

INVITATION TO TENDER

Stadium Transformation Works Shell-and-Core Works

Shell-and-Core Works Package

Appendix C: the Contract

Volume 2 of 2: The Contract Data

Part two – Data provided by the Contractor

Completion of the data in full, according to the Options chosen, is essential to create a complete contract.

Statements given in all contracts

- The Contractor is
Name Buckingham Group Contracting Ltd
Address Silverstone Road, Stowe, Buckingham. MK18 5LJ
- The direct fee percentage is [REDACTED]
- The subcontracted fee percentage is [REDACTED].
- The working areas are the Site and site compound & offices, storage areas, and all external offices, manufacturing and fabrication premises and storage areas wherein any services associated with the execution of the works are undertaken.
- The key people are

(1) Name: [REDACTED]

Job: Partner / Director (Board Director Responsible)

Responsibilities:

- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]

Qualifications: [REDACTED]

[REDACTED]

Experience:

- [REDACTED]
- [REDACTED]
- [REDACTED]

(2) Name: [REDACTED]

Job: Project Director

Responsibilities:

- [REDACTED]
- [REDACTED]
[REDACTED]

Qualifications: [REDACTED]

[REDACTED]

Experience:

- [REDACTED]
- [REDACTED]
- [REDACTED]

(3) Name: [REDACTED]

Job: Senior Project Manager

Responsibilities

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Qualifications: [REDACTED]
[REDACTED]
[REDACTED]

Experience:

[REDACTED]
[REDACTED]

(4) Name: [REDACTED]

Job: Logistics Manager

Responsibilities:

- [REDACTED]
- [REDACTED] ent
- [REDACTED]
- [REDACTED]

Qualifications: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Experience:

- [REDACTED]
- [REDACTED]

(5) **Name:** [REDACTED]

Job: ME&P Manager

Responsibilities:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Qualifications: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Experience:

- [REDACTED]
- [REDACTED]

(6) **Name:** [REDACTED]

Job: Design Manager

Responsibilities:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Qualifications: [REDACTED]
[REDACTED]

Experience:

- [REDACTED]
- [REDACTED]

(7) Name: [REDACTED]

Job: Senior Commercial Manager

Responsibilities:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Qualifications: [REDACTED]
[REDACTED]
[REDACTED]

Experience:

- [REDACTED]
- [REDACTED]
- [REDACTED]

(8) Name: [REDACTED]

Job: Senior Site Manager

Responsibilities:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Qualifications: [REDACTED]

[REDACTED]

Experience:

- [REDACTED]
- [REDACTED]
- [REDACTED]

(9) **Name:** [REDACTED]

Job: Project Controls Manager

Responsibilities:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Qualifications: [REDACTED]

[REDACTED]

Experience:

- [REDACTED]
- [REDACTED]
- [REDACTED]

(10) **Name:** [REDACTED]

Job: Senior Planner

Responsibilities:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

Qualifications: [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Experience:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

(11) **Name:** [REDACTED]

Job: Site Safety Manager

Responsibilities:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Qualifications: [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Experience:

- [REDACTED]
- [REDACTED]

The following matters will be included in the Risk Register

Commercial & legal, stakeholders, environmental, safety, security, design, programme, construction, MEP, Roof package works.

Optional statements If the Contractor is to provide Works Information for his design

- The Works Information for the Contractor's design is in

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If a programme is to be identified in the Contract Data

- The programme identified in the Contract Data is As attached

If the Contractor is to decide the completion date for the whole of the works

- The completion date for the whole of the works is 26th May 2016

- The activity schedule is As attached

- The tendered total of the Prices is [REDACTED]

Option W2 The senior executives of the Contractor are [REDACTED] and [REDACTED]

Data for the Shorter Schedule of Cost Components

- The percentage for people overheads is [REDACTED].

- The published list of Equipment is the last edition of the list published by CECA

- The percentage for adjustment for Equipment in the published list is [REDACTED] (state plus or minus).

- The rates for other Equipment are

Equipment	size or capacity	rate
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Defined cost of hired equipment not included to the above schedule to be as invoiced amounts plus fuel plus [REDACTED].

Plant and machine operators to be dealt with as people

- The hourly rates for Defined Cost of design outside the Working Areas are

category of employee	hourly rate
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Director	[REDACTED]
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Associate.	[REDACTED]
-----------------	------------

Senior Designer	[REDACTED]
-----------------	------------

- The percentage for design overheads is [REDACTED]

- The categories of design employees whose travelling expenses to and from the Working Areas are included in Defined Cost are

None,

Pricing Schedule for the Shell & Core Works

	Element	Priced	Total (£)

Pricing Schedule for the Shell & Core Works

1 Demolition/Removal/Alterations

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

1 Demolition/Removal/Alterations

Pricing Schedule for the Shell & Core Works

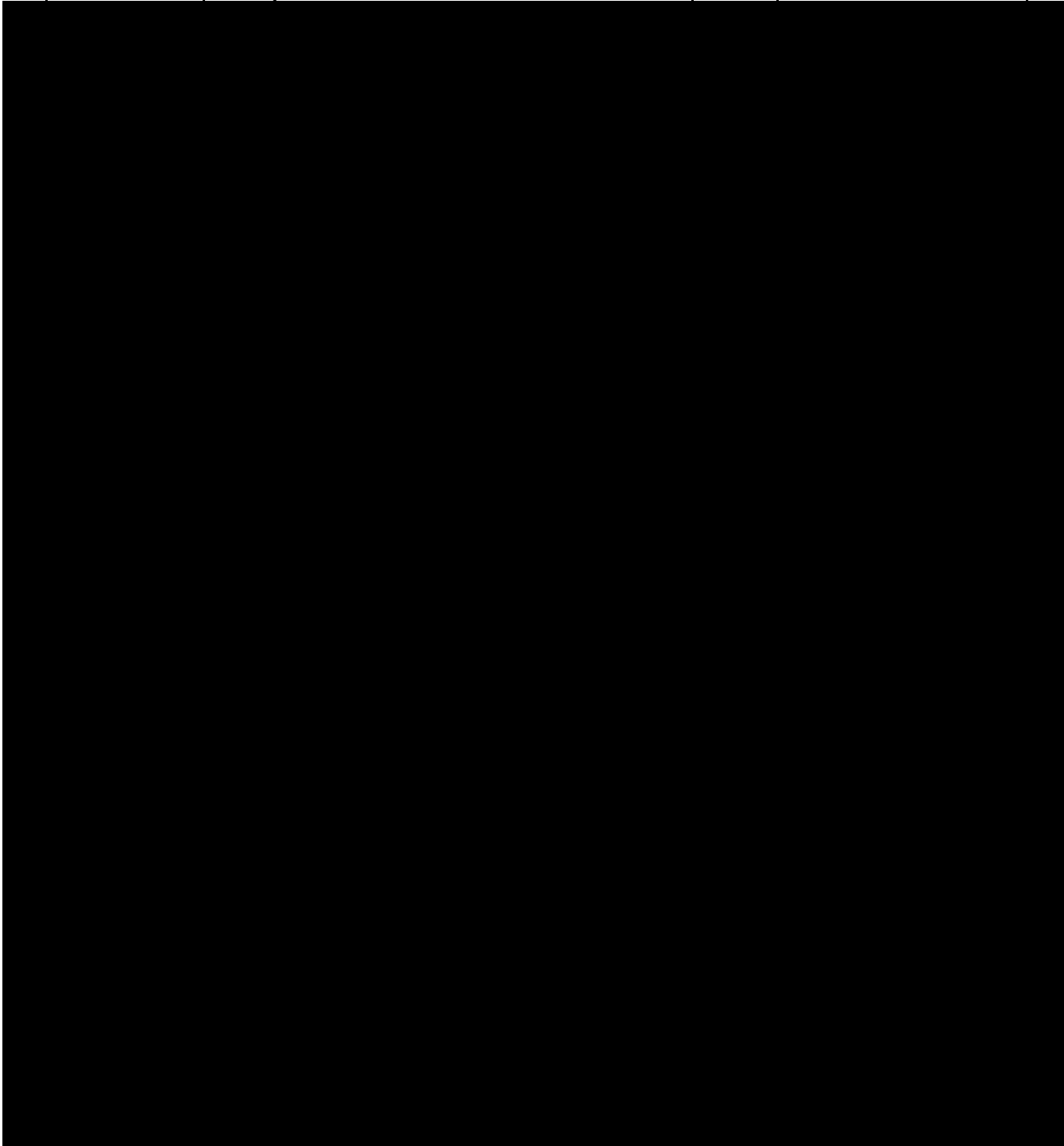
2 · Piling & Concrete Works - Substructure

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

2 · Piling & Concrete Works - Substructure

Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

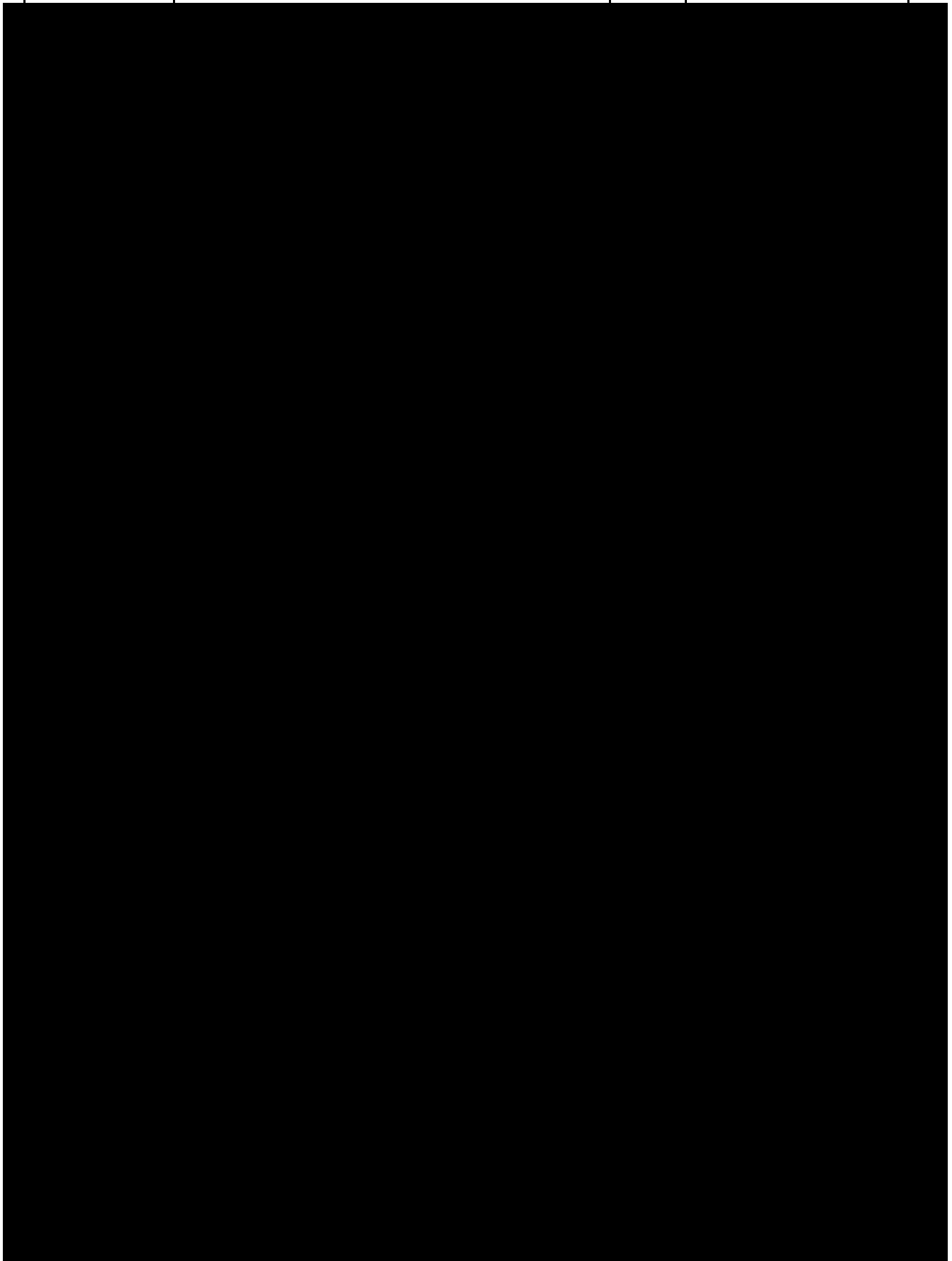
3 Bowl Alterations

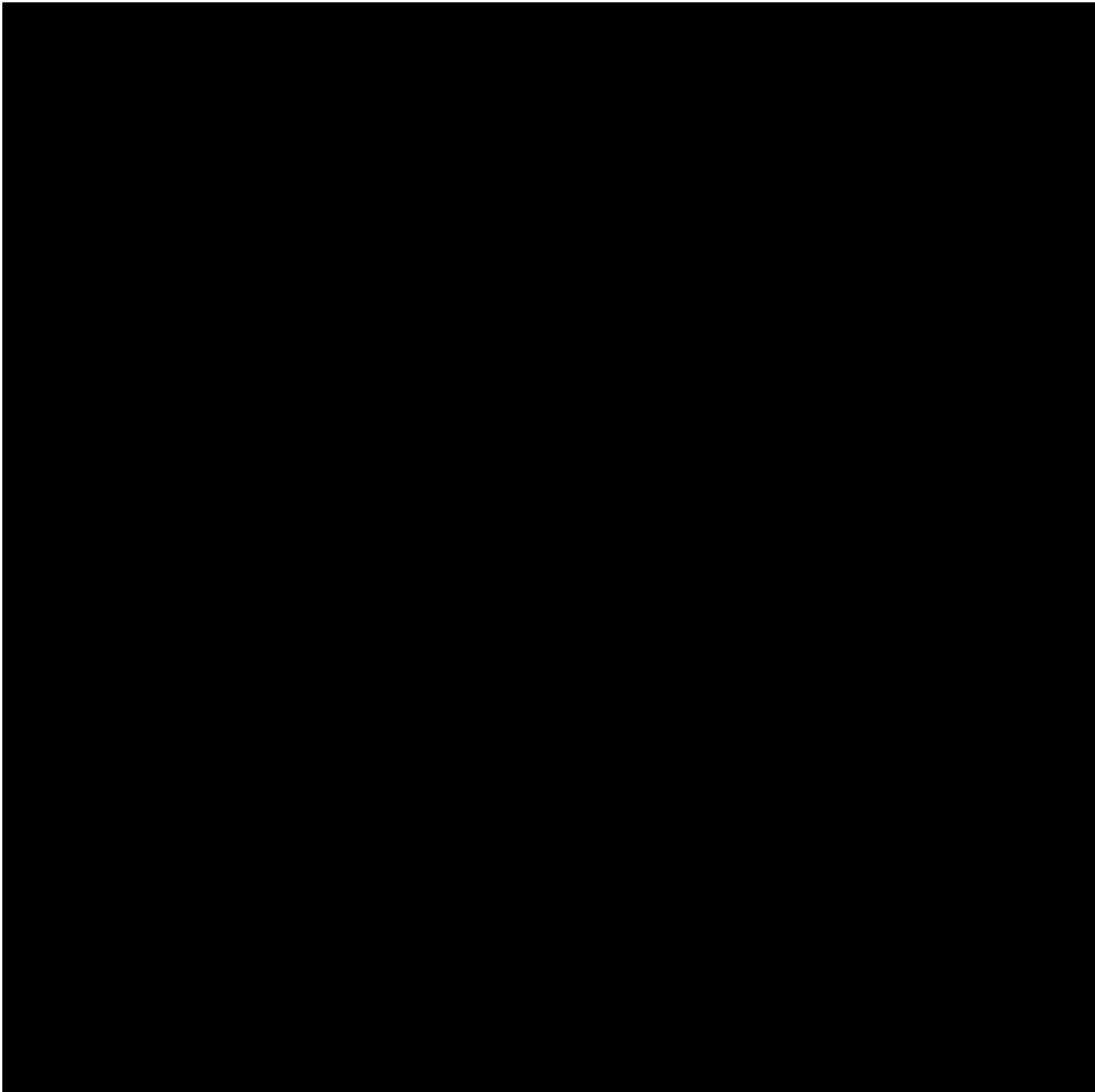
Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

4 Bowl

Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

5 Main Roof

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

6 Mechanical, Electrical & Plumbing Services

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

7 Video Screens

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

8 Podium Secure Line

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

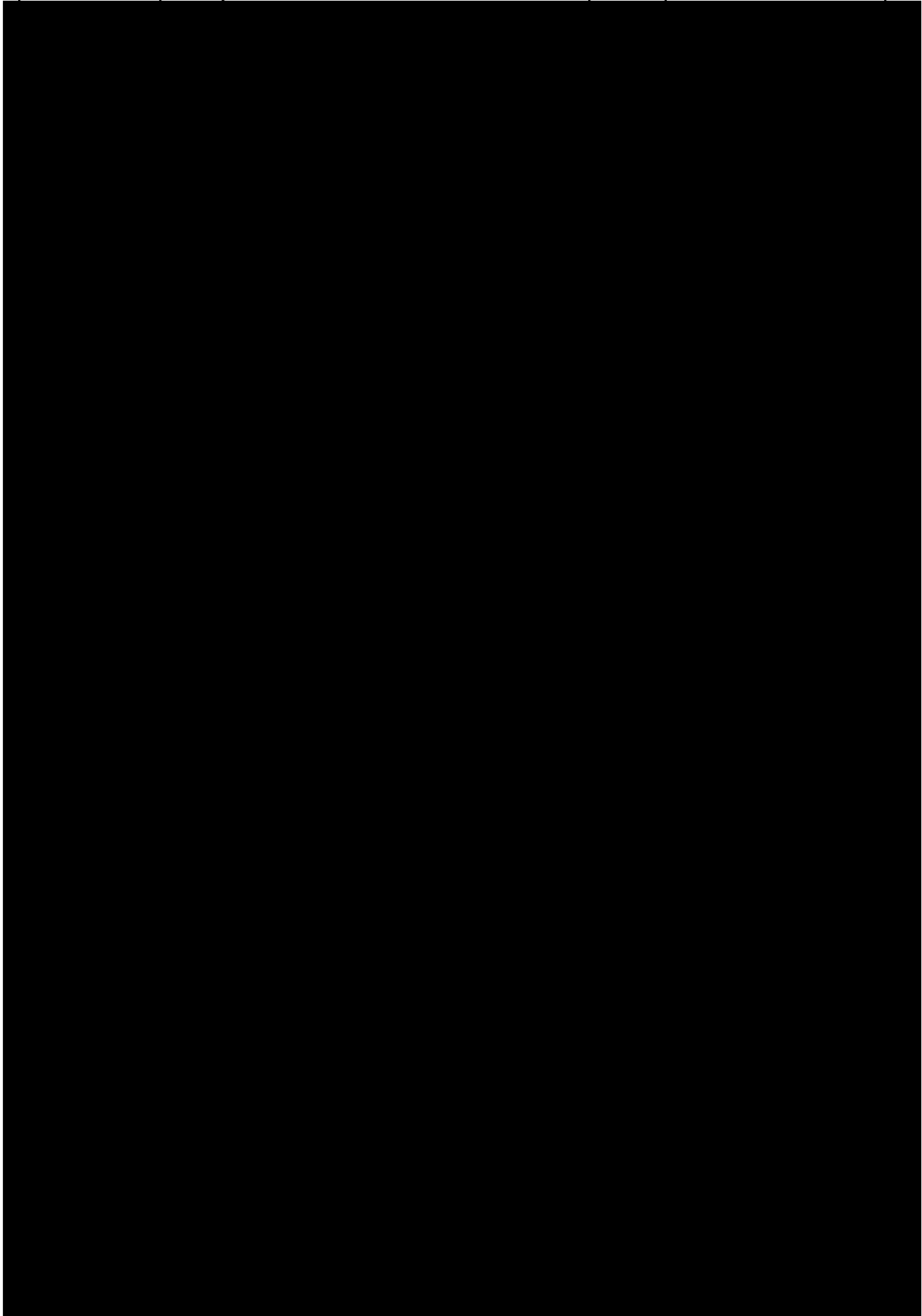
9 West Stand Superstructure

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

9 West Stand Superstructure

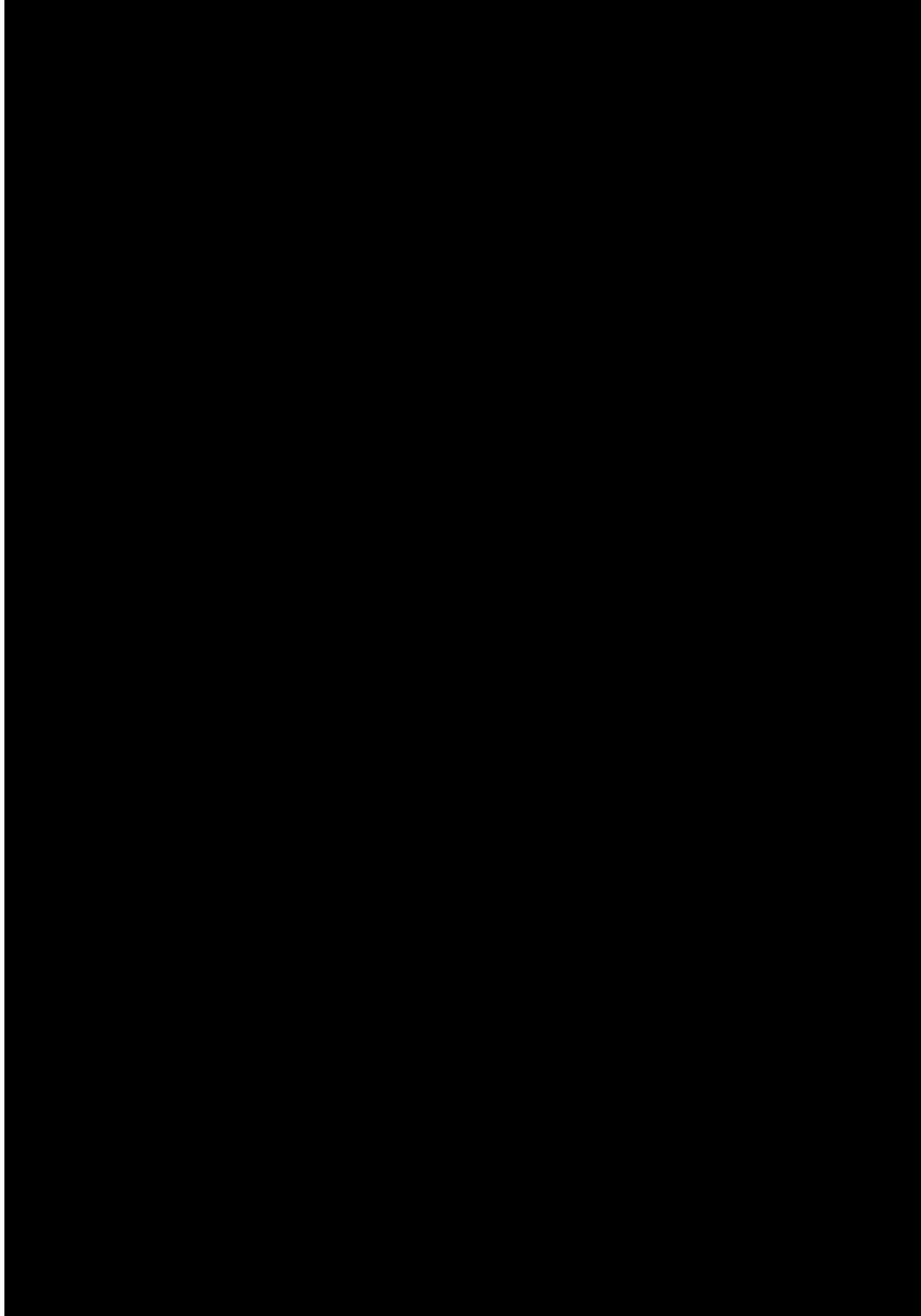
Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

9 West Stand Superstructure

Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

9 West Stand Superstructure

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

10 Podium Superstructure

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

10 Podium Superstructure

Item Number	Description	Priced	Amount £
[Redacted Content]			

Pricing Schedule for the Shell & Core Works

10 Podium Superstructure

Item Number	Description	Priced	Amount £
[Redacted Content]			

Pricing Schedule for the Shell & Core Works

10 Podium Superstructure

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

10 Podium Superstructure

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

10 Podium Superstructure

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

11 Field of Play

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

11 Field of Play

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

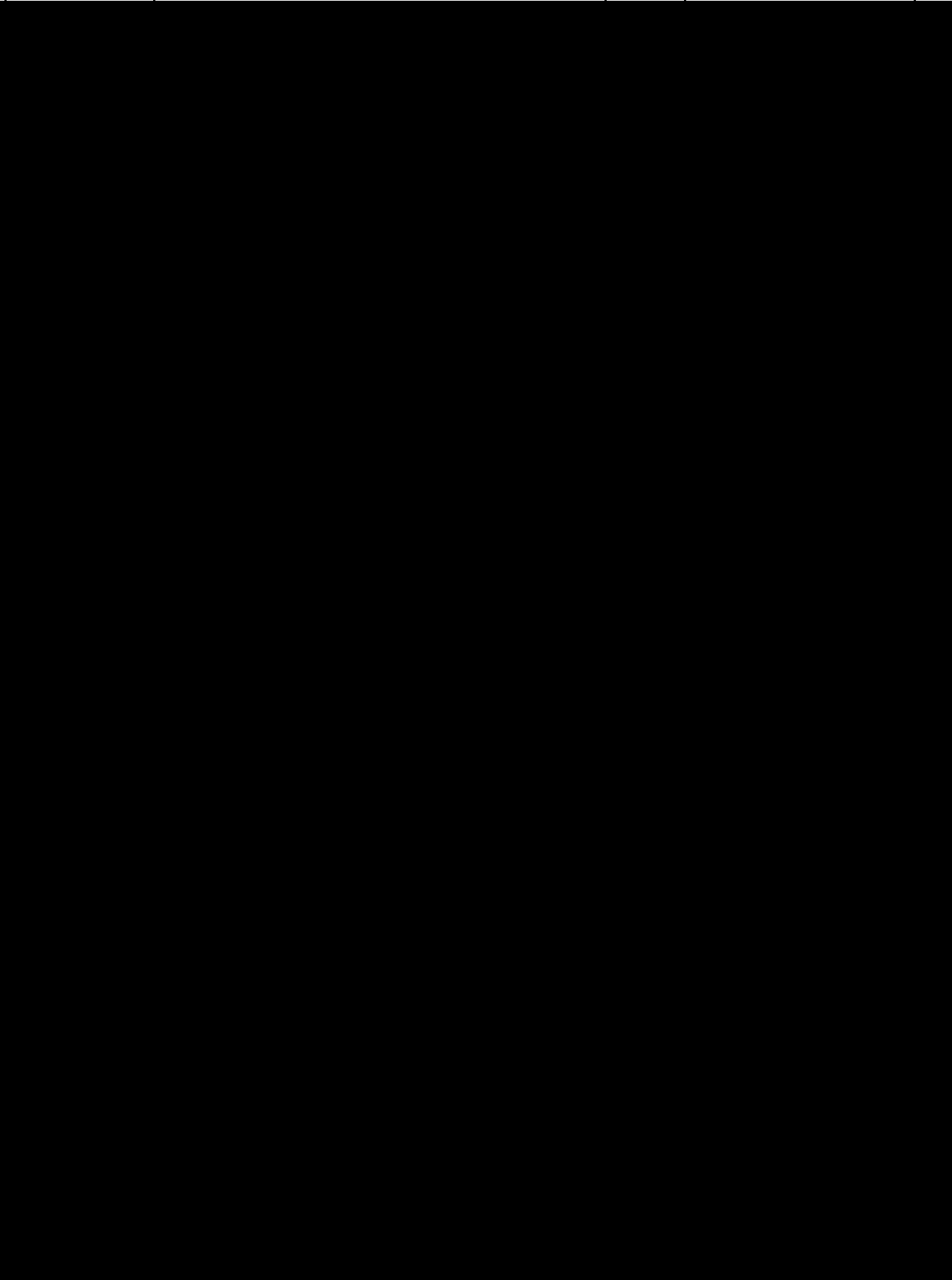
11 Field of Play

Item Number	Description	Priced	Amount £
[Redacted Content]			

Pricing Schedule for the Shell & Core Works

11 Field of Play

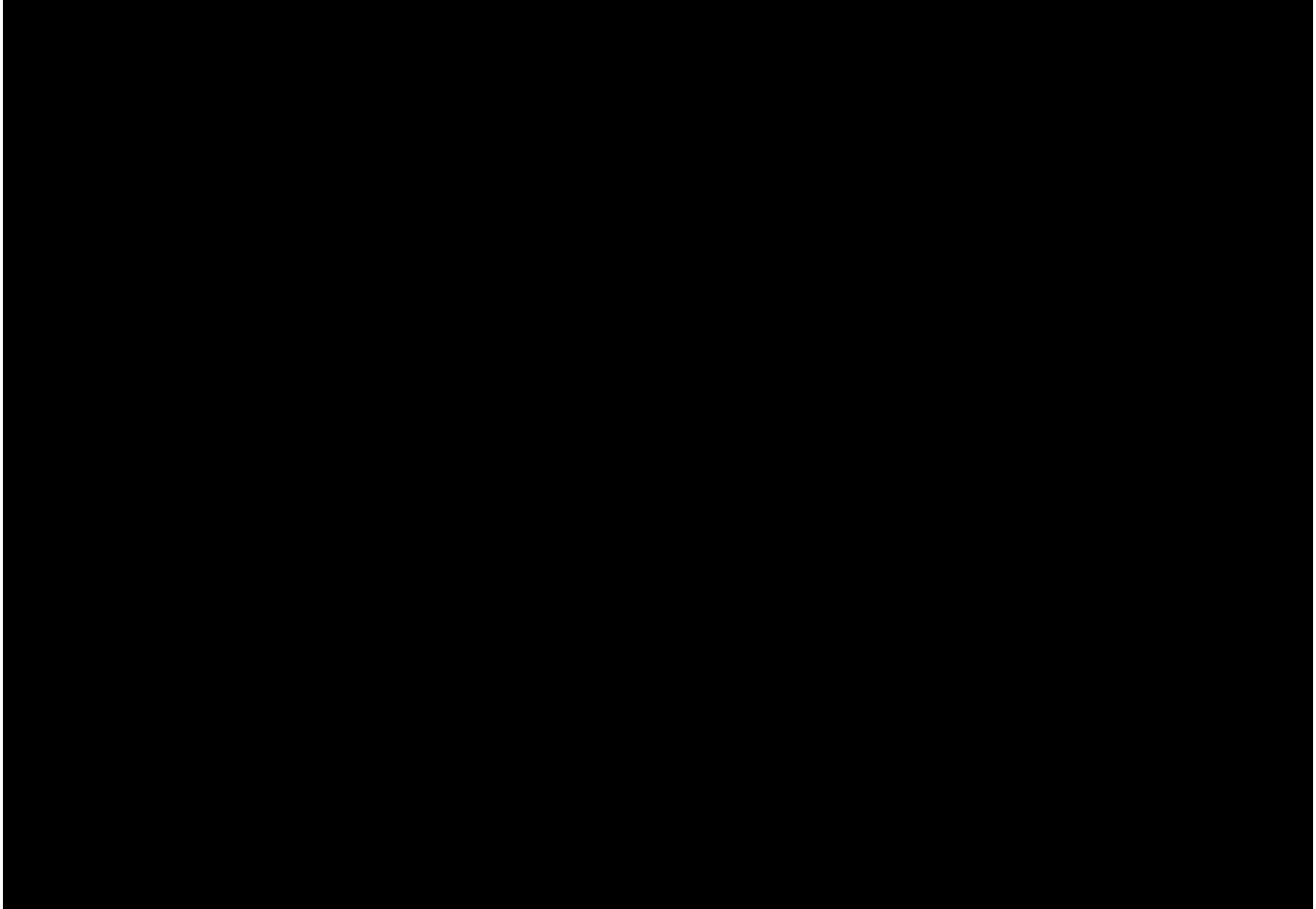
Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

11 Field of Play

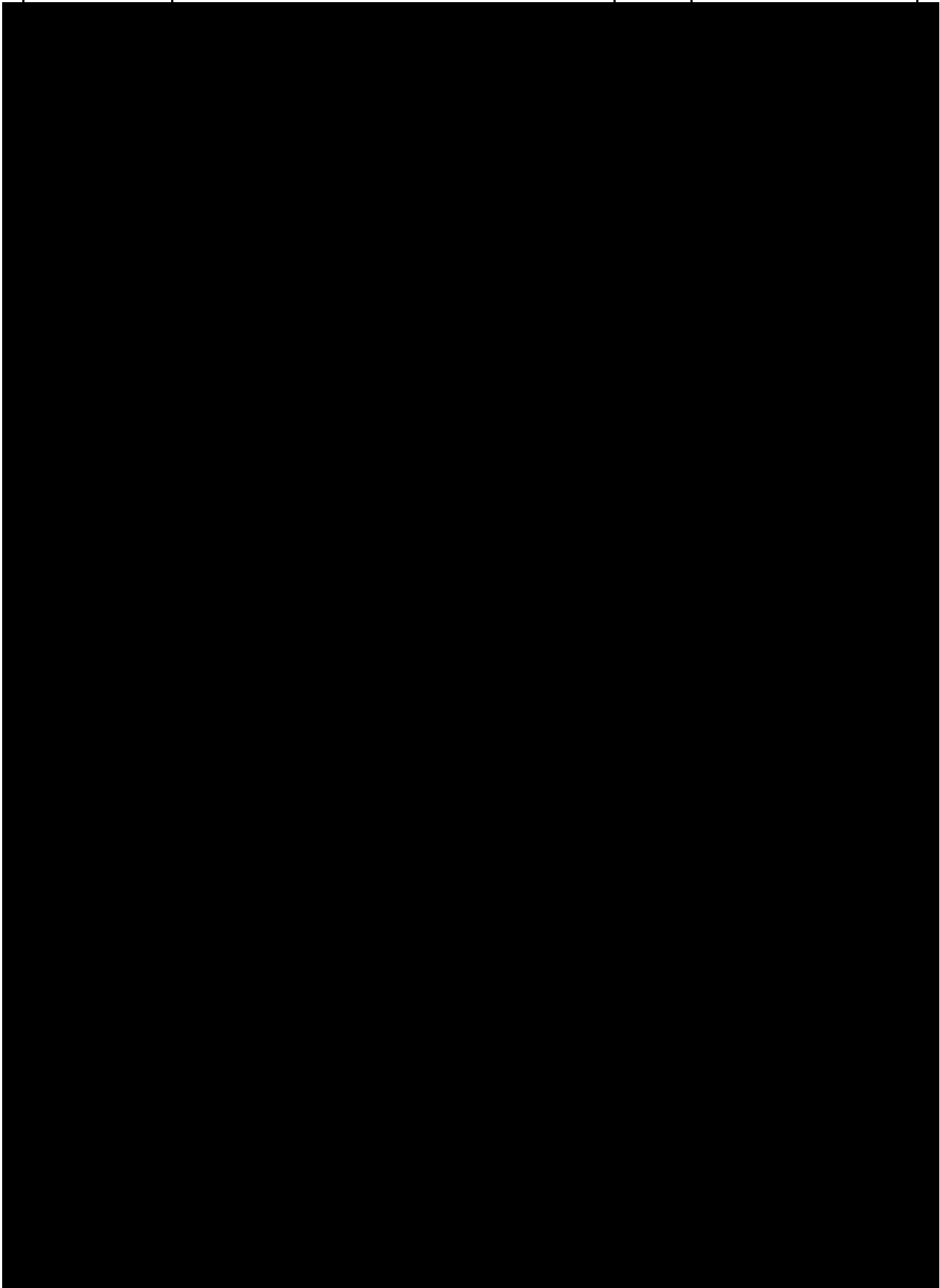
Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

12 External Works & Landscaping

Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

12 External Works & Landscaping

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

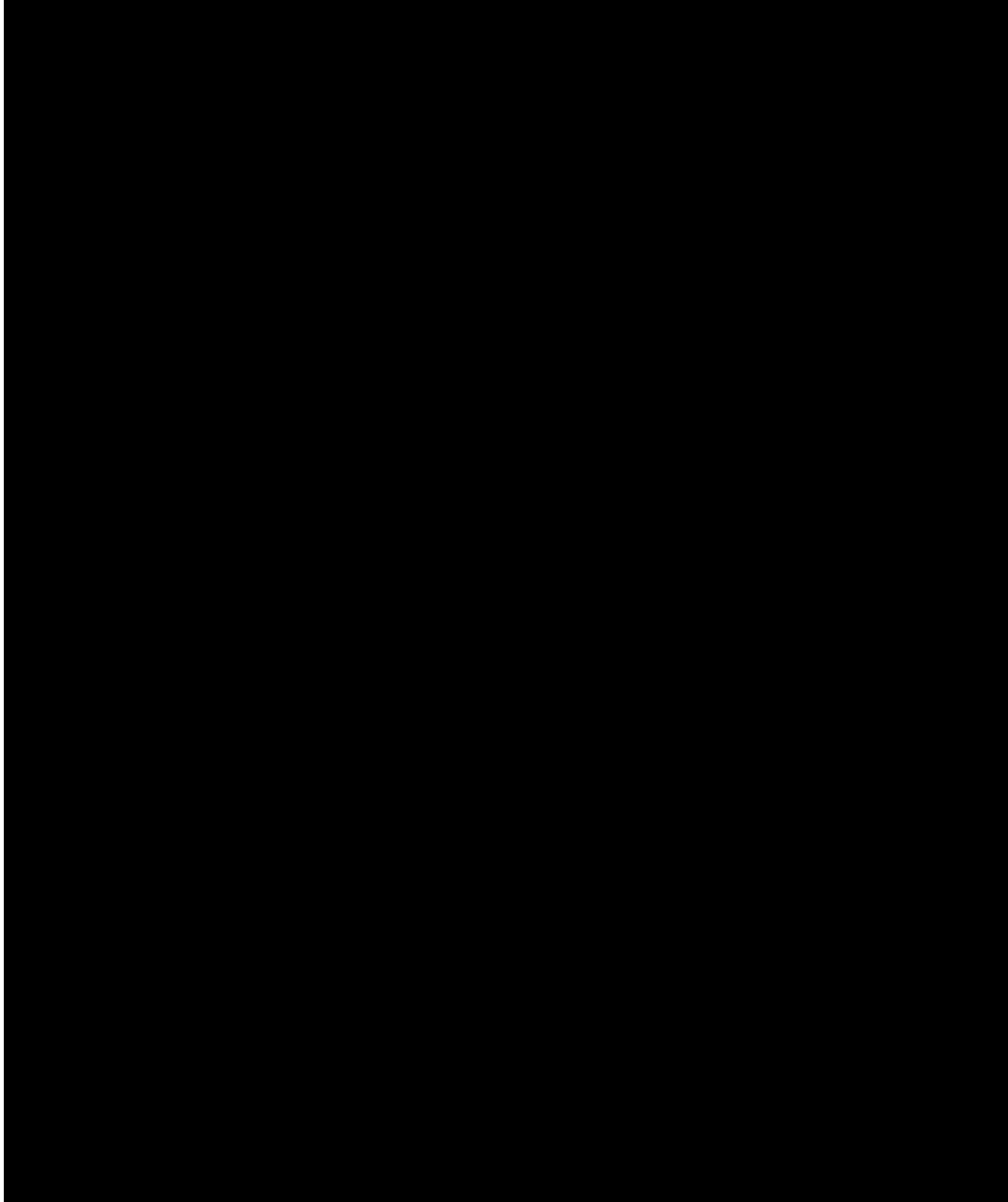
12 External Works & Landscaping

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

12 External Works & Landscaping

Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

12 External Works & Landscaping

Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

13 External Bridge Modifications

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

13 External Bridge Modifications

Item Number	Description	Priced	Amount £
[Redacted Content]			

Pricing Schedule for the Shell & Core Works

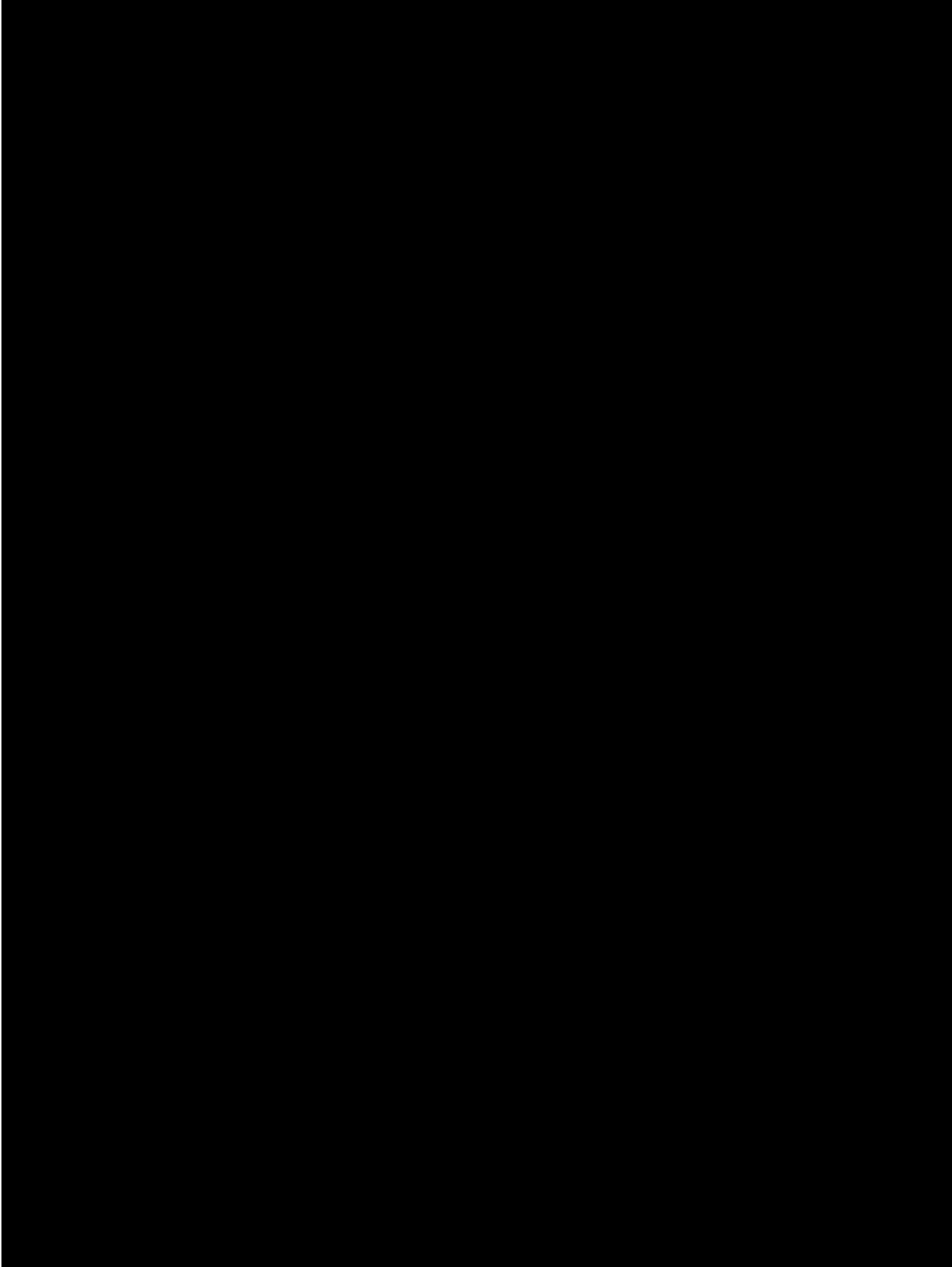
13 External Bridge Modifications

Item Number	Description	Priced	Amount £
[Redacted Content]			

Pricing Schedule for the Shell & Core Works

13 External Bridge Modifications

Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

13 External Bridge Modifications

Item Number	Description	Priced	Amount £
[Redacted Content]			

Pricing Schedule for the Shell & Core Works

13 External Bridge Modifications

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

14 Podium Canopy Roof

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

15 Community Track

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

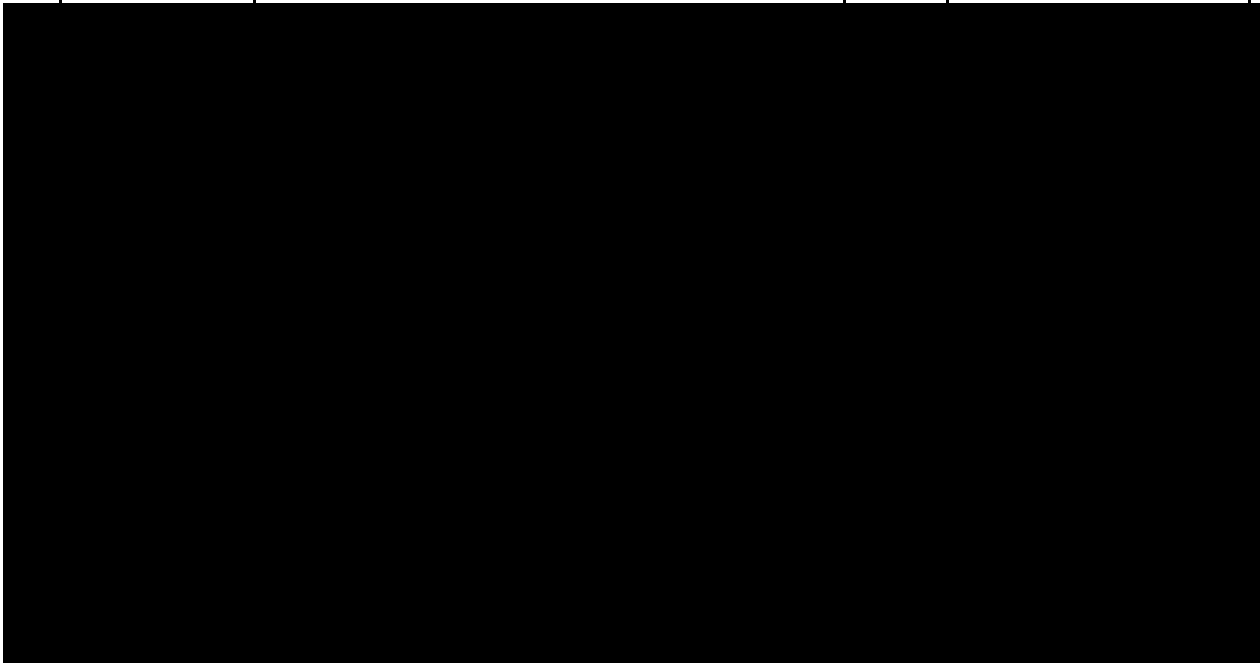
15 Community Track

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

18 Contractor Design

Item Number	Description	Priced	Amount £
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Pricing Schedule for the Shell & Core Works

19 Risk

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

20 Preliminaries

Item Number	Description	Priced	Amount £

Pricing Schedule for the Shell & Core Works

20 Preliminaries

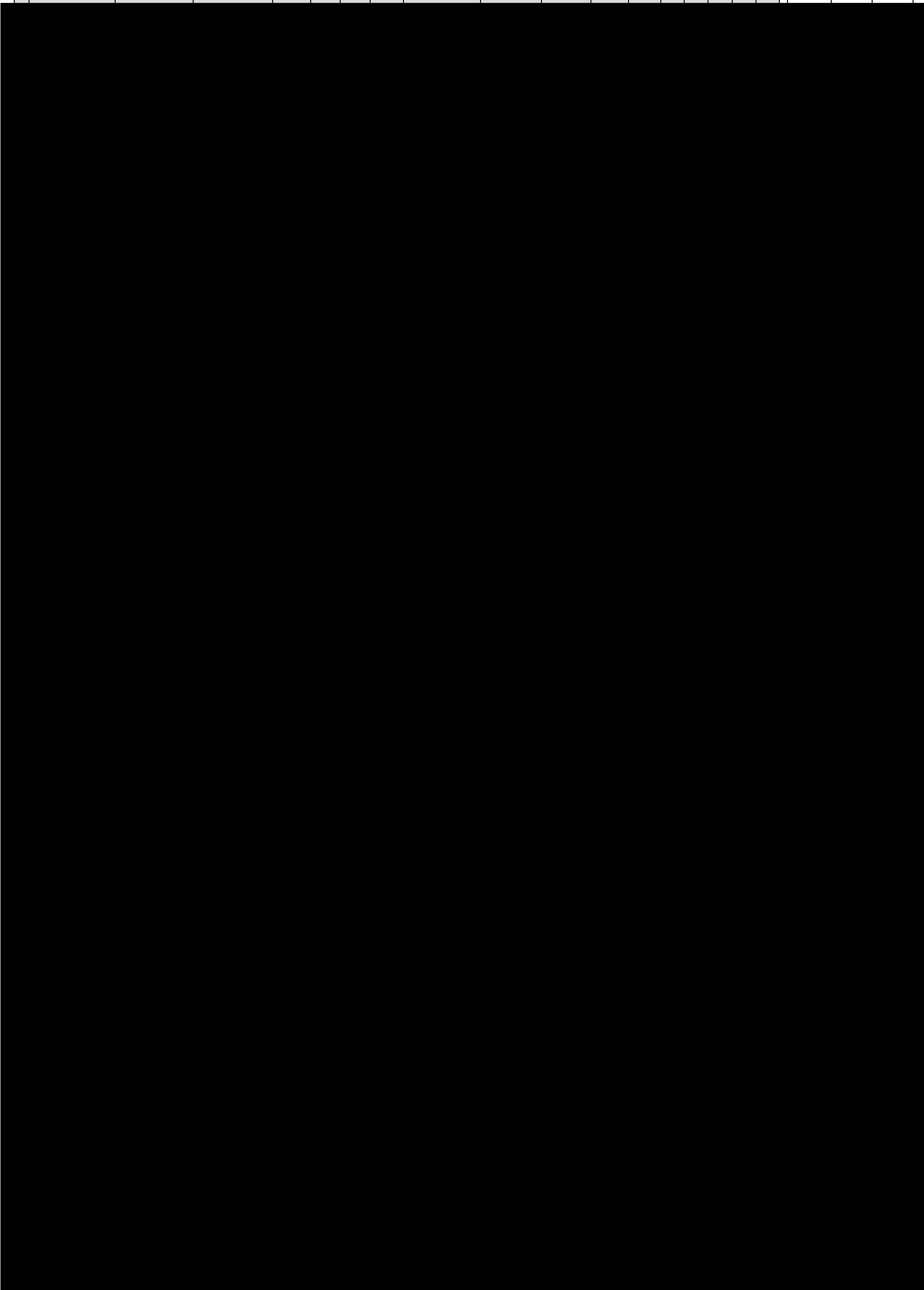
Pricing Schedule for the Shell & Core Works

