Learning legacy

Lessons learned from the London 2012 Games construction project

ODA Business Close Out Reports

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 the anticipation that they may be of use to future projects seeking best practice examples of tools that have been used successfully on a large, complex programme.

Purpose of the document, description and how it was used

ODA Business Close Out Reports (BCORs) were produced at completion of the venues and infrastructure projects, and had a dual purpose. Initially they were designed to evidence achievement of the business case objectives, collate key project data and document lessons learned and benefits management. However, it was considered that the reports would also be useful information tools to satisfy any future audits undertaken on the projects after the closure of the ODA.

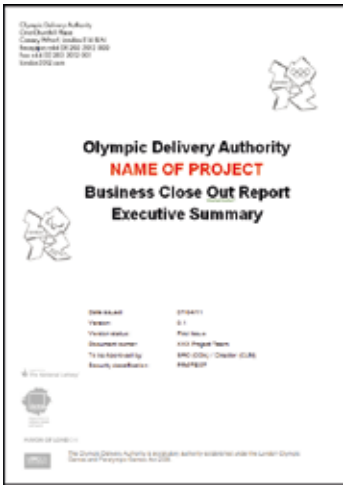
BCORs consist of an Executive Summary which contains the key information relating to the project; and a Data Pack which provides the detailed project data.

The reports were jointly owned by the ODA Project Sponsor and the CLM Project Manager, supported by the Programme Assurance Office, and contain information relating to project context, project history, delivery, key innovations and key issues.

The reports were issued to the Department for Culture, Media and Sport – the ODA's sponsoring department, to formally close out each of the projects.

Benefit to future projects

This champion product is presented as a best practice example for a project close out report that was successfully used to close out the London 2012 projects. This could be used by future projects as it collates all the key information from the


Olympic Delivery Authority
NAME OF PROJECT
Business Close Out Report
Executive Summary

London 2012 projects, clearly reports their status at project completion and provides a good overview of the London 2012 overall Programme.

LOTTERY FUNDED

department for culture, media and sport

MAYOR OF LONDON

LONDON DEVELOPMENT AGENCY

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The construction of the venues and infrastructure of the London 2012 Games is funded by the National Lottery through the Olympic Lottery Distributor, the Department for Culture, Media and Sport, the Mayor of London and the London Development Agency.

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NAME OF PROJECT

Business Close Out Report

Executive Summary

Date issued:	07/04/11
Version:	0.1
Version status:	First Issue
Document owner:	XXX Project Team
To be Approved by:	SRO (ODA) / Director (CLM)
Security classification:	PROTECT

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department for culture, media and sport

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Approvals

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Name	Title	Date	Signature
	ODA Project Sponsor		
	CLM Project Manager		
	CLM Executive Director		
	ODA SRO		
	Learning Legacy Steering Group		

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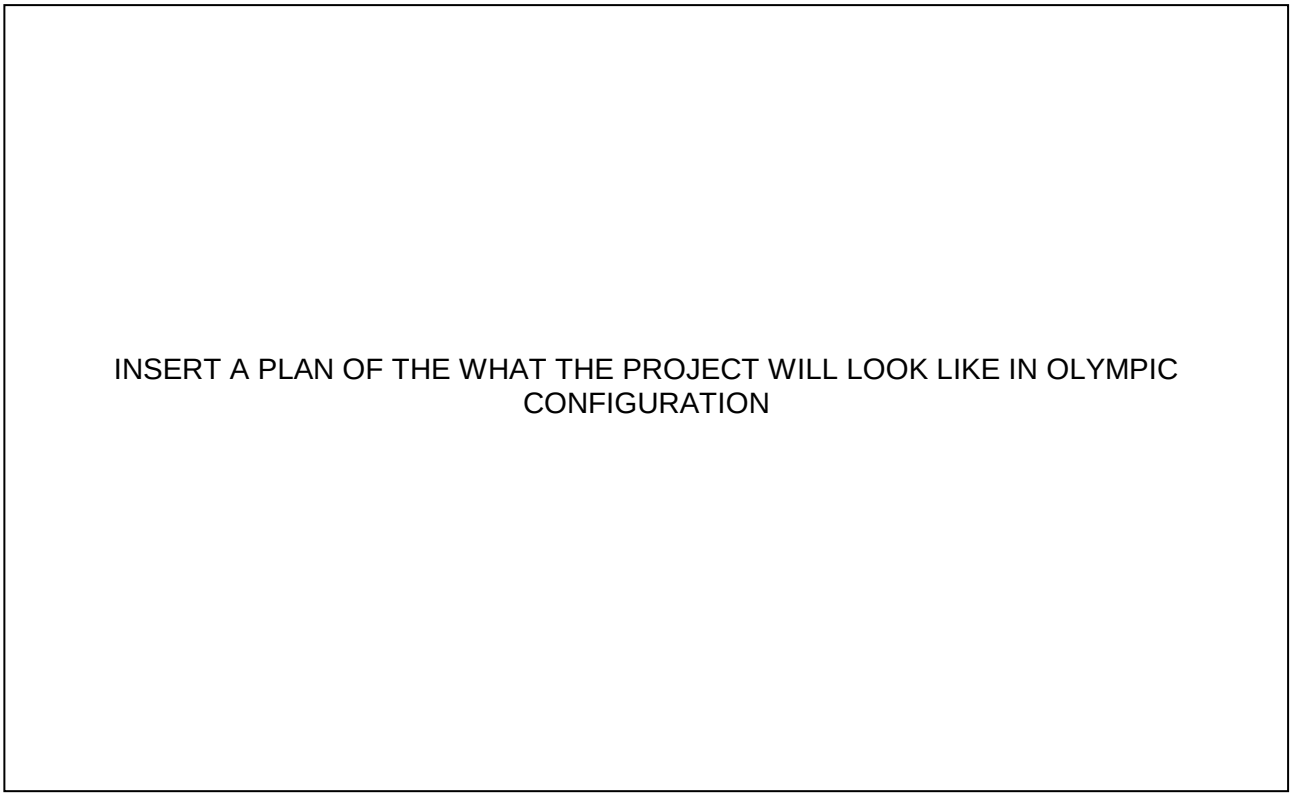

