



PROJECT MANAGEMENT PLAN

UCLH- A & E RECONFIGURATION
EXTERNAL WORKS TO BEAUMONT PLACE
Project No:

04 December 2014

Construction Services UK

1.0	APPROVAL, DISTRIBUTION, MONITORING, REVIEW	2
2.0	PURPOSE OF THE PROJECT MANAGEMENT PLAN (PMP).....	4
3.0	DESCRIPTION OF THE PROJECT.....	5
4.0	KEY PROJECT STAKEHOLDERS.....	8
5.0	PRE-CONSTRUCTION INFORMATION – HEALTH, SAFETY, ENVIRONMENT RISKS	10
6.0	MANAGEMENT ARRANGEMENTS	13
7.0	COMMUNICATION AND CONSULTATION.....	15
8.0	INFORMATION MANAGEMENT	17
9.0	CONTROL OF DESIGN & TECHNICAL INFORMATION	18
10.0	HEALTH, SAFETY AND ENVIRONMENT RISK MANAGEMENT	19
11.0	SUSTAINABILITY MANAGEMENT	24
12.0	QUALITY MANAGEMENT	24
13.0	SCHEDULE OF PROJECT SPECIFIC CONTROLS	27
14.0	SELECTION AND CONTROL OF SUBCONTRACTORS & SUPPLIERS	28
15.0	EMERGENCY ARRANGEMENTS.....	29

APPENDICIES

APPENDIX A - SITE LAYOUT PLAN

APPENDIX B - PROJECT ORGANISATION STRUCTURE & DIRECTORY

APPENDIX C - DUTY HOLDERS RESPONSIBILITIES

APPENDIX D - SCHEDULE OF CONSTRUCTION PROCESSES

APPENDIX E - ENVIRONMENTAL RISK ASSESSMENT AND CONTROL

APPENDIX F – BLUEPRINT ACTION PLAN

APPENDIX G – PROJECT EMERGENCY ARRANGEMENTS CHART

APPENDIX H - PRE-CONSTRUCTION INFORMATION

Project Ref No:	Issue No:	Issue Date:	Page: 1
-----------------	-----------	-------------	---------

1.0 APPROVAL, DISTRIBUTION, MONITORING, REVIEW

Approval

	Date	Signature
Approved by Project Lead		
Approved by Off Site Line Manager*		
Reviewed by the HSE Advisor**		
Customer		

*This signature is required for the first issue only prior to work commencing. Thereafter the Project Lead can approve changes which shall be recorded in the review section

** HSE Advisor Review is not mandatory

Distribution of Project Management Plan

Copy No	Name	Position	Location
1	Balvinder Bhurji	Project Lead	
2	Matt Riddick	Off Site Line Manager	
3	Keith Lawrence	Customer	
4	Matthew Brown	Customers Agent/Rep. <i>(if applicable)</i>	
5	Naz Nathu	CDM Co-ordinator <i>(if applicable)</i>	
6			

Copy 1 is the Master PMP and is the only controlled copy containing records of all reviews and amendments. All other copies are uncontrolled and are issued as necessary by the Project.

Construction Services UK

Record of PMP Monitoring Reviews and Amendments

Date	Detail of	By Whom	Action Taken*	Signed
04/12/14	1 st Draft	B.Bhurji	Issued to Interserve -Gary Lovejoy on 05/12/2014	
11/12/14	2 nd Draft	B.Bhurji	CDMC Comments of 08/12/2014 incorporated.	
17/12/14	3 rd Draft	B.Bhurji	CDMC Comments of 16/12/2014 incorporated.	
18/12/14	4 th Draft	B.Bhurji	CDMC Comments of 17/12/2014 incorporated.	

*Confirm that all relevant changes to the BMS have been incorporated in the review

2.0 PURPOSE OF THE PROJECT MANAGEMENT PLAN (PMP)

The PMP is an integrated plan, specifically designed with the requirements of this Project taken into account. It has been developed from the information detailed within the Contract Specification, Customer Requirements and Pre-Construction information. This plan forms the Construction phase Health and Safety Plan and acts as project Quality and Environmental Plan.

- The PMP is supported by the CSUK Business Management System (BMS) which defines the controls we will implement on this Project to control all our activities. The BMS complies fully with the requirements of ISO 9001, 14001 and OHSAS 18001. Compliance is confirmed via 3rd party assessment and certification.
- The BMS can be accessed online through the CSUK Intranet (360). An offline copy of the BMS is also available to enable remote, non-network access. Copies of relevant BMS controls will be made available to the customer and to all suppliers, subcontractors working on the Project on request.
- The PMP will be used to identify project specific activities to meet the Client's Scope of Works and legal and statutory duties.

Project Ref No:	Issue No:	Issue Date:	Page: 4
-----------------	-----------	-------------	---------

3.0 DESCRIPTION OF THE PROJECT

Project Description and Key Deliverables/Goals

Project Name and Address
University College London Hospital(UCLH) - A & E Reconfiguration Works , Phase 4 - External Works to Beaumont Place, University College London Hospital , 250 Euston Road, London, NW1 2PG.
Project Scope and Description
<p>The scope of the project is to reconfigure Beaumont Place by resurfacing the existing roads and pavements and the installation of a glazed canopy to create a new emergency ambulance drop off area. The architects' proposals confirm the intention to deliver high quality resurfacing across Beaumont Place, incorporating a dedicated emergency ambulance route and separate shared surface route for pedestrians and vehicles.</p> <p>The development proposals promote an alternative access strategy for emergency ambulances that routes via Grafton Way and Beaumont Place, with the exit route returning the emergency ambulance vehicles back onto Grafton Way as currently occurs. The ambulance drop off bays will be covered with a glazed canopy and to maintain patient dignity, this ambulance route will be screened from the remainder of Beaumont Place.</p> <p>These works are required for the proposed future expansion of the A & E Department during further phases and will provide an alternative provision and access strategy for emergency ambulances, currently accessing the A & E department from Gower Street and exiting via Grafton Way. The ground floor area that is to be in-filled currently accommodates an emergency ambulance set down area accessed from Gower Street. The proposed infill area lies between two of the existing UCLH hospital buildings, referred to as The Tower and the Elizabeth Garrett Anderson Wing.</p> <p>The future proposal is for the existing Emergency Department, which is currently located on the ground floor wing of the Tower to expand into the ground floor of the EGA Wing. The expansion is required in order to relieve existing capacity constraints within the Emergency Department and improve patient experience, with current levels of demand far exceeding the originally envisaged capacity of the facility, which is compromising patient privacy and dignity. The expansion is not therefore being promoted to accommodate any increase in patient numbers.</p> <p>The introduction of an alternative access strategy for emergency ambulances will result in the displacement of existing access opportunities for a number of user groups accessing the University College Hospital (UCH), encompassing patient transport service (PTS) vehicles, disabled drivers, all purpose private vehicle drop-offs, including taxis and cars, and finally pedestrians.</p> <p>The works during this phase of works will be carried out and handed over in three sub-phases, to ensure that temporary access arrangements are in place for identified user groups during the works.</p>
Scope of Balfour Beatty Design Responsibility (if applicable)
Design responsibility comprises of Contractors Design Portions to Canopy Glazing and Structural Frame including Connections.

Construction Services UK

Site Layout Plan

A copy of the site layout plan can be found in **Appendix A** of this document. This will be displayed at prominent locations across the Project.

Project Information

Project Information			
Contract Type:	JCT		
Form of Contract:	JCT Intermediate Building Contract with Contractors Design The Contract: ICD 2011		
Contract Award Date:	TBA	Contract Start Date:	Proposed Start Date: 12 JANUARY 2015
Contract Completion Date:	20 calendar weeks from commencement. Works proposed to be carried out in 3 Phases. <u>Proposed Dates</u> Enabling Works: 12/01/2015 - 16/01/2015 Phase 1: 19/01/2015 - 06/03/2015 Phase 2: 09/03/2015 – 20/05/2015 Phase 3 :23/03/2015-04/06/2015		
Contract programme reference:	UCLH- A & E Reconfiguration-Target Construction Programme – Rev A December 2014		
Design Programme Information Release / Required Reference:	UCLH Information Release/Required Schedule.		
Defects Date	12 months defects liability period from completion of works.		

Construction Services UK

Project Information	
Contract Documents: (Including Specifications)	<p><u>TENDER INFORMATION</u></p> <p>The tender drawings are:</p> <p>Devereux (Architect) 08113721-901 Landscape Plan North 08113721-A-951 Paving Details 08113721-A-952 Disabled Parking Treatment 08113721-A-953 Tree Pit and Planter Detail 08113721-A-954 Kerb Detail 08113721-A-955 Bollards 08113721-L-900 Location Plan 08113721-L-902 Landscape Plan South 08113721-L-920 Landscape Sections 08113721-L-930 Screen Elevation 08113721-L-931 Glazed Panels to Canopy Elevation L-970 UCLH 3D Views 08113721-Landscape Specification-T3 UCLH Planting Schedule</p> <p>DSSR (M & E) BCJV-61_-1_HL_07-RD Externals_master-rev001-281103 H1380-90-001 H1380-90-002</p> <p>CNM (Structural Engineer) 1001701-S-GA-100-T2 1001701-S-ISO-101-T1 1001701-S-SEC-200-T1 1001701-S-SEC-210-T2 1001701-S-SEC-211-T1 1001701-S-SEC-212-T1 1001701 UCLH Canopy - G10 Structural Framing Specification</p> <p><u>OTHER INFORMATION ISSUED AT TENDER</u> Preliminaries, Construction Traffic Management Plan (SKM), Indicative Programme of Works(AE Phase 4 - Programme V3 17 02 14), Planning Draft Decision(Ref:2013/2824/P 16.09.13),</p>
Process to obtain any Customer approvals.	If an alternative product to that specified is proposed, approval is to be obtained before ordering the product.
Customer Early Warning Notice requirements	
Customer Change Control	

Construction Services UK

4.0 KEY PROJECT STAKEHOLDERS

Contact details for key project stakeholders.

