
13491 Haverstock Hill
Cambridge Gate Properties

Draft Construction
Management Plan
CBRE

July 2016

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Camden

CBRE

DRAFT PROJECT PLAN

(Final Version to be provided by the appointed Principal Contractor)

Contractor – t.b.c

Eton Garage 5-17 Haverstock Hill

Contract Number:

CLIENT / EMPLOYER:

**Copy
No**

**Rev.
No**

Date:

2 - Draft for Planning

6th May 2016

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1.0 Introduction

This document is a preliminary, project specific Management Plan (thereafter referred to as The Plan) for the construction phase and describes the anticipated implementation and management of systems to be adopted by the appointed Contractor for the execution of the works.

The Plan is a Draft strategy to inform the final Construction Management Plan which will be developed and agreed by the Principal Contractor. The final Contractors Plan will be submitted for approval by the Council prior to construction works commencing.

The plan highlights elements pertaining to management of Health, Safety, Environment and Quality in accordance with The Construction (Design and Management) Regulations 2015.

1.1 Quality Management Procedures and Process Maps

The Quality Management System will require that Company Procedures, Processes and the relevant Process Maps employed by the company are applicable and implemented on this project.

Whenever a Procedure or Process is not appropriate the Project Manager will ensure that a relevant project specific procedure is produced and is approved prior to implementation.

NOTE:

The term “Senior Site Representative” (SSR) is used throughout this document to represent the Site Manager/Project Manager i.e. the Contractor’s Person in Charge of the Works.

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3.0 General

3.1 Issue and Revision Record:

The following table records the various issues of this document. Commencing with the draft for comment [if applicable] and records all subsequent issues of the full document e.g. after major revisions/amendments.

Rev No.	Prepared by:	Approved/Authorised for issue by		Details of revision:	Date:
		Name:	Signature:		
0					
1					
2					

3.2 Schedule of Controlled Copy holders:

Copies of this Plan and all subsequent revision issues, modifications and extensions, are issued to the following copyholders:

Copy no.	Name	Title	Transmittal Document no. or signature in master copy
1			
2			
3			
4			
5			

3.3 Scope

This plan applies to: Eton Garage Haverstock Hill.

This document is partly a development of the Pre Construction Information provided by the Client. Its aim is to describe the arrangements for the management of the works and, whilst the CDM legislation on which it is based only relates to health and safety, it also contains requirements in relation to the protection of the environment and the avoidance of pollution

3.4 Scope and Description of the Works

The scope of the Works:

The scope of work for the project includes, but is not limited to the following individual elements:

- Demolition of the existing building
- Development of the site to provide a mixed residential / commercial site

Location of the Works:

Eton Garage
5-17 Haverstock Hill
Camden

Description of the Project:

The design, construction, completion, testing and commissioning of the Works defined in the Employer's Requirements.

The project objective is to provide modern residential properties with ground floor retail space alongside an operational tube station.

3.5 List of parties directly involved in the Works:

Client is:

Marcol Ltd

Employer's Project Manager is:

CBRE Ltd
St Martins Court
Paternoster Row
EC4M 7HP

Contact: Nick Zammit

E-mail: nick.zammit@cbre.com

Employer's Agent is:

CBRE Ltd
St Martins Court
Paternoster Row
EC4M 7HP

Contact: Nick Zammit

E-mail: nick.zammit@cbre.com

Employer's Architect for the Project is:

Piercy & Co

Employer's Services Consultant is:

Chapman BDSP

Structural Engineer for the Project is:

Conisbee Engineering

CDM Principal Designer

CBRE Ltd
St Martins Court
Paternoster Row
EC4M 7HP

Contact: Peter Garrod

E-mail Address: peter.garrod@cbre.com

The Principal Contractor is:

T.B.C

Contractor's Design Team:

T.B.C

Sub-Contract Activities and Personnel:

T.B.C

3.6 Contract Documentation

- **Principal Conditions of Contract are:** T.B.C
- **Proposed start date is:** T.B.C
- **Contract duration:** T.B.C
- **Contract completion date:** T.B.C
- **List of Contract Documents:** **As below**

4.0 Responsibilities

4.1 Management Responsibilities

The Contractor's Policy document for Health, Safety and the Protection of the Environment shall detail the responsibilities of individual members of the Company's Management structure at all levels. The document shall establish "core" duties for each individual and the Construction (Design and Management) Regulations responsibilities which are activated in accordance with the Client's requirements as defined in the Contract.

The Senior Site Representative shall drive the Health, Safety, Environmental and Quality Management System on site and is ultimately responsible for the implementation of the processes in connection with such matters as, risks, induction training, other appropriate training, monitoring of competence, procurement and control of subcontractors, control of temporary works, consultation, accident / incident investigation / the avoidance of ill health / the protection of the environment / reporting and Quality issues, etc.

A current copy of the Policy showing the names of individuals in the organisation relevant to this Project can be found in Appendix 3 of this Plan.

4.2 Project Staff Responsibilities & Organisation

Other proposed key members of the Project staff are shown below and details of their additional responsibilities are also shown in Appendix 3 of this plan. Their line Management / lines of communication are shown on the Organisation Chart in Appendix 2.

- Construction Director,
- Project Manager,
- Site Supervisor,
- Quantity Surveyor,
- Design Manager
- Senior Planner

5.0 Planning

5.1 Client Requirements

(i) Employer's Health, Safety, Quality and Environmental Management System Requirements

Does the Contract contain any specific Management requirements?

