NEC Planning Solutions

# PROGRAMME REVIEW AND RECOVERY

Rev 06 draft reviewed and recovery programme, data date 25 January 2027

| PROJECT DETAILS | | | |
|---|---|---|---|
| **Client** | Client A | **Document** | NECPS-DEMO-PL-RR-0006 P01 |
| **Project** | Block B Roof and Envelope Refurbishment, Riverside Depot | **Data date** | 25/01/27, progress to 22/01/27 |
| **Contract** | NEC4 ECC Option A | **Issued** | 29/01/27 |
| **Contractor** | Contractor B | **Prepared by** | Planning team, NEC Planning Solutions Ltd |
| **Programme reviewed** | Rev 06 draft, native P6 file | **Reviewed by** | NEC Accredited Project Manager, NEC Planning Solutions Ltd |
| **Accepted Programme** | Rev 05, accepted 06/01/27 | **Issued to** | S. Carter, Contracts Manager, Contractor B |

## 1. The position in short

The Rev 06 draft shows planned Completion on 12 March 2027 and Key Date 2 met on 26 February 2027, the same dates as the Accepted Programme Rev 05. Neither holds. With the zone 3 deck replacement instructed under CE-014 and the windows at the output achieved on site, planned Completion is 5 April 2027. The Condition for Key Date 2 is met on 19 March 2027, ten working days after the Key Date.

Twelve days of that delay come from CE-014, a compensation event. They are the Client's risk. They go in the quotation due on 1 February 2027 and move the Completion Date to 31 March 2027 when the event is implemented. The rest is the Contractor's own delay on the windows.

The recovery programme in section 4 recovers the Contractor's delay in full. The Condition for Key Date 2 is met on 26 February 2027 with five working days in hand. Planned Completion returns to 24 March 2027, the date CE-014 alone gives.

| Planned Completion as drafted | True position | Recovery programme | Key Date 2 Condition | CE-014 |
|---|---|---|---|---|
| **12/03/27** Rev 06 draft | **05/04/27** CE-014 and the windows as they are | **24/03/27** The Contractor's delay recovered | **26/02/27** Five working days in hand | **+12 days** The Client's risk, kept for the quotation |

### 1.1 Key Dates and Completion

| Date | Contract | Rev 05 | Rev 06 draft | True position | Recovery | Margin (wd) | Status |
|---|---|---|---|---|---|---|---|
| KM-01 Completion | 19/03/27 | 12/03/27 | 12/03/27 | 05/04/27 | **24/03/27** | -3 | AT RISK |
| KM-02 Key Date 1, Block B roof watertight | 18/12/26 | 16/12/26 A | 16/12/26 A | 16/12/26 A | **16/12/26 A** | 2 | COMPLETE |
| KM-03 Key Date 2, north scaffold struck | 05/03/27 | 26/02/27 | 26/02/27 | 19/03/27 | **26/02/27** | 5 | AT RISK |

*Margin is the working days in hand to the contract date in the recovery programme. A after a date means an actual date. The minus 3 days at Completion are CE-014's. When it is implemented the Completion Date is 31/03/27 and planned Completion has seven calendar days in hand.*

## 2. What the review found

The draft was checked against the Contract Data, the Accepted Programme Rev 05, the compensation event register and the site records to 22/01/27. Four findings, ranked by what each one puts at risk.

| # | Finding | What the programme shows | Effect | Action |
|---|---|---|---|---|
| 1 | **CE-014 is not in the programme** | Zone 3 still shows the local repairs Rev 05 planned. The deck is being replaced under PMI-031, so the new work goes in. | Planned Completion +12 days | Client's time. Goes in the quotation |
| 2 | **The windows show the planned output** | One gang has worked since 11/01/27 where the programme assumes two. At the output achieved, they finish on 01/03/27, not 10/02/27. | Key Date 2 met 10 working days late, a cost risk under clause 25.3 | Contractor's time. Recover it |
| 3 | **A Mandatory Finish holds Key Date 2** | Its Condition is fixed on 26/02/27, so the draft shows the Key Date met whatever the work does. | Hides any slip | Remove it |
| 4 | **No time risk allowance on the windows or the strike** | Deleted to hold the dates. Clause 31.2 requires it. | 3 working days not shown | Put it back |