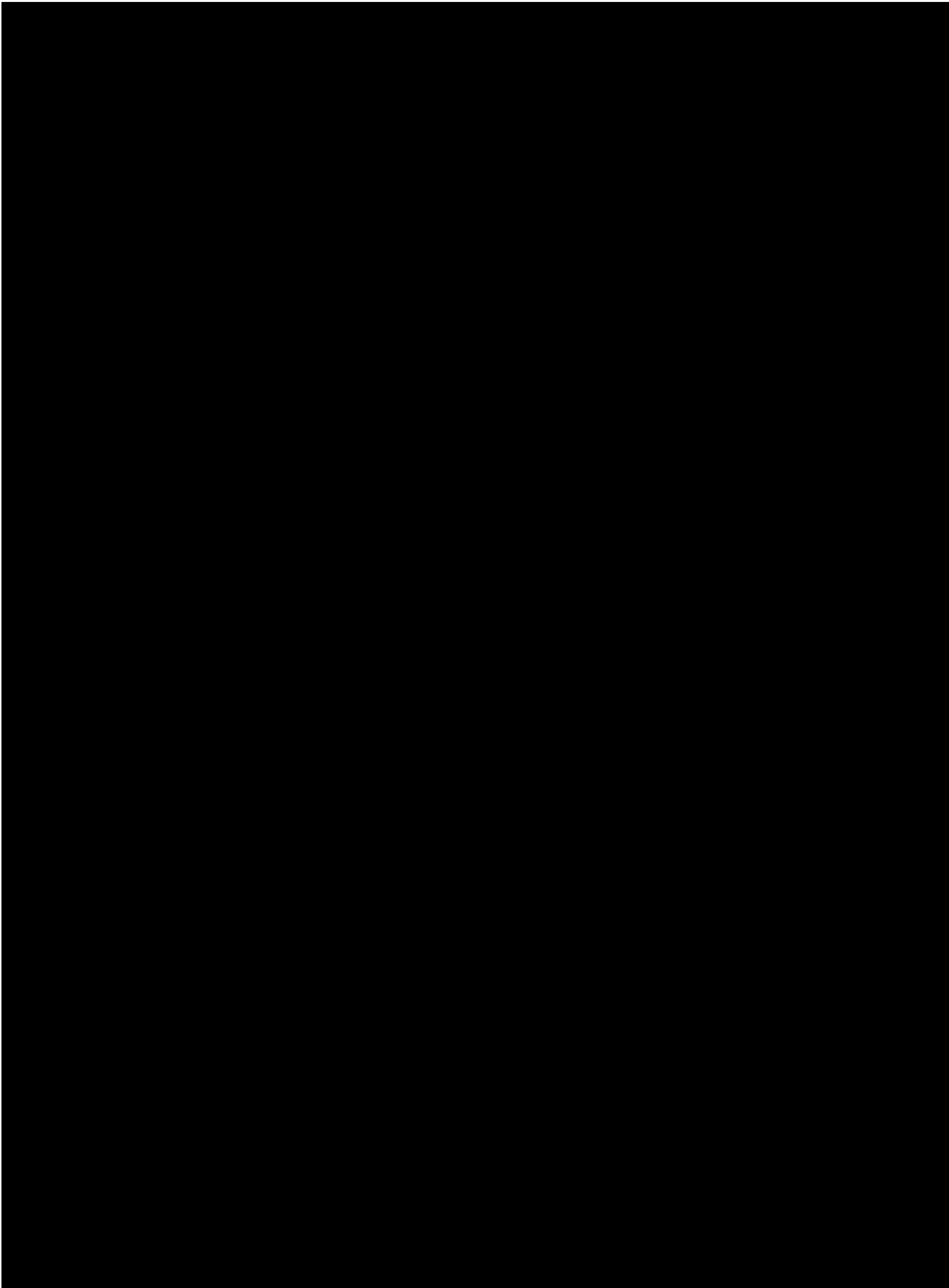
20 Preliminaries

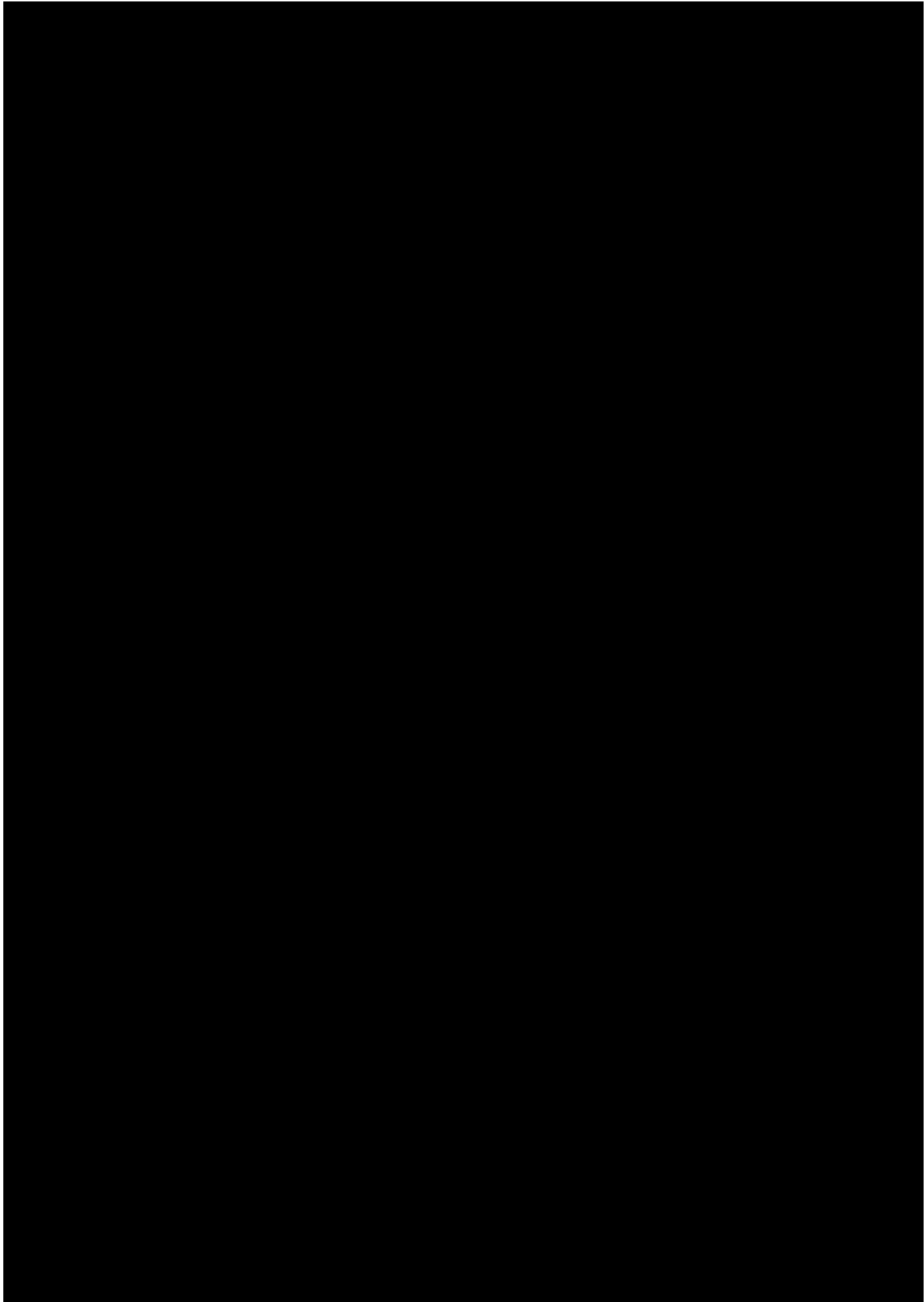
Item Number	Description	Priced	Amount £

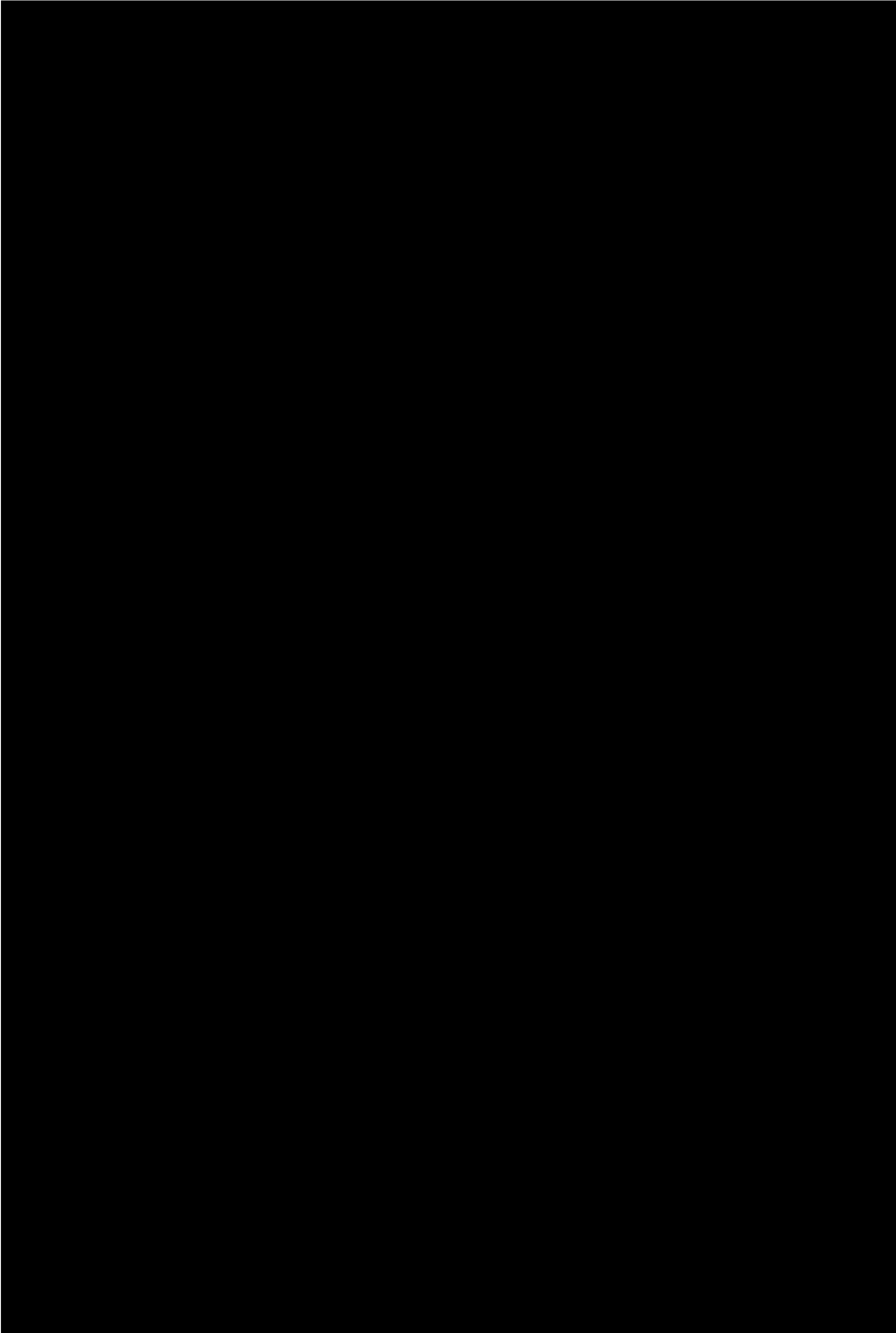
BGCL COMMERCIAL ASSESSMENT		
Tender Contingency		
Max cost	BGCL	Client

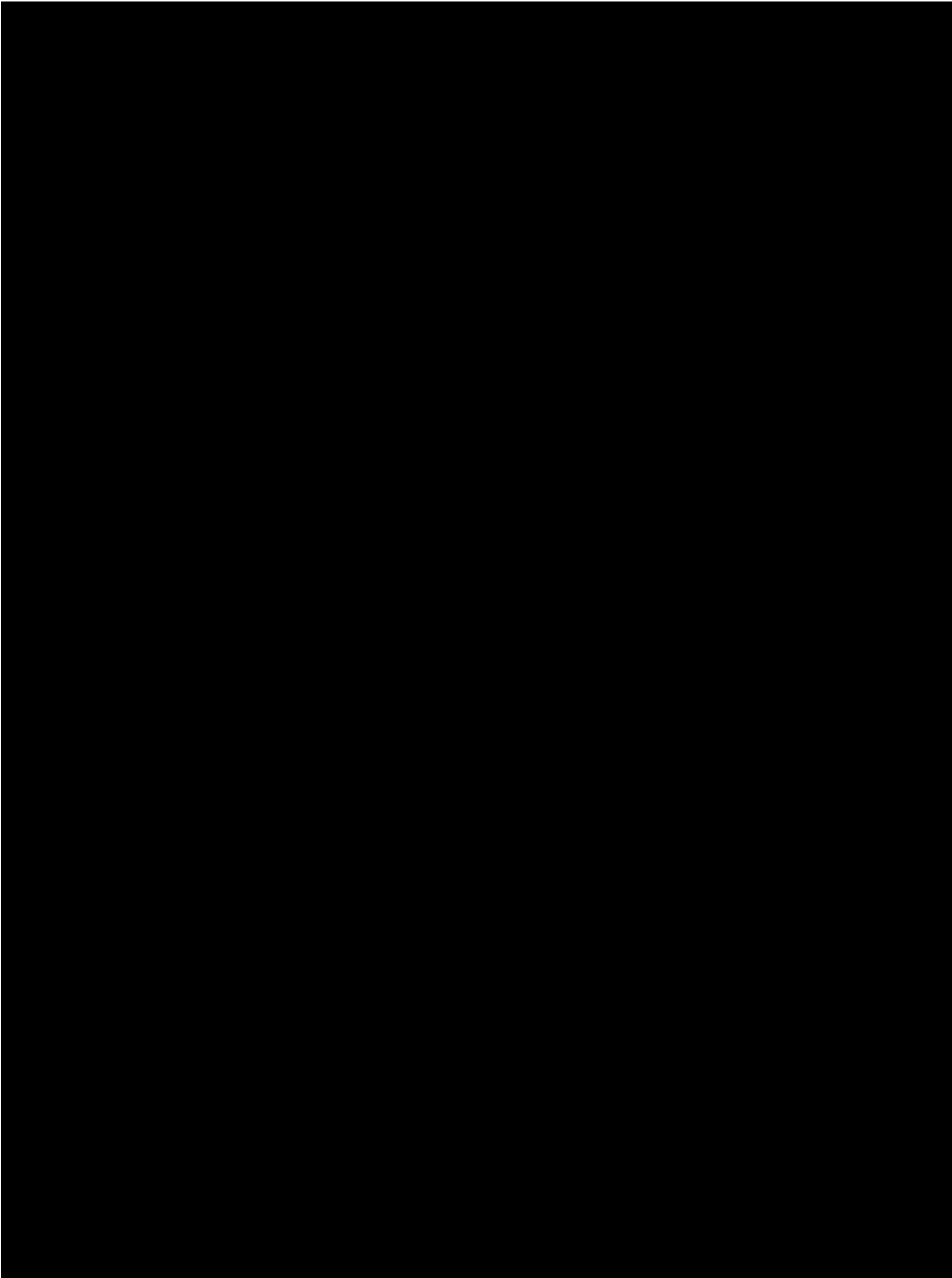
ID	Name	Cause	Consequence	Risk Owner	Start Date	Finish Date	Resolution Date	Mitigation	Mitigation Owner	Category	Probability	Prob Quant	Data type	Impact	RAG Rating and score	Score	Ranking
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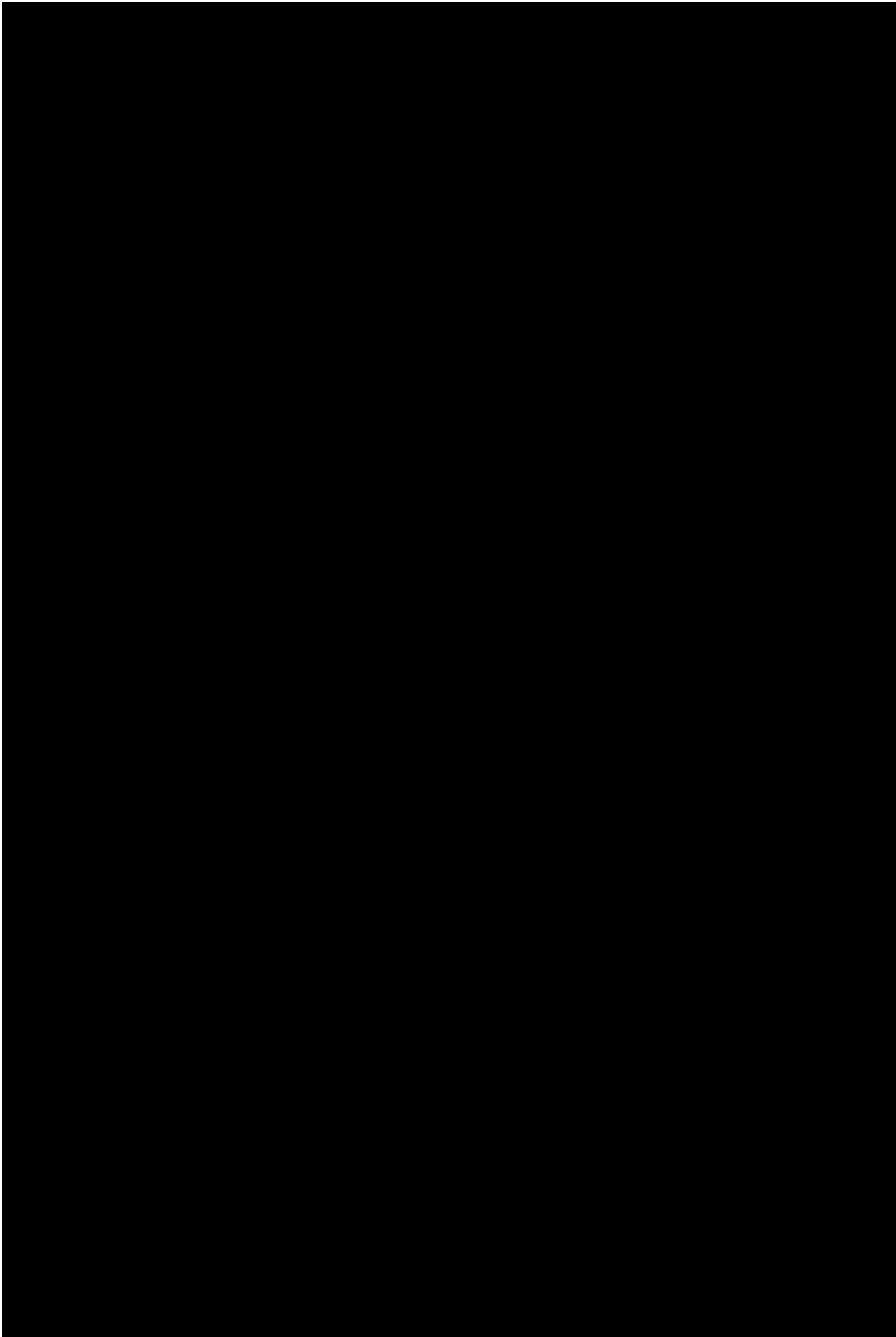


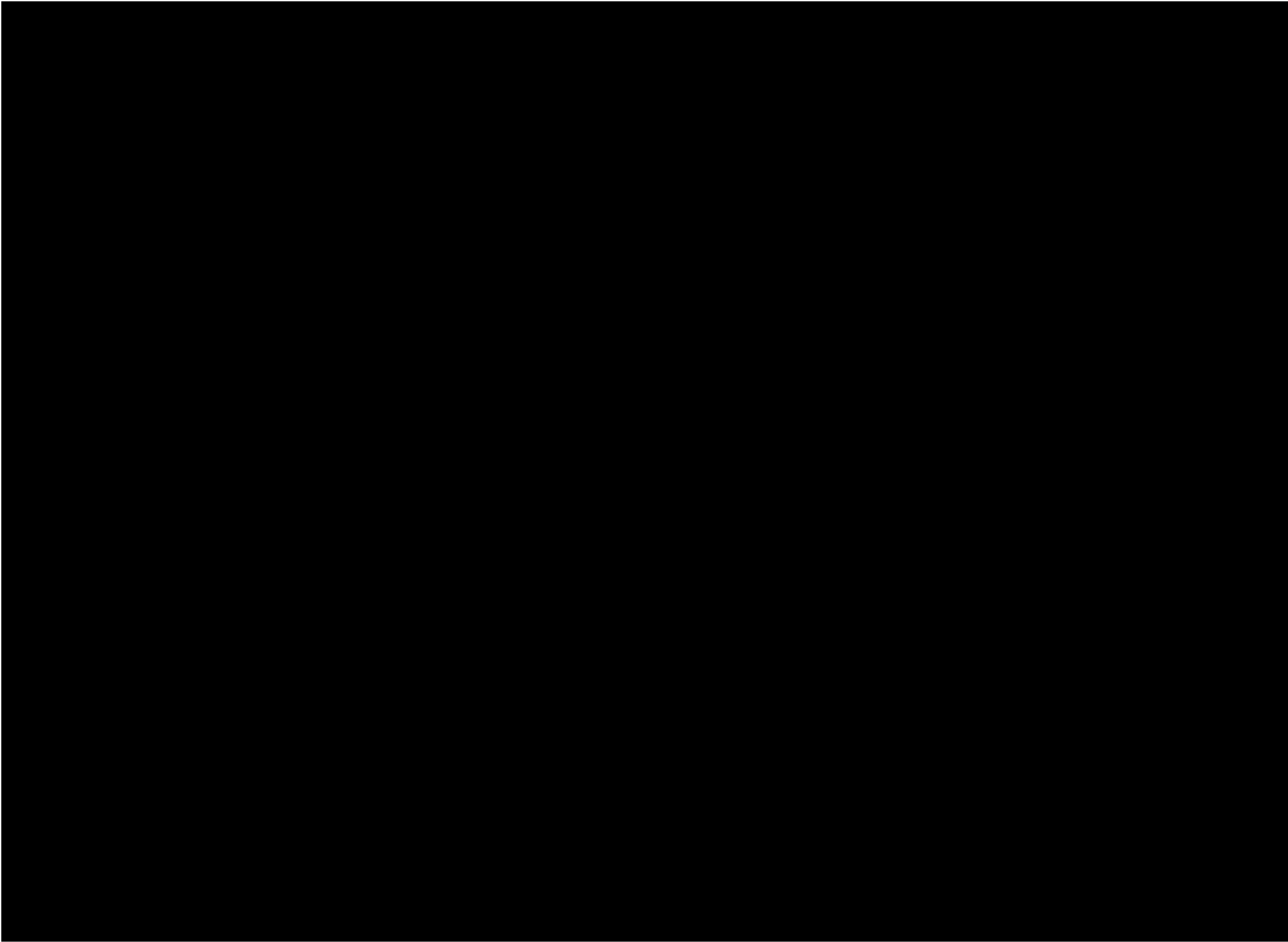


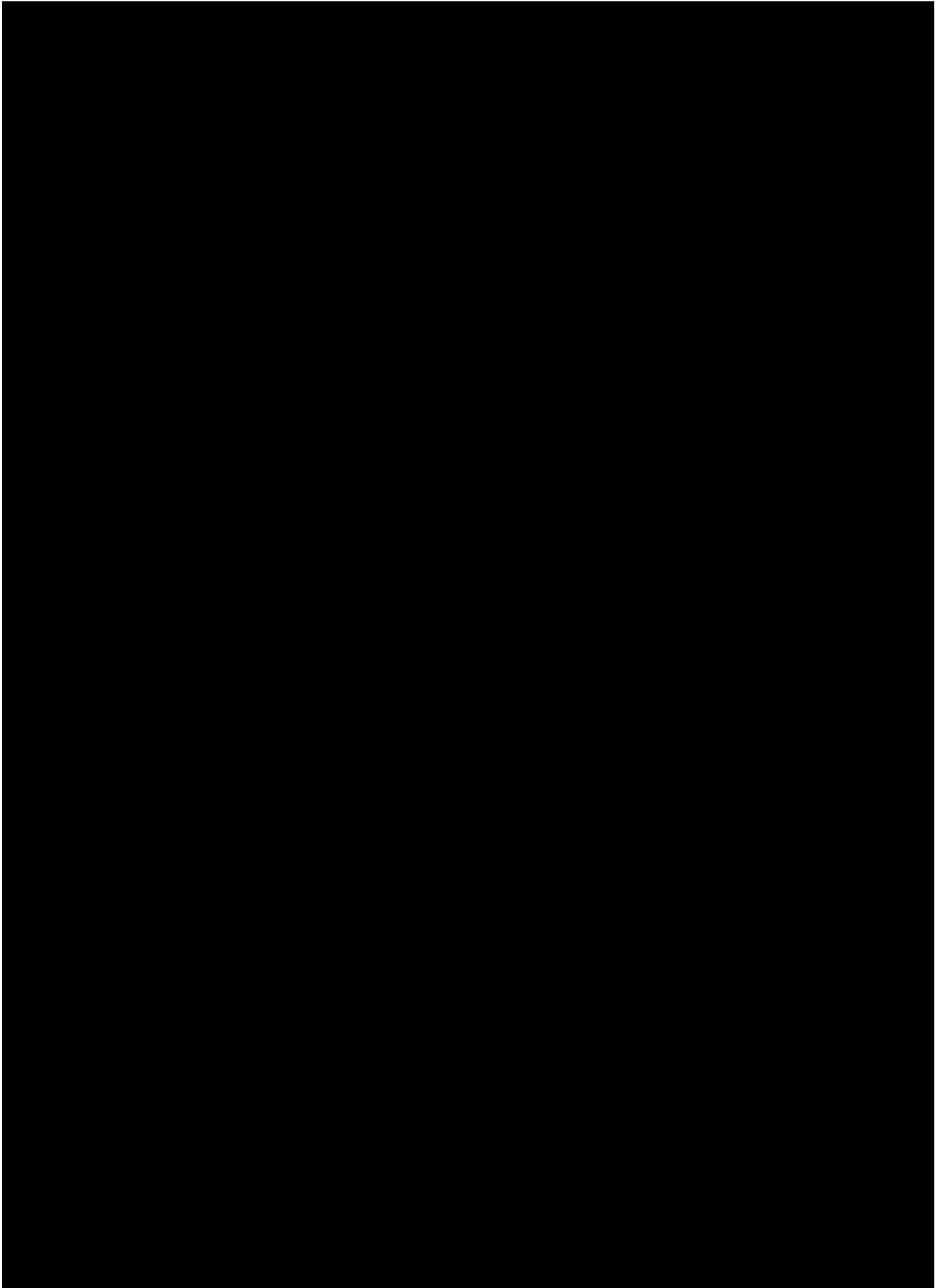


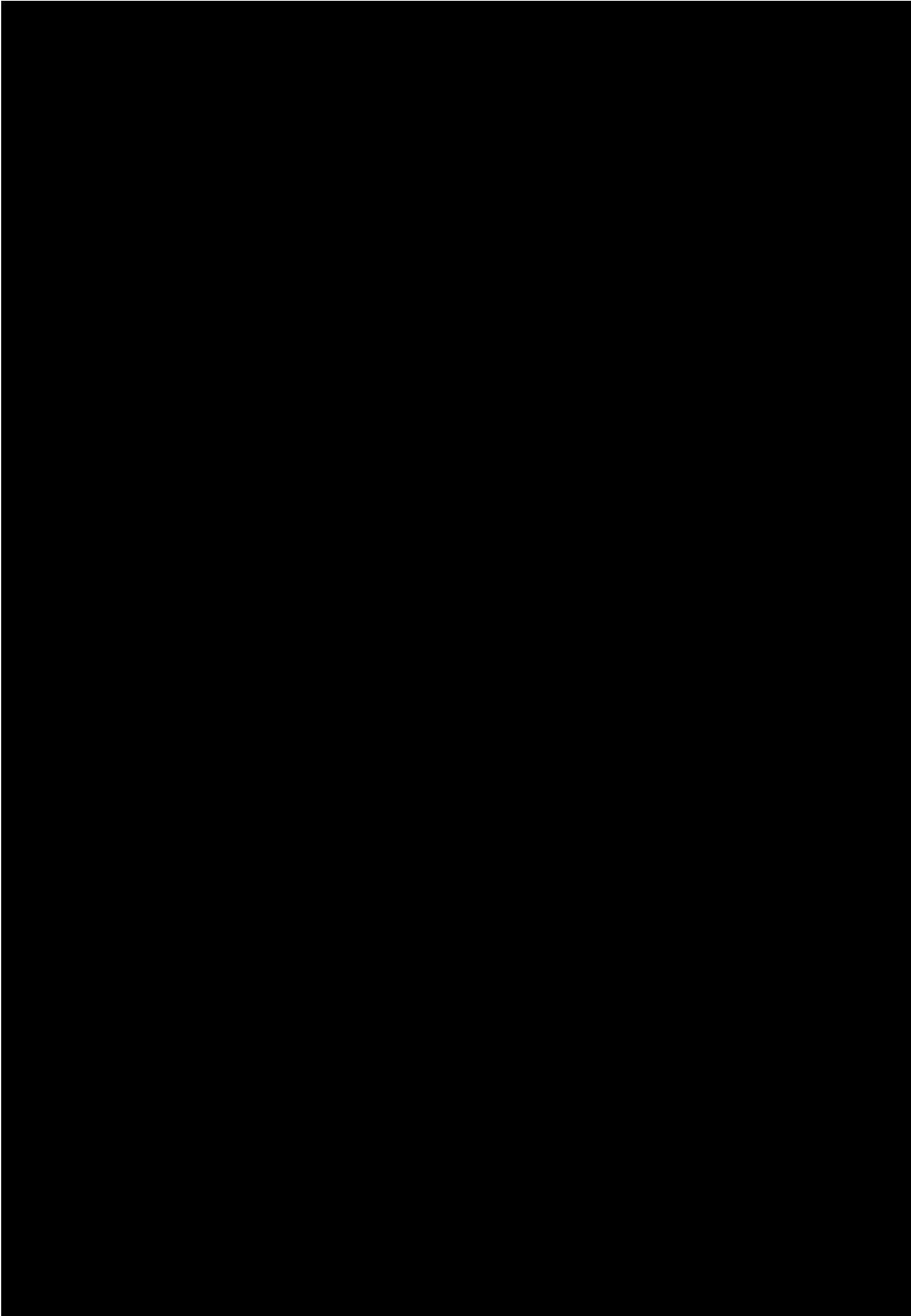


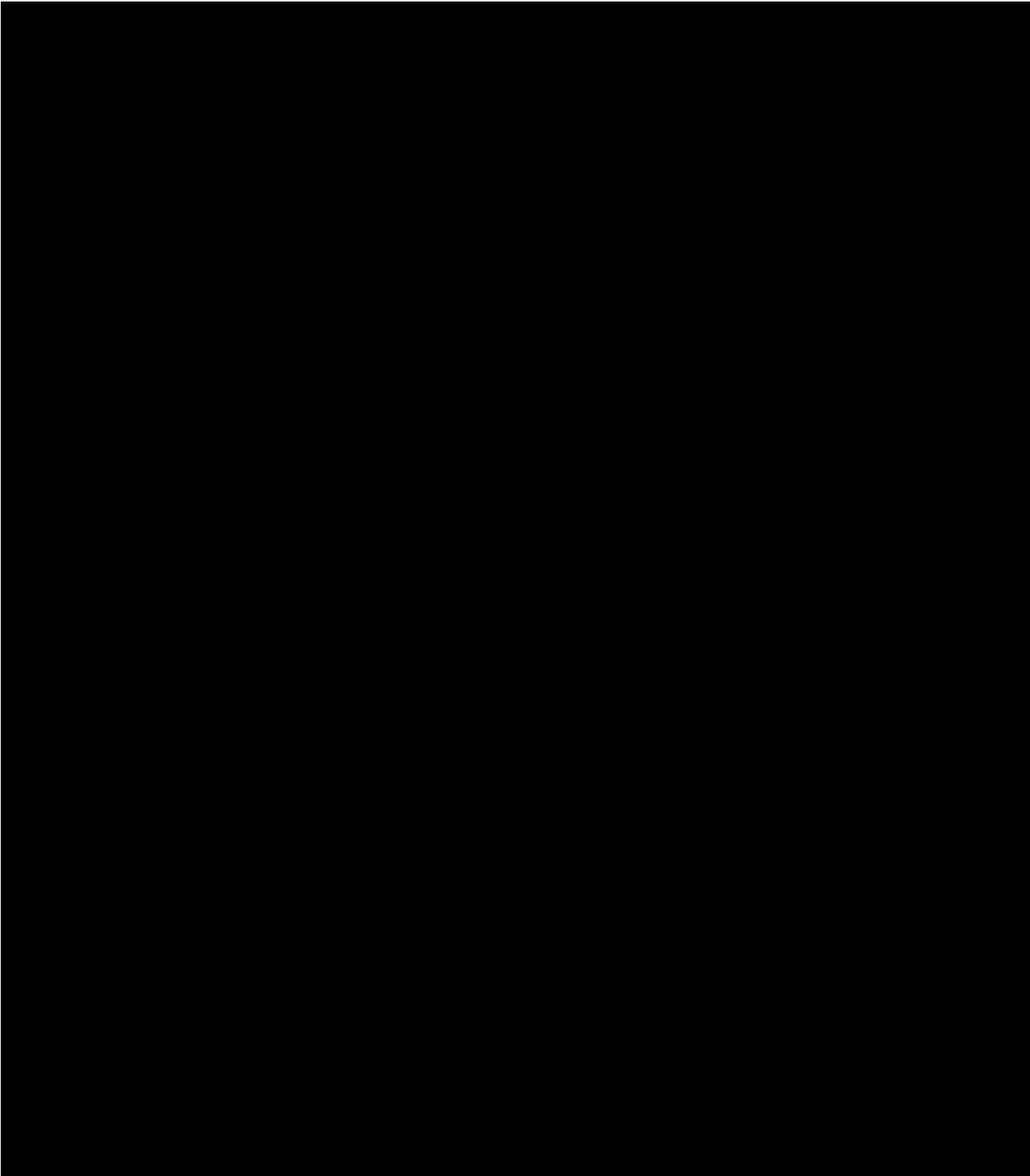












'1.1.1.3_Direct_Fee_Percentage'

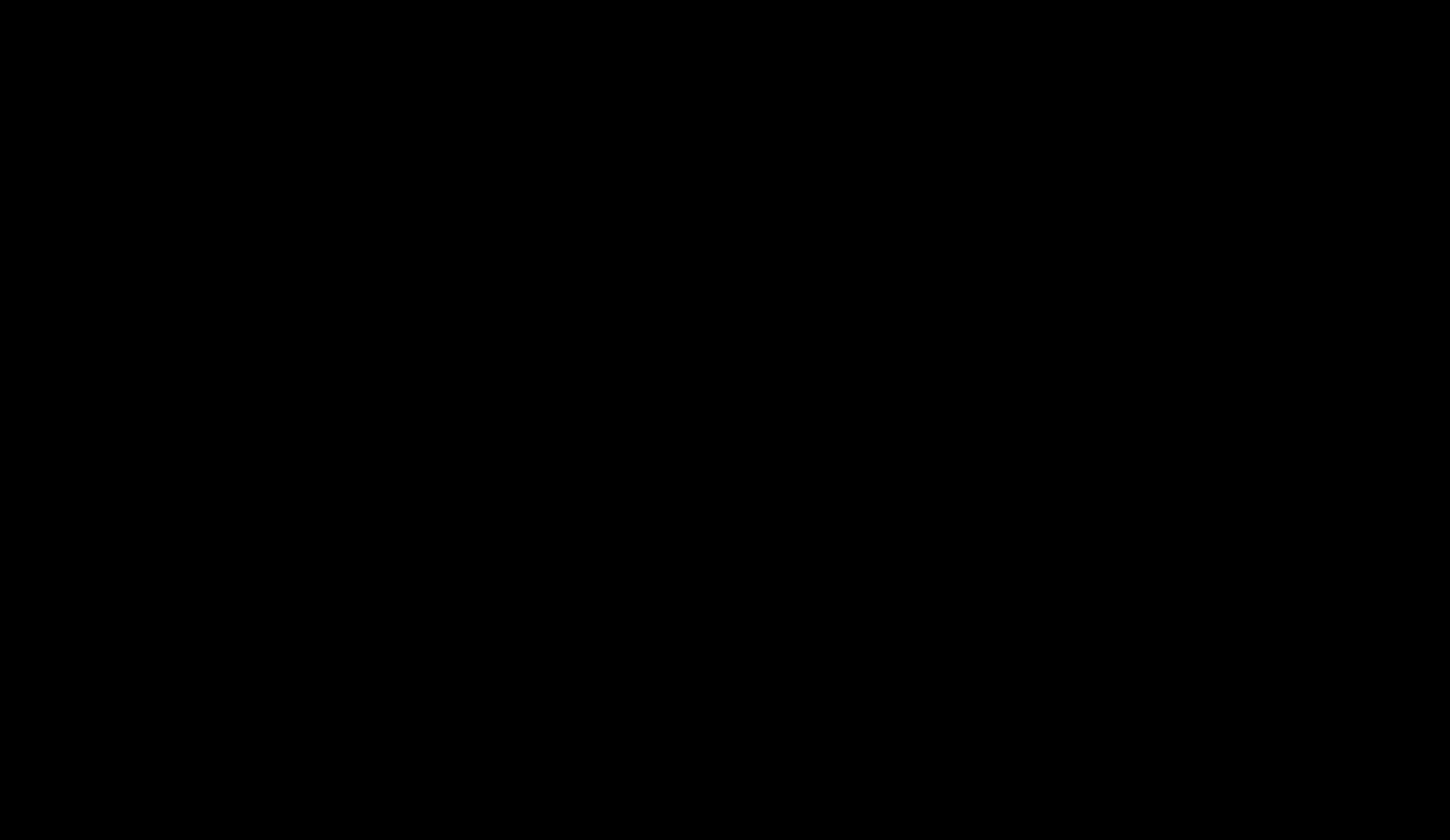
The Direct Fee Percentage of the Total Tendered Price is

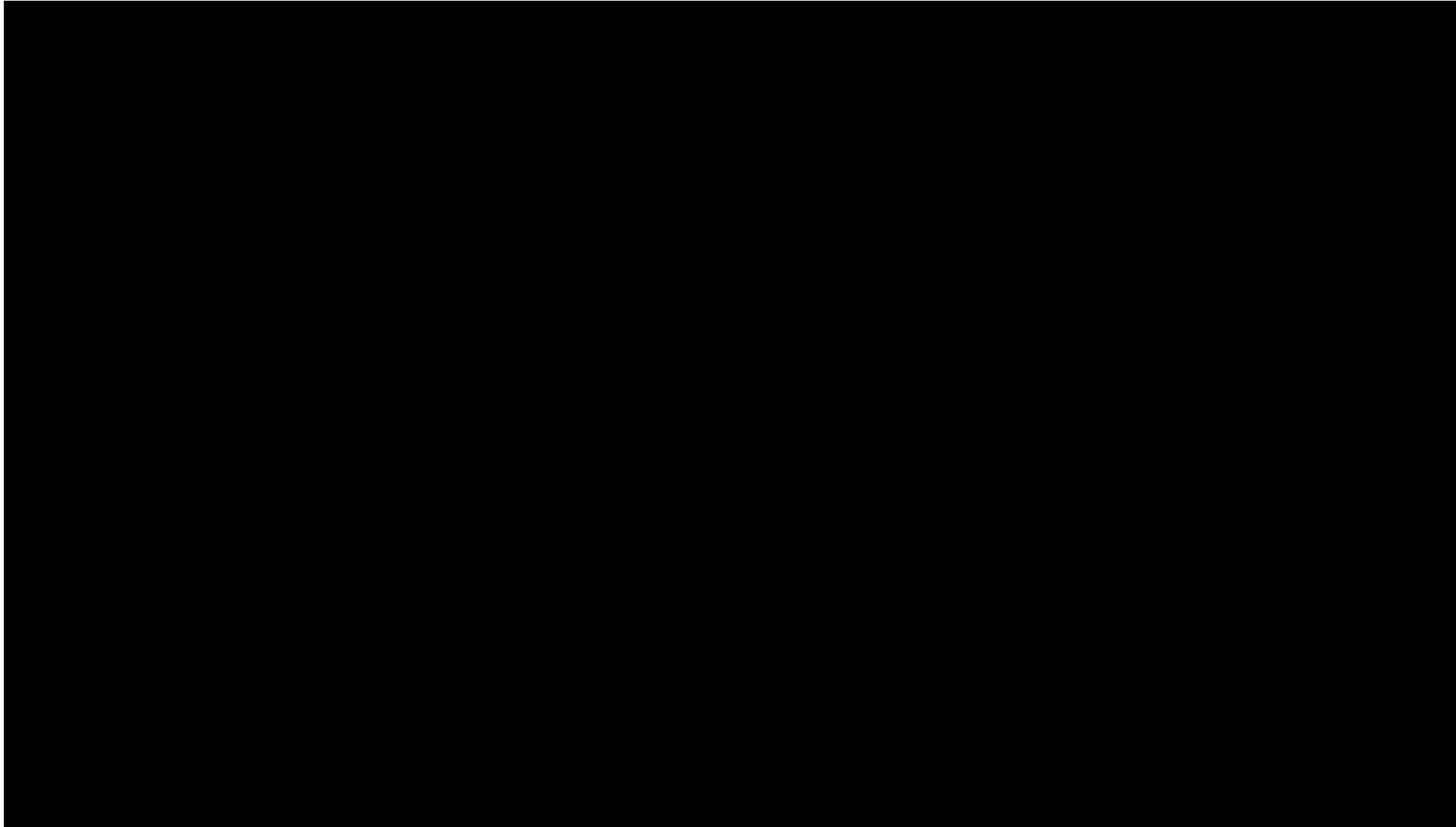
'1.1.1.4_Subcontracted_Fee_Percentage'

The Subcontracted Fee Percentage of the Total Tendered Price is

'1.1.1.5_People Overheads_Fee_Percentage'

The People Overheads Fee Percentage of the Total Tendered Price is





'2.1.1_Health_Safety'

Introduction

Through the tender period the Buckingham Group Team has:

- Reviewed the H&S information provided with the ITT, specifically Section B100 of Appendix D1 Project Information and the Health & Safety Files, that identify residual risks that will impact on this project
- Reviewed the LLDC Health & Safety Standards provided in Appendix 15
- Visited the site to assess the scope and complexity of the works and held internal reviews to devise outline plans and method statements to deliver the works safely
- Specifically built our team around a core of key personnel with direct experience of working at the QEOP, and of delivering major stadium construction and transformation projects

1. Compliance with the “LLDC Health, Safety and Environment Standard” and Common and Visual Standards

██████████ Project Director and ██████████ Senior Project Manager, with the full support of our HSEQ Team (see 2.3.1_Organisation and 2.3.2_Key_People) and the required Head Office resources, are directly responsible for ensuring the works are undertaken in full compliance with:

- All current legislation e.g. CDM Regs. and HASWA
- The LLDC Health & Safety Standard including specific Common and Visual Standards
- PMP integrated processes e.g. risk management, lifting plans and traffic management plans
- Buckingham Group’s OHSAS1800:2007 Health and Safety Management System & Processes

Compliance with the LLDC HSE Standard will be delivered by:

- Providing a fully trained, competent and experienced management team demonstrated by providing evidence of core experience and training for review by the CDM-C
- Developing and implementing an approved Construction Phase Plan that applies the LLDC Health & Safety Standard and common standards through our OHSAS18001:2007 / ISO 14001:2004 Management Systems
- Providing a fully trained, competent and experienced workforce reinforced by insisting that all personnel carry appropriate skills with them at all times i.e. “No Card – No Work”
- Working in collaboration with the PMP to undertake a detailed risk review / risk assessment workshop ensuring all risks are identified and addressed before works commence
- Being continuously vigilant through regular reviews to identify secondary and residual risks i.e. recognising that risks change as the works evolve
- Developing and implementing agreed Method Statements that clearly demonstrate how all of the Common Standards will be applied on site
- Establishing effective two-way communication and consultation channels with our workforce, including Sub-contractors, maximising the opportunities provided by:
 - Method statement and task briefings focussed on mitigating key risks including craneage and lifting, slinger/banksman, working around and over live services, working at height, working adjacent to live traffic
 - Interactive Training Sessions (Tool Box Talks)
- Close Call Reporting/ Dynamic Risk Assessments including enforcing the “Right to Stop Work” process
- Developing and implementing, under the direct leadership of ██████████ Board Director Responsible and ██████████ Project Director, a Behavioural Safety Action Plan (Via our Behavioural Safety Programme “All Ways Safely”) to constantly reinforce a positive safety culture
- Measuring and reporting on our performance to the PMP via agreed KPI and based on our existing

KPI measures:

- AIR & AFR
- FWI & FWIR

Prevention of Incidents, Accidents and Ill-Health

- **Inductions** - In support of 6.2 of the LLDC HSE Standard, all site personnel including Sub-contractors will receive induction training before commencing work, or being allowed, on site. This will address specific safety risks and hazards, site procedures, P.P.E requirements, welfare and first aid arrangements, and emergency procedures
- **Method Statement / Task Briefings and Interactive Training Sessions (Tool Box Talks)** – will be delivered to all personnel
- **Close Call Reviews** – Briefed to all personnel

We will maintain records on site to show that this has taken place and individuals will sign to confirm attendance.

Promotion of Well-Being- Provision of Occupational Health Service (or use of central provision)

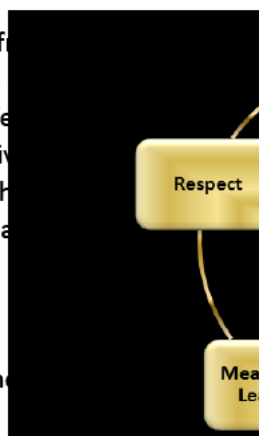
Buckingham Group Contracting Ltd has a duty to provide a workplace that does not put at risk the Health, Safety and Welfare of their employees. Our aim is to provide health assessment, advice, awareness and education for all employees. We are supporters of “Constructing Better Health”. We are registered with Medical Express who provide health surveillance services in accordance with our Company Standard, GS4053. In support of 1.8 and 2.6 of the LLDC HSE Standard Buckingham Group will:

- Make sure that the causes of accidents and ill-health that may arise from our activities are, wherever possible, identified, understood, and either prevented or controlled
- Manage health problems through early problem recognition and monitoring
- Provide employees with information and services to help them take personal responsibility for maintaining and improving their own Health, Safety and Wellbeing
- Undertake our work in a way that safeguards each other, those who work with us, and the public
- Do everything possible to prevent unacceptable risks to our colleagues and the local community
- Monitor our performance
- Influence the attitudes and the behaviour of our employees in relation to the promotion of their Health, Safety and Wellbeing

Developing a Positive Culture throughout the Supply chain and Across the Site through effective Leadership and Engagement

In bringing forward best practice and lessons learned from the ODA / Handball Arena project, Buckingham Group developed and implemented a formal Behavioural Safety Programme, “All Ways Safely”. The programme is delivered on our sites by the nominated Project Director through an agreed Action Plan that focusses on the following key areas:

- Personal Responsibility
- Engagement (see Communication Below)
- Just Culture
- Measuring & Learning (See KPI and Performance Reporting)
- Respect (See 2.1.4_Inclusion)



Communication

In support of 1.8, 2.7/2.8/2.9 and 5.7 of the LLDC HSE Standard, [redacted] and [redacted] will advise LLDC’s Project Manager of proposed worker engagement initiatives including:

- “Stop, Think Review” which empowers all employees to stop work if they feel at risk
- Interactive Training Sessions/ Tool Box Talks addressing specific, topical safety issues
- In addition to the development of a project specific Behavioural Safety Action Plan, we will keep the profile of All Ways Safely high through regular staff bulletins, poster campaigns, signage and safety noticeboards
- During delivery of the London 2012 Olympic Handball Arena, “You said, we did” boards were established on site to encourage consultation, dialogue and feedback on health and safety measures; “You said, we did” will be implemented on the Olympic Park Stadium Transformation

Development & Maintenance of a Competent workforce

Buckingham Group Contracting Ltd is fully conversant with the requirements of the Construction (Design & Management) regulations 2007 (CDM). We co-operate completely with CDM Co-ordinator (CDM-C) when acting as the Principal Contractor. The duties placed on us by Parts 2&3 of the CDM Regs. 2007 are complied with by having a robust approach to the training and competence of:

- Our Site Management Teams
- The Sub-contractors / Suppliers that we employ

As the Principal Contractor, we will ensure that:

- Our staff and other Contractors have sufficient skills/experience/training to undertake the works demonstrated by the provision of adequate training records for the CDM-C Review
- Sub-contractors employed are competent and can demonstrate compliance with H&S law demonstrated by the provision of adequate training records for our own and the CDM-C Review
- During the site inductions skills cards are checked against other forms of identity, we will be vigilant against the risk of forged cards
- We implement effective communication channels with Tier 1 Contractors and other Contractors working adjacent or near to our site
- The HSE responsibility for every member of our project, in line with their skills, training and competence is clearly identified including identification of deputies to cover holidays / sickness
- The programme for the works is realistic and does not compromise Health & Safety, i.e. time is allowed for our people to undertake their works competently
- Our team has access to competent HS&E advice and support
- Clear allocation of responsibility and authority is defined within our Construction Phase Plan ensuring that people only undertake tasks that they are competent to perform

The Construction Phase Health, Safety, Environmental Plan will be issued by [REDACTED] and [REDACTED] to the CDM-C for comment at least 14 days before the start of construction works. This should allow the CDM-C sufficient time to review the competence and training records. We will welcome the opportunity to discuss any issues in person thereby allowing us to respond quickly to any issues raised.

