NEC Planning Solutions

Capability statement
November 2026

Integrated programme control for complex NEC projects

We take ownership of the integrated programme. Subcontractor programmes and progress go into one master schedule, the interfaces and critical path are managed and the contract reporting is kept up to date. The quotation, the payment cycle and the board report then carry the same numbers.

- **NEC Accredited**
  Every engagement is led by an NEC Accredited Project Manager.
- **APMG qualified**
  APMG Project Planning and Control, held at director level.
- **NEC, JCT and FIDIC**
  Programmes and reporting are written to the contract that governs the work.



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NEC Planning Solutions Ltd, Company No. 12229204

The planning function behind the programme

Owned and kept to contract standard.

NEC Planning Solutions is a UK planning and project controls consultancy. We run the planning function behind complex projects: the master programme and the subcontractor programmes and progress that feed it, plus the reporting the contract asks for.

On NEC work the programme is both the live management tool and the contract record, from the Clause 31 submission to every compensation event.

At a glance

- **NEC3, NEC4, JCT and FIDIC**
  Programmes and reporting written to the governing contract.
- **Primavera P6 and MS Project**
  Asta files read and converted into P6.
- **PI £2m, PL £5m, EL £10m**
  Worldwide, excluding the USA and Canada.



Roman Bazelchuk

Founder. Governance, QA and delivery standards.

Roman sets the standard every output is measured against and reviews the work before it is issued. He has nine years in planning and project controls across industrial, energy, data centre and civils work, from £1.5m shutdowns to a £0.5bn transmission programme.

- NEC Accredited Project Manager
- APMG Project Planning and Control
- BEng Mechanical Engineering
- Postgraduate, Planning and Control

The team behind the work

On site or remote, as the project needs. A planner from our team works on site, with the director behind every issue.



Denis

Senior planner

MSc Project Management. Runs P6 programmes week to week, with the reporting and dashboards that go with them.



Alina

Planner and dashboard lead

MSc Finance. Builds the monthly dashboards and supports the commercial side. UK-based and works on site on rotation.



Alex

Commercial support

Master's-level civil engineer with over ten years in cost estimating and tender pricing. Joins on pricing and cost reporting when needed.

Senior associate. Chartered civil engineer for remote rail, infrastructure and forensic delay work. Schemes include HS2, Crossrail, East West Rail and National Grid substations. Further associates join by project size.

Social value

For contractors with social value commitments, we run the Project Controls Talent Partnership. Engineers with real delivery experience join your team as planners, assessed before they start and reviewed by us for their first year. Ask for the summary.

A University of Birmingham policy report, launched in Parliament on 3 November 2026, features the model as an example of best practice.

Take one piece or the whole cycle

Plan

Tender and pre-construction programmes

We build tender programmes that survive clarification and convert to award, with a method narrative that matches the schedule line for line.

You receive
P6 or MSP programme, PDF Gantt, method narrative and assumptions register.

Accept

Clause 31 and 32 compliance

Programmes are written for acceptance first time, with the Project Manager's likely reasons for rejection answered in the submission. The same discipline applies under JCT and FIDIC.

You receive
Compliance review and revised submission.

Control

Integrated master programme

We own the project programme. Subcontractor programmes and progress are challenged before they go in. The critical path and forecast completion are kept to a fixed reporting cycle.

You receive
Master programme, interface register, look-ahead and Programme Report.

Control

Project controls and reporting

We turn site progress into reporting the commercial team can use. The dashboard and the schedule carry the same numbers.

You receive
Monthly update, four-week look-ahead, dashboard and earned value.

Protect

Compensation events and change

Quotation programmes are built while the event is live and show the alteration to the Accepted Programme. Where an event is disputed or assessed late, we add time impact analysis.

You receive
CE programme, time impact analysis and supporting narrative.

Protect

Health check and recovery

Where a programme has drifted, we re-establish a critical path that stands up to challenge and put the reporting back on a cycle.

You receive
Health-check report, recovery plan and re-baselined programme.

Four ways to engage

Programme review

A senior second opinion on a programme you hold, before you submit, accept or reject it. The findings come in a note that is yours to use.

One defined piece

A tender programme, a Clause 31 submission, a compensation event or a recovery plan. Scope, deliverable and fee are agreed up front.

