The Hive - Documentation

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Document purpose

The documentation sets out a description of the Services and the User instructions for the Hive and covers:

- An **overview of the Hive software** describing what it is, its purpose, what's included as part of your software licence and how to access it;
- Detailed **guides for each app** which demonstrate the current functionality and how to use it.

The Documentation is made available online rather than as a fixed appendix to the Agreement to allow us to continuously update and refresh their contents to reflect the continuously improving functionality of the software.

Key principles

Purpose of the Hive

The primary purpose of the Hive is:

1. **Database**
   This will give each Member access to a single platform which contains their own data in a secure clouded platform. The details of the data being captured is set out in the principles below.
2. **Industry best practice**
   This will be facilitated by our internally SME teams who will configure the Hive according to industry best practice, whilst considering your bespoke data and information requirements. The Hive has built-in market intelligence enabling accurate real-time benchmarking against previously completed project data.

Benefits of the Hive

Each member of the Hive will:

- Be granted a software licence by Turner & Townsend for their own Hive platform, Benchmarking app, Market Rates App and Parametric Cost Modelling app configured to an agreed data structure (included within the Data Charter), and branded to reflect their logo and corporate colour scheme;
- Be able to use their Hive platform as an application to input, store, edit and explore Project data;
- Be able to use their Benchmarking app to carry out analyses using both their data and anonymised data from other Members (which will be anonymised in line with the Data Anonymisation Policy);
- Be able to use the Market Rates app to analyse their own detailed unit cost data;
- Be able to use Parametric Cost Modelling, subject to additional work required to define, set up and integrate the model into the Hive platform.

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Hive software overview

An introduction to the Hive software

Turner & Townsend have developed their own software to underpin their core cost management service. The digital product suite consists of a cloud platform to store structured data, and a set of functional applications which perform guided analyses using the data. The Hive products are defined as:

- **The Hive platform** – a cloud platform that hosts Project data and applications;
- **Benchmarking app** – a tool for producing comparative analyses of historical Project costs;
- **Market Rates app** – a database of unit rates enhanced with statistical analysis;
- **Parametric Cost Modelling app** – a tool for generating detailed costs estimates based on limited information of the intended scheme.

The products are made available by Turner & Townsend for clients to use within their organisations via a Software-as-a-Service (SaaS) offer. In practical terms, this means a client having their own version of the Hive and associated Hive products, which use their own branding and data structure/configuration.

Getting started

Signing in

To **sign in to the Hive**:

1. Enter your company email address;
2. Enter a password;
    a. This is not necessary if single sign-on is enabled;
3. Click **sign in**.

Single sign-on capabilities can be enabled as part of the Hive service offering. Please see the Single Sign-On section for further details.

Once logged-in, you will be able to see a personalised home page showing a link to your profile, recently updated Projects, and the functional apps available on the Hive platform.

System requirements & browsers

You can access the Hive by entering your company Hive URL into your internet browser. The Hive supports Chrome, Edge on Windows and Android, and Safari on iOS. Internet Explorer is not supported.

Note: Internet Explorer is not supported by the Hive platform.

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Access management

Single sign-on (SSO)

Single sign-on (SSO) is an authentication scheme that allows a User to log in with a single ID and password to any of several related, yet independent, software systems. This can be developed as part of a SaaS subscription to allow more efficient access for Users.

User creation

The Supplier will create User accounts for all authorised Users, as requested by the Member. All authorised Users will be Individuals within the Hive, as detailed further in 'The Hive Platform' section.

Forgot your password?

For password support, email hive.support@turntown.digital

Continuous improvement

Turner & Townsend will be undertaking continuous improvement and development of the Hive software during your subscription to the Hive, resulting in the release of new features and capabilities over time.

The Hive development team implements the continuous improvement approach through the use of a kanban/ lean product methodology and automated continuous integration/continuous delivery pipelines. This allows changes and incremental improvements to be deployed to your Hive instance as rapidly as required, in a secure, safe and fully auditable way.