In collaboration with the PMP we will instigate frequent, random checks, to confirm that people are carrying their appropriate skills cards.

HSE KPI Monitoring and Reporting

Buckingham Group is dedicated to continuous monitoring and improvement of Health & Safety Performance, and like LLDC, our AFR is low. In support of 1.9, 5.8, 5.9 and 6.14 of the LLDC HSE Standard, we will provide LLDC / your Project Manager with detailed reports of:

- The analysis of all accidents, incidents and near misses (Close Call Reports)
- Monthly Reports presenting HSE KPI in line with Health and Safety Executive formulae as stated above

2. Participation and Support of the LLDC Safety Leadership Teams

██████████ Project Director will be our team’s representative with the Safety Health and Environment Leadership Team (SHELT). The Project Director will be supported by the following key personnel whom collectively form part of our Project Leadership Team:

- Senior Project Manager ██████████
- Logistics Manager ██████████
- Senior Site Manager ██████████
- Site Safety Manager ██████████

The attributes that the above Key People will bring to support the on-going leadership of Health and Safety within the overall Olympic Stadium Transformation include:

- Effective leadership of every Supplier / Sub-contractor engaged on the project by Buckingham Group
- Experience in successfully implementing and maintaining behavioural safety initiatives on previous stadia projects and the Handball Arena
- A commitment to collaborative working, enhancing communication and engagement with the workforce and those partners comprising the SHELT



From our experience of working with the ODA for the on-time and in-budget delivery of the Handball Arena or “Copper Box”, we fully understand the importance and benefits of the SHELT. Our performance at the Handball Arena, was recognised by the following awards:

- SHELT Plaque – September (adjacent)
- SHELT for our contribution to the Olympic Park achieving 1,000,000 hours without a reportable accident
- Best commitment to promoting equality in recruitment at the ODA Contractor Diversity Awards 2011
- The National Skills Academy London 2012 Construction Awards for significant contribution to employment, training and skills

3. Indication Key Risks to the Safe and Healthy Delivery of the Planned Works

Initial Indication of Key Safety Risks

Please also refer to ‘2.2.5_Risk_Assessment’.

Risk Description	Mitigation
PPE of TYVER suits and FFP3 masks in excavations- Fire within existing stadium	A Construction Phase Fire Plan is developed, in accordance with company standing orders, prior to works commencing. Fire marshals to be appointed and fire points established prior to works commencing. Fire Plan to be reviewed before works start on site. Hot works, particularly in respect of demolition works to be undertaken under an agreed and approved permit to work system.
An environmental engineer present at all excavations below the marker layer in “grossly contaminated areas- Contact with services	Early discussion with stats/Facilities Manager and review of all known drawings and details. Physical demarcation and marking of service routes. All personnel fully briefed and trained in the use of CAT and Genny. Hand excavated trial holes to prove routes and depths. Permit to dig process implemented, monitored and policed.
Radioactive monitoring in	Method statement to be produced. Works to be carried out using best practice.

<p>excavations below the marker layer by a specialist operative/engineer- Risk of injury</p>	<p>Highway Authority consulted and road / foot path closures agreed in advance. Works fenced off at all times. Mobile plant to work under the control of Banksman. Works planned to avoid need to reverse vehicles or cross existing / diverted pedestrian or vehicle routes.</p>
<p>Air monitoring for airborne asbestos fibres below the marker layer- Risk of injury or death</p>	<p>All plant to be provided with compliance / inspection certification prior to first use on site. Plant to be inspected daily by competent operator and record of inspection maintained. Data base to be kept of expiry dates and monitored to ensure that all certification is current. It is a requirement of our SMS that no plant or equipment can be put to use on our sites until receipt inspections are carried out. The site manager is responsible for ensuring that suitable experienced personnel undertake both receipt inspections and regular inspections during use. This procedure applies to our own and hired in plant plus the plant and equipment used by sub-contractors. The process ensures that all plant in use on our sites is correctly maintained and all relevant test certificates are in place. Embracing subcontractors in this process raises their commitment to health and safety issues, by providing support to ensure plant and equipment is fit for purpose and all operators are fully trained. To undertake works on BGCL sites all plant operators must demonstrate that they have received appropriate CTA/CITB training.</p>
<p>Injury from vehicle accessing / egressing and moving around site</p>	<p>A Construction Phase Traffic Plan will be prepared, in line with company standing orders, in advance of the works commencing. Traffic plan to be prepared by ASA; detailed discussions to be held with Local Highways and Police for confirmation of directional signage and warning signs required. All routes to be signed and inspected. Site speed limit to be established at 4 mph on site. Vehicles to be accompanied by a banksman at all times where required from the entrance gates onto site. All drivers / operators to be briefed and given details. Banksman to be competent and trained with appropriate certification in place</p>
<p>Open Excavations</p>	<p>Ensure all excavations are fenced off when work is not being carried out. Excavations adjacent to main line are to be completely covered / fenced off ensuring that there is still a suitable and safe walking route past the excavation. Excavations are to be designed by a competent designer. Ensure site compound and temporary footways are fully maintained</p>
<p>Working at Height</p>	<p>All personnel to be fully skilled, trained and experienced. Appropriate PPP including safety harnesses/fall arrest systems to be used. Edge protection to be installed as works progress. Safety nets placed before roof works commence. Personnel using mobile access plant to be fully skilled and trained. Detailed method statements to be prepared for review prior to works commencing.</p>
<p>Vehicle Movements</p>	<p>Vehicles will all be pre-booked onto site and this will be monitored and managed by the Site Security under the control of the Site Logistics Manager. Any vehicle arriving on site that has not been notified in advance to the Site Security and Site Logistics Manager may be turned away until a more appropriate time in the programme</p>
<p>Working near or over water</p>	<p>BGCL are aware that the site could pose a risk of leptospirosis. Details of preventative measures will be included in the site specific Surface Water Management Plan.</p>
<p>Segregation of Operations</p>	<p>Pedestrian routes will be laid out and suitable protection put in place – handrails, lighting and timber bulks next to traffic routes – crossing points will be highlighted, signed and lit and all access points into the work areas highlighted by a specific pedestrian access point</p>

Reduction of HSE Risks- Outline of the Control Measures to be Adopted (see also

2.2.4_Risk_Management)

Our approach to risk identification and risk management, in support of B1600 of Appendix D and the LLDC Health, Safety and Environment Standard, is based on hosting a joint Risk Workshop, facilitated by [REDACTED] and [REDACTED], to be attended by LLDC, their Project Manager, the Client Team, Operations Managers, key Stakeholders, and Sub-contractors/ key Supply Chain Partners, so that all parties:

- Are aware of all risks project wide and all fully contribute to the development, and subsequent monitoring / management of the Risk Register
- Understand the mitigation measures that will be implemented to mitigate risks
- Know who owns each risk and where responsibility lies for effective elimination / management

In addition to being the foundation for effective risk reduction and Health & Safety management, we have found from our experience that this workshop is also extremely effective:

- In building an excellent collaborative working relationship between all parties
- In clarifying the interaction and interfaces between all aspects of the construction works
- Focusing the team on designing and building safely

Prior to the start of the project the Design and Construct Project Team will:

- Undertake a detailed review of all risks identified within the pre-construction information, plus additional risks identified during the tender and design development process, with the PMP, Designers and Supply Chain Partners as appropriate
- Collate all identified risks into the LLDC / PMP Standard Risk Register which evaluates each risk and identifies mitigating actions to reduce or eliminate each risk
- Develop and implement a Construction Phase Plan, including a Traffic Management Plan and Fire, Emergency Plan, embracing the LLDC HSE Standard
- Develop method statements from the identified risk mitigating actions, which will be contained within the Construction Phase Plan and shall be monitored on a regular basis as the works, and therefore the associated risks, evolve

Method statements based on risk assessments and the Risk Register are prepared for all activities and are included in the appendices of the Construction Phase Health, Safety and Environment Plan. Each Method Statement will be submitted to LLDC's Project Manager and the CDM Co-ordinator prior to implementation.

Previous Examples of How Significant Health and Safety Issues were Identified and Managed and Involvement in the Resolution of Complex Risk Issues

At the American Express Community Stadium at Brighton, the unique and iconic design for the entire stadium development, particularly the two, 350 tonnes, 17m long, curved and leaning toblerone roof trusses, required complex and detailed design work and fully integrated risk workshops involving Client, Architect, Building Control, Structural Engineer and representatives from each Sub-contractor/ Supply Chain Partner. The eventual solutions constructed are a result of detailed design and risk management workshops, and the rigorous consultative process employed with Planning, Building Control, the Safety Advisory Group, etc.

On such a complex project the safety of everyone involved was naturally the very highest priority. "Working at Height Risks" were reduced through delivering major components including the trusses in small pieces, assembling at ground level then lifting into place.

The project achieved an AFR of 0.156, based on 640,500 total hours worked and was featured by the HSE in a video highlighting best practice to eliminate slips, trips and falls (the biggest source of injury in the industry) for their "Shattered Lives" initiative.



'2.1.2_Quality_Management'

Introduction

Buckingham Group Contracting Ltd is BS EN ISO 9001:2008 registered. Our Quality Management System (QMS) will be applied on the Olympic Stadium Transformation Project via the application of a project specific Quality Plan (PQP). The PQP will be integrated within the Construction Phase HSEQ Plan.

Outline Quality Plan

We have reviewed Sections A305 and B1300 of Appendix D Project Information and confirm that our Project Quality Plan (PQP):

- Will be issued to the Project Manager in advance of the works and in sufficient time for the Project Manager to review and comment on the PQP, and for all comments to be addressed to the Project Manager's satisfaction
- Will address the controls for Minimising Design Risk including checking, certification, reviews and amendments plus the items specified in Appendix D Section B1301
- Will contain our Quality Policy Statement and detail how our the works will be delivered to comply with our policy and ISO 9001:2008 Quality Management System
- Identify all personnel with responsibility for quality management and clearly state their specific role
- Identify the personnel with responsibility to attend Quality Meetings (Ref. B1303 / B1304); [REDACTED] Senior Project Manager (Liaison Manager), [REDACTED] Quality Control Manager
- Identify the quality assessment criteria used in the selection of Sub-contractors and Suppliers

Monitoring Quality of Construction Output

Quality control is the responsibility of the Project Management Team:

- Responsibilities are delegated by the Project Manager to ensure that construction operations are carried out in compliance with standards and specifications, including ISO 9001:2008. Inspections of materials received and quality control tests will be performed and records retained for hand-over as detailed in the Inspection and Test Plans / Document Control Procedures
- Nominated members of the project team will carry out checks and inspections required by the I&TPs
- As early as possible in the construction period, sample panels and sample areas are developed to ensure that quality standards are set in advance of the works being undertaken

With reference to "Liaising and Working Co-operatively with the Employer's Supervisor" below, we will develop and implement, jointly with the Employer's Supervisor, an agreed inspection & Test Plan. Additionally our approach is based on joint continuous inspections of the works with the Project Manager / Employer's Supervisor to consistently reinforce the quality standards that are required.

Meeting Specification(s)

Compliance controls defined within the Inspection & Test plan will be planned ahead of production and managed throughout the manufacturing/fabrication/ site installation process. Our aim is to assure customer satisfaction rather than acceptance (or failure) upon completion. The monitoring of key inspection & test data acts as both an early warning to potential deviations and as a tool to improve the process itself. For bespoke components, off-site visits & checks will be incorporated, supported by certificates of conformity etc. to demonstrate compliance of items to respective EU / UK Standards. The Inspection and Test Schedule Includes:

- Specific inspections and tests that are to be carried out and their frequency
- Responsibility for completing the inspections / tests, and the means by which the results will be recorded
- Acceptance criteria for materials or workmanship

- Requirements for inspections / tests to be carried out or witnessed by others; for notice to be given that works are complete and ready for inspection; or for records to be made available or copied to others

Protecting the Works

We will agree with the LLDC and the PMP the requirements for protection of the works, and will ensure that these are implemented as agreed.

We recognise that we are working in an existing stadium for which a Health and Safety File already exists. A critical part of the project is controlling documents and records such that, in collaboration with the CDM Co-ordinator, the Health and Safety File is continually updated. We will ensure that on handover of phases or the completed project, sufficient protection and detail is in place to ensure that end-users and maintainers can operate the venue safely.

Minimising the Incidence of Defects

Minimising and eliminating defects is delivered by the rigorous checking and inspection regime that is implemented. Key features include:

- Construction method statements which are clear and simple to perform and retained within the Construction Phase HSEQ Plan containing the PQP
- Inspections / testing hold-points are defined in the Inspection & Test Plan and agreed with the Employer's Supervisor and incorporated into the project programme
- Review the programme weekly with the Project Manager / Employer's Supervisor to maximise the notice of forthcoming tests and inspections
- Changes from the design phase are reviewed and the implications to the construction phase fully assessed, plus drawings and records are updated as required
- Continuous liaison with the Employer's Supervisor to ensure the inspections and test regime is implemented rigorously
- Weekly reviews will direct the required level of resource to ensure that work is completed before handover
- Implementation of an agreed handover plan confirming that the LLDC and the Client Team is happy with the area and with contingency plans in place to address any issues raised
- A rolling programme of inspections with the LLDC and the Client Team in the countdown period to section handover

Liaising and Working Co-operatively with the Employer's Supervisor within the NEC3 Works Contract

From our experience of working with the NEC3 Works Contract, we fully understand the key role undertaken by the Employer's Supervisor (ES) including the defined mandatory and discretionary duties. The key people in our team are clearly identified within Contract Data Part 2 and their respective roles and responsibilities are defined within the Project Quality Plan. The ES's duties will be defined within core clause 4 with the role being divided into testing and defects management.

Our approach to working collaboratively to deliver a quality project embraces the following key aspects:

- Having submitted our draft PQP for review we will, rather than merely respond to written comments, welcome the opportunity to work with the Project Manager to embrace any comments and ensure that agreed Plan is acceptable to all
- Work with the ES to ensure that the Inspection & Test Plan is developed jointly and clearly defines the test regime, associated responsibilities, and the nature/format of the test records required i.e. jointly develop the plan rather than merely responding to written notices

During the works we will:

- Work closely with the ES to ensure that sufficient notification is given for the undertaking /

witnessing any specific test

- Agree with the ES an action plan to rectify any defect that arises from a test and respond quickly to any notices raised
- Promote joint inspection of the works so that we collectively reinforce the required quality standards

Quality Assurance Regime to Mitigate the Risk of Poor Workmanship and Materials including How this Will Provide Sufficient Assurance and Protection for the Employer

The critical aspect is the Inspection and Test Plan that will clearly identify:

- Individual responsibility for inspection of materials on delivery to site
- Requirements for safe storage and protection measures
- Requirements for testing
- Requirements for off-site testing

All materials and components used on the contract will be assessed and where necessary, inspected upon delivery. Thereafter, on-going inspections will take place as the works proceed along with detailed examinations of completed work. Inspections will be carried out by the Site Management Team and nominated representatives of the selected Sub-contractors used on the contract.

Non-conformance Reports will be raised for any items found not to be compliant and the necessary corrective action will be undertaken to correct the deficiency.

If during the routine site inspections the quality of workmanship falls below defined and agreed standards for the contract as stated in the PQP, a Non-conformance Report (NCR) is generated. The results of the NCRs are collated on site to identify particular trends which are then analysed. The results of these analyses may indicate that the workmanship of a particular gang may be below the required standard, or that a particular operation is poorer than required. If the NCR is a result of the procedure, that procedure will be reviewed. If the NCR is a result of poor workmanship, the work will be carried out again to the correct standard and procedures detailed below are implemented:

- The non-conformance is assessed and corrective action taken
- The procedure is amended to reflect a change in practice
- Additional training is provided to avoid any further non-conformances
- The review frequency of our procedures is amended

NCRs are copied to the HSEQ Department to help in the analysis of workmanship issues company-wide. In this way, Buckingham Group proactively addresses issues and implements training to provide a standard of workmanship which is 'right first time every time'.

Quality Control of the Works of Sub-contractors

Selection of Suppliers & Sub-contractors plays a pivotal role in our ability to ensure:

- The final product meets our customer's requirements
- Ensures that the integration of their works in to the site construction programme is both timely and seamless

To mitigate the risk of poor workmanship amongst Sub-contractors, prior to commencing on site, Sub-contractors will be required to submit the information listed below:

- The person who will be responsible for quality on site
- The person who will deal with problems or complaints when these are beyond the authority of the Sub-contractor's site representative
- Details of any work instructions, supplier's recommendations or Codes of Practice that relate to the

- work carried out, and which the sub-contractor is providing to the site operatives
- Procedures, work instructions or method statements which are required to be submitted for comment / approval
 - Details of the inspection and test records that the sub-contractor will provide to confirm that the work has been completed in accordance with the specified requirements, including methods of testing to be used (where appropriate)
 - Information that the operatives being employed on site have the necessary qualifications, skills and training for the tasks being demanded of them
 - Confirmation that any measuring and test equipment being used will be calibrated and the records that will be made available to provide evidence of this
 - Arrangements for the storage and protection of materials
 - Proposed methods for the protection of completed work (where appropriate)

'2.1.3. Employment_and_Skills'

From our experience in the successful delivery of the London 2012 Olympic Handball Arena (please see '2.1.3.2_Employment_and_Inclusion'), we are naturally aware that the effective delivery of our "Employment and Skills Plan" will support the delivery of your Socio-Economic Policy. This includes the stated priority themes of creating wealth and reducing poverty, developing successful neighbourhoods and championing equalities and inclusion. These priority themes will be supported by:

- Supporting local people to access employment & training opportunities, to be achieved through:
 - Enabling local residents to be considered for apprenticeships
 - Payment of the London living wage or National Working Rule Agreements, whichever is higher
- Supporting high quality and sustainability throughout all phases of project delivery via developing a workforce that can deliver excellent services, to be achieved through:
 - Enhancing the skills of local people
 - Apprentice and workforce development

We are aware that the critical aspects of apprentice recruitment and training is that it can only be successfully achieved through a genuine partnership between the Client, Contractor (including Tier One and Tier Two Suppliers), relevant Local Authorities and, critically, the end-user / maintainer of the facilities. The adjacent graphic identifies how this approach can be applied to the Olympic Stadium Transformation to create a lasting legacy via providing long-term



permanent jobs for local people, thereby benefitting the community and local economy.

We have identified [redacted] Senior Project Manager, as our nominated Liaison Manager to work in partnership with LLDC, the PMP, job brokerages, recruitment agencies and LLDC labour support schemes such as:

- JobCentrePlus and the agencies delivering DWP's Work Programme in the host boroughs
- The Host Boroughs and their local labour schemes, the Greater London Authority, the Skills Funding Agency, the National Apprenticeship Service, colleges, schools, training centres, business support agencies and community and voluntary organisations that have strong relationships with local people and enterprises.
- The London Apprenticeship Campaign & an agreed Educational Engagement programme

Our aim is to identify long-term needs, i.e. operation and maintenance of the completed development, and identify the right people at the earliest stages of the International Broadcast Centre Works and train them through the project to fulfil the future long term needs identified.

We will within our "Employment & Skills Plan" to set and define targets for the recruitment and training of local people including apprentices (Please see '2.1.3.2_Employment_and_Inclusion'). The methodology to deliver the agreed targets will be defined within the "Employment and Skills Method Statement".

Engagement with Job Brokerages and Use of Recruitment Agencies

We recognise that the LLDC is committed to delivering Social, Economic and Environmental Benefits for East London. We will work in partnership with Stakeholders (including organisations from all of the Host

Boroughs) to help build ‘legacy careers’ for local people. This will be achieved through supporting people, including diverse groups and those furthest from the labour markets, to access potential education, training and employment opportunities. We will participate in relevant external recruitment and training events, and communicate and publicise employment opportunities.

We will communicate our vacancies and workforce requirements to partner organisations providing pre and post-employment support in the Host Boroughs. The organisations include:

- Agencies delivering DWPs Work Programme in the host boroughs
- Host Borough Brokerages and their local labour schemes
- Skills Funding Agency
- National Apprenticeship Service
- Construction Skill and Lendlease
- Grassroots organisations such as Community Links and the Bromley Bow Centre
- Colleges and training centres etc. who have strong relationships with local people and enterprises

Payment of the London Living Wage or Construction Working Rule Agreements

Buckingham Group confirm that the personnel employed on this project will be paid the higher of the London Living Wage or Construction Working Rule Agreements. At the time of tender our Suppliers and Sub-contractors have been informed of this requirement. [REDACTED] Senior Project Manager (Liaison Manager) will agree with LLDC / PMP a reporting protocol that, within the requirements of the Data Protection Act, demonstrates the actual rates of pay to personnel on site.

Apprenticeship Opportunities through the Contract

Our approach:

- We will engage with LLDC partner organisations as above and put in place an effective Apprenticeship Programme to support the delivery of the objectives outlined in the LLDC Socio-Economic Policy, the programme will identify the type and number of apprenticeships to be delivered throughout the contract
- As previously mentioned, we will develop an “Employment & Skills Plan” and the “Employment and Skills Method Statement” detailing how we will create and sustain employment and apprenticeship opportunities and maximise the level of FTE jobs
- We will ensure that appropriate resources are deployed to implement the “Employment and Skills Plan”

Proposals

- **Number of apprenticeship opportunities to be created:** 4%
- **Will apprentices be employed directly:** There will be a combination of directly employed apprentices and apprentices employed through the Reds 10 agency, who are apprentice providers to the QEOP
- **Proposed frameworks:** We will seek to employ apprentices on a Full Framework, acquiring skills such as Mechanical and Electrical, General Construction, Construction Management and Office Administration

Opportunities Through This Contract for Existing Apprentices That are Currently Employed on the QEOP

We understand the need to collaborate with others on the park including Contractors regarding recruitment, training and educational programmes. We will liaise with other Contractors to ensure that any apprentices currently employed at the QEOP are given the opportunity to finish their framework at the time of this contract commencing.

How we will Ensure that Apprentices Complete their Frameworks

We will ensure that any apprentices employed are given the opportunity to finish their apprenticeship

programme should their package of works finish prior to completion of their specific training e.g. on the London 2012 Olympic Handball Arena, we worked with the Employment and Skills Department at the park and other Contractors so that when a package of works finished, an apprentice could be relocated, allowing them to find suitable employment with another Contractor and finish their training programme.

Creating Opportunities for Under-represented Groups, Particularly Women and Disabled People (Please also see '2.1.3.2_Employment_and_Inclusion')

We will work closely with LLDC, the PMP, and LLDC Partner Organisations / Labour Support Scheme to maximise targeted recruitment and training opportunities for under-represented groups. Collectively, we will set targets for:

- Recruitment of long-term unemployed, people living in disadvantaged communities, women and disabled people
- Training to be provided for those in under-represented groups, with a focus on increasing their opportunity for further long-term employment

How Buckingham Group will Work with our Supply Chain to Deliver Employment and Skills Benefits

The measured success of our approach is delivered with the full support and commitment of our supply chain. During the pre-construction period, we will:

- Meet with all potential Suppliers and Sub-contractors and review with them the potential to recruit apprentices / trainees
- Meet with Suppliers/ Sub-contractors to ensure that they directly support the delivery of the LLDC aims, objectives and targets set out within the LLDC Socio-Economic Policy
- Set a target of at least 80% of orders placed with local SMEs and review with them the potential for recruiting apprentices / trainees for this project

We will ensure that LLDC and the PMP are fully engaged in the procurement process and are:

- Given the opportunity to review the proposed Supplier list before awards are made and propose other companies to be approached
- Made aware of proposed appointments and the rationale behind the decision-making process before contracts are awarded
- Afforded a final review of the proposed supplier list

Early-sharing of Information on Vacancies and Apprenticeships with Stakeholders to Facilitate Intervention with Training Providers

Buckingham Group will work in partnership with all Stakeholders to provide early access to potential employment opportunities, via participating in relevant external recruitment and training events, and communicating and publicising employment opportunities. We will communicate our vacancies and workforce requirements during the pre-construction stage to partner organisations. We will endeavour to offer employment, work placement and apprenticeship opportunities and will engage with the LLDC partner organisations in the design, planning and pre-construction stages, to disseminate early vacancy notifications to local candidates at the earliest stage of the development.

Collaborative Work with others on the Park, including Contractors, Operators, Tenants, and Local Stakeholders

As at the London 2012 Handball Arena, we will fully support collaboration with others by appointing dedicated Liaison Managers to attend meetings, which will be focussed on key issues including recruitment & training, Equality & Diversity and educational programmes.

Buckingham Group will work in partnership with all Stakeholders (including with organisations from all of the Host Boroughs) to provide early access to potential employment opportunities. We will participate in relevant external recruitment and training events and communicate and publicise employment

opportunities.

Proposed Resource

Board level involvement will be via [REDACTED], Partner / Director, who will act as a key point of contact for LLDC and the PMP.

As mentioned previously, we have identified [REDACTED] Senior Project Manager as our nominated Liaison Manager to work in partnership with LLDC, the PMP and LLDC Labour Support Schemes.

Our proposed Equality and Diversity Manager, [REDACTED], will act as our Equality Champion bringing forward her experience from the same role on the London 2012 Handball Arena.

Performance and Planned Approach for Reporting on Progress

We note the requirement to monitor and report the key characteristics of our staff and our Sub-contractors' staff to the LLDC on a quarterly basis. All personnel employed on the contract will be required to provide the following through the application of our HSEQ procedures:

- Complete personal data to satisfy:
 - Security access requirements to the site
 - Right to Work in the UK
- Emergency contact details
- Details of their training records to demonstrate competence

All personal data is managed under the provisions of the data protection act.

During the collection and collation of this data everyone will be informed that:

- Some data is to be shared with third parties
- The reason why the data is to be shared
- Exactly what data is to be shared and what it is to be used for

In respect of specifically recruited trainees / apprentices we will inform LLDC of the numbers of personnel recruited and provide details of their training.

The Site Administrator will be responsible for recording data including the excel "postcode" sheet on a weekly / monthly basis, and collating the data into a monthly report. The Project Manager will be responsible for presenting this report to LLDC and the PMP.

Further Measures or Initiatives to Support the Delivery of the Employer's Aims and Objectives for Employment and Skills in the Local Area

Equal Opportunities Recruitment Procedures - The Respect Agenda - Equality, Diversity and Inclusion
Buckingham Group Contracting Ltd is an Equal Opportunities Employer.

Our integrated suite of policies:

- Equal Opportunities Policy plus Equality and Diversity, Harassment and Reasonable Adjustments
- Recruitment Policy plus Training and Development, Flexible Working and Human Resources are designed not only to comply with the law, but also to ensure a highly effective workplace for all employees.

Buckingham Group Contracting achieves this objective by actively promoting equality of opportunities and by encouraging and assisting all categories of employees to develop their potential to the full.

The “Respect” agenda is:

- Embraced within our Corporate Social Responsibility Policy
- Is the foundation of the “Just Culture” component of our Behavioural Safety Programme “All Ways Safely”
- Embraced within Interactive Training Session/ Tool Box Talks to everyone working on our sites plus our supplier engagement days

Having respect for all the people around us at all times and dealing with people fairly is the foundation of our Corporate Social Responsibility Policy and the specific ethos of our Equality, Diversity and Inclusion policies.

Respect therefore covers everything to do with Equality, Diversity and Inclusion including all forms of discrimination, bullying & harassment, local workforce utilisation, community projects, school visits etc. Apart from the moral aspect where it should be obvious to us all that everyone has the right to live and work free of prejudice, it is essential that we are able to demonstrate and evidence our commitment to Respect to our Clients and prospective Clients.

In support of the above statements, Buckingham Group achieved the nationally recognised EAS accreditation in May 2012, which was re-assessed in June 2013, and includes us having an ‘Accredited’ status on the National Equality Register.

Staff Competency

Buckingham Group is committed to the delivery of all our projects using a fully skilled workforce; this supports LLDC on fulfilling the aims and objectives of its Socio-Economic Policy. To demonstrate the competency of our staff and all personnel on site we will provide copies of their training records for retention in the Health & Safety Plan. We will maintain a matrix of training competency and with the support of our training department, ensure all personnel receive the required training to ensure that training certificates, skills cards etc. do not expire.

With reference to Appendix D B409 and B603, Buckingham Group will provide training on equality, diversity and inclusion via a formal training programme that will be delivered to all managers and through site inductions to all staff.

Our corporate target is a 100% of all personnel (own and Sub-contractors) holding relevant CSCS/CPCS/CTA skills cards. All site staff and supervisors attend the CITB 5-Day Health & Safety course. Operatives attend one-day Health and Safety awareness courses and appropriate refreshers. This includes the CITB ‘Touch Screen’ Health and Safety test.

Operatives and Sub-contractors are encouraged to obtain CITB Construction Skills Certificate Scheme (CSCS) registration, proving that the individual is experienced in the particular trade(s) and has received safety awareness training. Sub-contractors are asked to provide evidence that 90% of their workforce are CSCS registered to remain an approved supplier on our database.

In October 2012, our sites completed an audit of CSCS / CPCS (or CECA approved) card holders. The percentage of persons holding CSCS / CPCS or CECA approved card was 88.6%.



The “Certificate of Commitment – Gold Standard” was awarded to Buckingham Group by the Construction Skills Certification Scheme in 2008 and renewed in 2011 in recognition of our achievement in securing above 75% of our workforce with relevant CSCS training.

'2.1.3.2_Employment_and_Inclusion'

We detail below our proposed performance indicators that will be used to measure the outcome of the strategy and approach described within '2.1.3_Employment_and_Skills'. We note the targets stated within the Socio-economic Policy and confirm our commitment to doing all we can to support the key aspirations.

- 30% of workforce from targeted groups
 - Resident with the 5 Host Boroughs
- 30% BAME workforce
- 15% Previously unemployed workforce
- 4% Disabled workforce
- 7% Women workforce (monitored for manual trades and non-manual roles)
- 4% of workforce that will be full framework Apprentices (FTE)

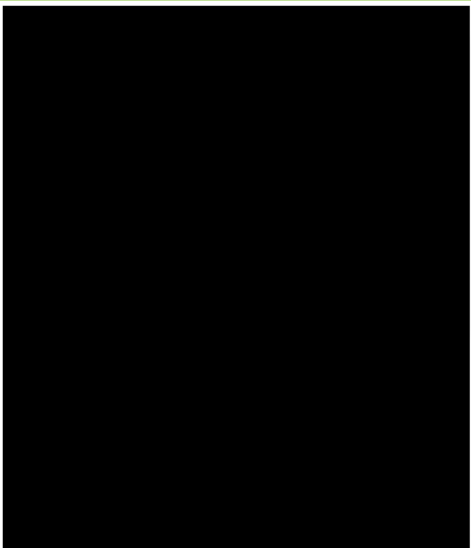
The London 2012 Handball Arena – Employment & Skills Performance

On the Handball Arena, Buckingham Group were Signatories to the London 2012 Commitments. The aspirations within the stated commitments were refined through a series of policies and strategies, that were embraced within our formal contract, providing specific targets for:

- Local recruitment and training (“The Employers London Wide Accord”)
- Equality, Diversity and Inclusion

Our performance against the stated targets was measured on a monthly basis against the following KPI and Benchmarks:

- Employment & Skills:
 - Resident within 5 Host Boroughs – Target: 15%, Actual: 13%
 - Trainees- Target: 4%, Actual: 18%
 - Unemployed- Target: 7%, Actual: 8%
 - Employees on London living wage- No target set. Site average: 83%, Actual: 73%
- Equality & Inclusion
 - Women- Target: 11%, Actual: 2%
 - BAME- Target:15%, Actual: 9%
 - Disabled- Target: 3%, Actual: 1.8%



“Buckingham Group was one of our leading Contractors in supporting and embracing the Equality, Inclusion and Diversity programme. Their strong performance in this area both in developing an environment of mutual respect within the workforce and in providing numerous opportunities for work placements and apprentices has been recognised through awards. Additionally, Buckingham Group were enthusiastic supporters of the wider London 2012 commitments, they were co-sponsors of one of our "Time to Shine" events, providing opportunities for local disabled and disadvantaged children and fully embraced our core commitment, supported by KPI and Benchmark measures, to maximise the recruitment of local people and provide opportunities for local businesses.”

'2.1.4_Inclusion'

Introduction

We recognise that targeted interventions and the robust application of our Equal Opportunities, Equality & Diversity Policy will have a direct impact on your key priority themes:

- *Championing Equalities & Inclusion* – Will be driven by [REDACTED], Project Director, supported by [REDACTED], Senior Project Manager and [REDACTED], HR Manager. (Please see 2.3.1_Organisation and 2.3.2_Key_People). [REDACTED] will act as our Equality Champion bringing forward her experience from the same role on the London 2012 Handball Arena
- *Developing successful neighbourhoods, creating wealth and reducing poverty* – delivered by providing work and training opportunities for targeted groups

Example: London 2012 Olympic Handball Arena

- Site forums were implemented to raise and discuss equality and inclusion issues. These included monthly workforce engagement meetings and daily huddle meetings with Supervisors and Site Management
- We worked in collaboration with the employment and skills department to promote and encourage employment from the following groups; local boroughs, BAME, women and disabled
- All operatives were given an equality and inclusion tool box briefing and supervisors and staff given e-learning training
- All staff were briefed on the Equality Action Plan

In compliance with B407 of Appendix D and the LLDC's mobilisation processes, [REDACTED], Project Director, supported by [REDACTED], Senior Project Manager and [REDACTED], will develop, implement and monitor the Equality Action Plan (EAP). The EAP will be designed to meet LLDC requirements in respect of supply chain management, equality of opportunity and community engagement (see also 2.1.5_Community_Engagement). The EAP will incorporate the Quality and Inclusion Plan and Workforce Diversity Training Plan.

Buckingham Group Contracting Ltd is an Equal Opportunities Employer. Our integrated suite of policies comprise:

- Equal Opportunities Policy plus Equality and Diversity, Harassment and Reasonable Adjustments
- Recruitment Policy plus Training and Development, Flexible Working and Human Resources are designed not only to comply with the law, but also to ensure a highly effective workplace for all employees

Buckingham Group Contracting achieves this objective by actively promoting equality of opportunities and by encouraging and assisting all categories of employees to develop their potential to the full. In addition, all of our personnel and our Suppliers receive, as part of our Behavioural Safety Programme, training in the application of the Respect Agenda. This will be given on site by [REDACTED] and [REDACTED] with additional Behavioural Safety Workshops delivered by [REDACTED], Site Safety Manager.

Having respect for all the people around us at all times and dealing with people fairly is the foundation of our Corporate Social Responsibility Policy and the specific ethos of our Equality, Diversity and Inclusion Policies.

The "Respect" agenda is:

- Embraced within our Corporate Social Responsibility Policy
- The foundation of the Just Culture component of our Behavioural Safety Programme "All Ways Safely" (see 2.1.1_Health_Safety)

- Given within Interactive Training Sessions (Tool Box Talks) to everyone working on our sites

Respect therefore covers everything to do with Equality, Diversity and Inclusion including all forms of discrimination, bullying & harassment, local workforce utilisation, community projects, school visits etc. Apart from the obvious moral aspect where it should be obvious to us all that everyone has the right to live and work free of prejudice, it is essential that we are able to demonstrate and evidence our commitment to Respect to our Clients and prospective Clients.

In support of the above statements Buckingham Group Contracting Ltd is "Equality Accreditation Services" Accredited.



Robust Equalities and Inclusion Practices, Promoting Positive Employment Relations and the Employment of Diverse Groups

Buckingham Group will actively support LLDC initiatives to:

- Promote the construction industry to young people (regardless of gender, disability and ethnicity) to retain level of graduate entry
- Promote the industry as providing excellent opportunities for women
- Identify suitable opportunities for the employment of disabled people (registered and self-certified)
- In addition, we actively support the initiatives promoted by our Clients: for example; Local recruitment targets established by the ODA and support for BOOST

We are happy to discuss with Clients any employment targets they may have and will make every effort to assist in achieving them. We do, however, ask Clients to appreciate that although we are more than happy to provide training where we can, time and financial issues mean that we are only able to employ those who can comply with our Quality and Health & Safety standards. In this respect, the diverse community from which we recruit can be limited to the community that has the skills necessary to support the services we provide, critically, in respect to their safety and the safety of the general public.

Targeted Intervention to Ensure a Diverse Workforce

With reference to '2.1.3_Employment_and_Skills' we will work closely with LLDC and other partners to communicate our vacancies and workforce requirements to partner organisations providing pre and post-employment support in the Host Boroughs. The organisations include:

- Agencies delivering DWPs Work Programme in the host boroughs
- Host Borough Brokerages and their local labour schemes
- Skills Funding Agency
- National Apprenticeship Service
- Construction Skill and Lendlease
- Grassroots organisations such as Community Links and the Bromley Bow Centre
- Colleges and training centres etc. who have strong relationships with local people and enterprises

Example: Manchester City FC - Openshaw West CRW Project

Improvement to the local economy:

- 20 local previously unemployed people including one apprentice and one ex-offender currently engaged on the project
- Training provided for relevant CSCS Cards and on-site training via toolbox talks
- Four Local companies engaged to work on the project

Lasting Legacy:

- Local people acquiring the skills for future construction works i.e. the MCFA Project
- MCFC / Buckingham Community fund has already supported 3 local causes providing a lasting legacy of physical and emotional improvement

Our workers and applicants for employment shall not be disadvantaged by any policies or conditions of service that are not necessary for the operation of the Company.

The Company shall, at all times, strive to work within legislative requirements, supporting LLDC in satisfying their legal duties, whilst also promoting best practice. For example

- We fully supported the practical application of the New East Manchester / Sportcity Sustainability Strategy
- We have fully supported, recognised by awards, the ODA's strategy for Equality and Diversity in connection with the delivery of the London 2012 Olympic Handball Arena (see adjacent certificate)



All employees will be given equal opportunity for training and advancement and encouraged to progress within the organisation. Attention will be given to possible remedies for under-representation of any ethnic/gender groups at particular levels within the Company.

Diversity Training

With reference to Appendix D B409, Buckingham Group will provide training on equality, diversity and inclusion;

- Via a formal training programme that will be delivered to all Managers
- Through site induction to all Operatives on an on-going basis
- Through a bespoke Interactive Training Session (Toolbox Talk)
- To all staff on an on-going basis via an E-learning tool

Compliance with the Public Sector Equality Duty

The 'Equality Act 2010' passed in April requires the public sector to demonstrate fair employment practices internally, and more importantly for the private sector, to demonstrate they are spending with equality assured organisations.

Following the publication of the act we undertook a detailed review of all of our existing policies to ensure their continued compliance. Additionally, to capture lessons learned and best practice from the ODA Handball contract, plus to test and verify our systems through an independent third party audit, we decided to seek C2E accreditation.

There are a few awarding bodies approved to certify equality, diversity and inclusion procedures; Committed 2 Equality (C2E) is a nationally recognised accreditation which adopts a common sense approach. The C2E Diversity Assured accreditation identifies good practice, supports continuous improvement of our business activities, and secures the stamp of approval from the public sector. Through the accreditation process we have demonstrated that:

- Our workforce is aware of our policies
- We undertake specific Equality & Diversity Training
- We work together to build respect
- We continue to carry out workforce monitoring

On the Olympic Stadium Transformation, [REDACTED] and [REDACTED] supported by Head Office staff, will take an active role in ensuring workforce awareness of "Respect", and where breaches of our policy occur, they will apply the "Just Culture" model and, if necessary, the company disciplinary procedure.

The 2010 Equality Act covers nine protected characteristics which cannot be used as a reason to treat

people unfairly. Every person has one or more of the protected characteristics, so the act protects everyone against unfair treatment.

The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex & sexual orientation.

The Equality Act sets out the different ways in which it is unlawful to treat someone, such as direct and indirect discrimination, harassment, victimisation and failing to make a reasonable adjustment for a disabled person.

We reiterate Buckingham Group Contracting Ltd is an Equal Opportunities Employer, the following statement is extracted from our Equal Opportunities, Equality & Diversity Policy Statement:

It is the Company's policy not to discriminate against its workers and applicants for employment on the basis of their: race, colour, nationality, ethnic or national origin, religion, age, political beliefs, gender including transgender, sexual orientation, marital status including civil partnership, family circumstances, disability, appearance, HIV status or membership of a trade union or the fact that they are a part-time worker or a fixed-term employee.

Our Equal Opportunities Policy is designed not only to comply with the law but also to ensure a highly effective workplace for all employees. Buckingham Group Contracting achieves this objective by actively promoting equality of opportunities and by encouraging and assisting all categories of employees to develop their potential to the full.

Our workers and applicants for employment are not disadvantaged by any policies or conditions of service that are not necessary for the operation of the Company. The principle of non-discrimination and equality of opportunity applies equally to visitors, clients, customers and suppliers by members of our workforce and also, in some circumstances, ex-employees. The Company works within legislative requirements as well as promoting best practice.

To ensure that direct or indirect discrimination is not occurring, recruitment and other employment decisions are, in conjunction with records of job applicants and existing employees, monitored on a regularly basis. Selection criteria and procedures are regularly reviewed in the light of personnel records to ensure that individuals are selected, promoted and in all other ways treated solely because of their relevant merits and abilities.

By acting in accordance with this Policy, Buckingham Group Contracting, ensure:

- Equality in employment and training opportunities
- A comfortable and safe working environment in which all employees understand that they have a right to respect and that Buckingham Group will not tolerate discrimination, victimisation or harassment in any form
- The sensitive and effective handling of such behaviour should it arise

'2.1.5_Community_Engagement'

Introduction

The LLDC have outlined the importance of engaging with local and national diverse communities within your Community Engagement Policy (as included within Section B408 of Appendix D of the ITT). We detail below our proposals for assisting the LLDC in realising their aims and objectives, which will naturally support your priority themes:

- *Championing Equalities & Inclusion* – Through effective community engagement via collaboration with the LLDC, PMP and others, we can give local, regional and national communities the opportunity to express their views regarding the Olympic Stadium Transformation Works. This will enable us to understand the different issues facing diverse groups of people, leading to the creation of an inclusive project.
- *Supporting Healthier Lifestyles* –Communication with the community regarding environmental issues will allow us to consider alternative methods of project delivery to avoid nuisance or discomfort, thus presenting a lower risk to the health and well-being of local people.
- *Developing Successful Neighbourhood, Creating Wealth and Reducing Poverty* – This will be delivered through engagement with local schools (i.e. through assemblies, site tours etc.) and investment in the community via employment and training opportunities and sponsorship of community initiatives (see below for details of previous experience).
- *Ensuring high quality design and sustainability* –Early engagement with the community in the design and planning of the works will lead to the development of a high quality, sustainable and inclusive design.

Responsible Site Management, Respect for Local Neighbours and Engagement and Mitigation Methods

Buckingham Group will register the project with the Considerate Constructors Scheme (CCS). We herein confirm our commitment to go beyond best practice site management principles to achieve a Considerate Constructors Scheme score of greater than 36, thereby achieving the exemplar credit. Buckingham Group has substantial experience of the successful delivery of numerous projects registered with the CCS scheme. For example, on the American Express Community Stadium project, Buckingham Group achieved a CCS score of 36.5, i.e. in the top 10% of sites in the UK, which lead to the award of a 2011 Bronze Award (see also 2.1.7.2_Environmental_Legislation).



The Amex Stadium and The London 2012 Handball Arena – both recipients of CCS Bronze Awards at the 2012 & 2011 National Finals

Our aim on the Olympic Stadium Transformation project is to maintain the day to day activity of the neighbourhood through carefully and considerately phasing and managing the works. The key to achieving this is building up a relationship with the local community. Our standard practices include:

- Identifying any local restrictions that may apply prior to the commencement of the works and working within them (e.g. noise, peak traffic flow requirements, events, etc.).
- Advance notification of the works through clear signage (available in a range of languages) appropriately placed and displayed, and letter drops to local residents and local businesses informing them of the works with details of 24/7 contact telephone number for their use
- Liaison with the Client and appropriate authorities regarding local residents who may have special needs or who may require translation of any documentation
- Monitoring our activities through regular site meetings and through Client feedback to ensure that



we are delivering the works safely, with minimal nuisance/ inconvenience and 'Right First Time'

Example: London 2012 Olympic Handball Arena

- Project staff attended local committee meetings and “opens days” at local community venues and local schools, providing “meet and greet” opportunities
- Liaison with the local authorities regarding possible nuisance issues was carried out several times a week, including discussions on noise, dust, vibration, light pollution and out of hours working. During the circa 18 months of construction, we received only one complaint for noise that was actually attributed to us and the matter was dealt with immediately

Raising Awareness and Providing Clear and Accurate Information

We emphasise the need for our involvement in liaison with local residents, local businesses and other neighbours well before construction starts on the ground. We will, in collaboration with LLDC and the PMP address any construction-related queries that might arise in terms of, for example, environmental concerns or alternative implementation approaches to avoid distress and disruption. There are a number of liaison methods that are available to be used; however the LLDC and the PMP will need to approve the nature of liaison and the content to ensure that the interests of all parties are properly and correctly represented. Types of consultation to be undertaken may include formal presentations at advertised public meetings, provision and manning of customer centre prior to works commencing and for the full period of the contract works, and courtesy boards giving contact numbers and 24-hour emergency numbers which are displayed on all contracts as a matter of course.

Delivery of On-going Community Engagement and Links to Existing Projects and Community Partnerships

Buckingham Group will deliver on-going community engagement through developing initiatives similar to those that were implemented on the London 2012 Handball Arena (see above), and during the first phase of the American Express Community Stadium development at Brighton. At Brighton, numerous visits to the site were arranged for local schools and colleges in support of Brighton and Hove Albion FC’s community engagement programme “Albion in the Community”. The visits were specifically designed to reflect the current curriculum and the club also hosted, with support from the Institute of Civil Engineering, design competitions for groups of school children. We continue to work closely with the club and their community team in initiatives to engage the local community and specifically create opportunities for disabled people. In recognition of the outstanding work by “Albion in the Community” we have recently agreed to continue our sponsorship and have provided a total of £27,000 in the year in support of future activities.

Integration with Employer’s Community Engagement Projects including the Park wide Time Bank

Buckingham Group Contracting Ltd supports a range of community investment programmes through the provision of direct cash investment, staff & management time and gifts in kind. We will fully support LLDC’s Community Projects, specifically the QEOP Time Bank, via staff and management time.

Proposed Resources

Buckingham Group will collect and maintain data regarding community engagement and make it available to the LLDC for audit. Our plan for community engagement will be included within our Equality Action Plan (see also 2.1.4_Inclusion), which will be updated monthly as a means of recording our Community Engagement activity. On the London 2012 Handball Arena Project, our Equality and Diversity Manager, Christina Hancock, (see also 2.3.1_Organisation and 2.3.2_Key_People) attended monthly CSR meetings with the ODA to present an update of what Buckingham had achieved within the community. We also submitted a form outlining the existing activities that Buckingham Group were involved in within the host boroughs, which was used by the ODA to measure our performance. We propose to use a similar approach for reporting on progress on the Olympic Stadium Transformation Project which will be carried out by [REDACTED] the Senior Project Manager (Liaison Manager). [REDACTED] will ensure that our Supply Chain Partners are:

- Informed of the EAP/Community Engagement Programme at the time of tender including the requirement to embrace the commitments made within the formal subcontract agreement
- Aware of their role in supporting our commitments during the physical construction works

'2.1.6. Inclusive Design'

Introduction

Our approach to the Olympic Stadium Transformation Project embraces:

- Lessons learned from our experience during the design, construction, maintenance, operation, and legacy transformation works at the Handball Arena “Copperbox” including:
 - Internal and external movement design principles
 - Wayfinding signage design
 - Entrances, reception areas, changing rooms, toilets and washrooms
- Identifying (through liaison with LLDC, PMP, and other stakeholders) any lessons learned from the operation of the facility during the games, and subject to agreement, addressing identified issues within this contract

Embedding the Principles of Inclusive Design

We recognise that the robust application of the Inclusive Design Standards (IDS) will have a direct impact on your key priority themes:

- *Championing Equalities & Inclusion*- Venues in legacy will be accessible and user-friendly for all
- *Supporting healthier lifestyles (Convergence)*- We will design and construct the works to meet the needs of diverse people, in legacy, enabling communities to experience a range of services, facilities, buildings and environments that are safe, flexible, convenient, accessible and enjoyable for all
- *Sustainability*- We will obviously retain and re-use the bulk of the existing building and its surroundings and ensure that the transformation works are undertaken in a sustainable manner

██████████, Design Manager, supported by ██████████, Senior Project Manager, and our Proposed Design Partner Buro Hapold Inclusive Design Consultancy (BHID), will support the PMP to implement the LLDC Inclusive Design Standards (IDS) and will be responsible for implementing the LLDC IDS procedures on the Olympic Stadium Transformation project. ██████████ will:

- Act as our key Liaison Manager in the consultation process with the PMP, the Inclusion Team, the Community and Business Engagement Team and the Built Environment Access Panel
- Ensure that key actions identified as a result of liaison are fully developed and implemented
- Ensure the Design Team and Sub-contractors understand their roles to meet the IDS
- Maintain a register of the Inclusive Design Standards Conformance Reports including regular reports on the progress made in meeting the LLDC inclusive design objectives
- Implement and follow the LLDC Design Standards & Procedures
- Prepare and monitor Design Deliverables with the PMP
- Manage and co-ordinate the design process
- Deliver a compliant design in accordance with the Inclusive Design Standards and Strategy, the programme, and the requirements of all user groups
- Manage third party issues, including Building Control and Fire Officer, ensuring that people are at the heart of the design process
- Attend Design Interface Management meetings
- Produce Conformance Reports, Access Statements / Consultation responses to support design proposals
- Ensure that everyone is aware of the affect their design will have on others, and that no design decision should be taken in isolation

Meeting the LLDC’s Inclusive Design Standards (IDS)

We will ensure that we comply fully with the LLDC Inclusive Design Standards. Compliance will be achieved through an effective consultation process with the PMP, the Inclusion Team and the Community and

Business Engagement Team, and the Built Environment Access Panel, supported by the conformance reporting procedure.

Buro Happold's Inclusive Design Consultancy (BHID) is well versed in the delivery of projects that meet the needs of diverse communities through the development of flexible and inclusive design solutions putting people at the heart of the design process.