Figure 1: Project Olympic Configuration

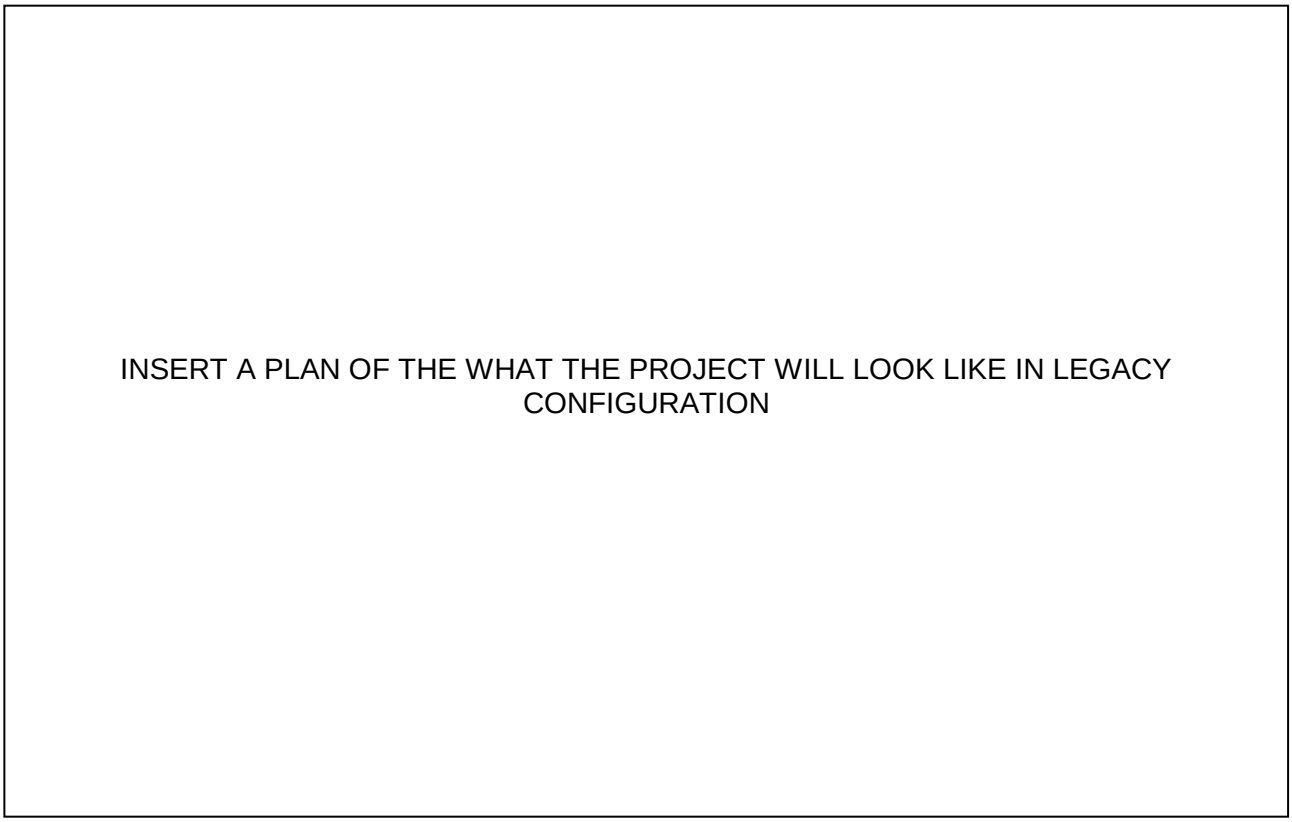

Figure 2: Project Legacy Configuration

1 Executive Summary

1.1 Project Context

The section should describe:

- Ministerial approval – when received, total funding amount and if there were any revisions to the Business Case which resulted in an increase / decrease to the budget after approval.
- Description of the project – what it is, where it is located on the park, brief requirements of the project.
- How the venue will be used in Legacy mode, who the owner and operator will be.
- Describe the transformation works that will take place and when.

This should take up no more than half a page.

1.2 Organisations and Roles

This section should outline the organisations and roles that they have undertaken in the project. Please use the table below to list each organisation / role / Abbreviation:

Company	Role	Abbreviation

This page should include a selection of key pictures detailing progress on project during its lifetime.

1.3 Project History

This section describes the history of the project and should include details on the:

- Design phase – who were the design team, when were they appointed, what was the scope of the design team
- Procurement phase
- Construction Phase
- Close out

Other information to include:

- List the Stakeholders involved in the project
- Who were the principal contractors and when were they appointed, details of the type of contract
- Key innovations incorporated in the project

This should be no more than one page

(all figures are £k and inc VAT unless stated) Business Case *Revised Business Case [DATE] if applicable* Transfers (to) / from other projects	Base Scope[1]	Project CTNC[2]	**TOTAL Budget**	**AFC[3]**	**Under / (Over) spend**	
Business Case plus Net Transfers						(1)
Drawn from / (Returned to) Programme Contingency Drawn from / (Returned to) Funders' Contingency						
Authorised Funding						(2)

(1) = Project performance against OPRG approved scope and budget
(2) = Anticipated Savings or (Future Funding Required)

Table 1: Financial Summary

Key Programme Milestones	Baseline Date	Actual Date	Variance
SOC approved			
ITT issued			
Business Case approved			
Planning Committee decision			
Project Contract Award			
Project Construction Start			
Project Construction Handover			

Table 2: Key Programme Milestones

This table should include all key construction milestones.