While your Hive instance will be continuously updated with improvements to performance, security and new functionality, major new feature sets can be enabled for Users as part of a scheduled "launch" to align with communications or training activities for your Hive Users, if required.

Cloud hosting

Cloud provider

The Hive is supported via cloud resources enabled by our cloud provider, enabling greater flexibility and scalability of software. This also means the Hive can be accessed using any device with access to the internet.

Data storage location

Instances of the Hive can be deployed in any region that our cloud vendor supports. These regions include the UK, several countries in Europe, and the USA, as well as Australia and several countries in Asia.

Each member of the Hive can specify which region they would like their instance of the Hive deployed in.

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The Hive platform

Overview

The Hive is a Project intelligence platform, a smart information hub with integrated functional apps to improve the delivery performance of your Projects and help you make better investment decisions.

The Hive platform captures all Project data in one location, providing a single version of truth for referral and analysis. Within the main Hive environment, Users can explore their Project information separately to the specific functionality of the apps.

Hive Users are offered their own instance of our internal platform and cost management apps for use solely within their company. These are populated with User data plus any agreed additional datasets.

We use the latest secure cloud technologies to make the platform accessible from any device with access to the internet. The Hive platform engages continuous integration of delivery pipelines as part of its continuous improvement.

How it works

Configuration

Hive Users work with the Supplier (Turner & Townsend Digital) to configure the Hive to meet their requirements prior to launch.

The User customises the configuration of their Hive instance at the start of their subscription and this configuration can be reviewed as required for any required updates.

The Hive's configuration is based around key entities and their attributes. Entities are detailed further within the Entities section of this documentation.

Entities

The Hive stores Project delivery data against three key entities. The entities which will be contained within the Hive at deployment are:

- Projects (and associated Sub-projects)
- Individuals
- Organisations

Each entity has a page that can be found through the search interface on the Hive. Each entity page contains all the information on the Hive platform linked to the entity. The content displayed varies depending on the entity type.

Projects and Sub-projects

Project and Sub-project entities display capital cost data against a defined method of measurement, as agreed between the Member and Supplier during the initial configuration of the Hive.

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This type of entity holds contextual Project information in the form of area, type of space, location and other attributes for a given asset/ work type combination.

Example: 'Office space' is an asset type and 'fit-out' is a work type.

Project information and attributes are custom configurable, and will be placed into production as required by the Member.

The User can add cost data in a defined cost breakdown structure, as well as links to Individuals and Organisations.

The User can select whether to make the cost data stored against Sub-projects available in the Benchmarking, provided a minimum set of data is provided against a set criteria for Sub-projects.

To **make a Sub-project available in the Benchmarking app**:

1. Navigate to the **Edit Sub-projects** form pane;
2. Select **Benchmarking**;
3. Confirm that all required fields have been completed for the Sub-project, and enter this data into the Hive in their respective sections if not;
4. Turn on the **Include this Sub-project in Benchmarking?** toggle;
5. Save changes and exit.

Note: Only sub-projects that meet the minimum criteria will be eligible to be included in Benchmarking. Fields that are required for Benchmarking are marked with a †.

Individuals

Individuals each have their own entity page within the Hive which will include relevant information such as their role and contact details.

Individuals will include the following information at launch:

- Name
- Role
- Email address

Individuals pages can be developed to include further details, as desired. The User is able to generate links between Projects and Sub-projects, and Individuals.

Organisations

Organisations will be generated through a centralised Dunn & Bradstreet (D&B) integration and linked to Projects; Organisations can be added using either a DUN Number or by searching the Organisation's name.

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The User is able to generate links between Projects and Sub-projects, and Organisations.

Using the Hive

Project pages

Data entered into the Hive is input against Projects. Project pages are key to forming the single source of truth for all Project information in the Hive platform. Within each Project page, Sub-projects are displayed with information about the:

- Location
- Status
- Asset type
- Work type

for each Project and its Sub-projects. Information can be added or amended to update the database at any time.

Furthermore, Sub-project information such as procurement details and design parameters are available to view for each Sub-project on a Project page.

