Lessons Learned on the Construction of the Olympic Park

Appointing a Delivery Partner

Caroline Blackman
Head of Organisation Development, CLM
Olympic Delivery Partner
A Rigorous Selection Process

- C, L & M came together in March 2006
- New Concept – Delivery Partner - Programme & Project Management with Construction Delivery
- Technical submission
  - Two stage bid process
  - From 8 bidders to 4 bidders (CLM in 4th)
- Competitive Dialogue
- Simulation Exercise
- Award
- Started on 6 September 2006
The Delivery Partner Role

What is the DP?

• To programme and project manage scope on the Olympic Park – exceptions included the transport, IBC/MPC and Village

Critical issues at outset

• Clarity of roles and responsibilities
  • client and DP and
  • DP and Contractors
• The Task order process
Organisation Design Principles

Operate with clear principles:
- Structure is aligned to the strategic goals
- Expertise and resource will not be duplicated
- Structure is focused on building and implementing robust processes to ensure quality delivery and integration
- Structure is based on maximising effectiveness and efficiency
- We will align resources to the cost base
- We will develop an integrated organisation based on the principles of collaboration
Understanding the Phasing

Mobilisation
Design & Procure
(Dig, Demolish, Design)
Construction – phase 1
Construction – phase 2
(The Big Build)
Commission, Close out & Handover

<table>
<thead>
<tr>
<th>Projects Cluster 6: Landscape &amp; Common Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soft Landscape (North &amp; South)</td>
</tr>
<tr>
<td>Hard Landscape (North &amp; south)</td>
</tr>
<tr>
<td>North &amp; South Coach Drop Off</td>
</tr>
<tr>
<td>Common Area Utilities &amp; Systems</td>
</tr>
<tr>
<td>Security Check Areas</td>
</tr>
<tr>
<td>West Ham Ramp/ Greenway</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projects Cluster 5: Temporary Venues &amp; Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hockey</td>
</tr>
<tr>
<td>Basketball</td>
</tr>
<tr>
<td>Fencing</td>
</tr>
<tr>
<td>Paralympics Tennis &amp; Archery</td>
</tr>
<tr>
<td>Temporary Off Park Venue</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projects Cluster 4: Permanent Venues &amp; Associated Works</th>
</tr>
</thead>
<tbody>
<tr>
<td>Olympic Stadium</td>
</tr>
<tr>
<td>Aquatics</td>
</tr>
<tr>
<td>Velopark</td>
</tr>
<tr>
<td>Handball/Indoor Sports Arena</td>
</tr>
<tr>
<td>IBC/MPC</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projects Cluster 3: Roads &amp; Bridges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southern Roads</td>
</tr>
<tr>
<td>Northern Roads</td>
</tr>
<tr>
<td>Land Bridges</td>
</tr>
<tr>
<td>Construction Bridges (Permanent)</td>
</tr>
<tr>
<td>Bridges (Road/Canal)</td>
</tr>
<tr>
<td>Bridges (Rail)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projects Cluster 2: Utilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Utilities Networks</td>
</tr>
<tr>
<td>Utilities Diversions</td>
</tr>
<tr>
<td>Energy and Generation</td>
</tr>
<tr>
<td>Telecommunications</td>
</tr>
<tr>
<td>Existing Utility Diversions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Projects Cluster 1: Enabling Works</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demolition/Removals</td>
</tr>
<tr>
<td>Remediation</td>
</tr>
<tr>
<td>Bulk Earthworks</td>
</tr>
<tr>
<td>Works to River Walls</td>
</tr>
<tr>
<td>Wildlife Translocations</td>
</tr>
<tr>
<td>Temporary Bridges</td>
</tr>
</tbody>
</table>
Building a Disciplined Approach
Integrated Planning

CLM fully accountable for managing the interfaces
- Planning
- Process / governance
- Scope / budget implications
- Assurance

One Programme
- Managing complexity
- Bringing clarity to areas of ambiguity
Engagement

Integrated part of the team – ‘One team, one approach’

• Leverage expertise and experience
• Early engagement to manage integration and interface risks
• Embed performance culture and align goals
• Develop appropriate reporting, governance and structures to ensure transparency
The Ingredients to High Performance teams