BHID will establish a rigorous internal review process, and change control mechanisms, that highlight and track critical elements with regards to inclusive design elements that parallel the structure of the LLDC's Inclusive Design Standards (IDS). This will ensure that the delivered venue is one in which people feel comfortable and secure, and is convenient and accessible to all.

The internal review process will complement the LLDC's conformance reporting process; the conformance reporting process will be used to demonstrate compliance with LLDC's standards or where designs deviate from the IDS, the proposed alternative solutions and the rationale for the consideration of the LLDC and/or BEAP.

In supporting the design team, BHID as the author and contributor to the original ODA Inclusive Design Standards, has extensive knowledge of background arguments and the requirements of the LLDC's IDS. BHID brings exceptional knowledge of good practice guidance and relevant research to the process, alongside a long working relationship with stakeholder groups such as the LLDC's Built Environment Access Panel (BEAP).

Engaging with the LLDC's Built Environment Access Panel (BEAP) Incorporating Older and Disabled People and Inclusive Design Experts

As stated above [REDACTED] will be the key Liaison Manager, supported by key representatives from the Design Team, including our proposed Design Partner BHID, in the consultation process with the PMP, the Inclusion Team and the Community and Business Engagement Team, and the Built Environment Access Panel. We will utilise joint, fully integrated design workshops to manage this process & in doing so create an effective, fully integrated team at the earliest opportunity.

BHID brings to the project extensive experience of consultation and engagement with stakeholder groups. During the development of the Olympic Delivery Authority (ODA) Inclusive Design Standards, BHID consulted widely with the ODA's Built Environment Access Panel and the Access and Inclusion Forum, in formulation of the standards reflecting and addressing the needs of the diverse communities of interest represented. Consultation with the ODA's groups continued through the design development of the Olympic Park venues for which BHID provided advice.

During the development of the Legacy Communities Scheme (LCS) planning application, BHID worked closely with the LLDC and BEAP for the aspirations of the LCS as well as the detail such as housing typology studies to ensure Inclusive Design could be integrated successfully.

As part of the Olympic Stadium Transformation design team, BHID has supported the design team in their engagement with BEAP.

BHID has also worked closely with The O2's Consultative Access Group (the AAA group) on many projects including Up at the O2; the climb over the top of the O2 (365m long; 52m in height) stretching the concept of accessibility and inclusion by challenging the perception of what disabled and non-disabled people can achieve.

Involving Diverse Communities as Appropriate in any Consultation

Buckingham Group and BHID have experience in wider community engagement, particularly as part of the planning process. Inclusive consultation with stakeholders is crucial for Buro Happold to ensure that community needs and opinions are reflected in the completed project.

To create a fully integrated design service we will involve community groups and key stakeholders including BEAP representatives and end-users, in the detailed design development process and during the regular design reviews. Design reviews/workshops will focus on:

- The needs of end-users from all aspects of the diverse community and all stakeholders
- Sustainability in construction and in use
- Buildability and accessibility
- Construction safety and also cognisance of long-term safety issues in the completed project i.e. using and maintaining
- Temporary Works
- Drainage network and outfall constraints
- Mitigation of risk and surety of budget and whole life cost
- Integration of disciplines

Meeting The Needs of Diverse Communities Through Development of Flexible and Inclusive Design Solutions

Inclusive design is more than just access for disabled people. As part of that process we will take into account potential social, cultural and community users to provide an inclusive environment suitable for diverse user groups including:

- Disabled people
- Older people
- Carers
- People of diverse faiths
- Parents with young children

Where a single design solution cannot accommodate all users, our aim is to provide as much choice and flexibility as possible.

Our proposed Design Partner BHID have significant experience working in culturally diverse communities:

- BHID codified many of the issues with regards to faith that were raised during consultation as part of the development of the ODA's IDS
- Their experience working internationally has increased their awareness of the subtleties of working in diverse communities

We will provide the necessary resources to manage the design development process. We will work closely with London Legacy Development Corporation to ensure:

- We identify all stakeholders & capture all promises made to date
- Support our Liaison Managers and embrace the results of meetings and the consultation process
- We understand the rationale behind design decisions made to date and their impact on end-users
- We bring forward the lessons learned from similar developments including the London 2012 Handball Arena & the Amex Stadium

We will utilise joint, fully integrated design workshops to ensure the development of flexible and inclusive Design solutions. This approach will create an effective, fully integrated team at the earliest opportunity. This approach is critical to success via:

- Early involvement of all contributors, with specific input from LLDC and end-users/ maintainers to capture promises made to date, ensuring the development of a safe, secure, fully inclusive and

sustainable design

- Working with our Designers for early evaluation of accessibility options
- Delivering a safe, secure, inclusive and sustainable design embracing key standards:
 - The London Plan
 - The Inclusive Design Standard (IDS)
 - The Equalities Act 2010
 - The GLA produced Supplementary Planning Guidance to the London Plan covering Olympic Legacy ‘Olympic Legacy Supplementary Planning Guidance’
 - Part M of the 2004 Building Regulations and the supporting Approved Document M
 - BS8300: 2009 Design of Buildings approaches to meet the needs of disabled people
 - Planning Policy Statement 1
 - Inclusive Mobility: A guide to best practice on access to pedestrian and transport infrastructure, Mobility and Inclusion Unit, Department for Transport (2002)
 - The five principles of inclusive design developed by the Commission for Architecture & the Built Environment
- BIM modelling to drive efficiencies and provide usable pictorial information to third parties & stakeholders so that they can easily evaluate our proposals

Access Consultant / Someone Responsible for Inclusive Design

Buro Happold’s Inclusive Design (BHID) Consultancy Team will be an integral part of the Buckingham Group team. BHID will fulfill the role of Access Consultant and Inclusive Design Champion.

The appointment of BHID as Access Consultant will bring their wealth of experience in the development of inclusive facilities within the Queen Elizabeth Olympic Park to the Olympic Stadium Transformation Project. Members of the BHID Access Consultancy Team were co-authors of the London Development Agency’s ‘Access for All Framework’ document (2004) setting out the high level requirements and deliverables with regards to how access and inclusive design would be delivered if London won the Olympics.

BHID individuals were engaged as part of the Olympic Park Masterplanning Team and subsequently provided access consultancy services as part of the design teams for the Olympic Stadium, Velodrome, Basketball, Water Polo, the Media and Energy Centres, as well as Horse Guards Parade and the Mall. The 2012 Olympic Velodrome was a finalist in the Civic Trust’s 2012 Selwyn Goldwyn Inclusive Design Awards.

BHID provided access consultancy services to the Olympic Stadium Transformation design team, seeing the design process through the submission and awarding of planning

As authors and contributors to the ODA’s IDS, BHID has a firm grasp of the content and background to the LLDC’s IDS. Having worked extensively in the Olympic Park BHID has a good working relationship with both JLAB and BEAP, where dialogue and engagement is important in obtaining suitable outcomes for both the contractor and ultimately the community of users.

'2.1.7.1._Sustainable_Design'

Designing Sustainable Infrastructure for Sustainable Lives (see also 2.1.6.2_Environmental_Legislation)
LLDC has clearly stated your commitment to sustainability through three key themes; People, Places and Performance. Sustainability in the Park goes beyond the environment to address wider social, economic and environmental purposes. Buckingham Group confirms our support for your commitments, aims and objectives defined in the LLDC Sustainability Guide and Sustainable Development Strategy.

Developing and delivering a sustainable design for the Olympic Stadium Transformation will support your key priority themes through:

- Supporting the local economy through local jobs and maximising opportunities for local companies, therefore creating wealth and reducing poverty
- Ensuring environmental sustainability through establishing clear lines for environmental performance

The Design Manager [REDACTED], will, during the design of the works/ pre-construction stage:

- Document key design decisions made in relation to sustainability and communicate any conflicts and reasons for decision to LLDC and the Project Manager
- Keep full records of how sustainability issues have been managed and addressed throughout the design
- Provide timely information to LLDC and the Project Manager in respect of sustainability in design to facilitate sustainability audits by LLDC
- Maintain the necessary records to facilitate the securing of BREEAM Credits for LLDC and end users

Minimising Environmental Impacts of Steel Manufacture and Installation of all Sections, Transport of Materials and Temporary Works

Our structural steelwork specialist will have been awarded "Gold Standard" by the Steel Construction Sustainability Charter scheme and will demonstrate:

- A published sustainability policy
- Monitoring of sustainability targets, in support of LLDC's sustainability aims and values
- A published ethical trading policy
- An accredited EMS to BS EN ISO 14001
- Use of Environmental Impact Assessment for process improvement
- A policy to manage the transport of materials (vehicle fuel usage)

Minimising Carbon Emissions and Embodied Carbon in Both Manufacturing and Site Operations

We propose to:

- Instigate low carbon usage construction techniques and monitor all site usage
- Implement a Green Travel Plan to reduce the emissions associated with transporting people to and from site
- Maximise the employment of local people, obviously reducing miles travelled to and from the site
- Maximise the use of local companies to reduce the emissions associated with the transport of materials and plant to and from site

Minimising Resource use in Both Manufacturing and Site Operations

We will naturally do all that we can to minimise the use of energy and water during the construction process.

Water usage will be reduced during construction through:

- Training our Project Management and Site Teams and end-users on the importance of water

- conservation, to change behaviours and reduce demand for potable water
- The use of metered supplies facilitating KPI measurement
- The use of 'grey water' for activities such as dust suppression

Good housekeeping - Not all initiatives have to be "leading edge" in order to reduce the environmental impact of construction. Some simple, good housekeeping activities can also help. Buckingham Group always ensure that we use modern, well maintained plant and make use of noise monitoring equipment, where appropriate, in order to reduce the nuisance caused by noise, fumes and pollution.

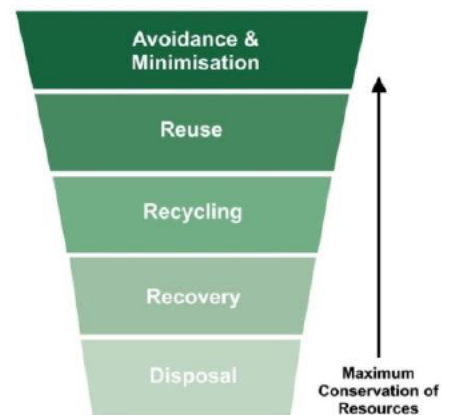
Responsible Use of Materials- We understand that the responsible use of materials in the construction of the Queen Elizabeth Olympic Park is key aspect of your commitment to delivering sustainable developments, and as such, materials selection will be kept under review during the design of the works. We will adopt a materials policy during the detailed design stage that promotes sustainable use of raw materials throughout construction, this shall be achieved by:

- Use of locally sourced materials
- Use of responsibly sourced materials (e.g. FSC/PEFC Timber)
- Use of materials with a high recycled contents (Steel, Concrete, type 1 and asphalt)

Minimising Waste Through The Implementation of the Waste Hierarchy

The waste hierarchy as set out in the Waste Regs 2011 (ref. adjacent Diagram) must be considered, it is a key aspect of our philosophy and will be promoted on this project:

- Minimisation of waste created by the project will be achieved through efficiency of design, accurate estimating and procurement procedures and effective housekeeping on site
- We will maximise the recycling of the waste created. Packaging, office and other suitable waste streams, including cardboard and soft plastics will be recycled to a locally based recycling company for secondary uses
- Any suitable materials recovered as part of the works will be re-incorporated wherever possible into the design to minimise any requirement for import/export
- We will take all reasonable steps to ensure that all waste is managed in accordance with the waste duty of care in Section 34 of the Environmental Protection Act 1990 and the Environmental Protection (Duty of Care) Regulations 1991



All waste emanating from site will be controlled, recorded, transferred and disposed of in accordance with the Environmental Protection Act Duty of Care. All waste material, which is to be transported off site, shall be disposed of by licensed contractors, using vehicles licensed for transport of those waste materials and taken to licensed disposal facilities in accordance with the EPA 1990. A high standard of housekeeping shall be maintained at all times and waste materials will be stored in waste bins or skips only.

Ensuring BREEAM Credits Targeted by the Employer are Attained Right Through The Construction Phase

We will establish a BREEAM Tracker Sheet containing details of every credit, what we expect to achieve and which stakeholder is responsible for achieving them. We will advise on the costs implications / possibilities involved in achieving additional credits and be cognisant of the required BREEAM Credits when undertaking risk / value engineering reviews i.e. ensure we don't design out or de-scope the required credits.

Within our fortnightly design & monthly progress, we will undertake detailed reviews of the credit scoring system and implement appropriate actions to ensure that the targeted rating is achieved.

'2.1.7.2. Environmental Legislation'

Sustainable Infrastructure for Sustainable Lives (see also 2.1.6.1 Sustainable Design)

LLDC focus on seven key environmental themes. By focusing on these key themes in the design stage of the project, Buckingham Group will naturally deliver your key priority themes:

- *Creating wealth and reducing poverty*- achieved through a focus on facilitating safe and sustainable lifestyles, sourcing environmentally and socially responsible materials locally, and designing the works to ensure that transport infrastructure and connectivity is accessible for all
- *Supporting healthier lifestyles*- achieved through a focus on facilitating sustainable lifestyles, selecting materials during design that provide lower risk to health and designing space / venues to encourage health and physical wellbeing
- *Developing successful neighbourhoods and championing equalities and inclusion*- achieved through a focus on facilitating sustainable lifestyles and designing fully accessible and usable space within neighbourhoods
- *Ensuring high quality design and sustainability*-achieved through a commitment to delivering efficiently, through innovative design and technology and through a focus on all 7 environmental themes

Ensuring that Buckingham Group Complies with Applicable Environmental Legislation

Buckingham Group as an ISO 14001:2004 certified company maintains and regularly reviews an up to date register of relevant environmental legislation and use it as the basis for compliance. We will ensure that the applicable environmental legislation and other requirements and industry best practice are taken into account during the design/ pre-construction stage and when delivering the works.

Buckingham Group will develop a Project Environmental Management Plan before the works commence (see further details below) which will make reference to, and provide for compliance with, all legislation relevant to the design and construction phase of the Olympic Stadium Transformation Works. This shall be updated as new legislation is introduced. We will also demonstrate through the Project EMP how we will comply with Planning Conditions.

The following EA pollution prevention guidelines (PPG) will be followed to avoid the risk of pollution incidents occurring:

- PPG 1 General guide to the prevention of pollution
- PPG 5 Works and maintenance in or near water
- PPG 6 Working at construction and demolition sites - under review

Identification and Management of Environmental Risks and Issues

In compliance with the LLDC Health, Safety and Environmental Standard, we will apply our ISO 14001:2004 Environmental Management System to the Olympic Stadium Transformation Works, which will require us to:

- Undertake a detailed review of all environmental aspects and impacts
- Develop, maintain and implement a Project Environmental Management Plan (EMP)
- Prepare and implement a Site Waste Management Plan focussed on the re-use / recycling of materials recovered from the project
- Prepare and implement a Traffic Management Plan / Green Travel Plan focussed on reducing CO2 emissions
- Focus our Procurement Plan on:
 - Responsibly sourced materials
 - Recycled materials / materials with recycled content
 - Materials which represent lower risk to health

- Local Suppliers thereby reducing long journeys and CO2 emissions
- Identifying materials that require reduced water consumption in the construction process and in long term operation

Prior to commencement of works on site we will prepare a Project Environmental Management Plan. We will set detailed objectives embracing LLDC aims and local priorities including the needs of local businesses, carrying them through an Environmental Impact Assessment (EIA) into a site-specific Project EMP. Our Environmental Management System and Project EMP will ensure that construction processes and associated nuisance issues are controlled using appropriate systems and processes. The Project EMP will:

- Demonstrate compliance with LLDC Environmental Management Requirements
- Identify major construction activities and their specific environmental issues and impacts
- Detail:
 - Proposed control and mitigation measures and best practice for managing each environmental impact, to ensure that there is no impact upon / nuisance to neighbouring premises, local businesses, adjoining waterways etc.
 - Environmental Management responsibilities and activities
 - Monitoring and auditing processes
 - Complaints response procedures
 - Community and stakeholder liaison processes
- Embrace LLDC's stated vision, aims and objectives
- Be submitted to the PMP Environmental Manager for approval before works commence on site

Each Supplier and Sub-contractor employed will provide an EMP, part of the overall Project EMP, which is to be submitted to the Buckingham Group Project Team for approval. Method statements will be included in the Project EMP which will provide a framework for managing the environmental impacts of the work, along with details of all baseline and background monitoring to be undertaken before the works, and monitoring to be undertaken throughout and after the works.

The Project EMP will include details of all environmental controls, demonstrating that best practicable means have been adhered to throughout the works. The plan will include how records will be kept, maintained and communicated throughout the works, and suitable action plans in the event of incidents, complaints and requirements from the regulatory authorities.

Mitigating Nuisance- Noise, Dust, Vibration

Buckingham Group will:

- Ensure the best use of the site layout in order to minimise noise e.g. locating of site compounds and noisy equipment at areas away from occupied premises, if possible
- Use temporary noise screens or partial enclosures around particularly noisy activities
- Use vehicles and mechanical equipment that are fitted with effective exhaust silencers
- Ensure that machines in intermittent use are shut down in the intervening periods between works or throttled down to a minimum
- Undertake on-site noise and vibration monitoring where necessary to demonstrate compliance with any agreed limits
- Ensure that haul roads are regularly water sprayed and swept to minimise dust and remove mud and debris, but not over damped such that excess, potentially contaminated water is generated
- Ensure that all vehicles carrying dusty materials to and from the site are securely sheeted before commencing their journey to prevent dust being blown from the vehicles whilst travelling
- Enforce speed limits for vehicles to minimise dust entrainment and dispersion

Managing Key Aspects and Impacts

From a thorough review of the site and the information provided, we provide below an overview of the key

environmental issues that will impact on the project with our proposed mitigation measures

Environmental Aspect	Potential Impact	Mitigating Action
Transportation of People to/from site	<ul style="list-style-type: none"> CO2 emissions Carbon Footprint 	<ul style="list-style-type: none"> All personnel to use public transport where practical Develop/ implement Green Travel Plan
Storage on sites: <ul style="list-style-type: none"> Fuel, Oils, and other lubricants Bituminous products Chemicals Loose material (stone/soil) Plant/Equipment Cement (bagged) 	<ul style="list-style-type: none"> Leak or spillage leading to contamination of controlled waters Runoff causing pollution of controlled waters Oil, fuel, lubricant spillages leading to contamination of controlled waters 	<ul style="list-style-type: none"> All personnel fully trained and inducted All materials stored in accordance with manufacturers recommendations Apply lean construction JIT principles Use of dedicated refuelling team All personnel trained in use of spill kits Contingency plan developed, tested and implemented Dust suppression, using grey water
Vehicles: <ul style="list-style-type: none"> maintenance/storage idling/running movements selection 	<ul style="list-style-type: none"> Oil, fuel, lubricant spillages leading to contamination of controlled waters CO2 emissions Noise and dust 	<ul style="list-style-type: none"> All plant operators fully trained Site transport plan developed in design phase, logistics planning to eliminate double handling All plant turned off and immobilised when not in use All plant correctly maintained and registers updated
Building Construction: <ul style="list-style-type: none"> Sourcing materials Excavation of foundations Placing of concrete Building envelope Internal Wall Construction and Finishes 	<ul style="list-style-type: none"> Use of new materials Disruption of contaminated land Noise and dust Waste management Disposal of waste products Recycling of materials 	<ul style="list-style-type: none"> Maximise used of recycled materials Use of WRAP toolkit to assess the recycled content of all materials Dust Suppression and Dust management/control Implement Waste Management Plan
Excavations: <ul style="list-style-type: none"> Excavation of material Placing of new or reused material Transport of waste and new material Disposal of waste material 	<ul style="list-style-type: none"> Disruption of arisings/potentially contaminated ground Disposal of water from excavations Noise and dust 	<ul style="list-style-type: none"> Site Waste Management Plan developed and implemented Achieve zero waste strategy Settling tanks in place for treatment of water from excavations Dust suppression using grey water All personnel fully trained and inducted
Disposal or Recycling of Waste Products	<ul style="list-style-type: none"> Disposal of concrete products Recycling of concrete products Noise and dust Use of resources in product manufacture Contamination from waste or washing of equipment 	<ul style="list-style-type: none"> Designs for zero waste Minimise requirement for cutting of concrete products Dust suppression using grey water Bunds provided to collect water from waste Implement Waste Management Plan

Dealing with Potential Impacts / Environmental Incidents

Buckingham Group’s methods for planning for an emergency will be detailed in the Construction Phase Fire and Emergency Plan and shall comply with the Group Standard GS4005. Incidents must be immediately reported to the site representative. In addition the Senior Site Manager [REDACTED] shall complete an Environmental Incident Record. The Environmental Manager shall be responsible for notifying the authorities of an uncontrolled discharge to drainage or controlled waters. All staff will be provided with training to ensure that any accidental release or spillage is dealt with, in both a timely and an effective manner.

Major Spills

In the event of a significant volume spill of any hydrocarbon based product (e.g. oil and diesel) that may affect land or water, the following action plan shall be put into place:

- Evaluate the situation to prioritise actions
- Report the incident to the PPM as soon as practically possible (and in accordance with the project's reporting procedure)
- Protection of open gulley's / receptors
- Secure / seal the spill (if it is safe to do so, e.g. upright overturned drums)
- Contain the spill using the on-site emergency spill kit to prevent further contamination
- If the spill poses an imminent fire risk, cover with soil (or similar)
- When under control and if possible, excavate the contaminated soil or absorbent materials and temporarily store on an impermeable membrane (e.g. plastic sheet) or in a sealed container
- Arrange to replace any used emergency equipment such as booms, absorbent granules, etc.
- Arrange licensed disposal of waste materials

Minor Spills

- Minor spills will be dealt with using spill kits. Sufficient numbers of spill kits will be made available to the workforce and will be of adequate size to react to any potential pollution incident, especially in areas in which fuels are stored or transferred
- Training will be given to operatives on the contents and use of the spill kits
- We will ensure that spill kits are maintained and regularly inspected, with plans and signage clearly indicating the location of each kit

Incident Investigation

All incidents involving environmental damage will be investigated primarily for the purposes of gaining legal advice, secondly to establish causation thirdly to identify and implement measures to avoid re-occurrence.

Roles and Responsibilities

██████████ Project Director - is responsible for ensuring that the Construction Programme is carried out with effective and efficient consideration of the environment.

██████████ Senior Project Manager - is responsible to the Project Director for:

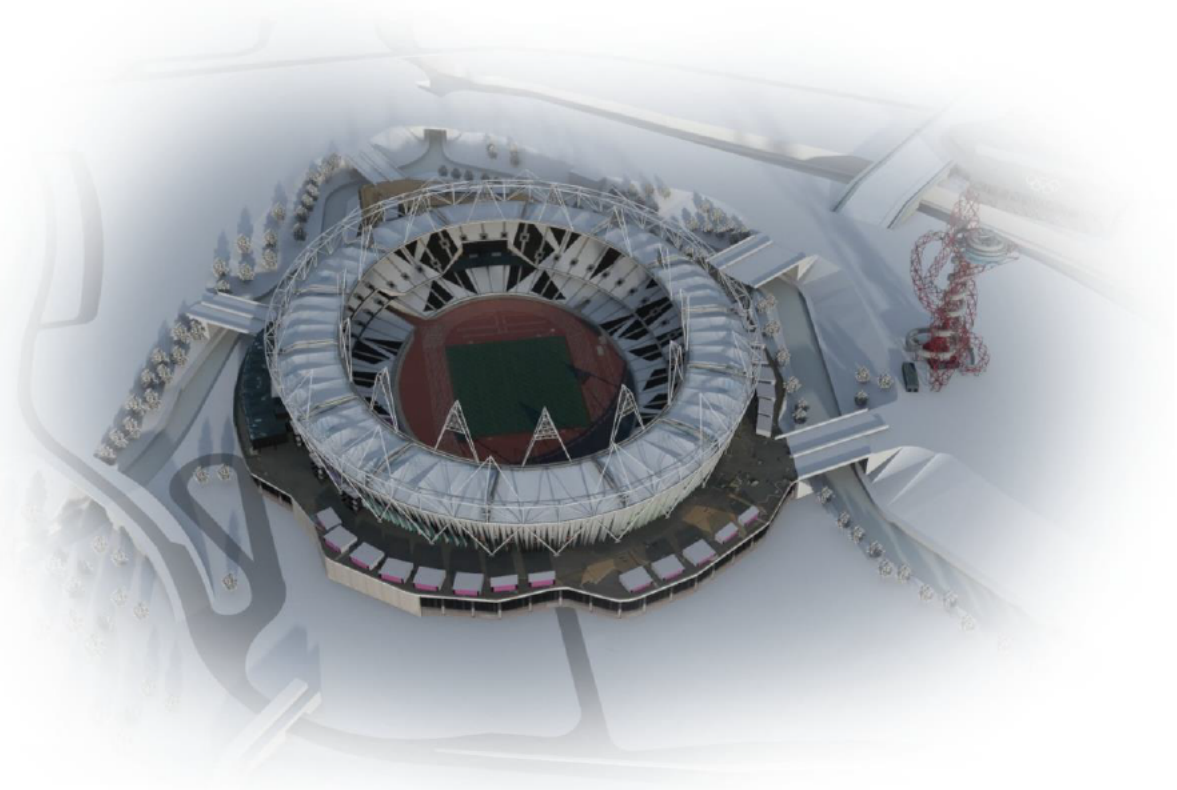
- Ensuring all aspects of work on site are carried out with effective and efficient consideration of the environment
- Liaising with the senior management to ensure suitably experienced and qualified personnel are assigned to the project
- Ensuring that suitable project resources are applied to environmental protection
- Ensuring the review of any Sub-contractor Method Statements
- Maintaining Emergency Preparedness and ensuring that Site Managers are aware of their roles
- Regularly checking the availability of spill kits and confirming the training of staff and operatives in their correct use

The Project Environmental Manager- is responsible for:










- Maintaining close liaison with the Project Manager and the wider Construction Management Team
- Advising on the delivery of environmental accountability and responsibilities
- Ensuring the dissemination of environmental information and maintaining the awareness of the work force on the environmental implications of their actions
- Planning, implementing and reporting of all necessary environmental monitoring and audits
- Preparing and implementing an environmental audit schedule and ensuring recommendations and improvements are carried out
- Monitoring construction activities to ensure compliance with statute and recommending improvements as required
- Keeping a daily record of all activities within the E02 Daily Environmental Record (DER)

Programme Narrative

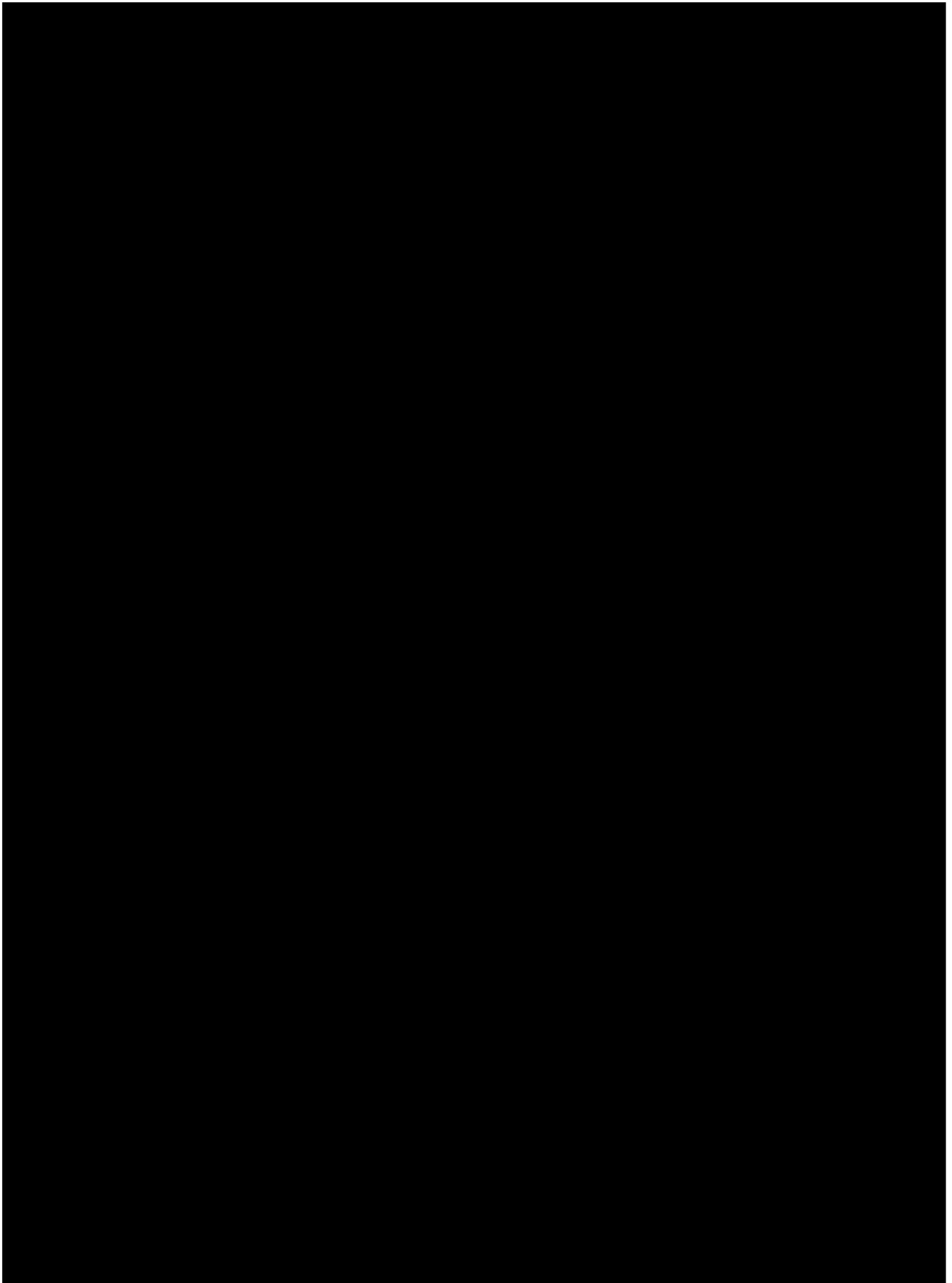
Olympic Stadium Transformation Works

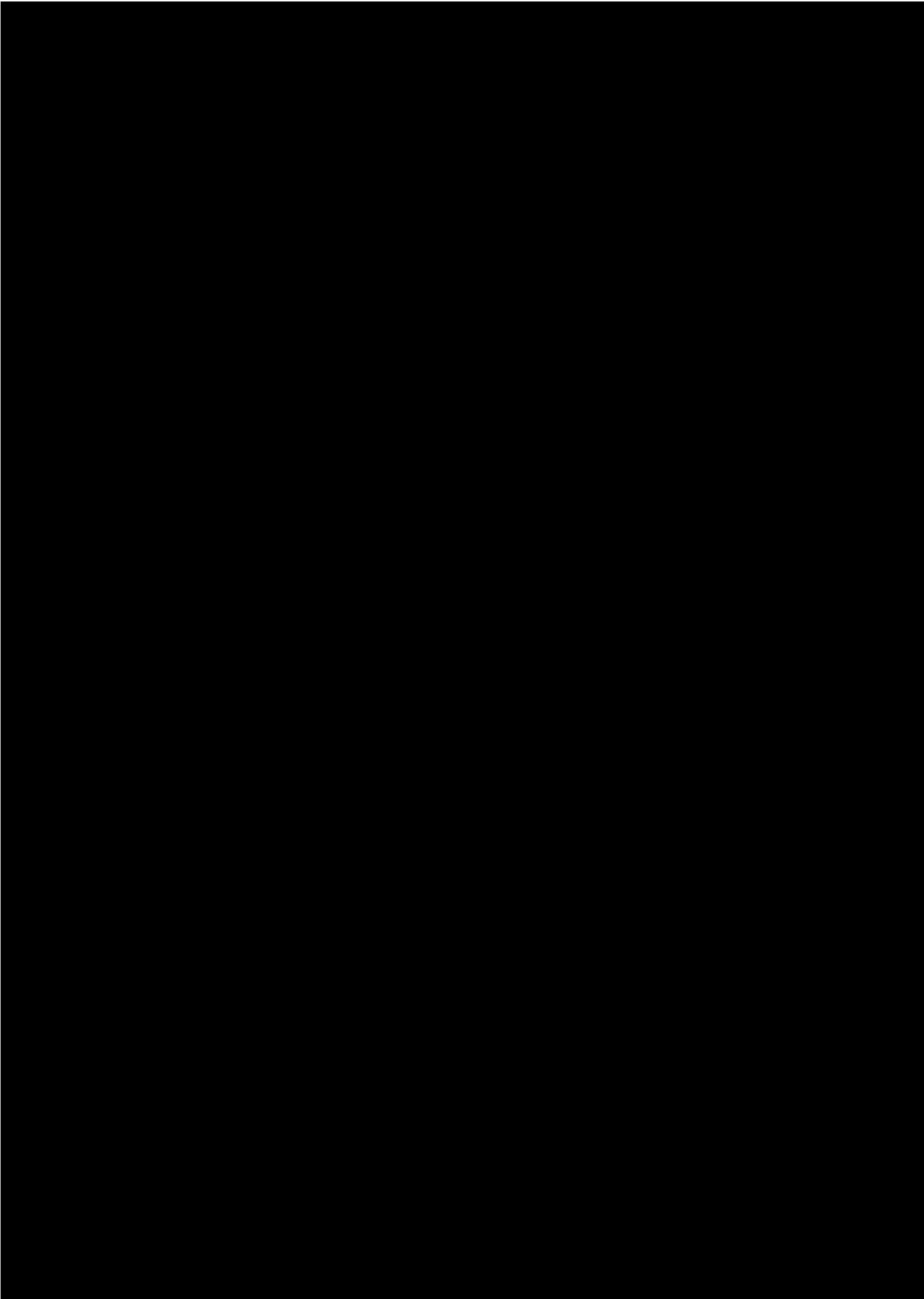


Contents

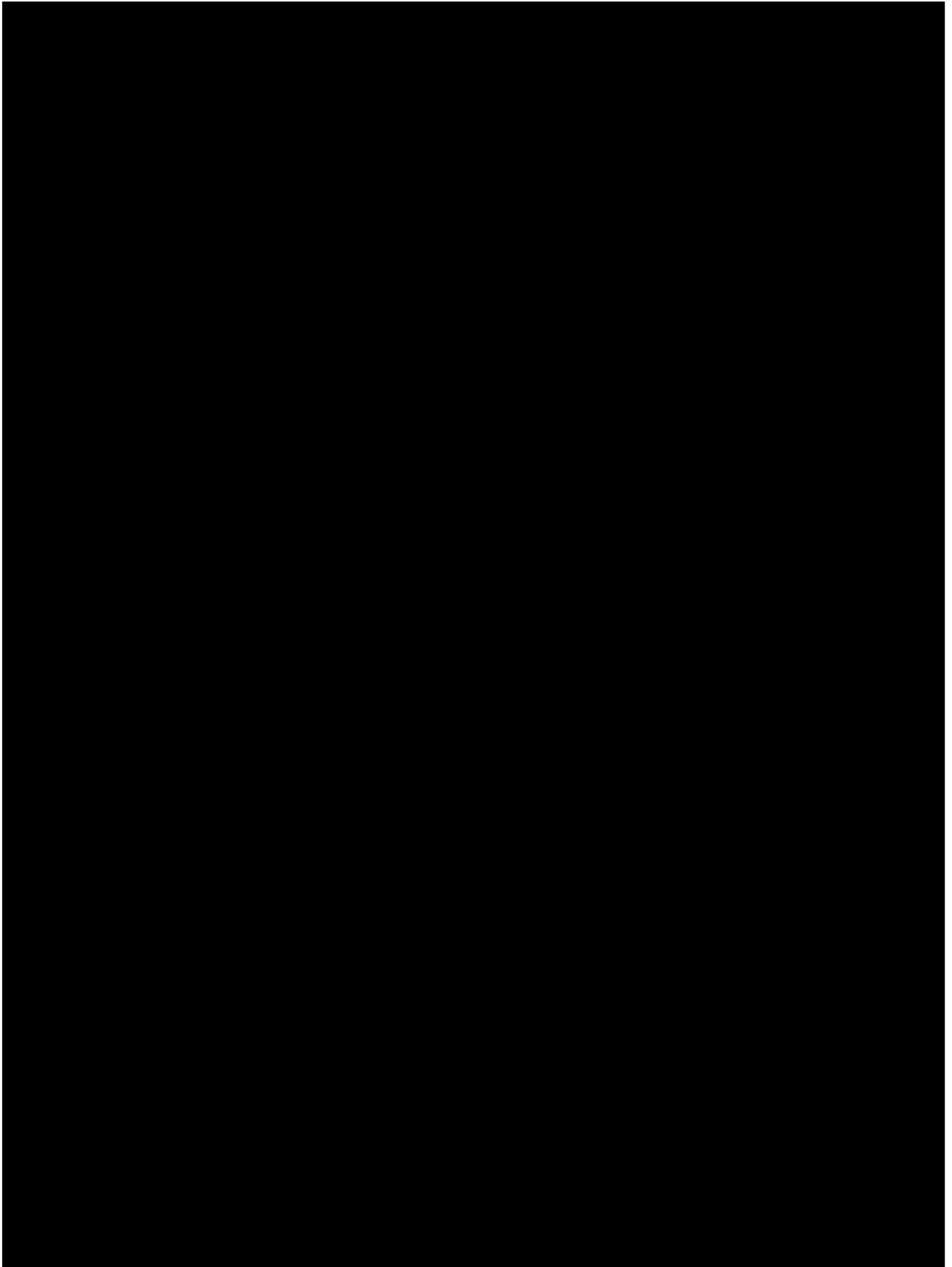
-  Programme Narrative
-  Documents used
-  Key assumptions underpinning the schedule
-  Critical path
-  Dependences and constraints
-  Float and time risk allowance
-  Summary of Key Dates
-  Productivity assumptions
-  Hand-over strategy

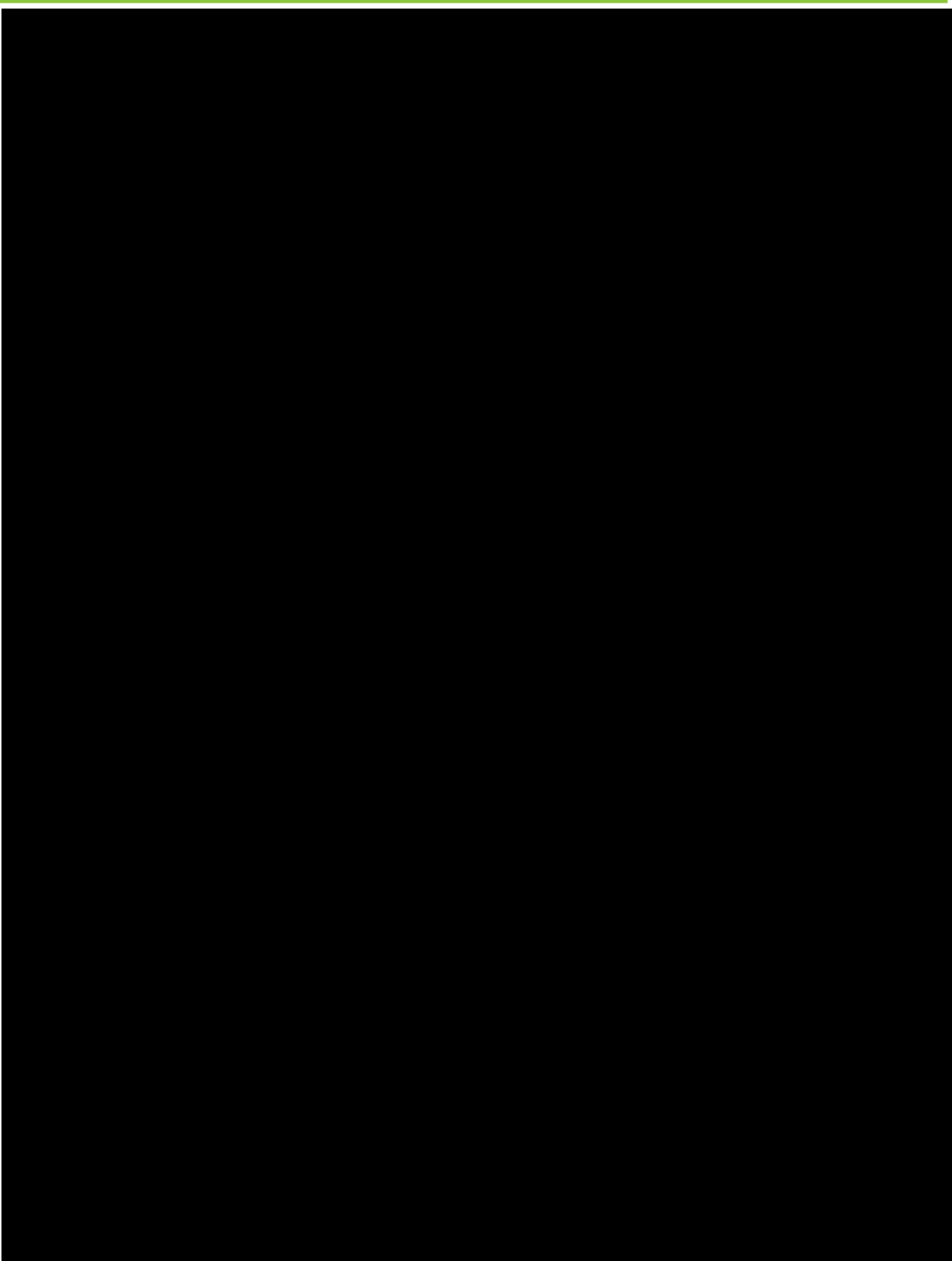
1.0 Programme Narrative



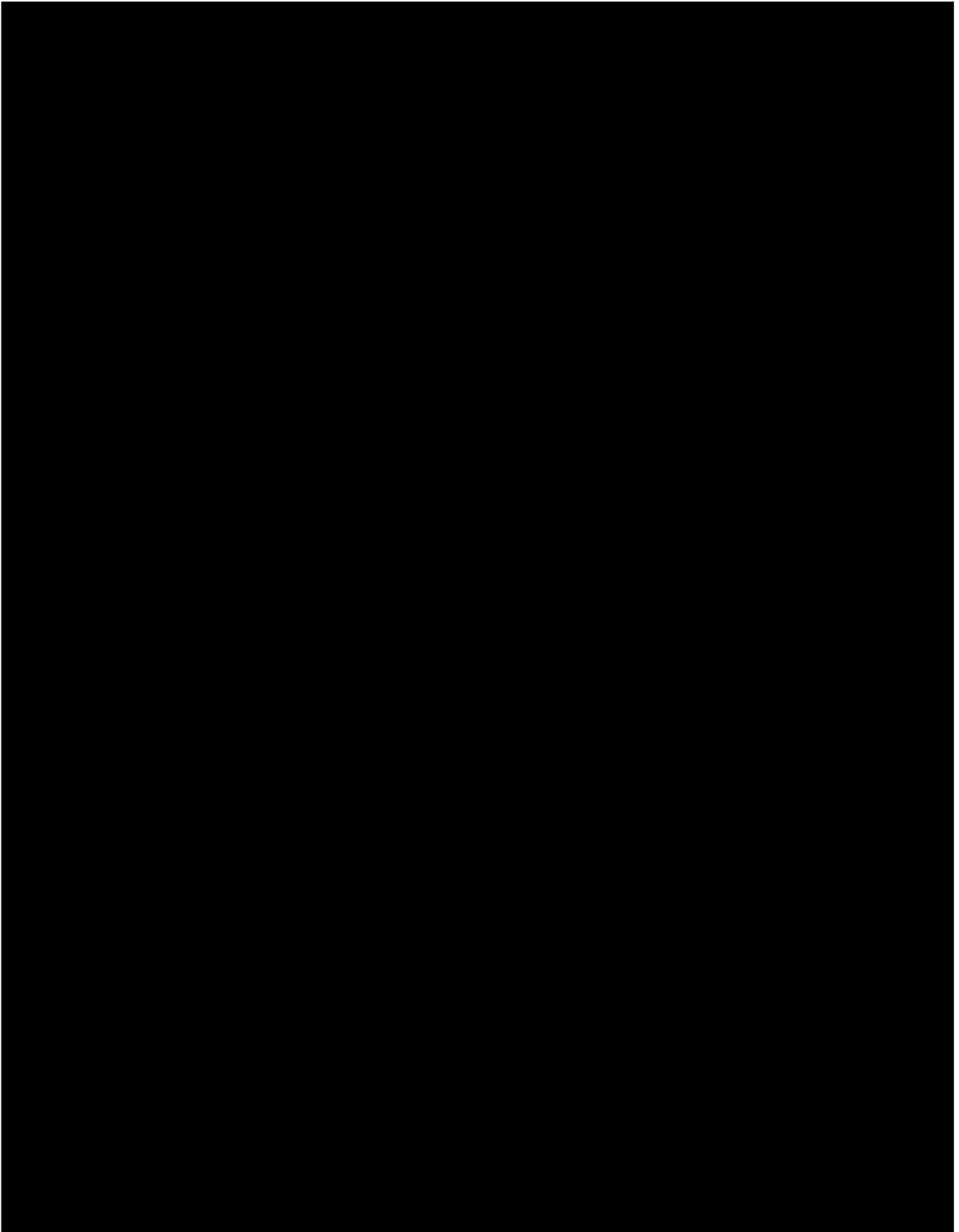


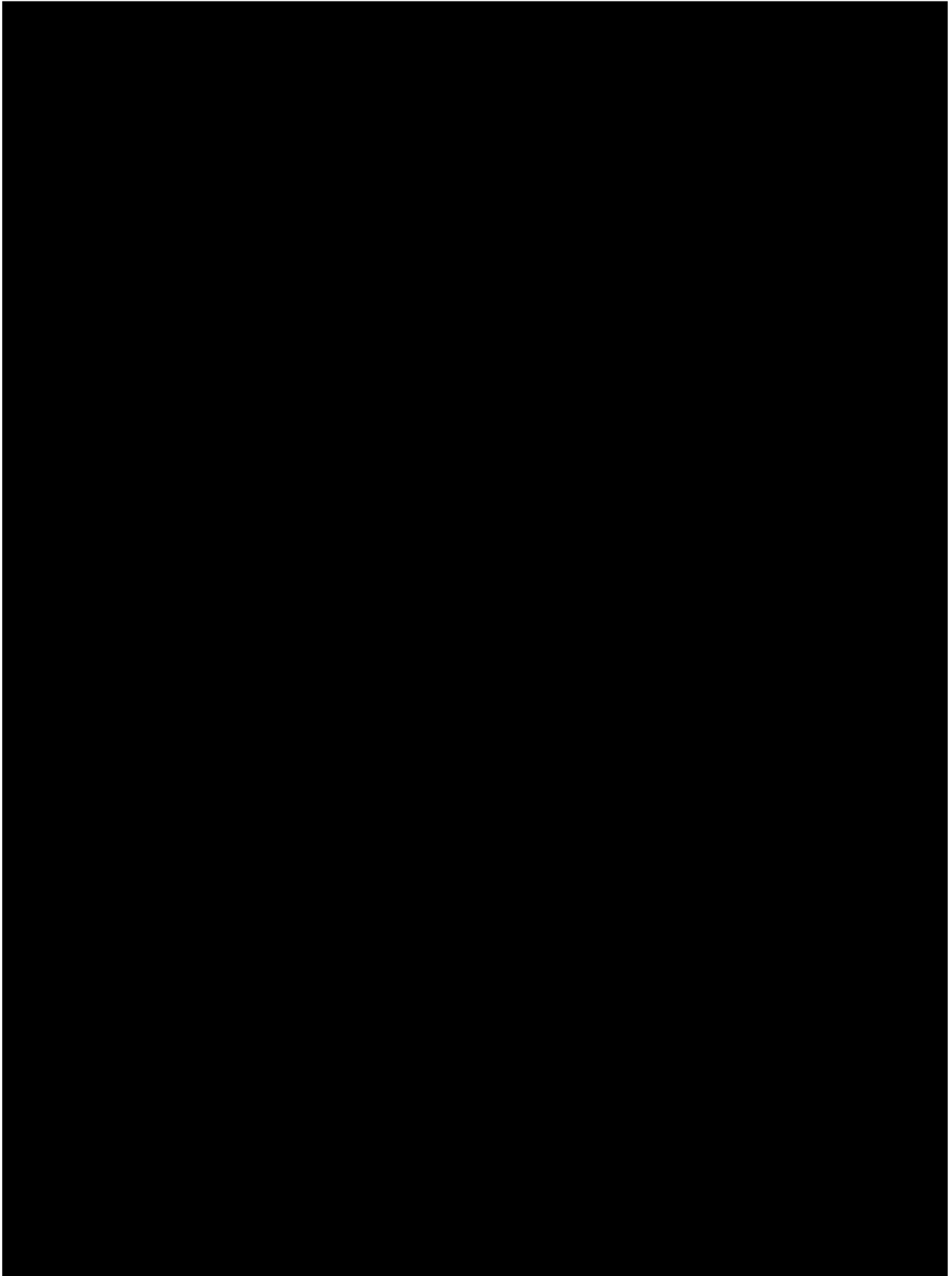
2.0 Documents Used

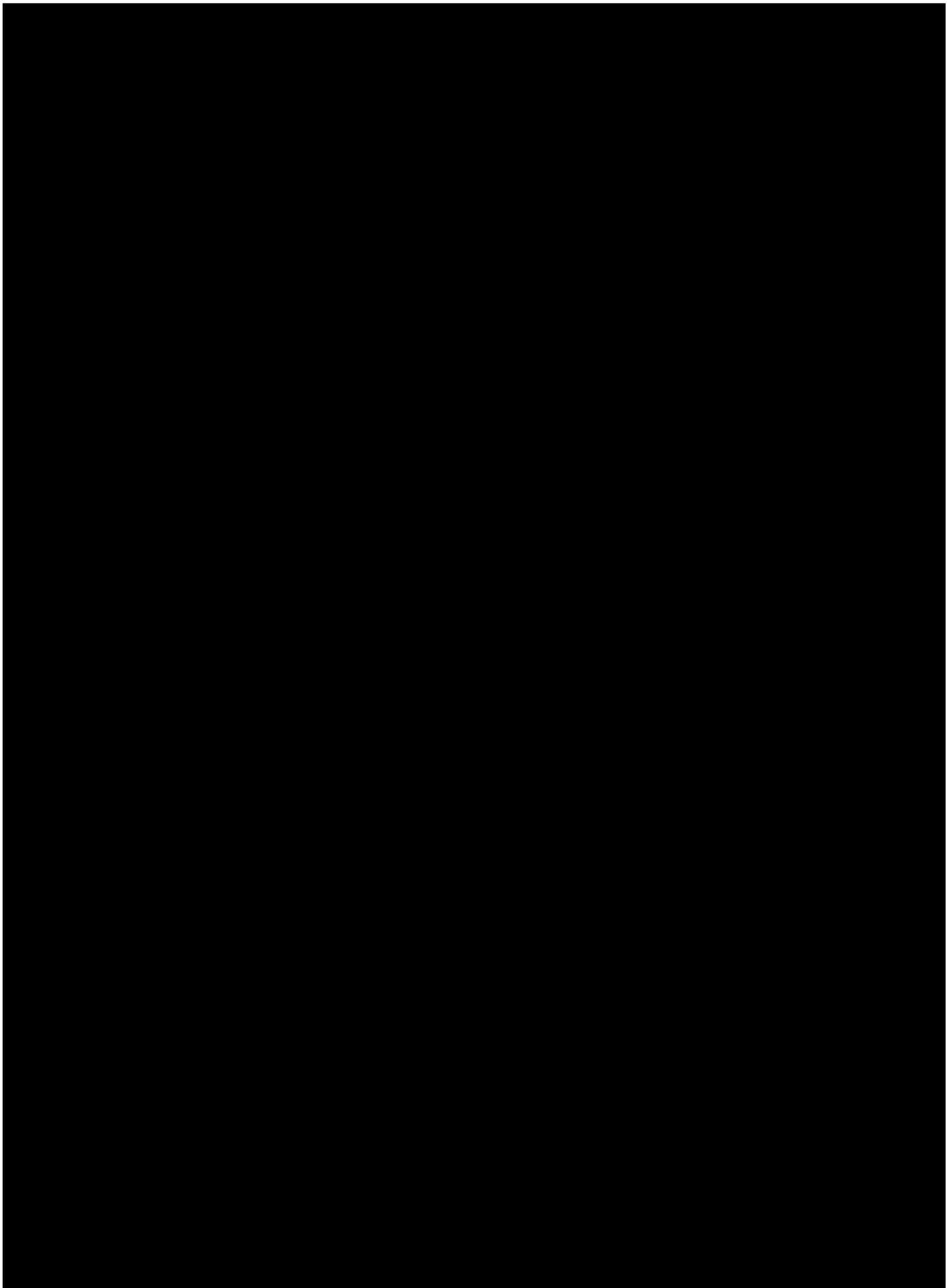




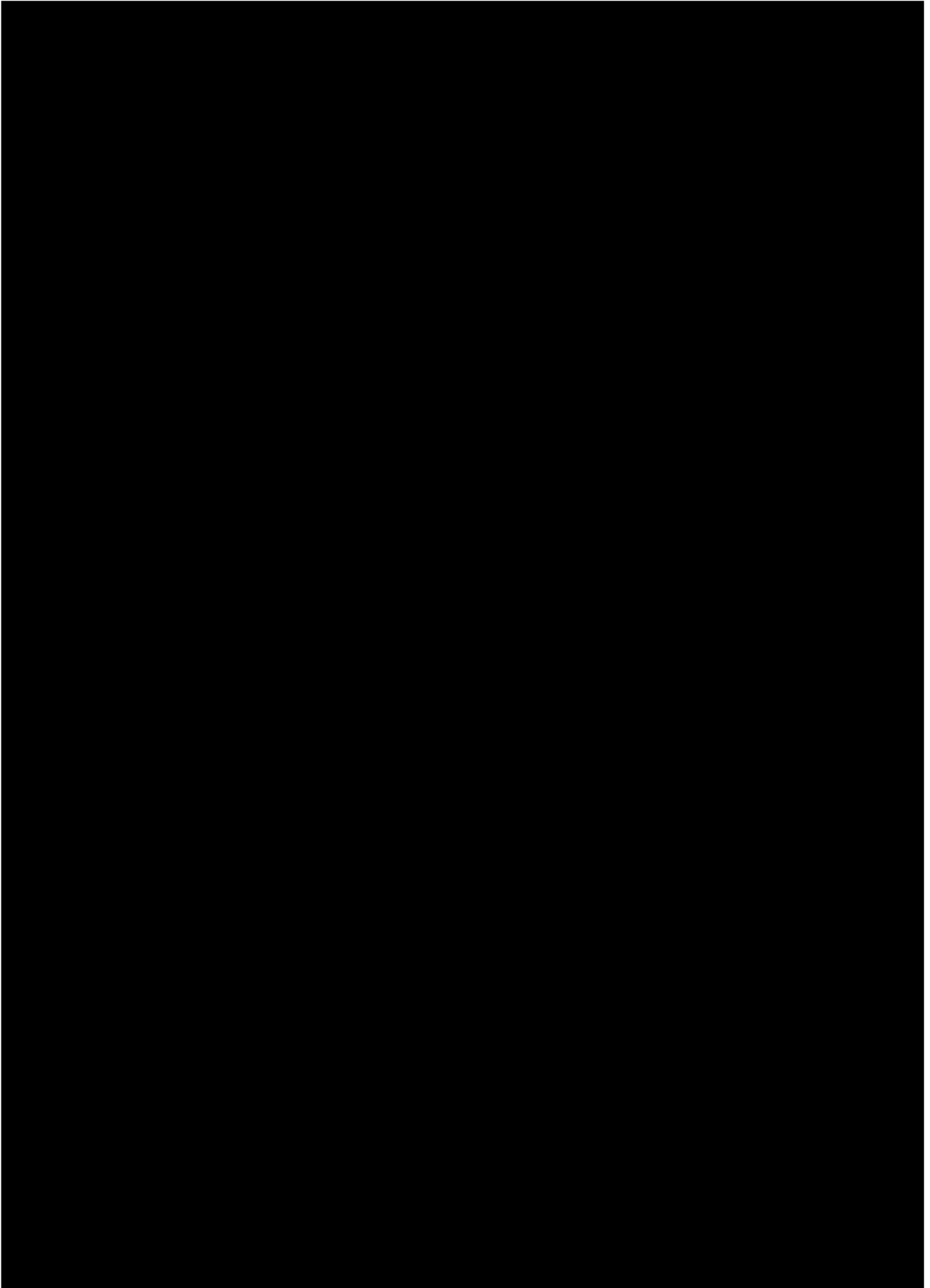
3.0 Key Assumptions Underpinning the Schedule

