design of the scheme, the full range of its work activities and respond to trends in TM-related data (e.g. incursions on roads, user incidents etc.). Regular updates and review of the TM Plan should be conducted or ensure the plan is up to date.</p> <p>Using the TM Plan Template</p> <p>The Traffic Management Plan Template v3 February 2019 is intended as a guide to those developing TM Plan. Each section of the template includes the objectives that need to be addressed and examples or guidance on how to address the objectives. Tables have also been included within sections to support the schemes to provide the right level of information and capture key decisions.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Environment Group Environmental Advisor, relevant statutory bodies (PCF Stage 3 O&M only) Distributed To: All PCF Stages Equality and Diversity Rep representative for MP and Corporate Equality and Diversity Lead, relevant third parties (any persons being on areas of responsibility for managing off-site impacts), PCF Stage 3 only, DCO training layer (RAC, PAB) schemes only, PCF Stage 5, Maintenance Service Provider (MASCAS) and other Asset Delivery Partners, PCF Stage 7: Local Highway Authority (in relation to handed over to the road).</p>		
Environmental Management Plans	<p>To demonstrate how commitments to environmental management will be delivered through the lifecycle of a project, including monitoring of significant adverse effects in line with the Environmental Impact Assessment (EIA) Regulations (Regulations 2017 - Highways Act 1990 amendments) or Infrastructure Planning (EIA) Regulations 2017 (as amended) (the IP EIA Regs) at any stage.</p> <p>This product must demonstrate the ability of the project to meet the requirements within the Highways England Licence (Department for Transport, April 2015) and should also identify how the objectives set out in the Road Investment Strategy (Department of Transport, March 2015) will be met.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Environment Group Environmental Advisor, DCO and Statutory Processes Team (Planning Act 2008 projects only) Distributed To:</p>		
Evaluation of Change Register	<p>To provide transparency and support the evaluation of changes in assessment assumptions, project design, or mitigation and monitoring controls that is set out in the Environmental Management Plan. This product will help to demonstrate consent compliance.</p> <p>This product is recommended on projects which are being progressed under the Highways Act 1990 those that are likely to seek consent through the Planning Act 2008. Projects which may require consent via a different route, e.g. the Town and Country Planning Act 1990 are advised to seek advice from the SES Environmental Advisor on the applicability of this product.</p>			<p>Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Environment Group Environmental Advisor, DCO and Statutory Processes Team (Planning Act 2008 projects only) Distributed To:</p>		

THIS SHEET IS BASED ON STAGE 7 OF THE TRADITIONAL PCF PRODUCT MATRIX - VERSION 54 - 01/06/20

Template for Stage Management Plan	HE QUESTIONS POSED IN HIS EMPLOYEE ARE INDICATIVE AND MAY NOT BE RELEVANT IN ALL INSTANCES PLEASE USE THEM AS A GUIDE AND APPLY COMMON SENSE
Version number and date last updated.	
Project Name and Project Manager	
Which stage(s) does this plan cover?	
Which version of the PCF product matrix is currently being followed?	
When is the next quarterly matrix update due?	
How long is the stage expected to last and approximately how many quarterly updates will there be during this time?	
Is PowerStearing up to date (i.e. does it match the most recent version of the relevant PCF product matrix)?	
Statutory process requirements (i.e. Planning Act DCO / Highways Act Orders / Single Option Project)	
Were any products added / removed / renamed in the last quarterly matrix update and how did this impact on the project?	
Are any products being transferred between stages? If so why and who has agreed this?	
Overall project strategy for product delivery (if any project specific variation from the norm).	

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.		
Product Name	Product Purpose	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your PB schedule may include <ul style="list-style-type: none"> • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with? 	Collaborative Planning Lean Questions that you might consider / record in this column may include <ul style="list-style-type: none"> • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include <ul style="list-style-type: none"> • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them? 	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Risk Management Plan	To confirm roles and responsibilities for risk management activities on the project and when key activities will take place in order to direct the team and communicate to others. None the document refers to the standard processes and procedures for Risk Management of Major Projects in Highways England. Any variance from the standard processes, procedures and outputs will be referred to in the plan. To explain how and when risks are managed, monitored and reported on the project.			Produced By: MP Project Manager Accountable and Signed Off By: S ages 0, 1, 2 and 7 + 1) Project Sponsor (Chair) or 2) For 1 projects only - SRO, Stage 3, 5 and 6 + Programme Delivery Director. Consulted With: Highways England Regional Risk Manager, Integrated Project Team Distributed To:		
Risk Register	To ensure risks to the project and programme are actively and formally identified, assessed and managed in line with HEMP Risk Processes and to increase the chance of project success.			Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Highways England Regional Risk Manager, Integrated Project Team, All risk workshop attendees, S&P Transport Planning Group, SES Geotechnics Group Consulted With for information only: IT Technology Coordination Distributed To: SES A-road Concept Development team *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them locate it to the correct people) and which PCF product requires a review.		
Benefits Register	To provide decision makers with a concise, cross-the-board overview of the benefits and disbenefits of a scheme option, providing a framework or establishing ownership and risks around delivering those benefits and taking account of all the economic, social, environmental and financial impacts of an intervention as set out in the Treasury Green Book. The Appraisal Summary Table (AST) is integrated into this product to retain a breakdown of the monetisation of benefits as required by W&TAG. This information, along with the other benefits identified in this register, will enable an assessment to be made as to the overall value or money an option provides. This product should be accompanied by a Matrix of Distributional Impacts from PCF Stage 2 onwards.			Produced By: MP Project Manager with the local Benefits SME Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For 1 projects only - SRO Consulted With: S&P Transport Planning Group (up to and including Stage 5 (for technical approval)) and at Stage 7 (goes to the Senior Customer Insight Manager (Insight and Evaluation Team), SES Environment Group (for technical approval), Integrated Project Team Distributed To: MP Delivery Services Support, SES A-road concept development team		
Value Management Delivery Plan	The Value Management Plan (VMDP) provides details on the status of the project at each PCF stage throughout delivery, providing a place to track and plan Value Management interventions, most notably, Value Management Workshops. The VMDP should be updated at the beginning and end of each stage, with more regular updating and reviewing strongly recommended. The Value Management Delivery Plan should inform and set the focus for Value Management workshops. This relationship is shown in the diagram below.			Produced By: MP Project Manager (For RIP projects completed by the Value Management Team in liaison with Project team and Sponsor) Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For 1 projects only - SRO Consulted With: RIP Value Management Team, Integrated Project Team Distributed To:		
Efficiency Register	To capture and record capital efficiency savings which contribute towards the Highways England efficiency key performance indicator (KPI). To ensure that programmes and projects have considered and explored saving opportunities during options, development and construction phases of a scheme and acted upon these where they are appropriate. The register must be used throughout the project at all PCF stages and should be reviewed/updated on a regular basis. Project and Efficiency Managers should ensure that they have provided suitable evidence for each efficiency claim which complies with the Efficiency and Inflation Monitoring Manual (EIMM). Please refer to the Efficiency Resources Sharepoint site for further information. Key documents: Efficiency and Inflation Monitoring Manual Efficiency Reporting Manual			Produced By: Efficiency Manager on behalf of MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Programme Efficiency Lead, Programme Management Office, Central Efficiency Group (CEG) Distributed To: *See the PCF Contact List for details.		