5.2 Project and Environmental Objectives:

- Zero Environmental Incidents
- Reduce CO2 emissions in accordance with London Borough of Camden guidelines
- 100% of all timber procured from FSC and/or PEFC certified sources*
- Diversion of construction, demolition and excavation waste from landfill in accordance with the agreed SWMP
- Divert office waste from landfill in accordance with the agreed SWMP
- Achieve a benchmark consumption target of x m3 of water per person, per year

5.3 Project Planning & Project Lifecycle

The construction, installation and servicing processes are controlled to ensure that the specific requirements / considerations are met. The implementation of the Tender handover and pre-construction information and the subsequent planning processes are vital to ensure a successful and timely completion of the Project. The approved Project Programme is a process map of the construction phase of the Works. The Project Programme will be further developed detailing Level 2, 3 & 4 requirements as applicable. The planning process, together with formal meetings, reports, informal discussions, etc. are the ways whereby regular and frequent communication with the Employer's representative is achieved.

Details of Project Programmes for this Project are:

Contract programme – t.b.c

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These are located on 4 projects and in the site offices

5.7 Restrictions That May Affect the Works

Safety Hazards

Security of the Site

The Contractor shall be wholly responsible for the security of the site and provide all necessary measures as are reasonably practicable to prevent un-authorized access.

The health, safety and security of the public are paramount and relevant measures shall be adopted by the Contractor to ensure that the same is maintained at all times for the duration of the works.

The Contractor shall ensure that unauthorised access to the site, particularly by children, is prevented for the duration of the works. Please refer to HS (G) 151 “Protecting the Public – Your Next Move” for guidance.

The Principal Contractor will be required to provide appropriate security such that unauthorised access to any works is prevented; the following are suggested as the minimum requirements:

Photographic access passes on completion of a site induction course

- Provide adequate security resources and management to maintain physical security of the site.
- PC shall establish an access control point for the duration of the site works, and establish a suitable control method to manage authorised access/egress of personnel.
- Ensure enclosure is fully secure from unauthorised access to prevent pilfering, theft, damage and access to the works. The PC shall ensure that all regulatory licenses and approvals are sought and achieved for the required hoardings.

Site Hoarding Requirements

All security fencing/hoarding is to be of adequate design (plywood and painted) and construction to enclose site boundaries with health and safety warning signs to the public and children in agreement with the Client.

Site Transport Arrangements or Vehicle Movement Restrictions

The Principal Contractor is to provide as part of the construction phase plan a marked up site plan showing vehicle movement routes to and from the site including to and from any storage areas.

There will be no parking available on site. The Contractor is to ensure that contractor parking does not cause any hazard on or the surrounding roads. No parking shall be permitted within the vicinity of the Haverstock School / Tube station entrance

All delivery of materials etc. should be planned as to avoid busy periods, particularly during peak school drop –off and collection times.

Contractors shall ensure that the maintenance of safe routes for access and egress for pedestrians and vehicles is carried out at all times and, where required, appropriate signposted or fenced off.

Client Permits to Work Systems

The Principal Contractor will be required to develop such a system or agree an alternative system with the Client. Items that will require a 'Permit to Work' include but are not limited to:

- Hot works
- Working at Height
- Vibration Works
- Electrical Works
- Excavations (for drainage works)

Fire Precautions

The Principal Contractor should give consideration to the following issues:

- Ensure that all necessary fire precautions are implemented and that site personnel are aware of all fire drills, all escape and rally points and positions of all firefighting equipment in the event of a fire.
- A responsible person in charge of fire safety who can assess fire risks, understands fire growth and spread, will prepare and up-date site evacuation plans as necessary, and will prepare a salvage operation plan.
- Ensure that the location of the client's muster points are known and not interfered with
- Frequency of client's fire drills where they may affect or impinge on the construction site.
- The principal contractor shall comply with the joint code of practice 'fire prevention on construction sites' and the recommendations of HSG 168 – fire safety in construction.
- A fire safety plan and fire risk assessment in compliance with the regulatory reform (fire safety) order 2005 or the 'joint code' is to be prepared prior to any works commencing it shall include procedures to reduce the risk of fire and for dealing with fires, explosion and other major incidents.

Emergency Procedures and Means of Escape

The Principal Contractor is to have a formulated emergency procedure for the site. This procedure is to include details of the nearest accident and emergency unit, local police details and a marked up site plan for use by the emergency services.

Details of the client's site emergency procedures will be discussed as part of the preparations for site set-up and the Principal Contractor's plan must include suitable procedures to notify other building users of an emergency situation and to receive notification where such an incident occurs elsewhere on the site.

No-go areas or other authorisation requirements for those involved in the project

Any no go areas will be agreed prior to commencement of works, although not are expected at this stage.

Smoking Restrictions

Smoking will not be permitted on the site except in designated areas which must be carefully controlled, equipped with firefighting equipment and receptacles for the safe disposal of smoker's materials and inspected to guard against risk of fire.

Parking Restrictions

Contractors' vehicles will not be allowed to park within at least 100m of the Haverstock School Entrance.

Permitted Working Hours

The permitted core working hours will be typically:

- Monday to Friday 08.00 to 18.00
- Saturday by arrangement
- Sunday and Bank Holidays by arrangement

Health Hazards**Asbestos**

A full R&D survey will be needed prior to demolition starting

UXO

T.B.C (as the project progresses)

Environmental Aspects

Access to the areas of operations for contractor's staff, will be off Crogsland Road for the entire duration of the works. The unloading of deliveries will be in designated areas only. No unloading will be undertaken within the proximity of the School Entrance.

Adequate warning signs, traffic management systems and temporary barriers etc., will need to be in place prior to construction works commencing on site. There will be a safe passage for pedestrian traffic at all times.

The Principal Contractor will be responsible for the safety and welfare of site personnel and the public/others within the site areas and therefore, where necessary, he shall provide safe traffic/pedestrian routes at all times.

