



A bottleneck the team found, and how to clear it

While running the three agreed packs in Q2, the skills team observed mobilisation delays associated with site-specific RAMS. This assessment separates that observation from illustrative planning costs and proposed draft-preparation targets. It proposes a fourth pack modelled on RAMS Factory and a four-week pilot for the COO to consider.

CLIENT	PREPARED BY	TRIGGER
Greystone FM Group	S. Okoro, Skills Lead	Q2 skills-team observation
DECISION BY	REFERENCE	STATUS
End August 2026	BTO-GFM-NUC-001	● Decision required

Illustrative example: fictional project and parties.

4.2d

Average mobilisation delay

74%

Work packages affected in Q2

£96k

Illustrative annual cost assumption

–50%

Proposed cut, pilot basis pending

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OPPORTUNITY

The bottleneck the team observed

Across 14 active contracts, 23 of 31 new Q2 work packages were delayed by 3 to 6 days during site-specific RAMS preparation. Previous-job templates had little site adaptation; supervisors raised late corrections, and health-and-safety review added 2 to 3 days before mobilisation.

AVERAGE DELAY

Per new work package

4.2d

WORK PACKAGES AFFECTED

23 of 31 in Q2

74%

ANNUAL COST ASSUMPTION

Illustrative preliminaries estimate

£96k

STEP	CURRENT PRACTICE	ISSUE
Template selection	A RAMS is copied from a previous job	Rarely matches the new site or scope
Adaptation	Supervisor edits by hand for site conditions	Inconsistent depth, hazards missed
H&S review	HSQE lead reviews, average 2.1 rounds	Late corrections delay mobilisation
Approval and issue	Contract manager signs off, issued as PDF	Sign-off delays, weak version control

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PROPOSAL

A fourth pack of RAMS skills

Propose a fourth pack modelled on RAMS Factory. Supervisors would prepare site-specific drafts for competent HSQE review and proposed approval, one pack per run. Confirm the relationship with current contract-manager sign-off and issue before the pilot.

OUTPUT PREPARED	WHAT IT REPLACES
Site-specific method statement with task sequence, hazards and controls	Templates copied from previous jobs
Task, hazard and control matrix	Generic hazard lists
COSHH index with exposure limits and PPE	Missing or incomplete COSHH
Site-specific permit checklist	Generic permit references
PPE and equipment register, plus briefing and sign-off record	Standard lists and ad-hoc sign-off sheets

CONFIRM REVIEW AND AUTHORISATION

Proposed HSQE approval does not replace contract-manager sign-off. Agree their relationship before the pilot. Drafts need competent human review; fewer correction rounds are a target, not a confirmed outcome.

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IMPACT & PILOT

Estimated impact and how it would be tested

Observed mobilisation delay (4.2 days) and the two-day review-ready draft target have different endpoints: -52% needs a like-for-like pilot baseline. Costs are illustrative planning assumptions without an annual volume or rate basis. Define measures in Week 1 and test them over four weeks.

MEASURE	CURRENT	WITH RAMS SKILLS	CHANGE
Mobilisation delay / draft target	4.2 days	2 days or less	-52%
H&S review rounds	2.1 average	0.8 or less	-62%
HSQE review time per RAMS	about 90 min	about 30 min	-67%
Work packages affected	74%	20% or less	-54pp
Illustrative annual cost assumptions	£96,000	£48,000	-£48k

PILOT WEEK	FOCUS
Week 1, setup	Select the contract, collect six months of data, set the baseline and inputs
Week 2, first outputs	Prepare 3 to 4 RAMS for competent HSQE review, with agreed approval and issue roles
Week 3, iterate	Fold HSQE corrections into the skills, prepare the next batch, measure the fall in rounds
Week 4, review	Compare against baseline, present to the COO and HSQE, issue the go or no-go recommendation

Proposed criteria: a review-ready draft in 2 days or less, one review round or fewer on average, HSQE first-pass approval of 80% or better, a site-team survey score of 7 out of 10 or better, and zero safety compromises. Agree endpoints, assessment bases and approval roles before testing; these are targets, not certified outcomes.

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RECOMMENDATION

The commercial basis, and the decision

Quote pilot skills under a Statement of Work before testing; quote any full catalogue build-out separately on approval after success. The £48,000 difference between the £96,000 and £48,000 annual planning assumptions is not a verified saving. Volume, rates, endpoints and build costs are not supplied; net benefit is not established.

RECOMMENDATION TO THE COO

Consider a four-week Meridian NHS Trust pilot in September 2026, after quote acceptance and agreement of HSQE/contract-manager approval and issue roles. If the criteria are met, consider a fourth pack from October 2026, with full build-out quoted separately on approval.

Reference BTO-GFM-NUC-001 Decision COO approval by end August 2026
Prepared 24 July 2026