

Organisation | QS-18A | Delivery Methodology | Outline Leadership Plan

Your outline leadership plan shall provide, as a minimum, the content that is required for the Leadership Plan as stated within section S 2905 (Leadership) of Volume 2 Part 1 (General Requirements) of the Draft Contract. The Leadership Plan provides,



BADGER's Outline Leadership Plan

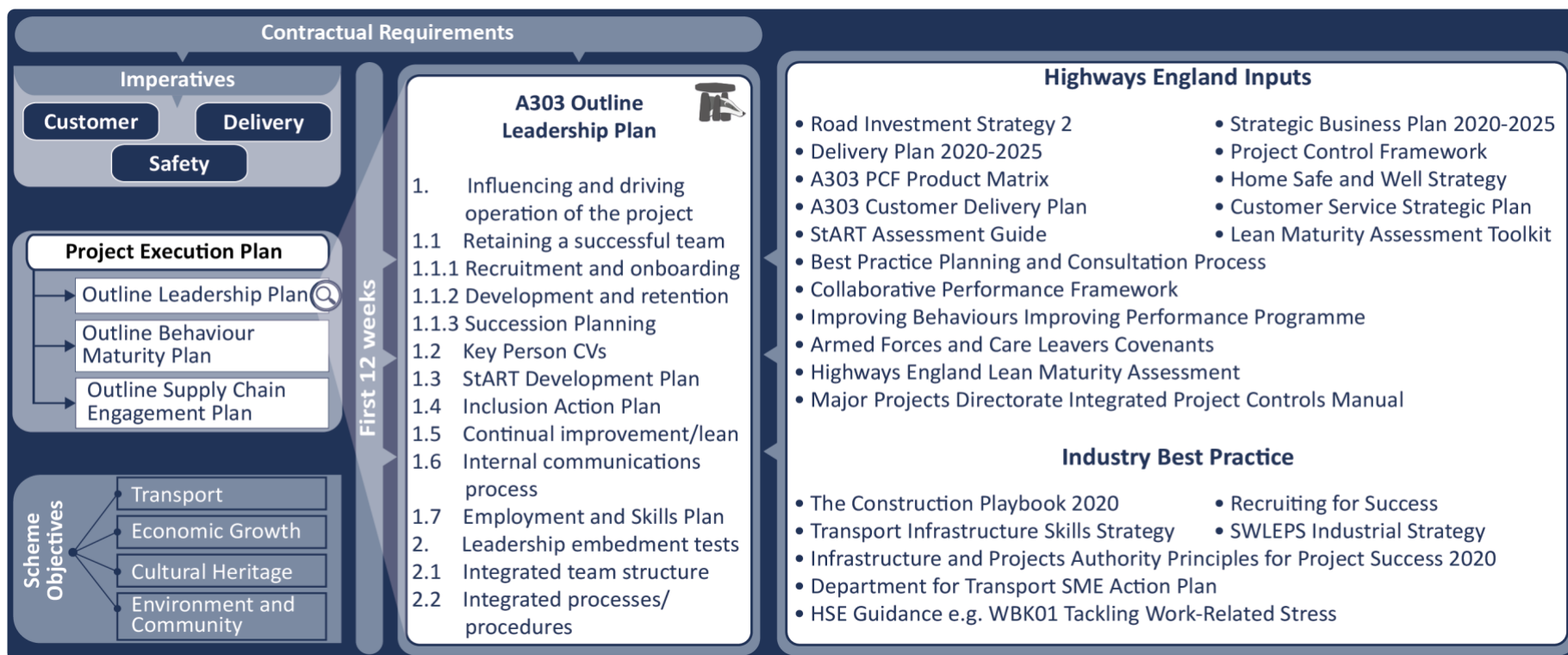
Our Leadership Plan (LP) has been developed by our Leadership Team (**Section 1**), documenting the organisational proposals, systems, processes and procedures to enable an enhanced level of leadership that establishes an exemplary way of working on the A303 Amesbury to Berwick Down. The purpose of the plan is to achieve the following key outcomes:

- Position the A303 as an industry benchmark in leadership, proactive collaboration, enhanced management and governance, digital transformation and Health, Safety and Wellbeing (HS&W) excellence.
- Delivery of the A303 Scheme Objectives.

- Delivery of Highways England's Collaborative Performance Framework (CPF) targets and Scheme Specific Performance Measures (SSPM).
- The LP fully incorporates each of the plans required within **S2905**, which ensures all requirements are **aligned and enacted**.

Our LP has been developed in line with the Scope requirements and in support of Highways England's wider strategic agenda, three imperatives, policies, strategies and plans. The outline structure for the plan is **illustrated below**:

The LP is a live document, owned by our **Project Director**, with inputs from the wider Leadership Team. It will be further refined and updated to form the Leadership Plan within 12-wks of starting date.





The LP will be continually improved and submitted for approval to the *Project Manager* no less than three weeks prior to each anniversary of the starting date (**S2905.4**), and more frequently to embed industry best practice, new legislation or lessons learned. We will also review and update the plan at the start of each new PCF Stage and at key construction milestones, e.g. commencement of tunnelling / viaduct works due to mobilisation of new people to the team. This will require a re-focus to embed transitioning resources within the existing team dynamics and to maintain collaboration and behavioural alignment to IBIP (**QS-18B**).

To deliver the outcomes of the LP, our Leadership Team will work to a set of proven processes and procedures within our Quality Management System (QMS), certified to **ISO45001**, **ISO9001**, **ISO14001**, **ISO44001**, **ISO19650** and **ISO31000** (**S605**). Our LP processes and procedures are included within the overarching **Project Execution Plan (PEP)**, owned by our **Project Director** (see **QS-18D**).

1. How our Leadership Team will influence and drive operation of the project

We have identified individuals to influence and drive operation of the project within our Joint Venture (JV) Executive Board and Leadership Team. These individuals have been selected based on highways and tunnelling experience, technical skills and behaviours (see **1.2 CVs** for further detail on rationale for selection and **QS-18B** for alignment to the IBIP). Organisation charts are in **QS-18D**.

BADGER is an unincorporated JV, with joint and several liability to Highways England for the performance of the *Contractor's* obligations (**Contract Data Clause Z10**). We have nominated **BADGER's Project Manager** as the single point of contact for giving and receiving notices, certificates, instructions and communications. Our JV brings individual and combined financial strength and depth of resource to lead all major work packages.

To complement our in-house capability, we have embedded a Design JV (DJV) within our team, including JV Executive Board representation. The JV Executive Board will provide strategic oversight and governance, with ultimate accountability for performance, cascading BADGER's values, culture and behaviours. Our **Project Director** will engage in a monthly **Board Review** with the JV Executive Board in order to report on progress, discuss any issues, identify programme efficiencies and report back to the Leadership Team to inform development and implementation of strategies, plans, processes and procedures.

Our Leadership Team, led by our **Project Director**, is empowered by the JV Board to make decisions in order to effectively influence and drive project deliverables. We will work to Highways England's Project Control Framework (PCF) Stages, including compliance with the **A303 PCF Product Matrix** deliverables. Our Leadership Team will produce and manage a **PCF Tracker** and provide supporting information and resources to assist the *Project Manager* and Highways England in **PCF Stage Gate Assessment Reviews** and the **Investment Decision Committee** processes (**S255**).

Our Leadership Team's purpose is to focus on **how** we deliver, providing leadership and direction to our Project Team, ensuring we maintain focus on the key outcomes (detailed above) and Highways England's imperatives. This includes providing influence and support to key sub-plans and deliverables, e.g. Employment and Skills Plan and Inclusion Action Plan (detailed within this **LP**). Our Leadership Team will engage in the monthly **Progress Meeting** with the *Project Manager* (**S850.1**), feeding back any issues or improvements to the wider Project Team.

The Leadership Team will cascade strategic guidance to our Project Team, to focus on **what** we deliver, as supporting functions responsible for day-to-day management and operation.

The A303 Scope requirements are mapped against the key people within our Leadership Team, with roles and responsibilities defined in our management systems. Job Profiles form part of **QS-18D** and enhanced responsibilities are listed overleaf on page 3:



Responsibilities for influencing and driving operation of the project

Project Director

- Overseeing the Leadership Team, empowered by the JV Board
- Delivery of Scheme Objectives, CPF targets and SSPM (**A303 Performance Manual**)
- Principle co-ordinator of the PEP, LP and all sub-plans / deliverables
- Ultimate point of contact for engaging with Highways England to streamline decision making and ensure integration of our teams, systems and processes. The Leadership team will be the single point of contact for their discipline i.e., Commercial, HSE Leads.
- Champions BADGER's values, culture and behaviours including focusing on HS&W and EDI create a positive working environment which maximises performance.

Project Manager

- Implementation of our leadership approach, including day-to-day management and operation of the project
- Ensuring multidisciplinary project team and subcontractors adhere to HS&W and quality standards
- Driving and rewarding continuous improvement, in line with Highways England's Continuous Improvement Process (**Annex E**)
- Models our values, culture and the expected behaviours in line with our Behaviour Maturity Plan (BMP).

Commercial Manager

- Submission of cost information and Earned Value Management reporting, using the Commercial Reporting and Monitoring System (CRaMS) (**S830**)
- Managing an NEC4 contract (including **A303 Z Clauses**)
- Managing commercial information requirements to support integrated project controls and attendance at the monthly Commercial and Change Reviews (**V2P8**)

- Reporting EVM variance and trend management to support CPF metric 6.2a (**A303 Performance Manual**)
- Provision of price information (**S831**)
- Using REGO certified electricity sources (**S207.2**)
- Implementation of Government Buying Standards (**S207.3**) and **V2P5** to maximise use of digital formats
- Adherence to subcontracting requirements, including Fair Payment (**S1200**)
- A303 PCF Stage 5 Final Estimate (**PCF Product Matrix**).

