



Project Management Plan

Incorporating

CONSTRUCTION PHASE PLAN

Prepared Under Regulation 23(1)(a) - All CDM related items are boxed

The purpose of this Plan is to pro-actively communicate to the Client and Project Team how Mansell will plan, implement, control, monitor and review the Safety, Health, Environmental and Quality Project objectives.

For: Royal Free Hospital

Job No. & Title:	MW0241 – Extra Theatres, Royal Free Hospital		
Contract Address:	Extra Theatres, 3 rd Floor Royal Free Hampstead NHS Trust, Directorate of Projects Royal Free Hospital Pond Street, Hampstead London NW3 2QG		
Start Date:	4 th February 2013	Contract Period:	26 weeks (Calendar Weeks)

For the purpose of this Project, the following Mansell Management System “Roles” will be fulfilled as follows:

Operations Manager:	R.Acton	Commercial Manager:	J. Parsons
Planner:	J.Macleod	Design Manager:	G.Chamberlain
Contract Manager:	J.Macleod	Site Manager:	S.White-Miller
Surveyor:	P.Latcham	Buyer:	C. Johnstone

The contract review, Directors New Contract Briefing, for this project was held on (date), in accordance with the Production – Mobilisation Process (PM-PR-01).

Reviewed and Approved			
Revision	CM Initial	Date	
Original	JM	31/1/13	*****
A	JM	31/1/13	TMP Added
B			
C			

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Controlled Issue:



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THE MANSELL MANAGEMENT SYSTEM – A Summary

The Mansell Management System confirms the “Mansell Way” – our integrated Risk Management approach and framework, together with best practice tools, that ensure Customer requirements, Statutory and Regulatory obligations, objectives and targets and our Policies are all met, monitored and reviewed.

Integration and compliance with the Safety, Quality and Environmental standards – OHSAS 18000, ISO 9000 and ISO 14000 – is confirmed by 3rd party assessment and Registration.

Our integrated Safety, Health, Environmental and Quality Policy Statement is contained within The Management System Summary (MS-MA-01). This document also provides an overview of the entire Mansell Management System; how the aims of exceeding Customer expectation, collaborative team working and Supply Team management are achieved.

CDM requirements for a Construction Phase Plan are met by our Project Management Plan. The Project Management Plan is at the heart of the Mansell Management System process of risk management. A Project Management Plan is developed for each Project to provide the tools to effectively manage the Mansell Management System and Customer requirements in harmony. Subcontract Management Plans are then developed to confirm the co-ordination and management requirements to the Supply Team.

An integral part of the Project Management Plan is the Project Work Activity Schedule - identifying all site activities from set up to final clean and stakeholder liaison to Customer interfaces - to determine appropriate control arrangements. A series of Standard Risk Control Arrangements – SRCAs - (SM-WI-42) exists within the Mansell Management System to provide a minimum Mansell standard for typical activities.

Mansell objectives and targets are established at Company level, and at Business level - within Budget Packs - and at Site level, along with Customer objectives and targets - within the Project Management Plan.

Staff roles and responsibilities are confirmed in Job Descriptions and within the Mansell Management System Processes, where activities and accountabilities are defined. The Project Management Plan provides facility to expand upon these roles and responsibilities on a Project by Project basis to suit Customer requirements.

Staff are made aware of the importance of their activities and contribution to achieving objectives and targets through Inductions and by way of Project allocated Mansell Management System Manuals – containing all relevant Processes. Staff competence and training is monitored through an appraisal process, gauged by the Job Description and Company training standards.



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9.0 **Appendix**
Management Method Statement