Designated Parties	Company Name & Address	Contact Name (s)	Contact Details (email, mob, tel)
Customer	Health Management (UCLH) EGA Wing Basement, University College London Hospital, 250 Euston Road, London, NW1 2PG	Keith Lawrence	Email: keith.lawrence@hmuclh.com Tel: 0207 380 9902 Mob.
Customer's Representative	Interserve Consulting 395 George Road Erdington ,Birmingham B23 7RZ	Matthew Brown	Email: matthew.brown@interserve.com Tel: 0121 344 4888 Mob: 07769 282 072
CDMC	Interserve Consulting 395 George Road Erdington Birmingham B23 7RZ	Naz Nathu	Email: naz.nathu@interserve.com Tel: 0121 344 4888 Mob: 07918 738270
Local HSE Office	HSE Rose Court 2 Southwark Bridge LONDON, SE1 9HS		Email: Info@hse.gov.uk Tel: 020 7556 2102 Fax:020 7556 2109
Local Environmental Regulator	Environment Agency Apollo Court Bishops Square Business Park, Hatfield, Hertfordshire AL10 9EX		Email: enquiries@environment-agency.gov.uk Tel. 03708 506506 Mob.
Local Authority	London Borough of Camden, Town Hall, Judd Street, London, WC1H 8ND	Helen Conlon, Planner Steve Cardno, Transport Planner	Email: Helen.Conlon@camden.gov.uk Tel: 020 7974 3995 Email:Steve.Cardno@camden.gov.uk Tel :020 7974 4444
Quantity Surveyor	Interserve Consulting 395 George Road Erdington, Birmingham B23 7RZ	Andrew Mannion	E-mail: Andrew.Mannion@interserveps.com Tel: 0121 344 4888
Architect	Devereux Architects 200 Upper Richmond Road Putney, London, SW15 2SH	Ruth James	Email: r.james@devereux.co.uk Tel: 0208 780 1800

Project Ref No:	Issue No:	Issue Date:	Page: 8
-----------------	-----------	-------------	---------

Construction Services UK

Designated Parties	Company Name & Address	Contact Name (s)	Contact Details (email, mob, tel)
Mechanical and Electrical Engineers	DSSR Consulting Engineers Windsor House, Cornwall Road, Harrogate, HG1 2PW	Mechanical: Mathew Day Electrical: Richard Sharpe	Email: tm.day@dssr.co.uk Email: R.Sharpe@dssr.co.uk Tel: 01423 520 252.
Structural Engineers	Clarke Nicholls Marcel Glen House 22-24 Glenthorne Road, London W6 0NG.	Marcus Yortt	Email: mgy@cnmlondon.com Tel: 0208 748 8611 Mob.
Traffic consultants	SKM Colin Buchanan New City Court 20 St Thomas Street London SE1 9RS	Alex Scarratt	E-mail: Tel: 0207 939 6100 Fax: 0207 939 6103

5.0 PRE-CONSTRUCTION INFORMATION – HEALTH, SAFETY, ENVIRONMENT RISKS

Pre-Construction Information

The pre-construction information has identified the following significant safety health and Environment risks and issues. These will be considered and included along with any subsequent safety risks identified by Project Management, within the various Construction Phase project specific Work Package Plans (Method Statements) and Risk Assessments, complimented by the provision of appropriate controls, sufficient information, training and on-going monitoring and review.

Existing Records and Plans

The pre-construction information has identified the location of existing records and plans and information about existing structures and services that are relevant to health and safety on site. These records can be located with the client.

Identification of Legal Consents, Planning Conditions, Permits and Licences

The Project has the following legal & planning consents, Permits, licences and exemptions in place. Copies can be found in the BMS Filing Structure ([QUAL-TF-4016](#) - Section 13.5 (Consents))

Details	Limits	Monitoring Arrangements	Responsibility
Planning Conditions to be satisfied.	Approved plans and materials.	Programme Critical	Client/Architect.
Conclusion of Section 106 Legal Agreement.	Information required by LBC	Programme Critical	Client/Architect

Details of Existing Utility Providers

The Project is in close proximity to:

Utility Providers	Details
Telecoms, Gas, Electric, Water, Waste Water etc.	The location of existing underground estate and utility services over the proposed site demise will need be determined and identified.

Identification of Environmentally Sensitive Receptors

The Project is in close proximity to:

Feature/Issue	Details
The existing University College London Hospital	The site is in a busy urban location, in close proximity to the existing University College London Hospital buildings and is on a pedestrian /emergency ambulance route that is required to be maintained and use able at all times.
Maple House – Residential Property	Maple House is a residential property adjacent to the site area, with an underground car park that is required to be accessible throughout the works.

Project Ref No:	Issue No:	Issue Date:	Page: 10
-----------------	-----------	-------------	----------

Construction Services UK

Identification of Ecological, Heritage or Archaeological Impacts and restrictions

The Project is in close proximity to:

Feature/Issue	Details
N/A	None identified or known.

Identification of restrictions in relation to Land Use, existing Structures, traffic routes

The Project is constrained by the following restrictions:

Restriction	Details
<ol style="list-style-type: none"> 1. Emergency Ambulance Route 2. Access for all user groups. 3. "Majax" Tent 4. BOC deliveries 5. Hospital Waste Removal 6. Fire Hydrant Wet Riser 7. Noise & Dust 8. Construction Vehicle movements 9. Site Working Hours 10. Existing delivery and service operations. 11. Residential Properties 12. Emergency exits and routes clear. 	<p>The site area is located adjacent to functioning hospital, residential & commercial buildings and is on a pedestrian/vehicular route that requires to be maintained use able at all times. Emergency ambulance routes will be required to be maintained at all times and the requirements of the "Majax" tent area will need to be adhered to .In the event of an emergency the "Majax" tent area will be safe and accessible for use. Existing delivery and service operations will need to be maintained and access for BOC delivery vehicles and hospital waste removal vehicles will have to be maintained and the wet riser Fire Hydrant located at the central island will need to be accessible by the emergency services at all times. Appropriate construction methods and equipment will be used to keep the noise and dust levels down and steps will be taken to minimise noise and to suppress any dust, dirt and debris generated during the works. These levels will be monitored and readings taken throughout the project. The majority of Construction vehicle movements will have to be scheduled between 09:30 and 16:00 hours from Monday to Friday in order to avoid traffic congestion during peak periods. Some construction vehicle movements would also have to be made between 08:00 and 13:00 hours on Saturdays. From time to time some construction vehicle movements may need to be scheduled to take place outside of standard working hours (e.g. Monday to Friday between 08:00 and 18:00) and permission would be sought from the Environmental Health team prior to arranging these. Due to the restricted nature of site, reasonable endeavours will be made to utilise rigid backed lorries, which can be accommodated within the phased site locations, for delivery and disposal of materials. A Residents Liaison Officer will be appointed and whose contact details will be circulated to the residents and occupiers of neighbouring properties, including contact details for outside of working hours.</p>

Construction Services UK

Pre-Construction Information – Identified Risks

Safety Risks	
1	The site is in a busy urban location with pedestrians, emergency ambulances and user groups accessing the hospital. Construction traffic and deliveries will be managed so as not to cause obstruction to the client, customers or passers-by. Safe and segregated access will be provided in the interface expected with external areas. These arrangements will be detailed clearly in the Plant, Vehicle and Pedestrian Management Plan (PVPMP).
2	Existing services to hospital are to be maintained throughout the works and a detailed survey will be carried out prior to any works commencing, to identify unknown & unidentified services.
Health Risks	
1	As the building has been built recently the likelihood of asbestos being present is unlikely but not impossible. Should the presence of any Asbestos Containing Materials be suspected at any time all works will cease and Client and CDM-C will be informed immediately.
2	There is always a risk of infection when working in or near hospital wards. Infection control policies and measures to eliminate the risk of infections spreading will be put in place prior to work commencing on site and advice will be sought regarding effective controls that should be in place to eliminate this. IFM and Infection Control could also be consulted on this issue.
Environmental Risks	
1	Delivery, Waste Removal and Storage Restrictions – Deliveries and waste removal will arranged to avoid peak rush hours and will be done with prior agreement with the IFM team.
2	Noise, vibration & dust – Appropriate construction methods will used to minimize these and levels will be monitored and controlled.
Design Risks	
1	<p><u>Design Assumptions /Co-ordination of ongoing design work / Design Changes / Suggested Work Methods or Control Measures.</u></p> <p>Asbestos - As the building has been built recently there should not be any asbestos on site. In the unlikely scenario that asbestos is found, all works with regards to the removal of asbestos will be carried out in full accordance with all relevant regulations.</p> <p>On site buried services - The location of existing underground estate and utility services over the proposed site demise will be determined prior to any excavation work commencing.</p>
2	<p><u>Maintaining access for ambulances, pedestrians and user groups</u></p> <p>Significant risks associated with this project require stringent management of the vehicular and pedestrians' traffic throughout the works whilst most importantly maintaining access for the various user groups.</p>
Sustainability Risks	
1	No specific clauses stated in the tender documents.

6.0 MANAGEMENT ARRANGEMENTS

Project Organisation and Schedule of Statutory Duty Holders

The Project Organisation Chart and Project Contact Directory (Project staff, Names, Roles and off site support roles) is contained in **Appendix B**.

The schedule of Project Duty Holders and associated responsibilities is included in **Appendix C**.

Project Key Deliverables and Goals

Annual CSUK Corporate Objectives and Targets are set as part of the CSUK Goals and Priorities. These are underpinned by a detailed short term Road Ahead Plan which captures and manages the actions to deliver the business objectives.

Project Specific Objectives and Targets will be set and agreed by the Project Lead and Customer to ensure delivery of the project requirements. Where appropriate, Project Objectives will also be set to support the delivery of CSUK's annual Road Ahead Plan.