To **view detailed Sub-project information**:

1. View the relevant Sub-project;
2. Click **Show More** beneath the Sub-project key metrics;
3. Select the relevant Sub-project details from the dropdown list available.

Note: Summary information, such as cost per area, will be displayed for each Sub-project on Project pages without the need to click 'show more'.

Creating a Project

You can create new Projects and Sub-projects to add information to the Hive platform.

To **create a new Project**:

1. Click the Hive **Apps Menu** button in the top left corner of the screen;
2. Navigate to, and click, the **Create a New Project** button in the Hive Apps sidebar;

Project data is entered using a series of structured form panes, which follows the structure of how the information will be displayed on Project pages. Once a new Project and associated Sub-projects are created and saved, you will automatically be directed to the new Project page.

Editing Project details

To **edit the details of a Project**:

1. Click the **Edit Project** button in the top right-hand corner of the project page screen;
2. Select **Edit Project Details** from the list of options;
3. Search the tab structure of the structured form pane to find the right place to add/edit Project information;

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4. Click **Save Changes** for the newly input information to be saved to the Hive platform before navigating away from the tab.

This information will instantaneously be made available to all Users with access to the Hive in your organisation.

Editing Sub-project details

To **edit the details of a Sub-project**:

1. Click the **Edit Project** button in the top right-hand corner of the Project page screen;
2. Select **Edit Sub-projects** from the list of options;
3. Search the tab structure of the structured form pane to find:
    a. The relevant Sub-project;
    b. The correct tab to add/edit Sub-project information;
4. Click **Save Changes** for the newly input information to be saved to the Hive platform before navigating away from the tab.

Uploading cost data

Cost data can be entered for defined stages of Sub-projects within the Sub-project data entry fields, configured for each environment.

To **enter cost data against a Sub-project**:

1. Click the **Edit Project** button in the top right-hand corner of the Project page screen;
2. Select **Edit Sub-projects** from the list of options;
3. Search the tab structure of the structured form pane to find:
    a. The relevant Sub-project;
    b. The **Cost** tab to add/edit Sub-project information;
    c. The relevant Project stage for the costs;
4. Choose whether to enter costs as construction and non-construction total costs or as part of an elemental breakdown
    a. If elemental breakdown is selected, please select the appropriate cost breakdown structure (CBS).

Note: Users may enter costs in an elemental breakdown format against any configured CBS within their instance of the Hive, enabling detailed cost analyses at a later stage that are organisationally aligned

5. Select the **Download Template** button;
    a. This will trigger a download of the cost template for the Sub-project in the desired CBS format;
6. Open the .xlsx file and enter relevant values in the **Value** column against the correct cost items;
7. Save and close the cost-loaded template file;
8. Return to the Hive, and select the **Elemental Cost Breakdown Upload** button;
9. Select the cost-loaded template file to upload;
10. Note the expected costs should display in the **Cost** tab, split by construction and non-construction costs;

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11. Save changes and exit.

This will add costs to a given Sub-project at the selected Project stage.

To **edit cost data for a Sub-project**:

1. Click the **Edit Project** button in the top right-hand corner of the Project page screen;
2. Select **Edit Sub-projects** from the list of options;
3. Search the tab structure of the structured form pane to find:
    a. The relevant Sub-project;
    b. The **Cost** tab to add/edit Sub-project information;
    c. The relevant Project stage for the costs;
4. Choose whether to enter costs as Construction and Non-Construction total costs or as part of an elemental breakdown
    a. If total costs are used, change the figures that show on screen as appropriate, then save changes and exit;
    b. If elemental breakdown is used, please continue to follow the below instructions;
5. Select the **Download Cost Data** button;
    a. This will trigger a download of the cost-loaded template for the Sub-project in the desired CBS format;
6. Open the .xlsx file and edit the relevant values in the **Value** column against the correct cost items;
7. Save and close the updated, cost-loaded template file;
8. Return to the Hive;
9. Click to **Clear Cost Data**;
10. Select the **Elemental Cost Breakdown Upload** button;
11. Select the cost-loaded template file to upload;
12. Note the updated costs should display in the **Cost** tab, split by construction and non-construction costs;
13. Save changes and exit.