All working areas and temporary pedestrian or traffic routes are to be hoarded/fenced off and clearly sign posted to protect the public at all times.

Throughout the period of the works, adequate means of escape must be continually maintained for contractor's personnel, visitors to the site and the public and Trust staff using the car parks and adjacent occupied buildings.

Routes for emergency vehicles entering and exiting the adjacent sites must be maintained at all times.

Restrictions on deliveries or waste collection or storage

The Principal Contractor must ascertain and comply with any requirements or restrictions concerning access to the site, road traffic, standing vehicles and any restricted times or places for loading, unloading of materials, plant, equipment etc., in consultation with the adjacent Haverstock School and those imposed by the highway authority, the police and other relevant bodies.

Vehicle access for deliveries etc. is Haverstock Hill. The adjacent roads, car parking areas and pedestrian routes will be in use throughout the course of the works.

Adjacent land use

The site located in a Residential Area and is close to Haverstock School. Directly adjacent to Chalk Farm Tube Station.

The surrounding area is a mix of leisure, retail and residential properties.

Existing storage of hazardous materials

None known

Dust control requirements have been identified as part of the Air Quality Assessment

6.1 Implementation and Operation

6.2 Communication

Liaison between the Parties Associated With the Works, Including Members of the Public

A duty to ensure co-operation between contractors will be imposed in the Contract. This will be achieved through programme assessment, discussions at the weekly Project meetings, verbal and written communications and the giving of directions, where appropriate. The meetings will also provide an ideal forum for the reviewing of risks, objectives and strategy, along with the brainstorming of initiatives etc.

These matters, in addition to other relevant issues, shall be discussed in site safety meetings which are to include members of the workforce.

Other information relevant to health, safety and the environment would be communicated as follows:

- To the Client and his representative – through daily contact and correspondence with the Client's representative.
- To Designers – as above or through the Person Responsible for the Temporary Works and Design Function.
- To the CDM Co-ordinator - through daily contact and correspondence with the Client's representative.
- To other Contractors via the selection process, the relevant sections of the Health and Safety Plan, Health and Safety Committee / Progress Meetings and both verbal and written communications.
- To site workers via induction training, site rules, recorded team talks, verbal instructions and the Health and Safety Committee meeting which selected members of the workforce attend. This would include representatives from both the unionised and non-unionised sections of the workforce.
- To other persons whose health and safety may be affected by the works via circulars and residents' meetings, as appropriate.

Consultation with the Workforce

- **Project** – Induction and Health and Safety Committee;
- **Work gang** –Task Control Sheet briefings;
- **Individual** – open door policy.

Any person wishing to discuss health, safety and environmental issues may shall at any time be able to approach a member of the Management team. Alternatively, representations can be made at Project meetings. This is to be spelt out in the induction training and site rules.

Health, Safety and Environmental Protection information is mainly disseminated internally using the company Intranet or by issue of a Minimum Safety Standard.

Further environmental guidance will be issued in the form of Environmental Guidance notes. These will include information on relevant environmental legislation and will be published on the company Intranet and disseminated to site via Senior Management

The site team is required to set up a **Health, Safety and Environmental Protection Notice Board**. Legal information, MSS's and any other relevant information such as the main risks present on the site at a particular time, which must be of current issue will be displayed at this facility.

(iii) Communication of Safety Leadership

The process for safety leadership and communication of such is outlined in MSS10. This requires the arrangements for this project to meet the requirements of the MSS, for the review and communication of Task Control Sheets (TSC), Close Calls/Positive Interventions reporting, and for the general communication of HSE issues to Site Supervisors and the workforce to be detailed here.

- Induction
- Health and Safety Briefing
- Risk Control Schedule
- Task Control sheets
- Close Calls / Positive interventions
- General communications to Supervisors.

6.3 Infrastructure

The principle requirements for establishment of a suitable site Infrastructure will have been initially identified during the Tender handover meeting and interested parties notified of the initial requirements. The Senior Site Representative is responsible for reviewing and confirming the requirements and will liaise with relevant parties and group departments to ensure that responsibilities are assigned for the establishment of:

- Site enclosure and security
- Office accommodation
- Site cabin and storage accommodation etc.
- IT establishment, support and maintenance requirements
- Business continuity planning

6.4 Design Control & Temporary Works Management

The Designer shall be appointed by the Contractor.

The name of the person who will manage the design on behalf of the Contractor is: T.B.C

Design plans / proposals are produced by the appointed designers prior to any design work commencing. These Plans / Proposals will contain amongst other matters details of:

- When, how and by whom the design process is to be carried out controlled and documented.

- The extent to which the Employer's representative is to be involved in the design activities e.g. participation in design reviews and design investigation.
- The designers risk schedule and methodology.

Where design work, including temporary works design, is undertaken during the construction phase, the Principal Contractor will liaise with the CDM Co-ordinator to ensure that both are satisfied that design risks are being undertaken and, where necessary, information is being passed from designers to the construction team via drawing notes etc.

Temporary works are to be designed, checked and carried out in strict accordance with the Contractors Temporary works procedures.

Where design becomes an issue it will be included on the progress meeting agenda and discussed with all the parties concerned. The emphasis will be on not just the determination of suitable design solutions but also the health and safety of persons engaged in construction and cleaning work throughout the life of the structure. This will also include, where possible, the avoidance of materials, such as heavy building blocks, with known risks and environmental sustainability issues such as high thermal loss, water and energy usage etc.

6.5 Security Arrangements

Due to the nature of the surrounding uses, security arrangements will be a fully secured boundary, locked doors and links to the security of the live buildings.