Monthly programme cycle

We own the programme on a live project and issue the update, look-ahead, report and dashboard to a fixed calendar. It is priced monthly against outputs, not by the day.

Team on site

A planner from our team works inside your project, full-time or on rotation, with the director behind every issue. You deal with one party for all of it.

> *A programme that cannot be defended at clarification, used at handover or relied on when change arrives is not finished work.*

Current work and the record behind it

Live delivery, process

Chemical plant, new build

Studley Engineering, Project Osprey, 2026

Weekly P6 cycle across sixteen process systems

We run the weekly P6 updates, full reporting and a dashboard for the M&E installation package, with director review. When vessel deliveries ran late, the programme was re-sequenced with each system's handover date kept in view.

P6, weekly update, reporting and dashboard

Monthly retainer, fit-out

Office building fit-out

JWA Shopfitting, JCT, £5m

Monthly programme cycle since January 2026

We update the programme in MS Project each month and issue the report that goes with it. We also support JWA's extension of time position.

MS Project, monthly report, EOT support

Tender win, aviation

Jersey Airport improvement and expansion

Ashbe Construction, NEC, £10m

Bid won and project awarded

We prepared the tender programme and planning submission for the airport works, issued with Ashbe's bid.

P6, tender programme, planning submission

> *Their support has given us confidence in our programme and claims position, and I wouldn't hesitate to recommend them.*
>
> **Roger Hills**, Director and Contract Manager, JWA Shopfitting Solutions Ltd

Before NEC Planning Solutions: the director's own delivery record

£50m+

Gas infrastructure, North-East Scotland

NEC3 Option A

Ran the integrated master programme, around 5,000 activities, as a monthly Clause 32 cycle through to completion.

£20m

Carbon capture facility, Northwich

Process plant

Built the baseline from first principles and held it through continuous design change, with earned value through delivery.

£10m

Food processing capacity upgrade

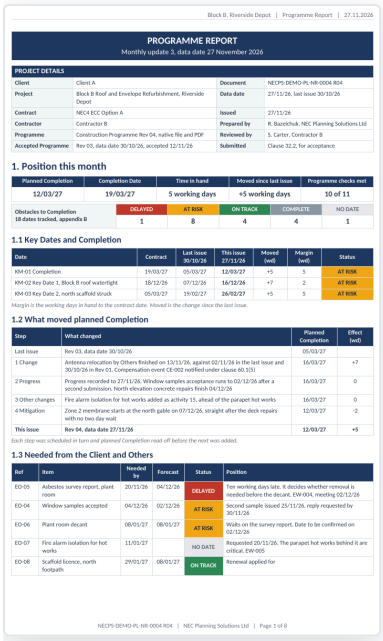
Shutdown

Planned the shutdown in one integrated P6 programme, with a full-time planner on site. The window held with every trade in the programme.

The record also covers overhead line transmission to £0.5bn, data centres and substations. Clients under confidentiality are described without being named.

Clients

What lands on your desk each month



PROGRAMME REPORT
Monthly update 3, data date 27 November 2026

PROJECT DETAILS

Client	Client A	Document	NECPS-DEMO-PL-NR-0004 R04
Project	Block B Roof and Envelope Refurbishment, Riverside Depot	Data date	27/11/26, last issue 30/10/26
Contract	NEC4 ECC Option A	Issued	27/11/26
Contractor	Contractor B	Prepared by	R. Bazelchuk, NEC Planning Solutions Ltd
Programme	Construction Programme Rev 04, native file and PDF	Reviewed by	S. Carter, Contractor B
Accepted Programme	Rev 03, data date 30/10/26, accepted 12/11/26	Submitted	Clause 32.2, for acceptance

1. Position this month

Planned Completion	Completion Date	Time in hand	Moved since last issue	Programme checks met
12/03/27	19/03/27	5 working days	+5 working days	10 of 11

Obstacles to Completion 18 dates tracked, appendix B	DELAYED	AT RISK	ON TRACK	COMPLETE	NO DATE
	1	8	4	4	1

1.1 Key Dates and Completion

Date	Contract	Last issue 30/10/26	This issue 27/11/26	Moved (wd)	Margin (wd)	Status
KM-01 Completion	19/03/27	05/03/27	12/03/27	+5	5	AT RISK
KM-02 Key Date 1, Block B roof watertight	18/12/26	07/12/26	14/12/26	+7	2	AT RISK
KM-03 Key Date 2, north scaffold struck	05/03/27	19/02/27	26/02/27	+5	5	AT RISK

Margin is the working days in hand to the contract date. Moved is the change since the last issue.