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include	Collaborative Planning Lean Questions that you might consider / record in this column may include	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Value Management Workshop Report	<p>To report on the outputs from value management workshops that are undertaken at key stages of the PCF. These workshops should focus on the challenges and requirements of the project that have been identified in the Value Management Delivery Plan and as such the specific workshop agenda and tools should be aligned to the workshop needs.</p> <p>These requirements should be agreed with the Highways England Project Manager and Sponsor.</p> <p>As a guide, general activities which are covered in VM workshops are shown in the diagram below:</p> <p>All Value Management Delivery Plans are expected to contain primary Value Management activities that are essential to delivery of the project. These are identified in the diagram below. At other stages secondary workshops should be considered to challenge a specific project need.</p> <p>The Value Management team make tools available to provide guidance in specific areas, including: Objectives Definition Tool - This tool is also known as a Pairs companion and is used predominantly in the very early stages of a project. It looks to help in the understanding of how relevant the objectives that different stakeholders have are to the success of the project. Objectives Assessment Tool - This tool is designed to assist in activities such as option assessment and scoring so that there is a clear documented rationale sitting behind how decisions have been made. Deliverability Assessment Matrix - This builds on the Objectives Assessment tool but adds in elements related to the uncertainty of delivering those outcomes. This can be used to assess the deliverability of options or elements of a project to inform the decision-making process.</p>				<p>Produced By: MP Project Manager (content produced by the Workshop Facilitator for RFP schemes - this is the Value Management team)</p> <p>Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO</p> <p>Consulted With: Highways Eng and Efficiency Lead, RFP Value Management Team, Integrated Project Team, Internal and External Stakeholders (those who attended the workshop)</p> <p>Distributed To: Strategy & Planning</p> <p>*This contact will vary for SAMP, RFP and CIP. See the PCF Contact List for details.</p>		
Tunnel Design Authority Report	<p>The product will summarize key aspects of the proposed tunnel to demonstrate that -</p> <p>The operating regime for the tunnel has been considered from the outset by those responsible for its future operation, management and maintenance.</p> <p>Best knowledge and experience from across Highways England and beyond has been considered and input in the generation of the tunnel concept.</p> <p>Highways England tunnel solutions adopt a consistent operational regime and deliver performance to expected standards for safety, traffic flow, route availability and energy efficiency.</p> <p>For tunnel refurbishments - appropriate consideration has been given to the extent of upgraded tunnel facilities eg communications, controls technology and safety systems to achieve tunnel performance that demonstrates a high degree of consistency with the best performing tunnels in Highways England's network.</p> <p>The Tunnel Design Authority brings together experience and capability in a central overseeing group to achieve a consistent approach across the Highways England programme in the planning and design of tunnels. This is in recognition that there is an increasing volume of work in this area including an emerging programme of refurbishment works on existing Highways England tunnels over the next few years plus current design and development work on new tunnels (Lower Thames Crossing and A303 Stonehenge Tunnel), and feasibility study work on the Trans-Pennine Tunnel (Sheffield to Manchester route).</p> <p>TDA reviews of tunnel proposals are to commence from PCF Stage 0 and continue for each gate through to Stage 7. Intermediate reviews on specific tunnel aspects are to be arranged as necessary. Review outputs signed off by Highways England Chief Engineer (Chair) will be provided ahead of the SGAR for consideration on by the SRO.</p> <p>For clarity, the TDA is not a technical approval body and does not replace or duplicate the TAA process. The TDA output report will be taken into account by the TAA and completed before AIPs are signed off. It is to be considered as a check list against the AIP and scheme proposals.</p> <p>The main purpose of the TDA is to provide a formal route for engagement with those responsible for operation/management and maintenance from the outset of the scheme development.</p>				<p>Produced By: MP Project Manager</p> <p>Accountable and Signed Off By: Programme Delivery Director</p> <p>Consulted With: SES Tunnels Team, OD Senior User, SES Safer Roads Group, IT Technology Coordination, IntelligentTransportSystemsGroup@highwaysengland.co.uk</p> <p>Distributed To:</p>		
As Built Documentation	<p>As-Built Documentation is required to demonstrate the work which has been executed in constructing the project and delivering the operational infrastructure (civils and technology) in sufficient detail to enable Highways England to operate and efficiently maintain the completed scheme.</p> <p>The requirement to produce and update the Health and Safety File is a statutory duty under regulation 12 of the Construction (Design and Management) Regulations 2015 and the requirement to include As-Built drawings on the Health and Safety File is set out in Appendix 1 of the Managing health and safety in construction (CDM) Regulations 2015 Guidance published by the HSE.</p>				<p>Produced By: MP Project Manager</p> <p>Accountable and Signed Off By: 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO</p> <p>Consulted With: Integrated Project Team, OD Senior User (Operational Approval), IntelligentTransportSystemsGroup@highwaysengland.co.uk for tunnel schemes only</p> <p>Distributed To: IT Technology Coordination*</p> <p>*Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk.</p> <p>When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them to locate it to the correct people), and which PCF product requires a review.</p>		