## 3. The position, step by step

Each correction was made to the draft in turn and planned Completion read off before the next was added.

| Step | What changed | Key Date 2 Condition | Planned Completion | Effect (days) |
|---|---|---|---|---|
| **Draft as received** | Rev 06 draft, data date 25/01/27 | 26/02/27 | 12/03/27 | |
| **1 CE-014 put in** | The zone 3 deck replacement as instructed: order, remove, install and two days of time risk allowance | 26/02/27 | 24/03/27 | +12 (Client) |
| **2 The windows as they are** | Output achieved, time risk allowance back, Mandatory Finish removed | 19/03/27 | 05/04/27 | +12 (Contractor) |
| **True position** | | **19/03/27** | **05/04/27** | |
| **3 Recovery** | **Second window gang, north elevation in two halves** | **26/02/27** | **24/03/27** | **-12** |

*Effect is in calendar days on planned Completion, as the compensation event assessment measures it.*

## 4. The recovery programme

The recovery programme recovers the Contractor's own delay only. CE-014 is left as it is, for the quotation. Each action is its own activity in the programme, so the Project Manager can see what changed.

### 4.1 Recovery actions

| Ref | Action | What changes in the programme | From |
|---|---|---|---|
| R1 | **A second window gang** | Gang 2 fits the east half of level 2 from 01/02/27, the window subcontractor's confirmed date. Gang 1 finishes level 1, then fits the west half. The windows are complete on 16/02/27 instead of 01/03/27. | 01/02/27 |
| R2 | **The north elevation in two halves** | The east half is snagged and its scaffold struck from 15/02/27, straight after the copings, while the west windows finish. The west half follows from 22/02/27. | 15/02/27 |

*Both keep the time risk allowance: two days on the windows and one on the strike.*

### 4.2 Critical path

The critical path to planned Completion now runs through CE-014's zone 3 work. The windows and the north scaffold strike carry five working days of float to Key Date 2.

| ID | Activity | Start | Finish | Total float (d) |
|---|---|---|---|---|
| CE014-C | CE-014 Install new deck, zone 3 | 25/01/27 | 29/01/27 | -3 |
| CE014-D | CE-014 Time risk allowance | 01/02/27 | 02/02/27 | -3 |
| BB-Z3-020 | Insulation and membrane, zone 3 | 03/02/27 | 22/02/27 | -3 |
| BB-Z3-030 | Parapet, zone 3 | 23/02/27 | 08/03/27 | -3 |
| BB-HO-010 | Snagging and making good | 09/03/27 | 17/03/27 | -3 |
| BB-HO-020 | Inspection with the Supervisor | 18/03/27 | 19/03/27 | -3 |
| BB-HO-030 | Correct notified Defects | 22/03/27 | 24/03/27 | -3 |
| **BB-MS-080** | **Planned Completion** | | **24/03/27** | **-3** |

*Total float is measured against the Completion Date of 19/03/27. The minus 3 days are CE-014's and clear when it is implemented.*

## 5. What the recovery depends on

| Item | From | Date | Status |
|---|---|---|---|
| **Second window gang on site** | Window subcontractor | 01/02/27 | Confirmed in writing on 22/01/27 |
| **Copings fixed** | Contractor | 12/02/27 | Delivered 15/01/27. The east half strike follows |
| **Scaffold struck in two halves** | Scaffold subcontractor | 15/02/27 and 22/02/27 | To confirm by 05/02/27 |
| **CE-014 quotation** | Contractor | 01/02/27 | Delay assessed on Rev 05, the Accepted Programme at the dividing date |

## 6. Recommendation

1. Give an early warning for the window output now (clause 15.1).
2. Submit the CE-014 quotation by 01/02/27, with its delay assessed on the Accepted Programme Rev 05 (clause 63.5).
3. Submit the recovery programme as Rev 06 under clause 32.2. It shows how the delay is dealt with, as clause 32.1 asks.
4. Confirm the two-stage scaffold strike with the scaffold subcontractor by 05/02/27.