Project Construction Milestones	**Baseline Date**	**Actual Date**	**Variance**

Table 3: Key Construction Milestones

[1] Base Scope refers to the scope of works identified in the Business Case and described in the Project Brief
[2] Project Contingency (CTNC) was identified through a Quantitative Risk Analysis in the Business Case and relates to the project's Base Scope
[3] Anticipated Final Cost (AFC) is the forecast outturn cost

1.4 Delivery Summary

These three sections should not total more than one page.

1.4.1 Cost

Brief description on the cost of the project. Key points to include:

- Any additional funding required following the ministerial approval which required a revised business to be submitted.
- Cost Performance of the project, resulting in an increase / reduction of the AFC.
- Where there any savings on the project?

1.4.2 Schedule

Brief description on the performance against the schedule. Key points to include:

- Any delays during the planning and procurement phases and how these were recovered.
- Any significant delays during the construction phase and how these were recovered.

1.4.3 Quality

Brief description on the quality of the project. Key points to include:

- Any defects at completion?

1.5 Priority Theme Summary

This page should not total more than one page.

1.5.1 Health & Safety

This section should talk about the Health and Safety record of the project, if the Health & Safety targets have been achieved, the Accident Frequency Rate (AFR) and if were any reportable accidents.

The H&S graph for the project should also be included.

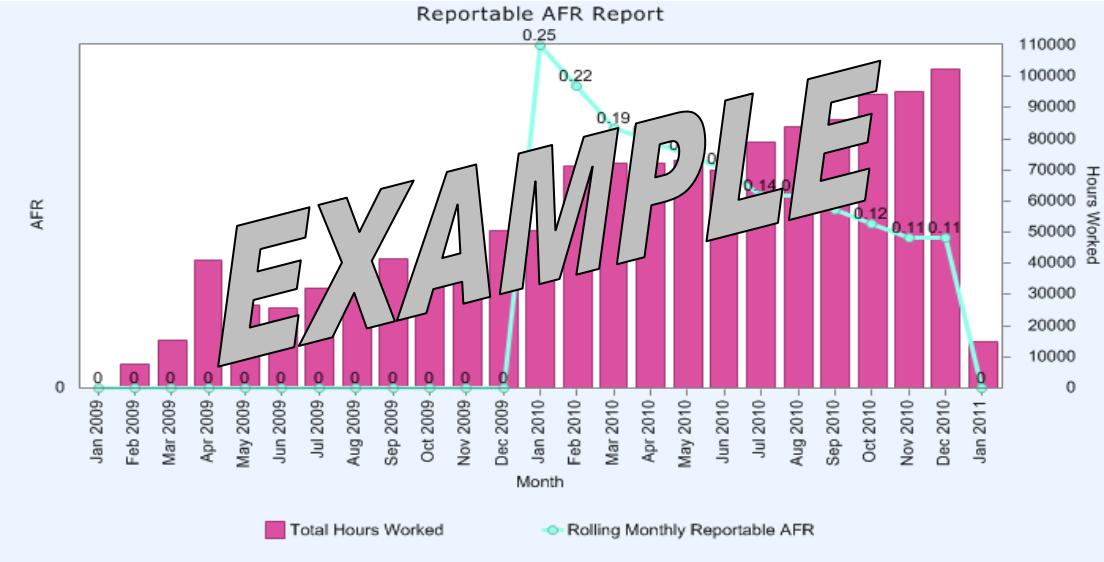

Figure 3: Rolling 12-month AFR

1.5.1 Equality, Inclusion, Employment & Skills

1.5.2 Environment & Sustainability

Priority Theme Indicators H&S	Target/ Benchmark	Actual
Accident Frequency Rate	0.1	
Employment and Skills		
Black, Asian, and minority ethnic groups	15%	
Women	11%	
Disabled people	3%	
Trainees	4%	
Apprenticeships	4%	
Previously unemployed	7%	
Direct employed	No target set	
London living wage	No target set	
5 HB & Barking & Dagenham	15%	
Environment and Sustainability (delete as applicable)		
Environmental Incidents (EIFR)	0.1	
BREEAM Excellent	8/8	
CEEQUAL Very Good	n/a	
Carbon Reduction	n/a	
Part L savings	15%	
Renewables	n/a	
Potable Water Reduction	40%	
SUDS Compliance	Complete	
Reused or recycled (demolition)	n/a	
Reused or recycled (construction)	90%	
Recycled aggregate	25%	
Recycled content	20%	
Responsibly sourced materials	80%	
BRE green guide	7	
Timber from sustainable sources	100%	
Unhealthy / barred materials (0% non-compliance)	0%	
Habitat Creation Nest boxes	84	
Habitat Creation and Area Covered	n/a	
Invasive Species Management (100% eradication/control)	100%	
Sustainable Transport (Deliver 50% by Rail/Water)	50%	
Considerate Constructors Scheme	100%	
Compliance to Code of Construction Practice	100%	

Table 4: Priority Theme Performance

1.6 Remaining Works

This section should describe all the remaining works and the strategy for delivering these works.

1.6.1 Outstanding Scope

The table below should be used to list all the outstanding scope, the budget to complete works, the completion date, and the delivery reference.

Scope Items	Budget	Dates	Delivery Ref.

1.6.2 Delivery Strategy for Outstanding Works

The following are the likely delivery strategies for the outstanding works, referenced as per above table.

