

brightness²

Build on Best Practice

Video Workshop

**Building on Best Practices @
the North-West Hub**

Kamini Manick
UKRI-STFC

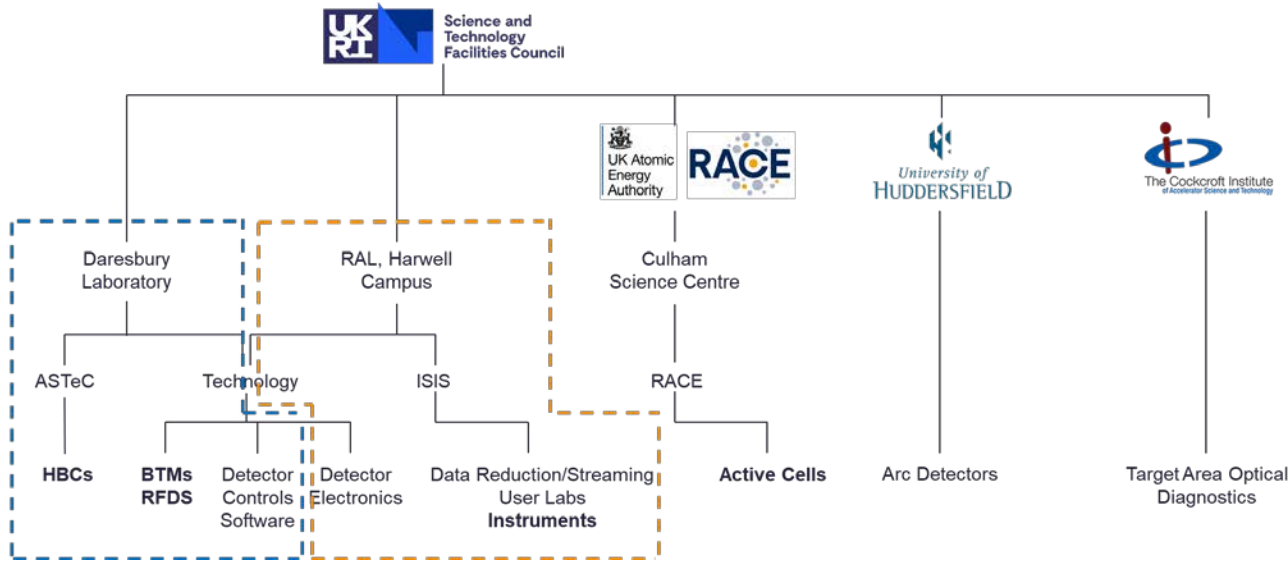
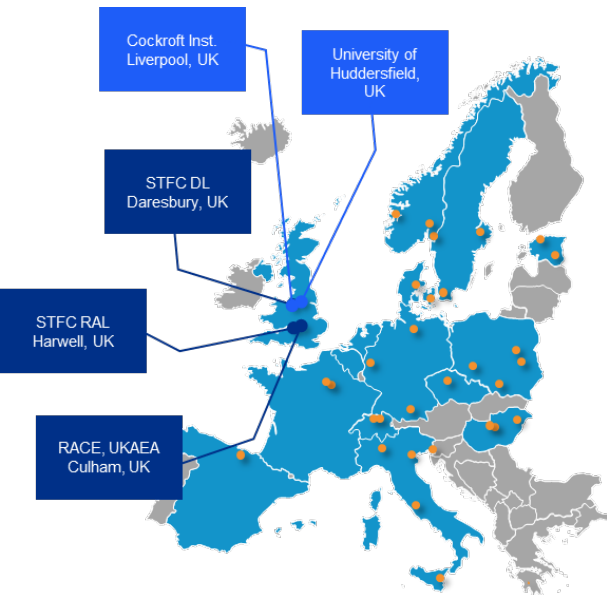
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Background – UK-ESS



BrightNESS² is funded by the European Union Framework Programme for Research and Innovation Horizon 2020, under grant agreement 823867

UKRI = UK Research and Innovation
RAL = Rutherford Appleton Laboratory

Best Practices already in place on which to build further developments (B-1/B-2)