This will update the costs associated with the desired Sub-project.

Linking Sub-projects to Organisations and Individuals:

Sub-projects can be linked to organisations and individuals to create links between Projects and these other entities.

Organisations and Individuals with a link to a Sub-project in the Hive will display when searched in the Hive; please see the 'Searching for entities' section of the documentation for further information on how to search for entities.

To **link a Sub-project to an Organisation**:

1. Click the **Edit Project** button in the top right-hand corner of the Project page screen;
2. Select **Edit Sub-projects** from the list of options;
3. Search the tab structure of the structured form pane to find:
    a. The relevant Sub-project;

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   b. The **Organisation** tab to add/edit Sub-project information;
   c. The relevant Organisation type;
4. Click **Add an Organisation**;
5. Select the location (country) of the Organisation;
6. Enter the name or DUN number of the Organisation into the search bar;
7. Select the correct organisation from the list based on the search criteria;
8. Enter details for the Organisation's:
   a. Role;
   b. Dates of engagement;
   c. Fee;
9. Add any additional roles or organisations in the same manner;
10. Click **Save Changes** and exit.

To **link a Sub-project to an organisation**:

1. Click the **Edit Project** button in the top right-hand corner of the Project page screen;
2. Select **Edit Sub-projects** from the list of options;
3. Search the tab structure of the structured form pane to find:
   a. The relevant Sub-project;
   b. The **Individuals** tab to add/edit Sub-project information;
   c. The relevant function of the individual on the Sub-project;
4. Enter the name of the Individual into the search bar;

Note: Only Individuals with an active Individual page on the Hive will be available for selection.

5. Select the correct Individual from the list based on the search criteria;
6. Enter details for the Individual's:
   a. Role;
   b. Role description;
   c. Dates of engagement;
7. Add any additional Individuals in the same manner;
8. Click **Save Changes** and exit.

Searching for entities

The Hive hosts and links data, storing the relationships between Projects, Individuals and Organisations.

To **search for a Project, Individual or Organisation**:

1. Click the search bar at the top of the screen;
2. Enter a key-word which will allow the Hive to search through all entity records;
3. Click to select the desired entity once found, or navigate to a list of all applicable entities stored on the Hive platform.

To **perform an Advanced Search**:

1. Click the search bar at the top of the screen;
2. Select the **advanced search** toggle to the right hand side of the search bar;

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3. Select projects, organisations or individuals to reveal further search filters;
4. Results under each of these categories can be sorted by relevance or most recent.

Editing entities

Users have an option to edit existing information that is held within the Hive through the web interface to control the accuracy of information held on the Hive and update Projects with the latest information.

Individuals and Organisation details cannot be edited in the Hive at present.

Please see the 'Editing Project details' and 'Editing Sub-project details' sections above for information on how to edit information for a Project or Sub-project.

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The Benchmarking app

Overview

The Benchmarking App is a tool that uses the data from the Hive to produce comparative analyses of projects, with a particular focus on cost benchmarking.

The app allows the User to:

1. View project data organised by asset and work types, including construction and non-construction costs, design information, procurement details and location;
2. Compare Sub-projects side-by-side, with data adjusted for inflation, location and FX (based on agreed indices);
3. Export analyses to PDF to be used or shared offline, as required.

How it works

The Benchmarking App provides a consistent methodology for benchmarking historical Projects and producing benchmarking reports. Any Sub-project that has been made available for benchmarking within the Hive will be available within the Benchmarking App.

Please see the 'Projects and Sub-projects' section of the documentation for more information on how to make Sub-projects available for Benchmarking.