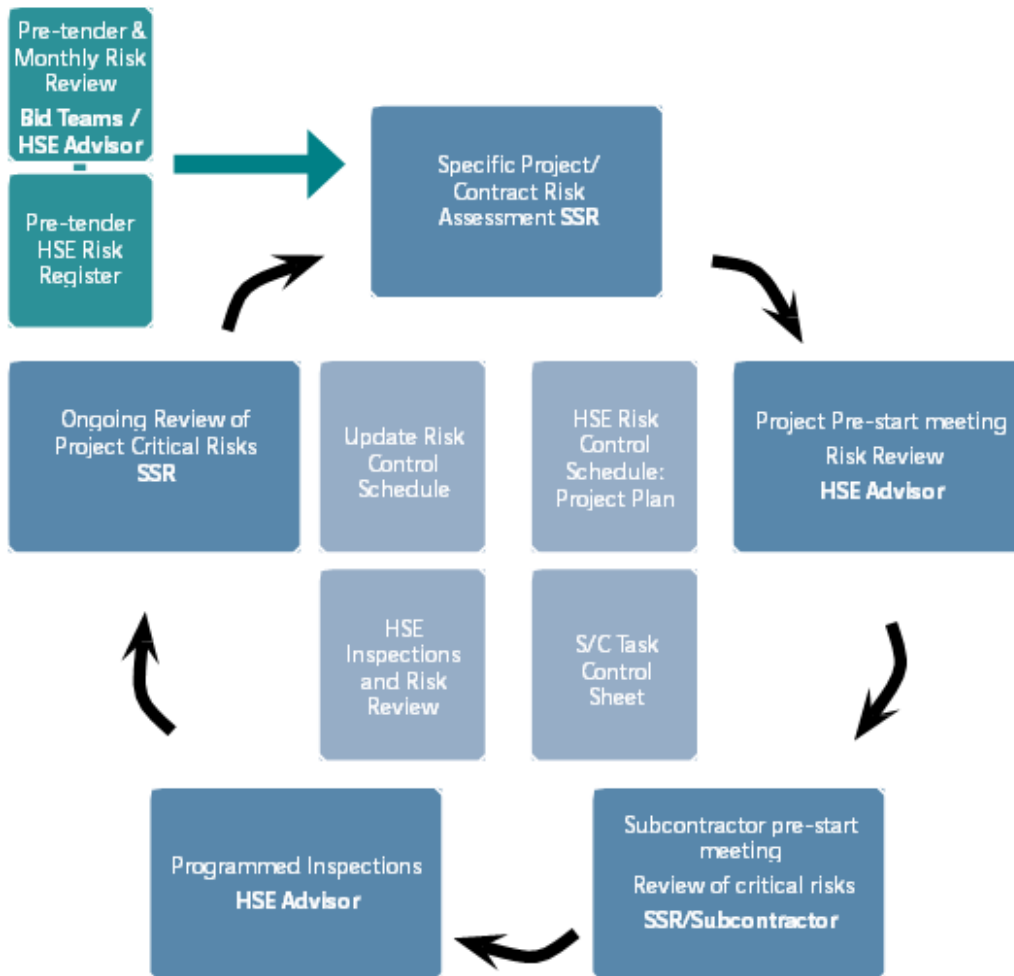
The Contractor will be expected to take any additional security measures to ensure that access to the site by school children in particular is restricted. The Contractor shall also liaise with the school and undertake safety talks to the pupils to raise awareness of the hazards of entering the site.

6.6 Risk Control Schedule / Task Control Sheets.

A Risk Control Schedule shall be prepared by the Contractor to identify the controls for the significant risks related to the activities being carried out on the project. The Task Control Sheets describe and contain the expected behaviours relating to the work task. These will be briefed to the workforce by local supervision prior to the task taking place, and will address the main risks relating to the task and all expected behaviours.

6.7 Arrangements for Controlling Significant Site Health, Safety and Environmental Risks

A sample process is identified below; the Contractor will be expected to have a similar process employed.



Health, Safety & Environmental Risks (or impacts)

The major activities that have been identified as having a risk to health, safety and the environment on this Project are contained with appendix 1

The Risk Control Schedule that identifies this projects specific risks and their mitigation can be found in appendix 1. The controls related to generic risks have been outlined in the minimum safety standards. Compliance with the minimum safety standards is mandatory.

Site Waste Management Plan

A Site Waste Management Plan for the site shall be developed in accordance with the Site Waste Management Plan Regulations 2008. The document details the estimated waste that will be produced, options for re-using, recycling and disposal of waste, information about waste storage, containers, compounds, Duty of Care records etc. The Principal Contractor, shall before work has commenced produce, and implement the SWMP and shall maintain it during the progress of the works.

6.8 Competence, Induction Training and Other Training

Everyone engaged in the works will receive induction training which will be undertaken prior to commencement of work on site. Induction training will be undertaken by a member of the Management team, and recorded in the site records. The workforce's "competence" cards will be checked at this time and the details recorded. The most senior person on site will be involved in this process even if this is only a brief input to spell out his expectations.

Relevant statutory notices such as "Health and Safety Law" poster, a current version of the Employers Liability Insurance Certificate, Form 10 for the contract etc. will be displayed on the notice board. Other communication media like the hazard board and the 'you said...we did' board is displayed at a prominent position on the site.

Other training associated with subjects such as abrasive wheels or first aid for example will be identified and resourced as the Project progresses. The individual business units within the group are required to develop an annual training plan which is derived from appraisals and recommendations. However, specific courses can be accessed through the Human Resources Department channels.

6.9 Site Rules

Site Rules are a simple device for bringing important issues connected with the Project to the attention of the workforce. This list of "one liners" dealing with health, safety, the environment and (in some cases) the Clients aspirations or rules are provided and discussed at the time of induction.

A copy of the site rules is posted on the site Notice Board.