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DESCRIPTION OF THE PROJECT

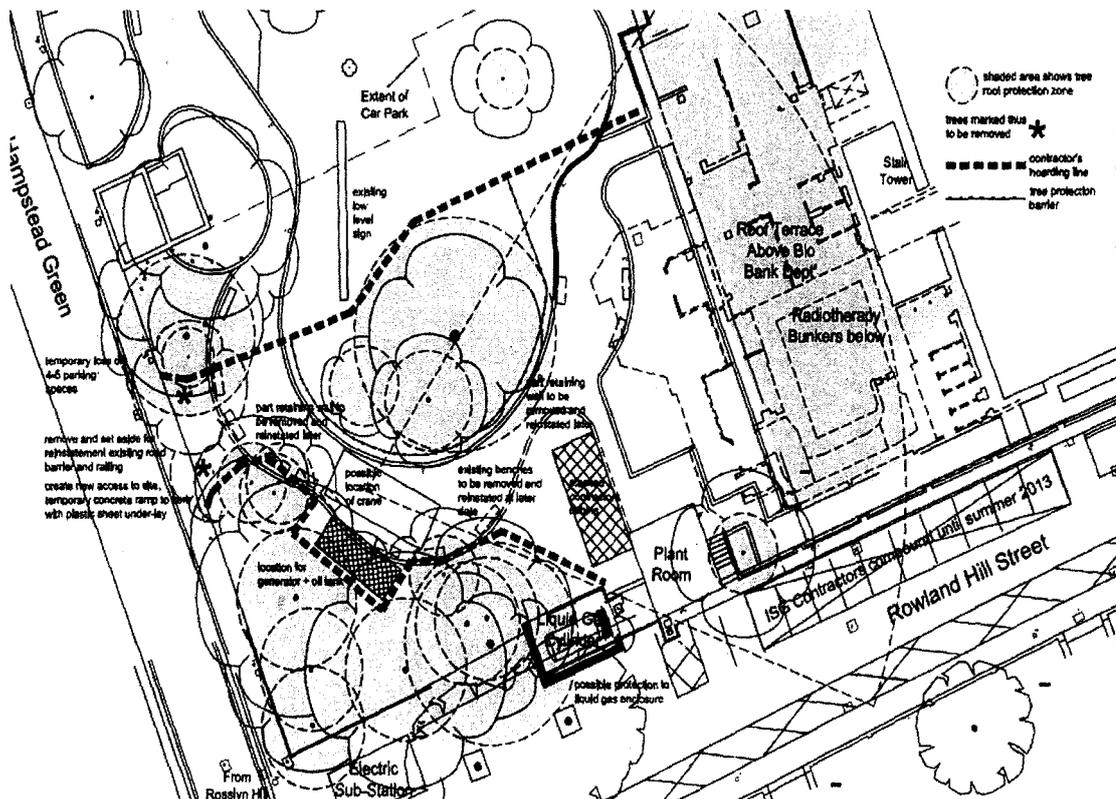
1.1 Project Description

The project involves the creation of extra theatres to supplement the existing clinical facility. The extra theatres are to be constructed above the existing heart attack and stroke department, radiotherapy department and laboratories.

The existing roof area above these departments will be altered and a new structural steel frame will be constructed from this level. The frame envelope will be a Kingspan panel cladding system which in turn will be wrapped with a tensile fabric mesh. The roof of the new facility will be formed by a chorus metal deck.

The new construction will provide two separate floor levels. The lower floor will be a plant deck with the upper level becoming the theatre suite.

1.1.1 Site Layout



1.1.2 Partnering/Framework

The New Theatres project is not part of a partnering agreement

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1.1.3 Contract Requirements

Hours of working are to be in accordance with the Hospital Requirements as well as Local Authority and Environment Officer's restrictions.

Construction work shall not take place outside the times specified unless prior agreement in writing has been received from the Project Manager.

High visibility jackets, safety helmets with specific user ID, gloves, eye protection and safety footwear will be worn by all operatives. Other PPE shall be worn to suit the task in hand and identified within specialist contractors MS/RA. All High Visibility jackets will carry the MCSL Logo to assist identification of operatives

All operatives are to undergo a site safety induction course before commencing work on site and the Principal Contractor shall maintain a record of briefing to each individual.

Existing foul and surface water drainage shall not be polluted by construction debris.

The Principal Contractor will specifically consider the effects of noise, dust and vibration on the occupants of the hospital.

Works are being undertaken over the heart attack and stoke department and adjacent to theatre areas. Care is to be taken to ensure these departments are not disrupted by the planned works.

The staircases and lift lobby areas will be used by staff, patients and visitors. MCSL are to ensure these areas are kept free from obstructions throughout the works

MCSL area to ensure that site vehicle deliveries are planned and coordinated. MCSL will use the private Hampstead Green Road for main deliveries and will arrange any parking restrictions as necessary. Care shall be taken to ensure the car park entrance is not obstructed by delivery vehicles

Noise and dust shall be kept to a reasonable minimum by the implementation of appropriate measures, so as not to interfere with the general public using the public access routes adjacent to construction areas.

Plant and machinery shall be adequately silenced and appropriate for the activity being undertaken.

Excavation by machine is not permitted within one metre of a live service. All excavation will be carried out in accordance with our, *management of excavations and utility avoidance* documentation

Radios and cd/cassette players are not permitted on the Site.