Category 1	1A - Outstanding Works - In Project Brief and Venue T1 scope 1B - Deferred Works - In Project Brief and future Venue T1 scope (Sectional Completion)
Category 2	2A - In Project Brief but not within Venue T1 scope 2B - In ODA Programme scope but not within Project Brief or Venue T1 scope
Category 3	3A - Not within ODA scope – formal transfer from ODA to LOCOG agreed 3B - Not considered within ODA scope – Responsibility undefined

This section should describe how the outstanding works will be delivered.

1.7 Key Innovations

The following table should be used to describe any key innovations that have been used on the project.

KEY INNOVATION

What did we do:	
Why was it innovative:	
What did it achieve:	
How was it delivered:	
Recommendations for future projects	

1.8 Key Issues

The following table should be used to describe any key issues that have been used on the project.

KEY ISSUE

Description of the Issue:	
How was it overcome:	
Lesson Learned:	

2 Key References

All key reference documents should be listed and hyperlinked below. The hyper links should link to the documents saved in the project area of Filestore.

Example documents are:

1. Project Brief
2. Business Case
3. Business Case Approval Letter
4. Commercial Close Out report

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NAME OF PROJECT

Business Close Out Report

Data Pack

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1 NAME OF PROJECT Business Close Out Data Pack

The Data Pack is in addition to the Executive Summary and provides a more comprehensive look at the project. The data pack along with the Executive Summary are based on the data at completion as an assessment against the targets set in the approved Business Case (DATE 20XX).

1.1 Lessons Learned

This section is a collation of the lessons learned during the project. To be populated by the PM in conjunction with the close out team.

1.1.1 Processes that went well

Ref	Category	Issue	Lessons Learned	Recommendations for future projects
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

1.1.2 Processes which did not go well. To be populated by the PM in conjunction with the close out team.

Ref	Category	Issue	Lessons Learned	Recommendations for future projects
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

1.2 Project History

1.2.1 Planning

This section should describe the planning stage of the project and be completed by the project manager.

List planning conditions.

Condition Reference	Summary	Approval Date	PDT Reference(s)

1.2.2 Design

This section should describe the design stage of the project and align with the text written for the Exec Summary by the project manager.

1.2.3 Procurement

This section should describe the procurement stage of the project and align with the text written for the Exec Summary by the project manager.

1.2.4 Implementation

This section should describe the implementation stage of the project and align with the text written for the Exec Summary by the project manager.

1.3 Project Deliverables

1.3.1 Project Requirements

The Project Requirements were outlined in Section XXX of the Project Brief and the Business Case. The table below records the requirements and outlines the performance of the project to meet the requirements.

To be completed by the Sponsor supported by the project manager

Business Case

Ref	Project Requirement	Performance	RAG
PR1	•		
PR2	•		
PR3	•		
PR4	•		
PR5	•		

Project Brief

Ref	Project Requirement	Performance	RAG
PR1	•		
PR2	•		
PR3	•		
PR4	•		
PR5	•		

1.3.2 Strategic Benefits Review

The Strategic Benefits (SB) for this project were outlined in Section XX.XX of the Business Case. The table provides evidence from Project scope to demonstrate achievement, to date, of these benefits and identifies who will be supplying the benefit beyond project completion.

To be completed by the Sponsor supported by the project manager

Ref	Description of Benefit	Evidence of Achievement	Benefit to be supplied by:	RAG
SB1				
SB2				
SB3				
SB4				
SB5				
SB6				
SB7				
SB8				
SB9				
SB10				

1.3.3 Key Design Criteria

List all the key ODA elements of work

To be completed by the project manager

1.3.4 Key Quantities

To be completed by the project manager

Item	Unit	Total Quantity

Notes:

1.3.5 Outstanding Scope

To be taken from the Scope Close Out Tracker (SCOT) and populated by the PM

Scope Items	Budget	Dates	Delivery Ref.

Category 1	1A - Outstanding Works - In Project Brief and Venue T1 scope 1B - Deferred Works - In Project Brief and future Venue T1 scope (Sectional Completion)
Category 2	2A - In Project Brief but not within Venue T1 scope 2B - In ODA Programme scope but not within Project Brief or Venue T1 scope
Category 3	3A - Not within ODA scope – formal transfer from ODA to LOCOG agreed 3B - Not considered within ODA scope – Responsibility undefined

1.3.6 Delivery Strategy for Outstanding Works

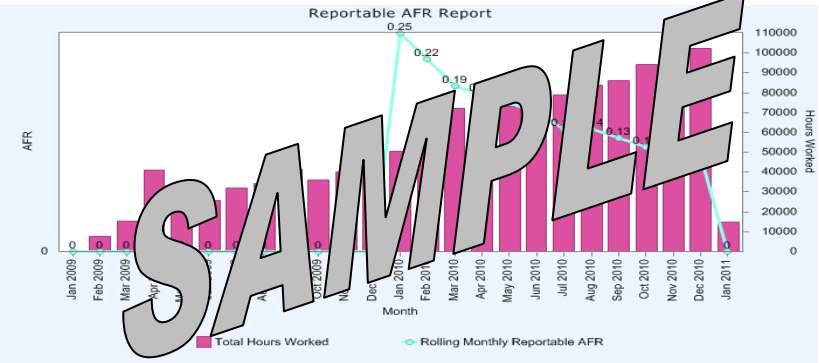
The following are the likely delivery strategies for the outstanding works, referenced as per above table.

