

LESSONS LEARNT MANAGEMENT PROCEDURE

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PURPOSE AND SCOPE

The purpose of this procedure is to promote the ongoing improvement of project delivery and quality. The procedure details the process by which, any lessons learnt during a project are fed back to Construction Services for collation and dissemination across the Business.

The scope of this procedure includes lessons learnt relating to general construction activities, raised by Construction's project delivery teams but does not include the management of health, safety or environmental (SHE) recommendations/lessons learnt resulting from an incident investigation as this is covered by NGUK/PM/INV/1 and Compass.

Lessons learnt are to be allocated into the following categories:

- a) Project Delivery and Execution - Project Managers Focus Group.
- b) Project Site Delivery – Site Engineers Focus Group.
- c) Safety, Health and Environmental (SHE) – SHE Focus Group.
- d) Scheme Finance – Project Managers Focus Group.
- e) Design Management – P&C/Settings Focus Group.
- f) Contract Management – Supplier Chain Management Focus Group.
- g) Commissioning Management - P&C/Settings Focus Group / TP106 Steering Group.
- h) Programme and Outage Management - System Access & Programme Focus Group.
- i) Drawing Management – Drawing Management Focus Group.
- j) Development – Project Managers Focus Group.
- k) Protection and Control/Settings - P&C/Settings Focus Group.
- l) Civils – Civils Focus Group.
- m) Over Head Line – Over Head Line Focus Group.

- n) Plant – Plant Focus Group.
- o) Cables – Cable Focus Group.
- p) Training and Authorisations – Training and Authorisation Focus Group.

These categories may be broken down in to sub categories but will be managed by the associated Focus Groups.

Improvement in project delivery and quality will be achieved by the development of business policy, process, specifications, procedures and training requirements. Awareness of lessons learnt will be exercised through Focus Groups and regular team talks.

PART 1 – PROCEDURAL

1 CAPTURING LESSONS LEARNT

Lessons learnt are to be captured throughout the lifecycle of a project, as part of regular Contract Progress Meetings (refer to NSBP 133). Any issues raised are to be recorded on the Lessons Learnt Proforma (Appendix A, NSBP178.01), and forwarded to the Construction Services Admin.

For Electrical Projects, following Design Intent Document (DID) freeze the Project Manager (PM) will chair a Lessons Learnt Review Meeting with the Development Engineer. The meeting will review the sanctioned design against the agreed contractual design.

The Operational Services Manager (OSM) will progress the recommendations through Construction Services Management meetings or through various focus groups and notify the originator accordingly.

The BSM will also be responsible for forwarding relevant Lessons Learnt/recommendations to other appropriate Operating Units e.g. SHE Directorate, Asset Management etc.

Recommendations should be concise and realistic. The recommendations shall be in bullet point format and shall be prioritised as shown below:

- a) High (0 – 6M).
- b) Medium (6-18M).
- c) Low (When an opportunity occurs).

Any lessons learnt throughout the lifecycle of a project must also be included in the relevant Post Project Review and Close Out completion reports.

2 TRACKING LESSONS LEARNT ACTIONS

Any actions resulting from this process will be entered in to and tracked using the Business Improvement Request (BIR) database.

2.1 Submit New Business Improvement Requests

It is the duty of the Project Manager (PM) to identify any 'Lessons Learnt' which will be brought up through the Monthly Contract Progress Meetings. The 'Lessons Learnt' will then be compared with existing entries in the 'Lessons Learnt' Action Logs on the S: Drive. Should the 'Lessons Learnt' be deemed a new entry, it shall be the responsibility of the PM to complete the Lessons Learnt Proforma.

After completion of the 'Lessons Learnt' proforma by the PM it will be passed to the Construction Services Admin Team for entry into the Lessons Learnt Action Logs. Once entered into the Action Log database it is available for the Focus Group Chairman to take the list of 'Lessons Learnt' from the S: Drive to the Focus Group Meetings and discuss whether or not to progress to the next stage and produce recommendations.

Construction Services will review the recommendations with the Focus Group Chairman and decide how to proceed. At this point the originator will be notified. Construction services will then decide whether the recommendation is to be delivered by another unit. The Construction Services OSM shall obtain agreement from the other unit.

The recommendations will then be entered into the Business Improvement Request (BIR) Tracker System and the 'Lessons Learnt' Action Logs shall be updated in synchroisation. The recommendations shall be implemented through the addition, deletion or changes to policies, processes and procedures and distributed through team briefs, tool box talks or other forms of communication.

Construction Services shall proceed to complete the recommendation through to completion with the assistance of nominated individuals. The 'Lessons Learnt' are then archived in the BIR Tracker Database and are made available through the Construction Services 'Lessons Learnt' Action Logs. The new 'Lessons Learnt' are then publicised through Focus Groups, Team Briefs and other medium throughout the company.

2.2 Enter into Business Improvement Request Database

The OSM has responsibility for entry into the BIR database

Field Description	Details
Category	Projects Lessons Learnt
Reference	Managing New Assets
Originator	Name
Department	Construction
Section	Construction Services
Title	Description
Description	Action reference Agreed actions Reference to relevant reports/documents
Owner	Name (responsible for the delivery of actions)
Priority	High (0-1 month), Medium (1-3 months) or Low (3-6 months)
Target Date	Agreed delivery date for agreed actions
Status	New Request