Once CE-014 is implemented, the Completion Date moves to 31/03/27 and planned Completion has seven calendar days in hand.

## 7. Checks on the recovery programme

| Check | What it counts | Target | Rev 06 draft | Recovery | Result |
|---|---|---|---|---|---|
| **Logic** | Activities missing a predecessor or a successor, contract dates excepted | 0 | 0 | 0 | Met |
| **Hard constraints** | Activities held by a mandatory date | 0 | 1 | 0 | Met |
| **Compensation events** | Instructed events shown in the programme | All | 0 of 1 | 1 of 1 | Met |
| **Progress** | Remaining durations at the output achieved on site | Yes | No | Yes | Met |
| **Time risk allowance** | Days shown as their own activities on the remaining work | Shown | 0 | 5 | Met |
| **Critical path** | Continuous from the data date to planned Completion | Yes | Yes | Yes | Met |

*Native P6 file, data date 25/01/27, scheduled on longest path. 27 activities still to finish.*

## 8. Document control

| AUTHORSHIP AND APPROVAL | | | |
|---|---|---|---|
| **Planning team** | NEC Planning Solutions Ltd | Prepared | 29/01/27 |
| **NEC Accredited Project Manager** | NEC Planning Solutions Ltd | Reviewed | 29/01/27 |

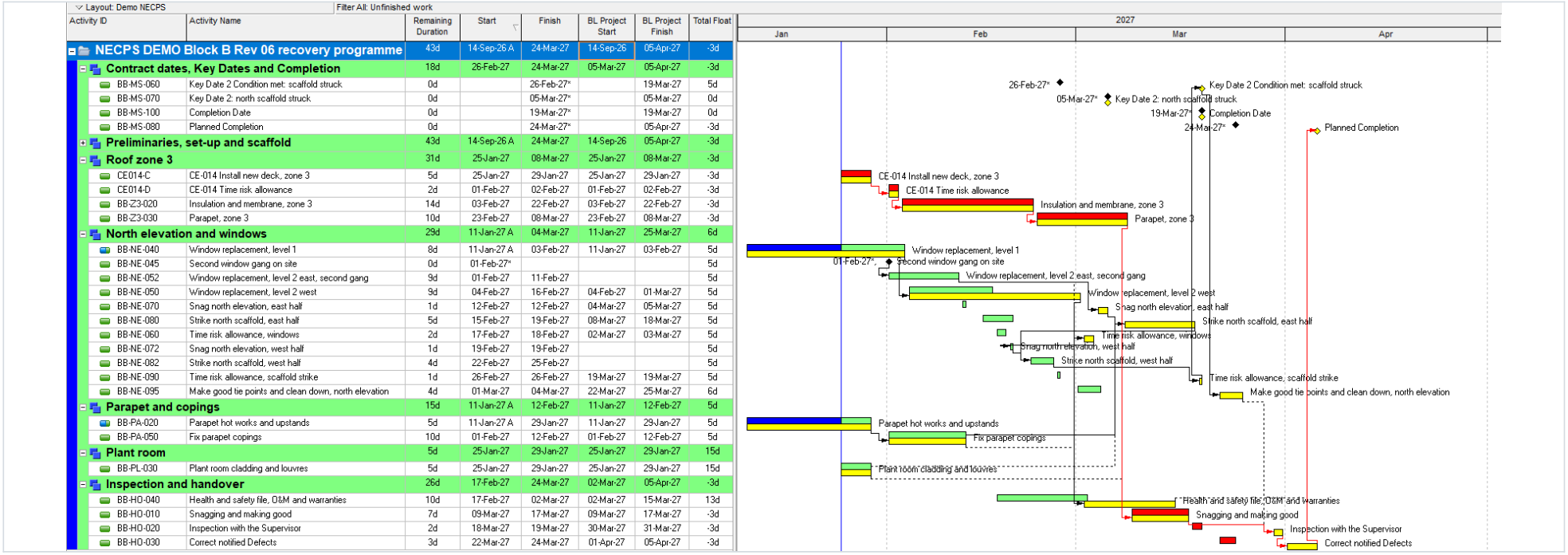
| Rev | Date | Data date | Description of change |
|---|---|---|---|
| P01 | 29/01/27 | 25/01/27 | First issue, with the recovery programme Rev 06 |