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Storage will only be permitted within the works site boundary or agreed designated areas

No alcohol is to be consumed by works personnel during normal working hours including rest breaks.

Smoking is not permitted on hospital grounds.

There is no contractors parking on site

MCSL will provide a detailed 4 week look ahead programme for any works outside the main site demise and within other live hospital areas.

Where hospital areas are deemed to be at risk from dust ingress as a result of construction works, MCSL are to construct dust proof screens to eliminate the risk

1.1.4 Contract Documents

Standard JCT contract with design

1.1.5 Programme

A Construction Programme (ref MW 0241 dated 31.1.12), prepared in accordance with the Production – Mobilisation Process (PM-PR-01).

Detailed Specialist Programmes are agreed with each Subcontractor.

1.2 Details of Customer, CDM Co-ordinator, Designers, Principal Contractor, other Consultants and Stakeholders

1.2.1 Contact Details

	Name/Contact	Tel/Fax/E-Mail
Customer	Royal Free London NHS Foundation trust Property Services (Projects) Pond Street, Hampstead London. NW3 2QG	
	Contacts; Afzal Khan	Tel: 0207 794 0500 Mb: 07976 257037
Consultants:		
CDM Co-ordinator	WT Partnership	



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	Name/Contact	Tel/Fax/E-Mail
	GSD, Construction Consultants Granby Technology Centre 14 Albany Road Weymouth Dorset DT4 9TH	
	Contact; Adrian McGrath	MB 07799628291
Contract Administrator	24-32 Stephenson Way, London. NW1 2HD	
	Contacts; Mark Herbert Jason Laurence	Tel:020 7387 0141 07752311050 (MH) 07792063165 (JL)
Architect	24-32 Stephenson Way, London. NW1 2HD	
	Contacts; Mark Herbert Jason Laurence	Tel:020 7387 0141 07752311050 (MH) 07792063165 (JL)
Structural Engineer	Wareham & Associates Kennel Lane The Post House Windlesham Surrey GU20 6AA	



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	Name/Contact	Tel/Fax/E-Mail
	Contact: David Wareham	Tel 01276 451 868 MB 07956287738
Quantity Surveyor	WT Partnership AMP House Dingwall Road Croydon CRO 2LX Contact: A.Slee	Tel 020 8686 0431 MB 07730 496 470
Service Engineer	Capita Symonds 3-5 Centech Park, North Moons Moat, Redditch, B98 9NR Contact: Alan Mack (E) John Musson (M)	01527 594500 (Alan) 07827 842374 (Alan Mob) 01527 594536 (John) 07825 340887 (John)
Other Consultants: Butler & Young (Building Control)	5 th Floor 80/81 Fleet Street London EC4Y 1ET Contact : John Pitman	0207 9289675 07814860612
Principal Contractor	Mansell Construction Services limited	0207 490 1220



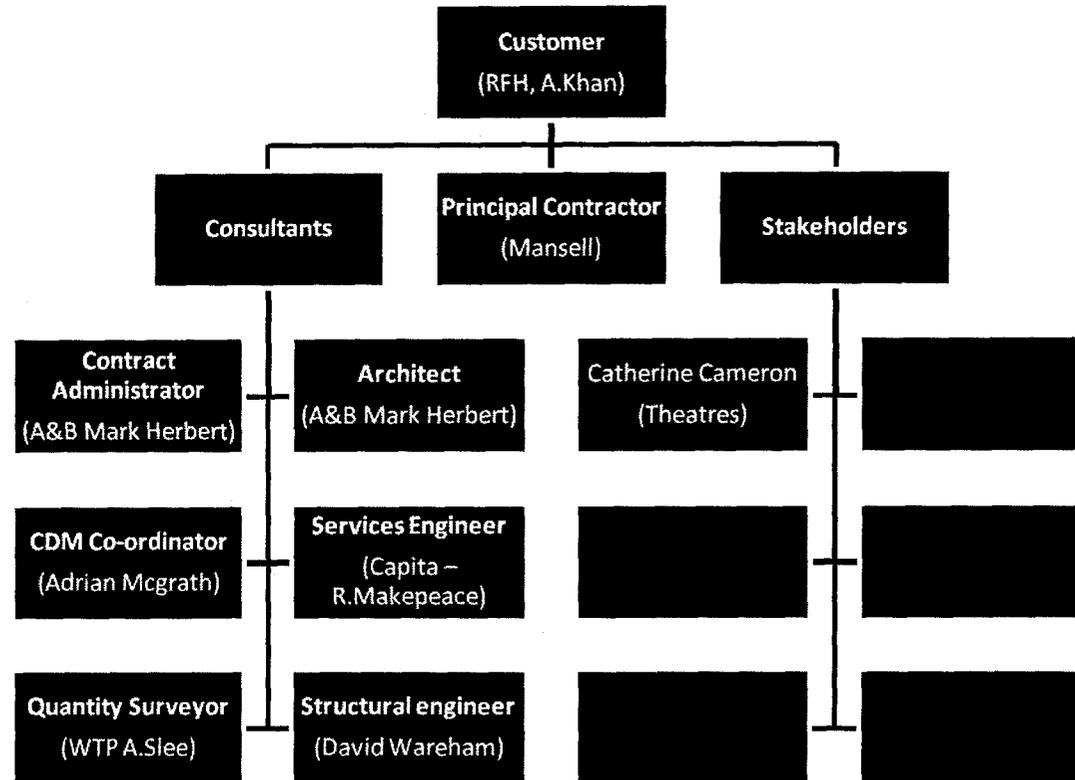
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	Name/Contact	Tel/Fax/E-Mail
	Roman House City Road EC1V 1JX	
Stakeholders:	Catherine Cameron - Theatres	<u>catherinecameron1@nhs.net</u>