Design Manager

- Design and technical leadership and technical interface, in line with CDM 2015, coordination for temporary and permanent Preconstruction Design, in line with the *Contractor's* design responsibilities (**S300**) and Design Manual for Roads and Bridges
- Champions HS&W by design (**Home Safe and Well**)
- Managing the design review and certification process (**V2P9**) and design approvals from Others (**V2P2**)
- Coordination via digital design review process (**V2P2**)
- Update to Tunnel Design Authority Report, production of the Systems Integration Plan and coordination of SES approvals PCF Stage 5 (**A303 PCF Product Matrix**).

Construction Manager

- Safeguarding HS&W of the public, our workforce and subcontractors (**S1100**) implementing CDM
- Continuity and embedment of behaviours set during the Mobilisation Phase into Construction (**S295**)
- Support the Quality Manager to produce the Construction Quality Plan outlining procedures for maintaining the quality standards, including subcontractor management (**S605.3**)
- Provision of site inductions and briefings (**S680**)
- Development of Construction Phase Plan and inspection schedule (**S1100.2**)
- Managing the CCS Ultra Site requirements (**S250**).



Tunnelling Manager

- Coordination with team to ensure tunnel construction and TBM methods are aligned with the design, operation and maintenance requirements (**V2P2**)
- Implement Joint Code of Practice for Risk Management of Tunnel Works and BS 6164 (**V2P2**)
- Development of a Tunnelling Risk Management Plan to overcome key risks such as contaminated tunnel arisings, potential for erosion features, groundwater and ground movement (**Annex W**)
- Implement a Tunnel Materials and Workmanship Specification (**V2P2**).

Community Relations Manager

- Development of A303 Customer Delivery Plan and A303 Customer Liaison Process within 12 weeks of the starting date (**V1P2 S251-252**)
- Responsible for the Community Relations Plan, submitting a draft to the *Project Manager* within 12 weeks of the starting date (**V2P7 S2.2**).
- Responsible for the implementation and development of the A303 Customer Delivery Plan, Customer Service Standards, Customer Service Strategic Plan, Transport Focus feedback, Stakeholder Engagement and Communication Plan and Strategy (SECP and SECS).
- Reporting customer service matters, complaints and media, community liaison and advertising to support the monthly Progress Report (**V2P1 S850.4**).

Health and Safety Manager

- Operation of **ISO45001** certified HS&W Management System (**S1102**)
- Development of **HS&W Implementation Plan** within one month of the starting date (**S1100**), aligning to Highways England's Home Safe and Well Strategy

- Working with the Leadership Team and Project Team to support HS&W risk mitigation, HS&W by design and to assure HS&W competence and continual improvement
- Development and implementation of HS&W awareness and improvement campaigns focusing on key issues such as wellbeing, stress, fatigue and mental health
- Collaboration with Occupational Health Service Provider to develop **Health Surveillance Programme** and **Health and Wellbeing Report (S1103)**
- Assessment, measurement and improvement of HS&W performance and maturity and recording of HS&W challenges, visits, inspections and incidents
- Engagement in quarterly Principal Designers' Working Group to enhance HS&W performance (**S1106.3**)
- Development and implementation of HS&W principle within the **StART Development Plan (S296)**.

Environmental Manager

- Operation of **ISO14001** Environmental Management System (**S605**) policies and procedures
- Embedding key environmental objectives into our culture, training and development (**S207**)
- Engagement with environmental stakeholders to embed all considerations into our approach, where appropriate, e.g. Environment Agency, Historic England, Natural England, UNESCO, RSPB, Wessex Chalk (**SECP**)
- Alignment to Highways England's Air Quality Strategy (**S207.5**)
- Leading our team and subcontractors to meet CPF 5.1a, 5.1b and 5.1c metrics (**A303 Performance Manual**)
- Construction Environmental Management Plan (OEMP) during Mobilisation (**S306.1**) and sub-plans e.g. Site Waste Management Plan and Materials Management Plan (**V2P2** and **S208, S225.3, S1310**)
- Integration with Highways England's Sustainable Development Strategy (**S209**).



Digital Lead

- Management of Highways England's information security and data handling requirements and digital construction requirements (**S228** and **V2P5**)
- Development and implementation of the BIM Execution Plan within four weeks of the starting date (**S306.3**) including undertaking Supply Chain Capability Assessments to identify digital training needs and identifying any training needs for direct staff, including operation of the Employer Common Data Environment for a single source of truth
- Production of the Project Information Model at the defined intervals detailed within **V2P5** and delivery of handover asset information in line with the Employers Information Requirements (**S445.3**).

1.1 Approach and processes that show how our leaders will develop and retain a successful project team

Our Leadership Team will apply the approach and processes detailed within **Section 1.1.1 – 1.1.3** in order to deliver Highways England's People Strategy (**S253**) to mitigate the key A303 risk of a shortage of skilled construction staff due to market demand (**Annex W**), as well as government and industry targets identified in the Transport Infrastructure Skills Strategy (TISS). We commit to maintaining continuity of key personnel to support compliance with **SSPM 3.2 – Leadership Capability** and **SSPM 3.1 - Employment and Skills Plan**.

Our HR department will provide our Leadership Team with the functional support to deliver on our proposals for development and retention of a successful project team.

The LP influences and supports the plans listed below through our LP review and update processes which include a requirement of our leaders to identify and address any constraints or issues that arise from these plans. These plans include:

- Inclusion Action Plan
- Employment and Skills Plan
- StART Development Plan

- Individual and team development Plans (including retention and succession)
- Continual Improvement Plan
- Internal Communication Plans and processed
- BADGER's Leadership Development Opportunities (LDO) which offers a comprehensive package of career path opportunities, and an enhanced working environment to attract and retain staff. This will be tracked using Microsoft Dynamics Apps. (**TQ5B3.1**) This is led by the Project Director and JV Board, supported by the BADGER HR team and Leadership Team. (**TQ5A2.1**)

1.1.1 Recruitment and Onboarding

Our leadership processes for recruitment and onboarding are detailed below, aligned to the A303 Scope requirements.

STAGE 1: A303 Scope Compliance

The following Scope references align our attraction, recruitment and onboarding approach and processes within our LP.

Scope requirements	BADGER Compliance Process documents
V2P1 S253 People Strategy	<ul style="list-style-type: none"> • Employment and Skills Plan
A303 Performance Manual SSPM 3.1	<ul style="list-style-type: none"> • Inclusion Action Plan • Equality Diversity Inclusion Policy
V2P1 S680 Training and competence	<ul style="list-style-type: none"> • Training Programme • Skills Gap Analysis
V2P1 S2900 Organisational Maturity	<ul style="list-style-type: none"> • A303 Onboarding Programme
V2P1 S214 Client's Codes of Conduct	<ul style="list-style-type: none"> • Code of Conduct • Anti-Bribery and Corruption Policy
V2P1 S252.1 Customer Focus	<ul style="list-style-type: none"> • A303 Customer Liaison Process • A303 Onboarding Programme
V2P1 S255.5 PCF	<ul style="list-style-type: none"> • A303 Onboarding Programme



V2P1 S295 Behaviours	<ul style="list-style-type: none"> • Behaviour Maturity Plan • A303 Onboarding Programme
V2P1 S845 Software Training	<ul style="list-style-type: none"> • A303 Onboarding Programme
V2P1 S1100 HS&W	<ul style="list-style-type: none"> • A303 Onboarding Programme • HS&W Implementation Plan
V2P1 S1106 HS&W culture	<ul style="list-style-type: none"> • A303 Onboarding Programme
V2P1 S2915 Supply Chain	<ul style="list-style-type: none"> • Procurement Process • Supply Chain Engagement Plan
V2P5 Digital Construction Requirements	<ul style="list-style-type: none"> • A303 Onboarding Programme • Supply Chain Capability Assessments within our BIM Execution Plan.

STAGE 2: Assess requirements

Each key person within our Leadership Team will conduct a **Skills Gap Analysis** for their relevant department to identify the skills, knowledge and experience required to deliver the Scope requirements. Any skills gaps will be included within our **Training Programme**, ensuring only competent staff are used to Provide the Works (**S680.1**).

Procedures for assuring competence of staff, as well as records of training staff will be provided, upon request, to the Project Manager (**S680.2-3**). Our policy is that everyone working on site, including our subcontractors, must have, as a minimum:

- A Construction Skills Certificate Scheme (CSCS) Card or EU equivalent (**S680.6**)
- Site Supervisors Safety Training Scheme (SSSTS) certification for site supervisors (**S680.6**)
- Completed behavioural training and signed up to our BADGER's A303 Project Collaboration Charter setting agreed ways of working (**QS-18B**) aligned to our IBIP.
- BADGER intend to use the **7 lenses of transformation** as the governance structure and process to ensure all Partners are driven by a common understanding of what it means to

succeed. A key process to underpin the development and vision stage of the 7 lenses of transformation is the development and agreement of a **Project Collaboration Charter (TQ5C3.1, TQ5D1.2)** as the forum and focus to ensure the following are relevant to each stage. The Project Collaboration Charter collates all Partners leadership buy-in to agree how all will work together and allow the development of Scheme purpose. The Charter is led by BADGER's Project Director, supported by the Leadership Team, HR Manager, Training Manager, Continual Improvement Lead and major work package/specialist supply chain leaders. It is reviewed annually or at the start of a key construction phase to ensure the Project Collaboration Charter's targets and agreements are relevant, and reflect the current status of the Scheme. (**TQ5A3.1, TQ5B4.1**)

- Received our A303 Onboarding Programme.

The **Construction Phase Plan** will include requirements for everyone, including subcontractors, to demonstrate that their employees are competent to carry out their role. This is used to develop the **Training Programme**, owned by the **Project Director**, with support from the **HS&W Manager** and HR Department.

The outputs are fed into the **Project Execution Plan**, which will be continually reviewed to ensure our team maintains the right skills and competencies, in line with Scope requirements and any new legislation / guidance.