6.10 Welfare and First Aid

It is an important aspect of the VINCI Construction UK culture that a high standard of welfare facility is provided and maintained for the workforce. They in turn are expected to treat the arrangements with respect. The welfare provision for this Contract will be located on the 3rd floor of the North Block is as follows:

- Toilets
- Washing facilities, including showers, where appropriate
- Drying room, including accommodation for clothing
- Mess room
- Drinking water
- Facilities for heating food and boiling water
- First aid box and appointed person
- Qualified First Aiders – Lewis Evans, Phil Scrivener

6.11 Emergency Procedures and Fire Management

Emergency procedures are developed to address fire, evacuation, accident, confined space rescue and any other possible emergencies identified by the risk process including environmental emergencies such as water pollution. These procedures are displayed on the Site Notice Boards and will contain information regarding the reporting of emergencies and incidents.

Where it is identified that more comprehensive plans are required e.g. a Fire Risk control sheet these will be developed as additional documents identifying the nature of the risk and precautions to be taken detailing any resultant actions.

All persons employed on the Project will be informed of the emergency procedures (see also information, training and consultation) through the Induction process.

The list of liaison and emergency names and contact numbers, which will be posted on the Site Notice Board, for the Project are as follows:

T.B.C

6.12 Traffic Management

Traffic management is an important aspect of any project and requires arrangements to be identified as part of the risk schedule process. As a minimum the proposed traffic plan will be posted on the Site Notice Boards detailing traffic routes for access, egress and movements around the site. The routes will be clearly identified and signed, ensuring segregation for pedestrians.

Where it is identified that a more comprehensive plan is required due to phased construction a detailed plan will be developed and stages of implementation monitored to ensure that all site personnel are notified of the relevant changes and effective date via Tool Box Talks.

6.13 Procurement of Materials Plant and Subcontractors

(i) Materials Procurement, Receipt, Handling and Storage

The designated buyer for this Project is: TBC

Project procurement will be in accordance with the Sustainable Procurement Policy.

The procurement of materials for the Company will be carried out to ensure that relevant product Health, Safety and Environmental information is provided by the suppliers and that this information is communicated to the Project Management team. Persons receiving goods are required to familiarise themselves with the details of the order for the materials and with the relevant handling, storage and protection data provided by the supplier and take relevant action accordingly.

Product information supplied to both the Principal Contractor and Contractors will lead to the production of COSHH assessments (a data sheet is not an assessment). The assessments will be available on site and communicated to the workforce prior to them using the materials.

Appropriate information will be communicated to the workforce as part of a “recorded team talk” and the controls necessary provided and monitored.

British Board of Agreement certificates and Suppliers / Manufacturers data will be obtained and complied with where applicable.

The Employer's Requirements for this Project are contained in:

Samples Required

A schedule of samples that are required will be kept in the site office. The schedule will show the precise sample details, supplier / manufacturer, Specification / drawing reference, date approval requested and date approval received, etc.

Control of customer supplied product.

Where Customer-supplied products are provided for use or incorporation in the works they shall be:

- Identified and controlled.
- Verified as being compliant with the Contract requirements
- Stored, handled, packaged where appropriate, maintained and delivered / incorporated into the Works in a manner that protects them from damage and / or deterioration
- Any loss or damage or otherwise found to be unsuitable is recorded and reported to the Client or his representative.

(ii) Plant Procurement and Control

The procurement of plant for works undertaken directly by the Contractor and for common use will be carried out by the site team established and reputable hire companies. The site team will ensure that the plant is appropriate for its intended purpose and properly maintained. Plant will be inspected when it arrives on site by a competent person if during inspection defects are apparent the plant will be quarantined and appropriate action taken.

(iii) The Selection and Control of Sub-Contractors

The Sub Contractor must, at this time, confirm the names and supervisory qualifications of the team

A complete matrix, signed off by both the Contracts Manager and the Commercial Manager or Quantity Surveyor will therefore be available for each Subcontractor or service provider associated with the Project.

The Senior Site Representative and the Design Managers have the responsibility of ensuring that the Subcontractor / Service providers' standard of performance attains that promised at the pre-award meeting and as stated in the risk control schedule.

Whenever possible, Subcontractors are required to possess Quality certification to ISO Quality standards and have the appropriate scope of registration. If a subcontractor does not have a recognised Quality Management system the subcontractor is required, as a condition of the Sub-

Contract to agree to implement the relevant parts of the Client’s and Contractor’s Quality Management system for the subcontracted activities at the Project.

The site will be treated as a whole and whilst the Company expects subcontractors to effectively manage their own affairs they will be included in the site monitoring and control arrangements. In addition, the Company’s sub contract terms and conditions sets out the framework under which the

Each Sub-Contractor is required to produce task specific Task Control sheets, Inspection and Test records and other relevant records for all its major activities.

6.14 Product Identification and Traceability

Not required

6.15 Document and Data Control

(i) Authority to sign documents

Document Type	Person authorised to sign [name & title]
Correspondence	T.B.C
Delivery tickets	T.B.C
Site Instructions	T.B.C
Requisitions	T.B.C
Waste transfer Notes	T.B.C

(ii) All documentation and data received in connection with the Project is handled in accordance with the requirements of the Contractor’s document control procedure.

(iii) A specific Project Procedure will be written to describe how the Document and Data handling process is implemented at the Project. The Project Procedure gives details of any document Management software that is used at the Project, e.g. The Project Procedure also gives details as to how the Documents and Data are protected from damage, deterioration and loss.