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1.2.2 Organisational/Relationship Chart



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1.3 Existing Information

1.3.1 Relevant Information Contained within the Pre-Construction Information Pack

The project is situated within a busy occupied hospital and additional care must be taken when undertaking works in these areas to ensure our works do not affect the daily running of the hospital or cause harm, risk or infection to patients, staff or visitors at the hospital.

Members of Mansell have visited the site and its environment to determine the method and logistics to enable site establishment in order to comply with all relevant Health and Safety and CDM legislation.

The PCI document lists Hazards detailed on the below list

- Asbestos
- Adjacent clinical areas
- Access & egress
- Maintenance of existing services
- Dismantling of existing features
- Craneage
- Reduced radiation protection
- Waste removal
- Existing hazardous material storage
- Existing structures

Mansell will address these specific hazards raised as laid out in the management method statement provided as an appendix to this plan

1.3.2 Existing Health and Safety File

There is no information on an Existing Health and Safety File to cover the area of the hospital being developed under this project

1.3.3 Land Use and Restrictions

The proposed site area is located above the existing heart attack and stroke department, radiotherapy department and laboratories. The existing roof is to be altered and built upon to create the new facility.

Works will be subject to the standard controls and restrictions imposed by the RFH. These are not limited to those listed below

- Deliveries to be from Hampstead Green Road
- No Smoking on site area

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- Any works in the existing hospital undertaken on agreement of control arrangements
- All site personnel to be identified by Mansell Hi-Vi vests
- No Parking on site
- No materials to be stored outside the site curtalidge
- The contractor must keep clear all public highways/walkways around the site.
- At no time shall services, (including standby services), be shutdown without prior authorisation of the client
- The heart attack and stroke dept entrance is to be kept clear at all times

1.3.4 Details of Existing Structures

The existing structure is of reinforced concrete with glazed elements. The internal spaces are segregated by stud partitions and brick/block walls. There are tiled and plasterboard suspended ceilings.

1.3.5 Details of Existing Traffic/Pedestrian Systems and Restrictions

The Royal Free Hospital is served by various roads all are noted to be congested. The site is served by the Hampstead Green Road which also serves the underground car park area. The Hampstead green road is a single carriageway road with parking restrictions. Parking bay suspension can be arranged through the hospital estates dept. The road has paved areas for pedestrian traffic

1.3.6 Details and Location of Existing Services

Attention has been drawn to the necessity to maintain the existing main services, which serve the existing buildings.

Existing service drawings are to be made available by the contract administrator

1.3.7 General Ground Conditions and Ground Investigation Report

A ground investigation has been undertaken in the area of the land to be excavated. No heavy contamination was discovered. Mansell will pass on this report to their piling contractor and ground worker who in turn will assess any need for further testing.

1.3.8 Asbestos Surveys

A demolition and refurbishment asbestos survey was carried out by the RFH specialists prior to works commencing.

If Mansell discover Asbestos during the works they will stop all work and work in accordance with the accidental discovery procedure which will be on display in the site office.

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1.3.9 Other Hazardous Materials

No hazardous materials have been identified within the pre-construction surveys

1.3.10 Protection and Preservation of Existing Features

Adjacent areas will require protection as listed below.