| Copy | Issued to | Role |
|---|---|---|
| 01 | S. Carter | Contracts Manager, Contractor B |

*This note is issued with the recovery programme Rev 06 and is read with it.*

# Appendix A. Recovery programme in Primavera P6

A screenshot of the native P6 file issued with this note. The yellow bars are the true position, assigned as the baseline. Red bars are the longest path. Dates marked A are actual dates and an asterisk marks a constraint.




| Activity ID | Activity Name | Remaining Duration | Start | Finish | BL Project Start | BL Project Finish | Total Float |
|---|---|---|---|---|---|---|---|
| NECPS DEMO Block B Rev 06 recovery programme | | 43d | 14-Sep-26 A | 24-Mar-27 | 14-Sep-26 | 05-Apr-27 | -3d |
| Contract dates, Key Dates and Completion | | 18d | 26-Feb-27 | 24-Mar-27 | 05-Mar-27 | 05-Apr-27 | -3d |
| BB-MS-060 | Key Date 2 Condition met: scaffold struck | 0d | | 26-Feb-27* | | 19-Mar-27 | 5d |
| BB-MS-070 | Key Date 2: north scaffold struck | 0d | | 05-Mar-27* | | 05-Mar-27 | 0d |
| BB-MS-100 | Completion Date | 0d | | 19-Mar-27* | | 19-Mar-27 | 0d |
| BB-MS-080 | Planned Completion | 0d | | 24-Mar-27* | | 05-Apr-27 | -3d |
| Preliminaries, set-up and scaffold | | 43d | 14-Sep-26 A | 24-Mar-27 | 14-Sep-26 | 05-Apr-27 | -3d |
| Roof zone 3 | | 31d | 25-Jan-27 | 08-Mar-27 | 25-Jan-27 | 08-Mar-27 | -3d |
| CE014-C | CE-014 Install new deck, zone 3 | 5d | 25-Jan-27 | 29-Jan-27 | 25-Jan-27 | 29-Jan-27 | -3d |
| CE014-D | CE-014 Time risk allowance | 2d | 01-Feb-27 | 02-Feb-27 | 01-Feb-27 | 02-Feb-27 | -3d |
| BB-Z3-020 | Insulation and membrane, zone 3 | 14d | 03-Feb-27 | 22-Feb-27 | 03-Feb-27 | 22-Feb-27 | -3d |
| BB-Z3-030 | Parapet, zone 3 | 10d | 23-Feb-27 | 08-Mar-27 | 23-Feb-27 | 08-Mar-27 | -3d |
| North elevation and windows | | 29d | 11-Jan-27 A | 04-Mar-27 | 11-Jan-27 | 25-Mar-27 | 6d |
| BB-NE-040 | Window replacement, level 1 | 8d | 11-Jan-27 A | 03-Feb-27 | 11-Jan-27 | 03-Feb-27 | 5d |
| BB-NE-045 | Second window gang on site | 0d | 01-Feb-27* | | | | 5d |
| BB-NE-052 | Window replacement, level 2 east, second gang | 9d | 01-Feb-27 | 11-Feb-27 | | | 5d |
| BB-NE-050 | Window replacement, level 2 west | 9d | 04-Feb-27 | 16-Feb-27 | 04-Feb-27 | 01-Mar-27 | 5d |
| BB-NE-070 | Snag north elevation, east half | 1d | 12-Feb-27 | 12-Feb-27 | 04-Mar-27 | 05-Mar-27 | 5d |
| BB-NE-080 | Strike north scaffold, east half | 5d | 15-Feb-27 | 19-Feb-27 | 08-Mar-27 | 18-Mar-27 | 5d |
| BB-NE-060 | Time risk allowance, windows | 2d | 17-Feb-27 | 18-Feb-27 | 02-Mar-27 | 03-Mar-27 | 5d |