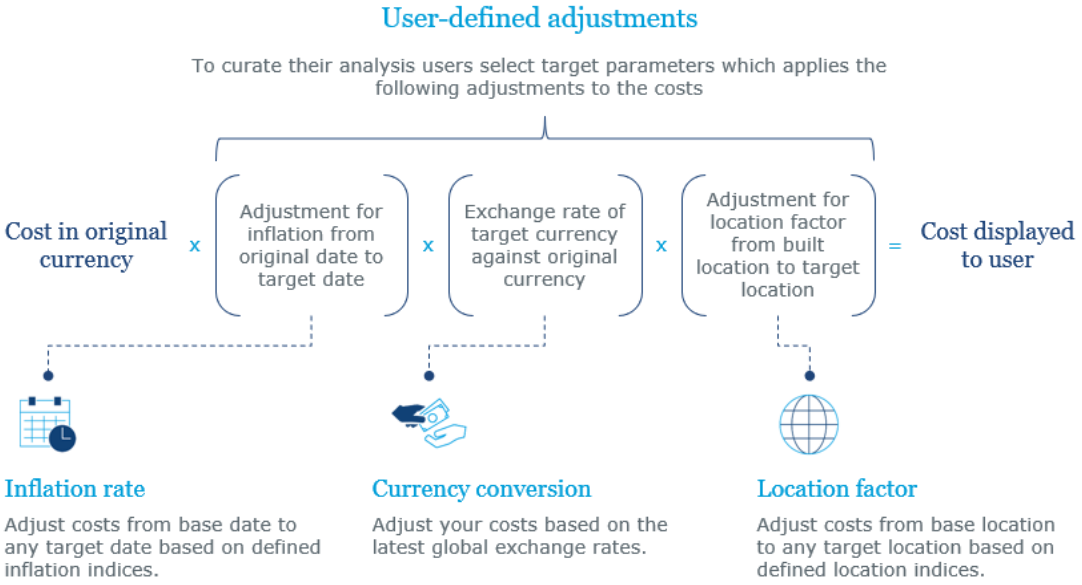
To provide a comparable data set for benchmarking, the application filters all Sub-projects on the Hive by asset type and work type. The User begins their benchmark by choosing an asset and work type combination, which sets the initial dataset.

Once the User has selected the relevant asset and work type, the app allows the User to refine their comparable Sub-projects through a set of filters, a variety of benchmarking analyses in the 'Benchmarking Analysis' tab, and individually by inspecting each project.

The User is able to set the cost adjustments for inflation and location to make the analysis as relevant as possible. The principles of the calculation are shown below; the Member is able to configure the relevant cost indices with the Supplier during their subscription.

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Hive Cost Adjustment Method



Finally, the User is able to add their own Project brief to the analysis, to be displayed in the benchmarking analysis and final report for comparison against Sub-projects that exist within the Hive.

The User is then able to collate the relevant information and analysis available in the application, into a report, which can be customised and exported to PDF format for wider issue.

Using the Benchmarking app

You can find the Benchmarking App using the sidebar on the left-hand side of the Hive home screen, or by clicking the menu button in the top-left corner of the screen at any time.

Getting started with the Benchmarking App

To **create a new benchmarking analysis**:

1. Accept a confidentiality agreement upon opening the app, to agree treatment of benchmarking data accessed through the Hive as sensitive and private;
2. Click the **Start a new Benchmark** button on-screen;
3. Enter in the name, client and document description for the benchmark;
4. Select the required asset and work type combination for the benchmark.

Once created, the benchmark is created and appears on your personal Benchmarking App homepage each time you enter the app and will remain there until deleted. Clicking on a previously created benchmark will open the benchmark on screen.

To **change the name, client or document description**:

1. Click the **More Options** button when the benchmark is open;
2. Select **Edit name…** from the list of options.

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A benchmark document contains a snapshot of data taken when the document was created. It will not be updated when new Project data is added or updated, unless the User chooses to refresh the benchmark.

To **refresh the benchmark** with the latest data available:

1. Click the **More options** button when the benchmark is open;
2. Select **Refresh...** from the list of options.

Benchmarks save progress as you go, so you will never lose any of your work. Benchmarks are specific to the User, but can be shared with other Users for review.

To **share a benchmark**:

1. Click the **More options** button when the benchmark is open;
2. Select **Copy link** from the list of options.

Within the benchmark, costs are normalised to the date the benchmark is created by default unless this is changed by the User.