Leadership – focus on communication and work plans
Establish, agree and implement **ground rules** for behaviour
Clarify roles & **responsibilities** / accountabilities
Set **goals & objectives** and celebrate success when they are achieved
**Recognise** what each brings – acknowledge each other
Be **consistent** – use process, systems, tools and behavioural alignment
**Decide** how decisions are made in advance
Don’t waste time getting started

**GOALS:**
- Promote and develop “One Approach” to HS&E across the park
- Design, deliver and interpret information from the cultural survey and agree action plans at both park-wide and project level.
- Promote, encourage and measure near miss reporting.
- Develop and implement a clear communication strategy for HS&E across the park and align to a rewards and recognition strategy.
- Ensure that we adopt good practice to ensure lessons learnt.
- Ensure every project has a structured approach to worker engagement.

**TEAM PURPOSE:**
- To provide the leadership which positively influences HS&E culture and behaviour across the Park

**OBJECTIVE**
- To achieve a culture within the entire workforce that is intolerant of any accidents or incidents.

**TEAM MEMBERSHIP**
- Operations Director from each Principal Contractor
- Delivery Partner representation at Director Level.
- Designer Forum representative
- Professional HS&E representation from ODA/CLM
- No Delegation
- Other Work Groups by invitation
- Chairperson – rolling 3 monthly
- Howard Shiplee to join quarterly

**GROUND RULES**
- Meet Monthly for 2 hours – Option for special meetings
- Establish clear Meeting Objectives
- Outputs of meetings to be clearly communicated
- Effective Chairmanship
- Openness/ Honesty
- Commitment of Attendees – no substitution

**OPHSELT CHARTER NO. 3 – October 2008**
- Leadership – focus on communication and work plans
- Establish, agree and implement **ground rules** for behaviour
- Clarify roles & **responsibilities** / accountabilities
- Set **goals & objectives** and celebrate success when they are achieved
- **Recognise** what each brings – acknowledge each other
- Be **consistent** – use process, systems, tools and behavioural alignment
- **Decide** how decisions are made in advance
- Don’t waste time getting started

**OUR CHALLENGES**
- Behaviour
- Attitude
- Getting Engagement
- Communication
- Recognition and promotion of our team
- Acceptance and buy-in to goals
- Relevance
- Effective team membership versus inclusivity
- How we demonstrate Leadership
- Keeping it simple
- Not to compromise what is currently happening
- Sustaining the impetus
Human Resources - CLM

Right people, right time, right cost
Keep JV in balance
Rapid and timely mobilisation; sensitive demobilisation
Drive accountability for people into the line
Communicate effectively with Senior and middle management
Work every element of Human Resource process

Manage Parent Company HR
Work alongside ODA team
Support and managed inside CLM

Human Resources

Recruit  Induct  Equip  Develop  Measure  Reward  Retain  Legacy
Mobilisation / Demobilisation

CLM Lifetime FTE

Month

FTE
Organisation Effectiveness

Strategy
Objectives
Processes
Systems
Communications
Interfaces
Stakeholder mapping

Within in CLM
Between CLM and the Client (ODA)
Between CLM and the supply chain
Differentiators

1. The Delivery Partner Concept
   - **Client** – vision to recognise they wanted some more than programme management
   - **Consortium** - recognised the value of bringing together different people to create a new environment which had creative tension central to the way it operates
   - Proactive approach to sensing client delivery needs and objectives

2. People
   - Integrated teams - bringing together very different expertise
   - Creative challenge between Programme & Project Management
   - Attention paid to strategic alignment, operational delivery and relationship management
Differentiators

3. Client
   - Aligned and informed client
   - Partnering approach
   - Lean client
   - Open & regular

4. Safety
   - Absolute commitment to driving & assuring system & process compliance while supporting and leading a behavioural safety programme

5. Performance Culture
   - Incentivised contract; objective driven organisation; performance / can do culture
   - Objective driven milestones and objectives on cost, schedule, quality, health, safety, environment, sustainability, employment & skills; equality and inclusivity
   - Aligned and integrated communication from client to delivery partner to contractors to sub contractors
Thank you