To be completed by the project manager

1.4 Priority Themes

This section will be provided by priority themes

1.4.1 Health and Safety Review



Graph showing rolling 12-month AFR

Safety - Accidents	Target	Status
Project AFR (Aspiration in HSE Standard is <0.1)	N/A	
Project A2FR	N/A	
Zero Fatalities	0	
Zero Prohibition Notices	0	
Over three day reportable injury	N/A	
Major Injuries	N/A	
Minor Injuries	N/A	
Dangerous occurrences	N/A	
Prohibition notices	N/A	
Near Misses	N/A	
Health and Wellbeing		
Random drug and alcohol testing (random/with cause)	10%	
Occupational Health programme established; Engagement with Park Health.	Y	
HS&E Competence		
100% site workers hold CSCS or equivalent cards, logged into scheme	100%	
5 training days per year	5	
Training records logging all training activities inc. 'Toolbox Talks' (evidenced through audit)	100%	

Safety

Health and Wellbeing

Designing for H&S

H&S Culture

1.4.2 Environment and Sustainability Review

Environmental Indicators

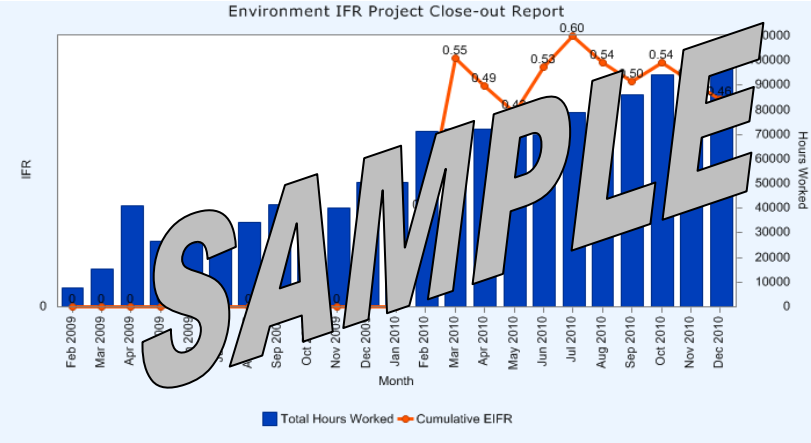


Plate 1: Velodrome Environmental Incident Frequency Rate

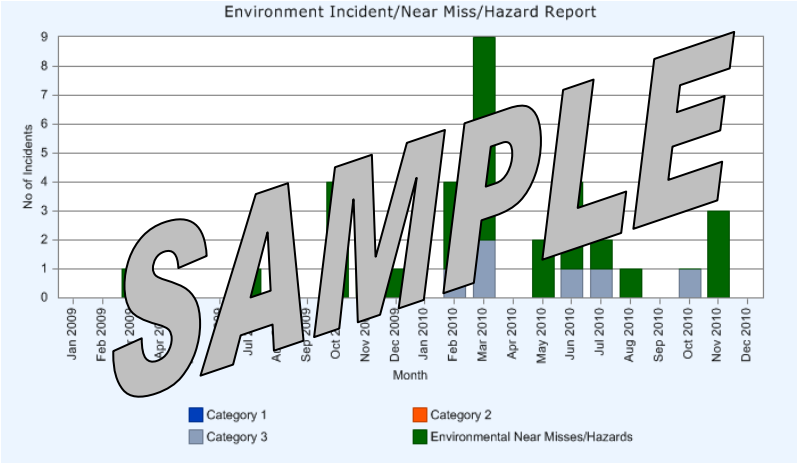


Plate 2: Velodrome Environmental Near Miss/Incident Rates

Indicator	Target	Final
1. Sustainable Transport		
Construction materials delivered to site by rail or water	50%	
2. Environmental Incidents		
Environmental Incident Frequency rate (EIFR)		
3. Considerate Constructors Scheme		
Assessment score of 4+ in each of the 8 sections (nr sections)	8	
4. Compliance with Code of Construction Practice		
Approved Environmental Management Plan	Yes	
Outstanding Non Conformances	0	
5. CEEQUAL		
CEEQUAL Very Good	N/A	

Sustainability Indicators

Indicator	Target	Final at Q4 2010
1. Energy in use		
Part L Savings	15%	
2. Water		
Demand reduction	40%	
SUDS Compliance	Discharge condition	
3. Waste		
Re-Used or Re-Cycled (Construction)	90%	
Re-Used or Re-Cycled (Demolition)	n/a	
4. Materials		
Healthy Materials (low VOC/Water based)	80%	
Recycled Aggregate (Proportion of Secondary Materials as %Mass)	25%	
Recycled Content (Proportion of Secondary Materials a % Value)	20%	
Responsibly Sourced Materials (80% Supply Chain for key materials)	80%	
Sustainable Materials (BRE Green Guide Rating A+ to C)	7	
Timber from Sustainable Sources	100%	
Unhealthy/Barred Materials	0%	
5. Biodiversity		
Habitat Creation Nest Boxes	84	
Invasive Species Management (100% Eradication/Control)	100%	
6. BREEAM		
BREEAM Excellent (Permanent Values) in Legacy	Excellent	

Notes

[1] At the request of the Velodrome team the Energy in Use requirements were excluded from the Close Out audit on 5 January 2011. The Contractor confirmed that supporting evidence to demonstrate compliance with the Energy in Use report would be available for review by 28/01/11. An on-site review to confirm performance of the Project against the Energy in Use target will be scheduled for February 2011.

[2] The Close Out audit on 5 January 2011 found that the Water Use Demand Statement requires revision to accurately reflect the installed fixtures and determine the actual reduction in potable water use. Expected to increase with inclusion of Velopark.

[3] The Close Out audit on 5 January 2011 found that the project achieved 20.2% recycled aggregates. This figure is from the Velodrome Construction. It is anticipated that this target will be met with the construction of the Velopark, which is planned to utilise material from the soil hospital

[4] The Close Out audit on 5 January 2011 found that the WRAP toolkit needed to be updated to confirm the target. However, it is considered that the required changes will not reduce Project performance below the targeted 20%.