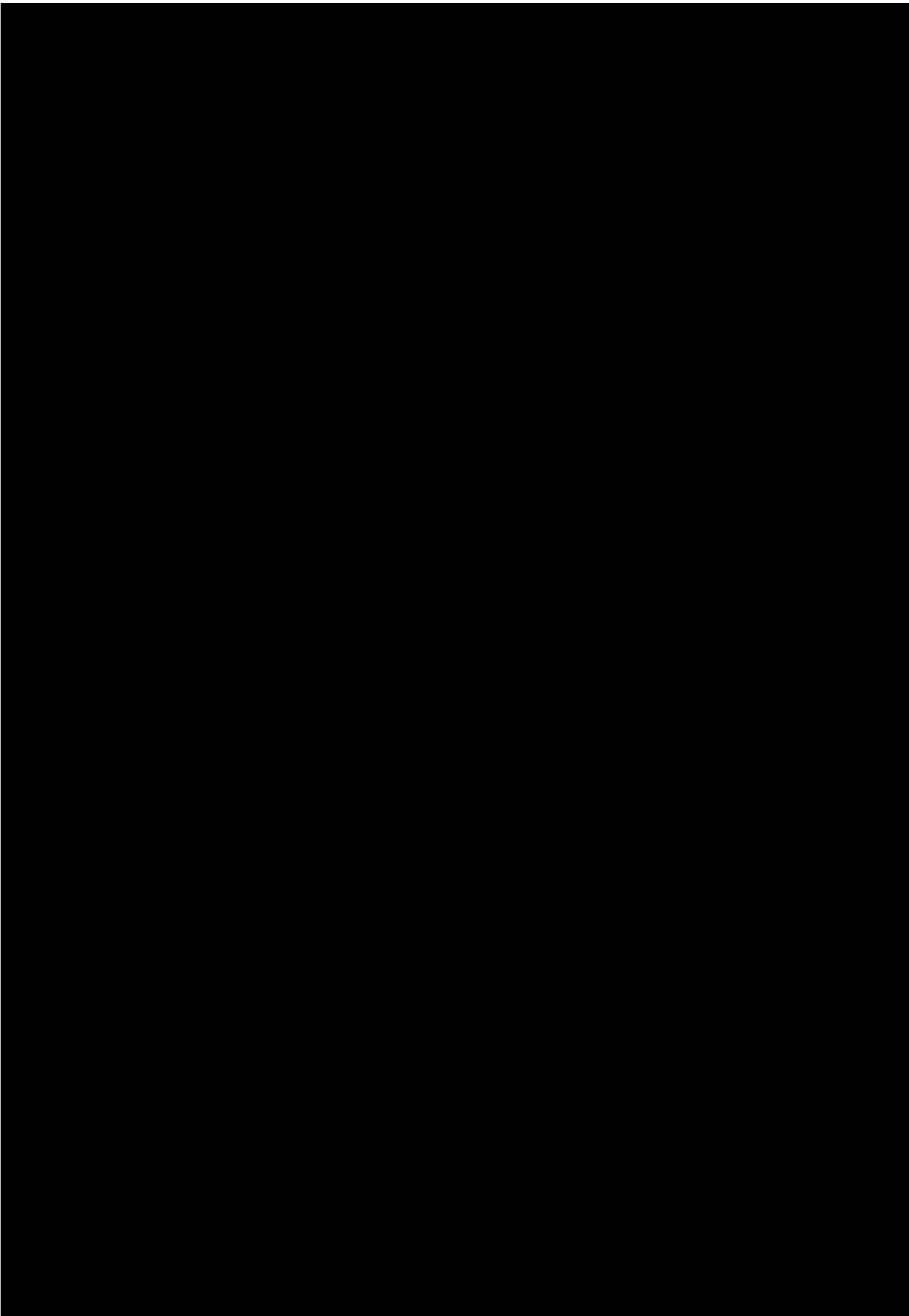


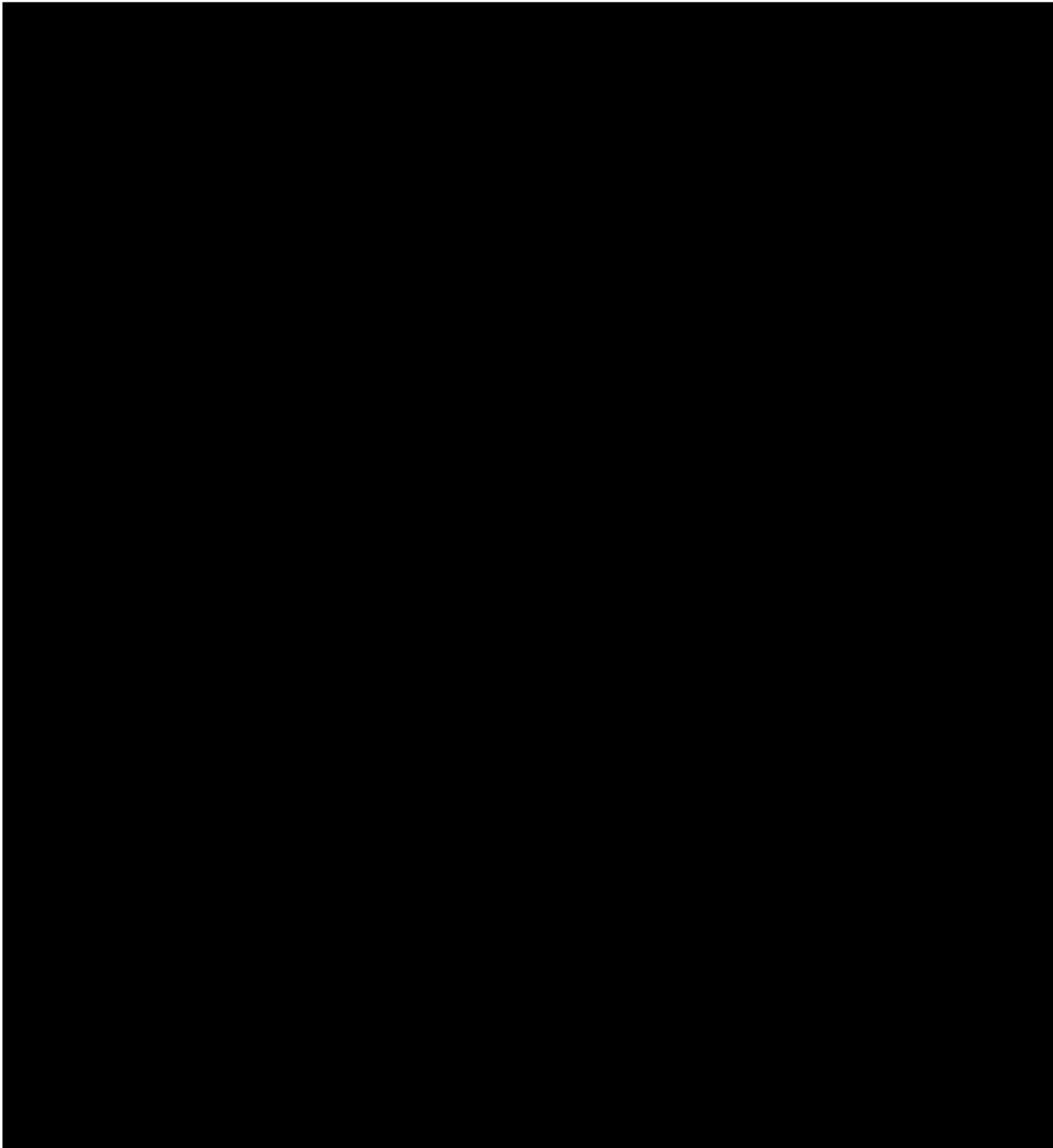




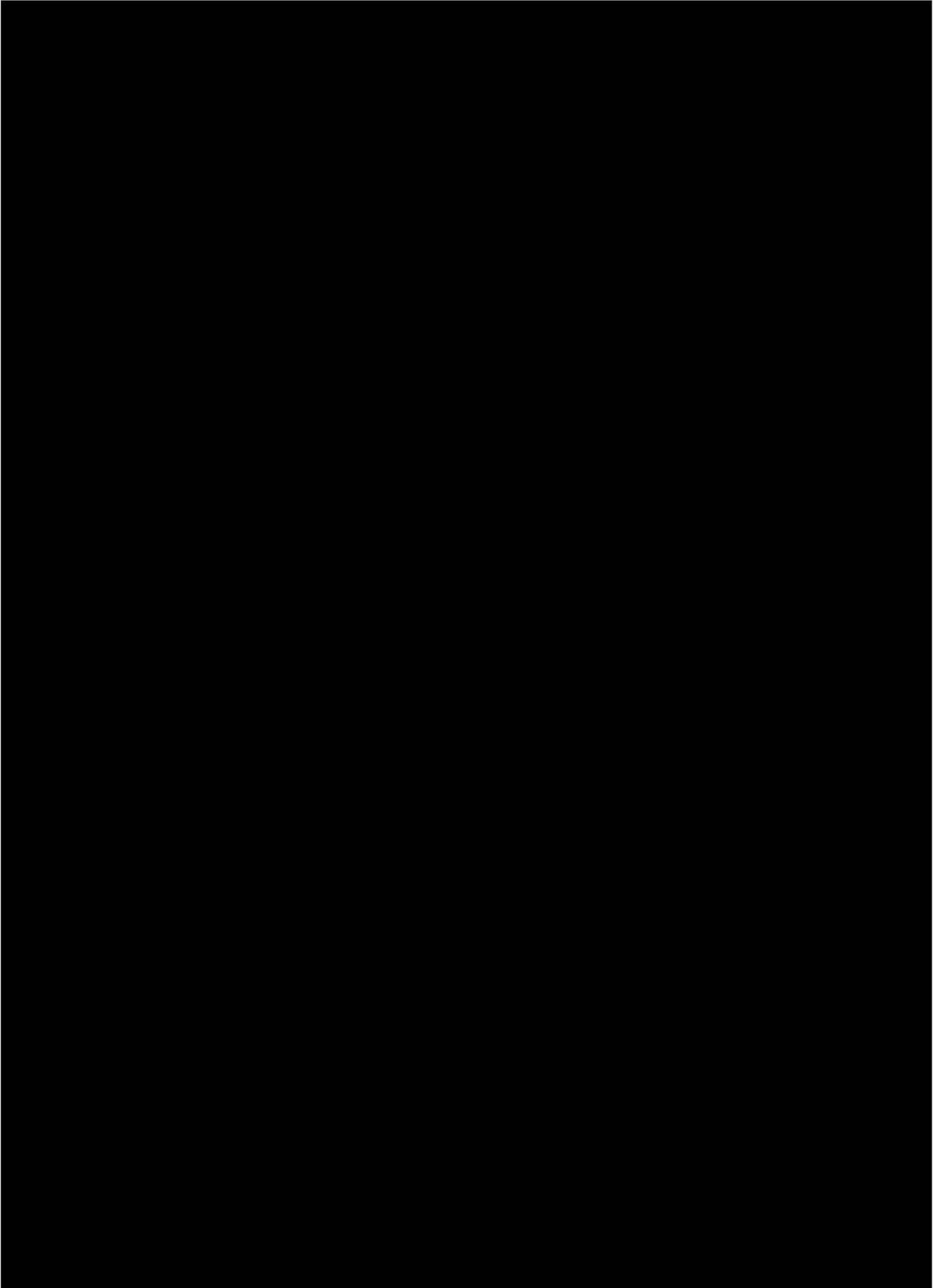
7.0 Summary of Key Dates

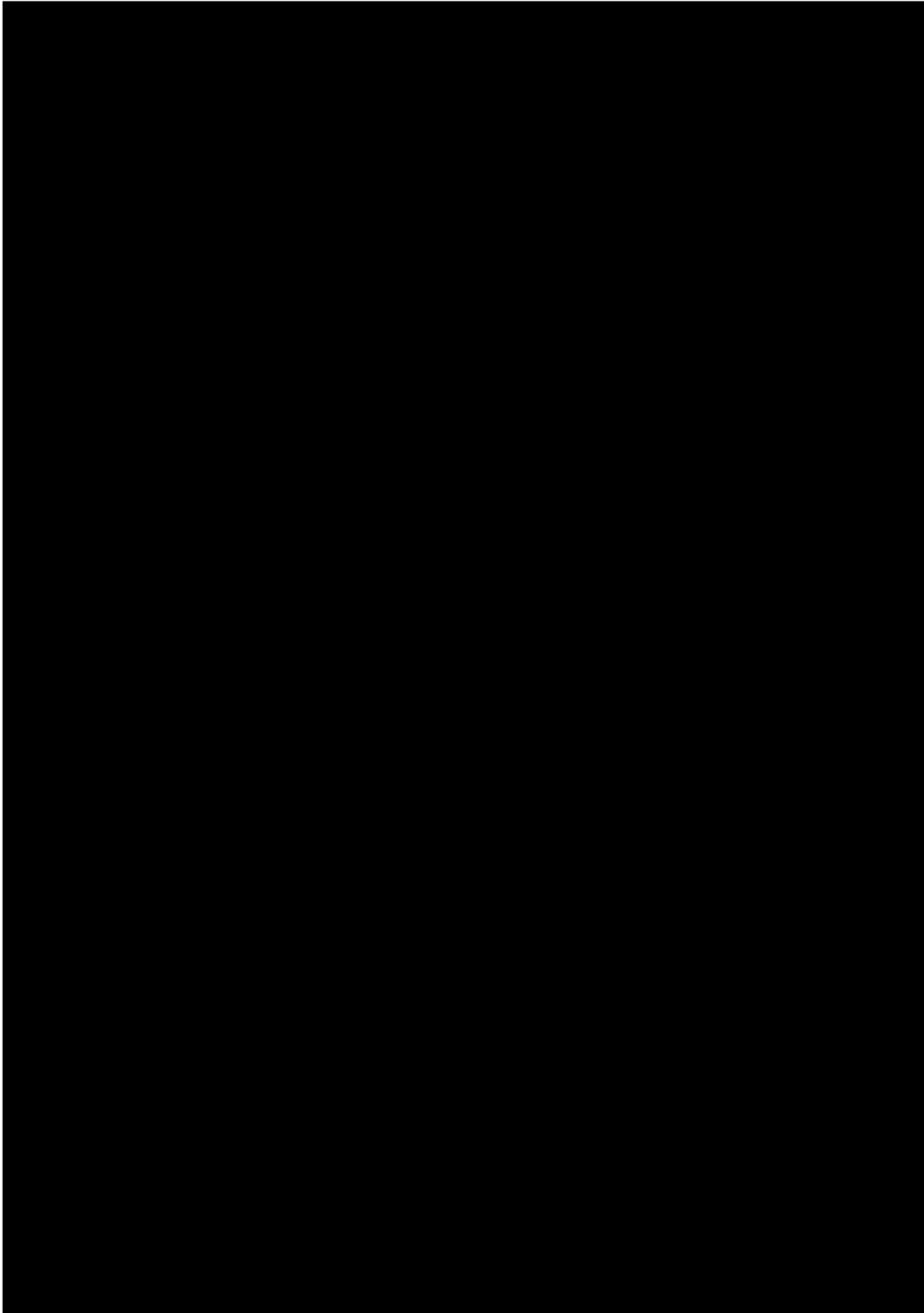


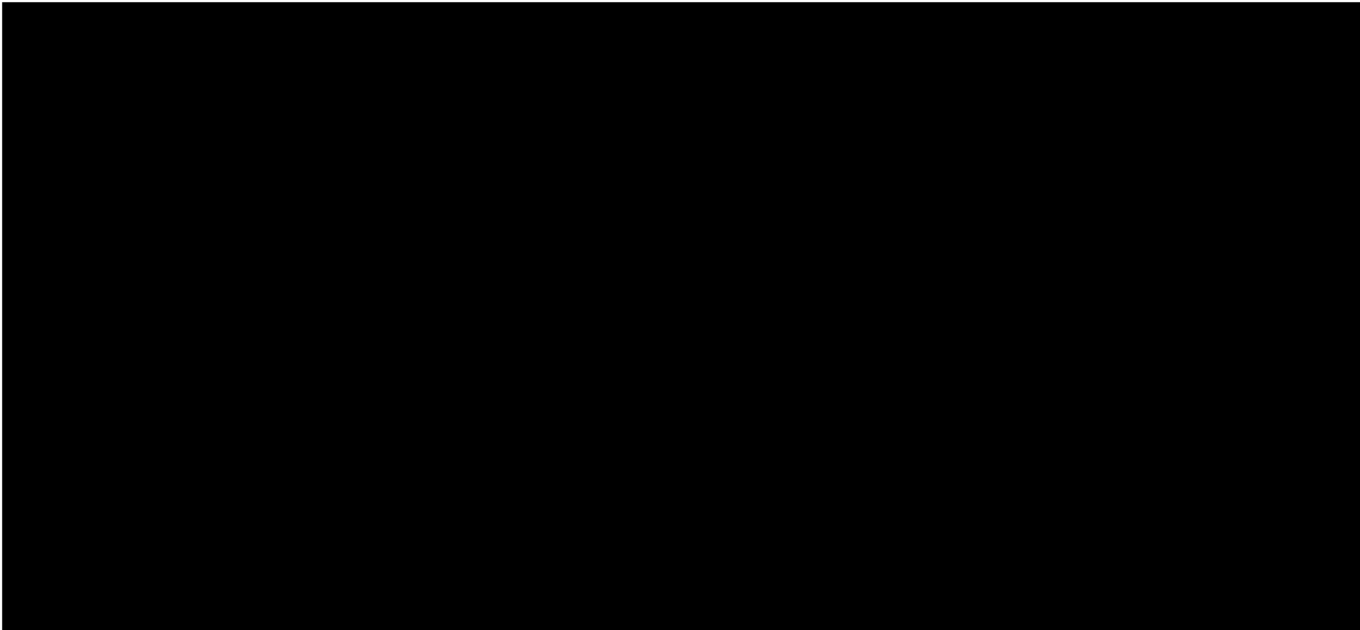




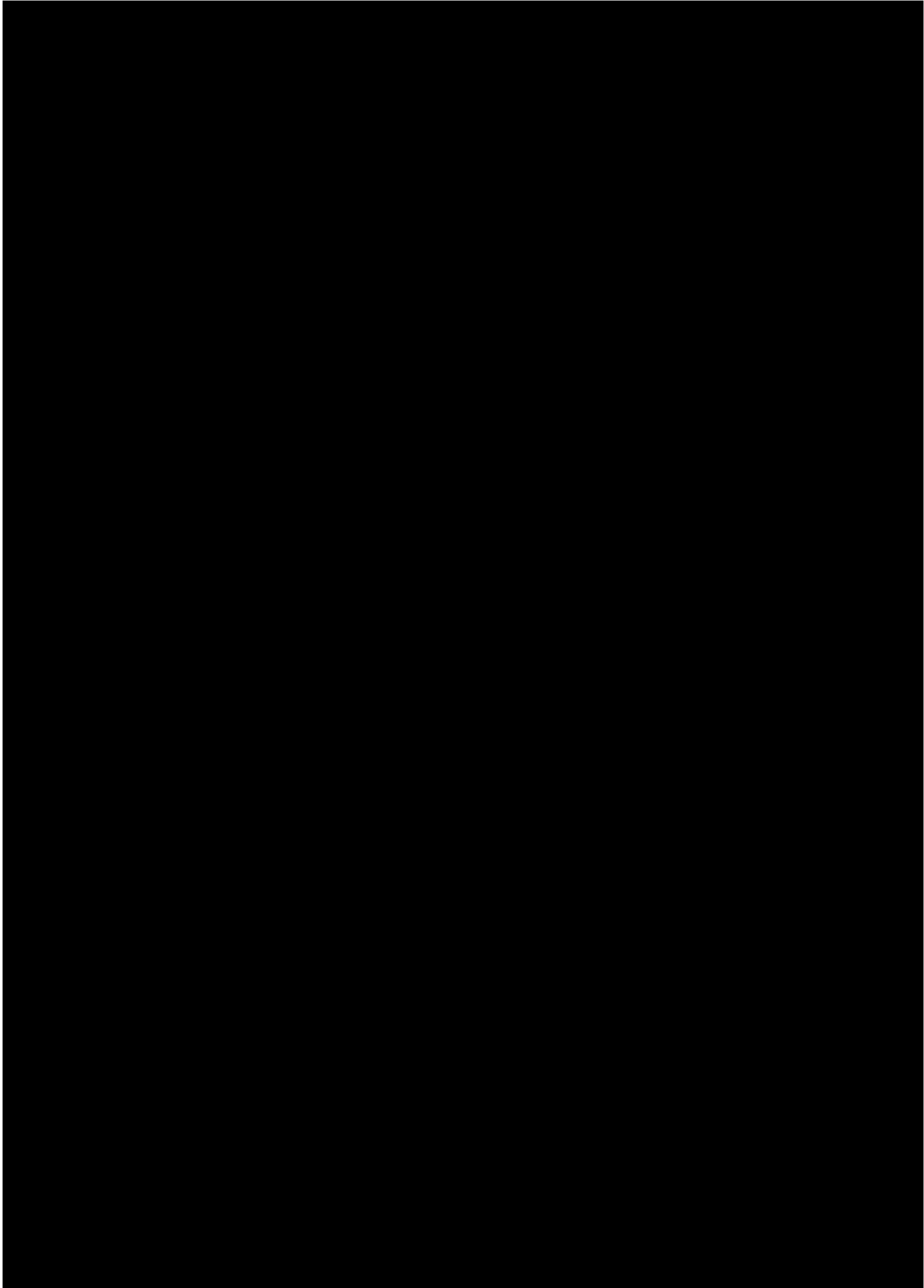
'2.2.2_Method_Statement'