Safety Plan	<p>The Project Safety Plan describes the safety activities that will be undertaken as part of the Safety Management System (SMS) and how these activities will lead to the safety objectives being met.</p> <p>The four objectives of the safety plan are:</p> <p>To describe how the SMS has been selected</p> <p>To describe the SMS and corresponding safety activities that will be undertaken to achieve the defined safety objectives, including a description of the activities that have been carried out to date</p> <p>To define the project's safety objectives</p> <p>To describe the project organisation, how responsibility for safety activities has been devolved and the associated programme management and control processes.</p> <p>The safety plan is updated and reviewed throughout the life cycle of the project in accordance with the Project Control Framework (PCF) Product Matrix. At PCF Stage 6 and 7, the review of the Safety Plan will be to check and confirm that the approach outlined in the product at earlier PCF stages was undertaken as proposed. At PCF Stage 7 the Safety Plan document only requires updating if there are significant changes to the design for safety management processes. If there is no change from PCF Stage 6, it is unlikely that an updated document is required, but please seek advice from the Safety Risk Requirements team. The final version of the product should also include a plan for handing over the safety work to the relevant team (i.e. Operations Directorate).</p> <p>* This report also applies to all Project types.</p>				<p>Produced By: MP Project Manager</p> <p>Accountable and Signed Off By: Programme Delivery Director</p> <p>Consulted With: Operations Directorate senior user (for technical approval), Service Delivery Operations Manager (SDOM) (for technical approval), SES Safety Risk Requirements Group, Principal Designer (for technical approval), Project Director (Project consultant for technical approval)</p> <p>Distributed To: This product should also be agreed by the Safety Control Review Group (SCRG) for Type B and C projects (in accordance with the SMS classification in GG104) prior to obtaining the above signatures</p> <p>Please note that the Safety Plan Template below includes a specific approvals sheet (Sign Off/Approvals Sheet) that must be completed as part of the sign off process.</p>		
Combined Safety and Hazard Log Report	<p>This Product applies to all Project types*</p> <p>The four anticipated versions of the report are:</p> <p>SGAR 3 - Preliminary Design - SGAR 3 version: To provide a suitable level of confidence that the preliminary design is able to meet the required level of safety to progress through to the development phase</p> <p>SGAR 5 - Construction Preparation - To provide a suitable level of confidence at the construction preparation stage, that the proposed design, as far as it has been developed, is able to meet the required level of safety. A further purpose is to highlight any areas where further design work needs to be undertaken, outline the actions proposed to finalise the design and highlight any safety implications of the proposed design options.</p> <p>Pre-operation (SGAR 6) - Construction, Commissioning & Handover: To demonstrate that the scheme is able to meet the required level of safety prior to commencement of operation. This includes demonstrating that the infrastructure, technology and equipment have been designed, constructed, installed and commissioned correctly and that suitable procedures for operation and maintenance are in place. To be completed and signed off in advance of 'Open for Traffic'.</p> <p>Final (SGAR 7) - Closeout - To close out the safety work for the scheme. It confirms that either the safety activities have been completed, or if they are not completed, that the safety risks associated with them are acceptable. This version is produced after significant operating experience has been gained. Typically this experience would be of the order of a year.</p> <p>Further versions of the Combined Safety and Hazard Log Report will also be needed if:</p> <p>An additional significant hazard is identified that needs mitigation</p>				<p>Produced By: MP Project Manager</p> <p>Accountable and Signed Off By: Stages 3, 5 and 6 - Programme Delivery Director, Stage 7 1) Project Sponsor or 2) For Tier 1 projects only - SRO</p> <p>Consulted With: Operations Directorate Senior User (for technical approval), Service Delivery Operations Manager (SDOM) (for technical approval), SES Safety Risk Requirements Group, Principal Designer (for technical approval), Project Director (Project Consultant for technical approval)</p> <p>Distributed To: SES A-road Concept Development team</p> <p>* Please note that the Combined Safety and Hazard Log Report Template below includes a specific approvals sheet that must be completed as part of the sign off process.</p> <p>This product should also be agreed by the Safety Control Review Group (SCRG) prior to obtaining the above signatures</p>		

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include	Collaborative Planning Lean Questions that you might consider / record in this column may include	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Telecommunications Requirements	To set out the underlying communication requirements for the scheme to ensure that the requirements are translated into a National Roads Telecommunications System (NRTS) contractor specific service and the transmission system design supports the roadside equipment required to operate the technology aspects of the projects. This product is a requirement of MCH 11 2- NRTS Overview Guide and MCH 11 - NRTS Guide for Project Managers.				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With NRTS Distributed To *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them locate it to the correct people), which PCF product requires a review and which specific contact(s) you are seeking comments or sign off from (e.g. RCC Technology Manager, NRTS etc)		
Site Data Change Request	To request a change to current site data so that new technologies introduced by a project can be operated. This request will need to be undertaken in line with MCH 1596 - HATMS Site Data Change Procedure. Site data defines how technology on the road is referenced and, therefore, how it communicates with the RCC control system. The correct site data specification enables the automatic setting of signals and message signs utilising traffic flow data.				Produced By MP Project Manager [site data designer prepares on behalf of the Project Manager] Accountable and Signed Off By Programme Delivery Director Consulted With IT Technology Coordination* Distributed To * Consultation is centrally co-ordinated via this inbox. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them allocate it to the correct people), which PCF product requires a review.		
