

2012 CONSTRUCTION COMMITMENTS

PROCUREMENT & INTEGRATION

A successful procurement policy requires ethical sourcing, enables best value to be achieved and encourages the early involvement of the supply chain. An integrated project team works together to achieve the best possible solution in terms of design, buildability, environmental performance and sustainable development

- Procurement decisions will be transparent, made on best value rather than lower cost, use evaluation criteria and where appropriate, specialist advisors, whilst encouraging the contribution of smaller organisations
- All members of the construction team will be identified and involved at an early stage, particularly during the design process, and encouraged to work collaboratively
- Supply chain partners will be required to demonstrate their competency, their commitment to integrated working, innovation, sustainability and to a culture of trust and transparency
- To ensure effective and equitable cashflow for all those involved, all contracts will incorporate fair payment practices, such as payment periods of 30 days, no unfair withholding of retentions, project bank accounts, where practicable and cost effective, and will include mechanisms to encourage defects free construction
- The duties of each project team member will be identified and shared at the outset of the project and appropriate insurance policies, such as project insurance, put in place
- Risks will be clearly identified, financially quantified and allocated in line with each party's ownership and ability to manage the risk
- All contracts will have an informal and non-confrontational mechanism to manage out disputes
- The employment practices of all organisations, including sub-contractors and the self-employed, will be scrutinised by the client and the supply chain to avoid abuses

CLIENT LEADERSHIP

Client leadership is vital to the success of any project and enables the construction industry to perform at its best

- The client structure and responsibilities will be clearly identified and adequately resourced to ensure continuity in leadership for the duration of the project
- There will be client commitment to best practice guidelines and engendering cooperation with all organisations involved in the project
- A clearly expressed and well researched vision and business case for the construction of the 2012 Games will be developed by the client
- A detailed brief with clear financial objectives, programme and definition of what is meant by success will be developed by the client before the design stage for all projects and this will be shared at the outset with all those involved
- The client will champion best practice in design, teamworking, innovation, health and safety, and sustainability, and demand an appropriately trained and qualified workforce
- A clear, collaborative and flexible procurement policy will be developed by the client, together with a clearly expressed industrial relations' framework
- The client will work within the project team from the outset of the project to identify and manage project risks
- Projects will be properly commissioned before handover and subsequently tested before the Games commence

DESIGN QUALITY

The design should be creative, imaginative, sustainable and capable of meeting delivery objectives. Quality in design and construction utilising the best of modern methods will ensure that the Olympic sites meet the civic needs of all stakeholders, both functionally and architecturally, for 2012 and beyond

- The client will produce a clear brief before design commences
- Designers will be selected according to ability and quality, together with other criteria appropriate to the scale and complexity of the project
- Every opportunity will be taken to encourage visionary designs, including art and sculpture, and to provide opportunities for emerging designers and artists
- The design must suit the practical, functional and operational requirements of the Games and meet both the client's and users' needs for 2012 and beyond, to ensure that whole-life value is delivered by addressing buildability, maintainability and usability, whilst driving health and safety throughout. Where appropriate it must also facilitate dismantling and re-erection
- Project briefs will specify performance criteria to encourage innovation in order to deliver cost-effective solutions, taking advantage of opportunities for standardisation, prefabrication, off-site manufacture and adopting modern logistics principles
- The design will be tested using 3rd party design reviews and other tools for assessing design quality
- IT-based collaborative tools and communication technologies will be exploited

COMMITMENT TO PEOPLE

Valuing people leads to a more productive and engaged workforce, facilitates recruitment and retention of staff and engages local communities positively in construction projects

- Local employment projects and local training initiatives will be utilised in order to create sustainable communities
- Local communities will be fully involved and engaged from the outset of all projects
- Training and development will be offered to all staff, including the client, to meet individual, project and company needs
- Opportunities for apprenticeships and work experience will be offered
- A policy of equal opportunities will be adopted to encourage a diverse workforce
- Project specific agreements will be established between unions and employers to encourage better employment practices, including training as well as health and safety
- Construction sites will be clean, tidy and provide good quality facilities, including catering, appropriate to the diverse needs of the workforce
- Sites will be run considerably without causing nuisance to local communities

SUSTAINABILITY

Sustainability lies at the heart of the delivery of the Games. A sustainable approach will bring full and lasting environmental, social and economic benefits through regeneration and legacy (see also Commitment to People)

- The projects will be designed in accordance with the London 2012 concept of a "One Planet Olympics"
- An overarching Sustainable Development Strategy will be developed with relevant stakeholders
- Each project will develop a specific Sustainability Action Plan which will address environmental, social and economic aspects, and aim to exceed the highest levels within relevant standards and include all aspects of the supply chain
- Targets, including the business case, will be set within all contracts, and performance will be monitored and appraised regularly
- Projects will incorporate best practice approaches to resource use, waste minimisation, low-carbon performance, employment, training and community engagement
- Development plans will seek to enhance, create and protect the local natural environment
- Projects will actively aim to enhance the vitality and viability of local communities from the construction period through to the legacy

HEALTH & SAFETY

Health and safety is integral to the success of any project, from design and construction to subsequent operation and maintenance

- All designs will address health and safety issues and all projects will have a risk register
- 2012 construction projects will aspire to be injury and incident-free
- Every project will have a strategy to deal with occupational health and provide full-time qualified medical staff on site
- All health and safety risks, including those relating to occupational health, will be assessed, managed, action taken and communicated from inception to design
- Companies will sign up to and implement the Strategic Forum Health and Safety Code
- All professional and site staff will hold Construction Skills Certification Scheme (CSCS) cards or equivalent

We the undersigned agree to adopt the 2012 Construction Commitments as set out above

Signature of Chairman

The Rt Hon Tessa Jowell MP

The Rt Hon Margaret Hodge MP

Ken Livingstone, Mayor of London

Signature of Chief Executive

David Higgins, Chief Executive ODA

Peter Rogers, Chairman 2012 Task Group

Company

Contact name

Title

Email

Date

To sign up, add the signatures of the organisation's Chairman and Chief Executive, and also the organisation details in the spaces set out above. Tear this panel off and return to the Strategic Forum 2012 Task Group, c/o CIC, 26 Store Street, London, WC1E 7BT