Project Specific Objectives and targets	
Safety Zero Harm	Zero Harm zero deaths, zero injuries to the public and zero ruined lives among all our people. Engage with the workforce using behavioural and safety techniques to enhance awareness
Programme	To complete the works on time without delay or disruption to the Customer team. To achieve an earlier completion to all or part of the project. Monitor weekly and produce short term plans in line with target programme
Sustainability	Reducing energy use, reducing waste and waste to landfill, reducing water use, benefiting local communities, in addition to delivering our Customer's sustainability aspirations.
Environmental	To deliver a project which has minimal negative environmental impact and positively enhances the environment where possible? Provide tool box talks to Site Personnel; on Environmental impacts of the works – washing out / noise / dust / nuisance.
Design	Provide design information in line with schedule Ensure interfaces are fully co-ordinated
Quality	Zero Defects at Completion. Implement Inspection regime for each package.
MAP	Establish customer expectations (what's important to them).
Additional Project Specific Objectives	Engagement with the Hospital Trust and staff throughout the construction process.

Construction Services UK

Project Meeting Schedule

Meeting Type	Frequency	Attendees	Lead
Project team Meetings	Monthly	Project Team	Client Project Manager
Design Team Meetings	Monthly	Design Team and Sub Contractors	Balfour Beatty
Other meetings as identified by the Project	Weekly	Sub Contractors And Balfour Beatty	Balfour Beatty

Project Reporting

Report Type	Frequency	Distribution	Responsibility
Consultant Reports	Monthly	Project Team	Client Project Manager
Client Team Reporting	Monthly	Project Team	Balfour Beatty
Project Team Reporting – Monthly Project Review Dashboard	Monthly	Internal	Balfour Beatty

Project Specific Monitoring and Review Arrangements

Project Monitoring Arrangements	By Who	Frequency	Verification Document
Weekly Compliance Check	Project Lead	Weekly	Weekly Compliance Check
Monthly Compliance Check	Project Lead	Monthly	Monthly Compliance Check
HSE Advisor Visits	HSE Advisor	Monthly	Insight Inspection Report
Senior Management Tours	Senior Manager	Quarterly	Senior Management Tour – Reporting Sheet
MER Inspection	MER	Weekly	MER Weekly Inspection Report
Safety Inspections	Site Manager	Daily	Site Safety Inspection Pro-forma

Formal planned audits of the System will be carried out by the Assurance Function and reports submitted to Senior Operational Management and the Project Lead

7.0 COMMUNICATION AND CONSULTATION

The management system governing HSE Communication and Consultation is documented in the BMS-[HSEN-PC-0057](#) Communication and Consultation below details the Project Specific Arrangements.

Inductions, Task Briefings, Tool Box Talks and Stand Down Events

Information related to the project will be communicated to the project team through (but not limited to) the following: -

- [Project specific site inductions](#)
- Project specific (and where appropriate task specific) toolbox talks
- Task specific task briefings
- Daily/Nightly Activity Briefings
- Periodic stand down events

Details of Site Induction can be found in the BMS Procedure HSEN-PC-0053 Induction. Site Particulars are detailed below. A shorter version of the Induction will be delivered to Accompanied Visitors

Site Inductions Delivered by	Where	When
Site Manager	Site Accommodation	Daily at 8.30 a.m.

Project specific Rules

Project-specific rules and procedures relating to main risks and controls will be produced by Project Lead and are brought to the attention of all persons through Induction Training. A copy of the project rules will be displayed on project HSE notice boards.

The Project Specific Rules for this Project are

Number	Site Specific Rules
1	In the event of an emergency the “Majax” tent area will be safe and accessible for use.
2	Control of noise, vibration, dust and fumes
3	Planned Deliveries & Waste Removal
4	Maintain emergency ambulance, pedestrian, hospital delivery/waste removal routes at all times.
5	Smoking will not be permitted anywhere on site
6	Access to fire hydrant located at roundabout to be available for emergency services at all times.

Construction Services UK

Consultation with the Workforce

Methods of workplace communication for this Project will be as defined below:-

Number	Specific Communication Methods for the Project
1	Monthly Workforce HSE Consultation Meeting
2	Tool box talk, Site Inductions, Safety Notice board
3	Daily briefing meetings

In addition, the Project will engage all personnel to take corrective actions when observing unsafe acts and conditions by means of immediate intervention and reporting.

Our Zero Harm objective to reduce accidents will be introduced at site induction with updates being delivered through briefings, posters and workshops

Third Parties

Arrangements for liaison/interface with other third parties on this project are detailed below:-

Third Parties	Interface Arrangements
Client	Progress Meetings
Design Team	Design Team Meetings
Clients Representative	Regular meetings with client representative.

Communication involving Regulatory Bodies

If any of the undernoted are issued to any contractor on site, the Project Lead will immediately contact their Line Manager and the HSE Advisor to discuss the actions required. In addition, written notification will be issued to the Customer/Principal Contractor within 24 hours of the action:

- Notice of Contravention Letters
- Improvement Notice
- Prohibition Notice
- Summons

Construction Services UK

Project Notices and Information

The following documents will be displayed on the Project Notice Board as a minimum.

Documents to be Displayed	Site Location
CSUK Policy Statements - Health & Safety, Environment, Quality, Drugs and Alcohol and Sustainability	Site Office
Statutory Notices F10 Notification & Certificate of Liability Insurance	Site Office
Site Rules	Site Office / Canteen
Plans - Current Safety Action Plan, Plant, Vehicle and Pedestrian Management Plan, Fire Plan	Site Office
Posters Golden Rules, H&S Law, Safety Consultation Poster, Noise Levels, fatal risks poster	Site Office / Canteen
Emergency Arrangements Organisation and Emergency Arrangements, Spill Response Procedure	Site Office / Canteen
Observation Cards and Box	Site Office
Safety Alerts	Site Office / Canteen
CSUK & Project Newsletters	Site Office
Considerate Constructors Registration as applicable	Site Office
<i>Others as applicable by the Project</i>	

8.0 INFORMATION MANAGEMENT

Documentation and Records

Refer to procedure [QUAL-PC-4007](#) to establish the standard BBCSUK information control and project filing system. Should the project need to invoke bespoke requirements due to Contractual Conditions, identify the controls below:

Project documentation will be controlled as described below:
All consultants design information will be issued by Balfour Beatty project Document Controller, who will distribute information using a standard numbered issue sheet.
The project Filing Structure is detailed below:
(Use QUAL-TF-4016 unless otherwise required by Contractual Conditions)
Record Retention requirements and arrangements are detailed below:
(Use QUAL-PC-4006 unless otherwise required by Contractual Conditions)

Project Ref No:	Issue No:	Issue Date:	Page: 17
-----------------	-----------	-------------	----------

Construction Services UK

Collaboration Systems

Below describes the arrangements by which the project team will collaborate and share information between parties including Designers (Technical Information), Subcontractors and Suppliers to the Project. For example Business Collaborator or Build on line or other client specified system.

Arrangements	
1	Design Team Meetings
2	Client Monthly Meetings
3	Subcontractor Meetings

Production of the Health and Safety File

The Project Lead will liaise with the CDM Co-ordinator at project commencement on the information that is required, however contractual requirements must be complied with.

The Project Lead will start the arrangements for the collection, gathering and storage of the information upon agreement of the above. The Project Lead will ensure the information required for the Health and Safety File is provided and will pass on the relevant information to the CDM Co-ordinator.

9.0 CONTROL OF DESIGN & TECHNICAL INFORMATION

Where Balfour Beatty has responsibility for the Design of the project, then a Project Specific Design Management Plan and/or Designer's Quality Management Plan will be prepared and appended to this PMP (*Insert Details*).

Design Reference	Plan	Design package, Organisation & Document Title
N/A		Level of design responsibility is for Contractors Design Portions to Canopy and Structural Frame only.

Where the level of design responsibility is for Contractors Design Portions only, the project specific Design Management controls are to be defined below.

Specific Design Management Controls
<i>Design Proposals for Canopy and Structural Frame to be issued to Architect and Structural Engineer for approval.</i>

10.0 HEALTH, SAFETY AND ENVIRONMENT RISK MANAGEMENT

General Risk Management Controls

The Company arrangements for project opportunity and risk management are detailed in the BMS and via our bespoke software ThinkRisk.

The Schedule of Construction Processes for this project (**Appendix D**), identifies activities that require Work Package Plans (Method Statements), Task Briefing Sheets and Risk Assessments (both direct and subcontracted).

Arrangements for Controlling significant Health and Safety Risks

All construction risks are controlled via our BMS Procedures. The table below identifies the additional project specific requirements to control construction risks on this project.

Operation (Delete / add as required)	Relevant BMS Procedure(s) Ref	Additional Project Specific Requirements to Control H&S Risks
Delivery and Removal of Materials	HSEN-PC-0512	Peak times will be avoided as stipulated by Camden Council. Materials will generally be delivered on an 'a just in time' bases to minimise storage. A PVPMP (Plant Vehicle and Pedestrian Management Plan) will be prepared and agreed prior to works commencing on each phase to ensure that the user groups can continue to use the temporary access routes.
Dealing with Utilities	HSEN-PC-0017	Existing utilities will be identified before works commence, however, no allowance has been made for termination, diversion, renewal or removal of the existing services.
Accommodating Adjacent Land Use		Access to Maple House car park / emergency and delivery vehicular traffic / pedestrian traffic to hospital to be maintained at all times as detailed in the PVPMP.