Change Request Form	* To record the impact assessment on a product change as it nears formal Change Request Form (CRF) or where the impact cannot yet be robustly defined, as a Trend (at Portfolio level, it is referred to as an Early Warning Notice (EWN)). Why and when should a change be submitted, to what extent and by whom? Why - it is a Highways England licence condition to manage changes to its baselines and industry best practice advocates baseline management as an approach to improve delivery performance. Furthermore, it is enshrined in portfolio policies and as directed by the MPD Baseline Management Manual, has been incorporated as a PCF product. When - There are two stages of making a change submission: 1. If it is likely that a baseline is to be or is being impacted but the impact cannot yet be assured, then the (Project Form) is submitted with a Trend status. 2. When information is sufficient to assess impacts of scope, schedule, cost and risk, then the (Project Form) can be finalised and submitted with a Change status. Who - Anyone who is part of the Project Delivery Team can initiate a change but the Project Management is accountable for the accuracy and completeness of its contents. Changes may be initiated from outside the Project due to external trigger events such as a change in standards or a new benefit identified by our shareholder (DT). How - The [Guide] tab of the Change Form, hosted by an MS Excel worksheet, acts both as an				Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director** Consulted With MP Delivery Services, MP Baseline Management, CPM Change Control Team, Project Sponsor (Chair), Others as appropriate depending on the nature of the impact. Distributed To RISChangeControl@highwaysengland.co.uk (portfolio change) and MPbaselinemanagement@highwaysengland.co.uk (project change) The Baseline Management process is mandated by Major Projects Delivery Services. Portfolio Change Control is a requirement of the Highways England Executive Committee. *Impact owners Chief Analyst for low VFM Strategy and Planning for sponsorship guidance, Commercial for revised estimate **Sign-off the relevant forms to be completed		
Benefits Realisation and Evaluation Plan	To set out and agree the scope of the post opening evaluation which will identify whether the anticipated benefits will be realised and the scheme objectives will be met. The evaluation will compare the anticipated costs, benefits and other impacts (disbenefits) with the outturn situation at one and five years after opening. This process applies to projects with a capital cost in excess of £10m.				Produced By MP Project Manager (in conjunction with the Evaluation Team and the Benefits manager) Accountable and Signed Off By Programme Internal Sponsor Consulted With S&P/POPE Sponsor Distributed To SES Transport Planning Group, SES A-road Concept Development team		
Stage Management Plan	To demonstrate that the delivery of PCF products is robustly planned as an output from collaborative planning sessions, that desired outputs are identified and understood and that ownership and accountability for product delivery is clearly defined in accordance with the three key principles of the PCF. * Plan the coming stage properly focussing on what outcomes need to be delivered. * Consultation is a vital component - not an afterthought. * Eliminate waste and focus efforts where most needed. The plan needs to be developed on day one of the project, referred back to throughout the stage and developed for the next stage prior to each stage end SGAR. It must be produced to allow appropriate engagement and / or collaborative planning workshops with suppliers and specialists. Along with the Product Checklist, the Stage Management Plan is a key deliverable in order to achieve a successful outcome at Stage Gate Assessment Reviews (SGARs).				Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With MP Delivery Services - Standards and Assurance Team, Integrated Project Team, Programme Delivery Director, All product consultees and specialists, IT Technology Coordination Distributed To		
Product Checklist	To identify what products the project will deliver by Stage and provide the basis for the Product Schedule, used to monitor progress, Stage by Stage. It is the key document reviewed at Stage Gate Assessment Review (SGAR) and must be generated using the IT system PowerSteering.				Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With MP Delivery Services - Standards and Assurance Team (for technical approval), Integrated Project Team, Programme Delivery Director (for technical approval) Distributed To		
Project Management Plan	* The PMP is developed and owned by the Highways England Project Manager, focused clearly on how the Highways England project team will execute and manage the project in line with the company's three imperatives: Safety, Delivery and Customers. The Project Manager is responsible for: - The creation of the PMP - The accuracy and quality of content - The maintenance of the PMP * To provide a succinct articulation of the what, why, how and who on a project. * The PMP is a live, version-controlled document, with revisions accepted or rejected by the Programme Delivery Director with the Project Sponsor consulted for approval within the project committee governance process. * The PMP and management case within the business case should align and be consistent. Updates within the Business case and PMP should be discussed and agreed by the Project Manager, as the owner of the PMP and the Sponsor or SRO as the owner of the business case. * Produced during PCF Stage 1, the PMP should be updated quarterly throughout the full lifecycle of the project to PCF Stage 7. * Given the importance of the Project Management Plan (PMP) at a project, programme and portfolio level, it is not appropriate for the PMP to be drafted by the supply chain or for this document to be overly focused on supply chain input.				Produced By MP Project Manager Accountable and Signed Off By 1) Delivery Director (Chair) or 2) For tier 1 projects only - SRO Consulted With Integrated Project Team Distributed To		
Project Schedule	To provide the basis for time-based control of the Project and each Stage, in Gantt chart format.				Produced By MP Project Manager Accountable and Signed Off By Stages 0, 1 and 2 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO. Stages 3 to 7 inclusive - Programme Delivery Director. Consulted With Integrated Project Team Distributed To IT Technology Coordination*, SES Technical & Engineering Delivery Group, SES Technical Partners *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them locate it to the correct people), and which PCF product requires a review.		
Regular Reporting	To provide a regular update on the progress and performance of the project based on data collected from the Highways England and Major Projects systems and accessed through the MP Reporting tool (Power BI). The information will be used for upward reporting to Project Boards, Central and Divisional Programme Hub, Highways England Board and SRO.				Produced By MP Project Manager Accountable and Signed Off By MP Programme Management Office Consulted With Integrated Project Team (Internal Highways England only) Distributed To Programme Delivery Director		
Stage Gate Assessment Review Certificate	To record the outcome of a Stage Gate Assessment Review (SGAR). This is part of the formal governance process and provides evidence / audit trail of compliance with the process. NB This product will be produced after the SGAR by the MP Delivery Services - Standards and Assurance Team				Produced By MP Delivery Services - Standards and Assurance Team Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With All SGAR attendees Distributed To Project Team		

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your PG schedule may include <ul style="list-style-type: none"> • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with? • What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to complete? • How long will it take to complete by? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path? 	Collaborative Planning Lean Questions that you might consider / record in this column may include <ul style="list-style-type: none"> • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)? 	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. <p>The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.</p>	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. <p>Questions that you might consider / record in this column may include</p> <ul style="list-style-type: none"> • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them? 	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? <p>Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc</p>
Certificate of Compliance with the Operations Technical Leadership Group	<p>To demonstrate that every project has assigned the Operations Technical Leadership Group (TLG) approximately 2-3 months before the SGAR through PCF stages 3, 5 and 7, and (where appropriate) completed any actions awarded.</p> <p>All schemes are required to present their operational solution to the TLG to ensure best practice is applied across relevant programmes of work. The review by TLG has a particular focus on operational, safety and maintenance issues, helps schemes develop consistent approaches, and ensures knowledge is shared across project teams.</p> <p>The purpose of the Operations Technical Leadership Group (TLG) is:</p> <ul style="list-style-type: none"> • To provide direction & guidance on safety, operational and maintenance issues to ensure a consistent approach across schemes/programmes; • To promote continuous improvement of operations and maintenance to achieve enhanced efficiency and safety of all populations, and to identify and promote development requirements; • To ensure that due consideration is taken of route consistency, whole life cost and Asset Management during scheme development; • To facilitate escalation of significant issues to the SRO (Or Project Sponsor/Chair), with clear recommendations; and • To hold the progress of schemes, when warranted. <p>Whilst TLG's role is not to approve the scheme, operational solutions presented and determined to be suitable will receive endorsement through a Certificate of Compliance. Any actions will be recorded on the Certificate, and must be addressed prior to the subsequent SGAR.</p> <p>To book attendance at the Operations Technical Leadership Group or for advice on the process, please contact ops@highwaysengland.co.uk. Bookings should be arranged at least 3 months before planned attendance.</p> <p>If a scheme does not have any operational or safety related issues then it is possible that these schemes may not need to attend Ops TLG. If this is the case then the scheme is to submit an Ops TLG paper (in accordance with the template for the relevant stage) detailing the justification for this decision. If the Ops TLG Chair is content that no-attendance is appropriate then a certificate of compliance will be issued.</p> <p>All schemes shall present a 'drive through' of the scheme to the Ops TLG so that the TLG can view the scheme from the customer experience perspective. Before attending the Ops TLG meeting, the scheme should complete the Ops TLG set at</p>			Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With The chair of the Operations Technical Leadership Group (for technical approval), Integrated Project Team Distributed To			
Project Closeout Report	To initiate practical completion of the Project Control Framework (PCF) elements of the project and other issues including property/land issues so that the project can be formally closed-out/transferred to NDDO in a controlled and planned manner. Property issues covers all issues relating to the acquisition, management and disposal of land.			Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With SES Safer Roads Design Team, Integrated Project Team, National PMD Team, National Property & Tenor Enquiries Team, National Part 1 Claims Team Distributed To IT Technology Coordination *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them locate it to the correct people), and which PCF product requires a review.			
