Learning legacy

Lessons learned from the London 2012 Games construction project

Organisation Chart for CDM Duty Holders

Champion Products are examples of tools and formats used by the Olympic Delivery Authority (ODA) in executing its programme. The ODA is publishing these as part of its Learning Legacy in anticipation that they may be of use to future projects seeking best practice examples of tools and templates that have been used successfully on a large, complex programme.

Purpose of the document, description and how it was used

The Organisation Chart for CDM Duty Holders provided clear visual guidance on the roles and responsibilities of the CDM Coordinators across the Olympic Park. It allowed users to contact, inform and provide the right information to the right people. The Chart was particularly useful for those that were new on the Park as well as identifying people when a regular member of the team was absent through sickness or holiday cover. The Chart also identified the single point of contact (SPOC) for any one area such as the venues or utilities as well as the members of the CLM Assurance and Safety team and neighbouring CDM Coordinators.

Benefit to future projects

- Provides an instant overview of roles and responsibilities across a large area of the construction project.
- Enables the right information to be directed to the right person.
- Provides details of the project CDM Coordinators (CDMC), but also details of the neighbouring CDMCs, SPOCs and Health and Safety teams.

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Olympics CDM Coordinator Organogramme and Scorecard Reporting

Colour Block = 1 CDMC package

Outline = Probable PC Package

Site Wide Packages

Master Planning Park Wide - Atkins

Logistics - Atkins includes M11 Logistics Centre, Stratford Station Bus Layby, Security Plazas, Wharfs, Sercuity Perimeter, CPSS, CCTV

CLM as Principal Contractor = 'Site Operations'

New Utilities Networks

Gas Network IP

Gas Network LP

Electrical Civils Works

Water Networks - Potable

Water Networks - Non-Potable

Telecomm Network - Ducts

Sitewide Water Networks
Own & Operate

Water Networks Offsite (SCDL)
Atkins = P Arup = SCDL

Primary Substation - EDFECL
Laurie Carpenter

Wireless Telecomms Network - Legacy Arup Advising

Electrical Network - Host 132kV

Energy Centre

Heating and Cooling Network

11kV Electrical Network - Equipment (Own & Operate)
Atkins until Concession signed

Telecomms Network - Host Connect
LOCOG up to Games

Fixed Telecomms Network - Legacy Arup Advising

Telecommunications Management Arup Advising

Sitewide Systems Arup Advising

Carpenters Road Ducts - Arup

PLUG - Arup

Dismantling Overhead Lines

Dismantling Overhead Lines

PARK VENUES - South Park

Secondary Foul Drainage - South = Arup
Secondary Surface Water Drainage

Enabling Works South - Arup

Utility Diversions South - Arup

Infrastructure South - Arup
South Civils LOT 2
Rail Over Bridges LOT 3
Stadium Bridges LOT 4
South Coach Park OLY3 - LOT 9
Storm Water Drainage
Retaining Walls
Security Fence South
Bridge LOT 6 - Hparc Work and FO6

Stratford High Street Bridge T12

West Ham Underpass U04
Lot 7,

Bridge F-10A & F10B DLR Abutments

Aquatics - Total CDM Solutions

Aquatics - Waterpolo

Stadium - Team McAlpine

Stadium - Warm Up Track

Greenway

Landscape & Public Realm - South

Eton Dorney

Broxbourne

Orbit-Tower
Barbara Marino

SITES ADJACENT TO PARK

Stratford City Developments

Highways

Traveller's Sites

Stratford Village

Stratford Regional Station

ODA Transport

West Ham Underpass U04

Stratford High Street/Warton Road Junction Improvement
Warton Road Lowering @ Railway Bridge

EDF - PLUG cables etc

EDF - London Electric

EDF - Power Networks

National Grid

1. Diversion of o/h lines YYJ11-YYJ14
2. Substation works at West ham
3. Substation works at Hackney
4. Post handover of NG tnls for T&C
5. Dismantling overhead lines

PARK VENUES - North Park

Secondary Foul Drainage - North = Atkins
Secondary Surface Water Drainage

Enabling Works North - Arup

Utility Diversions North - Arup

Infrastructure North - Atkins
North Civils Roads and Bridges LOT 1
Athletes Transport Mall Lot 9
North Transport - Coach Park OLY2 - LOT 9
Lea Navigation Olympic Bridges - T08, T09, T10 - under review.
Legacy Conversion of Olympic Roads & Bridges
Wetlands Bridges
Security Fence North + H&S File