1.2 What moved planned Completion

Step	What changed	Planned Completion	Effect (wd)
Last issue	Rev 03, data date 30/10/26	05/03/27	
1 Change	Antenna relocation by Others finished on 13/11/26, against 02/11/26 in the last issue and 30/10/26 in Rev 03. Compensation event CE-002 notified under clause 60.1(1)	16/03/27	+7
2 Progress	Progress recorded to 27/11/26. Window samples acceptance runs to 02/12/26 after a second submission. North elevation concrete repairs finish 04/12/26	16/03/27	0
3 Other changes	Fire alarm isolation for hot works added as activity 15, ahead of the parapet hot works	16/03/27	0
4 Mitigation	Zone 2 membrane starts at the north gable on 07/12/26, straight after the deck repairs with no two day wait	12/03/27	-2
This issue	Rev 04, data date 27/11/26	12/03/27	+5

Each step was scheduled in turn and planned Completion read off before the next was added.

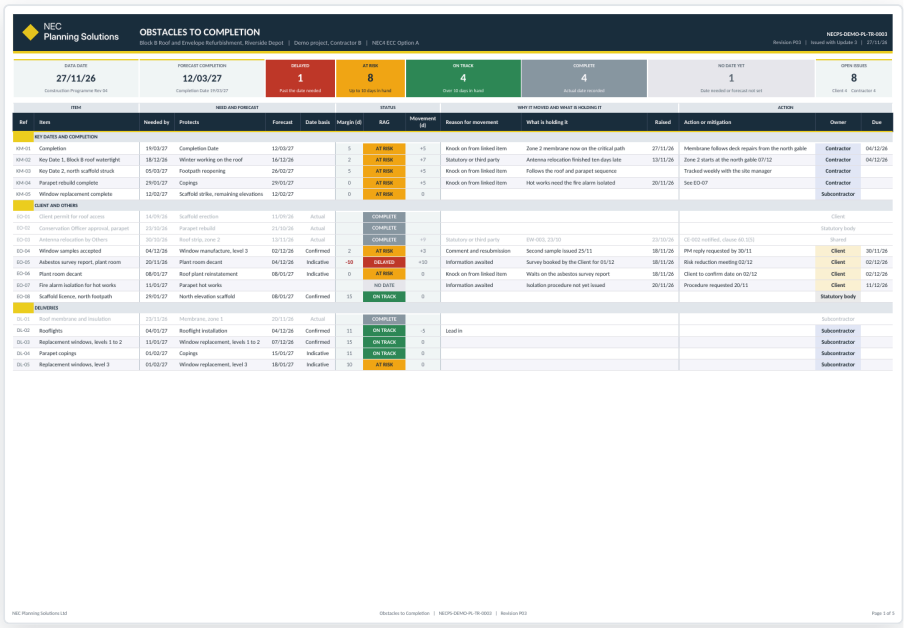
1.3 Needed from the Client and Others

Ref	Item	Needed by	Forecast	Status	Position
EO-05	Asbestos survey report, plant room	20/11/26	04/12/26	DELAYED	Ten working days late. It decides whether removal is needed before the decant. EW-004, meeting 02/12/26
EO-04	Window samples accepted	04/12/26	02/12/26	AT RISK	Second sample issued 25/11/26, reply requested by 30/11/26
EO-06	Plant room decant	08/01/27	08/01/27	AT RISK	Walks on the survey report. Date to be confirmed on 02/12/26
EO-07	Fire alarm isolation for hot works	11/01/27		NO DATE	Requested 20/11/26. The parapet hot works behind it are critical. EW-005
EO-08	Scaffold licence, north footpath	29/01/27	08/01/27	ON TRACK	Renewal applied for

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Programme Report

The monthly report that goes with the programme, saying where the job stands and what has moved.