Lessons Learnt Log	To record lessons learnt during the life of the project in a consistent way to enable effective knowledge sharing and analysis that can be applied to other projects and programmes, and inform improvements to standards and process.			Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With Integrated Project Team Distributed To IT Technology Coordination *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them locate it to the correct people), and which PCF product requires a review.			
Lessons Learnt Report	The purpose of the Lessons Learnt Report is to capture any lessons in a consistent way, to enable effective knowledge sharing and analysis that can be applied to other projects and programmes, and inform improvements to standards and process. The report should be completed at Stage 6 by the project delivery team, to capture delivery issues, and then reviewed at Stage 7 by the transition team to capture closeout / business as usual issues.			Produced By MP Project Manager Accountable and Signed Off By 1) Project Sponsor (Chair) or 2) For tier 1 projects only - SRO Consulted With Integrated Project Team, MP Information and Knowledge Team Distributed To IT Technology Coordination*, SES A-road Concept Development team *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordination@highwaysengland.co.uk When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them locate it to			
Equality Impact Assessment (EqIA) Screening, Analysis and Monitoring	<p>To comply with the Equality Act 2010 and the public sector equality duty (PSED) in terms of service delivery and employment. It is particularly important that we fulfil those duties in relation to schemes, maintenance work and related projects and satisfy the requirements of the Highways England Framework Document and Licence.</p> <p>To make sure that we understand and respond to the needs of our diverse range of customers and communities impacted by our activities, so that our practices and the services we deliver are appropriate, accessible and contribute to their social inclusion and wellbeing.</p> <p>To produce documented evidence of genuine engagement from the outset so that we can show:</p> <ul style="list-style-type: none"> • what has been done to consult with road users and those impacted by our work (community groups, neighbourhoods, different non road users) • how we have acted on this information to produce inclusive designs, services and, where possible, a positive community legacy via the use of products such as EDIT (Equality, Diversity Inclusion Tool) <p>NB: For the Smart Motorway Programme schemes there is an overarching EqIA guidance document which contains recommendations under section 6.2. These should be included as evidence of your decision making and captured within the project Comm Plan (see link below) to show consideration of the Equality Duty.</p> <p>It is also advised that the EqI screening template is completed in order to focus on or capture areas specific to the community within the scheme which may be outside of the 6.2 recommendations. Once the screening template is completed, it should be forwarded to the MP Diversity team - tasked in the Quality Criteria section below.</p>			Produced By MP Project Manager Accountable and Signed Off By Programme Delivery Director Consulted With Major Projects Equality, Diversity and Inclusion advocate (for approval), Integrated project team Distributed To			
Integrated Assurance and Approvals Plan	<p>Integrated assurance and approvals is the planning, coordination and provision of assurance activities and approval points throughout the project to deliver lifecycle.</p> <p>The IAAP details the assurance and approvals activity that is proportionate to the cost and risk level of the project and is used to assist the project in ensuring that they have a more timely and coordinated assurance regime, inform the management case reviewer and investment decisions and assist in the pre-planning of assurance reviews.</p>			Produced By MP Project Manager Accountable and Signed Off By Programme Internal Sponsor Consulted With RIP Governance and Performance Manager (NB the regional contact and for RIP projects only. For Smart Motorways Projects go to Smart Motorways Programme Office) Distributed To Programme Assurance team			
Health & Safety File	<p>Please note that this product definition has been updated in accordance with the CDM Regulations 2015, which came into force on 6 April. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations.</p> <p>To provide relevant health and safety information to ensure that future construction work including maintenance, repair or modification can be carried out safely.</p> <p>The requirement to produce and update the Health and Safety File is a statutory duty under regulation (5)(b) of the Construction (Design and Management) Regulations 2015 and paragraph 2(6) onwards of the Managing Health and Safety in Construction (The Construction (Design and Management) Regulations 2015) HSE Guidance L153 as it refers.</p> <p>NB The scope, structure and format for the Health and Safety File should be agreed at an early stage between the client and Principal Designer and will become more comprehensive as the project progresses.</p> <p>Please note that this product definition has been updated in accordance with the CDM Regulations 2015, which came into force on 6 April. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations.</p> <p>To outline the process and programme in relation to locating, assessing and managing asbestos materials which may be encountered during the works. The Scheme Asbestos Management Plan outlines how and when asbestos action plans will be prepared.</p> <p>The requirement to produce a Scheme Asbestos Management Plan is part of Highways England asbestos management system which has been implemented in order for Highways England to carry out its duties under The Control of Asbestos Regulations 2012.</p>			Produced By: MP Project Manager (responsible for overall production), Principal Designer (tasked under CDM with actual production) Accountable and Signed Off By: Programme Delivery Director Consulted With: Principal Designer (technical approval), Integrated Project Team, MP RIP Regional Health and Safety Managers (NB for RIP projects only), SES Lighting Team Distributed to: Maintaining agent at handover			
Scheme Asbestos Management Plan	<p>Please note that this product definition has been updated in accordance with the CDM Regulations 2015, which came into force on 6 April. Further updates may be made in due course and the guidance underpinning this product is currently being reviewed to comply with the new Regulations.</p> <p>To outline the process and programme in relation to locating, assessing and managing asbestos materials which may be encountered during the works. The Scheme Asbestos Management Plan outlines how and when asbestos action plans will be prepared.</p> <p>The requirement to produce a Scheme Asbestos Management Plan is part of Highways England asbestos management system which has been implemented in order for Highways England to carry out its duties under The Control of Asbestos Regulations 2012.</p>			Produced By: MP Project Manager (Generally Client or Principal Designer produces and owns plan on behalf of Project Manager) Accountable and Signed Off By: Programme Delivery Director Consulted With: OD Asset Engineer, MP RIP Regional Health & Safety Managers (NB for RIP projects only) Distributed To:			

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include	Collaborative Planning Lean Questions that you might consider / record in this column may include	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