| BB-NE-072 | Snag north elevation, west half | 1d | 19-Feb-27 | 19-Feb-27 | | | 5d |
| BB-NE-082 | Strike north scaffold, west half | 4d | 22-Feb-27 | 25-Feb-27 | | | 5d |
| BB-NE-090 | Time risk allowance, scaffold strike | 1d | 26-Feb-27 | 26-Feb-27 | 19-Mar-27 | 19-Mar-27 | 5d |
| BB-NE-095 | Make good tie points and clean down, north elevation | 4d | 01-Mar-27 | 04-Mar-27 | 22-Mar-27 | 25-Mar-27 | 6d |
| Parapet and copings | | 15d | 11-Jan-27 A | 12-Feb-27 | 11-Jan-27 | 12-Feb-27 | 5d |
| BB-PA-020 | Parapet hot works and upstands | 5d | 11-Jan-27 A | 29-Jan-27 | 11-Jan-27 | 29-Jan-27 | 5d |
| BB-PA-050 | Fix parapet copings | 10d | 01-Feb-27 | 12-Feb-27 | 01-Feb-27 | 12-Feb-27 | 5d |
| Plant room | | 5d | 25-Jan-27 | 29-Jan-27 | 25-Jan-27 | 29-Jan-27 | 15d |
| BB-PL-030 | Plant room cladding and louvres | 5d | 25-Jan-27 | 29-Jan-27 | 25-Jan-27 | 29-Jan-27 | 15d |
| Inspection and handover | | 26d | 17-Feb-27 | 24-Mar-27 | 02-Mar-27 | 05-Apr-27 | -3d |
| BB-HO-040 | Health and safety file, O&M and warranties | 10d | 17-Feb-27 | 02-Mar-27 | 02-Mar-27 | 15-Mar-27 | 13d |
| BB-HO-010 | Snagging and making good | 7d | 09-Mar-27 | 17-Mar-27 | 09-Mar-27 | 17-Mar-27 | -3d |
| BB-HO-020 | Inspection with the Supervisor | 2d | 18-Mar-27 | 19-Mar-27 | 30-Mar-27 | 31-Mar-27 | -3d |
| BB-HO-030 | Correct notified Defects | 3d | 22-Mar-27 | 24-Mar-27 | 01-Apr-27 | 05-Apr-27 | -3d |

*Figure A1. Recovery programme Rev 06 in Primavera P6, data date 25/01/27, with the true position assigned as the baseline (yellow bars). Completed work is filtered out.*

## How to read it

| | | |
|---|---|---|
| **Yellow bars**<br>The true position, assigned in P6 as the baseline: CE-014 in and the windows at the output achieved. Its dates are in the BL columns. | **Data date**<br>25/01/27, at the blue line. Completed work is filtered out. Work in progress shows its actual part to the left of the line. | **Recovery actions**<br>The second window gang from 01/02/27 and the north elevation in two halves, each its own activity, so the change can be traced. |
| **Red bars**<br>The longest path: CE-014's zone 3 work, then snagging, inspection and planned Completion on 24/03/27. | **Key Date 2**<br>Its Condition is met on 26/02/27, five working days before 05/03/27. In the true position it was 19/03/27, ten working days late. | **Total float**<br>Minus 3 days on the critical path against the Completion Date of 19/03/27: CE-014's delay, kept for the quotation. The Key Date and the Completion Date stay on their contract dates. |