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OBSTACLES TO COMPLETION
Block B Roof and Envelope Refurbishment, Riverside Depot | Demo project, Contractor B | NEC4 ECC Option A

NECPS-DEMO-PL-TR-0003
Revision P03 | Issued with Update 3 | 27/11/26

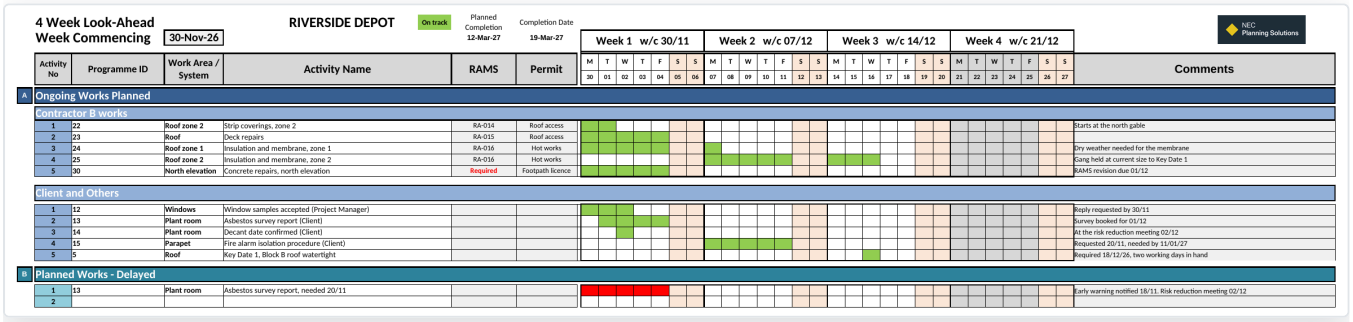
DATA DATE	FORECAST COMPLETION	DELAYED	AT RISK	ON TRACK	COMPLETE	NO DATE YET	OPEN ISSUES
27/11/26	12/03/27	1	8	4	4	1	8
Construction Programme Rev 04	Completion Date 19/03/27	Past the date needed	Up to 10 days in hand	Over 10 days in hand	Actual date recorded	Date needed or forecast not set	Client 4 Contractor 4

ITEM		NEED AND FORECAST			STATUS		WHY IT MOVED AND WHAT IS HOLDING IT		ACTION		
Ref	Item	Needed by	Forecast	Date basis	Margin (d)	RAG	Movement (d)	Reason for movement	What is holding it	Raised	Action or mitigation	Owner	Due
KEY DATES AND COMPLETION													
KM-01	Completion	19/03/27	Completion Date	12/03/27	5	AT RISK	+5	Knock on from linked item	Zone 2 membrane now on the critical path	27/11/26	Membrane follows deck repairs from the north gable	Contractor	04/12/26
KM-02	Key Date 1, Block B roof watertight	18/12/26	Winter working on the roof	14/12/26	2	AT RISK	+7	Statutory or third party	Antenna relocation finished ten days late	13/11/26	Zone 2 starts at the north gable 07/12	Contractor	04/12/26
KM-03	Key Date 2, north scaffold struck	05/03/27	Footpath reopening	26/02/27	5	AT RISK	+5	Knock on from linked item	Follows the roof and parapet sequence		Tracked weekly with the site manager	Contractor	
KM-04	Parapet rebuild complete	29/01/27	Copings	29/01/27	0	AT RISK	+5	Knock on from linked item	Hot works need the fire alarm isolated	20/11/26	See EO-07	Contractor	
KM-05	Window replacement complete	12/02/27	Scaffold strike, remaining elevations	12/02/27	0	AT RISK	0					Subcontractor	
CLIENT AND OTHERS													
EO-01	Client permit for roof access	14/09/26	Scaffold erection	11/09/26	Actual		COMPLETE					Client	
EO-02	Conservation Officer approval, parapet	23/10/26	Parapet rebuild	21/10/26	Actual		COMPLETE					Statutory body	
EO-03	Antenna relocation by Others	30/10/26	Roof strip, zone 2	13/11/26	Actual		COMPLETE	+9	Statutory or third party	EW-003, 23/10		Shared	
EO-04	Window samples accepted	04/12/26	Window manufacture, level 3	02/12/26	Confirmed	2	AT RISK	+3	Comment and resubmission	Second sample issued 25/11	18/11/26	PM reply requested by 30/11	Client	30/11/26
EO-05	Asbestos survey report, plant room	20/11/26	Plant room decant	04/12/26	Indicative	-10	DELAYED	+10	Information awaited	Survey booked by the Client for 01/12	18/11/26	Risk reduction meeting 02/12	Client	02/12/26
EO-06	Plant room decant	08/01/27	Roof plant reinstatement	08/01/27	Indicative	0	AT RISK	0	Knock on from linked item	Walks on the asbestos survey report	18/11/26	Client to confirm date on 02/12	Client	02/12/26
EO-07	Fire alarm isolation for hot works	11/01/27	Parapet hot works				NO DATE		Information awaited	Isolation procedure not yet issued	20/11/26	Procedure requested 20/11	Client	11/12/26
EO-08	Scaffold licence, north footpath	29/01/27	North elevation scaffold	08/01/27	Confirmed	15	ON TRACK	0					Statutory body	
DELIVERIES													
DL-01	Roof membrane and insulation	23/11/26	Membrane, zone 2	20/11/26	Actual		COMPLETE					Subcontractor	
DL-02	Rooflights	04/01/27	Rooflight installation	04/12/26	Confirmed	11	ON TRACK	-5	Lead in			Subcontractor	
DL-03	Replacement windows, levels 1 to 2	11/01/27	Window replacement, levels 1 to 2	07/12/26	Confirmed	15	ON TRACK	0				Subcontractor	
DL-04	Parapet copings	01/02/27	Copings	15/01/27	Indicative	11	ON TRACK	0				Subcontractor	
DL-05	Replacement windows, level 3	01/02/27	Window replacement, level 3	18/01/27	Indicative	10	AT RISK	0				Subcontractor	