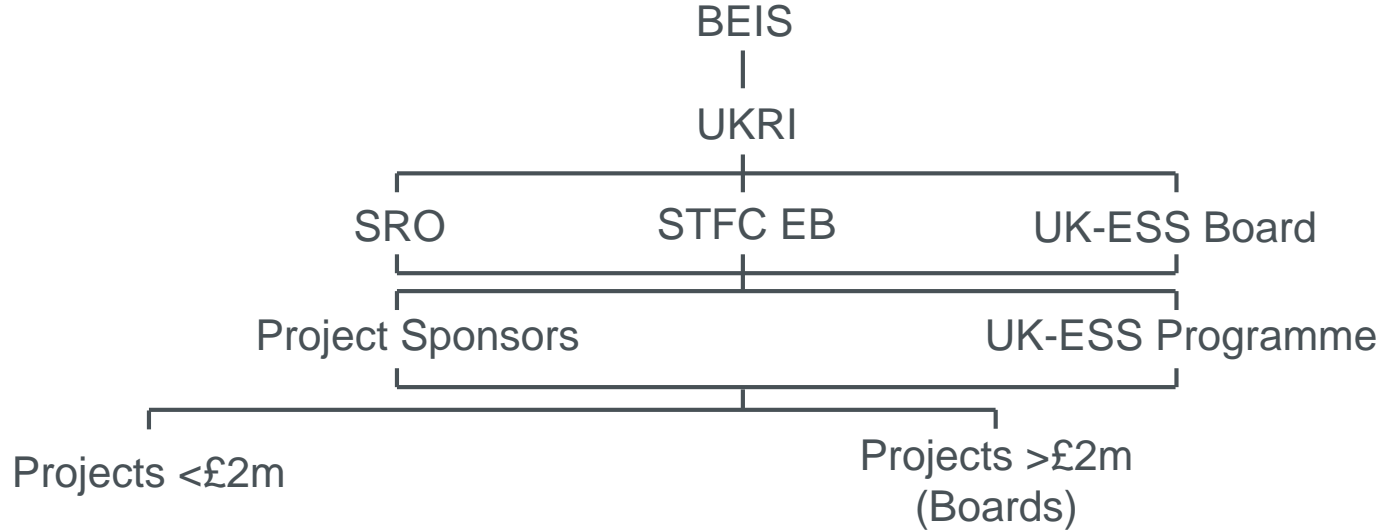
Mature Best Practice

- **Governance (Boards)** & additional communication channels
 - Risks and Issues Management
- Safety and working on site

Developing Best Practice

- **Change Control Management**
- Project Closeout
- **Partial Acceptance**
- **Lessons Learnt**
- Communication activities/events

BP#1 – Governance (Boards)

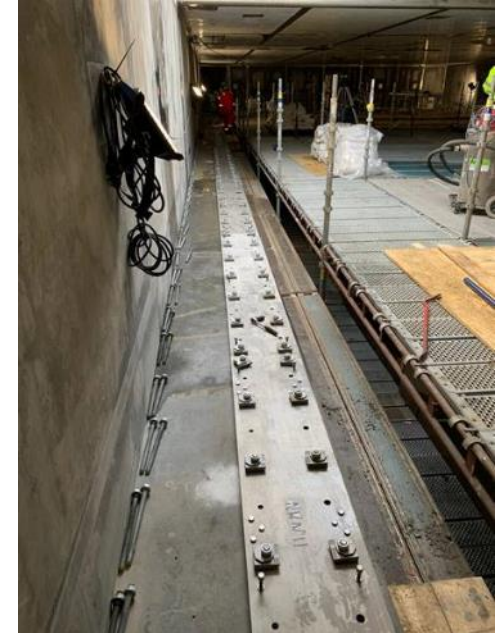


BP#2 – Change Control Management

- Mostly relevant for the instruments and active cells projects
- Amendments to the UK-ESS procedures to accommodate unique cases
- Additional regular meetings dedicated to change control management (involving ESS, UK-ESS Project Manager and UK-ESS Programme Office)
 - Particularly useful for complex changes
 - Started for active cells project this year. Aiming to start similar meetings for instruments.
- Mature set up for HBCs project (UK-ESS, DESY, CEA, ESS)

BP#3 – Partial Acceptance

- Crane rails case study (active cells)
- Contractor installed crane rails on site and will return at a later date to install the cranes
- No formal process in place to enable partial acceptance
- Interim measure (workaround): we carried out a full condition survey, which we will refer to when this piece of work resumes



STFC Best Practice

Reference	Impact i.e. what was the severity of the impact from not implementing the recommendations?	Title	Description		
			Event	Effect	Cause
LL-04		Milestones Changes - reporting of delays	Time schedule milestones not initially reported on & incomplete information where delays reported	Additional effort to contact PMs individually to request information/data	The need for TS milestone reporting not clearly communicated at the start (i.e. for communicating with the Board)

Don't forget to include what was done well!