6.16 Project Specific Procedures & Documents.

Project Specific Procedures for Document & Data Control will be produced for the project

6.17 Sub-Contractor and Supplier Records

Sub-Contractor and Suppliers orders and results of inspections and tests performed on their products together with relevant information supplied by them will form part of the Quality records for the Project and are maintained and stored in accordance with the document control process. Relevant information is also copied when appropriate to form part of the handover package supplied to the Client on completion of the Project. Detailed lists of the records that are produced and retained during the construction of the Works are shown in Appendix 4. Following completion of a Contract a record is generated by the Project Management team, which contains an assessment and performance report for each subcontractor. This information assists Management and estimators when reviewing future work.

6.18 Commissioning & Handover Management

At an appropriate stage during the term of the Project it will be established what documents and information are required to facilitate the effective management and completion of required commissioning activities and acceptance of works by controlled sign off. Details will be included in the Project programme and a required document schedule will be developed. The commissioning activities will be carried out in a controlled manner ensuring compilation of relevant information for inclusion in the required Project O&M manuals as applicable.

6.19 The Health, Safety & Environmental Protection File

Information contained in the file will include that which will assist persons carrying out construction work on the structure (this includes cleaning and maintenance) at any time after completion of the Project.

The file for this Project will contain: -

Introduction

Purpose of the file

Advice to Client

Register of CDM Work

Sub Sections containing the following information

- a) Project Directory (principal parties only)
- b) A brief description of the work carried out;
- c) Any residual hazards which remain and how they have been dealt with (for example surveys or other information concerning asbestos; contaminated land; water bearing strata; buried services etc.);

- d) Key structural principles (for example, bracing, sources of substantial stored energy including pre- or post-tensioned members) and safe working loads for floors and roofs, particularly where these may preclude placing scaffolding or heavy machinery there;
- e) Hazardous materials used (for example lead paint; pesticides; special coatings which should not be burnt off etc.);
- f) Information regarding the removal or dismantling of installed plant and equipment (for example any special arrangements for lifting, order or other special instructions for dismantling etc.);
- g) Health and safety information about equipment provided for cleaning or maintaining the structure;
- h) the nature, location and markings of significant services, including underground cables; gas supply equipment; fire-fighting services etc.;
- i) Information and as-built drawings of the structure, its plant and equipment (for example, the means of safe access to and from service voids, fire doors and compartmentalisation etc.).
- j) Information and as-built drawings of the structure, its plant and equipment (for example, the means of safe access to and from service voids, fire doors and compartmentalisation etc.).

Maintenance Section

To include Manufacturer's literature on principal materials, fixtures and fittings

used. Operation and Maintenance Manuals M&E Services

This section should include the Operation and Maintenance Manuals for mechanical and electrical services or a cross reference to the Manuals in separate folders.

It must include a statement on the systems installed, how each links to the other systems within the building where appropriate and emergency stop and start-up procedures, a full breakdown of requirements is included in the services consultant's information.

N.B. Correspondence of a general nature such as Health and Safety Advisers Reports etc. must not be included.

7.0 Checking, Investigation and Corrective action

7.1 Health, Safety, Environmental Objectives and Monitoring Arrangements

Part 1 of the Policy on Health, Safety and the Protection of The Environment contains the Company's principles and objectives. These are signed by the Contractor's Chief Executive and/or Managing Director and bind the Company to manage its operations in a manner which ensures, as a minimum, compliance with Health, Safety and Environmental legislation, the avoidance of

Pollution, the avoidance of ill health and continuous improvement and excellence in these areas. Copies of these statements are displayed on the notice boards.

In addition, the Project's Management team have adopted the following Contract specific targets and measures; these will also be displayed at prominent places around the site, also see section 5.2

- A commitment to good neighbour relations
- UXO awareness training for the workforce

Monitoring of performance will be completed using the following mechanisms:

Site Inspection

All members of the Project Management team have health and safety responsibilities and will accordingly monitor health and safety performance on a daily basis.

Weekly Site Team Inspection

A formal Weekly Site Team Inspection will be completed and recorded on the standard form. This process will be orchestrated by the Senior Site Representative who will monitor the closing out of matters raised. The completed forms remain on site where they are open to inspection by interested parties. This is partially an education process and the obligation to complete this inspection will be rotated around members of the management team.

Senior Managers Audit for Contracts Managers

This audit will be completed in accordance with a programme prepared by the Directors. "Closing out" of issues raised is monitored by the person completing the audit. Audits are reviewed at the regular Management meetings and tracked by the Health, Safety & Environmental Protection Department administration team.

Health, Safety and Environmental Protection Advisors, Environmental Auditors and Business Responsibility Managers

The Company's professional Health, Safety and Environmental Protection Advisors, Environmental Auditors and the Business Responsibility Managers will visit the Project to monitor conditions, provide training as appropriate, ensure compliance with statutory requirements and give appropriate advice.

Such visits will be based upon the risk profile of the works. Sub-Contractors own Advisers will visit and advise also. The Advisors and Auditors will produce a written report following each visit to site. "Closing out" of the reports are monitored by the Health, Safety and Environmental Protection, Environmental Audit and Business Responsibility Departments respectively.

Consistent High performance for Health, Safety & Environmental Protection matters will merit recognition. Similarly a Low performing site will require confirmation that any actions have been closed out and measures implemented to prevent recurrence.

Sites where identified, will be audited against the requirements of ISO 14001:2004, OHSAS 18001:2007 and ISO 9001:2008.

The Projects general performance is reported at the site meetings by the Senior Site Representative and monitored by the Directors and the Health, Safety and Environmental Protection Department who receive notification of performance.

7.2 Quality Control Regime, Inspection & Test Records

The Construction Process is controlled by means of Method Statements, and the production of Quality records. The Contractor's Quality Assurance Policy shall define the processes for the control of Inspection, Measuring and Test equipment. The Policy shall also set out monitoring the implementation of established methods and practices necessary to achieve consistent operations and the provision of criteria and methods of control that ensure conformity with the Clients requirements.