[5] The Close Out audit on 5 January 2011 found that the project achieved A+ to C for 6 key building elements. For the one element failing to achieve the required standard, windows and glazing, a justification report has been issued to the ODA and is awaiting sign-off.

Performance Review

Environmental Incidents

1.4.3 Equality, Inclusion, Employment and Skills Review

EIES Indicators

	Target Benchmark	Actual % (cumulative total)
Trainees		
Previously unemployed		
Direct employed		
London living wage		
5 HB & Barking & Dagenham		
Apprenticeships		
Black, Asian, and minority ethnic groups		
Women		
Disabled people		

Workforce Monitoring and Representation

Inclusive Design

Employment & Skills

Business assurance

Integration & capability

Targeted community engagement

Equality Impact Assessment

1.4.4 Stakeholder Management and Communications Review

Key stakeholders

This section should provide a list of all the key stakeholders involved in the project.

Pre-contract – summary of planning consultation

This section should provide a summary the pre-contract planning consultation.

Post contract – summary of stakeholder engagement

This section should provide a summary of stakeholder engagement.

Engagement Activities

Summarise the activities and tolls used to engage stakeholders on the project.

1.5 Project Organisation

1.5.1 Organisations and Roles

To be completed by the project manager

Company	Role	Abbreviation
<Name of organisation- NOT individuals>	<eg: Lead Designer>	<Abbreviated form of organisation's name>

1.5.2 Organisation Chart

To be completed by the project manager

Organisation chart should be at a CLM / Tier 1 level and not CLM / ODA organisation chart.

Accountable Director - ODA
Is the Senior Responsible Owner (SRO) and chair of the Project Board. The SRO is ultimately responsible for the delivery of the project.

Project Sponsor ODA
The ODA Project Sponsor performs the continuous Client lead role from project inception to completion, is Project focused, external facing (stakeholders) and is the overall Project Champion & 'custodian'. The Project Sponsor reports to the same single accountable ODA Director throughout the lifetime of project ('Cradle to Grave'), **is accountable to** the Board and the single point of accountability to the Project Delivery teams.

CLM Senior Project Manager
The Project Manager is the single point of contact with the ODA Project Sponsor. The Senior PM leads the project team in the delivery of venues. It is the responsibility of the Senior PM to comply with ODA/ Delivery Partner systems and procedures to support effective delivery. This person is also the named person in the contracts with the 1st tier suppliers.

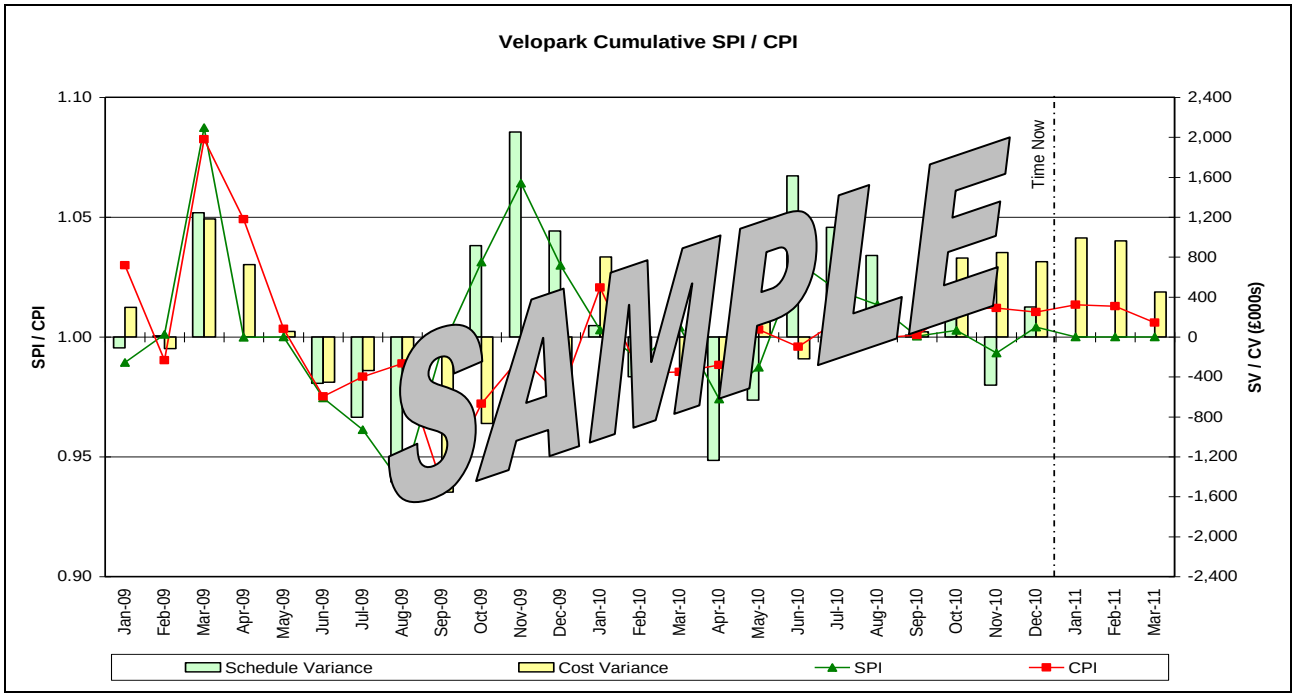
To be completed by the project manager

Add description of senior Tier 1 roles

1.6 Schedule Performance

This section will be provided by CLM Programme Controls

1.6.1 CPI / SPI Trend



Provide commentary in respect of variances in excess of +/- £1,000k

Schedule Variance (SV)

To be completed by the project manager

Cost Variance (CV)

To be completed by the project manager

Key Milestones schedule

Refer to Appendix 1 for a complete Milestone schedule.