An example of project-specific skills gaps includes digital construction capability. Our **Digital Lead** will conduct **Supply Chain Capability Assessments**. This will identify and address any gaps through targeted training to ensure the digital requirements placed on subcontractors are satisfied.

STAGE 3: Attract and recruit

Our HR Manager (part of BADGER JV) is responsible for the **Employment and Skills Plan (ESP)**, supported by our ESP Coordinator. Our HR Department (a dedicated JV team) will provide functional support in discharging the commitments within the ESP. HR Manager will be responsible for:



- Ensuring the implementation and on-going development of the ESP
- Ensuring quarterly reports and information are provided as required
- Facilitating continuous improvement reviews
- Acting as a single point of contact on all matters concerning employment and skills for the works.

Within 12 weeks of the starting date, our HR Manager will develop and submit the **ESP** and **Inclusion Action Plan** to the *Project Manager* for acceptance (see **Section 1.4**). This will include details of our approach and process for attracting and recruiting our team in order to meet the minimum and stretch targets detailed within **S253.13**. Our approach will include:

- Positioning the A303 project brand and raising the profile through campaigns, providing long-term opportunities for personal growth, generous remuneration packages, pension schemes, private healthcare, social club membership, a strong focus on EDI and HS&W to create and sustain an environment people want to work in
- Forming strategic partnerships with the South West Local Enterprise Partnerships, Job Centre Plus, local schools / colleges and third parties, e.g. Armed Forces and Care Leavers (Leadership Opportunities) Covenants, Black and Minority Ethnic Engineers, LGBT Stonewall and Remploy. This supports **Employment and Skills Plan** targets for the National Skills Academy 'basket' approach, e.g. apprentices, work placements and targeted placements (see **Section 1.7**)
- Demographic profiling and inclusive recruitment, in line with **Recruiting for Success** guidance and our **Inclusion Action Plan** (see **Section 1.4**)
- Transition Planning to identify transitioning resource from our multi-skilled, global talent pool, including projects completing or demobilising as the A303 commences.

Within 12 weeks of the starting date, BADGER's Supply Chain Manager, supported by the Community Relations Manager will develop our **Supply Chain Engagement Plan (SCEP)** detailing

subcontractor selection procedures, aligned to **S1200**, **S2915** and our internal **Procurement Process**. This will include support for the Department for Transport's **SME Action Plan**, supporting the CPF metric for $\geq 50\%$ SME spend. Further detail is provided within **QS-18C**. All actions relating to Armed Forces and Care Leavers Covenant will be detailed in this plan by our HR lead.

STAGE 4: Onboard and Induct

Our A303 Onboarding Programme is designed to support delivery of an efficient, effective mobilisation period in order to meet the Mobilisation Phase Deliverables **S306** and **S680** requirements. It will be mandatory for all staff, including subcontractors to ensure we are all working to an aligned vision, values and agreed ways of working. The process is designed to be undertaken remotely, allowing members of our team overseas to access this information efficiently and effectively and to comply with potential COVID-19 restrictions on face-to-face meetings.

A303 Onboarding Programme



A303 Immersion Programme

During mobilisation and as a key part of the onboarding process, all staff and subcontractors will attend an A303 Immersion Programme, to which we will invite Highways England's project team. This will allow our Leadership Team, led by our **Project Director**, to be introduced to the wider Project Team, Highways England counterparts and subcontractors, demonstrating visible, proactive leadership from the outset. Subcontractors will be fully embedded into our team and provided with the exactly the same training and communication as our directly employed staff. The programme will include:

- ✓ A detailed overview of Highways England's imperatives, values, culture, strategy, objectives and six StART principles to create a '**one-team**' vision
- ✓ A303 key challenges, risks, Mobilisation Plan, Programme, Design Vision and Principles, added value opportunities and stakeholder considerations



- ✓ A joint review current government, industry, ORR and DfT pressures and challenges, such as industry skills shortages due to the pull of competing projects such as the High Speed Two and Lower Thames Crossing programmes
- ✓ Identification of staff or subcontractors that require further project-specific training such as software training on Highways England's systems, information security training (**V2P5**) or Project Control Framework training (**S255.5**)
- ✓ Development and signing of BADGER's A303 Project Collaboration Charter aligned to our Behaviour Maturity Plan and IBIP
- ✓ Agreement of governance and compliance processes, including codes of practice and policy statements, including details of the contract, reporting of CPF and SSPM, project controls integration and requirements of the **BIM Execution Plan** and **Internal Communications Plan**.
- ✓ A Q&A session to discuss any opportunities or challenges. We recognise that on day one not everyone will be joining the team. Therefore, our onboarding and immersion programme will be restarted each time a new phase starts, or when a new set of people come on board. Individuals who come on board will go through the onboarding process via our A303 BADGER Information Portal (BIP) or other digital means. The immersion programme will be run for an individual starter or a group of people who start at the same time prior to commencing work onsite. The immersion programme links into our training programme, with refreshers carried out annually to keep our message alive.



Behavioural Profiling Assessments

All Leadership Team and Project Team members down to site supervisor level will undergo behavioural DISC or Insight Personal Profiling Assessments, with feedback sessions focusing on how to leverage benefits and overcome challenges

associated with the behavioural balance of the team and individual behaviours.



Site-specific inductions

Site specific inductions, led by Project Managers and Site Supervisors, will detail key hazards, risks, site conditions, access/egress, welfare facilities and emergency procedures for each site. We propose enhancing understanding of site risks via immersive induction technology using augmented reality goggles. The inductions will include an overview of the HS&W Implementation Plan to position HS&W as the top priority, aligned to Highways England's Home Safe and Well Strategy. We provide tailored Welcome Packs detailing local hotels, leisure facilities and restaurants to assist staff, particularly those working away from home.

Staff and subcontractors will be fully briefed on our **A303 Customer Liaison Process** (developed within 12 weeks of the starting date) and Considerate Constructors Scheme requirements to protect and enhance Highways England's reputation and build positive relationships with the local community (**S252, SECP, SECS**). Any staff in a customer-facing role will receive additional customer service training. Each member of staff will be provided with access and a tutorial on how to use our **A303 BADGER Information Portal (BIP) App**. The A303 BIP App will be used to reinforce key messages and any new guidance throughout the project (see **Section 1.6**).



A303 Site Visits

Joint tours at work sites will help our team understand challenges and opportunities of the current surroundings and landscape. This will offer valuable insight for consideration, allowing all JV partners to appreciate each other's roles and perspectives within the team.



1.1.2 Individual and team development and retention

Our leadership processes for individual and team development and retention are detailed below, aligned to A303 Scope requirements.

STAGE 1: A303 Scope Compliance

The following Scope references align to our development and retention approach and processes within our Leadership Plan:

Scope requirements	BADGER Compliance Process documents
V2P1 S253 People Strategy	<ul style="list-style-type: none"> • Employment and Skills Plan • Inclusion Action Plan • Equality Diversity Inclusion Policy
A303 Performance Manual SSPM 3.1	
V2P1 S680 Training and competence	<ul style="list-style-type: none"> • Quality Management System Manual – Section 7 Resources. • Personal Development Plans • Performance Management Strategy • Continuous Development Procedure
V2P1 S2900 Organisational Maturity	<ul style="list-style-type: none"> • Personal Development Plans • 360° Performance Reviews
V2P1 S295 Behaviours	<ul style="list-style-type: none"> • Behavioural Training Programme • Personal Development Plans
V2P1 S1100 HS&W	<ul style="list-style-type: none"> • HS&W Implementation Plan • Health Surveillance Programme
V2P1 S1103 Medical Fitness	<ul style="list-style-type: none"> • Health and Wellbeing Report
V2P1 S1106 HS&W culture	<ul style="list-style-type: none"> • Personal Development Plans • 360° Performance Reviews
V2P1 S2915 Supply Chain	<ul style="list-style-type: none"> • Supply Chain Engagement Plan.

STAGE 2: Equip / Training Programme

Our Leadership Team, with support from our HR Department, will develop the **A303 Training Programme** to equip staff with the appropriate skills and knowledge to deliver their role safely and effectively. This may include digital skills and software training, as

well as behavioural alignment to IBIP as detailed in **Section 1.1.1** and **QS-18B**.

STAGE 3: Develop skills long-term

Our Leadership Team and HR Department will review and update the **A303 Training Programme** annually, as a minimum, to develop and improve individuals and teams' skills and knowledge.

Our subcontractors will be provided with exactly the same training and development opportunities as our directly employed staff, as detailed within our **SCEP (QS-18C)**.

Individuals and team development opportunities will include:

Mentoring / coaching: Our Leadership Team and senior members of the Project Team will be assigned to mentor and coach staff and subcontractors to enhance individual development (**S680.8**)

Secondment and job rotation: Staff and major work package/specialist subcontractors will gain insight into the roles of other members of staff or departments, including secondment to / from Highways England. This will be led by our Project Director, supported by the Leadership Team. HR Manager and Training Manager. (**TQ5A4.3**)

Global Managerial Academy: Through our Leadership Development Opportunities, our Academy will provide a training programme to enhance leadership skills, provided to our Leadership Team and management positions within our Project Team. This will be led by our Project Director, supported by the Leadership Team. HR Manager and Training Manager. (**TQ5A4.4**)

Executive development training: This is provided to management positions, aimed at identification and retention of the best talent, focusing on professional development and leadership skills.

E-learning: Staff and subcontractors will have access to several courses through mobile devices and tablets, including modules on EDI, Sustainability, HS&W and Collaboration. We will also promote use of the Supply Chain Sustainability School's online training modules, particularly to support Small Medium Enterprises (**SCEP**).