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Obstacles to Completion

Every open issue, with its owner and its effect on completion.



4 Week Look-Ahead
Week Commencing 30-Nov-26

RIVERSIDE DEPOT

On track

Planned Completion 12-Mar-27

Completion Date 19-Mar-27

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Activity No	Programme ID	Work Area / System	Activity Name	RAMS	Permit	Week 1 w/c 30/11 M 30 T 01 W 02 T 03 F 04 S 05 S 06	Week 2 w/c 07/12 M 07 T 08 W 09 T 10 F 11 S 12 S 13	Week 3 w/c 14/12 M 14 T 15 W 16 T 17 F 18 S 19 S 20	Week 4 w/c 21/12 M 21 T 22 W 23 T 24 F 25 S 26 S 27	Comments
A	Ongoing Works Planned									
	Contractor B works									
1	22	Roof zone 2	Strip coverings, zone 2	RA-014	Roof access					Starts at the north gable
2	23	Roof	Deck repairs	RA-015	Roof access					
3	24	Roof zone 1	Insulation and membrane, zone 1	RA-016	Hot works					Dry weather needed for the membrane
4	25	Roof zone 2	Insulation and membrane, zone 2	RA-016	Hot works					Gang held at current size to Key Date 1
5	30	North elevation	Concrete repairs, north elevation	Required	Footpath licence					RAMS revision due 01/12
	Client and Others									
1	12	Windows	Window samples accepted (Project Manager)							Reply requested by 30/11
2	13	Plant room	Asbestos survey report (Client)							Survey booked for 01/12
3	14	Plant room	Decant date confirmed (Client)							At the risk reduction meeting 02/12
4	15	Parapet	Fire alarm isolation procedure (Client)							Requested 20/11, needed by 11/01/27
5	5	Roof	Key Date 1, Block B roof watertight							Required 18/12/26, two working days in hand
B	Planned Works - Delayed									
1	13	Plant room	Asbestos survey report, needed 20/11							Early warning notified 18/11. Risk reduction meeting 02/12
2										

Four-week look-ahead

The next four weeks by work area, for the site team.

Sample pages from Riverside Depot, a demonstration project. Client documents are never shared.

Start with a conversation

We start with a call about the project and the contract. A written proposal follows, with scope and fee fixed before anything starts.



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