To be completed by the project manager. Should include as a minimum all MTO2 milestones along with any other key construction dates which were pivotal in tracking construction performance.

NOTE: Baseline date refers to the baseline at the time of approving the BUSINESS CASE (not the latest CBB)

Key Milestones	Baseline Date	Actual Date	RAG status

RAG status key: R – Delay/changes impacted follow-on milestones;
A – Mitigation planning implemented which minimised impact to follow-on milestones;
G – Delivered on programme

1.6.2 Critical Path / Float Analysis

To be completed by the project manager

1.7 Cost Performance

1.7.1 Budget Tracking

Provided by CLM Project Controls

Pre-Games Scope (all totals are in £k)	OBB Implemented	Business Case	Re-baseline	AFC
Base Costs				
CLM Fees				
ODA Assurance Costs				
Sub-total				
Project Contingency				
Sub-total				
VAT				
TOTAL BUDGET Pre-Games				
Transformation Scope				
Base Costs				
Transformation Project Contingency				
Sub-total				
VAT				
TOTAL Transformation Scope Budget				
Total Budget				
Base Costs				
CLM Fees				
ODA Assurance Costs				
Project Contingency				
VAT				
TOTAL CBB				

Provided by CLM Project Controls

(all figures are £k and inc VAT unless stated) Business Case Revised Business Case (if applicable) Transfers (to) / from other projects	Base Scope	Project Contingency	**TOTAL**
Business Case plus Net Transfers			
Drawn from / (Returned to) Programme Contingency Drawn from / (Returned to) Funders' Contingency			
Authorised Funding			
Anticipated Final Cost			
AFC Under/(Over)spend against Business Case and Transfers (1)			
AFC Under/(Over)spend against Authorised Funding (2)			

(1) = Project performance against OPRG approved scope and budget
(2) = Anticipated Savings or (Future Funding Required)

Commentary on cost performance

1.7.2 Baseline Budget (CBB) vs Anticipated Final Cost (AFC)

Provided by CLM Project Controls

The graph below summarises the difference in OBB, CBB and AFC profiled over time through to the end of the project. The OBB (£XX.Xm) is based on the 2007 Programme Baseline Report (Yellow Book). The CBB (£XX.Xm) is based on the 2007 Programme Baseline Report (Yellow Book) plus implemented changes through to the end of XXX 20XX.

Note: Project contingency in the OBB was phased at the back end of the project.

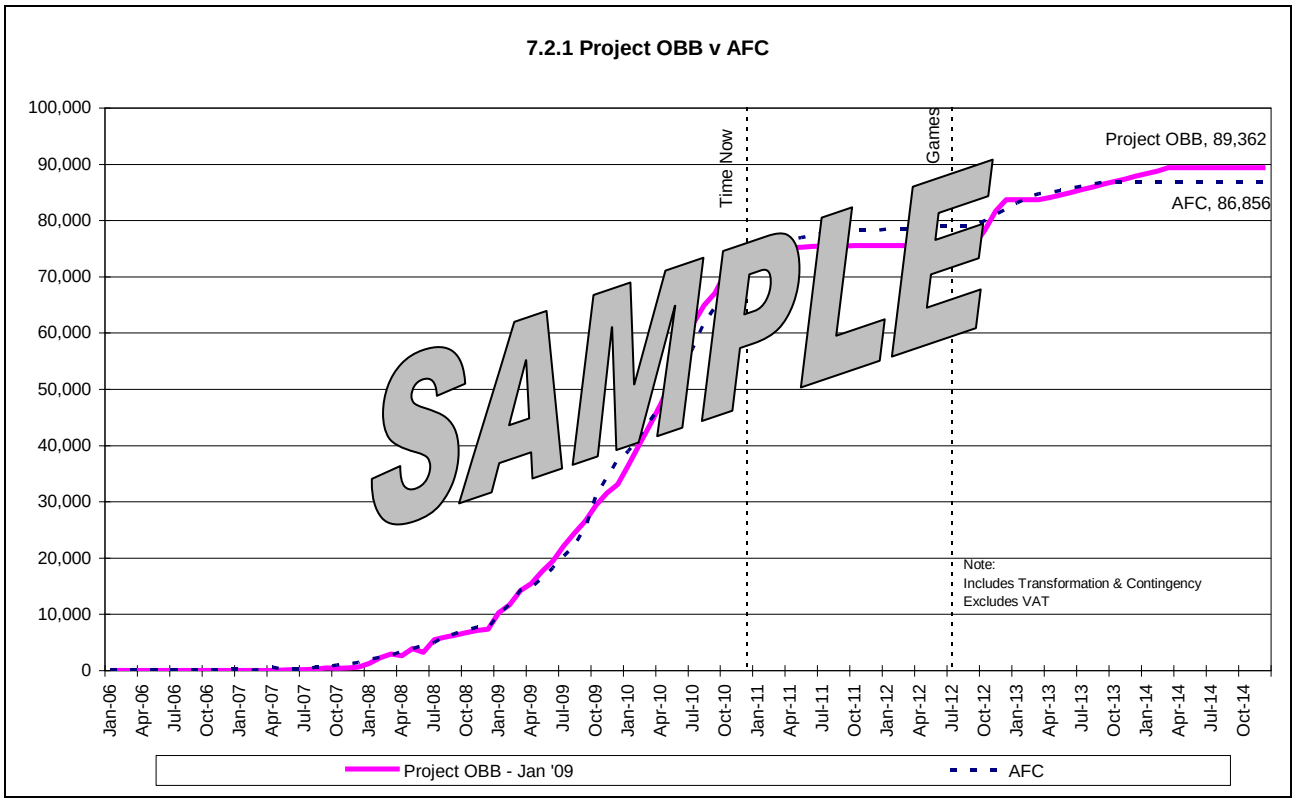


Figure 1: Overall OBB v CBB v AFC

SAMPLE

1.7.3 Project Contingency

Provided by CLM Project Controls

Contingency - £k	NC	VAT	Total
Total Project Contingency A cat	5	1,026	6,707
Drawn down from ct ing	4,220	739	4,959
Release to Program cy	0	0	0
Release to Retai d gs	2549	446	2,995