STAGE 4: Manage, measure and reward performance

Our approach and processes for management and reward of performance will include:



BADGER's Performance Management Strategy / Personal

Development Plans: Senior line managers will hold annual appraisals with each individual member of staff to develop Personal Development Plans, setting individual objectives and targets aligned to Scope requirements (**S680.9**), CPF metrics and SSPMs (see **QS-18B**). Assessment criteria is aligned to the individual's role requirements as well as the leadership capabilities included in **S2900.1** (leadership maturity, collaborative behaviours, data sharing / management and supply chain engagement). Annual appraisals will be used to review perception of line manager / team performance, personal commitments and identify coaching needs.

360° Performance Reviews: Our Leadership Team will hold bi-annual 360° reviews with Highways England and our subcontractors to assess team performance against CPF metrics, SSPMs and the **S2900.1** criterion included above. This will include assessment of the IBIP six behaviours (see **QS-18B**).

Reward and Recognition Programme: An annual rewards programme will celebrate outstanding performance (with prizes for individual and team achievements). Award criteria will include the **S2900.1** criteria and Highways England's six StART principles (**TQ5A2.2, TQ5B3.1, TQ5B3.2, TQ5B3.3**), and will be led by BADGER's Project Director, supported by the HR team, Training Manager, and the Leadership Team.

STAGE 5: Retain to safeguard skilled resource

Our staff, including operatives, retention approach and processes are designed to create a working environment and culture that enables everyone to perform to their potential (**Annex G**) and to maintain continuity of key personnel to support compliance with **SSPM 3.2 – Leadership Capability**. This will include:

Inclusive development and retention: Ensuring employees from underrepresented groups i.e. disabilities, sexual orientation, care leavers etc. are provided with equal opportunities and support. Working environments will be inclusive, e.g., multi-faith rooms and wheelchair access (**Annex G**).

Returnships / flexible working: Our maternity, paternity, adoption and flexible working policies will provide attractive long-term

opportunities for our staff to improve retention.

Annual Appraisals: These will provide an opportunity for staff to identify and set a clear career path with line managers, providing attractive, long-term career progression opportunities.

Health and wellbeing: We will provide Mental Health First Aiders and toolbox talks / campaigns relating to stress, fatigue, mental health and nutrition. Our Health and Safety Manager, supported by our Occupational Health Service Provider, will identify any trends and mitigations relating to occupational health in the Health and Wellbeing Report (**S1103**) and our HS&W Implementation Plan details our Health Surveillance Programme (**S1100**) to maintain a happy, healthy and productive workforce.

Incentivisation Programme: This will include financial rewards for achieving performance, coupled with our **Reward and Recognition Programme** (detailed above) to make staff feel their achievements are valued and appreciated.

Suggestion Boxes / A303 BIP App: Staff and subcontractors will record positive and negative observations and suggestions either via Suggestion Forms or electronically (and anonymously) via the A303 BIP App. This will provide our workforce with a voice and a direct input into business and project improvements, making them feel valued and respected in order to enhance retention and job satisfaction.

1.1.3 Succession Planning

Our leadership processes for succession planning are detailed below, aligned to A303 Scope requirements.

STAGE 1: A303 Scope Compliance

The following Scope references align to our succession planning approach and processes within our Leadership Plan:

Scope requirements	BADGER Compliance Process documents
V2P1 S2905 Leadership (<i>Succession Planning</i>)	<ul style="list-style-type: none"> A303 Succession Plan A303 Success Profiles
A303 Performance Manual (SSPM 3.2)	<ul style="list-style-type: none"> A303 Succession Plan



STAGE 2: Identify critical roles and skills

Our **A303 Succession Plan** will identify the key roles for succession / replacement planning, comprising roles which are critical to delivering the Scope and Scheme Objectives. Includes:

1. Leadership roles	Key people in our Leadership Team and listed within Contract Data Part 2 . Our JV Executive Board commit to continuity of these key persons (A303 Performance Manual SSPM 3.2 Leadership Capability)
2. Management roles	Senior members of our Project Team, down to supervisor level.
3. Critical workforce skills	Critical skills resources which present risk of an industry skills shortage and safeguarding of anticipated future skills gaps. (Construction Leadership Council Future Skills Report 2019). This includes: <ul style="list-style-type: none"> • Digital skills to adapt to the emergence of new technologies, including enhancing digital leadership skills to commit to resourcing and delivering digitally • Technical skills to enable Smart Construction methods at all stages of the project's lifecycle • Collaborative skills to enhance effective working across teams and organisations to improve performance.

STAGE 3: Build Succession Profiles

Success Profiles will be created for the leadership and management roles included within **STAGE 2** above. These will detail:

- In house availability for succession
- The need to evaluate the external market for potential successors
- The need to advertise in the external market for potential successors.

Each of these criteria are categorised as 'low, medium or high' risk to support strategic succession planning.

Our Success Profiles will detail the skills, experience, qualifications and behaviours required for success of the critical role, providing a comprehensive list of requirements against which to evaluate and nominate potential successors.

STAGE 4: Nominate Successors

Deputies / successors will be nominated for each leadership and management position to mitigate the risk of unforeseen circumstances such as illness, using the **Success Profiles** detailed above. Each line manager will complete an annual succession planning review of their team alongside our Annual Appraisal process. All deputies are on a similar management level, with knowledge of the project. Arrangements will include:

- **Short term arrangements for immediate cover** – acting appointment, standing appointees, crossover training plan, active authority and restrictions, compensation, board oversight
- **Medium and long-term arrangements** – to cover illness, maternity cover, future COVID-19 restrictions
- **Permanent replacement** – including interim hiring procedure, responsibilities of interim hire, board oversight and support
- **Approvals and maintenance of record** – including emergency Succession Plan approval, signatories and financial considerations.

Medium and long-term successors will be selected from our wider parent company talent pool, including multi-skilled staff working different sectors with transferable skills, identified through Transition Planning (**Section 1.1.1**). BADGER will provide financial and wellbeing support for those employees wishing to relocate to the UK. All successors will be approved by our JV Executive Board and Highways England.

STAGE 5: Develop to enhance skilled resources

The **Success Profiles** will be used to inform our staff recruitment, development and retention processes included within **Section 1.1.2-1.1.2**. This will allow us to attract, recruit and develop our staff



for advancement / deputisation into critical leadership and management roles. Deputies will be developed through Annual Appraisals, where we identify training and development requirements to ensure all deputies have the right skills and behaviours. This will also encourage career progression and development by offering and pinpointing learning and promotion opportunities. Incumbents will mentor their long-term successors and hold monthly meetings to discuss progress in order to aid a smooth transition should replacement be required.

To address the anticipated future critical workforce skills shortages detailed in STAGE 1, our **Project Director** and HR Department will tailor our attraction, recruitment and development strategies to enhance our existing talent pool. This will include widening access to underrepresented resources through inclusive recruitment via our **Inclusion Action Plan (Section 1.4)**, and through tailoring our apprenticeship and training opportunities to target critical skills such as digital and technical capabilities (**Section 1.7**). We will support our subcontractors in tailoring their attraction, recruitment and development processes to reflect these skills requirements, in line with our **SCEP (QS-18C)**.

1.2 Key Persons

Our key people (see **appended CVs**) have been selected for technical excellence, collaborative behaviours and experience leading major civil engineering projects similar to the A303.

This includes mapping the project drivers and needs to skills, capabilities and behaviours, using our bespoke **Selection Rationale Matrix**. This includes the **Annex K** requirements.

We will have assessed behaviours using behavioural profiling to identify how to leverage benefits of individual and team behaviours to maximise the effectiveness of our team (**QS-18B**).

BADGER has recruited four individuals within their leadership team who already possess many of exemplar leadership skills our LP is designed to achieve. These resources are:

- Project Director

- Construction Manager
- Health Safety & Wellbeing Manager

The above resources demonstrate their skills of enhanced leadership within their CVs and how the benefits of this experience will provide enhanced leadership. (**TQ5A1.1**)

1.3 How our Leadership Plan is influenced by the StART Development Plan

In developing our Leadership Plan, our Leadership Team carefully considered Highways England's **six StART principles** in order to ensure our project management and delivery processes and procedures are strategically aligned. This process will be repeated throughout the project as we undertake each **StART Assessment** and incorporate subsequent feedback and improvements into our **StART Development Plan** (detailed below).

STAGE 1: A303 Scope compliance

The following Scope references align to our process for how our Leadership Plan is influenced by the StART Development Plan:

Scope requirements	BADGER Compliance Process documents
V2P1 S296 Strategic Alignment	<ul style="list-style-type: none"> • StART Development Plan • Leadership Plan.
StART 3 Assessment Guide	

STAGE 2: Undertake StART Assessment Process

Our Leadership Team will engage with Highways England to complete the StART 3 Assessment Process within six months of the starting date in order to obtain a StART 3 score and associated feedback against the six StART principles (**S296.1**).

During tendering, our Design JV has shared learning from their previous experience of undertaking Highways England's StART Assessment Process in order to enhance understanding of the process and responsibilities and resources required to enhance efficiency and fast-track the Mobilisation Phase.