DCO Managing Change	To submit an application to the Planning Inspectorate (PINS) requesting a change (non material or material) to a consented Development Consent Order, under the terms of The Infrastructure Planning (Changes to, and Revocation of, Development Consent Orders) Regulations 2011 as amended by The Infrastructure Planning (Changes to, and Revocation of, Development Consent Orders) Regulations 2015. The application must be made in the required format and be accompanied by documents and information of a prescribed description. Note: The requirements and process differ for a 'material' and 'non-material' change. Your change is likely to be a material change where it involves: An update to the Environmental Statement to take account of likely significant effects on the environment, A need for a Habitats Regulations Assessment, or a new licence in respect of European Protected Species, Compulsory acquisition of additional land. If your change does not involve one of the three criteria above, it is likely to be considered as a non-material change.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, General Counsel's Team, SES Environment Group Environmental Advisor Distributed To: PINS and prescribed list of consultees and to others who have expressed an interest (see Application and Procedure Regulations below)		
DCO Application Development Consent Order an Explanatory Memorandum	This product is only relevant to confirmed or potential Nationally Significant Infrastructure Projects, i.e. schemes requiring a Development Consent Order (DCO) Application. PCF Stage 3: Preparation of the draft DCO by the project's legal supplier using scheme-specific inputs provided by other members of the integrated project team during PCF Stage 3 in time for submission to the PINS at the end of PCF Stage 3. To clarify the strategy for delivering any other consents / agreements required additional to the DCO. To provide sufficient information to support submission on and acceptance of a DCO Application to PINS in accordance with the requirements of the Planning Act 2008 and associated legislation. PCF Stage 4: To provide updates to the examination of the DCO Application, as required. PCF Stage 5-7: To review the made DCO to produce, publish and maintain the Requirements Register, and to discharge the requirements as required by the wording of the made DCO.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, DCO & Statutory Process Team (scope of review to be agreed in advance), General Counsel. For the use of external legal advice see the scope of the Legal Services Framework. Distributed To: PINS as part of DCO Application - who then will publish the documents and make them accessible to the general public, SES Environment Group Environmental Advisor		
Geotechnical Feedback Report	The process of Managing Geotechnical Risk is defined in CD 622. The Geotechnical Feedback Report (GFR) provides a record of the location and nature of materials encountered and how used, particular geotechnical problems and their solutions. The GFR shall be produced by the Designer's Geotechnical Advisor within six months of the end of the construction phase and shall highlight any areas of the specification or standards to be reviewed on the light of problems encountered on site. The GFR shall identify any requirements for ongoing monitoring or specific maintenance. After geotechnical certification on the GFR shall be incorporated into the project Health and Safety File and also stored in the Highways England records and management systems.				Produced By: MP Project Manager, Designer's Geotechnical Advisor (tasked under CD 622 with the actual production and verification of content) Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Geotechnics Team (for technical approval) Distributed To:		
Notification of Development	To reduce the risk that new developments along the route of a proposed Highways England scheme which would adversely impact on Highways England's ability to build or operate the scheme are consented. Notification of development aims to protect the land required for a proposed scheme - including any land required for mitigation, access and construction purposes - from a tentative development until Highways England has constructed the scheme. Notification of development was previously known as 'route protection'. We usually pursue this aim by serving a written notice on the relevant Local Planning Authority(s) (LPA) of Highways England's intention to build, alter or improve a highway, along with a sufficient plan to identify the land required for the scheme. We ask that LPAs hold this record on their systems until we notify them that it can be removed, and that they take it into account when carrying out their consultation on duties under Article 18(1) and Schedule 4, paragraph (h) of the Town and Country Planning (Development Management Procedure) (England) Order 2015. To support compliance with Highways England's statutory duty to respond within 21 calendar days to all consultations on Town and Country Planning matters. Responses to these consultations are coordinated by Operations Directorate (OD) RegOps. These consultations may arise from the Notification of Development Letter Major Projects project teams provide to the LPA. Major Projects project teams should advise OD how MP wish OD to respond to consultation.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, DCO & Statutory Processes Team, General Counsel (if seeking a Safeguarding Direction only) Distributed To: OD Regional Spatial Planning team, Regional Senior Utilities Manager		
Part 1, Noise and Road Opening Notices	To publish a public notice to inform the public that a new length of motorway is open to traffic and the motorway regulations will apply (Stage 6). To publish a public notice advising properties qualifying for noise insulation (Stage 6 or 7). To publish public notice of appeal for noise insulation (Stage 7). To publish a Part 1 claims Notice (Stage 6) To provide a tabulated summary of the actions performed in preparing Part 1 claims, Noise and Road Opening Public Notices.				Part 1 Claims Produced By: National Part 1 Claims Teams Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Statutory Advertising contractor, Highways Eng and Web Team Distributed To: Other Notices Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team, Statutory Advertising contractor, Highways Eng and Web Team Distributed To: Checklist Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: Integrated Project Team Distributed To:		
Road Safety Audit	Road Safety Audit (RSA) is a systematic process to provide an effective and independent review of the road safety implications of highway schemes during the development and construction phases. The objective of RSA is to identify features of the design that could cause road safety problems. The RSA then suggests modification locations that could improve road safety to minimise the risk of future road collisions or incidents once the scheme is operational. RSA is a mandatory process that must be carried out independently of design and construction work. RSAs are intended to ensure that operational road safety experience is applied during the design and construction process in order that the number and severity of collisions are kept to a minimum. RSA provides a mandatory audit report during the development and construction phases of a highway improvement scheme. The RSA report identifies potential safety issues, with a particular focus on road user safety, and recommends mitigation measures where possible.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: (Only for RSA Response Reports where the Design Team and Project Manager do not accept recommendations given in RSA Reports) applicable to both Safer Roads Design Team and SES Safety Risk Requirements Group, Operations Directorate Senior User (Stage 3 and Stage 4 only) Distributed To: Audit Team Leader. Once fully completed and signed off, copies of Finalised RSA reports and RSA Response Reports should be sent to Safer Roads Design Team via the Road Safety Audit inbox, SES Arcoad Concept Development team		