(i) Inspection and Test Records

Inspection and Test Records will be produced and developed throughout the course of the Project; they are complementary to relevant activities and may be produced for work that is carried out both on and off the site. Inspection and Test Records provide details of the way in which the various activities that comprise an operation are inspected and / or tested being compared with the specific requirements to establish that the Work conforms to the stated requirements.

Inspection and Test Records [Check sheets] will be produced for the following activities:

- M&E
- Partitions
- Windows
- Roofing
- Flooring
- Ceilings
- Carpentry and Joinery

The completed Inspection / Check sheets will be kept in a separate file(s) clearly marked "Inspection Records". Further details are shown on the relevant Process Maps, including details of hold points, which are positions beyond which the activity may not proceed without the consent of the Senior Site Representative, his nominee or third party representatives.

Hold Points should be agreed during the preparation of Inspection and Test Records and may require the presence of a The Contractor's representative and other parties e.g. the Designer's checkers, Employer's Agent's site representative or a Subcontractor's representative as appropriate whilst the Inspection and or Testing is carried out.

Inspection and Test Plans will clearly indicate hold points and designate the name / title / authority that will allow the activity to proceed.

Control of Inspection, Measuring and Test Equipment

An Instrument Log is maintained on the Project for all the measuring equipment used by the Project staff. The Log identifies the type and frequency of the testing carried out and also the equipment that must have a calibration certificate traceable back to National or International Standards.

Separate Instrument Record Sheets are maintained for each instrument, which is uniquely identified, detailing the accuracy required and to record the results of the checks carried out. Information is obtained on the proper methods of handling and storage of the equipment to maintain fitness for use and accuracy is ensured. When equipment is found to be out of calibration the site team will assess the validity of previous tests and record action taken.

Subcontractors are responsible for the maintenance and calibration of any measuring and testing equipment used by them. An agreed list of this equipment is kept on site.

7.3 The Investigation and Reporting Of Accidents, Dangerous Occurrences, Ill Health, Near Misses and Environmental Incidents

All Contractors will advise the Principal Contractor of any accidents, diseases, ill health or dangerous occurrences, in addition to significant environmental incidents.

Accidents of any nature will be entered into the Site Accident Book and the need to report accidents will be reinforced through the Induction Training and Site Rules.

Accidents, diseases, ill health or dangerous occurrences and near misses will be investigated by the Management team and be included on the Progress, Co-ordination and Health & Safety Committee Meeting Agenda. The Company's internal report form will be completed.

"RIDDOR" and other events will be investigated by the Company's professional Health, Safety and Environmental Protection Advisers who will prepare an internal private & confidential report which will be followed up to ensure that recommendations are acted upon.

In addition, the Group's Occupational Health provider carries out screening and monitor occupational and ill health associated with work with the aim of determining prevention strategies, supporting the individuals concerned and encouraging a speedy return to work.

Environmental Incidents will be reported to the Health, Safety and Environmental Protection Department and followed up by the Environmental Team.

7.4 Control of Non-conformance and Corrective Action

In addition to the responsibility conferred on all members of the Project Management team subcontractors are also required to identify non-conformances as part of their Quality responsibilities. They shall be required to inform the Contractor's management team of all non-conformances and following agreement with the Senior Site Representative and other relevant authorities, which may include the Employer's Agent / Representative, will take appropriate corrective action. The Management team shall maintain a register of non-conformances and their current status.

8.0 Review and Improvement

8.1 Project Review

This Plan will be reviewed throughout the duration of the Contract by the Management team. These reviews shall be carried out at no less than **one month** after the commencement of the Project and then at **one-month intervals until completion.**

The review will consider: -

- Risk, including the names of the persons exercising control, where appropriate.
- Environmental Aspects and Impacts
- The relevance and appropriateness of standards and procedures set out in the Plan and how they may be improved.
- Contract progress (Inc design issues)
- An assessment of the degree of compliance with standards, including corrective action taken to address failings
- The impact on accident and ill health data.
- Feedback following a Health, Safety and Environmental Protection and Business Responsibility Department visit/audit
- Client / stakeholder satisfaction levels
- Subcontractor and Supplier Performance

8.2 Progress Reports with Clients

Progress reports are issued to and meetings held with the Employer's Representative at pre-defined periods. The frequency of these reports / meetings will be every month at this Project.

9.0 List of Appendices.

- Appendix 1 Risk Control Schedule
- Appendix 2 Overall Project Management structure
- Appendix 3 Management responsibilities
- Appendix 4 Contract records

Appendix 1 Risk Control Schedule

Risk Control Schedule	
Contract/Project Name:	
Company Name:	TBC
Means of Review and Frequency:	As Risk Requires Monthly Review with HSE Advisor Monthly Project Review
Activities – date, duration and brief scope of works: TBC Demolition of existing building and the construction of a new mixed used development.	
Activity and Risk	Control Measure
Workforces and Equipment Risk: Medium Company: All	<ul style="list-style-type: none"> • Competent Contractors will be used only if they satisfy the full requirements of the Guide for working with the Contractor. • Specific site induction which will include the requirements • Of the site rules. All site personnel to complete. • Competence will be confirmed at the site induction. • Plant, Tools and Equipment certification will be confirmed as valid prior to use on site. Any certificates or inspections to be recorded in a site file and store in the site office. • CSCS, CPCS and IPAF for operators where required. • Copies of the cards to be kept in the site induction file. • All operatives to wear the correct PPE with Contractor or subcontractor branded vests. • All relevant operatives to attend the UXO awareness courses. • All operatives to be briefed on the Method statement and Risk Assessment and Task Control Sheets. Copies of this will be recorded and kept in the site files.