STAGE 3: Develop, implement, monitor StART Development Plan



Within eight weeks of completion of the StART Assessment, our **Project Director** (with support from the Leadership Team members detailed below), will develop and submit the StART Development Plan to the *Project Manager* (**S296.4**). This will address the feedback from the StART Assessment in order to develop improvements to support the six principles, demonstrate an understanding of how the principles apply to business and project operations and proposals to maximise value (**S296.5**). Feedback and outputs from the StART Development Plan will be used to influence our Leadership Plan to cascade strategic improvements to A303 project delivery. This will include embedding the principles into all subcontracts through our **Procurement Process** and **SCEP**, as well as the relevant processes, procedures and sub-plans included in the table below (**S296.3**):

	Influence on Leadership Plan, sub-plans, processes and procedures	Monitoring and Responsible Owner
Leadership and collaboration	<ul style="list-style-type: none"> Behaviour Maturity Plan Employment and Skills Plan Personal Development Plans Behavioural Training Programme BADGER's Performance Management Strategy BADGER's A303 Project Collaboration Charter Training Programme A303 Onboarding Programme Behavioural Profiling. 	<ul style="list-style-type: none"> Leadership Embedment Tests Project 13 360° Performance Reviews SSPM 3.1, 3.2 A303 BIP App surveys CCS Workforce scores <p>Project Director</p>

Health, Safety, Wellbeing	<ul style="list-style-type: none"> HS&W Implementation Plan Health Surveillance Programme Health and Wellbeing Report Training Programme A303 Onboarding Programme Safety Briefings and Awareness Campaigns Construction Phase Plan. 	<ul style="list-style-type: none"> Health & Safety Maturity Matrix (HSMM) CPF 1.1 SSPM 1.1, 1.2, 1.3 and 4.1 A303 BIP App surveys CCS Safety scores. <p>HS&W Manager</p>
Supply Chain	<ul style="list-style-type: none"> Procurement Process Supply Chain Engagement Plan A303 Onboarding Programme Project Collaboration Charter BADGER's Performance Management Strategy. 	<ul style="list-style-type: none"> 360° Performance Reviews CPF 4.2 CCS Workforce scores <p>Supply Chain Manager</p>
Efficiency and effectiveness	<ul style="list-style-type: none"> Efficiency Register Continual Improvement / Lean Process Training Programme A303 Onboarding Programme Construction Phase Plans BIM Execution Plan Design Management Plan Risk Management Plan Integrated Project Controls Plan Earned Value Management. 	<ul style="list-style-type: none"> CPF 3.2, 4.1, 6.2 SSPM 2.2, 3.3 and 4.2 Lean Maturity Assessment Toolkit. <p>Project Director (with key responsibilities for Design Manager, Commercial Manager and Construction Manager)</p>



EDI	<ul style="list-style-type: none"> • EDI Strategy • Inclusion Action Plan • Employment and Skills Plan • A303 Customer Delivery Plan • A303 Customer Liaison Process • A303 Onboarding Programme. 	<ul style="list-style-type: none"> • SSPM 2.1, 3.1 • CPF 2.1a, 2.1b, 4.3a • A303 BIP App surveys • CCS Community scores Community Relations Manager / EDI Lead
Sustainability	<ul style="list-style-type: none"> • Training Programme • A303 Onboarding Programme • Construction Environmental Management Plan • Site Waste Management Plan • Materials Management Plan • Air Quality Management Plan • Heritage Management Plan • Responsible Sourcing Plan. 	<ul style="list-style-type: none"> • CPF 5.1a, 5.1b, 5.1c • SSPM 2.3 • CEEQUAL rating • CCS Environment scores. Environmental Manager

The **StART Development Plan** will be reviewed and updated, as a minimum, on each anniversary of the starting date, or more frequently to incorporate new legislation, industry best practice or updated Strategic Delivery Plans / strategic guidance from Highways England.

1.4 How our Leadership Plan Influences and Supports Delivery of the Inclusion Action Plan

EDI is a core leadership responsibility at BADGER, recognising that this function must be championed from the top, driven throughout all levels of our organisation and supply chain. It will be incorporated into our culture and training programmes, including our **A303 Immersion Programme (Section 1.1.1 and QS-18B)**.

Our A303 **EDI Strategy** will align to Highways England's Public Sector Equality Duty, Strategic Plan, Equality Act 2010 and UK Industrial Strategy. This will be underpinned by our EDI Policy within our Integrated Management System.

Our **Project Director** is accountable for influence and support to deliver the objectives within our **Inclusion Action Plan** to meet the Scope requirements, CPF metric **4.3a Equality, Diversity, Inclusion** and Highways England's EDI objectives.

Our **Community Relations Manager** nominated as our **EDI Lead (S253.6)** is responsible for development and implementation of the **Inclusion Action Plan** within 12 weeks of the starting date, quarterly reports, continuous improvement reviews and as the single point for EDI. Our **Community Relations Manager** will ensure objectives of the closely linked **Employment and Skills Plan** and **A303 Customer Delivery Plan** are aligned. The table overleaf (**STAGE 2 to 6**) illustrates how our **Leadership Plan** influences and supports the **Inclusion Action Plan**.

STAGE 1: A303 Scope Compliance

The following Scope references align to our Inclusion Action Plan leadership approach and processes within our Leadership Plan:

Scope requirements	BADGER Compliance Process documents
V2P1 S253 People Strategy	<ul style="list-style-type: none"> • EDI Strategy • Inclusion Action Plan • Employment and Skills Plan • EDI Policy
V2P1 S253 Annex G Inclusion Action Plan	
A303 Performance Manual (CPF 4.3a and SSPM 3.1)	
SECS, SECP and V1P2 S251-252 Customer and Customer Focus	<ul style="list-style-type: none"> • EDI Strategy • Inclusion Action Plan • A303 Customer Delivery Plan • Stakeholder Mapping/ Tracker • Stakeholder Management



Employment - Attract, recruit and develop a greater diversity of talent to meet the workforce needs of the contract

<p>During the Mobilisation Phase the following tools will be used to set baseline position:</p> <ul style="list-style-type: none"> Collation of workforce and subcontractor diversity data during the A303 Onboarding Programme Local Multiplier 3 (LM3) Impact Predictor Module to provide visibility of live spend and ensure employment opportunities contribute to local economic growth (S253.8) Project 13 (QS-18B) Place Analytics (S253.8). 	<ul style="list-style-type: none"> EDI Leadership and Management training with a focus on unconscious bias Outreach activity, including local schools, Wiltshire Council and SWLEPs to target diverse groups and promote careers in construction, e.g. traveller communities, minority languages, women, time-constrained young adults, under 16s, lower socio-economic groups (East Amesbury), long standing illness, mobility, disability and those seldomly heard (S253.8) A303 Military Academy and partnerships with Career Transition Partnership to support Armed Forces and Care Leavers Covenants (S253.3), including career fairs and promotion days Engagement of Unlock, Nacro and Prosper 4 Jobs to support ex-offenders Inclusive recruitment processes in line with Recruiting for Success, provide training on inclusive recruitment to staff with hiring responsibilities, including assessing transferability of skills across different sectors and external verification from an inclusive recruitment specialist (S253.8) Inclusive onboarding, training and development, including materials in multiple languages. 	<p><u>Timeline</u></p> <p>Recruitment during Mobilisation. Development will be ongoing, with training needs reviewed bi-annually or more frequently to incorporate legislation, best practice or workforce feedback.</p> <p><u>Person(s) responsible</u></p> <p>Project Director, Community Relations Manager / EDI Lead, HR</p>	<p><u>Quantitative</u></p> <ul style="list-style-type: none"> Increase in diverse new recruits, in line with targets CPF 4.3a) LM3 data Project 13 data CCS Workforce scores. <p><u>Qualitative</u></p> <ul style="list-style-type: none"> A303 BIP App (Section 1.1.2)
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Employment – Create a working environment and culture that enables everyone to perform to their potential

<p>During the Mobilisation Phase the following tools will be used to set baseline position:</p> <ul style="list-style-type: none"> Portfolio, Programme, Project Management Maturity Model (Project 13) – see QS-18B Health and Safety Maturity Matrix (HSMM) and Health Surveillance Report – see QS-16A A303 BIP App Surveys to including mood surveys to set the baseline. 	<ul style="list-style-type: none"> Operation of collaboration framework management system aligned to ISO44001 (S605) Alignment to IBIP via Behaviour Maturity Plan (see QS-18B) Compliance with S299 including policy on Discrimination, Bullying and Harassment in line with the Discrimination Acts and Highways England's employment policies and codes of practice EDI training provided via A303 Onboarding Programme to all staff and subcontractors Share best practice with Highways England and subcontractors (S253.8) Employee networks e.g. women in construction to develop targeted improvement initiatives Inclusive welfare and office facilities including multi-faith rooms, wheelchair access, rest areas, facilities for breastfeeding and reasonable adjustments (see QS-16A) Health and wellbeing processes, procedures and campaigns (Section 1.1.2). 	<p><u>Timeline</u></p> <p>Working environment will be set during Mobilisation and monitored upon key construction milestones as we mobilise new people.</p> <p><u>Person(s) responsible</u></p> <p>Project Director, Project Manager, Community Relations Manager / EDI Lead, HR, HS&W Manager</p>	<p><u>Quantitative</u></p> <ul style="list-style-type: none"> Measurement against CPF 4.3a) Project 13 data Health Surveillance data and HSMM. <p><u>Qualitative</u></p> <ul style="list-style-type: none"> A303 BIP App (Section 1.1.2)
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Customer and communities – Consider differing needs of customers and communities when making decisions throughout the project

<p>During the Mobilisation Phase the following tools will be used to set baseline position:</p> <ul style="list-style-type: none"> EDI Tool (EDIT) to support evidence-based and informed decisions with consideration of local diversity issues Data and feedback from customer and community groups included within the SECP, including any local concerns Data from Equality Impact Assessments and Place Analytics. 	<ul style="list-style-type: none"> Customer Delivery Plan and IAP within 12 weeks of the starting date (S251) aligning to the Customer Service Strategic Plan, A303 Customer Delivery Plan and Customer Service Standards Stakeholder Management Tracker of key stakeholders, local communities, road users, special interest / campaign groups, national and worldwide audiences and underrepresented groups (SECP) to embed considerations into our programme (S910.3), with clear accountability Customer service set as an agenda item at every monthly progress meeting (S850.6) Training to all staff and subcontractors via A303 Onboarding Programme on customer considerations, including A303 Customer Liaison Process for customer-facing staff (S252) Inclusive communication strategy including virtual reality, hearing loops, QR Code Readers with multiple languages, religious calendars, Facebook/Twitter, timelapse videos and drone videos. 	<p><u>Timeline</u></p> <p>Our A303 Customer Delivery Plan and IAP will be developed during the Mobilisation Phase, to be continually reviewed and updated at key construction milestones.</p> <p><u>Person(s) responsible</u></p> <p>Project Director, Project Manager, Construction Manager, Community Relations Manager / EDI Lead</p>	<p>All quantitative and qualitative measures listed in the SECP Section 15.8.1, in addition to:</p> <ul style="list-style-type: none"> CCS Community Transport Focus feedback CPF Customer Satisfaction metrics.
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Governance and accountability - Hold yourselves and those in your supply chain to account in delivering and monitoring the above