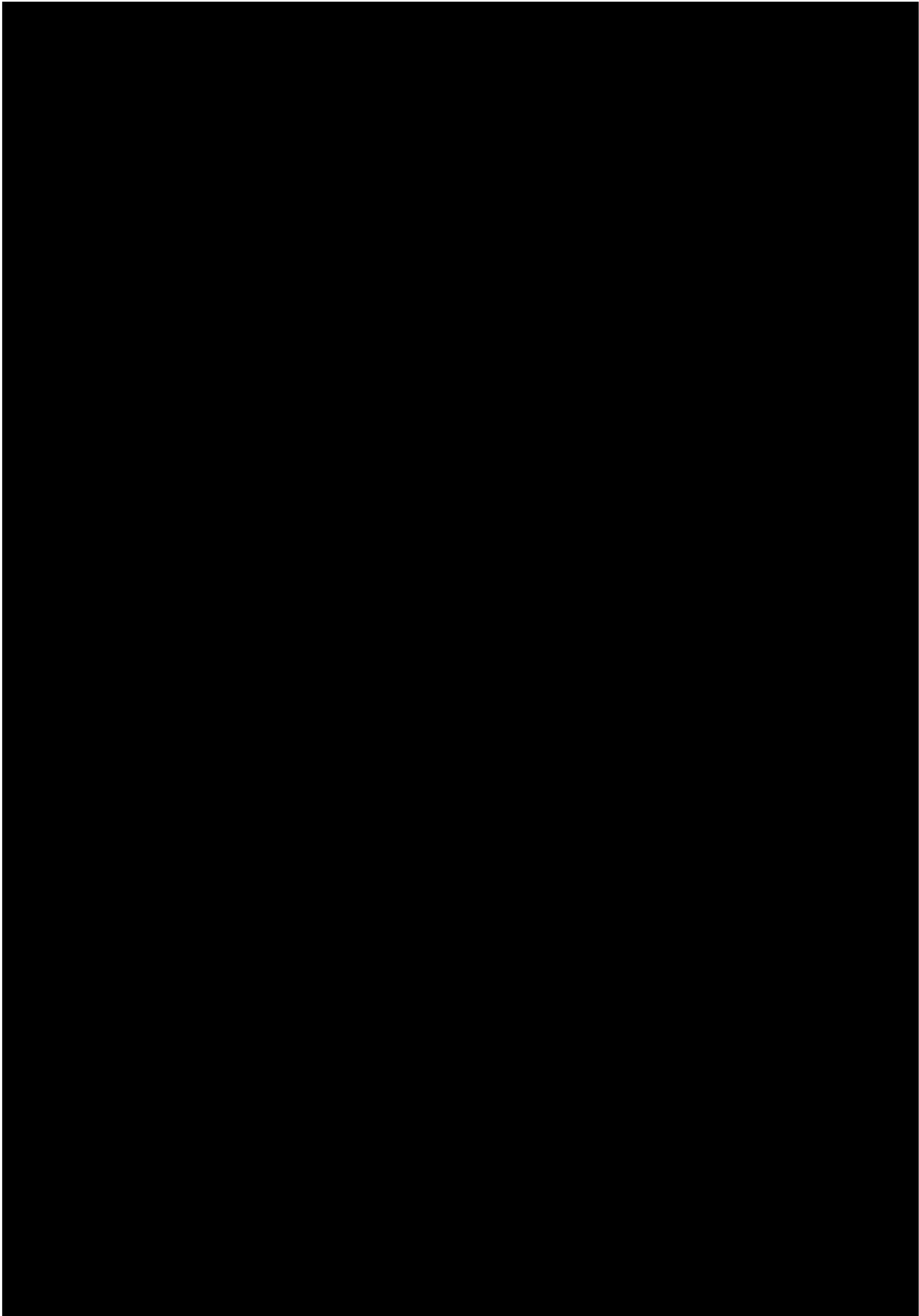


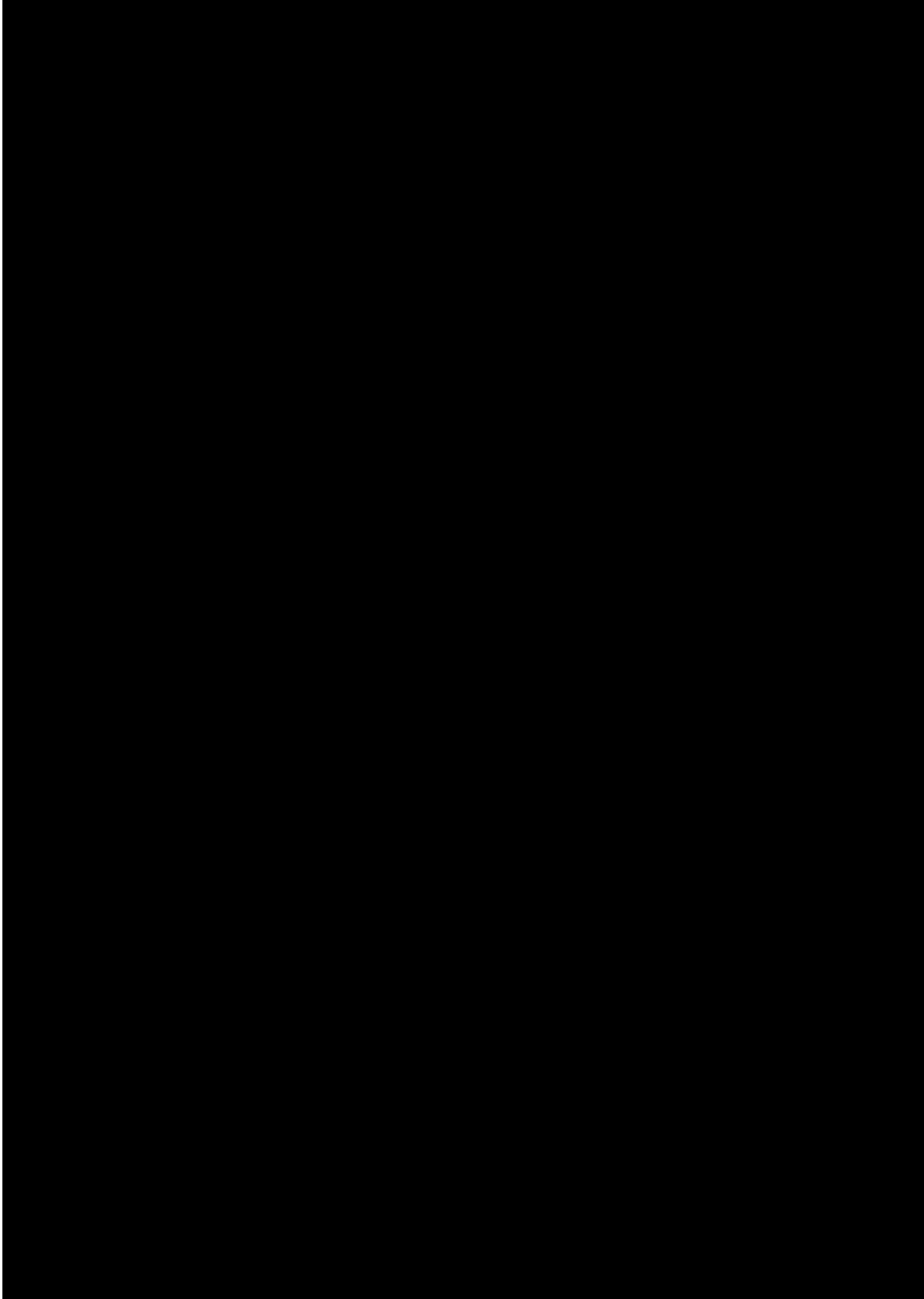


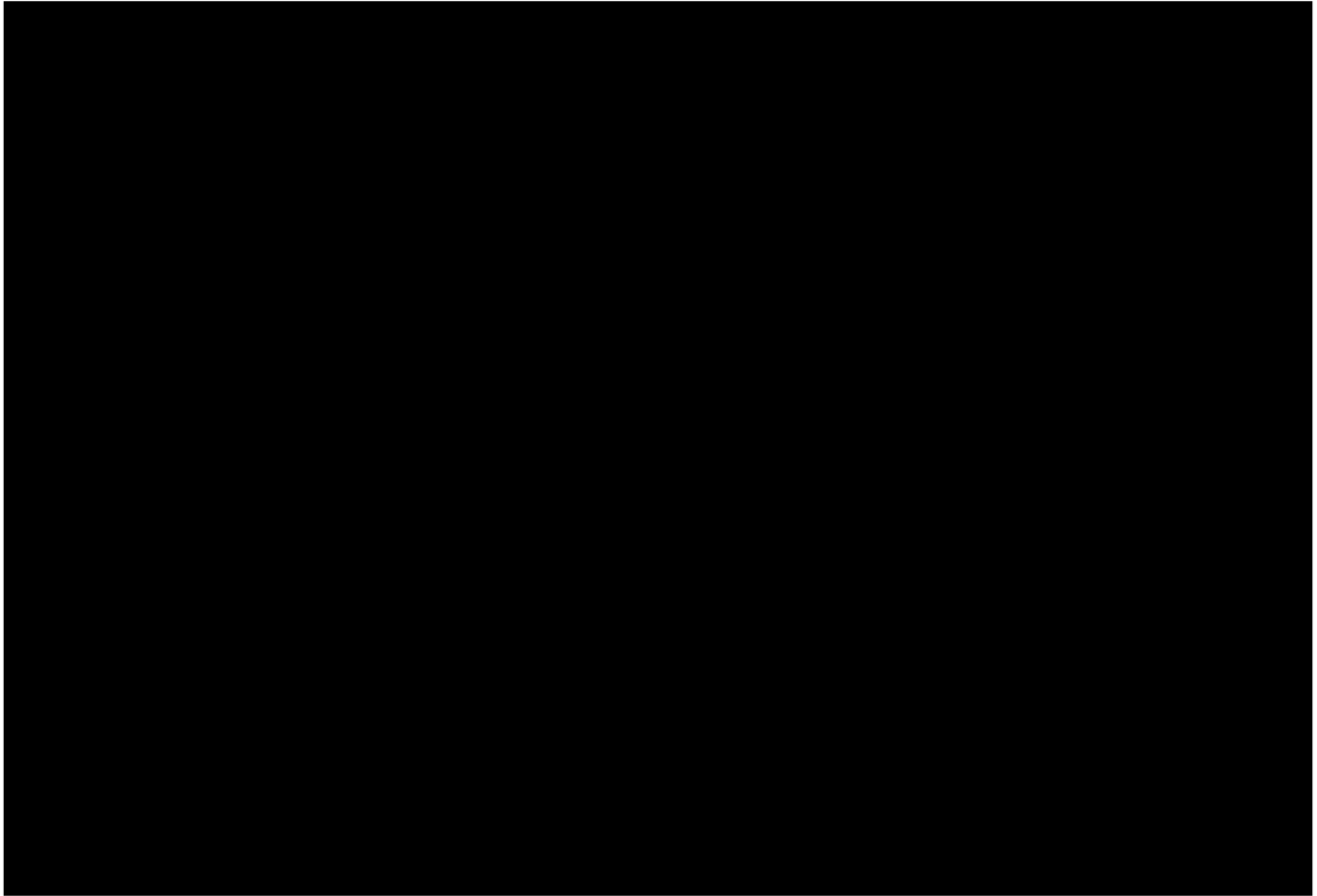


2. Demolition of the West Stand Mid Tier

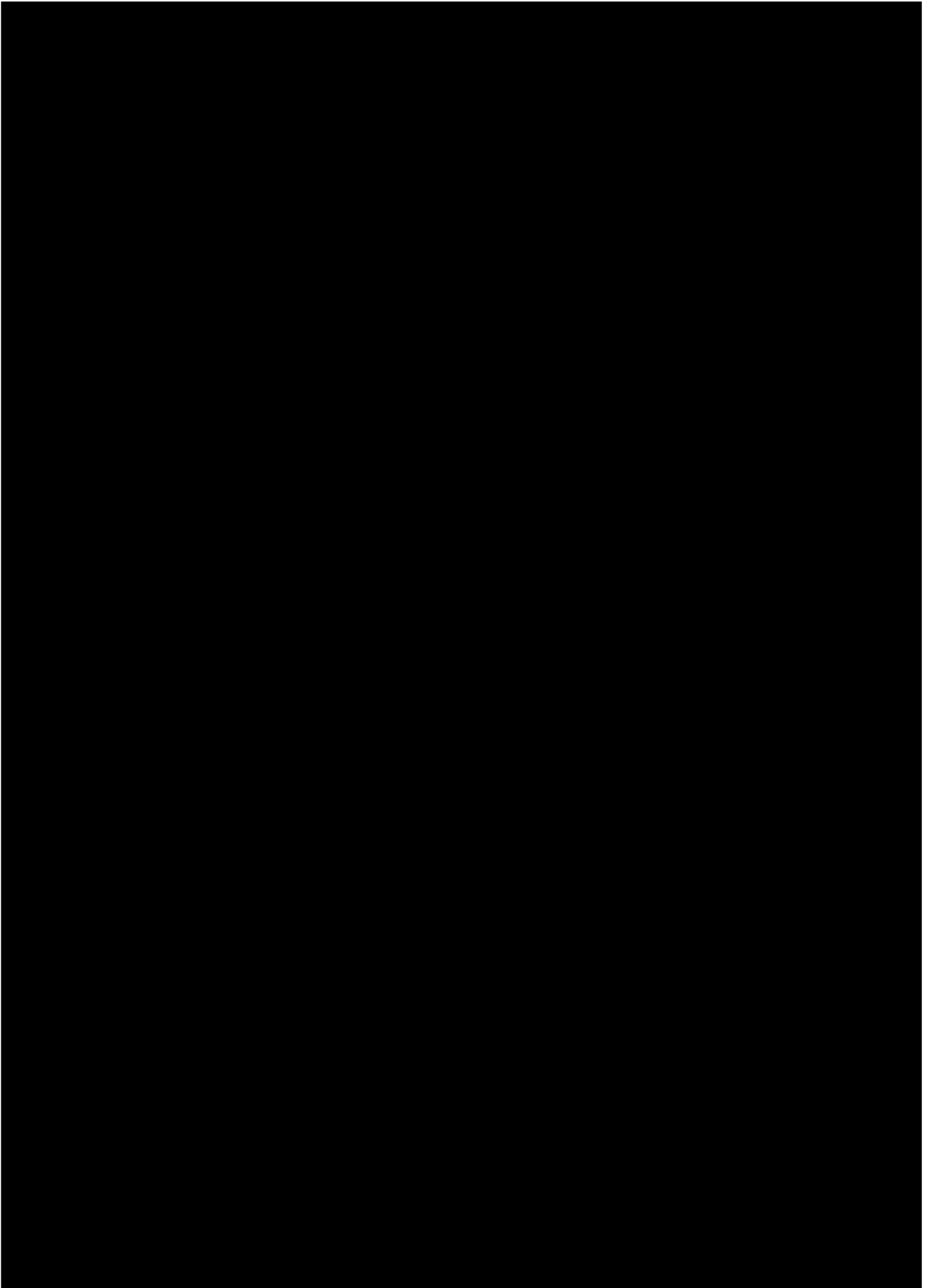


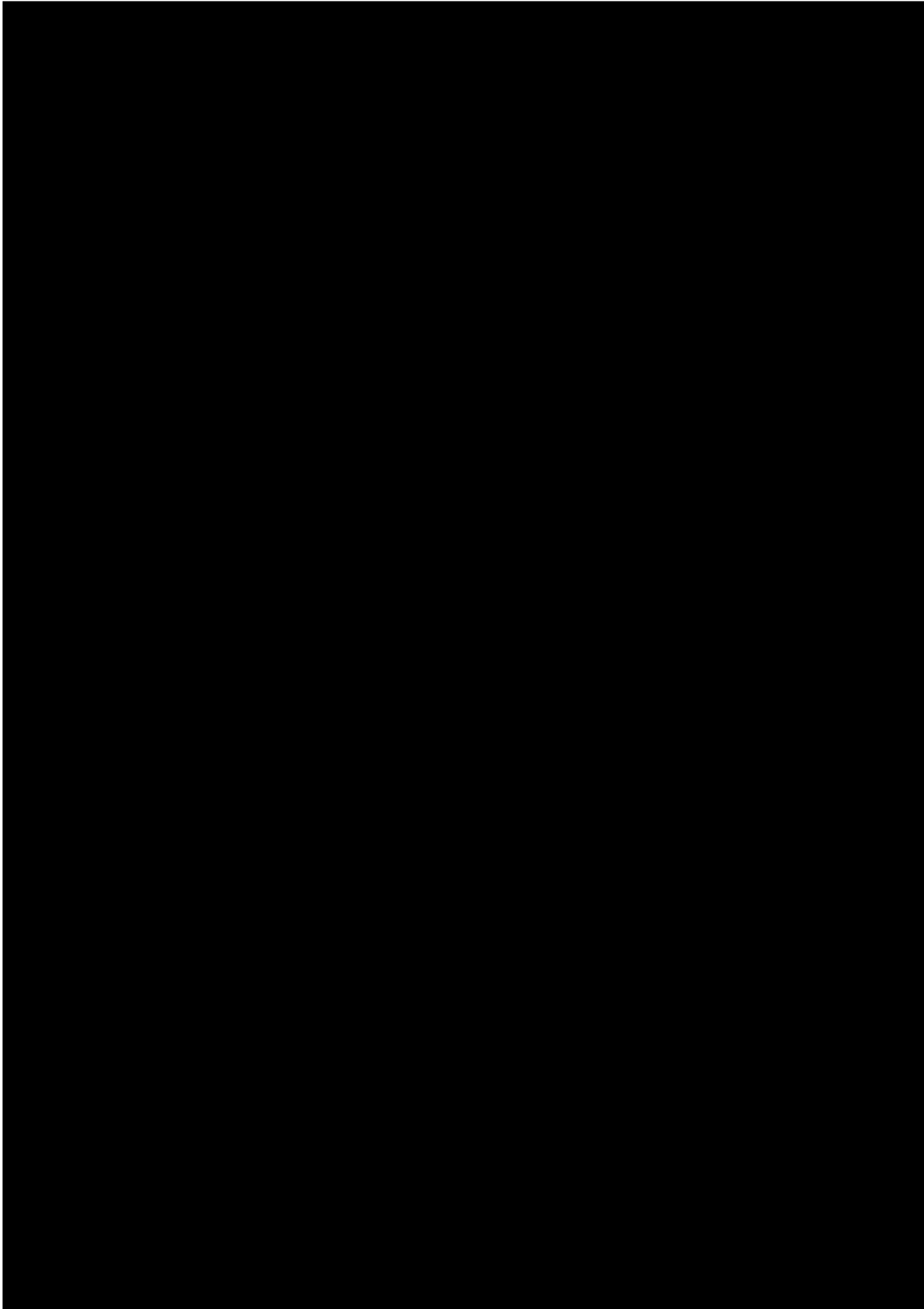


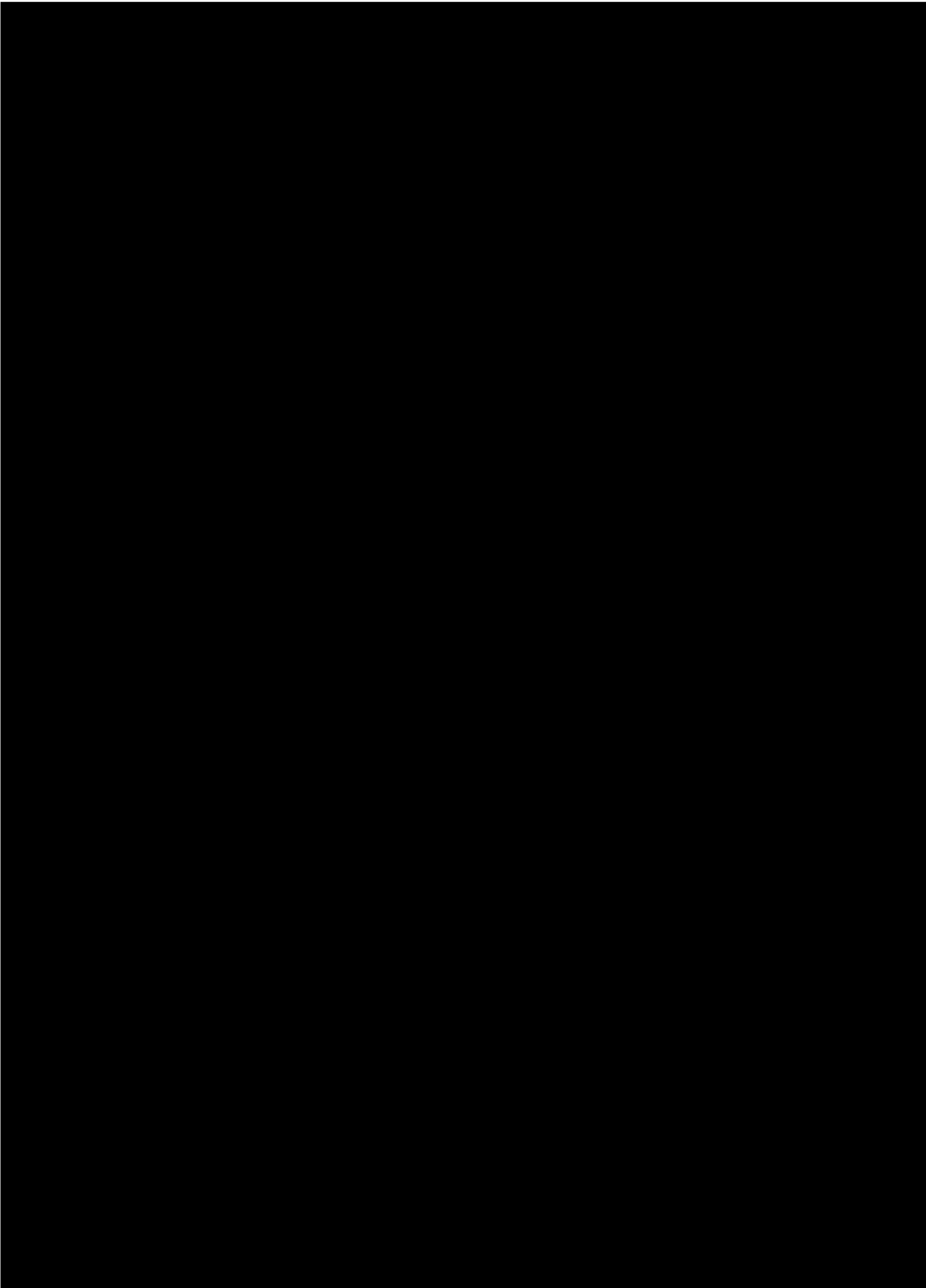


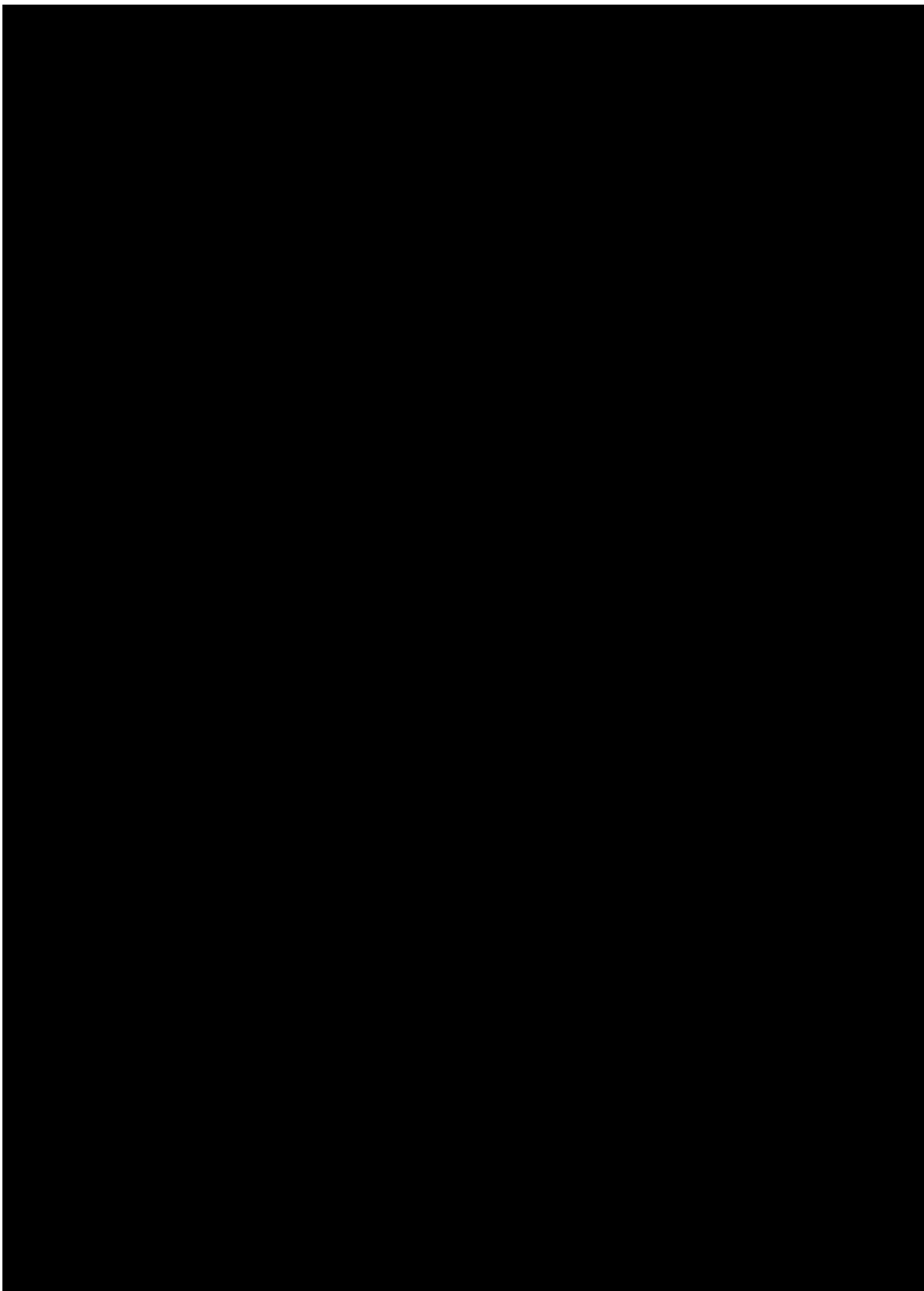


3. Construction and Commissioning of the Lower Bowl Retractable Seating System

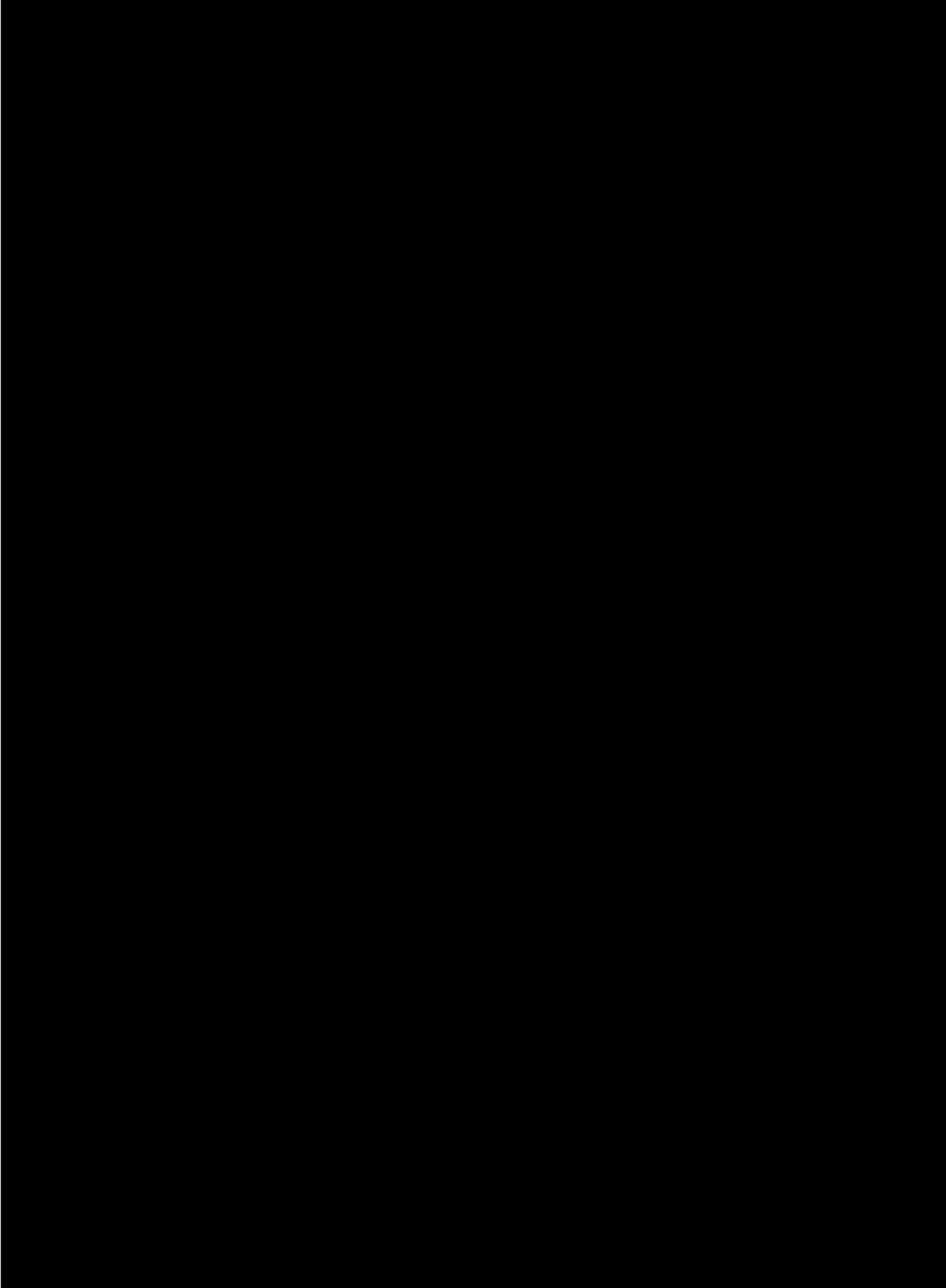


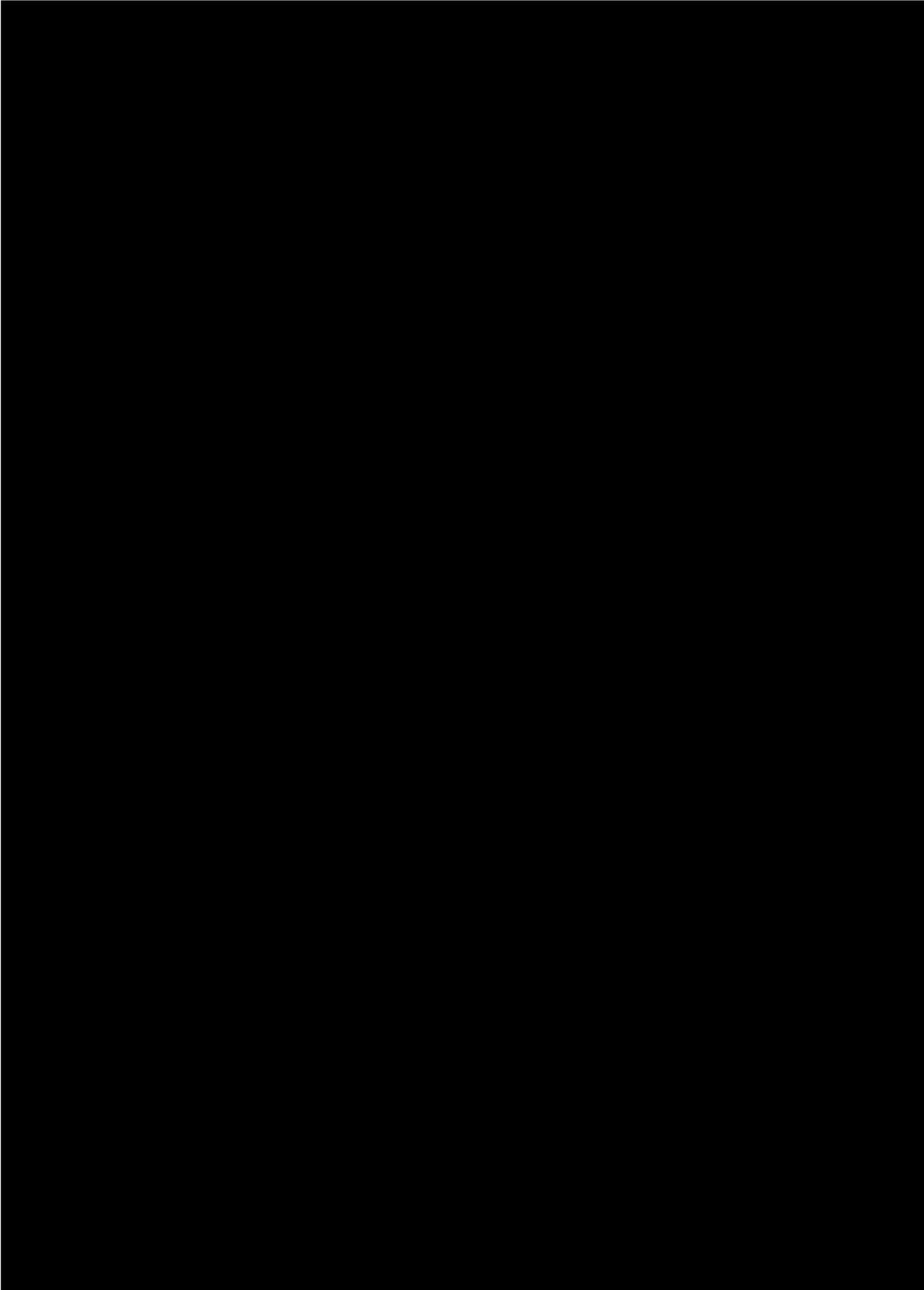


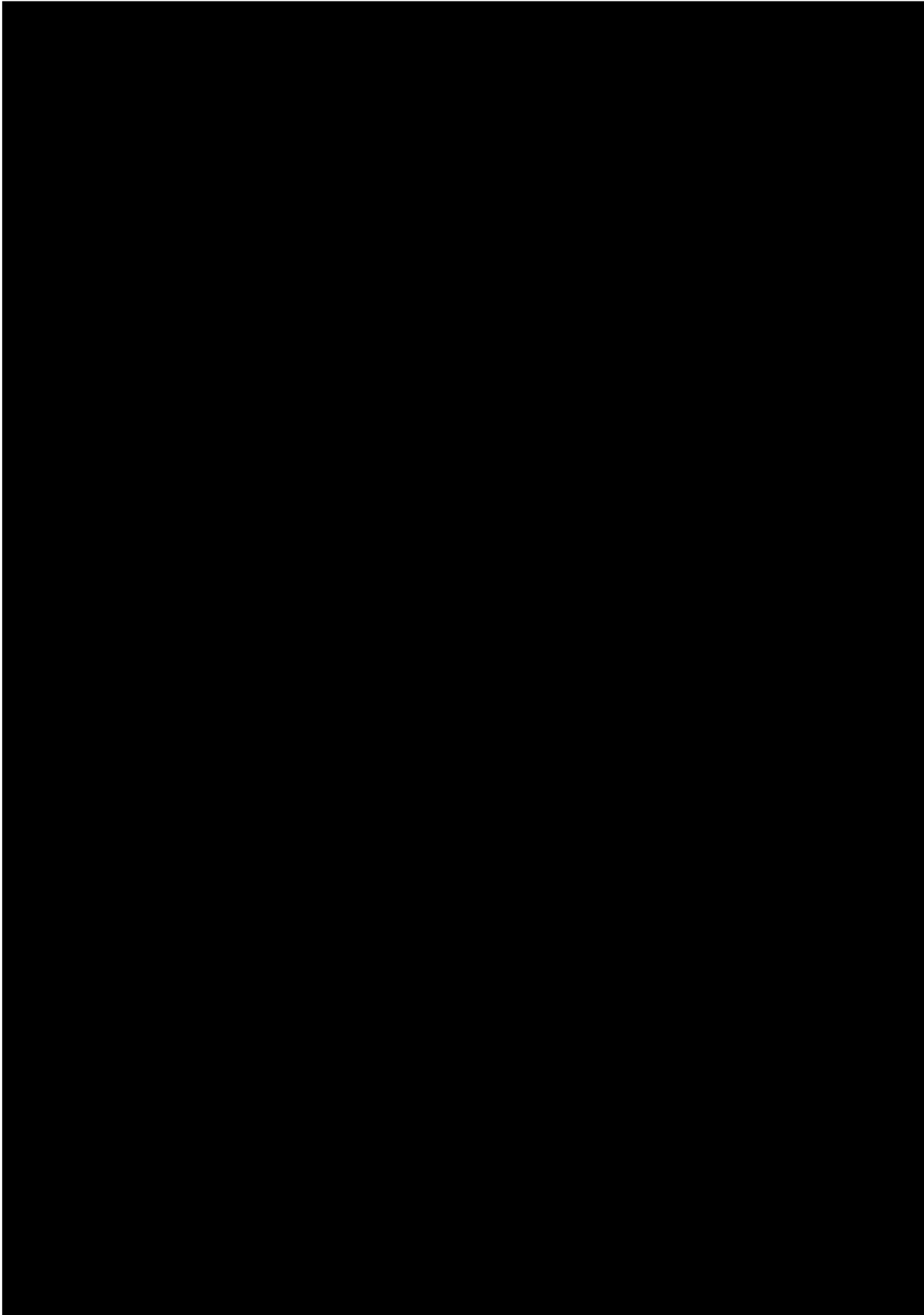


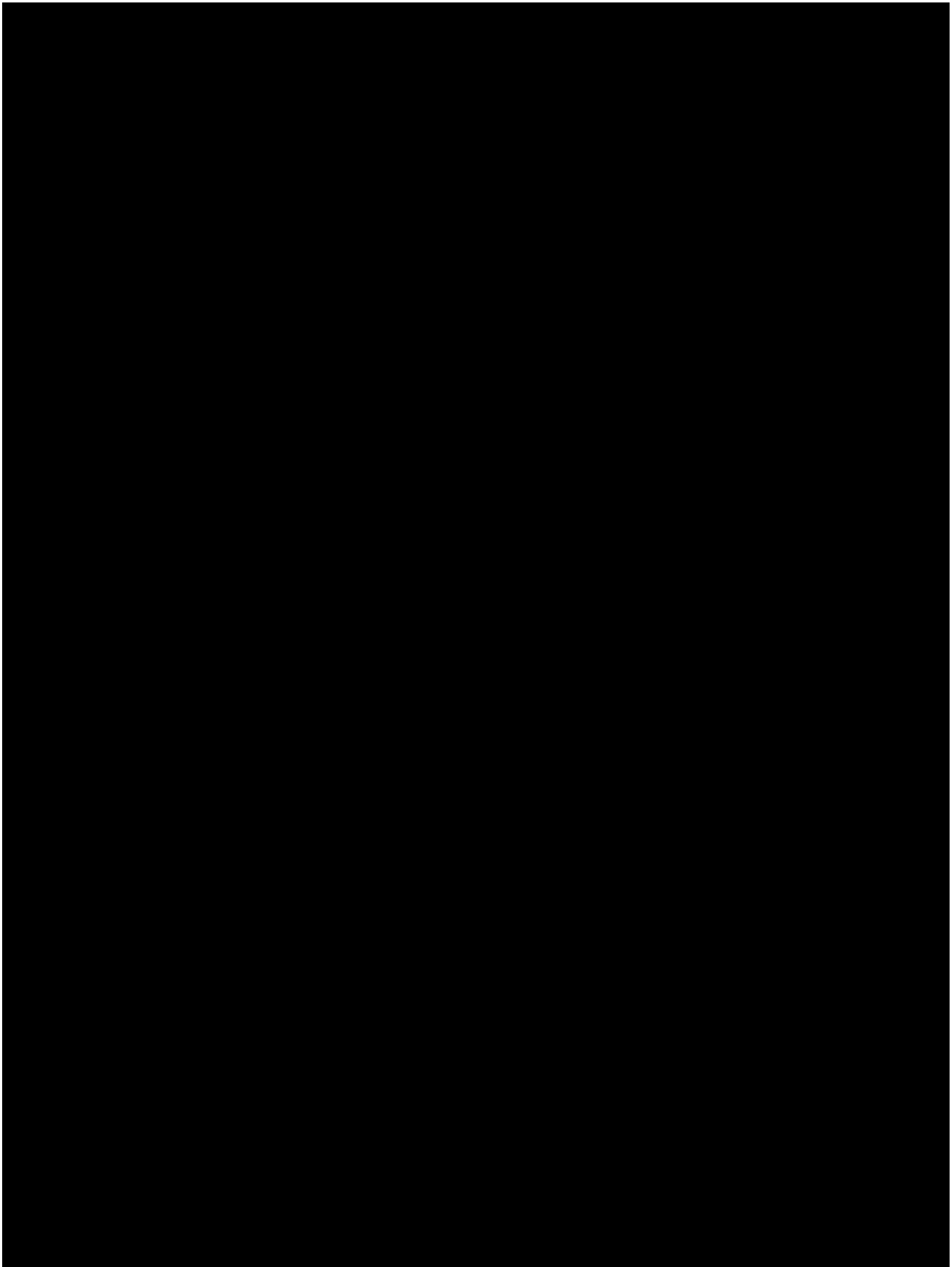


4. Construction of the Field of Play

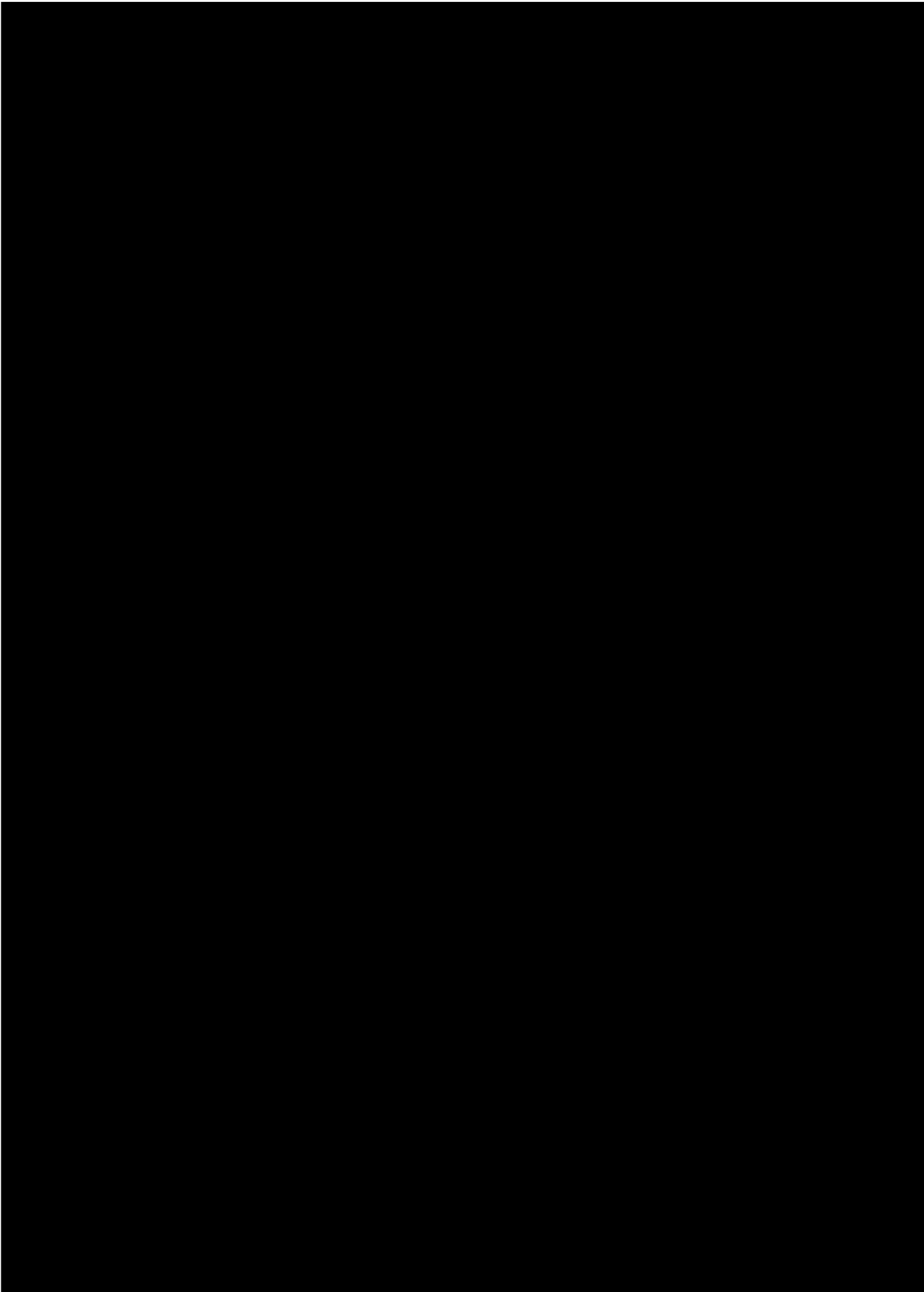


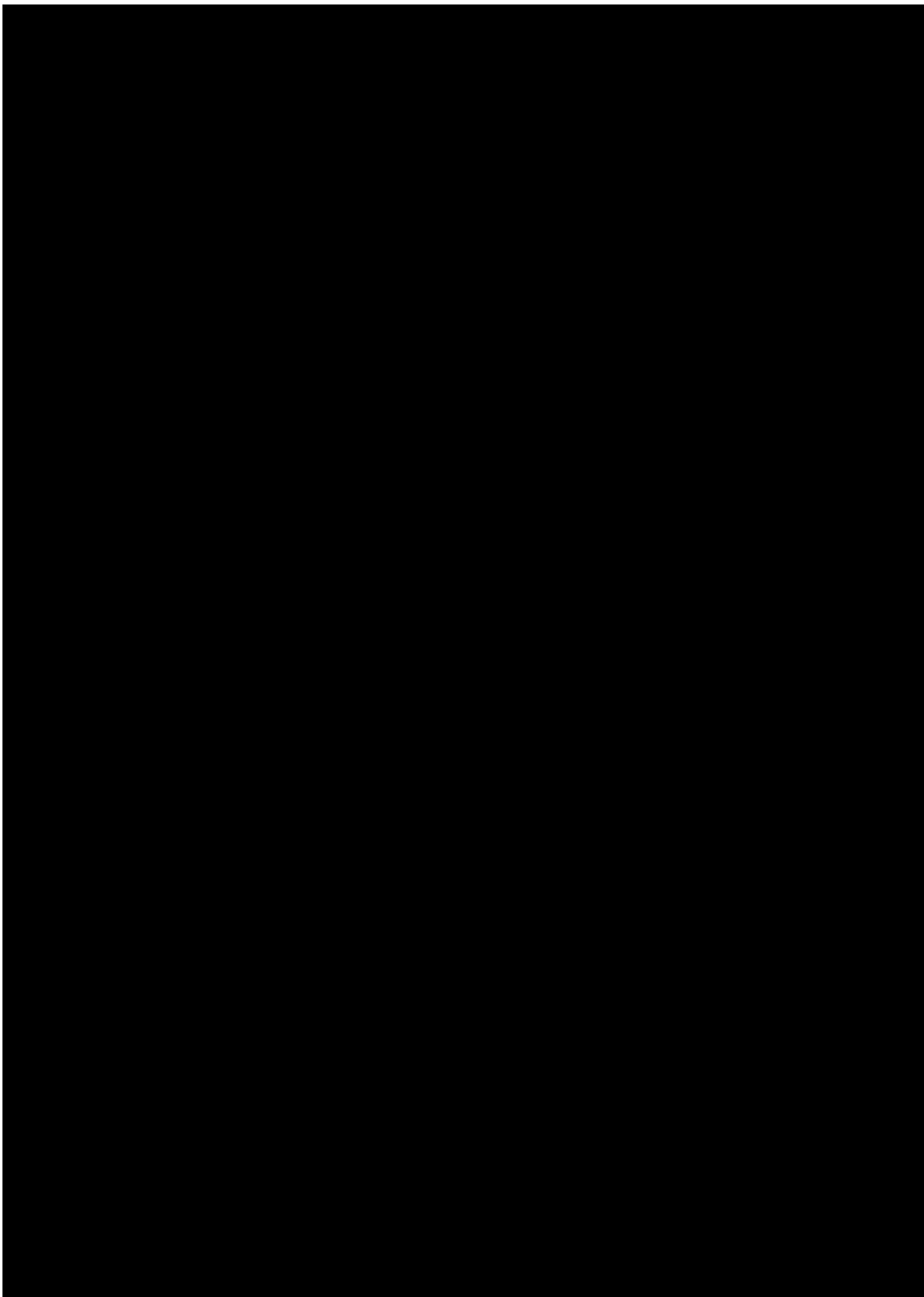


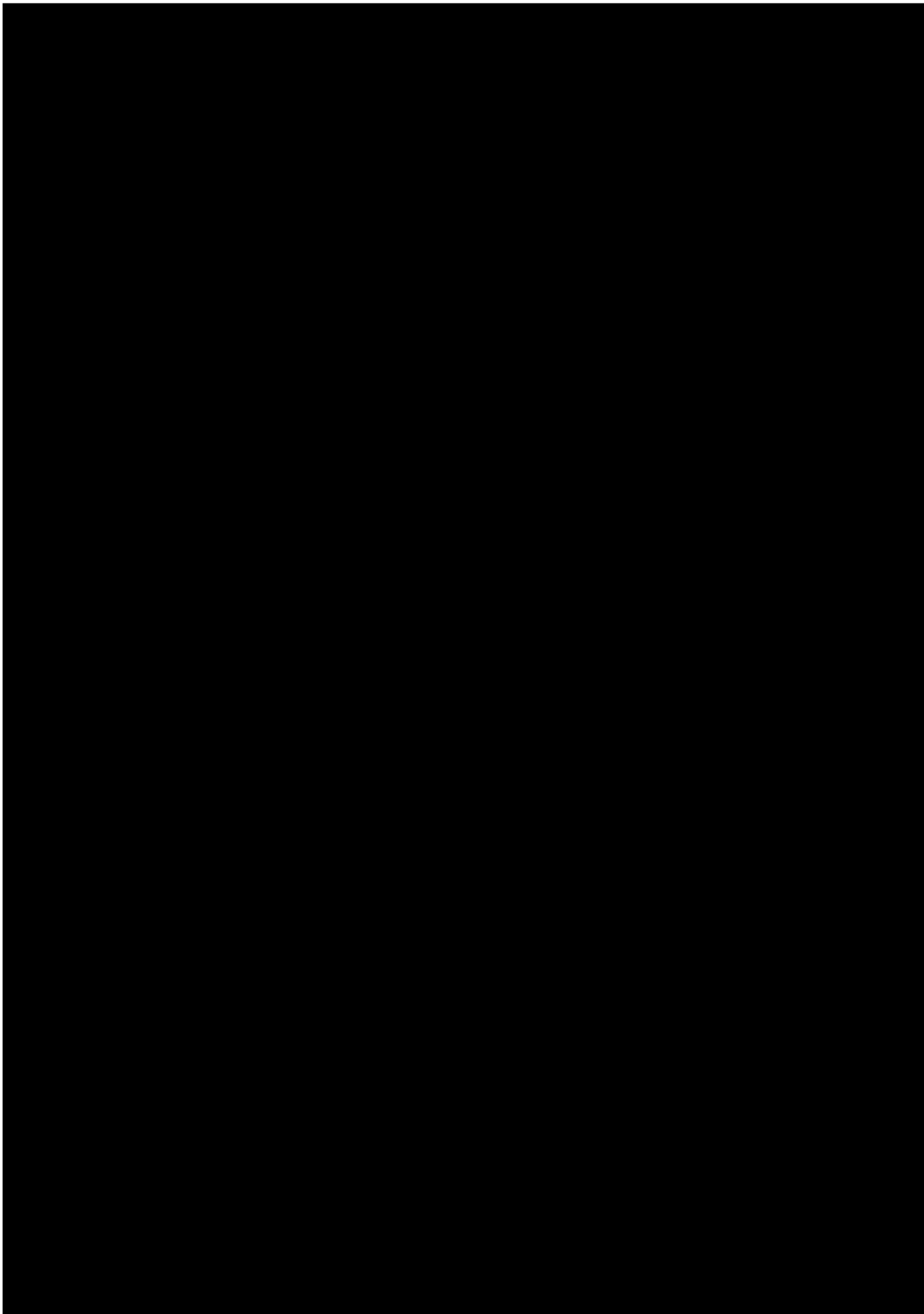


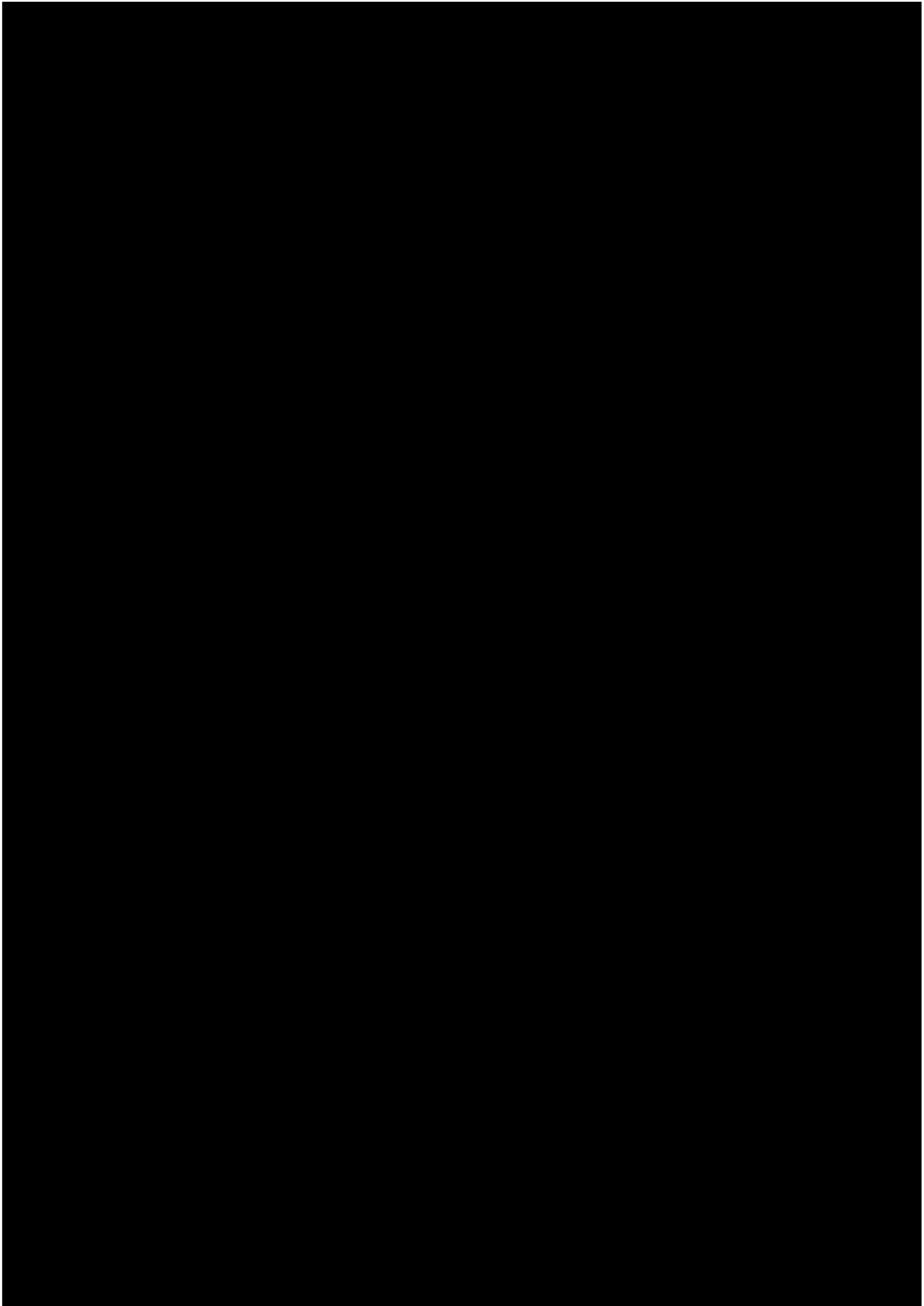


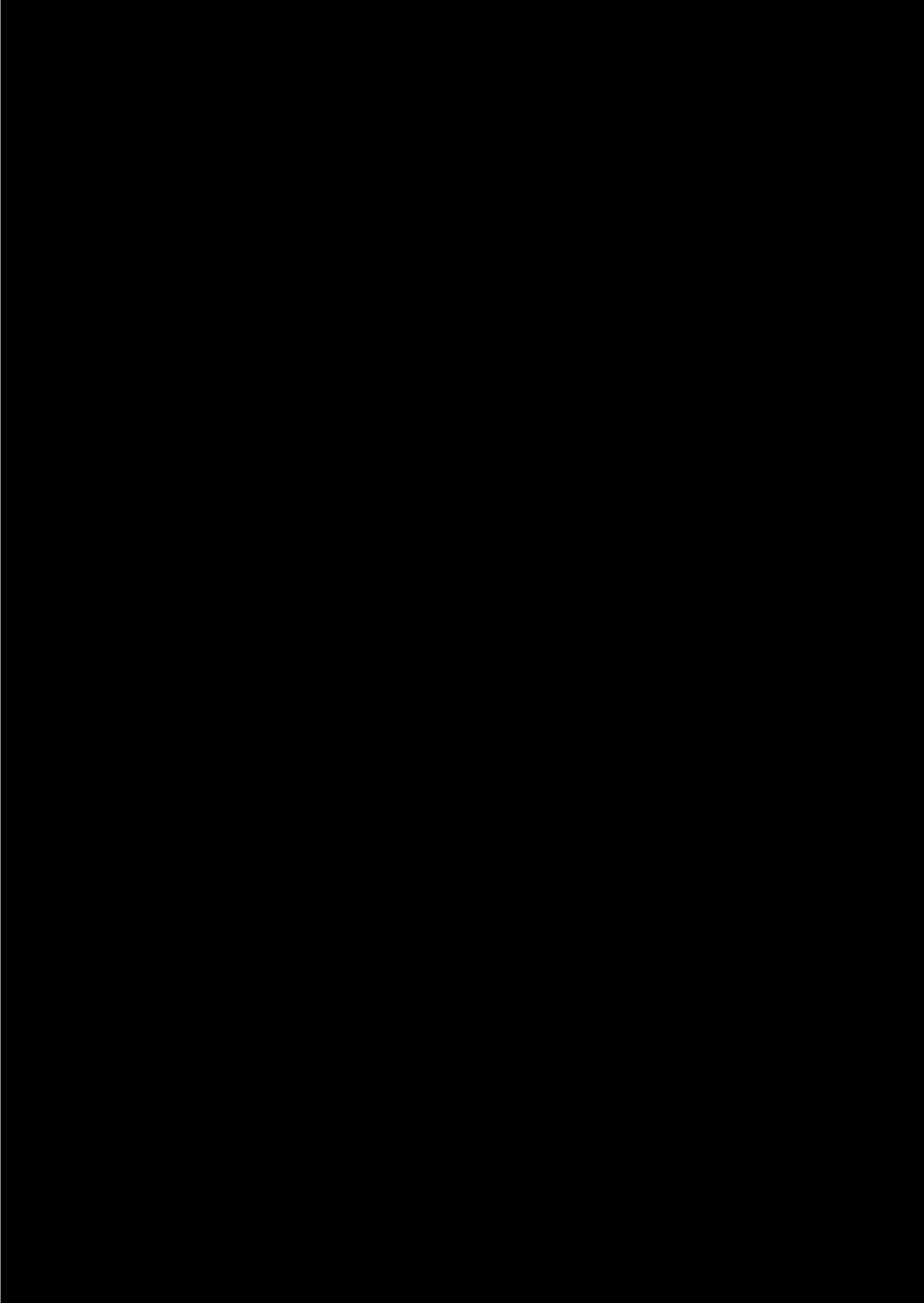
'2.2.3_Project_Execution Plan'