Lea Navigation Legacy Bridges
F13, H10, H14, H16 - **removed**

Velo Park + Velo BMX

Basketball

IBC - Head and Studios

IBC - MPC

IBC - Multi-Storey Car Park

IBC - Catering Village

Primary Sewer & Pumping Station

Handball

Hockey
LOCOG

Landscape & Public Realm - North

Legacy to 2nd October 2009

Eton Manor

Wind Turbine - Atkins

Royal Artillery Barracks

Orient Way - ODA Transport

Railways

DLR Package

Crossrail

Woolwich Line Enclosure Phases 2 and 3
DLR / Arup - Phil Markham

OFF PARK OLYMPIC SITES

Weymouth and Portsmouth

Eton Dorney

Broxbourne

Prescott Lock

LOCOG
Football Grounds x 6
Earls Court
Excel
Greenwich Arena
Greenwich Park
Horse Guards Parade
Hyde Park
Lords
Regents Park
Royal Artillary Barracks
The Dome
Weald Country Park
Wimbledon

Useful Contacts

ODA CDM Coordinators

Atkins	
Atkins	
Atkins	
Atkins	
Atkins	
Atkins	
Buro Happold	
Buro Happold	
Arup	
Arup	
Arup	
Arup	
Arup	
Arup	
Arup	Giampiero Gianchristofaro
Total CDM Solutions	
Total CDM Solutions	
Faithful and Gould	
Confluencepcm	
ICDM	
ICDM	
EDFECL	
Schal	
Hyder	
RPS Group	

Park Health

Neighbouring CDM Coordinators

Bovis Lend Lease	
Bovis Lend Lease	
Bovis Lend Lease	
Bovis Lend Lease	
Crossrail	
Bovis Lend Lease	
CTRL	
TfL	
EDF = Cofely	
NG / PB Power	
Capita Symonds	
Capita Symonds	
Capita Symonds	
DLR Arup	
Network Rail	
ODA Transport	
Network Rail	

HSE Inspectors

Site - Pudding Mill Lane, PML

Useful Contacts
Liaison Officer

Olympics Specialist Advice

H&S	
Sustainability	
Legacy	
Legacy	
Accessibility	
Equality & Diversity	
Quality	
Rail Possessions	
Logistics	
ODA Transport	
ZIG, Zone Interface	
Security	
Security	
Secuirty	
Record & Compliance	

CLM Design Managers for Site Wide Projects

Site Wide Details	
Utilities	
SBH Design Head	
South - SBH	
North - SBH	
Logistics	
Security - Infrastructure	
Security - Venues	
Const. Field Eng.	
Landscape	
Sustainability	
GIS, drawings etc	
Testing & Comm.	
Testing & Comm.	

CDM Integrator

H&S Assurance - SPoCs

Ian Pattison	
Catherine Beeckman	
Robert Vine	
Kevin Jewitt	
Athletes Village	

See Second Sheet for HS&E Single Point of Contact List

Venue / Project	H&S SPOC (Single Point of Contact)	CLM E&S SPOC (Single Point of Contact)	CLM Project Manager	CLM Design Manager	CLM Assistant Project Manager	ODA Project Sponsor	Principal Contractor	PC Project Manager	PC Health and Safety Manager	H&S Mgr Email	H&S Mgr Mobile	PC Environmental Manager	Env Mgr Email	Env Mgr Mobile	Environment Agency SPoC
Infrastructure															
Enabling Works - North Park															
Enabling Works - South Park															
LPR															
Landscape & Public Realm - North															
Landscape & Public Realm - South															
SBH															
SBH - Lot 1 North Loop Road & L01, E13, H01, U01															
SBH - Lot 2 South Loop Road & H05, H06, H07, H17, F09, U02															
SBH - Lots 3 & 4 Rail over bridges - L03A, L03B, H08, H23 Stadium bridges - H04, F08, F11, F14, F17, F07															
SBH - Lot 5 Wetland Bridges - F02, F03,															
SBH - Lot 6 F06 (Carpenters Lock bridge)															
SBH - Lot 7 T12 (bridge across Stratford High Street)															
SBH - Lot 9 Car/Coach Parks															
Utilities (Overall)															
New Utilities - Networks (Power, Water, Gas & Telecom, UTX)															
IP Gas															
Energy Centre King's Yard															
Heating & Cooling Network															
Electrical Networks Own & Operate Concessionaire (11kV cabling and 11kV tranformers and substations)															
Logistics															
Logistics															
Logistics Centres															
Security															
Venues															
Aquatics															
Basketball															
Handball															
IBC / MPC															
Stadium															
Velopark															
Warm Up Track															
Waterpolo															
Off Park Venues															
Broxbourne															
Eton Dorney															
Eton Manor															
Woolwich (Royal Artilery Barracks)															
Athletes Village															

Other Contacts:

Olympic Park Incident Hotline				
Olympic Park Logistics Duty Manager				
Thames Water				
Environment Agency				
British Waterways				
Interim JLARS EHO Co-ordinator				
Veolia (Olympic Park Waste Management)				
WSP Environmental (OP Environmental Monitoring)				
Adler & Allan (Olympic Park Fuel Provider)				
Permit to Proceed Team				
Soil Hospital Team				

For CLM E&S Team Objective Leads - please direct queries via your SPoC

N.B. All CLM staff have email addresses: firstname.surname@london2012.com