<p>All measures included above.</p>	<ul style="list-style-type: none"> Targets set to cascade key objectives above to subcontractors via our procurement processes and SCEP procedures (QS-18C), including signed pledge, diversity monitoring and a 'pass' on the SCSS Fairness Inclusion and Respect module Compliance with Modern Slavery Act 2015 (S299.5), including subcontractor compliance in procurement, transparency statement, annual audit and slavery and human trafficking report Subcontractor Diversity Toolkit with guidance on how to improve procedures including inclusive recruitment policy and action plan in line with Recruiting for Success (S253.8) EDI Champions in the supply chain, responsible for collating data and meeting deliverables Celebrate success via Reward and Recognition Programme (Section 1.1.2). 	<p><u>Timeline</u></p> <p>Actions completed in Mobilisation or prior to subcontractor selection. Outputs reviewed at the start of each key construction phase.</p> <p><u>Person(s) responsible</u></p> <p>Project Director, Community Relations Manager / EDI Lead</p>	<p>All measures included above.</p>
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1.5 How our Leadership Plan Influences and Supports Continual Improvement and Lean

BADGER's Leadership Plan will align to the guidance set in **ISO9004**, **S675**, **Annex E** and **Highways England's Lean Benefits Realisation Guide** to support continual improvement / Lean. Our continual improvement / Lean process will be fully aligned to the requirements set out in **Annex E**, whilst utilising BADGER's in-house experience and expertise to optimise our Quality Management Plan as shown below.

1. Outcome Requirements

Leaders will monitor continual improvement on a daily/weekly basis across the project team to drive the generation and realisation of reductions in the cost of Providing the Works.

2. Strategic Objectives

Our Leadership Team will take responsibility for guaranteeing continual improvement requirements are fulfilled on the scheme. Our Leadership Team will align to the requirements set out in




Annex E, with processes outlined in our Quality Management Plan. They will also ensure we:

- Adhere to **ISO9004** principles for improvement and innovation
- Complete E-Learning (Code of Conduct, Lean tools, collaborative ways of working)
- Embed collaborative planning at programme and contract level
- Incorporate digital construction requirements (CEMAR, XACTIUM, Primavera P6) for continual improvement/Lean.

3. The Method (tools and techniques)

Our Lean Planning Process (best practice from BADGER's JV partner) will be based on the principles of the Last Planner System, defined by the Lean Construction Institute. Our Lean Planning Process (shown below), will be led by the Project Manager and supported by relevant members of the Leadership Team. Our set of Lean activities (WPM, PPC & STC, JOM) will be developed over a period of three weeks and is reviewed weekly:

- At the end of the first week, each work front plan will detail activities for the next week and identify constraints for the following six weeks (WPM).

	 Weekly Planning Meetings (WPM)	 Percentage Promises Complete & Standard Causes (PPC & STC)	 Joint Operations Meetings (JOM)
WHAT	<ul style="list-style-type: none"> Outline detail of activities for next week n Identify constraints for activities scheduled in weeks up to $n+6$ 	<ul style="list-style-type: none"> Calculate PPC Identify Standard Causes for not executed activities 	<ul style="list-style-type: none"> Review status of previous week (PPC & Standard Causes) Discuss and resolve issues to allow start of activities planned in upcoming weeks
HOW	<ul style="list-style-type: none"> Standard Boards: <ul style="list-style-type: none"> Weekly plan Lookahead plan Make Ready One meeting for each work-front 	<ul style="list-style-type: none"> Lean Planning Masterfile (.XLS) Standard Causes Tree 	<ul style="list-style-type: none"> Templates for presentation
WHO	Participants: <ul style="list-style-type: none"> Site Engineers Section Managers Planner/LEAN Construction Engineer Supervisor Subcontractor Representatives 	Participants: <ul style="list-style-type: none"> Site Engineers Section Managers Planner/LEAN Construction Engineer Supervisor Subcontractor Representatives 	Participants: <ul style="list-style-type: none"> Production Manager Section Managers Planning Manager Technical Manager Procurement Manager Plant Manager QHSE Manager Project Manager Planner/LEAN Construction Engineer
WHEN	End of week $n-1$ (to plan detail of incoming week)	Beginning of week $n+1$ or end of week n (in overlap with the WPM)	Mid of week n



- Activities will be performed during the second week
- At the beginning of the third week, plans will be verified and deviations measured (PPC) with causes of failure discussed and recorded (STC)
- A midweek proactive discussion will be held to review the previous week's progress, discuss common causes, address key issues and remove constraints to enable plan viability (JOM).

Lean principles will be implemented on the scheme, through:

HELMA Toolkit

Adopting Lean Principles to help foster a culture of continuous improvement. Senior leaders and management enthusiastically embrace the concept of Lean and support a transformation to a Lean culture in the organisation. Achieved through following HELMA and revising policies and procedures to promote, encourage and support Lean behaviours.

Lean Tools

Lean tools systematically address, in a planned sequence, the processes and sub-processes in our Quality Plan to identify customer requirements, establish and optimise the execution of value adding activity, identify and minimise non-value adding activity, and eliminate waste.

Adopt Lean Structures and Behaviours

By delegating decision making to the lowest practical level, with appropriate training and encouraging prudent risk taking.

Highways England's Simplified Lean Capability Assessment

Supporting Supply Chain to improve lean maturity.

ISO 9004 Guidance Set in Annex E

Adopt lean principles as part of our formal strategic plans.

Programme of Innovative / Improvement Initiatives

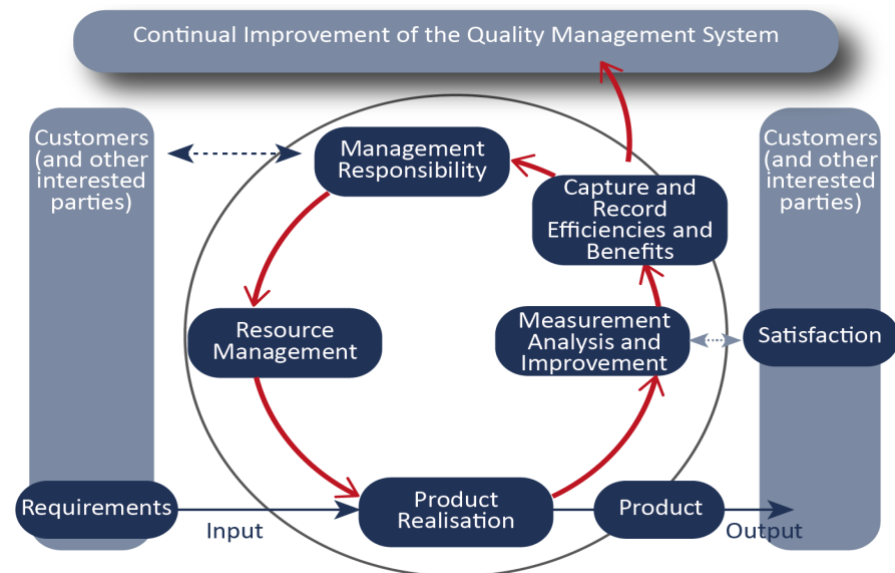
Used to measure our impact and reporting these to the *client* as requested. Continual improvement process will be adjusted based on lesson learned. (TQ5A3.2 & TQ5D1.4) led by the Project Director. Supported by the Badger Leadership Team. This will be established during mobilisation and continuously updated throughout project delivery.

4. Performance Management

By using the *Client's* Lean Maturity Assessment Toolkits (LMAT) at organisational and contract level (**Annex E**) our adoption of a continual improvement culture can be measured.

We will complete annual reviews with Highway's England aligned to the **A303 Scheme Objectives, HELMA and CPF and SSPM metrics** within the A303 Performance Manual. We will adjust delivery of our continual improvement process based on the lessons learned from the measurement of our performance.

BADGER will review and report on performance on a monthly basis as a minimum. These meetings will include all key employees, including representatives from our production teams and supply chain, to achieve maximum efficiencies. Training to support the use of all toolkits discussed will be provided to all staff, including our supply chain through our onboarding process.



The supply chain's Lean maturity will be measured and supported annually using the *Client's* Simplified Lean Capability Assessment.



1.6 How our Leadership Plan Influences and Supports the Internal Communications Process

Our communication strategy for the A303 centres on the core IBIP **‘Communication and Engagement’** behaviour – *“to communicate with each other in the best possible way to ensure understanding and engender commitment to deliver on our purpose”*. Within 12 weeks of the starting date, we will submit to the *Project Manager* an **Internal Communications Plan (ICP)** mapping out how we will engage and inform Highways England, our staff and supply chain.

Our ICP will comply with the requirements of Highways England’s Communications, Stakeholder and Community Engagement Requirements and **S865 and S910**. We outline our approach below:



Communicating with our Workforce and Supply Chain

Our Leadership Plan will support engagement through:

- Referring to our ICP which specifies the methods and frequency of information distribution, as well as an outline list of topics to be communicated
- Training the workforce on Highways England’s communication style i.e. tone of voice/positive feedback, to relay consistent information and giving them the tools to communicate effectively. Our A303 BIP App will drive key messages, share best practice, lessons learned and provide instant feedback
- **Toolbox Talks / Campaigns** will reinforce key messages, updated to industry best practice and legislation
- As part of our Behavioural Maturity Plan initiatives, our leadership team will communicate using proven coaching techniques in order to motivate, engage and get the most from their teams. These techniques include Zone of Uncomfortable Debate (ZOD), a leadership tool, which allows our leadership team to hold open discussions where feedback is expected. We maintain awareness of the A303 objectives to align and improve individual performance by getting to the heart of the issues as they first arise.
- **360° reviews** between BADGER and supply chain
- **Celebrating success** via internal rewards programmes
- **Positive intervention strategies** including reporting anonymous observations to drive continual improvement.