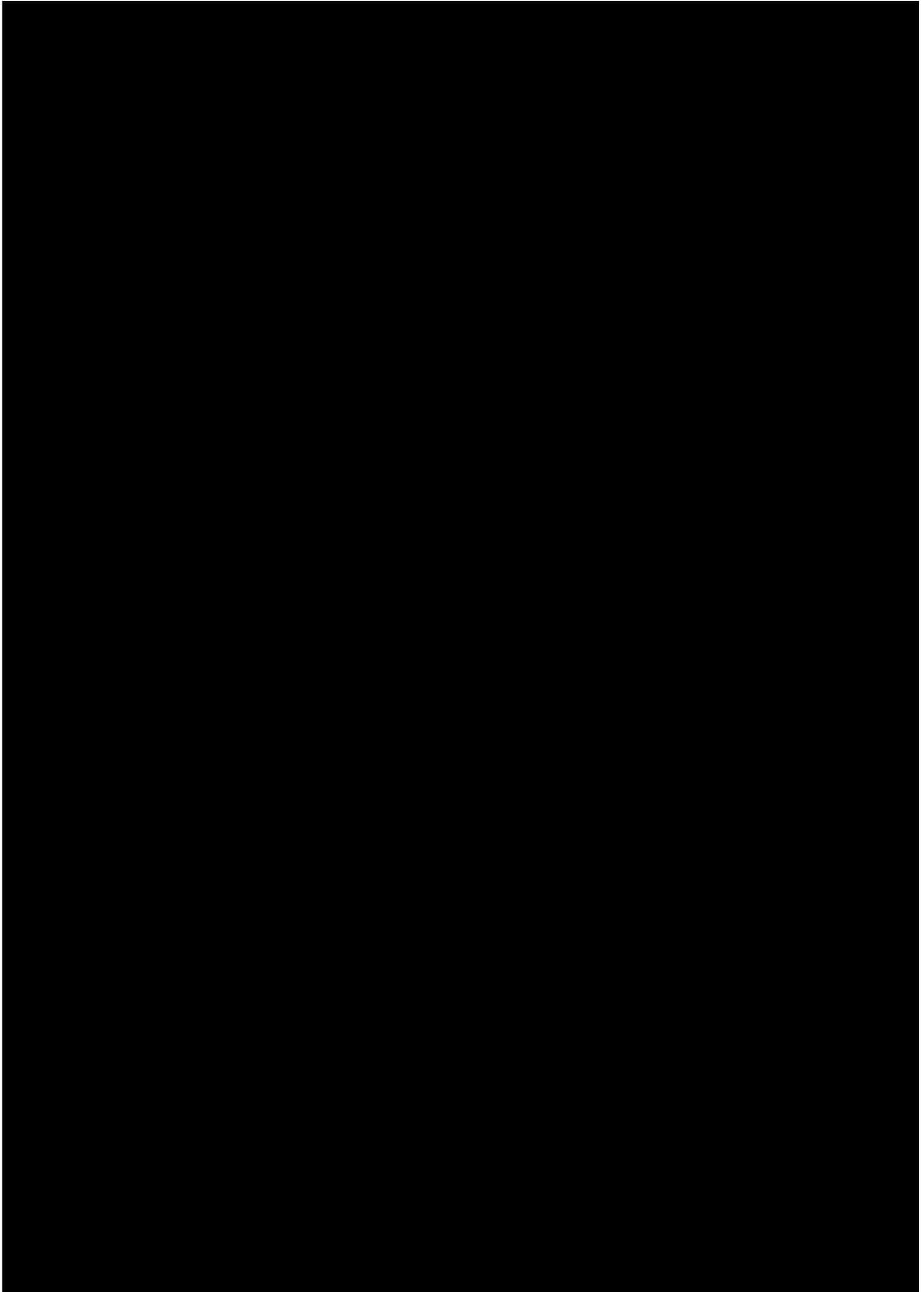


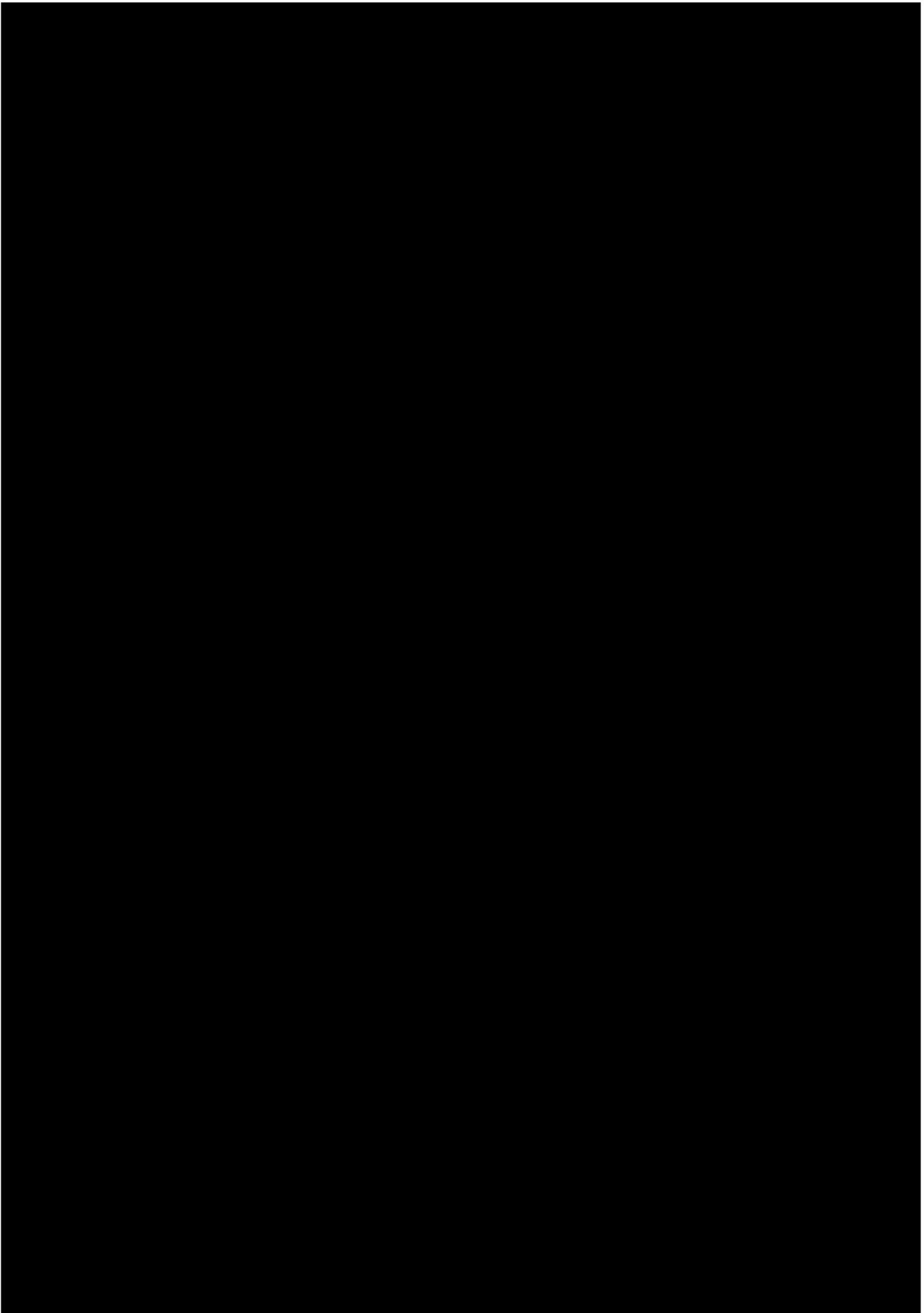


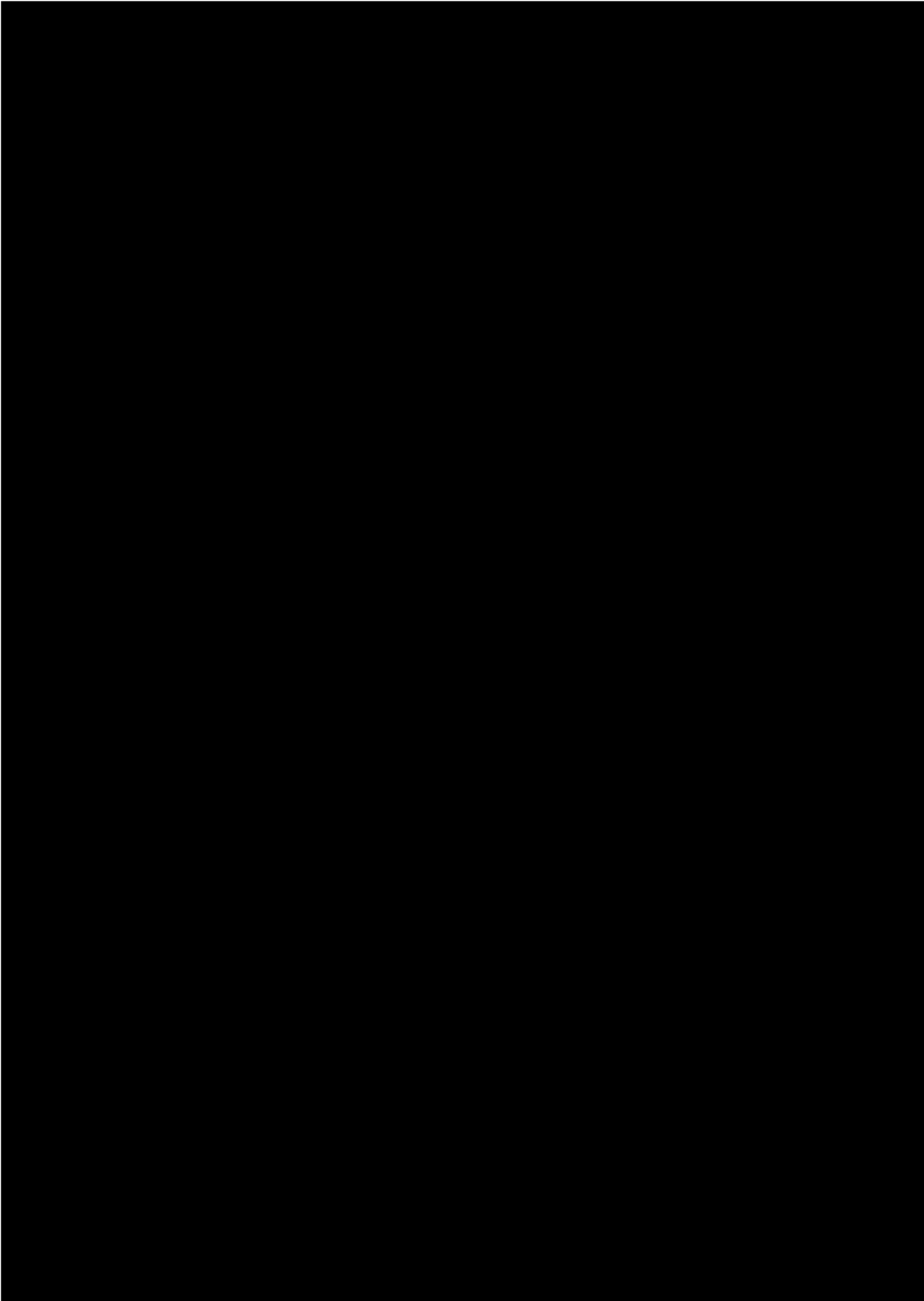


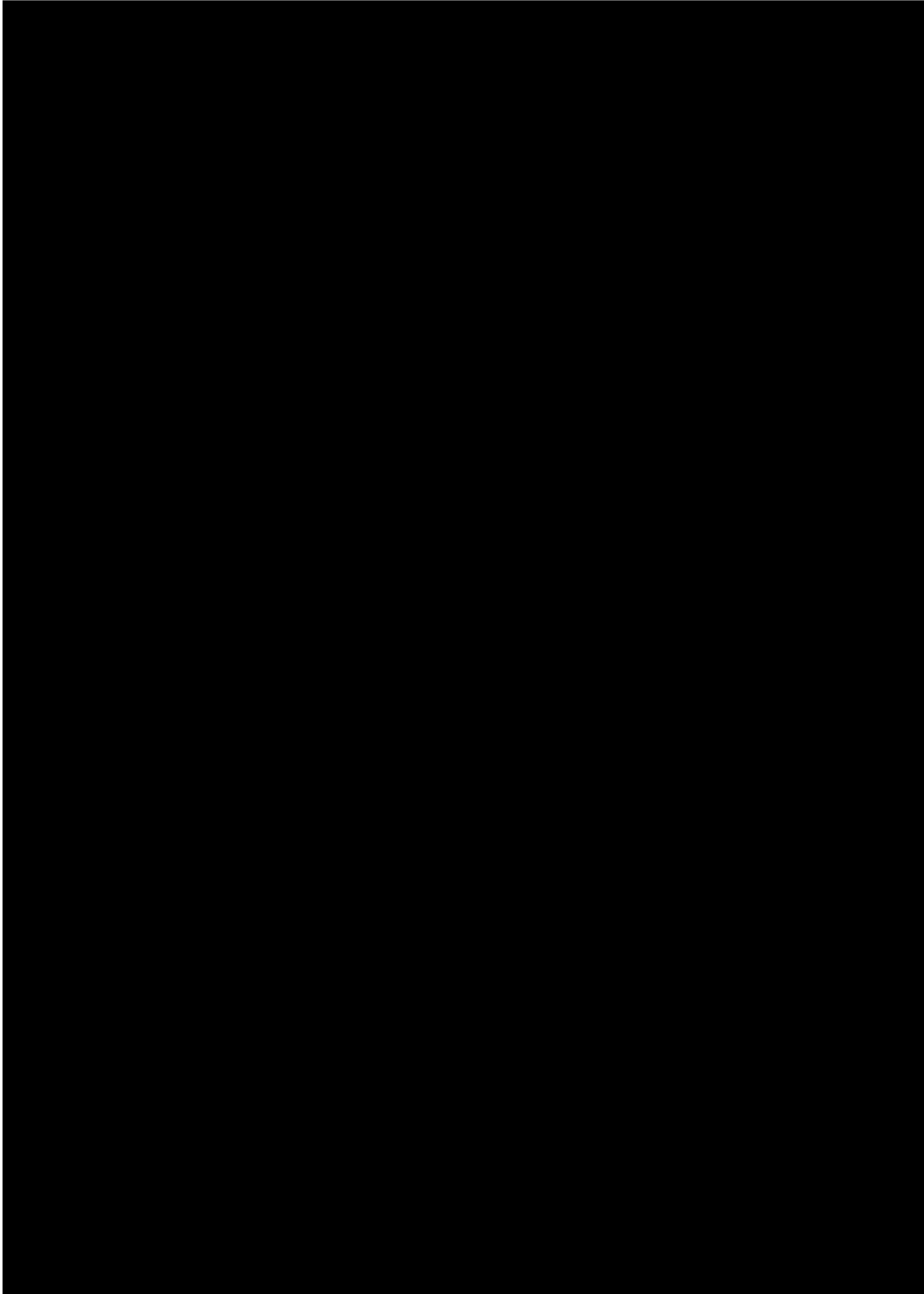


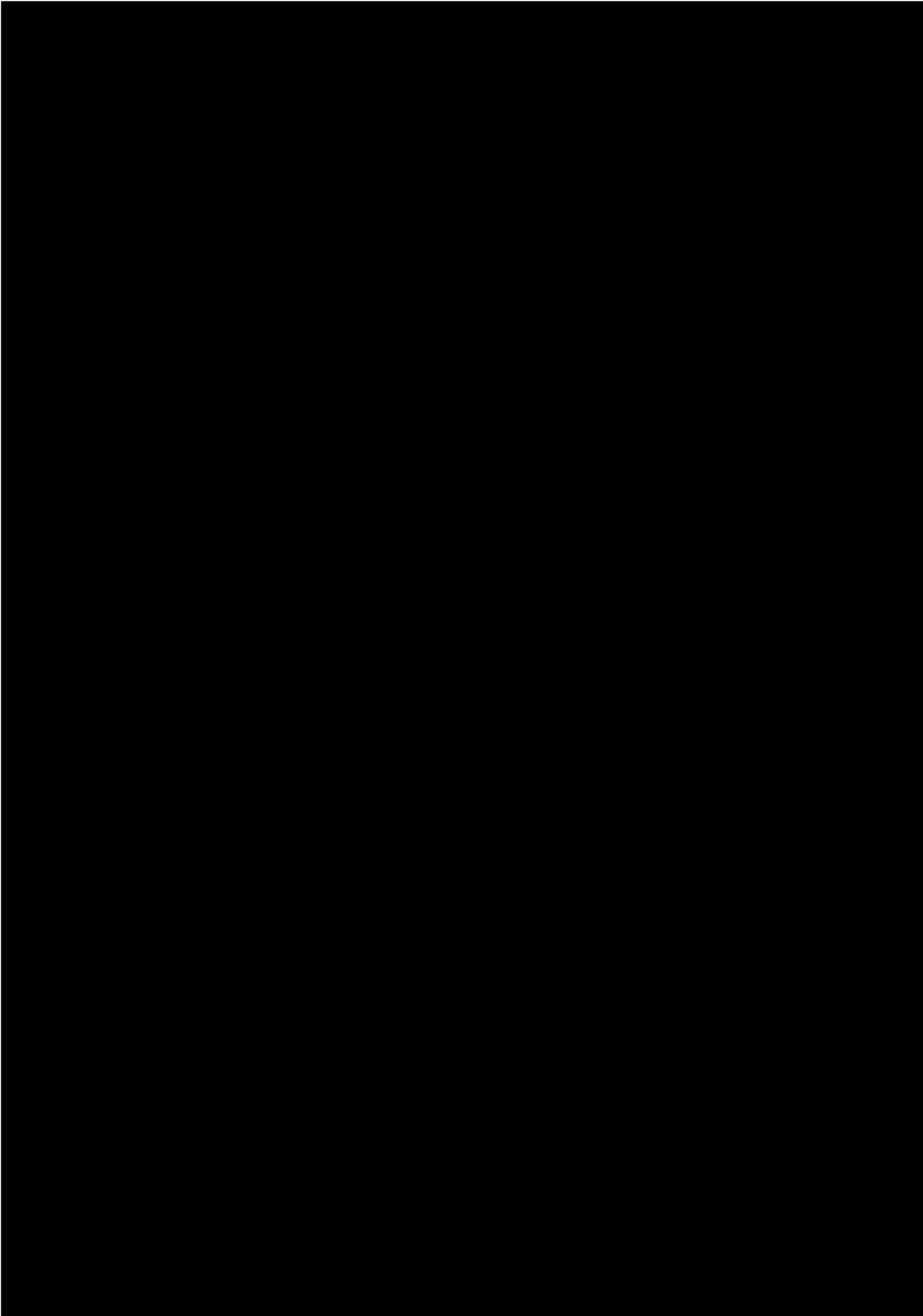


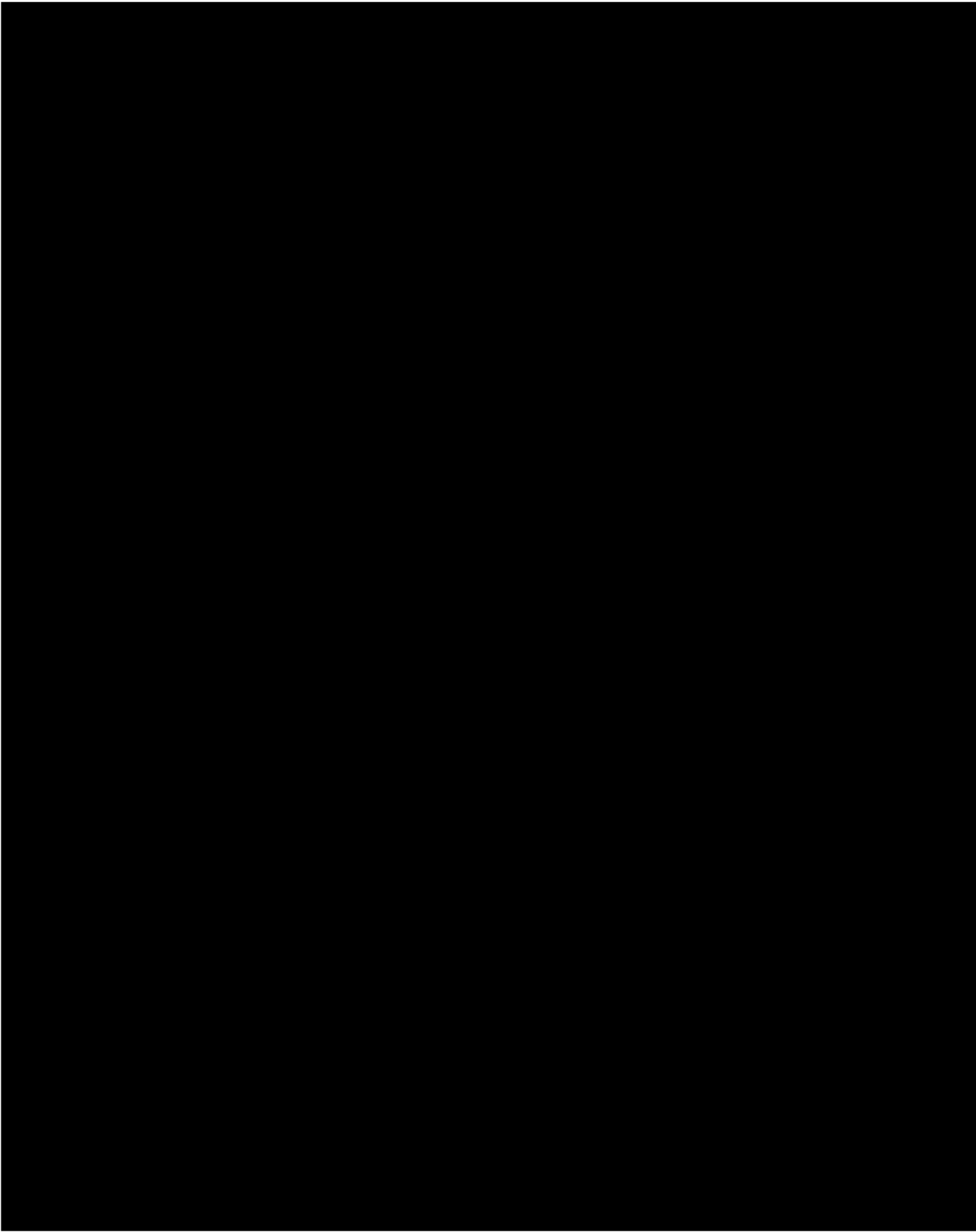


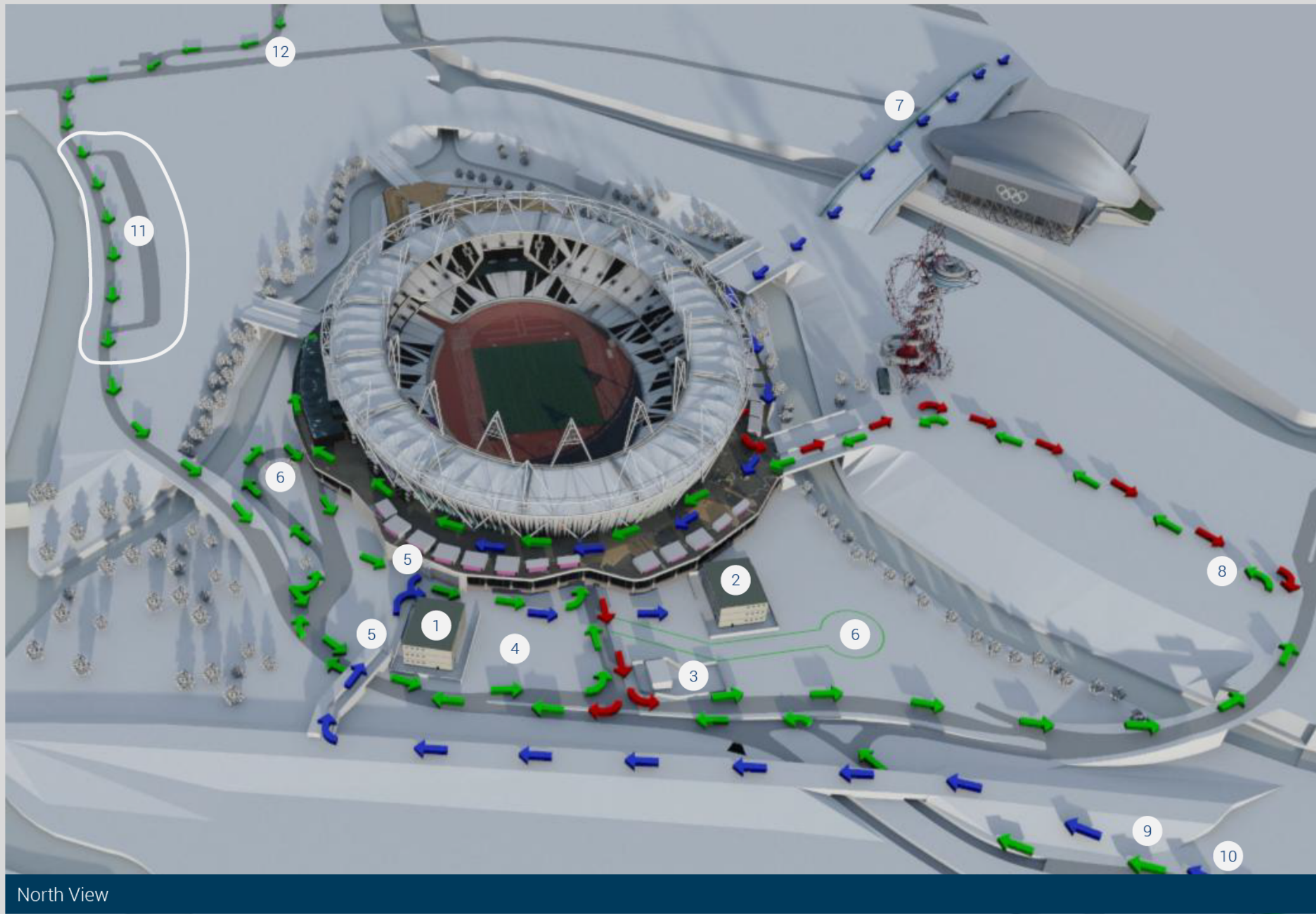








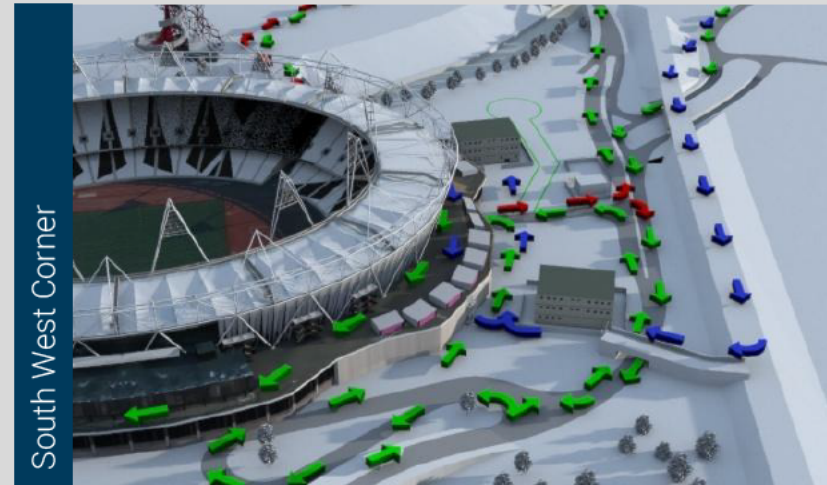




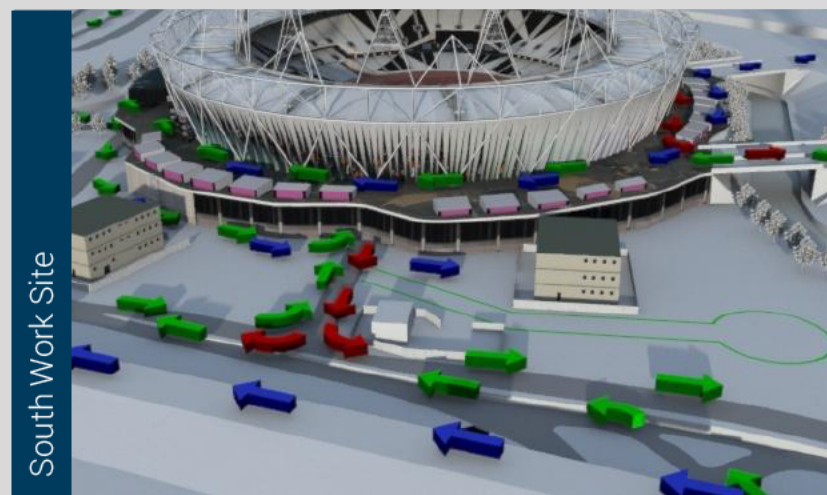
North View



South View



South West Corner



South Work Site

Olympic Stadium Transformation

Site Access

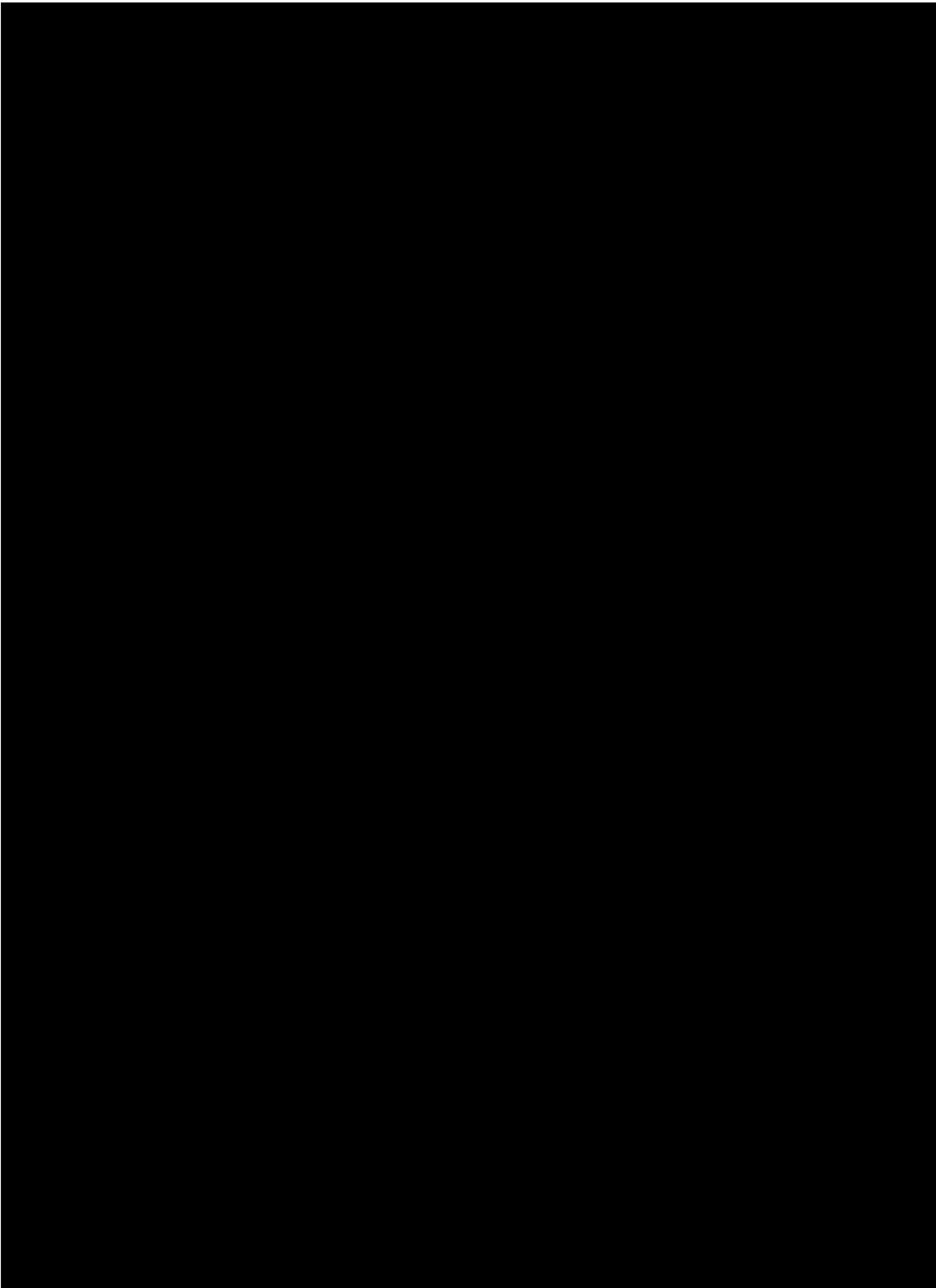
- Pedestrian Route
- Vehicle Route
- Vehicle Exit Route

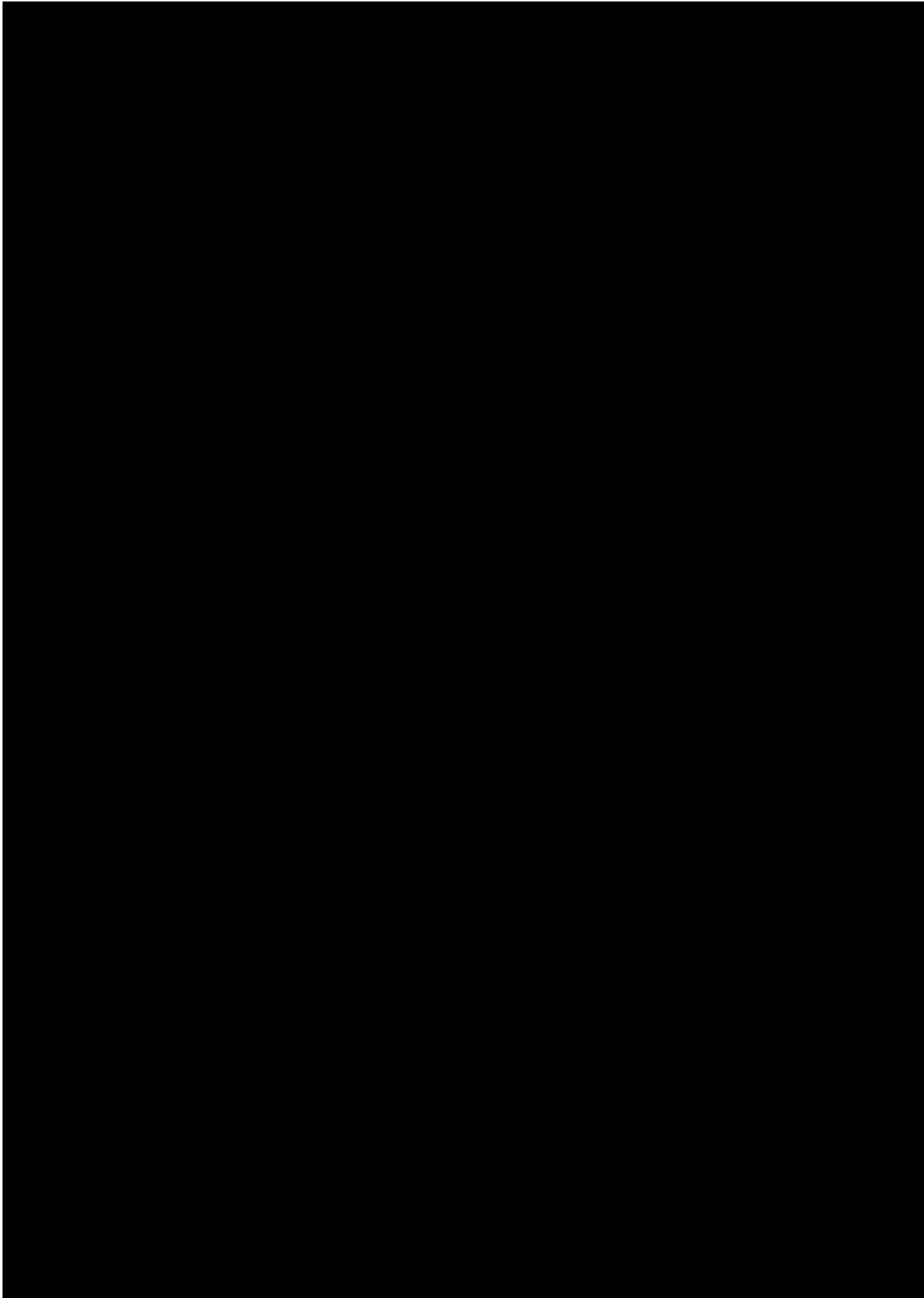
1. Welfare & site offices - Block A
2. Welfare & site offices - Block B
3. Stores
4. Visitor car park
5. Haki staircase
6. Vehicle holding area

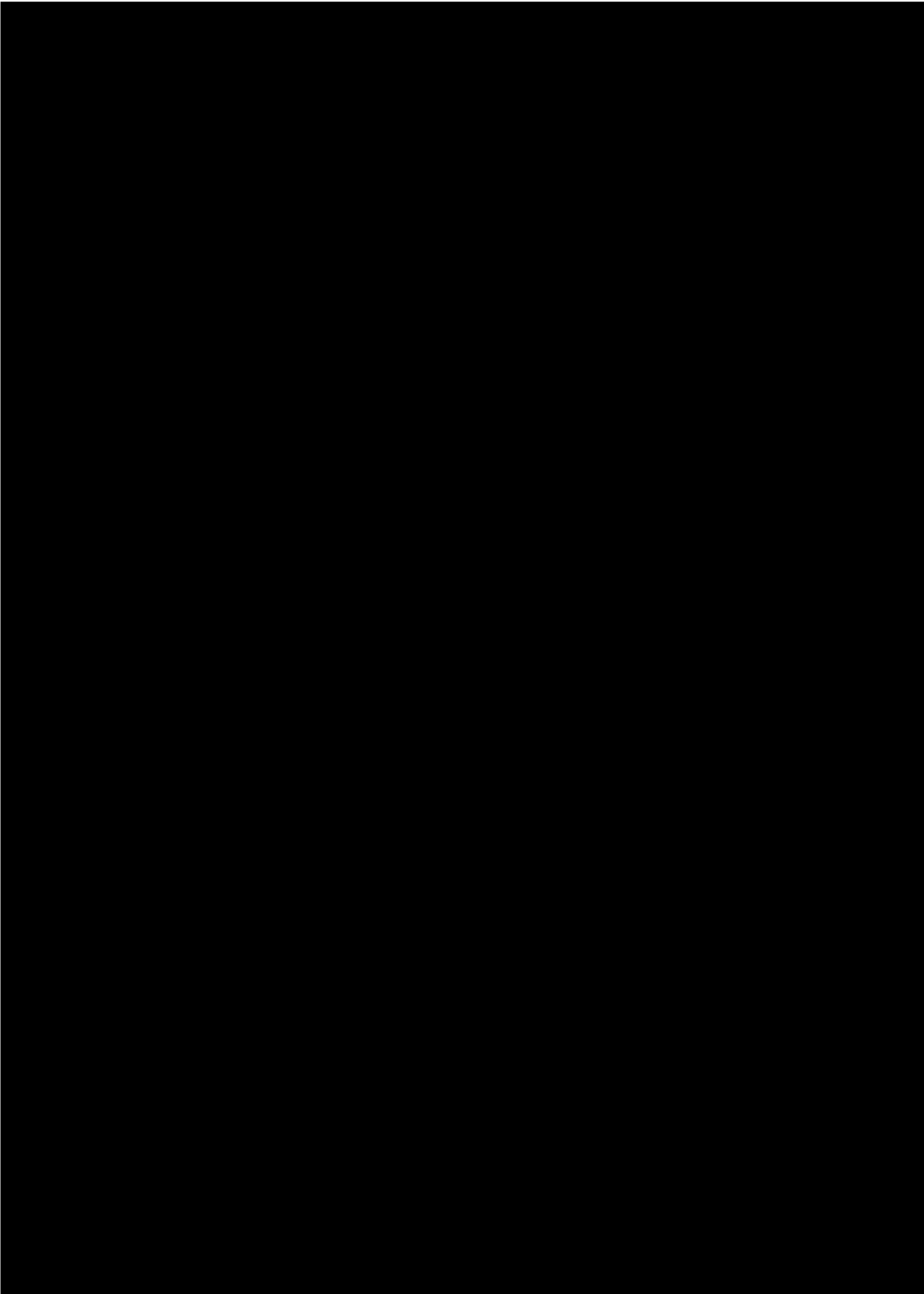
7. Pedestrian access from Westfield
8. Vehicle access to podium level
9. Light vehicle access from Marshgate Lane
10. Pedestrian access from PML
11. BAM logistics strategy to be clarified
12. Heavy goods vehicle access from A12

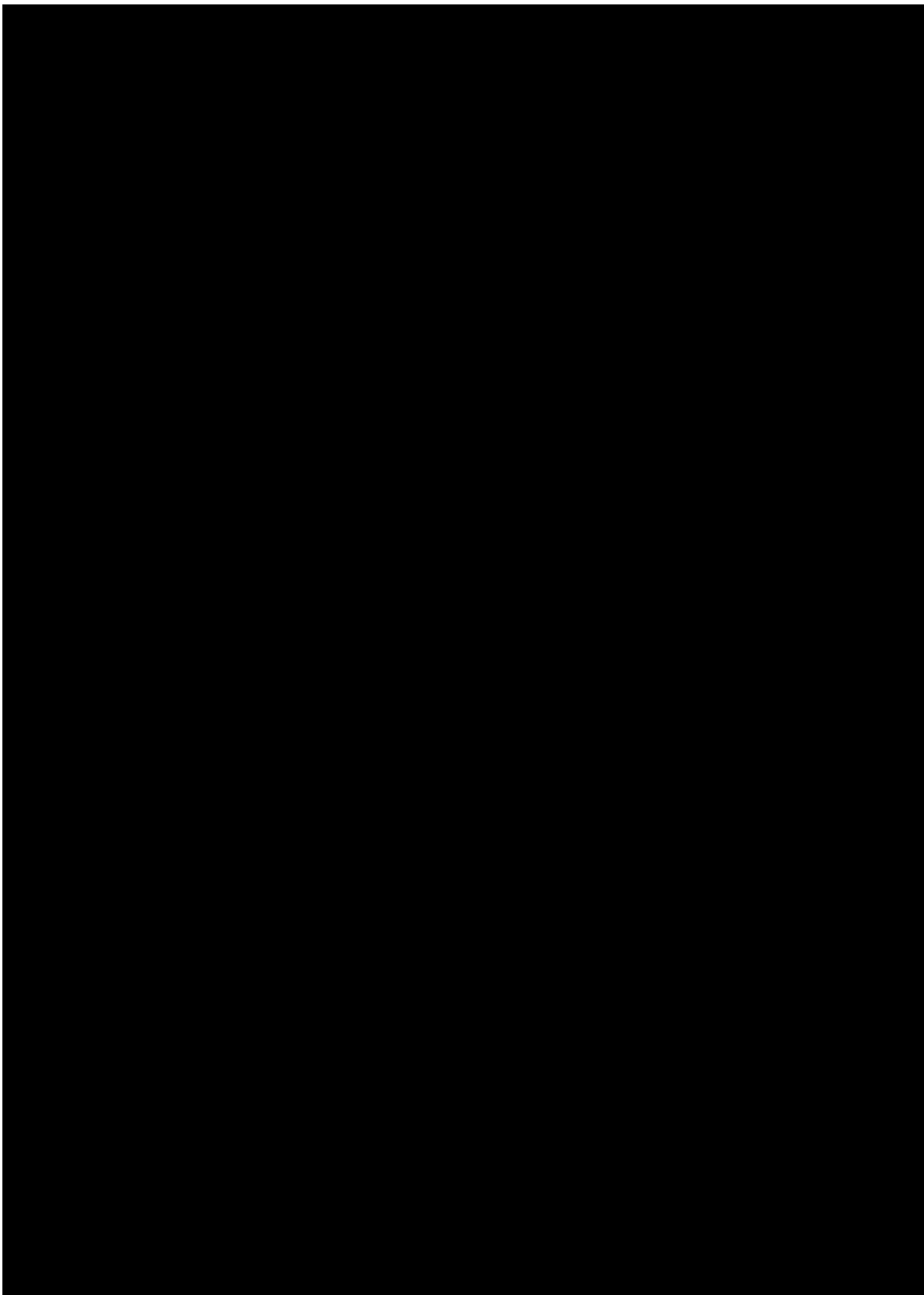


'2.2.4_Risk_Management_Plan'

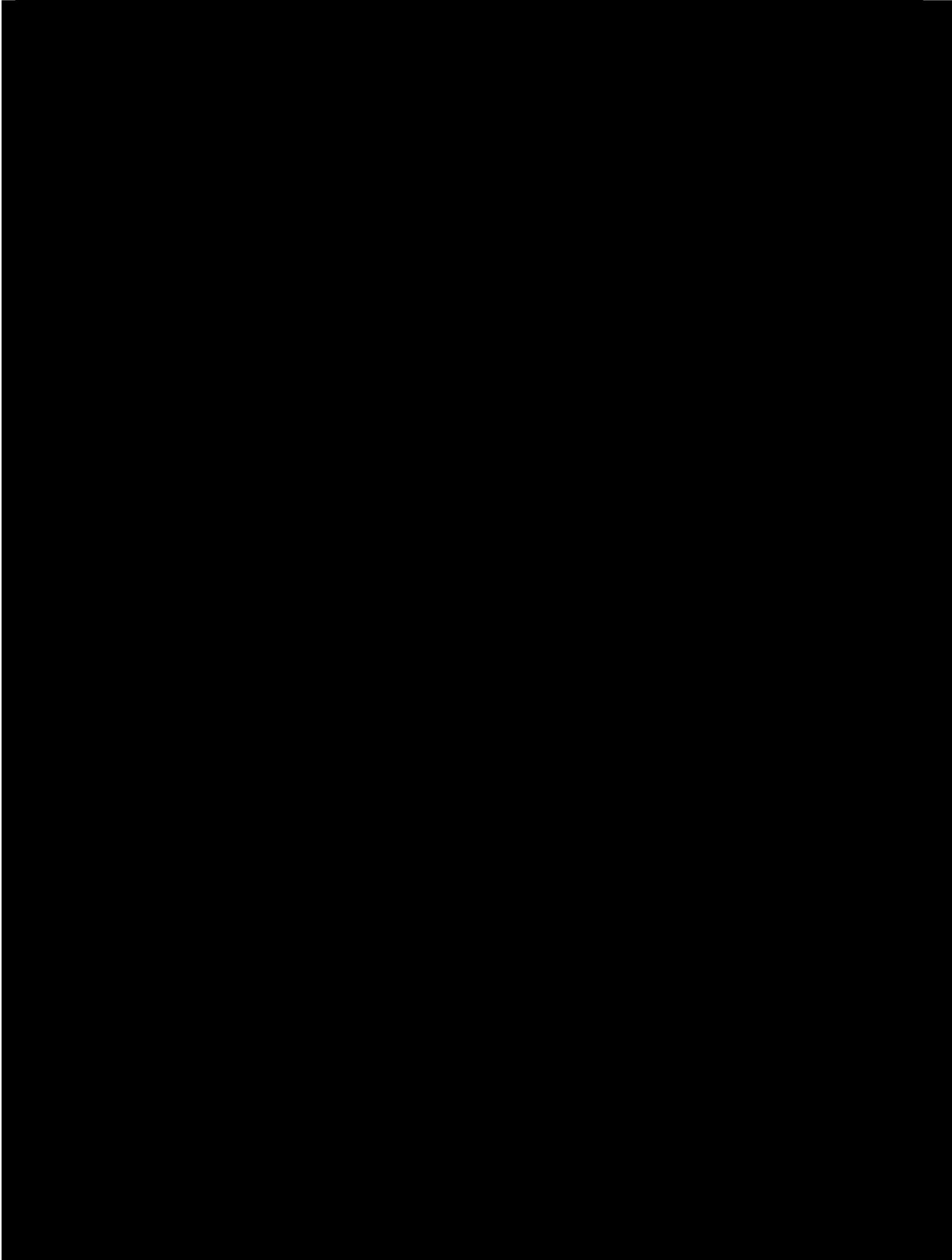


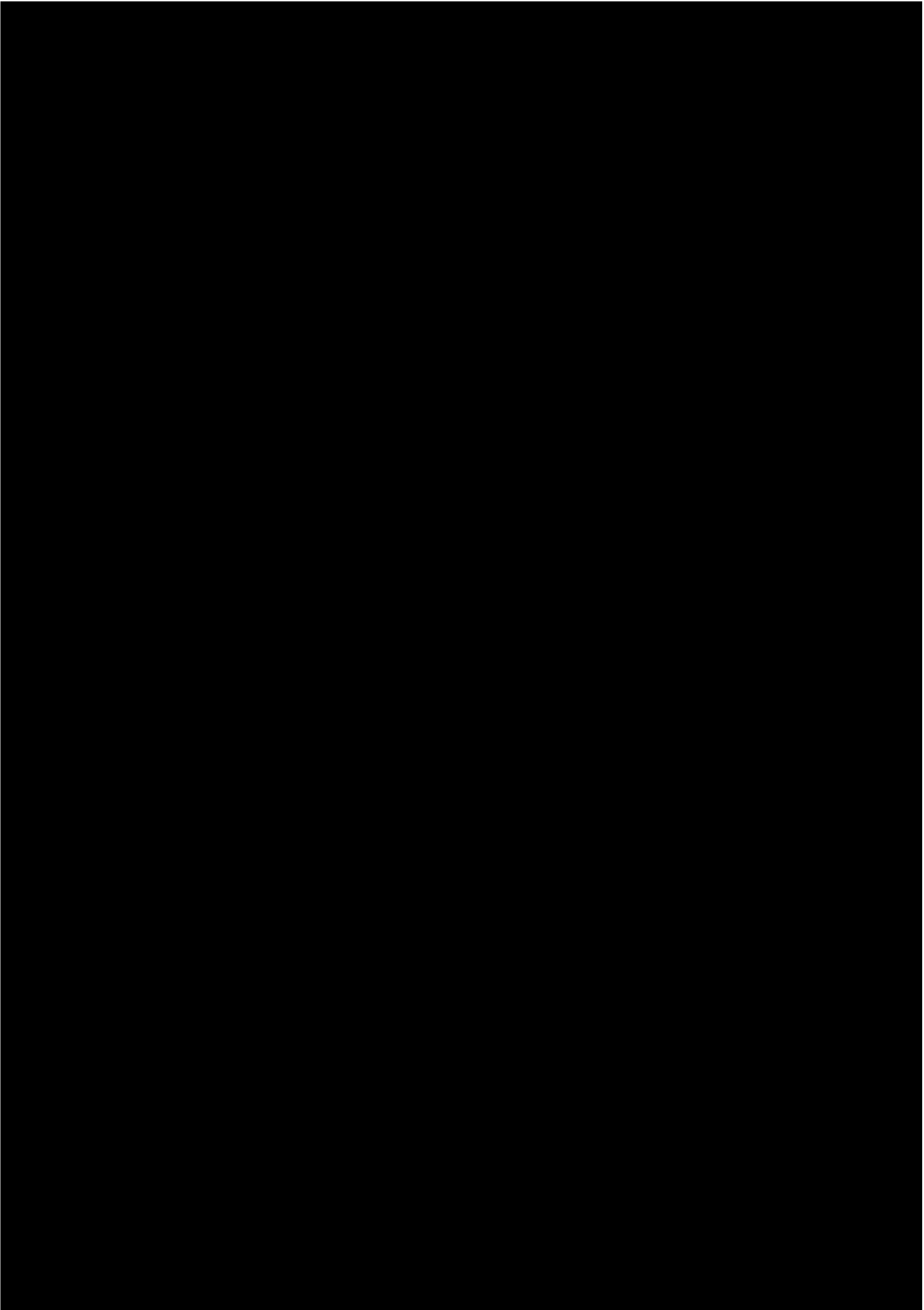


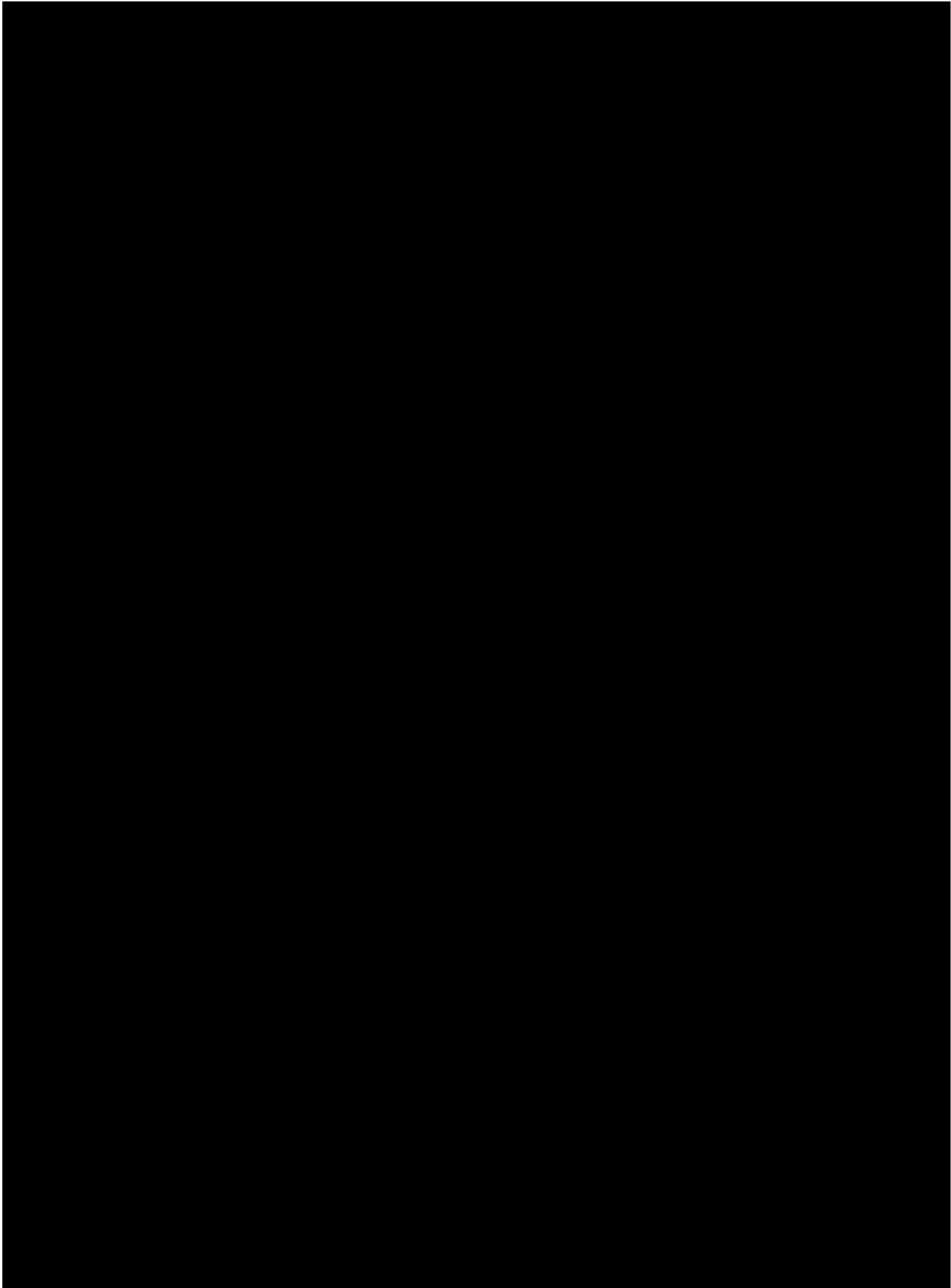


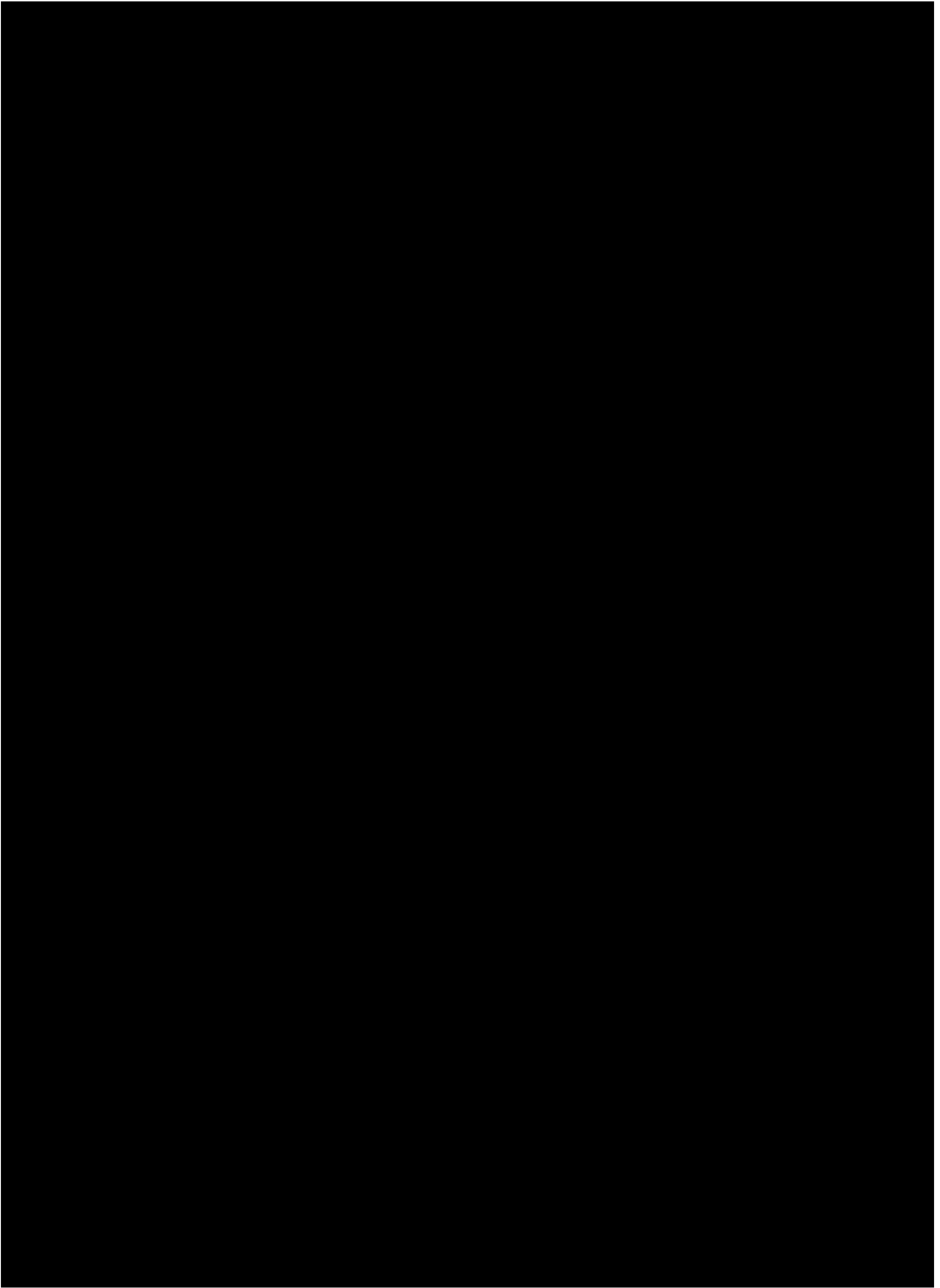


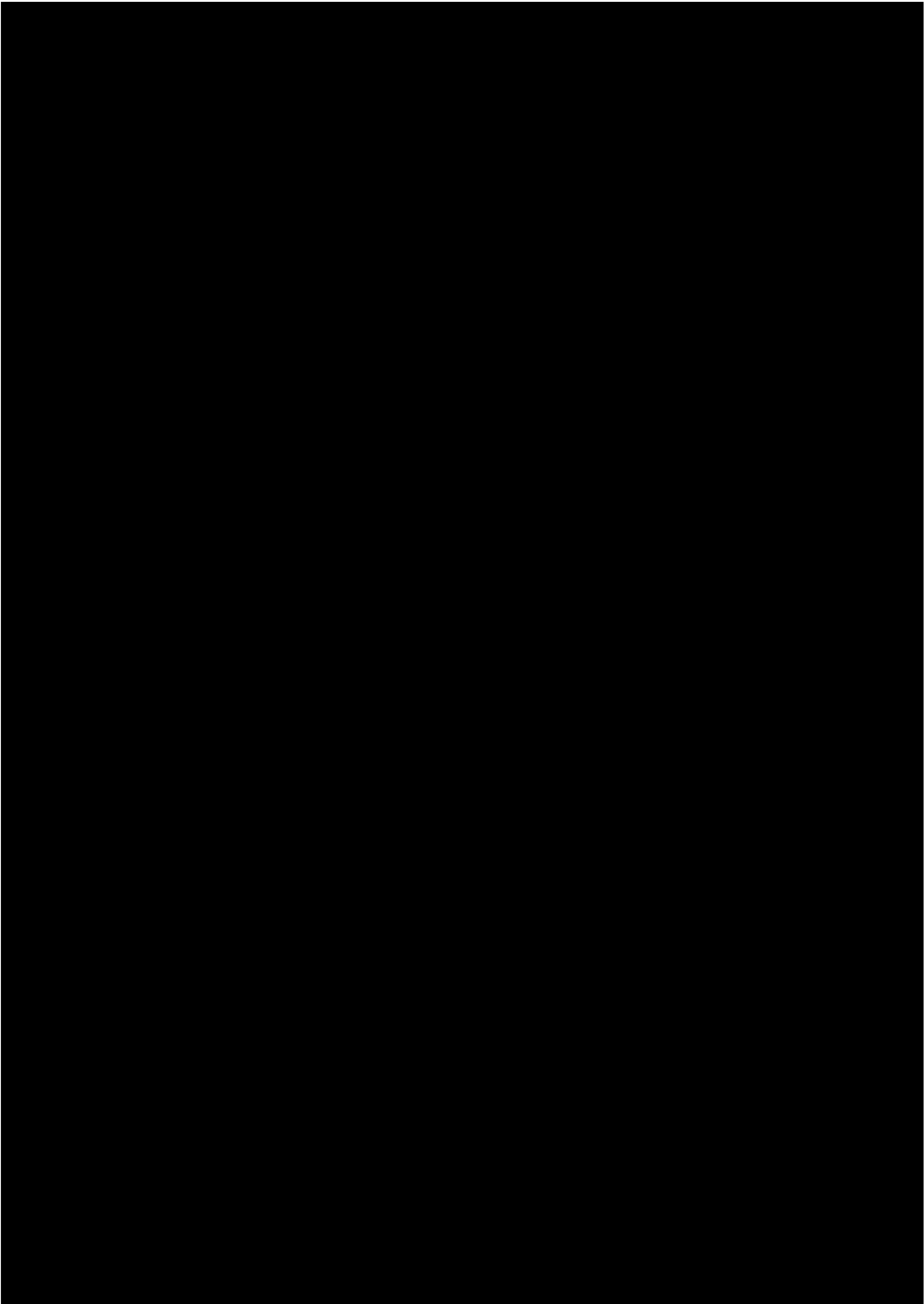
ID	Name	Cause	Consequence	Risk Owner	Start Date	Finish Date	Resolution Date	Mitigation	Mitigation Owner	Category	Probability	Prob Quant	Data type	Impact	RAG Rating and score	Score	Ranking
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'2.2.5._Supply-Chain_Management'

Introduction

LLDC has clearly stated its commitments to Supply Chain Management within B500 of Appendix D and the LLDC Socio-Economic Policy. On the Olympic Stadium Transformation Works Buckingham Group will:

- Appoint [REDACTED] as our Liaison Manager to monitor the diversity of our Supply Chain and our performance against your aims and objectives within the LLDC Socio-Economic Policy
- Provide additional head office resources, including [REDACTED] HR Manager as our equality champion, to support [REDACTED] and work with our Suppliers and Sub-contractors to ensure the successful development and delivery of our Equality Action Plan and the achievement of employment and Inclusion targets (see '2.1.3.2_Employment_and_Inclusion')
- Practice ethical and sustainable sourcing, working with our Suppliers to ensure we identify, source and use environmentally and socially responsible practices and materials
- Use CompeteFor / local agencies to ensure suitable opportunities are advertised
- Work with a range of Suppliers including local, regional and national companies, and maximise opportunities for local SMEs, social enterprises and firms, to create a diverse Supply Chain
- Create an open and transparent procurement process by advertising opportunities to the widest possible audience, using resources such as the Nominated Buyer Engagement Partner and CompeteFor, to support in the diversification of our Supply Chain

Our approach to sourcing Sub-contractors and Suppliers supports your aims and objectives as outlined in the LLDC Socio-economic Policy and the delivery of your priority themes:

- *Promoting growth and economic development, creating wealth and reducing poverty, championing equalities and inclusion-* We are committed to working with a mix of local, national, SME/BAME Suppliers, supporting long term economic growth for the local and wider area. Our commitment to championing equalities and inclusion is reinforced by a number of "Supplier Engagement Days" promoting our approach to "Respect for All" (see also 2.1.4_Inclusion).
- *Delivering environmental benefits for East London, developing successful neighbourhoods, ensuring sustainability-* Employing & engaging with local organisations/labour resources brings significant benefits i.e.:
 - Reduced transport costs/CO2 emissions
 - Utilises local experience/expertise
 - Engages the project & main contractor with the local community

Buckingham Group will Work with our Supply Chain to Deliver Employment and Skills Benefits

Buckingham Group will bring to the Olympic Stadium Transformation Works, from our experience in delivering the London 2012 Olympic Handball Arena, the benefit of our existing local Supply Chain. As signatories to the London 2012 Commitments on this project, our Supply Chain was procured:

- Focussed on local SME/BAME Contractors
- Under the scrutiny of our Equality Action Plan & associated Supplier diversity actions

During the pre-construction period [REDACTED] Senior Project Manager, supported by [REDACTED] and [REDACTED] Senior Commercial Manager, will:

- Maximise the recruitment of local companies and review with them the potential for recruiting apprentices / trainees for this project
- Meet with all potential Suppliers and Sub-contractors and review with them the potential to recruit apprentices / trainees
- Meet with Suppliers / Sub-contractors to ensure that they directly support the delivery of the LLDC aims, objectives and targets set out within the LLDC Socio-Economic Policy, by embracing them

- within our Equality Action Plan including the transfer of agreed targets to Suppliers
- Engage the supply chain within our Behavioural Safety Programme specifically promoting our “Respect” Agenda and gaining their commitment to treat all fairly and equally
 - Ensure that we capture Personnel / KPI data from our supply chain partners to support the agreed targets and the monthly reporting process
 - Embrace supply chain partners within our “Employment & Skills Plan” to set and define targets for the recruitment and training of local people, including apprentices, and ensure that, pursuant to the Data Protection Act:
 - Recruitment, Employment, Training and Skills data is captured
 - Information is provided to guarantee that personnel are being paid the higher of the London Living Wage or Construction Working Rule Agreements

Ensuring Fair and Open Competition in Sourcing Materials, Suppliers and Sub-contractors

██████████ Senior Project Manager and ██████████ Senior Commercial Manager will ensure that Suppliers /Sub-contractors are selected using established, open, fair procedures recognising:

- Health & Safety, Quality, Environmental awareness & capability (suitability and sustainability)
- Technical capability
- Equality, inclusion & diversity in resources
- Geography – Location of their operations
- Commercial issues including competitive pricing
- Past performance – previous history

Our first task in the selection process is to gain a full appreciation of the package of work to be sub-let to allow us to consider Supply Chain Partners whom we feel are capable and suitable to carry out the works. Where certain packages are too large for some local contractor’s, we will break down the packages to give further opportunities for smaller, local contractors.

