

Lessons learned – The Reef – January 2023

Lesson learnt	Caused by	Recommendations for future
Project timeline slippage	Global pandemic created issues for sub-contractors due to travel restrictions, accommodation issues and supply of materials	Consideration to be given and factored into tender process given the geographical location of NNDC on future projects and included within the risk register
Earlier involvement required from teams such as Corporate Health and Safety and Building Control	Belief of project team that Building Control and Corporate Health and Safety issues were addressed through key project management partners but did not involve in-house NNDC specialists.	Ensure a full process in place to identify key stakeholders that need to be involved to ensure the success of the project and eliminate the need to retrospectively deal with issues that arise.
No responsible officer for lifetime of project	Lack of continuity of responsible officer for extended period of project given staffing changes.	Ensure roles and responsibilities are set out clearly from the outset and Project Management Framework followed, so documents are up to date for handovers when staff move on to other roles or leave the organisation
Some decisions made without appropriate NNDC consultation e.g., manoeuvring of large vehicles, or taking into consideration other recommendations put forward from internal NNDC teams	External stakeholders making decisions without appropriate consultation	Ensuring clear roles and responsibilities identified and processes followed, and appropriate internal stakeholders and expertise utilised

Appendix A

Lesson learnt	Caused by	Recommendations for future
No consistent point of contact for internal stakeholders with external stakeholders or NNDC	No involvement early on to be able to have adequate input into design process, only involved at final design stage	Ensure early involvement and key stakeholders identified and involved in the decision making and consistent communication at all times
Increased input at key stages from operator, would have aided the process	Complications of running leisure management procurement alongside the appointment of design/construction contractor for the new pool	Earlier and ongoing involvement of leisure management company staff, to have input into the design and implementation
Some finishing poor, unacceptable sub-contractor work, being signed off by build contractor	There is a perception that the final stages of the build were rushed, and that the contractor did not check the work before they signed it off	Ensure more robust system in place to avoid this happening in the future
Slippage on timeframes towards the end of the build	In the latter stages of the build, contractors were giving dates of completion for areas, but these were not adhered to	Robust management of contract
Lesson log not in place	Lesson learnt document not being maintained, on a regular basis from outset of project	Dynamic lessons learnt log evidenced and developed throughout lifetime of the project would ensure lessons captured are recorded, even if officers move into different roles, or leave the organisation
Lack of technical knowledge within the council in this field	Inexperience of the internal project team and council of managing projects of this scale and complexity	Ensure appropriate resources and level of expertise on board from the outset

Appendix A

<p>Aspects of the design could have potentially been delivered by internal experts</p>	<p>Lack of formal justification for the use of external professional expertise</p>	<p>Consideration to be given to taking advantage of expertise in-house before decisions being made on external involvement</p>
--	--	--