Construction Services UK

Operation (Delete / add as required)	Relevant BMS Procedure(s) Ref	Additional Project Specific Requirements to Control H&S Risks
Stability of Structures	HSEN-PC-0015 ENGN-PC-4001	<p>The Structural Engineer is employed by the client to carry out the overall structural design of the project and Balfour Beatty does not have design responsibility for the overall works. Balfour Beatty scope of works comprises of external works including resurfacing of roads / pavements and the construction of an external steel canopy and it is not anticipated that we will be carrying out modifications to the existing structures during these works. The canopy works fall under Contractors Design Portion and the design proposals for this element of works will be issued to the Structural Engineer for approval prior to the works being carried out. The approved design proposals would then be incorporated into the overall design by the clients design team.</p> <p>Installation of the canopy steel structure and glazing will be carried out using safe systems of work, as identified in the sub-contractors Risk Assessments & Method Statements.</p>
Control of Temporary Works	ENGN-PC-4001	Any temporary works to be signed off by Temporary Works supervisor.
Work at Height/Preventing Falls and Working with or near Fragile Materials	HSEN-PC-0007	Installation to be carried out in a safe manner, as identified in the sub-contractors RAMS.
Control of Lifting Operations	HSEN-PC-0029	All lifting operations to be carried out in accordance with the Lifting Operations Procedures.
Maintenance of Plant and Equipment	HSEN-PC-0026 HSEN-PC-0027	Works to be carried out in accordance with relevant BMS Procedure.
Working on Excavations and Poor Ground Conditions	HSEN-PC-0019	Works to be carried out in accordance with relevant BMS Procedure.
Traffic Routes and Segregation of Vehicles and Pedestrians	HSEN-PC-0033	Works to be carried out in accordance with relevant BMS Procedure. PVMP to be formulated for each phase.
Storage of Materials and Work Equipment	HSEN-PC-0026 HSEN-PC-0027	Works to be carried out in accordance with relevant BMS Procedure.
Temporary Traffic Management	TMAN-PC-4204	Works to be carried out in accordance with relevant BMS Procedure.

Project Ref No:	Issue No:	Issue Date:	Page: 20
-----------------	-----------	-------------	----------

Construction Services UK

Operation (Delete / add as required)	Relevant BMS Procedure(s) Ref	Additional Project Specific Requirements to Control H&S Risks
Electricity	HSEN-PC-0067	Works to be carried out in accordance with relevant BMS Procedure.
Public Interface	HSEN-PC-0022 HSEN-PC-0033	Works to be carried out in accordance with relevant BMS Procedure.
Material Storage	HSEN-PC-0512	Materials to be delivered to site on an as and when required basis.
Manual Handling	HSEN-PC-0046	Works to be carried out in accordance with relevant BMS Procedure.
Gas	HSEN-PC-0017	Works to be carried out in accordance with relevant BMS Procedure.
The Removal of, or working in proximity to, Asbestos	HSEN-PC-0047	Works to be carried out in accordance with relevant BMS Procedure.
Dealing with Contaminated Land	HSEN-PC-0512	Works to be carried out in accordance with relevant BMS Procedure.
Use of Hazardous Substances and Health Monitoring	HSEN-PC-0034	Works to be carried out in accordance with relevant BMS Procedure.
Noise and Vibration	HSEN-PC-0506	Works to be carried out in accordance with relevant BMS Procedure.
Emergency Arrangements	HSEN-PC-0516	Works to be carried out in accordance with relevant BMS Procedure.

Construction Services UK

Welfare

The Project Specific Arrangements for Welfare are referenced in the BMS procedure [HSEN-PC-0032](#) Project Welfare Facilities. Specific Project Arrangements are as below;

SITE ESTABLISHMENT AND SET UP			
WELFARE ARRANGEMENTS			
The Company are committed to providing good quality welfare arrangements and facilities in excess of legal requirements and on this Project have provided the undernoted. Refer to the BMS Procedure HSEN-PC 0032			
ESTIMATED NUMBER OF PERSONS ON SITE:			
	First 2 Months	Peak	
Staff:	2	2	
Direct Operatives:	2	3	
Sub-Contract Operatives:	5	10	
TOTAL:	9	15	
ITEM	DETAILS/No./SIZE	LOCATION	RELOCATED
Mess room	Oasis Unit	TBA	TBA
Cooking Facility Facility to heat water	Oasis Unit	TBA	TBA
Running Hot/Cold Water	Oasis Unit	TBA	TBA
Drying Room	Oasis Unit	TBA	TBA
Washing Facilities (Basins sufficient to wash forearms)	Oasis Unit	TBA	TBA
Toilets	Oasis Unit		
Showers		TBA	TBA
Cleaning Provisions	Daily	TBA	TBA
Maintenance Regime	As required	TBA	TBA
Where Sub-Contractors provide their own facilities, they are to comply with the requirements detailed in the Subcontractors Health, Safety, Quality & Environmental Conditions.			
The welfare arrangements are explained to all personnel at Induction Training.			

Arrangements for Controlling Significant Environmental Risks

An Environmental Risk Assessment of site activities will be conducted and fully documented in [HSEN-SF-0500](#) Environmental Risk Assessment form which is included within this document as **Appendix E**.

The significant environmental aspects identified for this project in **Appendix E** will be communicated in the Site Induction and work package plans.

Project Ref No:	Issue No:	Issue Date:	Page: 22
-----------------	-----------	-------------	----------

Construction Services UK

Operation (Delete / add as required)	Relevant BMS Procedure(s) Ref	Additional Requirements to Control Construction Environmental Risk
Pollution Prevention	HSEN-PC-0508	To be monitored & Recorded
Waste Management	HSEN-PC-0507 HSEN-PC-0509	To be monitored & recorded
Air Quality & Dust	HSEN-PC-0502	To be monitored & recorded
Noise	HSEN-PC-0510	To be monitored & recorded

Personal Protective Equipment (PPE)

Mandatory PPE requirements will apply across the project, Refer to [HSEN-PC-0004](#) PPE, including Head Protection, Hi-Vis jackets or vests, safety footwear, gloves and light eye protection. Additional PPE will be provided as required by Risk Assessment.

Production and Approval of Work Package Plans (Method Statements) and Risk Assessments

The Schedule of Key Construction Processes contained (**Appendix D**) identifies activities that require Work Package Plans (Method Statements), Task Briefing Sheets and Risk Assessments (both direct and subcontracted). It also details the dates by which they are required and the members of staff responsible for their production. All Work Package Plans (Method Statements), Task Briefing Sheets and Risk Assessments shall be appraised and approved by a competent person.

At the Subcontract Pre-Start Meeting, each subcontractor's activities and the member of their staff responsible for producing Risk Assessments, Work Package Plans (Method Statements) and Task Briefing Sheets shall be identified.

The Project Team is responsible for ensuring that all parties are consulted on interfaced activities and will consider risks identified by designers when producing construction Risk Assessments.

All persons associated with site activities will be specifically briefed on the relevant hazards and control measures applicable to the safe system of work for their tasks. Records will be maintained of these briefings

Construction Services UK

11.0 SUSTAINABILITY MANAGEMENT

The Company arrangements for sustainability project opportunity and risk management are detailed in the BMS and via our bespoke software ThinkRisk

Sustainability is managed in line with the BMS. Sustainability Objective and Targets are identified in **the Blueprint Action Plan in Appendix F**. Guidance on how to complete the Blueprint Action Plan is found in The Sustainability Guidance BMS document, [SUST-RM-0001](#) Sustainability data for the project is recorded and monitored in line with the BMS.

The project is to nominate an Innovation Champion who will generate, capture, share ideas and lessons learnt. Deliver value in cost, time, quality, safety and sustainability through innovation and best practices. Duties can be found in the Duty Holders Section

A projects sustainability coordinator will be appointed in accordance with the Duty holders section

All projects will initiate a Customer Experience MAP tool (see BMS – [SUST-PC-0004](#)) kick-off to develop and agree customer success factors.

12.0 QUALITY MANAGEMENT

Quality Objectives & Mobilisation

Our approach to Quality Management is underpinned by our Quality Culture, which recognizes that it is our people who have the greatest impact on Quality.

We are committed to embedding a Quality Culture on this project whereby individuals at all levels take pride in their work by leaving a job that they can be proud of.

This project is committed to delivering a quality project and will strive to deliver excellence by:

- Ensuring a right first time ethos is embedded in everything we do.
- Ensuring customer requirements are clearly understood and expectations are met.
- Ensuring quality support documents are utilised appropriately and effectively.
- Generating, developing and sharing good practice and innovation both within the project and across the company.
- Utilising recognised Lean Management techniques to drive productivity improvements.
- Recognising and rewarding behaviours that reflect our quality aims.

Inspection and Test Plans

The project will ensure that quality is planned for, by progressively and proactively completing the following sections of the **Quality Performance Dashboard ([QUAL-TF-4015](#))** which defines the following;

- Inspection and Test Plan Schedule
- Sample, Benchmark and Material Acceptance Schedule

Work Package	Project Specific Inspection and Test Requirements
	TBA

Project Ref No:	Issue No:	Issue Date:	Page: 24
-----------------	-----------	-------------	----------

Construction Services UK

Inspection & Test Plans will be produced, reviewed and accepted for all relevant work activities on this project, in accordance with our **Inspection & Test Plan Procedure (QUAL-PC-4002)** and the template for **Inspection & Test Plan** is [QUAL-TF-4002](#)

Subcontractors Inspection and Test Planning

Subcontractors will provide Inspection and Test Plans for their contract works, or come under the relevant BBCSUK Inspection & Test Plan ([QUAL-TF-4002](#)). The Project Team should determine any HOLD points and mandatory inspections required in the subcontractor's inspection regime.

Asset and Material Storage and Protection

Describe the project-specific arrangements for handling, storage & protection of products and materials. Include by exception/special measures:

Materials /Equipment /Existing Fixtures	Storage / Protection arrangements
TBA	

Product & Service Non-conformance and Defect Management

Refer to procedure [QUAL-PC-4005](#) and **Works Non-Conformance Report** [QUAL-SF-4001](#) for process to be implemented.

If Project-Specific NCR and Defect Management system is being used, please include details here:

Construction Services UK

Snagging

Quality Performance Dashboard [QUAL-TF-4015](#) contains a template to track & manage Snags, Damaged & Outstanding Works List.