Communicating with Highways England

- Attend all **Key Meetings** detailed in **Table 5-1 of V2P8**, to be held monthly no later than 15th calendar day of each month. BADGER will provide a timetable inline with **5.2.3 of V2P8**.
- **Co-location** to promote information-sharing, communication, concurrent working and a proactive delivery culture
- Joint site engagement tours to demonstrate we are one team with Highways England
- We propose an A303 Knowledge Hub to facilitate proactive sharing of lessons learned and best practice from our other major international projects
- Participation in the **Project Information Services Steering Group**
- **Monthly Progress Meetings** with the Project Manager to review performance and identify opportunities and efficiencies
- Use of a **Common Data Environment** as a ‘single source of truth’ to store validated data
- An **information release schedule (IRS)** will be agreed with the client to ensure timely data release.



The **A303 BIP App** will be used to reinforce **Key Messages**, throughout the entirety of the scheme. For Health and Safety reasons there will be restrictions preventing use of the app in certain areas i.e. on live sites, as the safety of our team and the



communities in which we work are our highest priority. Key

Messages will include:

- Overview of the scheme and key outcomes
- Key milestones
- Contact numbers for the leadership and project teams
- BADGER's A303 Project Collaboration Charter and Code of Conduct.

1.7 How our Leadership Plan Influences the ESP

Our **Project Director** is accountable for meeting the requirements of Highways England's People Strategy (**S253**) and the **SSPM 3.1 Employment and Skills Development** targets in order to develop a more inclusive workforce and create and sustain meaningful opportunities for apprentices and trainees.

Our **HR Manager** is responsible for development and implementation of the **ESP**, together with the **IAP** (see **Section 1.4**), within 12 weeks of the starting date. Our HR Department will provide functional support in discharging the commitments within the **ESP**.

STAGE 1: A303 Scope Compliance

The following Scope references align to our leadership approach to influencing the ESP within our Leadership Plan:

Scope requirements	BADGER Compliance Process documents
V2P1 S253 People Strategy	<ul style="list-style-type: none"> • EDI Strategy • ESP • IAP • Training Programme • A303 Onboarding Programme
SECS and Plan SECP	<ul style="list-style-type: none"> • Stakeholder Mapping • Stakeholder Management Tracker • A303 Customer Delivery Plan

STAGE 2: Assess workforce planning and development data

In compliance with **S253.17**, our **Community Relations Manager** will analyse and report on workforce planning/development data of staff and subcontractors for Providing the Works. This will include:

- **Assessing supply and demand capacity and capability** – We propose using Highways England's demand modelling tool, developed via the Capability and Capacity Group, in addition to an established industry tool such as LM3.
- **Producing a forecast of annual gaps in capacity and capability** – This includes quarterly updates and identification of gaps that are critical, as per Highways England's Occupational Descriptors (**Annex A**).
- **Establishing baseline workforce diversity data** – LM3 Impact Predictor module and collation of staff and supply chain data during A303 Onboarding Programme (see **Section 1.4**).
- **Assessing market intelligence** – Early engagement of our subcontractors allows us to gather market intelligence and identify any bottlenecks or shortages due to the pull of competing projects.

STAGE 3: Develop methodology and statement of outputs

Our ESP will include a statement of outputs aligned to Highways England's **SSPM 3.1 Employment and Skills Development** and minimum within **S253.13**. Please see table within **STAGE 4** below detailing our specific output commitments for the A303.

Our **ESP** methodology will detail how we achieve our statement of outputs. This will include **Project Director** and **HR** roles and responsibilities for development and implementation of the **ESP** (detailed above) and the actions and key milestones to deliver outputs and outcomes (included within the **STAGE 4** table below). The **STAGE 4** table details how we will leave a lasting skills legacy, balancing the project needs and requirements of the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) Industrial Strategy "The People Foundation". We understand SWLEP need to improve inclusion across socio-demographic groups in the labour market and have education aspirations to increase greater participation in



higher education and provide higher and degree level apprenticeships. To avoid working in silo, we will contact SWLEP to offer training and skills opportunities that are needed in the region, ensuring the investment we make is valuable. Aligned to **S253.15**, we will achieve accreditation as a National Skills Academy for Construction within six months of the starting date and embedding local drivers and requirements into our approach, e.g., the SWLEPs objectives of their Strategic Economic Plan, focusing on skills and talents, digital capability and business development.

Digital skills will be offered through BADGER's Digital Academy (**TQ5C4.4**) to upskill BIM capability across the wider project

workforce and supply chain to address a construction industry weakness. Led by the Project Director, supported by Digital Lead, HR Manager. (**TQ5A4.5**)

STAGE 4: Implement ESP

The following table outlines our approach to implementation of the ESP objectives. An Implementation Plan will be further developed and submitted to the *Project Manager* within 12 weeks of the starting date. The Implementation Plan will be revised and re-submitted at least annually in the anniversary month of the start of works in each year (**S253.19**)

Actions to deliver objectives	Milestones to complete actions	Outputs, outcomes and person(s) responsible
Provide new job opportunities to tackle worklessness and enhance local economic growth	<ul style="list-style-type: none"> Jointly agree and set targets for new job starts, including graduate job starts and workless job starts (minimum 26 weeks sustained), including targeted hard to reach groups identified in SECP and SECS, maximising local benefits Engage in strategic partnerships such as military recruitment bodies such as the Career Transition Partnership to support the Armed Forces and Care Leavers Covenants (see Section 1.4) Cascade objectives to subcontractors during procurement, setting targets relative to the size of each work package. 	<p>Output: a significant number of new graduate job starts and new workless job starts</p> <p>Outcome: New starters are provided with positions that support sustained employment opportunities, measured via retention rates.</p> <p>Project Director, Community Relations Manager, HR Department</p>
Provide high quality placements for apprentices as part of the National Skills Academy 'basket' approach	<ul style="list-style-type: none"> Identify the number and type of existing apprentices and apprenticeship starts to be commenced in the first or next Contract Year, aligning to Highways England's guidance and the TISS (S253.21), e.g., focusing on developing critical future skills such as digital, technical and collaboration skills (see 1.1.3) Cascade objectives to subcontractors during procurement, setting targets relative to the size of each work package Develop a shared apprenticeship programme during Mobilisation, whereby apprentices can be rotated across contractor and subcontractor organisations to enhance placement quality to safeguard completion Issue subcontractors with a Work Placement Toolkit during Mobilisation with best practice on quality apprenticeships and work placements 	<p>Output - 1 per £3m of the Defined Cost of people for all Staff</p> <p>Outcome – Apprentices are satisfied that they received a quality placement with high completion and retention, measuring >80% satisfaction score, with >50% response on apprentice survey (A303 Performance Manual)</p> <p>Project Director, Community Relations Manager, HR Department</p>



	<ul style="list-style-type: none"> Offer long term apprenticeships, where feasible, offering apprentices a range of skill acquisition opportunities across different phases of the scheme. This will add to the attraction of our offer. Following appropriate qualification accreditation. We will offer apprentices a full-time position either with one of BADGER'S JV Partners, or with one of our supply chain partners. This offer will come with a detailed career development plan to show the long-term benefit of continuing to work with us. 	
Engage local schools to promote a career in construction during the mobilisation stage	<ul style="list-style-type: none"> Set targets/ identify individuals for the STEM Ambassador Programme Identify STEM engagement activities with local schools during Mobilisation (selected in liaison Highways England's Legacy and Benefits Team and after conducting Place Analytics, e.g., targeting schools in the areas of highest deprivation such as East Amesbury (see Section 1.4) Support existing proposals, e.g., building the project in Minecraft and 'Stonehenge in 2 minutes' animation to enhance interest Support and promote project social media platforms to encourage continued interest in following the project's progression Invite students on site visits to see a live project in action with a brief presentation from key site team members, from apprentice to Project Director to demonstrate career progression opportunities 	<p>Outputs: 25 units (1 unit = 10 events / workshops / presentations, a significant offering new STEM Ambassadors and site visits.</p> <p>Outcomes: Teachers and children are satisfied with the engagement and demonstrate an enhanced interest, measured using satisfaction survey. (We are looking at proposing stretch targets for these outputs)</p> <p>Project Director, Community Relations Manager, HR Department</p>
Provide high quality work placements.	<ul style="list-style-type: none"> Issue each subcontractor with a Work Placement Toolkit to enhance placement quality (see above) Target Level 4+ courses as part of our National Skills Academy for Construction accreditation Target local people, including 'It's about more than hard hats' careers fair and provision of placements focused on critical future skills such as digital placements Develop bespoke Leadership Development Scheme, specifically targeted at local SMEs to support the DfT's SME Action Plan 	<p>Output: 36 units in total</p> <p>Outcome: Candidates are satisfied with the opportunity / believe this will help find employment, measured via satisfaction survey.</p> <p>Project Director, Community Relations Manager, HR Department</p>
Provide targeted work placements for under-represented / hard to reach groups.	<ul style="list-style-type: none"> Conduct outreach activity (see Section 1.4) A303 Military Academy (see Section 1.4) Develop 'Overcoming Barriers to Employment' programme during Mobilisation, working with Wiltshire Council, Probation Service and the Princes Trust (S253.15) Issue subcontractors with a Supplier Diversity Toolkit (see Section 1.4) No zero hours contracts and commitment to the Living Wage 	<p>Output: 30 units in total</p> <p>Outcome: As above</p> <p>Project Director, Community Relations Manager, HR Department</p>



Provide training and development opportunities for staff.	<ul style="list-style-type: none"> Develop A303 Digital Academy to develop and enhance digital skills, extended to our subcontractors Training on key focus areas such as behaviours, EDI, HS&W and digital skills provided for all staff and subcontractors via A303 Onboarding Programme, continually updated and refreshed through our Training Programme (see Section 1.1.1) Promote online learning material via Supply Chain Sustainability School Provide mentoring / coaching and secondment (see Section 1.1.2) 	Output - 120 weeks/year Outcome – Staff and subcontractor's satisfaction with the training and development investment they receive measured via A303 BIP App. Project Director, HS&W Manager, HR Department.
Provide staff with assistance in attaining professional qualifications.	<ul style="list-style-type: none"> Support staff in attaining technical or occupational skills relevant to delivery of the works, including NVQs and HS&W qualifications (S253.14), including identifying opportunities via Annual Appraisals and development of Personal Improvement Plans (see Section 1.1.2) Provide opportunities for leadership skills development through our Global Managerial Academy (see Section 1.1.2) Provide opportunities for Executive Development (Section 1.1.2) 	Output - 115 in total Outcome – Staff satisfaction with support for qualification attainment measured via A303 BIP App. Project Director, HS&W Manager, HR Department.