- Protection to the entrance above the heart attack and stroke department.
- Internal finishes in the main hospital
- Existing Trees identified by the site report/drawings
- Existing shared access
- Areas of the garden area used for the site compound and adjacent to this area

1.3.11 Planning Status and Constraints

Planning consent has been applied for and accepted for the New Theatres project. Mansell have not been advised of all conditions but are advised that all pre construction conditions will be met with provision of the accepted Project Management plan.

Working hours 08-00am – 17-00pm Monday to Friday. Weekend works and extended evening shifts have to be arranged with RFH

1.3.12 Setting-Out

Mansell will set out from specific grid lines provided by the designers

2.0 COMMUNICATION AND MANAGEMENT OF THE WORK

<h3>2.1 Management Structure</h3>
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<h4>2.1.1 Roles and Responsibilities</h4>
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The Safety, Health, Environmental, Sustainability and Quality provisions of this Project shall be under the direction of the management team indicated on the Organisation Chart within the chain of responsibilities identified below and in accordance with those detailed in the Mansell Management System:

Regional Managing
Director

To ensure all Health, Welfare, Safety, Security, Quality, Environmental and Sustainability obligations are met across the business and the Mansell Management System (MMS) is implemented.

To ensure all relevant obligations are observed on all

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	projects across the business.
Operations Manager	To ensure all projects are delivered safely, on time and to the Customers requirements across the business.
Commercial Manager	To ensure financial control is maintained and safe competent Specialists are appointed on projects across the business.
Planner	To ensure a Construction Programme is prepared that allows sufficient time for the safe completion of all activities.
Design Manager	To ensure that design control is maintained on Design and Build projects.
Contract/Project Manager	To ensure statutory and project Safety, Health, Environmental and Sustainability specific obligations are observed, specified quality achieved and project completion on time.
Site Manager/Agent	To plan, control, monitor and review the works, co-ordinate Subcontractors and ensure project specific requirements and obligations are met with regard to Safety, Health, Environmental, Sustainability and Quality issues.
Resident Liaison Officer	To provide the link between Residents and the Mansell Delivery Team.
Surveyor	To maintain financial control and appoint safe and competent Subcontractors.
Buyer	To procure materials and equipment and advise on alternative products.
Regional SHEQ Manager	To advise on all relevant corporate and legislative health, safety and environmental obligations and implementation of the MMS. Undertake internal audits and facilitate continuous improvement.
Asbestos Coordinator	Coordinates all asbestos related information and is involved in the control of works to ensure that asbestos is not unintentionally disturbed.
Temporary Works Co-ordinator	To ensure that all temporary structures are designed, erected, maintained and dismantled correctly.



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MEWP Co-ordinator	To ensure that the use of MEWP's are managed
Appointed Person Project (APP)	Reviews all Lifting Plans on the project to ensure all lifting operations are safely managed.
Underground Utilities Co-ordinator (UUC)	Coordinates all services related information, issues all Permit to Dig/ Break Ground and ensure safe systems of work are followed.
Plant & Vehicle Co-ordinator	Develops, updates and coordinates a suitable Plant and Vehicle Management Plan that takes into account all construction activities.
First Aider	To provide emergency aid to injured parties.
Fire Marshall	Produces updates and coordinates the Fire Risk Assessments and emergency procedures with all interested parties.
Other Responsibilities:	



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2.1.2 Mansell Project Team

	Name	Tel/Fax/E-Mail
Regional Managing Director	Colin McArdle	020 7490 1220 020 7608 1999
Operations Manager	Ray Acton	020 7490 1220 020 7608 1999
Commercial Director	Jason Parsons	020 7490 1220 020 7608 1999
Planner	J.Macleod	0207 762 6941
Design Manager	G.Chamberlain	07801 460927
Contract/Project Manager	J.Macleod	07970 158511
Site Manager/Agent	S.White Miller	07547739924
Resident Liaison Officer	N/A	
Surveyor	P. Latcham	07772719663
Buyer	Chris Johnstone	0208 654 8191
Regional SHEQ Manager	Claire Bermingham	07801 460 642
Asbestos Coordinator	S.White Miller	07547739924
Temporary Works Co-ordinator	J.Macleod	07970 158511
MEWP Co-ordinator	S.White Miller	07547739924
Appointed Person Project (APP)	S.White Miller	07547739924
Underground Utilities Co-ordinator (UUC)	S.White Miller	07547739924
Plant & Vehicle Co-ordinator	S.White Miller	07547739924
First Aider	S.White Miller	07547739924
Fire Marshall	S.White Miller	07547739924
Others:		