If Project-Specific control is being used (i.e. electronic snag App), please include details here:
Not Project Specific.

Handover Strategy

Table 1 – Handover Process Identification

Process Identification	Standard BCSUK Handover Process (see Table 2)	Full Perfect Landings Process	Project-Specific Handover Process
Required on this project	Y/ N	Y/N	Y/N
Action	Complete Table 2 below	Refer to Procedure QUAL-PC-4004	Complete actions in Table 2 below

Table 2 – Standard & Bespoke BCSUK Handover Process Actions

Item	Project Phase	Key Actions
1	Start Up	
2	Design	CDP element of Canopy design to be approved by Structural Engineer.
3	Construction	
4	Handover	Completed Phases handed over to client for beneficial use prior to practical completion.
5	Aftercare	Customer Care Manager to be introduced to client before handover.

Key Quality Handover Deliverables

Each project has key deliverables that confirm the asset meets the specified requirements. To ensure all of these are addressed correctly, the Handover Deliverables Schedule tab of [QUAL-TF-4015](#) (**Quality Performance Dashboard**) should be completed and managed progressively throughout the project.

Project Ref No:	Issue No:	Issue Date:	Page: 26
-----------------	-----------	-------------	----------

13.0 SCHEDULE OF PROJECT SPECIFIC CONTROLS

Below is a schedule of project specific controls and forms. Where there is a contractual requirement to implement additional requirements over and above the requirements of the BMS then these controls are documented here. Any derogation from the BMS must be approved in accordance with the [Controlled Derogation from BMS Procedure](#)

Number	Schedule of Project Specific Controls If applicable
1	In the event of an emergency the "Majax" tent area will be safe and accessible for use.
2	Maintain access for emergency ambulances / hospital deliveries / fire hydrant.
3	Planned Deliveries and traffic management
4	Control of noise , dust and vibration.

14.0 SELECTION AND CONTROL OF SUBCONTRACTORS & SUPPLIERS

General Arrangements

The Project Lead is responsible for appointing subcontractors and suppliers who are competent to carry out the duties allocated to them in a safe and efficient manner.

- Subcontractors will be appointed from the Company’s Approved List, or by pre-qualification.
- The Project Lead will convene a Pre-start Meeting with all subcontractors at which time the Subcontractors Prestart Sub-contractors Meeting will be utilised to identify competence, allocate duties and responsibilities, detail what health and safety information is required, record common facilities and identify high risk activities and associated controls.
- The Subcontractors Health, Safety Environmental, Quality and Sustainability Conditions will be issued to every Sub-contractor and are applicable to this project.
- Subcontractors will be monitored throughout the Project on their compliance with the conditions specified in the Health, Safety Environmental, Quality and Sustainability Conditions and the Project Rules, including the requirement for Risk Assessment and also attendance at any training or instruction provided by us.
- During, and on the completion of the project, Project Lead will appraise the subcontractor’s performance and record within the Company System. Any subcontractor who has not met an acceptable HSE standard will be removed from the Approved List.
- Subcontractors will be issued with relevant HSE information, including this plan if required, to allow them to resource and plan their works accordingly.
- Subcontractors are prohibited from further sub-contracting work without the written authority of the Project Lead and only then to contractors who meet the Company’s pre-qualification criteria.
- Subcontractors and relevant third parties on site will attend regular Project Health, Safety and Environment Co-ordination meetings to review current activities, all site accidents and incidents, disciplinary action, visits by external professional bodies such as the HSE, and finally staff resources ensuring that roles and responsibilities are constantly updated to accommodate holidays and changes of personnel, thus ensuring full consultation, co-operation, co-ordination and participation by all parties.
- The meetings are also a forum for feedback to Project Lead of current affairs and suggestions for improvement to safe systems of work.

Project Specific arrangements for Subcontract / Supplier Management

Project or contractual requirements for Sub-contract / Supplier Management, including approvals / monitoring requirements are listed below

Package	Project Specific arrangements
Paving	As per landscaping specification and drawings, samples to be provided for approval.
Canopy	CDP element of works, design proposal to be approved by structural consultant.

15.0 EMERGENCY ARRANGEMENTS

Fire and Emergency Procedures

The Project Lead is responsible for preparation of the Site Emergency Assessment, Response and Notification Matrix in accordance with HSEN-PC-0516 Emergency Arrangements and the Project Fire Safety Plan and Fire Risk Assessment.

All project Emergency Arrangements information (including route to nearest hospital, muster / fire assembly points) will be displayed on HSE notice boards – see Section 6.0. Identify any unique Project Specific Emergency Arrangements;

Unique Project Emergency Requirements	Emergency Arrangements
Working within a fully functional hospital.	"Majax" tent location to be available at all times. Access for emergency ambulances, hospital deliveries, emergency services to be maintained at all times,

Project Security

Out of hours security contact numbers and security arrangements for this project will include:

Project Requirements	Security Management Arrangements (Who, How)	Contact Details (incl. out of hours)
<p>Balfour Beatty will work with Interserve IFM, who are contracted for the hospital security, to ensure that the site areas are secure at all times and only authorised persons are admitted on to site.</p> <p>Balfour Beatty areas of work will be segregated from the surrounding areas by Heras fencing, which will be secured to prevent unauthorised access.</p> <p>Balfour Beatty operatives and visitors will be inducted, have the relevant site rules explained to them and will be required to sign in / out at the site office.</p>	<p>Site areas will be segregated from the surrounding areas by means of Heras fencing, which will be secured in place to prevent unauthorised entry.</p> <p>Overall security arrangements at the hospital are by Interserve IFM, who oversee the security management and in case of an emergency are contactable out of hours.</p>	<p>Awaiting issue of contact list from Interserve</p>

Construction Services UK

--	--	--

First Aid Arrangements

Details of First Aid arrangements are documented in [HSEN-PC-0024](#) First Aid. Project Specific Requirements are detailed below

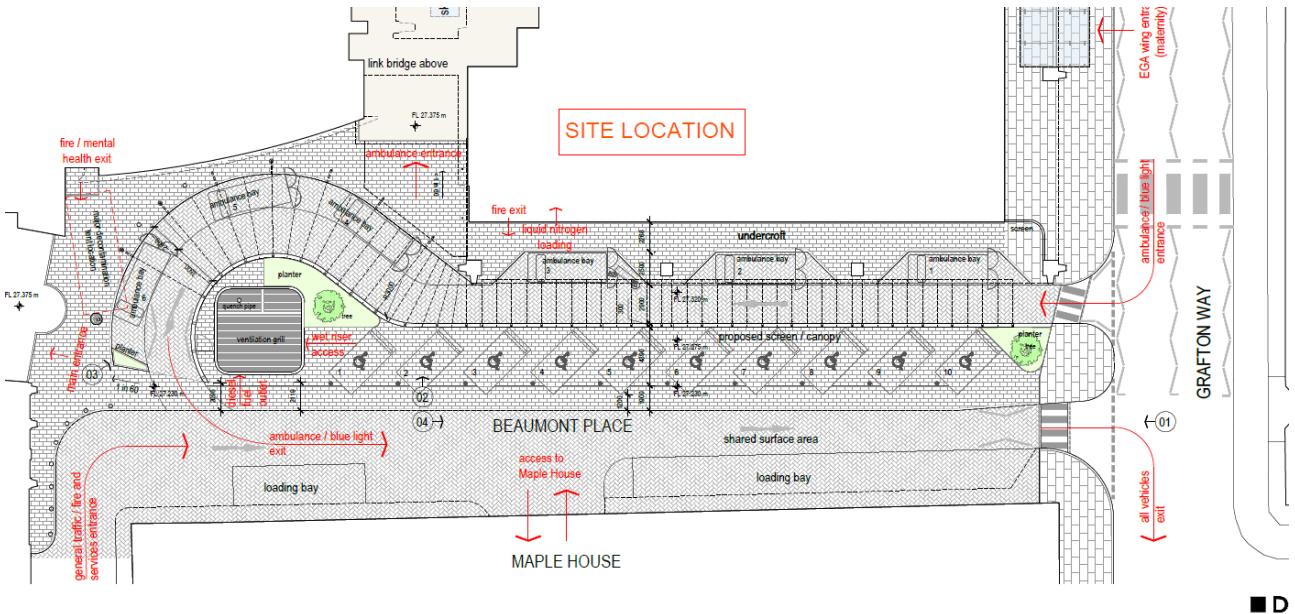
No of first aid kits required for the project:	Small (less than 5 person)	-
	Medium (5 – 25 person)	1
	Large (more than 25 persons)	-
Other first aid equipment required for the project:	N/A	
Location of first aid kit(s) and equipment:	Site Office	

Reporting Accidents, Incidents and Near Misses

Detailed below are project and client specific reporting arrangements for incidents, accidents and near misses. The reporting and investigation of incidents including near misses is documented in HSEN-PC-0001 Incident and Investigation reporting.