To **set an initial baseline** for the benchmark which varies from the default setting:

1. Click the **More options** button when the benchmark is open;
2. Select **Adjustments...** from the list of options;
3. Select the adjustments to be made for currency, location and date.

Note: Applying an adjustment will also refresh your benchmark data.

Benchmarking Analysis

Within the **Benchmarking Analysis** section of the app, charts and visuals for key cost areas are included. This section of the App allows the User to:

- Review and compare Sub-project data using visuals and charts;
- Interrogate the data as it appears and begin to develop a narrative for the final benchmarking insights report;
- Identify Projects which are inapplicable for inclusion within a final report.

To **add a Project brief** to the benchmarking analysis visuals and charts:

1. Click the **Your Brief** button in the top right of the screen;
2. Add high level Project details such as construction and non-construction costs and primary metrics;
3. Observe that the proposed Project is added to all visuals in the Benchmarking Analysis section of the app and is displayed in green.

Note: Benchmarking Analysis visuals also show analysis of the lower quartile, average, median and upper quartile costs, where relevant.

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To **exclude Sub-projects from the benchmark**:

1. Uncheck the ☑ button to the right of the Sub-project box that you wish to exclude;
2. Any excluded Sub-projects will not be included in the Benchmark Insight report;
3. A bar will appear at the bottom of the screen to provide a record of any Sub-projects excluded in red tabs;
4. You can click the **x** next to the excluded Sub-project captured in the bottom bar to include again in the benchmarking analysis.

To **filter Sub-projects displayed in the benchmark** beyond the asset and work type combination:

5. Click the **Filters** button in the top right of the screen;
6. Use the filters panel on the left hand side of the screen to filter Projects by any of the available filters, using sliders or dropdowns;
7. Any filters applied will similarly amend the data in the Benchmark Insight report;
8. A bar will appear at the bottom of the screen to provide a record of any filters applied in green tabs;
9. You can click the **x** next to any filter captured in the bottom bar to remove it from the benchmarking analysis.

Note: Filters available for an asset type are custom configurable when the Hive is initially configured. Filters will only show if there is data available on the attribute that is desired to be filtered from the relevant Sub-projects in the Hive.

Adjusted construction and non-construction costs

These sections display construction and non-construction costs across the selected Sub-projects. The **costs can be visualised as an overall figure and broken down** into cost elements.

1. Overall construction and non-construction costs represent the sum of all the elemental costs incurred on the Sub-project;
2. Elemental costs represent individual parts of the overall construction and non-construction costs incurred on the Sub-project and are aligned to the chosen CBS structure when Sub-project costs are entered into the Hive.

Note: Overall and elemental costs are able to be **normalised against the area and primary metric** of the chosen asset to give additional insight in the accompanying visuals and statistics.

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Adjusted total cost

This section displays the total cost across the selected Sub-projects. The total cost is the sum of the construction cost and the non-construction cost of a Sub-project. The total cost is also shown at an elemental level across all selected Sub-projects.

Performance

This section displays relationships between key variables that influence the performance of a construction Project. The section displays a number of relationships between metrics that are relevant when benchmarking a construction Project for a specific asset and work type combination. If the User wants to **explore relationships between user-selected variables** using a custom scatter chart, they:

- Navigate to the custom axes scatter chart in the performance section;
- Select a vertical and horizontal axis variable from the dropdown menus above the chart.

Note: Sub-project costs are able to be displayed as either **overall total cost, construction cost, or non-construction cos**t, depending on user selection.

Functional spaces

This section displays the breakdown of functional spaces across selected Sub-projects for a chosen asset and work type combination. The functional spaces displayed are equal to the sum of the NIA or the GIFA, depending on the asset type displayed.

Exporting a report

Within the Benchmarking App, once the User is happy with the selection of Sub-projects for a final benchmarking analysis, a PDF report can be generated for sharing the benchmark insights in the **Export** section of the app. A standard document is rendered.

To to **customise visible parts of the report**:

1. Navigate to the **Contents** section on the left hand side of the screen;
2. Tick / untick available sections of the report for inclusion / non-inclusion.