Civils Maintenance (AD/MAC/ASC) Handover Documentation & Certificate	To collate the appropriate documentation, enabling the project team to hand over the scheme into maintenance by the OD Service Delivery Team and their Maintenance Service Provider (AD / MAC / ASC). The certificate provides auditable confirmation that the completed asset has been formally accepted into maintenance by the OD Service Delivery Team and their Maintenance Service Providers (AD / MAC / ASC).				Produced By: MP Project Manager Accountable and Signed Off By: OD Senior User Consulted With: Programme Delivery Director, OD User Representative Distributed To:		
Technology Maintenance (TechMAC/RTMC/Asset Delivery) Handover Documentation & Certificate	To ensure suitable assurances (supported by the appropriate documentation) are in place to enable the scheme technology to be handed over by the project team into maintenance by the OD Service Delivery Regional Technology Team and their Maintenance Service Provider (TechMAC / RTMC / Asset Delivery). The certificate provides auditable confirmation that the completed asset has been formally accepted into maintenance by the MSP. (For Smart Motorway schemes, this product must be drafted in accordance with the material within				Produced By: MP Project Manager Accountable and Signed Off By: OD Senior User Consulted With: OD Senior User Representative, Programme Delivery Director Distributed To:		

Key principle of the PCF no 01 Plan the coming stage properly focussing on what outcomes need to be delivered.		Key principle of the PCF no 03 Eliminate waste and focus efforts where most needed.		Key principle of the PCF no 02 Consultation is a vital component not an afterthought.			
Product Name	Product Purpose	Is it required at this stage for this project or programme? • If yes, what is the requirement of this product in this specific stage (i.e. what are you trying to achieve through its production)? • If no, please record reason for decision and who it was discussed with?	Collaborative Planning Scheduling and Resources Questions that you might consider / record in this column to inform your P6 schedule may include • What resources do you need to complete it? • When during the stage do you need to produce it (beginning / middle / end)? • How long will it take to complete? • What date does it need to be completed by? • What date does it need to be started? • Are there any interdependencies between this and any other product(s)? • What are the risks and opportunities for the critical path?	Collaborative Planning Lean Questions that you might consider / record in this column may include • Are there any opportunities to streamline the product? • Could it be (legitimately) combined with another? • Could it be produced at programme level? • Are any templates provided appropriate for the level and complexity of this specific project or programme? • Have any appropriate variations to the product requirements been agreed with the relevant specialists (for example Transport Planning Group, SES Environment Group etc) • Have suppliers been given a clear brief on the level of detail that they need to produce? • Are there any additional products not listed on the PCF that need to be produced? • Could a baseline document be used (for example crossing referencing to the Client Scheme Requirements rather than repeating the same detailed project information in every product)?	Product Consultees Consultees (also sometimes known as product reviewers) are the key advisors or specialists whose input is likely to be required to help achieve the outcome of the product, not just someone that you email and ask for comments. The key is to identify these stakeholders early and engage with them often, utilising their expertise and maintaining frequent dialogue, holding face to face meetings wherever possible to obtain their feedback. Email should only be used as a last resort or as a practical way to share documents etc. Before circulating a product for consultation, it is vitally important to understand why you are contacting each consultee.	Who will be involved in its production? NB Users should review the roles and responsibilities for each product as set out in the PCF and engage with all those listed to determine when and by what means they wish to be consulted. Questions that you might consider / record in this column may include • Do we understand why each consultee is listed i.e. for what purpose do we need to engage with them? • Are there additional consultees not listed on the PCF that we should engage with? • When should we engage with them? • How should we engage with them?	Roles and Responsibilities NB Who specifically is the contact for each role on this project or programme? Project Manager Joe Bloggs Environmental Specialist Fred Smith Etc
Operational Handover, Documentation, Certificate and Consent to Implement (CTI) Process	This product shall be used where schemes require changes to the Regional Control Centre (RCC) or Regional Operations Centres (ROC) operate. This product will provide assurance that the necessary documentation has been produced to enable the scheme to be successfully handed over into operation on to the appropriate region. This product shall be drafted in accordance with the material set out within GG182 Major Schemes: Enabling Handover into Operation and Maintenance and the supplementary Consent to Implement (CTI) process shall also be followed where required by GG182 (refer to Major Projects CTI process document). The CTI process applies to all Major Project schemes involving technology, not just Smart Motorway schemes. The CTI process identifies the activities that have to be completed to enable the scheme to safely open for traffic. It confirms that stakeholders are satisfied that all necessary assurances have been completed and provides an audit trail for a scheme's operational readiness. It is not intended to act as a 'snagging list' for recording defects, rather it focuses on those issues that prevent the scheme becoming operational in a safe manner. The handover certificate provides auditable confirmation that the completed asset has been formally accepted into operation by Operations Directorate Senior User				Produced By: MP Project Manager Accountable and Signed Off By: Regional Traffic Operations Manager (RTOM) Consulted With: OD Senior User, OD Service Managers, SRO, Regional Enforcement Coordinator, Control Room Operations Manager (CROM), Service Delivery Operations Manager (SDOM), Integrated Project Team, NTOC Technology and Information Services Manager (Stage 6 only) Distributed To: Other parties as required Note: Refer to the additional stakeholder roles and responsibilities set out in the Consent to Implement (CTI) process		
Technology Commissioning Plan	To set out and agree a commissioning plan to bring the technology aspects of the project into operation. This includes the testing of functionality and confirmation that all necessary tests and systems certification procedures have been completed.				Produced By: MP Project Manager (technology design consultant and data designer produced on behalf of the Project Manager) Accountable and Signed Off By: Programme Delivery Director Consulted With: IT Technology Coordinator Distributed To: *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordinator@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them to locate it to the correct people), and which PCF product requires a review.		