Internal Reporting Arrangements	To be Implemented in accordance with HSEN-PC-0001
Client Specific Arrangements	N/A

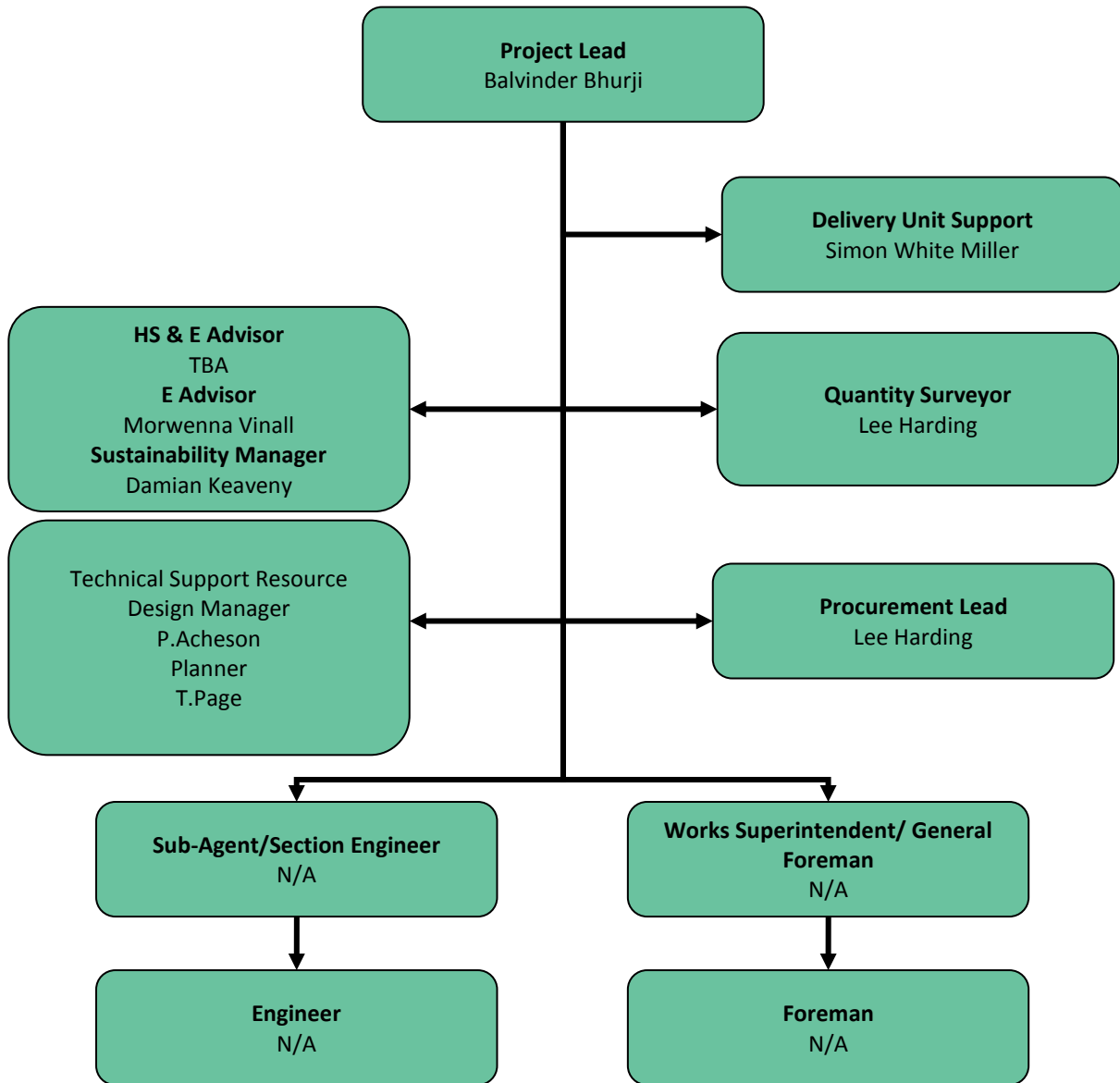
Appendix A - Site Layout Plan



REVISION/APPROVAL/AMENDMENT RECORD

Revision	Author	Date	Signature	Comments
1 st Draft	Balvinder Bhurji	04/12/2014		Draft

Appendix B - Project Organisation Structure & Directory



REVISION/APPROVAL/AMENDMENT RECORD

Revision	Author	Date	Signature	Comments
2 nd Draft	B.Bhurji	11/12/2014		E Advisor, Sustainability Manager named.

Construction Services UK

Insert Project Directory

TBA

Project Ref No:	Issue No:	Issue Date:	Page: 33
-----------------	-----------	-------------	----------

Appendix C - Duty Holders Responsibilities

REVISION/APPROVAL/AMENDMENT RECORD

Revision	Author	Date	Signature	Comments
1 st Draft	Balvinder Bhurji	04/12/2014		Draft
2 nd Draft	Balvinder Bhurji	11/12/2014		CDMC comments.

Mandatory Project Specific Responsibilities

Work Package Plan (Method Statement) Authorised Person	
Name(s)	Simon White Miller
Deputy Name(s)	N/A
Contact Number	07801 460721
Area of Designated Responsibility	
<p>Responsible for centrally coordinating all WPP's on the project for which they are responsible. Their duties include:</p> <ul style="list-style-type: none"> • Ensuring works are planned in advance identifying all Work Package Plans (Method Statement) and Risk Assessments that are required for the duration of the process, recording all required WPP's in the Schedule of Construction Processes (in the PMP) • Planning of activities and specifying dates by which Work Package Plans (Method Statements) and Risk Assessments must be produced prior to activity commencing. • Evaluation of all Work Package Plans (Method Statements) and Risk Assessments at least 2 weeks prior to activity commencing (Balfour Beatty and Subcontractor) • Re-evaluation of Work Package Plans (Method Statements) and Risk Assessments immediately prior to works commencing to ensure they are still suitable and sufficient • Reviewing Work Package Plans (Method Statements) on a 3 monthly basis, or when circumstances change, whichever is soonest • Production of Task Briefing Sheets and ensuring they are briefed to the relevant team members • Reviewing, reassessing and ensuring risks are re-briefed risks following changes (including changes to method, equipment, personnel and following an incident). • Reviewing and reassessing risk at a maximum timescale of 8 weeks, dependent upon risk severity this timescale maybe shorter) • Ensuring copies of Work Package Plans (Method Statements and Risk Assessments are available to 3rd parties as required • Informing 3rd parties of any risks to their employees from our works and advising of the necessary control measures to be introduced. • Appointing deputies within the project (i.e. BB or SC) who are also assessed to be competent to write and review WPP's/TBS's whilst retaining central control (central register and document control) 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Temporary Works Co-ordinator	
Name(s)	Simon White Miller
Deputy Name(s)	N/A
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Co-ordinate all parties involved in the design and construction of temporary works • produce and regularly update a schedule of temporary works in conjunction with the Temporary Works Designer (TWD) • produce and regularly update a programme for temporary works designs • produce adequate temporary works design briefs , including ground conditions, services, current contract drawings, restraints, etc. • in conjunction with the TWD, ensure clear areas of responsibility for designs by suppliers or outside designers • assess temporary works concept schemes • check that temporary works designs meet site requirements • make relevant temporary works designs available to the designer of the permanent works • ensure that designs are checked and that relevant design certificates and risk assessments are produced • Ensure that the Temporary Works Designs and any relevant certificates are submitted for approval to meet the programme • inform the TWD of changes to site requirements • check that materials and equipment are adequate, especially when previously used • ensure construction personnel are aware of methods, sequences, risks and limitations • check construction frequently and be alert to potential errors • ensure that any necessary alterations to temporary works are approved by the TWD • establish hold points requiring permits • issue temporary works permits to load, permits to strike or permits to proceed (TW3) • ensure appropriate maintenance during the lifetime of the temporary works • ensure control of drawings, calculations and other documents • organise meetings and distribute notes including actions 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Sustainability Co-ordinator	
Name(s)	Simon White Miller
Deputy Name(s)	N/A
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Communicate sustainability good practice, innovation and targets to the project team, supply chain and sustainability team • Ensure Sustainability KPIs are reported and submitted on a monthly basis to the Sustainability Performance Advisor and are reported to the project team • Ensure customer's sustainability requirements are being met • Act as the main point of contact between the project team and the sustainability department 	
Designated Signature:	
Deputy(s) Signature(s):	

Innovation Champion	
Name(s)	Simon White Miller
Deputy Name(s)	N/A
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Innovation Champion should raise the subject at every Team meeting. Generate ideas in groups around the issues at hand or the CSUK priorities, to drive innovation based on need. • Capture good ideas/innovations/lessons learnt. Track progress of improvements and support if needed. Maintain a record using the project Opportunity Register & on 360 CSUK Knowledge Centre. • Grow the culture of innovation by effective means of communication e.g. presentations, site visits, engagement with the innovation network and our supply chain. Submit 4 case studies/year. • Reward and recognise. 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Mandatory Project Specific HS&E Responsibilities

First Aid Personnel	
Name(s)	Simon White Miller
Deputy Name(s)	N/A
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Familiarise themselves with relevant Company First Aid procedures contained within the BMS. • Administering First Aid on site as required. • Carrying out regular checks on site first aid provisions and replenishing when necessary • Reporting incidents, near misses and unsafe conditions. • Ensuring accident book is completed. • Liaising with emergency services (as required) 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

CoSHH Co-ordinator	
Name(s)	Simon White Miller
Deputy Name(s)	
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Familiarising themselves with relevant Company CoSHH procedures contained within the BMS • Identifying opportunities for reducing risk through substitution, replacement or protection • Identifying materials and processes that require CoSHH Assessments, including imported materials and materials already in offices. • Obtaining correct CoSHH Assessments including correct activities • Maintaining CoSHH File • Ensuring that relevant personnel are briefed on CoSHH Assessments and that these briefings are clearly understood and complied with by all, with records of the briefings being maintained within the site files. • Arranging face fit testing for personnel requiring to use/wear RPE. • Requesting CoSHH Assessments from sub-contractors (where required) and review for adequacy. 	
Designated Signature:	
Deputy(s) Signature(s):	

Fire Safety Co-ordinator	
Name(s)	Simon White Miller
Deputy Name(s)	
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Familiarising themselves with relevant Fire Safety procedures contained within the BMS. • Formulating and regularly updating the Fire Safety Plan. • Promoting a “Fire Safe” working environment at all times. • Arranging for personnel training in the use of fire fighting equipment (where required). • Ensuring all evacuation procedures, precautionary measures and safety standards, in the Fire Safety Plan, are clearly understood and complied with by all. • Where required by the Fire Safety Plan, ensuring that a system using Hot Work Permits is established and monitored for compliance. • Carrying out weekly checks of fire fighting equipment and testing all alarm and detection devices. • Implementing 6 monthly fire drills and maintaining written records making the appropriate comments. • Where required, liaising with the local fire brigade including arranging, where necessary, site inspections and familiarisation tours. • Liaising with site security personnel where they are employed. • Regularly monitoring and checking the detailed arrangements and actual procedures for calling the fire brigade. • During an alarm, executing those duties required for the safe evacuation of the site, and ensuring that all staff and visitors report to the assembly points. • Liaising with the Project Lead on the appointment of Fire Wardens to assist with the above duties for sections of the site or office as necessary. 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Project Specific HS&E Responsibility