To **toggle between report version types**:

1. Navigate to the **Version Type** section on the left hand side of the screen;
2. Select either **Draft** or **Final** version types.

Note: If the **Final** version type is selected, the user must also enter the name and role of an approver for the document and an approval date before exporting the report.

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The on-screen report can be edited to include the User's narrative.

To **add narrative**:

1. Scroll through the Benchmark Insight report on screen;
2. Enter text as desired in each text box for sections and subsections of the report, and format the text using the controls at the top of each text box.

To **export** a Benchmark Insight report:

1. Navigate to the **Save & Export PDF** button on the left hand side of the screen;
2. **Click** to initiate a download of the PDF document.

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Support and feedback

The help button is available throughout the Hive by clicking the lightbulb icon in the top right hand corner of the page. Use this to access the support email hive.support@turntown.digital.

Preferences

To control your preferences, click the User icon to the top right hand corner of the page. From here, you can select **Preferences** to choose the unit of measurement, date format and default country used for benchmark baselines. The baseline country can also be amended within individual benchmarks.

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Policies

Data Charter

The "Data Charter" detailing the set of principles and practices surrounding the operation of the Hive can be found here: *Data Charter to be linked as part of full contract suite.*

Data Anonymisation Policy

The "Data Anonymisation Policy" advising of the purpose and requirements of using pseudonymised data can be found here: *Data Anonymisation Policy to be linked as part of full contract suite.*

Privacy Policy

The "Privacy Policy" detailing the policy for keeping Member data private in relation to the Services can be found here: *Privacy Policy to be linked as part of full contract suite.*

Security Policy

The "Security Policy" outlining the standards, best-practice guidelines and approaches that are used to protect Member data can be found here: *Security Policy to be linked as part of full contract suite.*

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Glossary of terms

Apps	Applications, here referring to our set of functional applications as provided under the Hive platform; the Benchmarking app, Market Rates app and Parametric Cost Modelling app.
Asset Type	Asset types in the Hive are any type of owned capital project, infrastructure or natural resources built asset, for example a school, office, or data center. We classify Project information against Work Type (defined under 'Work Type') and Asset Type for comparison and analysis across Projects with relative attributes.
Benchmarking	Benchmarking in the Hive involves use of our Benchmarking App to compare configured historical cost and project data, these analyses can then be used to extrapolate forward looking estimates.
Construction Cost	Construction costs refer to costs incurred by the actual construction works themselves in the development of a built asset, such as a building. This typically will involve costs such as labour and materials. This will be defined according to the classification of each Member.
Cost Breakdown Structure (CBS)	A Cost Breakdown Structure is a breakdown of the costs of the various components of a Work Breakdown Structure (WBS). This will capture how the various activities required for the development of any built asset are priced.
Individual	An individual in the Hive is any person with involvement in any capacity on a Project registered to the Hive, such as a project manager, design or client team member. Each individual will have their own page within the Hive that captures all of their roles across all projects.
Member	Hive Members are Organisations who have engaged the services of the Hive.
Non-Construction Cost	Non-construction costs typically refer to indirect costs relating to the construction of any built asset, essentially any cost that is not directly accountable for the construction of a particular facility, product or function. These will be defined according to the classification of each Member.
Organisation	Organisations within the Hive are any group who are related to any Project or Sub-project. This may be a client Organisation, design Organisation or contractor Organisation, as examples.

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Project	A Project, in the context of the Hive, refers to any enterprise to construct or refurbish any built asset, such as the construction of buildings and infrastructure or fit-out of an office. These may be built up of various Sub-projects, as defined under 'Sub-project'.
Sub-Project	A Sub-project is a Project that forms part of a larger Project. Projects and their activities may be divided into Sub-projects as a planning technique to reduce their complexity. For example, a full office building fit-out Project could be deconstructed by floor into smaller Sub-projects.
User	A User of the Hive is any person who uses any of the services provided by the Hive.
Work Type	Work Types in the Hive are classified as types of Project, for example fit-out or data-centre new build. We classify Project information against Work Type and Asset Type (defined under 'Asset Type') for comparison and analysis across projects with relative attributes.

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