STAGE 5: Monitor and Manage ESP

In compliance with **S253.20** to **S253.23**, our **Project Director** will manage and monitor delivery against the ESP objectives, including subcontractor performance. This will include:

- Details of accreditation management to ensure staff and subcontractors have the right accreditations (see **Section 1.1.1**)
- Assessment of effectiveness of the ESP using tools such as LM3 and outcome measurements included in the table above
- Remedial steps required should any subcontractor not be on track to meet the requirements
- Recording and reporting of progress against ESP objectives within 30 days and on each anniversary of the starting date
- Support in undertaking continuous improvement reviews
- External monitoring to benchmark against the wider industry, including via the Chartered Institute of Procurement and Supply (CIPS) Sustainability Index.

2. Leadership Embedment Tests

A highly efficient and effective Mobilisation Phase is critical to meet the **Contract Data Clause Z118** Notice to Proceed deliverables. This includes forming a virtual non-contractual **Integrated Delivery**

Team (IDT) with the *Client, Project Manager, Supervisor* and Support Team. To form our IDT, we will expand our Leadership Plan to the client team. They will be invited to our onboarding processes so as to be there at the start of our building the 'one team' ethos and shared objectives. This team will support working to a set of integrated processes and procedures, obtaining approvals and consents, completing pre-commencement Development Consent Order Activities and placing the order for the TBM.

To test the effectiveness of these critical areas, we propose leadership embedment tests (**Section 2.1** and **2.2**), within a **Leadership Embedment Plan**, owned by the **Project Director**. This will include bespoke tests designed for the A303 and best practice tools which are tested and enable industry benchmarking. During the Mobilisation Phase we will provide monthly progress updates to the *Project Manager* on achieving the leadership embedment tests to be used at Notice to Proceed (**S2905.5**).



2.1 How leadership embedment tests show the leadership team is embedded into an integrated structure with the Client, Project Manager, Supervisor and Support Team

To form an **IDT**, we will work with the *Client, Project Manager, Supervisor and Support Team* during Mobilisation, including:

- Co-location (pending COVID-19 restrictions) to streamline decision making, enhance collaboration and integration of processes and procedures
- Develop a single A303 Organisation Chart and RACI Matrix to remove duplication, enhance Lean efficiencies, clearly establish roles, responsibilities, communication and reporting lines and delegate authority to the lowest practical level. (**TQ5C2.2** Led by the Project Director, supported by the HR Manager)
- Engaging in a Project Launch, A303 Project Collaboration Charter, team building, Behavioural Profiling to assess team dynamics (**QS-18B**) setting communication protocols, systems

and process integration and reporting procedures within a Common Data Environment

- Internal IBIP specialists to take part in Witnessing Workshops to assess and improve behavioural dynamics (**QS-18B**)
- Sharing information, lessons learnt, achievements and embedded learning with the *Client* (**S910.6**).

To assess whether the above has been successful in forming an IDT, we propose the following leadership embedment tests:

- **7 Lenses Maturity Matrix:** The test is designed by the IPA to support the Government's transformation projects. The matrix is transferable to position the A303 as an industry benchmark. It focuses on efficiency, culture change and digital innovation around '7 Lenses' (Vision, Design, Plan, Transformation Leadership, Collaboration, Accountability, People). This will provide the **IDT** with a common language and framework to define success, with 'health checks' aligned to PCF Stages.

	Measure of Organisational Maturity	Measure of Success and Person Responsible
Considerate Constructors (V2P1 S250)	<ul style="list-style-type: none"> • Register Site and maintain standard in line with CCS Code of Considerate Practice • Notify <i>Project Manager</i> of site visits and submit copies of compliance certificates • Assign supply chain representatives responsible for CCS objectives. 	Attainment of CCS Ultra Site award and targeted CCS score Project Manager
Strategic Alignment (V2P1 S296)	See Section 1.3 .	See Section 1.3 . Project Director
Continual Improvement (V2P1 S275)	See Section 1.5 .	See Section 1.5 . Project Director (nominated Lean Champion)
Training and Competence (V2P1 S680)	See Section 1.1.1 to 1.1.3 .	See Section 1.1.1 to 1.1.3 . Community Relations Manager
Subcontractors and Supply Chain Engagement (V2P1 S1200 and S2915)	<ul style="list-style-type: none"> • See QS-18C Section 2 for compliance with S1205 Restrictions of requirements for subcontracting, S1206 Fair payment, S1210 Acceptance procedures, S1215 Contracts Finder and S1216 Advertising Subcontracts • See QS-18C Section 4 for compliance with S1230 Subcontracting risk allocation • See QS-18C Section 7 for compliance with S1220 Subcontracting incentivisation • See QS-18C all sections for compliance with S2915 Supply chain. 	See QS-18C . Procurement Lead and Supply Chain Manager
Leadership Development (V2P1 S2905)	See Section 1.1.1 to 1.1.3 including assessment against S2900.1 capabilities via Annual Appraisals and Performance Improvement Plans (Section 1.1.2)	See Section 1.1.1 to 1.1.3 Project Director
Behaviours (V2P1 S295)	See QS-18B and Sections 1.1.1, 1.1.2, 1.1.3, 1.4 of this response.	See QS-18B and Sections 1.1.1 - 1.1.3 and 1.4 . Project Director
People Strategy (V2P1 S253)	See Sections 1.4 and 1.7 .	See Sections 1.4 and 1.7 . Community Relations Manager
Project Execution (V2P1 S2910)	See QS-18D Sections 2 and 5 .	See QS-18D Sections 2 and 5 . Project Manager.



- **A303 Organisational Maturity Test** (see **Section 2.2**): This test consolidates all success factors included in **S2900.2**. These are the outputs and outcomes to be achieved following formation of a successful, high performing IDT.

2.2 How leadership embedment tests will show processes / procedures for Providing the Works are developed and integrated with the *Client's* processes / procedures

Our approach to integration of BADGER processes and procedures with the *Client's* own processes and procedures will be included within our **Integrated Project Controls Plan (IPCP)**, our **Information Services Strategy** and our **BIM Execution Plan** developed and submitted within 12 weeks of the starting date (**V2P8** and **V2P5**). This will include:

- Transparency and accessibility of our systems and data, aligning with the processes and procedures in our **PEP**, Highways England's **Project Management Plan** and the **Integrated Project Controls Manual**, including commercial, risk, change, baseline management, HS&W, performance, quality, customer, programme and document management
- Commitment to use the same or equivalent systems to the *Client* specified systems within **V2P8** including, CEMAR, Xactium, Airsweb 2, Power BI, Data Hub and (see **QS-14**), with training provided to staff where required
- Engaging in the *Client's* CIP Information Services Leads workshop at least every six months to support knowledge sharing and coordination of innovations (**V2P5**)
- Engaging in the *Client's* **Project Information Services Steering Group**, attended by our Information Services and Digital Lead each month to provide updates on Information Services activities, strategy, deliverables at stage gates and any issues or risks (**S910.8** and **V2P5**)
- Use of the Project Information Model (PIM), virtual, immersive and visualisation technologies and a digital design review process in line with **ISO19650-2** to quality assure design output

- Provision of an information portal for the *Client* to view the PIM, as well as integration of processes and procedures within the Employer Common Data Environment, Microsoft SharePoint (**V2P5**) as the single source of truth
- Compliance with Information Security and the *Client's* Data Handling Requirements, including provision of an Information Security Management System certified to **ISO27001** within six months of the Contract Date and an Information Security Management Plan within 12 weeks of the starting date (**V2P9**).

To measure the effectiveness of the activities above, we propose adopting the ICE's established **Project 13** model as the Leadership Embedment Test to be used in advance of Notice to Proceed. Project 13 provides a framework to transition from 'simple collaboration' to 'integrated functions and relationships' and ultimately to a 'high performing enterprise'. It focuses on five principles of improvement (Governance, Organisation, Integration, Capable Owner, Digital Transformation).

We propose during Mobilisation, BADGER, the *Client* and *Support Team* will each conduct the Project 13 self-assessment individually to identify and compare common pathways, strengths and areas of improvement. This assessment will be used to create a **Project 13 Development and Action Plan (TQ5C3.3)** for the IDT, owned by the **Project Director** setting a clear process and plan for achieving:

- **Integrated functions and relationships** in advance of Notice to Proceed, using the activities included above.
- **Enterprise-delivery by Year 3**, forming a 'virtual' non contractual integrated entity, aligned and incentivised to deliver better outcomes with a transformational approach to behaviours, roles, capabilities and digital innovation.

Self-assessments will be repeated bi-annually in order to continually test and improve integration of processes and procedures.