Lifting Operations Appointed Person	
Name(s)	John Datlen Lifting Support Services
Deputy Name(s)	TBA
Contact Number	01227 469 408
Area of Designated Responsibility	
<ul style="list-style-type: none"> Ensuring that lift plans have been prepared and approved, and all relevant personnel have been briefed prior to commencement of any lifting operation. Ensuring all key personnel involved in lifting operations are correctly certificated (CPCS only). Ensuring relevant Approval to Work checklists are completed prior to commencement of lifting operation. Ensuring Lifting Appliances and Lifting Accessories Registers are maintained. Ensuring statutory thorough examinations on lifting appliances are recorded every 6/12 months (as appropriate). Ensuring all lifting accessories have been examined, tested, certificated and correctly stored. Arranging for 6 monthly examinations of lifting accessories (March and September) and all accessories are colour coded accordingly. Ensuring correct selection and usage of lifting accessories Liaising with Temporary Works Department and HSEQ Department where 'Standard' and 'Complex' lifting operations are being planned. 	
Designated Signature:	
Deputy(s) Signature(s):	

Utility Co-ordinator	
Name(s)	Simon White Miller
Deputy Name(s)	
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Making early contact with utility companies and obtaining up to date services information • Checking service providers information to ensure project drawings are updated and correct • Keeping staff informed of up to date information relating to service locations • Ensuring that relevant staff and operatives are trained in service locating equipment • Controlling the permit to break ground process, ensuring permits have been prepared and approved, and all relevant personnel have been briefed prior to commencement of any excavation activity • Maintaining the master service drawing (where appropriate) • Confirming disconnections in writing with utility companies • Controlling the service removal permit process • Controlling the plant access authorisation process, ensuring permits have been prepared and approved, and all relevant personnel have been briefed prior to commencement of any activity adjacent to/below OH electrical services. 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Plant, Vehicle and Pedestrian Coordinator	
Name(s)	Simon White Miller
Deputy Name(s)	
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Ensuring Plant, Vehicle & Pedestrian Management Plan, Risk Assessments and Method Statements have been prepared and approved and all relevant personnel have been briefed prior to commencement of works • Where necessary, liaising with HA, police, contractors and designers regarding traffic safety • Where necessary, co-ordinating the establishment and removal of traffic management operations • Where necessary, carrying out pre-works surveys and traffic volume prior to and during works • Assisting in traffic and pedestrian management site induction • Where necessary, carrying out relevant site checks on TM personnel, equipment and works • Where necessary, reporting traffic accidents and emergencies to police and provide assistance where required • Where necessary, organising breakdown and recovery • Maintaining inspection records in relation to traffic and pedestrian management operations • Ensuring TM crews have certified competent staff in each team 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Manual Handling Competent Person	
Name(s)	Simon White Miller
Deputy Name(s)	
Contact Number:	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> Identifying materials and equipment which could create manual handling difficulties. Providing information and support to minimise exposure to manual handling. Instructing relevant personnel in manual handling techniques. Ensuring Manual Handling Assessments are carried out, briefed to relevant personnel and records maintained. Investigating all manual handling injuries. Liaising with HSE Advisors for high risk activities. 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

MEWP Co-ordinator	
Name(s)	Simon White Miller
Deputy Name(s)	
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Familiarising himself/herself with relevant Company MEWP procedures contained within The BMS. • Ensuring sub contract risk assessments are suitably reviewed • Ensuring the content of all risk assessments and safe systems of work associated with MEWP activities are communicated to all relevant parties • Ensuring records of familiarisation training, operator qualifications and licences are maintained • Ensuring only authorised MEWP movements occur on site and that MEWP activities are coordinated with other planned activities • Ensuring prestart and daily checks of MEWPs are carried out • Ensuring that there are appropriate numbers of nominated persons on site within verbal or visual proximity to MEWPs in operation who have demonstrated they can implement the emergency lowering procedure • Being accountable for ensuring that any reported defects are rectified before the MEWP is put back into operation • Being accountable for ensuring that a safe loading/unloading area has been provided for the delivery/removal of the MEWP • Ensuring that Safety harnesses are provided as identified in Risk Assessment/ Method Statement and relevant personnel are specifically trained in use/inspection. • Ensuring that Safety harnesses inspection register is maintained. • Ensuring that safety harnesses have been examined, tested, certificated and correctly stored 	
Designated Signature:	
Deputy(s) Signature(s):	

Management Environmental Representative	
Name(s)	Simon White Miller
Deputy Name(s)	
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Advising Project Lead on the implementation of environmental management system. • Monitoring construction works including the sub-contractors for compliance against Environmental Risk Assessment and Work Package Plan (Method Statement) control measures. • Co-ordination of all environmental documentation. • Undertaking weekly inspections and ensuring the production of the Weekly Inspection Report. • Monitoring the appointment and effectiveness of nominated fuelling representatives and emergency response teams. • Monitoring of all site environmental incidents and ensuring they are reported and investigated. • Monitoring environmental training, consultation and implementation of sub-contractor procedures. • Accompanying HS&E Team Inspections and any Environmental Authority inspections. • Attending site HS&E Co-ordination meetings 	
Designated Signature:	
Deputy(s) Signature(s):	

Confined Spaces Co-ordinator	
Name(s)	Simon White Miller
Deputy Name(s)	TBA
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Familiarising themselves with relevant Company Confined Spaces procedures contained within the BMS • Preparing, or reviewing if prepared by the supply chain, the safe system of work • Ensuring requirements for entry have been completed before entry is authorised and that the entry and rescue teams are fit and capable to perform their duties; • Ensuring confined space monitoring is performed by personnel qualified and trained in confined space entry procedures and calibration/test certification is valid and in date; • Knowing the hazards that may be faced during entry including the signs or symptoms and consequences of exposure; • Completing the permit including, determining the entry requirements, reviewing the permit and briefing it's requirements with the entry team, renewing/re-issuing permits as required • Ensuring the correct level of resources is engaged to perform the works • Arranging for any barriers and signs required; • Ensuring that periodic atmospheric monitoring is done according to permit requirements; • Ensuring the permit is cancelled when the work is done; and • Ensure the confined space is safely closed and all workers are cleared from the area. • Testing the emergency arrangements. 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Asbestos Co-ordinator	
Name(s)	Simon White Miller
Deputy Name(s)	TBA
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Familiarising themselves with relevant Company Asbestos procedures contained within the BMS. • Monitoring and controlling work involving asbestos from site set up through to waste disposal. • Reviewing the Pre-Construction Information, Client’s Refurbishment and Demolition Asbestos Survey and the Register. • Conducting a site tour to locate and physically identifying any asbestos containing materials. • Completing a Construction Phase Asbestos Management Plan. • Confirming that Licenced Notifiable asbestos removal works and Notifiable Non Licenced asbestos removal works have been notified to the HSE. • Reviewing the supply chain Plan of Work and agreeing the method of working with all parties. • Ensuring asbestos waste is treated as Special/Hazardous waste and disposed of accordingly. • Co-ordinating the provision of information on known asbestos for other site activities in order that known asbestos is not unintentionally disturbed. 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Electrical Safe Systems of Work Authorised Person	
Name(s)	John Moran
Deputy Name(s)	John Mehmet
Contact Number	0773 4595549
Area of Designated Responsibility	
<p>Implementation of ESSW including:</p> <ul style="list-style-type: none"> • Issue of all types of electrical permits and complete isolations (or checking of isolations) of electrical systems prior to issue of a permit to work • Applying padlocks, fences, barriers and notices to prevent unauthorised operation of switchgear and re-connection of supplies after work detailed on permits is complete • Ensuring persons are competent to receive and comply with permits issued to them • Identification electrical boundaries and activities which will require a permit: • Ensuring all personnel are aware of the ESSW and monitoring compliance with ESSW • Review of method statements for activities that involve or may affect electrical systems • Investigation of electrical incidents (help is available via the SAE) • Authorising third parties to connect to power supplies • Maintaining records of all permits, switching of power, competence checks etc 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Mechanical Safe Systems of Work Authorised Person	
Name(s)	John Moran
Deputy Name(s)	John Mehmet
Contact Number	0773 4595549
Area of Designated Responsibility	
<p>Implementation of MSSW including:</p> <ul style="list-style-type: none"> • Issue of all types of Mechanical permits and complete isolations (or checking of isolations) of mechanical systems prior to issue of a permit to work • Applying padlocks, fences, barriers and notices to prevent unauthorised operation of control valves and re-opening of control valves after work detailed on permits is complete • Ensuring persons are competent to receive and comply with permits issued to them • Identification mechanical boundaries and activities which will require a permit: • Ensuring all personnel are aware of the MSSW and monitoring compliance with MSSW • Review of method statements for activities that involve or may affect mechanical systems • Investigation of mechanical incidents (help is available via the AE) • Maintaining records of all permits, operation of systems, competence checks etc 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Gas Authorised Person	
Name(s)	Simon White Miller
Deputy Name(s)	
Contact Number	07801 460721
Area of Designated Responsibility	
<p>Implementation of control of work on Gas procedure including:</p> <ul style="list-style-type: none"> • Ensure all operatives working on gas installation are registered on the gas safe register and have the correct qualifications for the work undertaken • Issue of all gas permits and complete isolations (or checking of isolations) of gas systems prior to issue of a gas permit • Applying padlocks, fences, barriers and notices to prevent unauthorised operation of control valves and re-opening of control valves after work detailed on permits is complete • Ensuring persons are competent to receive and comply with permits issued to them • Identification mechanical boundaries and activities which will require a permit: • Ensuring all personnel working on gas are aware of the gas procedure and monitoring compliance with gas procedure • Review of method statements for activities that involve or may affect gas installation. • Investigation of gas incidents (help is available via the AE) • Maintaining records of all permits, operation of systems, competence checks etc 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Electrical Co-ordinator	
Name(s)	Simon White Miller
Deputy Name(s)	TBA
Contact Number	07801 460721
Area of Designated Responsibility	
<ul style="list-style-type: none"> Familiarising themselves with relevant Company Electrical procedures contained the BMS. Co-ordinating electrical services required by the site Consulting specialist advisers and sub-contractors (where necessary) Ensuring Risk Assessments and Method Statements have been prepared and approved, and all relevant personnel have been briefed prior to commencement of any work at electrical installations activity Producing and maintaining electrical register Ensuring all persons carrying out design and electrical works are approved/competent Ensuring that, where necessary, the electrical permit to work process is being implemented. Arranging electrical inspections and tests (including Portable Appliance Testing) 	
Designated Signature:	
Deputy(s) Signature(s):	