Recommendation(s)	Comments from post-implementation/closeout reviews
e.g. It is recommended that as part of the gateway 2 checklist, a question relating to design content, review and approval is included. This is to be incorporated into the Project Management Framework.	
Set out reporting requirements as early as possible and ensure the requirements facilitate other reporting (e.g. UK-ESS Board) in order to streamline efforts.	

Opportunities for sharing lessons learnt between partners and ESS on a more regular basis? Scope for more meaningful exchanges of lessons?

Survey for the requirements for a lessons learnt repository. What is important, is to define:

- **Who** do we want to use it and **when**
- Who do we want to **control** the information
- What **users**/personas we want to create, which will define the level of detail they see (definition of accesses)?
- What additional **columns** or what columns we should remove from the SharePoint LL repository presented
- Which **lessons** should go in the repository (all or only common?)
- How to **ensure it will be used** as and when intended?
- A specific **format** that we think is ideal

Main risks identified in IK Management

UK-ESS ID	Event	Cause	Impact	C - Cost S – Schedule *See note	Prob. 1-5	Mitigation Measures
27	There is a risk that our in-kind contributions are delayed, and/or schedule held up,	as a result of dependencies between our contributions and information required from ESS (e.g. design) who are heavily loaded,	resulting in a failure to deliver to our committed milestones, reputational damage and/or costs increasing.	C: S:	5	<ol style="list-style-type: none"> 1. Continue to request 'up to date' information from ESS regarding site access dates for installation and assess impacts of any delays. 2. To arrange regular meetings between NSS, Instruments PM & UK-ESS PO to improve collaboration around change control management, and improve communications around impacts and actions.
30	There is a risk that subcontracted components or services are delivered late,	as a result of suppliers being unable to meet the commitments on which they bid post contract award, and limited tools being at our disposal to deal with this,	resulting in delays to delivery of our committed contributions.	C: S:	5	<ol style="list-style-type: none"> 1. Close management of contracts where feasible with central procurement team support when their resource allows. 2. Brexit and Covid related impacts moved to issues register and managed separately as realised risks.
43	There is a risk that 'unknown unknowns' will materialise during the installation work (where it is not possible to make a go/no-go decision),	as a result of complex, large-scale installation works required for the active cells project,	resulting in additional costs (of unknown/unpredictable amounts) that UKAEA/STFC are required to pay.	C: S:	4	<ol style="list-style-type: none"> 1. Understand what sort of costs we will realistically come up against.

Probability: 5 = most severe; Cost: Estimated potential cost in M€ if not mitigated; Schedule: Estimated delay of activity in months if not mitigated

Comments: *Quantitative Risk Assessment not completed

UK-ESS Probability Scoring: 1=Very Unlikely 2=Unlikely 3=Moderate 4=Likely 5=Very Likely

UK-ESS Impact Scoring: 1=Very Low 2=Low 3=Moderate 4=High 5=Very High

Possible new Best Practices to develop in B-2

- Project Management Practices – key benefit: improved ESS-Partner relationship
 - Application of Change Control for ESS-driven changes
 - Example 1: guide procurement delay request (FREIA)
 - Was not put through ESS change control because it was not a controlled ‘key milestone’
 - However, this request to delay has significantly increased the risk of delays and costs to the delivery of FREIA
 - This was presented to the UK-ESS Board as an early warning (through UK-ESS change control) even though impacts TBD
 - Example 2: access delays (Active Cells)
 - There is good communication regarding the amendments to the site access schedule
 - However, these ESS time schedule milestones are not being put through any change control so there is no formal confirmation of the changes
 - Inter-departmental/divisional coordination
 - Example 1: Safety Systems (active cells and instruments)
 - Both projects having to rely on assumptions and/or still awaiting information from ESS safety systems group
 - High risk that our IK contributions won’t be accepted from a safety point of view
 - Example 2: NSS dependencies on Target
 - NBPI dates/progress do not seem to be routinely reported from the Target to the NSS group

Achievements

- Risk register adopted by PSI!
- Generally successful collaborations – good feedback at all levels

Lessons Learnt

- Installation Management – dedicated installation manager for active cells project
- Project change control – talking to ESS early on (pre-change/early warnings) to agree approach within change control framework

Request

- Do other FCs attend the instrument scientists meetings? Are they useful? Are they an opportunity to have useful conversations?

Thank you!

Kamini Manick, UKRI-STFC
kamini.manick@stfc.ac.uk



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