SAMPLE

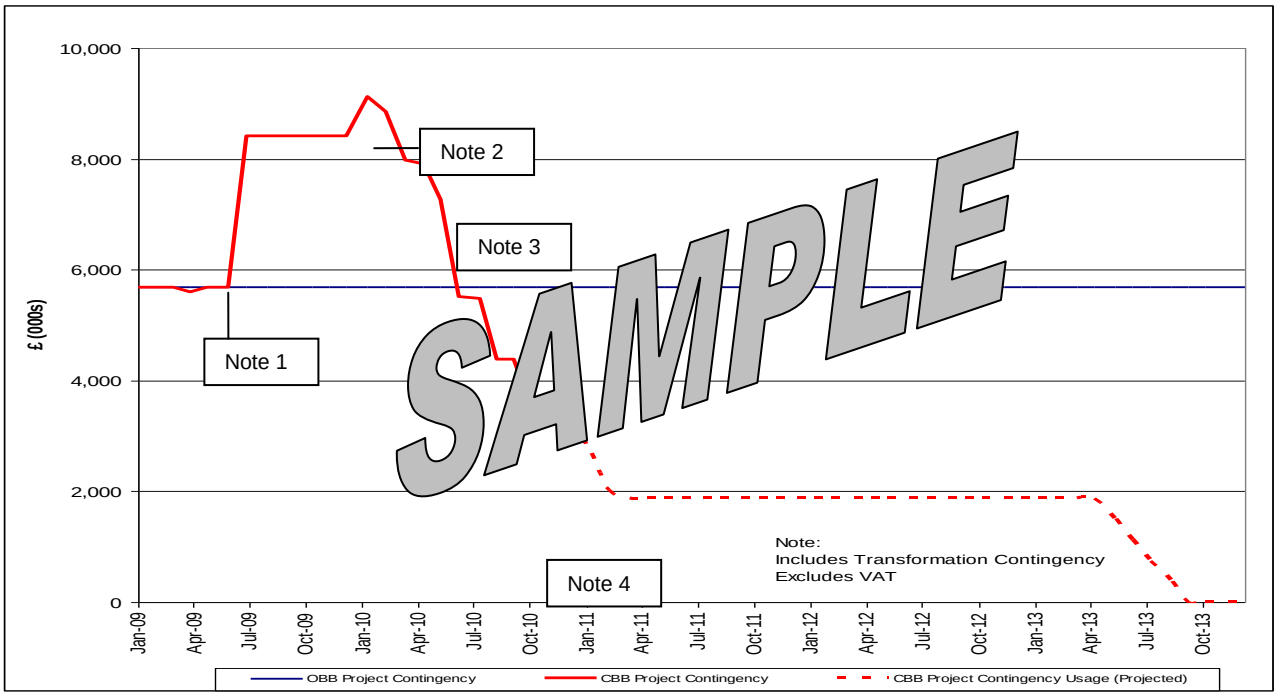


Figure 2: Actual Project Contingency Drawdown Profile

Notes:

1.7.4 Project Contingency Drawdown Detail

Provided by CLM Project Controls

Note: Only changes of £1m are described in the table below although the total numbers summates all changes.

Change Ref	Funding Source	Description	Baseline Budget (Excl VAT)	VAT	Total
	Project				
	Project	All other changes below £1m			
Total Project Contingency					

1.7.5 Programme / Funders Contingency draw

Provided by CLM Project Controls

Change Ref.	Funding Source	Description of Change	Base	VAT	Total
	Retained Savings	Summation of changes <£1m.			
TOTAL Programme + Retained Savings					
	Funders	VAT changes			
TOTAL Funders					
TOTAL					

1.7.6 Budget and Scope Transfer to/from Other Projects

Provided by CLM Project Controls

Change Ref.	Funding Source	Description of Change	Base	VAT	Total
TOTAL					

Notes

1.7.7 Risk Management Review

To be completed by the project manager

Risk ID	Risk Title	Date Impacted	Initial Assessment			Actual Impact			CRF Number
			Prob (%)	Cost (£k)	Time (weeks)	Cost (£k)	Time (weeks)	Other	

Table 1: Significant Risks that Impacted the Project

Notes

1.8 Contract Administration

To be completed by the project manager

Tier 1 Appointment	Contractor Name
Date Contract awarded	
Original completion date	
Framework completion date	
Original WI value (stated as Final Target Price)	
Final value (stated as AFC)	
Form of contract used	
Number of CEs raised / approved	
Amount (£) of CEs raised / approved	
Damages/Losses obtained	
Disallowed costs exercised	
Gain / Pain and/or other incentivisation payments	

Notes

1 – Includes works instructed to incorporate ODA Security resilience requirements, executed as a Delivery Transfer and therefore excluded from AFC.

1.8.1 Contracting Strategy and Performance

Provide commentary on the contracting strategy and performance

1.8.2 Insurance Claims

Provide commentary on any insurance claims

1.8.3 Claims / Disputes

Provide commentary on any claims / disputes