Construction Services UK

Risk Champion	
Name(s)	Balvinder Bhurji
Deputy Name(s)	Simon White Miller
Contact Number	07739302968
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Development and maintenance of Risk Management Plan • Facilitating the identification and response of project risk including reviews and workshops • Mentoring project staff on aspects of the risk management process • Ensuring the risk register is completed and maintained • Analysis of risk information for consistency using qualitative and quantitative techniques • Aggregation and reporting of risks within the project. • Reporting and escalation of risks within the business and externally as required. • 	
Designated Signature:	
Deputy(s) Signature(s):	

Appendix D - Schedule of Construction Processes

REVISION/APPROVAL/AMENDMENT RECORD

Revision	Author	Date	Signature	Comments
1 st Draft	Balvinder Bhurji	04 /12/2014		Draft

Construction Services UK
Direct Works Schedule of Construction Processes

This Schedule identifies and controls the issue of all Procedures, Inspection and Test Plans, Work Package Plans (Method Statements), Risk Assessments and Checklists for construction processes that are undertaken by us on this project.

Task		Documentation Requirements				Date Approved			
		RA	WPP *	TBS*	Author	Date Reqd.	RA	WPP *	TBS*
Key Construction Processes									
1.0	Traffic Management	√	√	√	√	TBA			
2.0	Surveys of existing services	√	√	√	√	TBA			
3.0	Delivery of site cabins	√	√	√	√	TBA			
4.0	Delivery of paving blocks	√	√	√	√	TBA			
5.0									
6.0									
7.0									
8.0									
9.0									
10.0									
11.0									

*RA - Risk Assessment WPP Work Package Plan (Method Statement), TBS – Task Briefing Sheet

Construction Services UK

Subcontract Works Schedule of Construction Processes

This Schedule identifies and controls the issue of all procedures, method statements and risk assessments for construction processes that are undertaken by Sub-Contractors.

Task	Documentation Requirements					Date Approved			
	S/C Pre Start	RA*	WPP/MS*	TBS*	Date Required.	S/C Pre Start	RA*	WPP/MS*	TBS*
2.0 Enabling works-removal of central island etc.	√	√	√	√	TBA				
4.0 Make safe existing services and installation of temporary services	√	√	√	√	TBA				
5.0 Ground works including excavation/concrete etc.	√	√	√	√	TBA				
6.0 Electrical Installation	√	√	√	√	TBA				
7.0 Underground Drainage Installation	√	√	√	√	TBA				
8.0 Block Paving installation	√	√	√	√	TBA				
9.0 Canopy Steelwork erection	√	√	√	√	TBA				
10.0 Canopy glazing installation.	√	√	√	√	TBA				
11.0 Street furniture installation	√	√	√	√	TBA				
12.0 Soft Landscaping	√	√	√	√	TBA				

**RA - Risk Assessment WPP Work Package Plan (Method Statement), TBS – Task Briefing Sheet.

Construction Services UK

Appendix E - Environmental Risk Assessment and Control

REVISION/APPROVAL/AMENDMENT RECORD

Revision	Author	Date	Signature	Comments

Construction Services UK

Appendix F – Blueprint Action Plan

Project Ref No:	Issue No:	Issue Date:	Page: 56
-----------------	-----------	-------------	----------

Construction Services UK
Blueprint Action Plan

Objective	What We Measure	Project Target	Project Specific Actions	Required by	Person Responsible
Sustainability					
Reduce Energy and Fuel Use	Electricity (kwh)/natural gas (kwh)/fuel used in generators and plant (l)	<i>*Insert details</i>	<i>*Insert details</i>	CSUK	<i>*Insert details</i>
Reduce Waste Generated	Waste Produced (tonnes)	<i>*Insert details</i>	<i>*Insert details</i>	CSUK	<i>*Insert details</i>
Reduce Waste to Landfill	Waste Sent to Landfill (tonnes)	<i>*Insert details</i>	<i>*Insert details</i>	CSUK	<i>*Insert details</i>
Reduce Mains and Abstracted Water Use	Water Usage (m3)	<i>*Insert details</i>	<i>*Insert details</i>	CSUK	<i>*Insert details</i>
Engage proactively with the local community	Community engagement plan in place and followed Project registered with CCS	<i>*Insert details</i>	<i>*Insert details</i>	CSUK	<i>*Insert details</i>
Develop and maintain collaborative customer relationships	Performance through MAP tool	Average score 7/8 out of 10		CSUK	<i>*Insert details</i>
<i>e.g. BREEAM</i>	<i>Current BREEAM Score achieved to date</i>	<i>e.g. BREEAM Excellent 2011</i>	<i>e.g. BREEAM training sessions & monthly briefings with BREEAM Assessor</i>	<i>e.g. Client (Contractual)</i>	<i>e.g. John Smith</i>
<i>e.g. Local Employment (25 mile radius of project)</i>	<i>% of workforce that live within a 25 mile radius as a snapshot one day per month</i>	<i>e.g. 35%</i>	<i>e.g. Meet CSUK Day Coffee Mornings</i>	<i>e.g. Client (Non-contractual)</i>	<i>e.g. John Smith</i>

Project Ref No:	Issue No:	Issue Date:	Page: 57
-----------------	-----------	-------------	----------

Construction Services UK

Appendix G – Project Emergency Arrangements Chart
[Emergency Arrangements Procedure link](#)











Template Form
Project/Facility Organisation and Emergency
Arrangements Chart

Construction Services UK

Project:	UCLH- A & E Reconfiguration – External Works	Project Period:	Twenty Weeks
-----------------	----------------------------------------------	------------------------	--------------

MANAGEMENT DUTY HOLDERS			
Management Environmental Representative	Simon White Miller	Fire Safety Co-ordinator	Simon White Miller
COSHH Co-ordinator	Simon White Miller	Electrical Co-ordinator	TBC
Lifting Operations Appointed Person	TBC	Plant, Vehicle and Pedestrian Co-ordinator	Simon White Miller
Utility Co-ordinator	Simon White Miller	Temporary Works Co-ordinator	TBC
Manual Handling Competent Person	Simon White Miller	Deputy Temporary Works Co-ordinator	TBC
Confined Spaces Co-ordinator	Simon White Miller	MEWP Co-ordinator	Simon White Miller
Asbestos Co-ordinator	Simon White Miller		

First Aider(s):	Simon White Miller
HS&E Advisor:	TBC
Environmental Advisor:	TBC
Emergency Response Team:	TBC
Deputy Emergency Response Team:	TBC

KEY LOCATIONS	
 First Aid Kit(s): SITE OFFICE	 Fire Fighting Kit(s): ON SITE LOCATIONS
 Telephones: SITE OFFICE/MOBILES	 Doctors: UCLH ON SITE.
 Washing Facilities SITE WELFARE	 Hospital: UCLH ON SITE
 COSHH Register SITE OFFICE	 Evacuation Signal: AIR HORN/VERBAL
 Spill Kit(s): SITE OFFICE	 Muster Point: OUTSIDE SITE , AT CORNER OF GRAFTON WAY/BEAUMONT PLACE.

KEY TELEPHONE NUMBERS					
Street Lighting	TBC	Electricity	0800 40 40 90	Gas	0800 111 999
Water	0800 714 614	Telephones	TBC	Cable	tbc
Emergency Services	999	Local Authority	020 7974 6866	Oil Spill Contractor	TBC
Environmental Regulator	Tel: 03708 506506	Waste Disposal Contractor(s)	TBC	HSE Office	Tel. 020 7556 2102
Traffic Management	TBC	Client's Representative	Matthew Brown M: 07769282072		

Ref No: HSEN-TF-0505	Issue No: 1.3	Issue Date: 02/04/2014	Page: 1 of 1
Function Owner: Allan Shanks	Document Owner: Morwenna Vinall	Next Review Date: 27/01/2015	

UNCONTROLLED WHEN PRINTED OR DOWNLOADED

Internal - Balfour Beatty

Project Ref No:	Issue No:	Issue Date:	Page: 59
-----------------	-----------	-------------	----------

UNCONTROLLED WHEN PRINTED OR DOWNLOADED

Construction Services UK

REVISION/APPROVAL/AMENDMENT RECORD

Revision	Author	Date	Signature	Comments
1 st Draft	Balvinder Bhurji	04/12/2014		Draft

Construction Services UK

Appendix H - Pre-Construction Information

Index of Documentation

	Revision	Date
CDM pre-construction health and safety information- Interserve		03 March 2014
Construction Traffic Management Plan – SKM		03 May 2013
Tender Drawings – Architect - Devereux		
Tender Drawings – M & E Engineers- DSSR		
Tender Drawings – Structural Engineers- CNM		