We understand our role to support an open/transparent procurement process by advertising opportunities to the widest possible audience, using resources such as the Nominated Buyer Engagement Partner & CompeteFor, which support the diversification of our Supply Chain.

As a matter of policy, our LLDC, the PMP and other members of the Client’s Professional Team are invited to comment on our list of proposed Suppliers / Sub-contractors and to indicate any other companies for us to consider. These companies will be carefully appraised before inclusion on the tender list. We produce project specific Procurement Strategies to identify the most suitable way to secure the services from each supplier.

At tender stage we make it conditional that, where possible, the Sub-contractor should engage local labour for any additional labour requirements they need. We also encourage Sub-contractors to use local Suppliers to procure materials and arrange meetings between Sub-contractors and Suppliers.

In support of open and fair competition and engaging with diverse suppliers, we will report to the LLDC and their Project Manager on the value and number of contracts tendered, offered and awarded to SMEs and social enterprises.

Dealing with Procuring a Single-source Supplier and Realising Best-Value in the Process

To realise best value when dealing with a single source Supplier, we:

- Meet with the Sub-contractor to breakdown and analyse their financial calculations as much as possible

- Negotiate costs accordingly
- Make it conditional, where possible, that they engage local resources
- Provide, where possible, alternative products/specification to provide further value

Managing the Performance of our Existing Supply-chain Partners

Buckingham Group will prepare, issue, and update a specific Supply Chain Management Strategy (SCMS) before commencing works. The plan will detail our approach to managing our Supply Chain and delivering against the business and enterprise objectives outlined in the LLDC Socio-economic Policy (see 'Introduction' above.)

The management and involvement of our Sub-contractors and Suppliers is a vital element to the success of a project. Harnessing their specialist knowledge and skills adds value to the project as a whole, particularly in defining technical solutions to programming and buildability issues. For most of our projects, principal Sub-contractors are selected during the prequalification stages and are checked for competency and approved prior to work commencement.

Specific site controls are agreed between our Project Management Team and the Client / Client's agent to ensure that the requirements of their individual systems are recognised. The following controls are indicative:

- Preparation of Sub-contract agreements
- Schedule of deliverables & agreement of programmes
- Proof of competence of operatives – CPCS, CSCS
- Control of temporary works
- Continuous surveillance of Sub-contractor activities with formal progress monitoring and reporting
- Completion of inspection and test plans and joint inspections of completed works
- Review of non-conformances of applicable
- Delivery of information for Health & Safety Plan / File & O&M Manuals
- Performance review and monitoring

To enhance the processes for Health and Safety performance within our Supply Chain, Suppliers and Sub-contractors are fully embraced within our Behavioural Safety Initiative, "All Ways Safely":

- Suppliers / Sub-contractors were fully involved in the "Health and Safety Culture" Survey that was undertaken in late 2009
- As part of our monitoring and continuous improvement process, Suppliers and Sub-contractors undertook a follow up "Culture Survey" in March 2011
- Sub-contractors have been fully embraced within the development and implementation of Behavioural Safety Action Plans

Monitoring the Performance of our Existing Supply-chain Partners

Sub-contractor performance on site is closely monitored at all times and recorded during and upon completion of the works. Measures used to monitor Sub-contractor performance:

- Health and Safety Performance – AIR / AFR / FWI and FWIR based on an accurate of personnel on-site and hours worked
- Health and Safety Performance – Near Miss Reporting, near misses or "close calls" are recorded as raised by our own and our Sub-contractor's personnel
- Dynamic Risk Assessments – our Sub-contractors are trained in the use of our Dynamic Risk Assessment Process, embraced within our Behavioural Safety Programme, this process is designed to empower everyone on our sites to "Stop & Think" and ensure their working area is safe for them and everyone around them

- Environmental Incidents – record of any environmental incidents or near misses caused / raised by our Sub-contractors
- Quality Non-Conformances and Defects – recorded via on-going quality inspections
- Predictability of Time – via a weekly review of a rolling two-week works programme at the Sub-contractor Progress / Programme / Valuation Meetings with the results feeding directly into our own Predictability of time KPI
- Predictability of Cost – via monthly Valuation Meetings with the results feeding directly into our own Predictability of Cost KPI

Once appointed, Sub-contractors’ Supervisors are partners within the Site Management Team and are therefore able to contribute to the regular review meetings to discuss performance. Liaison will occur throughout the project and will include the following:

- Client Progress/Review Meetings
- 4-Weekly Meetings to review compliance with Health, Safety, Environment, Quality and Equality and Diversity procedures and legislation
- Sub-contractor Progress / Programme Meetings
- Sub-contractor Supervisors Meeting Agenda

Post contract reviews are carried out at contract completion. The information is entered onto Sub-contractor records, used as part of future selection processes, and contributes to the further improvement of performance through the application of lessons learnt.

Engaging with Local and Diverse Business Networks and LLDC’s Selected Delivery Partners and Grassroots Organisations

In collaboration with LLDC, the Project Manager and our Supply Chain, [REDACTED] Senior Project Manager supported by [REDACTED] Senior Commercial Manager will, collectively, identify local SME / BAME suppliers who can add value to our contracts. We will work with LLDC, local community leaders and local industry bodies, to identify local SMEs and BAMEs who are able to provide services and facilities to the contract. Suppliers will be encouraged and evaluated on their processes, and continued support of the E&D Policy, demonstrating that the Supplier(s) cater for women, ethnic minority groups, disabled persons and other diverse groups.

[REDACTED] Senior Project Manager supported by [REDACTED] Senior Commercial Manager will develop the specific Supply Chain Management Strategy (SCMS) that will detail how we will work in partnership, including with organisations chosen by the LLDC, to support “Meet the Buyer” events. The SCMS will act as a mechanism to ensure that the whole of our Supply Chain is effective and delivering the works in support of your key theme; championing equalities and inclusion. [REDACTED] and [REDACTED] will maintain contact with the LLDC’s Nominated Buyer Engagement Partner and Supply Chain Development Partner, and the Host Boroughs, to ensure that we are aware of the capabilities of SMEs and social enterprises.

Buy Local- Use Local Policy

Buckingham Group promotes a number of initiatives to encourage local recruitment & purchasing and to maximise the opportunities for employment for local people. We adopt a ‘Buy Local – Use Local’ policy on many of our projects which includes a number of specific elements:

- Advertising in the local press
- Advertising opportunities via CompeteFor
- Using local business support agencies to circulate information on contracts and develop consortia and invitations to tender
- Simplifying regulations on the side of the purchaser
- Use of smaller contracts, which are more suitable to small firms, and are also under EU advertising

thresholds for public tenders

- Local training and capacity building to improve the fitness of local businesses to compete
- Supporting and exhibiting at “Meet the buyer events”. These exhibitions attended by our clients and supply chain partners have identified a number of excellent SME’s/BAMEs that we now employ appropriately throughout our business
- Building relationships with Local Enterprise Partnership e.g. Business Link, this “network of networks” will provide contacts with good local companies
- Support for ConstructionLine Registration
- Assistance with language

Use of Online Buyer Engagement Tools and Supply Chain Portals to reach our Supply Chain

Buckingham Group Contracting Ltd is registered on CompeteFor as both a Supplier & a Buyer. We have used CompeteFor on numerous occasions over the past two to three years during the construction of the £30m London 2012 Handball Arena, to advertise and publicise contract opportunities. As the Principal Contractor and “Buyer”, we were supportive of the initiatives / commitments made by LOCOG / ODA. CompeteFor was used in support of an agreed target to secure 75% of orders being placed with local businesses. Buckingham Group also utilise the Prologic eProcurement online portal for our sub-contract tender enquiries. It is a quick and auditable way to issue enquiries / documents to the Supply Chain for sub-contract quotations. We use it as a reporting tool to monitor how our Supply Chain are performing at tender stage, for example, how many tenders they have downloaded and responded to. Suppliers can upload tender quotations and queries to the portal for viewing and response, which is a more sustainable procurement method as it reduces the use of paper and CDs, postal costs, etc. for the benefit of our Supply Chain and ourselves.

The Resource and Planned Approach for Reporting on Progress to the Employer

As mentioned previously, we have identified [REDACTED] Senior Project Manager as our nominated Liaison Manager to work in partnership with LLDC and your Project Manager. We will monitor our Supply Chain and report to the LLDC and your Project Manager on the value and number of contracts tendered, offered and awarded to SMEs and social enterprises.

[REDACTED] supported by [REDACTED], will monitor the diversity of our Supply Chain and our performance against your aims and objectives within the LLDC Socio-Economic Policy.

In monitoring the diversity of our Supply Chain, it is the policy of Buckingham Group to:

- Monitor the gender, disability and ethnic origins of all Suppliers
- Regularly analyse the representation of gender, disability and ethnic groups by grade and by section

Further Measures and Initiatives that will Put in Place to Support the Delivery of the Legacy Corporation’s Aims

In support of our stated aims within our Corporate Social Responsibility Policy, Buckingham Group practice ethical and sustainable procurement and work with Suppliers who identify, source/use environmentally & socially responsible practices & materials. To ensure that Suppliers procure goods from reputable, recognised Suppliers in the country of origin, the following, reasonable steps are taken:

- Suppliers are required to provide relevant certificates of conformity including agreement certificates
- Import certificates/licences confirming country of origin if appropriate

'2.2.6_Design_Management'

Design Management Proposals

General Approach to Design Management (An Integrated Approach for Building Services, Structural and Architectural Design)

Through collaboration and basing our design consultants on site, Buckingham Group will ensure full integration between every element of the project and the novated packages. Buckingham Group will, through regular design team meetings, promote full co-operation from all design team members and the early establishment of full and open communication. BGCL will involve the Client and key stakeholders throughout the design development process and encourage a collaborative working approach to ensure a common understanding of the design development to support the management of stakeholder expectations.

Proposals Competence Management

The competence of Design Consultants and Sub-contract Package Designers is assessed and managed in accordance with the CDM Regulations 2007 via the following criteria:

- 1) Constructionline / Linkup / UVDB Verify Registration / Approval
- 2) Past Performance Review including:
 - HSEQ measures & statistics
 - Track record in relevant work
 - Meeting programme requirements
 - Achieving commercial targets
 - Behaviours and attitudes towards Health, Safety, Environment and Quality which mirrors our own standards and those of our Client
- 3) Suitability- Based on an assessment of key criteria including Health and Safety, Financial, Insurances, Years in Business, Geographical Work Areas
- 4) Criteria to satisfy CDM Regulations 2007- Assessment of CDM Competence individuals and suitability/availability of Resources

Proposals for Integrated Quality Plan

To minimise design risk, the work of all designers will be checked for quality and compliance by an independent checker, who will be from within our design team.

Buckingham Group will submit an Integrated Quality Plan / Report to LLDC and the PMP to provide evidence that all designers have followed the necessary standards, regulations and specifications, allowing the desired quality to be achieved.

Proposals to Manage Interfaces Both Within the Project and External Interfaces

1. How our Design Management Proposals will Deliver an Integrated Multidisciplinary Design Involving Design Consultants and Subcontract Package Designers

As an experienced Design & Build Contractor:

- We operate a Design Management System which is embraced within our ISO 9001:2000 Quality Management System. The management system requires the appointment of a fully experienced Design Manager, named as James Wraight for the Olympic Stadium Transformation, who is responsible for the proper application of the Design Management System
- Our defined processes for compliance, verification and validation ensure that inter-disciplinary design checks (design interfaces) are identified and managed

- We ensure that our design processes are CDM compliant and that design work will comply with CDM Regulation 11

To create a fully integrated multi-disciplinary design service, we will involve the LLDC, the PMP, Design Consultants and Subcontract Package Designers in the day-to-day running of the project, to foster a true co-operative relationship. The benefits of our approach include:

- Effective identification/management of hazards, risks and opportunities, via a jointly developed visible risk register through the design phase and linked to the construction phase
- Cognisance of third party issues; mitigating the impact of our works on their lives and businesses by embracing the principles of sustainable construction

2. Design Management Process for Bringing Together the Design of Novated and Other Subcontract Packages at Differing Stages of the Design / Managing the Integration of Existing Information and Proposed Design Information

Our design management approach will be delivered by [REDACTED], who will, in accordance with our Design Management Processes:

- Ensure the proper co-ordination and management of the design between the BCGL Site Team, our Design Partners, Design Consultants, Subcontract Package Designers, Specialist Suppliers and third parties including Local Authority Planning, Building Control Officer and Statutory Authorities etc.
- Review the agreed delivery programme against changes during different stages of the project, availability of resources and agreed milestone delivery dates
- Ensure timely engagement of our Design Partners, Design Consultants and Subcontract Package Designers to contribute to design at the right point in time
- Ensure that design production is programmed considering the critical path 'activity' workflows and resourced accordingly
- Co-ordinate an initial Design Workshop involving the LLDC, the PMP, our Design Partners, Design Consultants, Subcontract Package Designers, and the BGCL Project Manager
- Ensure that the outputs from third party consultation e.g. BEAP and sustainable/inclusive design forums are captured and embraced within the design
- Hold fortnightly Design Interface Management Meetings with the LLDC, the PMP, our Design Partners, Design Consultants, Subcontract Package Designers, third parties and key stakeholders as necessary to:
 - Confirm progress
 - Identify, discuss and resolve any interface issues that may/are hindering progress
 - Identify any requirements for additional technical support/advice
 - Confirm interface details
- Chair proactive design development and buildability workshops with the LLDC, the PMP, our Design Partners, Design Consultants, Subcontract Package Designers, third parties and stakeholders as required
- Liaise with the LLDC, the PMP, our Design Partners, Design Consultants and the Subcontract Package Designers to organise efficient combined Inter-Discipline Checks/Inter-Discipline Review meetings to monitor progress and resolve queries/problems/co-ordination issues.
- Manage change including cost monitoring and programme impacts
- Ensure reporting of design progress and the updating of documentation such as the Design Actions & Deliverables schedule that illustrates the required interdisciplinary design inputs and outputs
- Review / check the final design to ensure compliance with legal and relevant industry standards and compliance with the Employer's Requirements
- Ensuring drawings are clearly marked with HSE approvals and changes
- Release drawings/technical information (Approved For Construction)
- Approve drawings/technical information (Approved For Construction)

- Ensure data is captured for the production of as-built drawings and liaison with the CDM Co-ordinator to transfer all information required for the development of the Health & Safety File

Design Workshop

It is imperative that all parties agree a reference design freeze status at the earliest possible date. A design workshop with all of the key stakeholders, at an early date, will create buy in to the outline scheme and reduce the risk of late design changes creating additional costs and potentially delaying completion.

Design reviews and workshops will focus on:

- Buildability, construction safety and road safety
- Temporary Works – Ground Solutions
- Optimisation of risk and quantities in the geotechnical and earthworks design
- Sustainability
- Environmental constraints and provision for mitigation measures
- Structural options including use of existing structures
- Safe systems for future maintenance
- Drainage network and outfall constraints
- Mitigation of risk and surety of budget and whole life cost
- Integration of disciplines

3. Ensuring the Design Intent of the Employer's Design is Delivered within the Contractor's Design

Delivery of a Compliant Design

██████████ will be responsible for the delivery of a compliant design in particular:

- Implementation of the Design Control Procedure
- Delivery of a design in accordance with the following as set out in A303 of Appendix D:
 - Design Drawings and Documents
 - Specifications
 - Design Standards and Procedures (Appendix 29)
 - Streets Transformation Technical Guide (Appendix 29)
 - Specification for use of PVC (Appendix 33)
 - Planning Drawings and Application (Appendix 48)
 - Plant materials and workmanship specifications, loading and capacity requirements, operational performance requirements, material design life, environmental standards, SPNI security guidelines, European Legislation, CDM requirements
 - LLDC HS&E Standard
- Engineering and technical matters
- Management of design processes
- Management of third party interfaces including design approval submissions
- Verification and validation of designs
- Verification and validation of designers
- The Issue of reference documents to designers
- Coordinating design development
- Facilitating Inter Discipline Checks
- Responsible for raising acceptance submittals
- Release of drawings/technical information (Approved For Construction)
- Approval of drawings/technical information (Approved For Construction)

During the design phase fortnightly progress meetings will be held which provide an overview of the design progress against the Employer's Requirements and Contract Programme, with a review of costs and forecast.

Using the design deliverables schedule, we will demonstrate to LLDC and the PMP that the design fulfils the Employer’s Requirements, LLDC Inclusive Design Standards and LLDC Priority Themes. Where necessary, we will respond to each comment on the deliverables schedule issued by the PMP, and notify the PMP of the response action taken.

Formal Sign Off Procedure

Once the team is confident that the design satisfies all criteria and comments given by the LLDC and the PMP, a formal sign off procedure will be set in place, which will allow the stakeholders time to review and pass comment on the design prior to it being instigated into construction. Any comments and observations from the Client will be co-ordinated and the design will be revised accordingly.

4. Evidence on Documentation and Records which will be Used to Demonstrate the Quality of Work and Support the Project Assurance Requirements

See also ‘Proposals for an Integrated Quality Plan’ and ‘Ensuring the Design Intent of the Employer’s Design is Delivered within the Contractor’s Design’ above.

Buckingham Group is an ISO 9001:2008 Quality Assured Contractor and as such has auditable procedures for the checking of all design information to demonstrate the quality of work and support project assurance requirements. All design information is checked:

- For compliance, technical merit, quality and co-ordination, by our Design Manager
- For budget compliance, by our Project Quantity Surveyor
- For buildability, by our Project Team led by our Project Manager

Outline Design Schedule and Delivery Plan for Achieving all Design Deliverables covering the following:

Proposed Design Packages

Roof	Halo Structure & Roof	Retractable Seating
MEP	Halo/Podium Accommodation	Bridge Modifications
V Column Foundations	South Podium Modifications	Externals
West Stand Pavilion	Community Facility / Club Shop	Landscaping
Bowl Modifications	Track & Pitch	

Design Deliverables Schedule Including Periods for Review and Acceptance

Due to restricted space available in this section, refer to programme. Generally, Client review periods are restricted to 10 days due to programme constraints except where the full 20 day period is available.

Design Inputs Schedule Including Periods for Review and Acceptance

Due to restricted space available in this section, refer to programme. RIBA Stage D/D+ reviews, Stage E, Stage F and Client review periods regarded as design inputs with Stage K construction issue drawings regarded as design outputs.

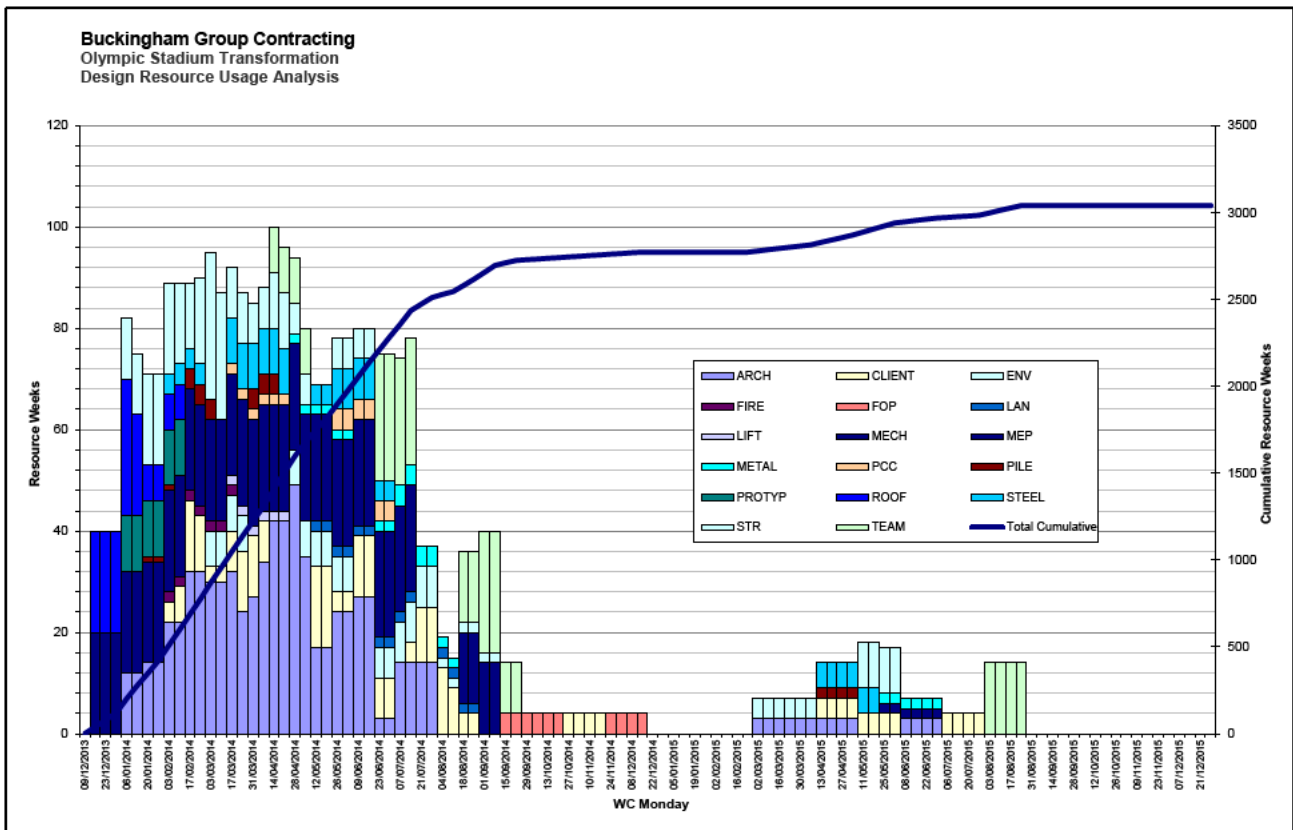
Key Designers and Suppliers

- Architect: AFL Architects
- Structural Engineer (Main Roof): Buro Happold
- Structural & Civil Engineer: SKM
- Landscaping: LDA Design
- Acoustic Consultancy: Vanguardia
- Sustainability & BREEAM: Method
- Piling: Keller

- Halo Structure & ETFE Roof: Novum Structures
- Track & Pitch: Hewitt / CRL
- Planning Consultancy : Savills
- Fire Strategy: Buro Happold
- Access & Inclusion: Buro Happold
- Security Consultancy: Buro Happold

Resource Histogram by Discipline

We detail below our resource histogram for the design works, a larger scale version of the following graph will be forwarded on request:



Key:

- | | |
|--|---------------------------------------|
| ARCH – Architecture | CLIENT – Client Review & Acceptance |
| ENV – Envelope Working Details | FIRE – Fire Strategy |
| FOP – Field of Play | LAN – Landscape Architecture |
| LIFT – Lift Design | MECH – Retractable Seating Mechanical |
| MEP – Mechanical & Electrical | METAL – Architectural Metalwork |
| PCC – Precast Concrete | PILE – Pile Design |
| PROTYP – Retractable Seating Prototype | ROOF – Roof Design |
| STEEL – Steelwork Fabrication Drawings | STR – Structural / Civil Engineering |
| TEAM – Various Disciplines | |

Note: Resource levels exclude ongoing 'site support'

'2.3.1_Organisation'

1. Organisation Chart Showing All Levels of Management and Identifying the Main Responsibilities of the Key People

The organisation chart enclosed on the following page identifies:

- Management reporting lines
- Interfaces with LLDC, the PMP, our Supply Chain Partners and other key stakeholders

Composition of the Proposed Project Team

Within our Project Organisation Structure we have specifically provided the following key roles which support the delivery of your key priority themes:

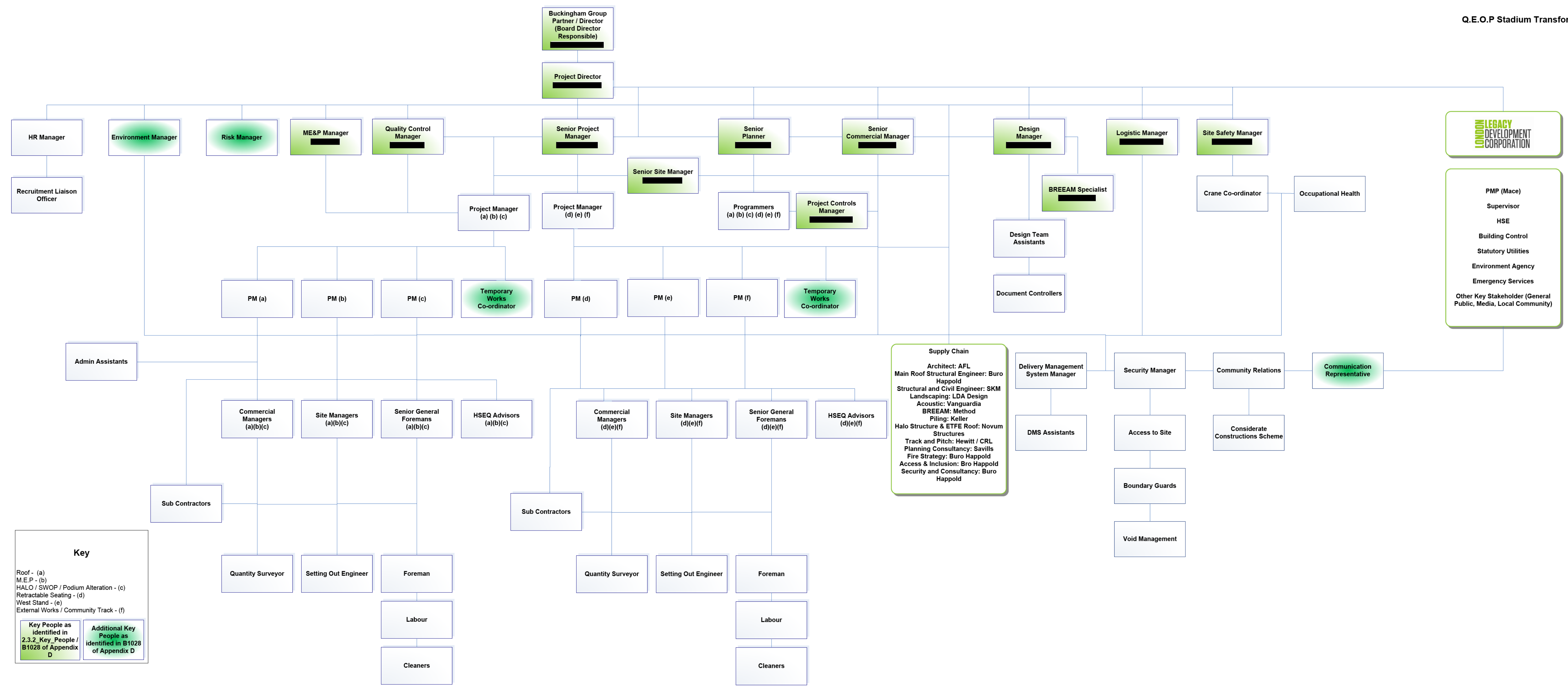
- HR Manager - [REDACTED] will act as our Equality Champion bringing forward her experience from the same role on the London 2012 Handball Arena
- Senior Project Manager (Liaison Manager) – [REDACTED] will attend regular Liaison Meetings with LLDC, the Client Team, Regulators and diverse local neighbourhoods/ communities
- Communication Representative- The person allocated to this role will act on behalf of ourselves and Sub-contractors. This person will be available on a 24/7 basis and will manage communication issues, public enquires and dealings with stakeholders and communities
- Design Manager- [REDACTED] is the Design Manager responsible for the delivery of an inclusive design on the Olympic Stadium Transformation Works and will manage and co-ordinate all design works with key Supply Chain Partners and Sub-contract Package Designers
- Quality Control Manager – [REDACTED] - In conjunction with the [REDACTED], [REDACTED] will be responsible for the development, implementation and monitoring of the Project Quality Plan and building a strong collaborative working relationship with the Employer’s Supervisor
- Site Safety Manager- [REDACTED] will:
 - Provide competent Health and Safety advice and assistant to the workforce to ensure delivery of your Health and Safety aims outlined in the LLDC Health, Safety and Environmental Standard
 - Act as our Behavioural Safety Champion to deliver an enhanced Health and Safety culture and Respect for all
 - Work closely with designated Environmental Manager and the PMP to ensure delivery of the your environmental themes outlined in the LLDC Sustainability Guide and Sustainable Development Strategy

Commentary to Explain the Reporting Lines of our Proposed Project Team

Our Project Organisation Structure identifies key reporting lines including:

- Upwards communication is via the Project Director [REDACTED] and Senior Project Manager [REDACTED], up to Partner/Director (Board Director Responsible) [REDACTED]
- Downwards communication through to the site workforce will be from the Senior Project Manager, through to the Project Managers for the different elements / phases of work (see (a)-(f) on the enclosed organisation chart), down to Site Managers and Senior General Foreman for the different elements / phases of the work, who will then communicate to the Foreman, Engineers and Labour/ Operatives
- Health, Safety, Quality and Environmental (HSEQ) information will be disseminated to the workforce from the Project Managers, Senior Site Manager, Quality Control Manager, Site Safety Manager and Environment Manager
- Our workforce are encouraged to report any issues regarding HSEQ up to the Project Managers/ Senior Site Manager / Site Safety Manager/ Quality Control Manager/ Environmental Manager through the application of “All Ways Safely” (see also 2.1.1_Health_Safety)

- The Project Managers / Senior Site Manager/ Site Safety Manager / Quality Control Manager/ Environmental Manager will report to the Senior Project Manager with regards to non-conformance on site
- All Equality, Diversity and Inclusion communication will be via our HR Manager / Equality and Diversity Champion [REDACTED]
- Key points of contact for the LLDC / PMP Team are [REDACTED] and [REDACTED]



Key

Roof - (a)
 M.E.P - (b)
 HALO / SWOP / Podium Alteration - (c)
 Retractable Seating - (d)
 West Stand - (e)
 External Works / Community Track - (f)

Key People as identified in 2.3.2_Key_People / B1028 of Appendix D	Additional Key People as identified in B1028 of Appendix D
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2. Statement to Accompany Organisation Chart

The table below identifies Key Roles and Summary Level Job Descriptions. The Key Roles listed are in accordance with those identified in '2.3.2_Key_People', some of which are also identified in B1028 of Appendix D.

Job Role	Job Descriptions / Responsibilities
Partner / Director (Board Director Responsible)	<ul style="list-style-type: none"> ▪ Ensure that the Buckingham Group Project Team fully understands your objectives so that they are delivered in full ▪ Act as the most senior point of contact with LLDC, the PMP and Supervisor ▪ Maintain a close relationship with LLDC and the Client Team to ensure that your expectations, aspirations and specific project requirements are being met in full and exceeded, where possible, throughout the works
Project Director	<ul style="list-style-type: none"> ▪ Responsible for overall operational performance ▪ Responsible for resource forecasting ▪ Ensure Construction Best Practice captured and shared within the team ▪ Provide leadership and guidance on collaborative working through the team ▪ Ensure overall supply chain management ▪ Focal point for driving innovation throughout the project ▪ Ensuring development of a project specific Behavioural Safety Programme ▪ Responsible for driving Sustainable Construction through Framework
Senior Project Manager	<ul style="list-style-type: none"> ▪ Act as key point of contact with LLDC, the PMP and Supervisor ▪ Prepare a Construction Phase Plan at the start of the contract and ensure that the project team operates in accordance with it ▪ Ensure that all staff and operatives are competent for the tasks and responsibilities given to them ▪ Understand the roles and responsibilities of Buckingham Group Ltd in respect of the CDM Regulations ▪ Ensure that all project operations are planned and executed in accordance with the requirements of the BGCL Integrated Business Management System ▪ Ensure that all employees, including sub-contract employees, are inducted on the site specific HSEQ requirements ▪ Ensure that all operations are planned to deliver a safe system of work ▪ Ensure that all sub-contractors are made aware of their responsibilities for the contract ▪ Produce and monitor a resource programme with costings ▪ Leads the control and monitoring of costs and programme on the site, ensuring the project is completed on time and within budget ▪ Monitor KPIs / targets to deliver excellence in Client satisfaction, Sub-contractor and Supplier performance, compliance with LLDC standards ▪ Manage liaison with outside parties
Logistics Manager	<ul style="list-style-type: none"> ▪ Responsible for all aspects of the logistics supply chain, stores management, development and optimisation of site logistics solutions to meet the needs of the project ▪ Manage the movement of people, goods and equipment at the construction site and control site facilities management ▪ Early engagement of and managing interface with the Planners, Commercial Managers procuring the work, and the Senior Site Manager on the site ▪ Ensure that the construction team is fully aware of logistics activities in support of the Accepted Programme

<p>ME&P Manager</p>	<ul style="list-style-type: none"> ▪ Overall responsibility for design, installation, testing and commissioning of Mechanical, Electrical & Plumbing Works ▪ Prepare a plan that will outline the level of ME&P Works ▪ Management of ME&P Sub-contractors appointed to undertake works ▪ Manage department performance and provide overall technical leadership to the group ▪ Supervise all ME&P aspects of the project from initial concept through to delivery ▪ Development and implementation of processes and tools for engineering tasks consistent with industry best practices ▪ Hold regular management meeting with all ME&P Sub-contractors throughout the construction period ▪ Liaison with relevant statutory authorities ▪ Monitoring and continuous review to assure adherence to defined processes
<p>BREEAM Specialist</p>	<ul style="list-style-type: none"> ▪ Provide the design and construction team with expert advice on built environment sustainability, environmental design and environmental assessment ▪ Assist in successfully scheduling activities, setting priorities and negotiating the trade-offs required to achieve a target BREEAM rating when the design is formally assessed ▪ Remain involved throughout the construction period to ensure target BREEAM credits can be attained
<p>Design Manager</p>	<ul style="list-style-type: none"> ▪ Responsible for the overall management of design ▪ Responsible for ensuring the development of an inclusive design which captures LLDC Inclusive Design Standards ▪ Design team selection and relationship management ▪ Development and implementation of design management processes ▪ Management of compliance with engineering standards ▪ Progress and technical review of designs ▪ Management of project design approvals and consents ▪ Management of buildability and design workshops between design and construction teams ▪ Ensure co-ordination of the Information Required Schedule and Design Programme with the Construction Programme ▪ Ensure design is compliant with all necessary planning, statutory and regulatory requirements ▪ Management of design changes ▪ Clear outstanding design issues to facilitate a smooth handover ▪ Compile throughout the project cycle the relevant O&M/Safety File information for the project and issue same in advance of Practical Completion
<p>Senior Commercial Manager</p>	<ul style="list-style-type: none"> ▪ Managing commercial issues through the pre-construction period leading to agreement and confirmation of tendered prices ▪ Negotiating sub-contract packages, plus verifying valuations, variations and final accounts ▪ Valuing Main Contract Variations, and interim accounts ▪ Providing Monthly Forecasted Final Accounts to the Client ▪ Developing, managing and maintaining cost plans including maintaining records to facilitate full audit controls ▪ Attending monthly project review & quarterly forecast meetings ▪ Attending monthly site meetings ▪ Control of financial reporting
<p>Senior Planner</p>	<ul style="list-style-type: none"> ▪ Managing planning and programming issues through the pre-construction

	<ul style="list-style-type: none"> ▪ Monitoring progress against the Accepted Programme ▪ Supporting Sub-contractors and identifying critical path interfaces ▪ Attending progress meetings and advising on programme issues ▪ Advising on programme issues in relation to value engineering and contract variations
Project Controls Manager	<ul style="list-style-type: none"> ▪ Implement programme controls procedures to ensure the project meets cost/budget, schedule and document management requirements ▪ Where necessary, facilitate early and decisive corrective actions needs to deliver the Stadium Transformation programme on cost and on schedule ▪ Measure progress against activities on the Accepted Programme ▪ Establish reporting criteria, content and format for monthly project status reports ▪ Provide reports and analysis to LLDC and the PMP on an as needed basis ▪ Prepares reports required for risk assessment and assesses risk occurrence as it pertains to probability, budget and schedule ▪ Monitor the Project Execution Plan Time Phased Budget Plan
Quality Control Manager	<ul style="list-style-type: none"> ▪ Responsible for the development of the Project Quality Plan (PQP) and Inspection and Test Plans ▪ Support and lead quality improvement initiatives ▪ Responsible for ensuring that all managers, supervisors and the site workforce undertake works in compliance with the BGCL Quality Management System ▪ Monitors and advises on how the Quality Management System is performing ▪ Ensure that LLDC quality requirements and expectations have been accurately identified in the PQP ▪ Develop quality targets and produce statistics regarding company performance against set measures ▪ Attend regular Quality Meetings with LLDC and the PMP
Site Safety Manger	<ul style="list-style-type: none"> ▪ Responsible for onsite Health, Safety, Environmental and Quality advice and support functions ▪ Deliver Induction courses to Sub-contractors and employees ▪ Constant liaison with LLDC and the PMP on HQSE matters ▪ Carry out site inspections ▪ Write and deliver Interactive Training Sessions (Tool box talks) ▪ Undertake Accident and Incident Investigations ▪ Report and prepare safety stats for the delivery group ▪ Review and write Method Statements ▪ KPI reporting
Senior Site Manager	<ul style="list-style-type: none"> ▪ Responsible for all aspects of site management including organising work and deliveries ▪ Planning and programming works, ensuring that the works are completed on time and within budget ▪ Monitoring of personnel and resource requirements ▪ Monitoring of onsite activities, ensuring that the works are being carried out in compliance with regulations, the contract specification and the Construction Phase Plan plus associated Method Statements ▪ Produce audit reports showing all physical works on site and provide feedback on Health and Safety issues to the Project Manager and the Site Safety Manager ▪ Management of materials, plant & Sub-contractors

The table below identifies:

- Names of Personnel Allocated and Committed To Key Roles, and their Employing Company
- Associated Durations in Weeks, and Number of Full Days (8hrs) per Week, for each Key Role on the Project

Job Role	Name of Person Allocated and Committed to Role	Associated Durations in Weeks, and Number of Full Days (8hrs) per Week, on the Project	Employing Company
Partner / Director (Board Director Responsible)	██████████ ██████████	<ul style="list-style-type: none"> ▪ Available for full project duration ▪ 2 -4 Full Days per Week 	Buckingham Group Contracting Limited
Project Director	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Buckingham Group Contracting Limited
Senior Project Manager	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Buckingham Group Contracting Limited
Senior Planner	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Planancy
Senior Commercial Manager	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Buckingham Group Contracting Limited
Design Manager	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Buckingham Group Contracting Limited
Logistics Manager	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Buckingham Group Contracting Limited
Site Safety Manger	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Buckingham Group Contracting Limited
ME&P Manager	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Buckingham Group Contracting Limited
Quality Control Manager	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Buckingham Group Contracting Limited
Senior Site Manager	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Buckingham Group Contracting Limited
BREEAM Specialist	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Method
Project Controls Manager	██████████	<ul style="list-style-type: none"> ▪ Complete project duration ▪ 5 Full Days per Week 	Buckingham Group Contracting Limited

'2.3.2_Key_People'

Name: [REDACTED]
Present Role: Partner / Director
Role Proposed for this Contract: Partner / Director (Board Director Responsible)

Educational and Professional Qualifications/ Training:

[REDACTED]

Skills and Experience Overview:

[REDACTED]

Experience in Working on Similar Projects / Roles on Previous Completed Projects:

[REDACTED]

- [REDACTED]
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[Redacted content]

Why Suitable for the Role on the Olympic Stadium Transformation Project:

- Previous experience in the successful delivery of major Sports Stadia Construction and Redevelopment Projects
- A commitment to close liaison with the LLDC, the PMP, Design and Site Teams
- A commitment to ensuring that all members of the project team work effectively in a collaborative manner to achieve total Client and Stakeholder satisfaction
- Previous experience within the Queen Elizabeth Olympic Park, on the London 2012 Handball Arena Project, and therefore an understanding of design, construction and sustainability requirements / standards

Confirmation of Availability and Commitment on other Proposals to the Project

- Available for the works for full project duration

Name: [REDACTED]
Present Role: Construction Director
Role Proposed for this Contract: Project Director

Educational and Professional Qualifications/ Training:

[REDACTED]

Skills and Experience Overview:

[REDACTED]

Experience in Working on Similar Projects / Roles on Previous Completed Projects:

- [REDACTED]
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Name: [REDACTED]
Present Role: Project Manager
Role Proposed for this Contract: Senior Project Manager / Liaison Manager

Educational and Professional Qualifications/ Training:

[REDACTED]
[REDACTED]

Skills and Experience Overview:

[REDACTED]
[REDACTED]
[REDACTED]

Experience in Working on Similar Projects / Roles on Previous Completed Projects:

[REDACTED]
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Why Suitable for the Role on the Olympic Stadium Transformation Project:

- [REDACTED]

- Previous experience within the Queen Elizabeth Olympic Park, on the London 2012 Handball Arena Project, and therefore an understanding of design, construction and sustainability requirements / standards
- Experience in effectively managing complex projects on / adjacent to live sites, and therefore a detailed understanding of the necessary environmental control measures to be implemented to mitigate nuisance to adjacent receptors

Confirmation of Availability and Commitment on other Proposals to the Project

- Available for the works full time
- Not committed to any other proposals to the project

[Redacted content]

Why Suitable for the Role on the Olympic Stadium Transformation Project:

- Previous experience within the Queen Elizabeth Olympic Park, on the London 2012 Handball Arena Project, and therefore an understanding of design, construction and sustainability requirements / standards
- An experienced Project/ Quality Manager who adopts a proactive/hands on approach to ensure successful project delivery 'right first time', with zero defects

Confirmation of Availability and Commitment on other Proposals to the Project

- Available for the works full time
- Not committed to any other proposals to the project

- [REDACTED]
- [REDACTED]
- [REDACTED]

Why Suitable for the Role on the Olympic Stadium Transformation Project:

- Previous experience at the QEOP and therefore a detailed understanding of LLDC requirements
- Natural understanding of the commissioning process which ensures that this aspect of the construction process (which is vital to achieve practical completion) is undertaken in a seamless operation

Confirmation of Availability and Commitment on other Proposals to the Project

- Available for the works full time
- Not committed to any other proposals to the project

Name: [REDACTED]
Present Role: Sustainability Consultant
Role Proposed for this Contract: BREEAM Specialist

Educational and Professional Qualifications/ Training:

[REDACTED]

Skills and Experience Overview:

[REDACTED]

Experience in Working on Similar Projects / Roles on Previous Completed Projects:

[REDACTED]

- [REDACTED]
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[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

Why Suitable for the Role on the Olympic Stadium Transformation Project:

- Has a track record in achieving the target rating on sports stadia projects
- [REDACTED]

Confirmation of Availability and Commitment on other Proposals to the Project

- Available for the works full time
- Not committed to any other proposals to the project

Name: [REDACTED]
Present Role: Design Manager
Role Proposed for this Contract: Design Manager

Educational and Professional Qualifications/ Training:

[REDACTED]

Skills and Experience Overview:

[REDACTED]

Experience in Working on Similar Projects / Roles on Previous Completed Projects:

- [REDACTED]
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Why Suitable for the Role on the Olympic Stadium Transformation Project:

- Over 10 years' experience with substantial experience as a Design Manager/Co-ordinator
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Good understanding of AutoCAD

Confirmation of Availability and Commitment on other Proposals to the Project

- Available for the works full time
- Not committed to any other proposals to the project

[Redacted content]

Why Suitable for the Role on the Olympic Stadium Transformation Project:

- Previous experience on London 2012 Olympic Handball Arena
- [Redacted]
- [Redacted]

Confirmation of Availability and Commitment on other Proposals to the Project

- Available for the works full time
- Not committed to any other proposals to the project

site through proactive engagement with the workforce and regular site inspections

Confirmation of Availability and Commitment on other Proposals to the Project

- Available for the works full time
- Not committed to any other proposals to the project

Name: [REDACTED]

Present Role: Project / Site Manager

Role Proposed for this Contract: Senior Site Manager

Educational and Professional Qualifications/ Training:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Skills and Experience Overview:

[REDACTED]
[REDACTED]

Experience in Working on Similar Projects / Roles on Previous Completed Projects:

- [REDACTED]
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Why Suitable for the Role on the Olympic Stadium Transformation Project:

- Track record of managing complex, multi-disciplinary projects and delivering on time and on budget
- Previous experience within the Queen Elizabeth Olympic Park, on the London 2012 Handball Arena Project, and therefore an understanding of design, construction and sustainability requirements / standards

Confirmation of Availability and Commitment on other Proposals to the Project

- Available for the works full time
- Not committed to any other proposals to the project

[Redacted text block containing multiple paragraphs and bullet points]

Why Suitable for the Role on the Olympic Stadium Transformation Project:

- Experience in effectively managing complex projects and adopting a proactive approach towards health, safety and the environment
- Ability to provide competent advice and assistance to all members of the workforce on all HSEQ matters
- Experience in implementing and monitoring of the "All Ways Safely" Behavioural Safety Initiative
- Experience in liaison with the LLDC SHELT

Confirmation of Availability and Commitment on other Proposals to the Project

- Available for the works full time
- Not committed to any other proposals to the project