Permit to Connect	To enable the Software Maintenance Contractor (SMC) to complete site acceptance testing (following successful Factory Acceptance Tests) prior to software and site data being installed at the RCC. This is a requirement of Link to MCH 1705 - NMCS2 Permit to Connect.				Produced By: Software Maintenance Contractor Accountable and Signed Off By: Programme Delivery Director Consulted With: IT Technology Coordinator Distributed To: *Consultation with this contact is centrally co-ordinated via IT_MM_Technology_Coordinator@highwaysengland.co.uk. When emailing them, please specify the full name of your road project, the OD region in which it falls (to help them to locate it to the correct people), and which PCF product requires a review.		
Plan for Monitoring Operations and Monitoring Output	The Plan for Monitoring Operations provides a robust method of determining whether a scheme is operating in an effective and safe manner during the initial period of operation. As such the plan ensures adherence with a scheme's monitoring objectives covering the validation of safety performance, a significant scheme challenges, stakeholder issues and operational outcomes (all where appropriate). The product also defines the necessary monitoring methods required. Highways England has a responsibility to monitor (and if necessary adjust) scheme operation to ensure that infrastructure is performing at optimum efficiency. Performance monitoring enables any deficiencies in a scheme's operational effectiveness to be identified and resolved; provides opportunities for improvements to be fed back through to the scheme; and captures best practice to inform subsequent schemes, and where relevant, update design standards. Monitoring is particularly important for some schemes, for example smart motorway schemes, where benefit realisation depends on the ability to create and maintain a controlled environment, and where operational monitoring can be used to validate whether the variable mandatory speed limits are being set appropriately. Alternatively, some schemes may, due to their nature or size, not require any specific operational performance monitoring to be carried out. All schemes will still require Road Safety Audits (RSA) to be undertaken throughout the development and operation of the scheme, in line with the RSA Project Control Framework (PCF) requirements. Any decision which results in the non-production of the Plan for Monitoring Operations PCF product must be agreed with the Project Safety Control Review Group (PSCRG), the Programme Delivery Director, the Operations Directorate Senior Users, the MP Delivery Services - Standards and Assurance team and recorded in the scheme Safety Plan and Combined Safety and Hazard Log report. Where the product is required, it should be developed as follows: PCF Stage 5 – The Plan for Monitoring Operations product should be produced for PCF Stage 5. Where appropriate, the remedial activities to be monitored should be discussed and agreed at the PSCRG. Once the monitoring requirements are agreed, the scheme will need to confirm (with the Programme Delivery Director and Senior Users) how any funding requirements will be met. The product should also set out the procedures for introducing any further mitigation following the outcome of the monitoring. PCF Stage 6 – The Plan for Monitoring Operations product should be refined for PCF Stage 6, and agreed in advance of the scheme being open for traffic. The product should also include any actions that need to be taken forward. Any required funding arrangements need to be in place at this point. PCF Stage 7 – The Monitoring Output product should be produced for PCF Stage 7. The output of any monitoring activity carried out should form the basis of the product. N.B. If it is agreed at PCF Stages 5 and 6 that no additional scheme monitoring is necessary, the production of the Monitoring Output product at PCF Stage 7 will not be required. * In accordance with GG10, PSCRGs will only exist for projects which have a Safety Management System classification of either Type B or Type C. Where aspects of the scheme are classified as Type B or C issues a PSCRG may be formed to provide appropriate governance.				Produced By: MP Project Manager Accountable and Signed Off By: SRO / Programme Delivery Director Consulted With: Operations Directorate Senior User (for technical approval), Head of Regional Service Delivery (or technical approval), SES Safety Risk Requirements Group, Principal Designer (for technical approval), SES Asset Concept Development team Distributed To: Capital Programme Operations Lead, Regional Control Centre Technology and Calibration Manager, APM – Operations for Smart Motorways (ALR schemes only), others as appropriate on specific schemes and their monitoring needs		
Environmental Management Plans	To demonstrate how commitments to environmental management will be delivered throughout the lifecycle of a project, including monitoring of significant adverse effects in line with the: • Environmental Impact Assessment (Miscellaneous Amendments) Regulations 2017 - Highways Act 1980 amendments; or • Infrastructure Planning (EIA) Regulations 2017 (as amended) (the IP EIA Regulations) This product must demonstrate the ability of the project to meet the requirements within the Highways England Licence (Department for Transport, April 2015) and should also identify how the objectives set out in the Road Investment Strategy (Department for Transport, March 2015) will be met.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Environment Group Environmental Advisor, relevant statutory bodies (PCF Stage 3 OEMP only) Distributed To: All PCF Stages: Equality and Diversity Representative for MP and Corporate Equality and Diversity Lead, relevant third parties (any persons taking on areas of responsibility such as conservation bodies taking on responsibility for managing off-site mitigation), PCF Stage 3 only: DCO drafting lawyer (REAC - PA08 schemes only), PCF Stage 5: Maintenance Service Provider (MAC/ASC) and other Asset Delivery Partners, PCF Stage 7: Local Highway Authorities (in relation to handed over roads)		
Evaluation of Change Register	To provide transparency and support the evaluation of changes in assessment assumptions, project design, or mitigation and monitoring commitments set out in the Environmental Management Plan. This product will help to demonstrate consistent control. This product is recommended for projects which are being progressed under the Highways Act 1980 or those that are likely to seek consent through the Planning Act 2008. Projects which may require consent via a different route, e.g. the Town and Country Planning Act 1990 are advised to seek advice from their SES Environmental Advisor on the application of this product.				Produced By: MP Project Manager Accountable and Signed Off By: Programme Delivery Director Consulted With: SES Environment Group Environmental Advisor, DCO and Statutory Processes Team (Planning Act 2008 projects only) Distributed To:		