

Delivery of the A2300 and A259 Major Highways Projects – Lessons Learnt

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Background



- Requested by the Business Planning Group following completion of the A2300 and A259 carriageway widening major projects
- Pre-Agenda Meeting defined the headings/scope used in report
- Approach:
 - internal review with PMs,
 - Lessons-Learnt workshops with contractor/consultant/supervision team and WSCC
 - the report is a summary of all of these activities.
 - Doesn't include pre-delivery activities such as scheme identification etc.

Subjects requested for inclusion



The Committee (in Pre-Agenda) asked that, in addition to lessons learned, the report covers the following details:

- Definition of Major Projects
- Consultation effect on schemes
- Planning Issues
- Scope for flexibility in design as standards change
- Compulsory Purchase Order (CPO) issues
- Cost and Engineering surprises (Risk Management)
- Contractor Supervision
- Quality of work
- Lessons Learned and changes

Consultation – key themes



- Good response rate and number of comments/requests to change the scope of the design; including road layout, cycling provision and pedestrian facilities
- Some aspects could be incorporated, particularly cycling and pedestrian improvements, but others impossible due to, for example, land availability.
- Comments and concern relating to adjacent network; for example, the A27
- Pedestrian and cycling facilities are now further scrutinised as part of the 'Active Travel' reviews of our major projects; a central government initiative to promote 'walking, wheeling and cycling'.

Consultation – changes for future schemes



- Make note of common themes and ensure they are incorporated in FAQs.
- Where possible requested changes have been included in final designs, but this could be better publicised.
- Using web-based consultation ensures travelling public have the chance to respond, unlike postal consultations.
- Use easy to understand drawings, not engineering drawings.
- Length of time between consultation exercises needs to be managed, but learn from successes A259 - webpage 13,000 hits, and newsletters.

Planning and CPO process – key themes



- Difficulty in co-ordinating with third-parties (developers) where their infrastructure was critical to our scheme.
- Accuracy of land registry information.
- Assessing the need of adjacent landowners and identifying need for licences and accommodation works.
- Communicating with and identifying needs of, tenants, as well as land-owners.
- Plan for the potential for blight notices regarding adjacent properties.

Planning and CPO – changes for future schemes



- Identifying as part of stakeholder management strategy:
 - Communicating methods with Developers; set up 'joint working groups'
 - Engagement with landowners, maintain dialogue
 - Engagement with tenants, as above
- Programme management (and budgeting) should allow for all appropriate surveys to identify accurate land-information.
- Identify risk of blight notices and accommodation works in risk workshops in design stage.

Cost and Risk Management – key themes



- Issues affecting estimated cost of construction primarily identified in design stages by contractor.
- Significant cost impact due to Covid, Brexit, Ukraine war, and legislation changes.
- The significance of the role of the Quantitative Cost Risk Analysis (QCRA) to identify cost of risk items.
- The challenge of balancing the cost of early surveys to provide greater cost certainty, but at a stage when there is less certainty the project will proceed.
- The challenge of meeting demanding time constraints applied by funding bodies such as the DfT.

Cost and Risk Management – changes for future schemes



- Carry out independent cost reviews at key milestones.
- Note all key aspects that increase costs and itemise in QCRA for future projects, and ensure the appropriately experienced people take part in QCRA workshops.
- Increase transparency of realistic programmes with funding bodies.
- Further endorse recommendations of Provelio Report (reported here 07/11/2019) eg the Programme Management Office team that were subsequently formed to assist with governance and reporting.

Contract Management and Supervision – key themes



- The importance of the construction works Supervisor.
- The role of the contractor in identifying design issues/risks.
- The most successful experiences have been as a result of a collaborative approach.
- For the A259 the most significant issues relate to Statutory Undertakers (underground utilities).
- Communication with the public – appearance of non-activity and publicising completion dates.

Contract Management and Supervision

– changes for future schemes



- Supervisor role now included in our cost-consultant framework.
- Early Contractor Involvement (ECI) is vital for risk management and should always be included in the contract strategy either 'Design and Build' or award contract before completion of design to allow for ECI.
- Collaborative working helps identify problems and find solutions – has been successful on the Lyminster Bypass.
- Incorporate Statutory Undertakers management into the main contract at the earliest stage.
- Comms planning – explain why it may appear work is not happening, include contingency in the publicised completion dates and use the 'newsletter' approach – include in contract.

Post Construction Monitoring



- DfT /LEP funding agreements set out requirements and metrics for monitoring.
- Key metrics are accident data and journey time.
- Business case sets out criteria for success including longer term outcomes eg housing numbers and job creation.

Accident data

Insufficient time has elapsed since opening for either scheme for meaningful accident data analysis however based on current monitoring, rates have reduced.

A259 journey times

- Travel time surveys indicate a time saving of 44% (Oct 2023 eastbound) and 33% (Oct 2023 westbound). This is on track for achieving the 2033 'success' criteria of 28% (eastbound) and 22% (westbound).

A2300 journey times

- Due to disruption from nearby major roadworks, travel time surveys will take place in 2024. Anecdotally, journey time has improved, but main benefit will be increased capacity for future development.

Summary



- Two major schemes successfully delivered which started at the height of the pandemic and lockdown
- This report has highlighted a mixture of themes some more relevant to one the schemes rather than both.
- Our contract frameworks set up at the beginning of the programme have successfully built relationships to ensure we delivered with certainty, but we have matured as an organisation – risk management; programme knowledge, contract management and setting up the PMO team.
- The lessons learnt have been fed into projects such as the Lyminster bypass and next stage of the A259 (currently with the DfT for OBC approval)
- Future schemes will be procured through HCC Gen 5 framework – continuing our ability to benchmark, combining our knowledge and experience with our colleagues at HCC to create an even more robust knowledge base.