<p>Site Deliveries</p> <p>Risk: Medium</p> <p>Company: All</p>	<ul style="list-style-type: none"> • Site Access signage is in place strategically on surrounding access routes, speed limit of 20mph, and control of reversing and route direction signs in place by banksman. • Deliveries to be booked in via the Principal Contractor and respite periods to be adhered to. • A delivery strategy document has been issued to the Buying and Plant departments alongside all subcontractors so they are aware of the site restrictions and rules. • All deliveries to pull into the site delivery area and crowd • Barriers installed around the vehicle. • All deliveries to be offloaded without accessing the back of the wagon. • A SSoW to be identified in the RAMS and TCS.
<p>Segregation of plant and personnel</p> <p>Risk: Medium</p> <p>Company: All</p>	<ul style="list-style-type: none"> • Pedestrian routes to site compound maintained by the Contractor. • Traffic management plans to be maintained and briefed to the workforce. • Site crowd barriers used for pedestrian routes and plant segregation. Timber hoarding fencing used on the site perimeter. All inspected daily along with monitoring of barriers and cross over points. • Pedestrian route discipline to be included in the site induction. • Contractors housekeeping will be maintained to a high standard at all times.
<p>Loading out of materials for works</p> <p>Risk: Low</p> <p>Company: All</p>	<ul style="list-style-type: none"> • All plant and loading out to be approved and to be adhered to. • Lift plan and WPP required for hoist. • Traffic and pedestrian plans to be issued. • PUWER and LOLER inspections to be undertaken • Plant certification required.
<p>Fire</p> <p>Risk: Low</p> <p>Company: All</p>	<ul style="list-style-type: none"> • Fire Safety to be adhered to and Fire Risk Assessment and Fire control Schedule to be produced. • Fire Coordinator and Fire Marshall Training. • A recorded Weekly Inspection of Fire Routes, Equipment, Alarms and signage will be carried out. • Fire evacuation drills will be carried out on a regular basis. • Hot work procedures to be followed. • Fire watching for a minimum period of 1 hour to be undertaken. • Specific risk measures to be recorded in the RAMS.

<p>Steel Installation</p> <p>Risk: High</p> <p>Company:</p>	<ul style="list-style-type: none"> • Unloading wagons to be undertaken using a restraint system around the perimeter of the wagon. • Lift plan to be produced by an Appointed Person and reviewed by Contractors Appointed Person and approved prior to works starting. • Working at Heights to be adhered to, installation to be undertaken from mobile towers. • Segregate lifting and working area at all times. • Noise assessment to be undertaken for drilling and bolting. • HAVs to be monitored.
<p>Scaffolding:</p> <p>Risk: High</p> <p>Company:</p>	<ul style="list-style-type: none"> • Hi-ab to off load materials and safe access to the back of the delivery vehicle to be in RAMS. • Working at Heights to be adhered to. • Temporary Works to be adhered to for scaffolding. • Nonstandard scaffolds to be designed and approved via Temporary Works. • Plant certification to be issued to VCUK. • Advanced scaffolder on site at all times. • All tools to be tethered.
<p>Temporary Services</p> <p>Risk: Low</p> <p>Company:</p>	<ul style="list-style-type: none"> • Working at Heights to be adhered to. • Competent electricians working to a SSoW. • Manual handling assessment to be undertaken. • Plant certification to be issued to VCUK. • PAT testing and PUWER inspections to be undertaken.
<p>Isolation of Services</p> <p>Risk: Medium</p> <p>Company:</p>	<ul style="list-style-type: none"> • Working at Heights to be adhered to, mobile tower to be used. Erected by PASMA operative. • Competent electrical and mechanical operatives undertaking the works. • SSoW for isolations to be adhered to. • No working on live services.
<p>M&E works</p> <p>Risk: Low</p> <p>Company:</p>	<ul style="list-style-type: none"> • Working at Heights to be adhered to. • Plant certification. • Movement of heavy materials - Manual handling. • Slips, trips and falls. • Working on live electricity – permit to work. • Welding, cutting etc. - Hot Works Permit

<p>Plastering and rendering</p> <p>Risk: Medium</p> <p>Company:</p>	<ul style="list-style-type: none"> • Working at Heights to be adhered to. Stair tower to be used. • Hop ups to be reviewed, can another system be used? • Movement of heavy materials - Manual handling. • Slips, trips and falls. • Working with plaster and render – COSHH assessment to be issued and followed.
<p>Joinery</p> <p>Risk: Medium</p> <p>Company:</p>	<ul style="list-style-type: none"> • Movement of heavy materials - Manual handling assessment. • Plant and small tools certification. • Slips, trips and falls. • HAVs to be monitored and recorded. • Dust mitigation.
<p>Floor finishes</p> <p>Risk: Low</p> <p>Company:</p>	<ul style="list-style-type: none"> • Movement of heavy materials - Manual handling. • Welding of flooring - Hot works permit. • Slips, trips and falls. • Plant and small tools certification. • Flooring adhesives, grouting etc. – COSHH assessment to be issued and followed.
<p>Roofing works</p> <p>Risk: High</p> <p>Company:</p>	<ul style="list-style-type: none"> • Working at Heights to be adhered to. Safe access to the roof to be in place. • Scaffolding to perimeter of the roof to be installed as edge protection. • Materials to be weighed down so they are not blown from the roof. • Movement of heavy materials – Manual handling assessment. • Welding – Hot works permit. • High winds – weather monitoring. • Small tools certification. • Lifting and working area to be segregated.

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Appendix 2 Project Management Structure Chart

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Appendix 3 Management Responsibilities

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Appendix 4

Contract Records