



39 DEANS_GATE, MANCHESTER

Construction Management Plan

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CONTROL SHEET

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APPENDICES

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1.0 SECTION ONE: INTRODUCTION & PURPOSE

This Construction Management Plan (CMP) describes how this project will be managed. It is a live document that will be reviewed at regular intervals by the project / contract team to reflect progress of the works and changes in requirements. The project / contract manager is responsible for ensuring that the working arrangements are carried out in accordance with this plan.

Currently there is no construction contract in place.

1.1 Site Location:

The site address is 39 Deansgate, Manchester. It is located on the corner of Deansgate and St Marys Gate. The works are to be carried out within the boundaries of the site.

The current building is used primarily as office space with several commercial retail units located on the ground floor. There is also an off- street car park located on the first floor with a concrete access ramp located to the rear. The surrounding area is currently a mix of office, commercial retail and residential.

The property is adjoined on the south elevation to the Barton Arcade and 1 St Marys Gate on the Eastern elevation. Both properties will need protecting during demolition works. Both properties will be protected.

There is an access road located to the rear of the property.



Figure 1.1 Site location plan

1.2 Project objectives:

The key objective is to complete the works for the employer safely for all of those involved in the scheme, including providing the facilities to the employers' design criteria to an exceptional quality.

- 17 Storey Building comprised of Office use with Commercial Units at Ground Level
- Separate Male & Female WC' s
- 6NO. lifts (inc firefighting & service lifts)
- 2NO. stair cores (1 firefighting stair)
- The asset shall incorporate basement with cycle storage and changing facilities
- The asset shall provide flexible office accommodation of a standard Category 'A' fit out
- The asset shall be BREEAM Excellent

Kames Property Income Fund are committed to high standards of Health and Safety, Sustainability, Quality and the Environment and this requirement is enforced via our supply chain selection.

1.3 Project constraints:

- Adjoining property's
- City centre location
- Access, egress and parking for site related traffic
- Crane location and oversailing
- Demolition and waste removal

1.4 Project directory

The project manager shall ensure that all the project contact information shall be assembled into a project directory that shall be made available to all members of the project team in either electronic and/or hard copy form.

The project directory shall be the major source of contact information on the project.

The project manager shall ensure that the project directory shall be reviewed, updated and reissued on a regular basis to reflect ongoing changes / additions to personnel, organisations and/or contact details.

2.0 SECTION TWO: COMMUNICATIONS

2.1 General

Kames Property Income Fund regard the provision of competent managers, supervisors, foreman and operatives as the key to operations being carried out safely, to the correct quality and without risk to health, or the environment. The competence of individuals working on the contract shall be assessed by senior management prior to taking up post and training provided where necessary. Training records and competence of all personnel shall be available on site.

2.2 Site communications

Health and safety, environment and quality information and directions to employees / contractors shall be addressed during normal day to day liaison by line management. In addition, planning and co-ordination of activities shall be undertaken at progress, pre-contract and site meetings.

The principle means of communication for this contract shall include:

- Induction
- Daily safety briefs
- Tool box talks
- RAMS briefings
- Task specific briefings
- Cascade
- Safe and sustainable update
- Weekly co-ordination meetings

2.3 Worker consultation

Regular consultation with all works will take place during the project and the project manager will ensure that there are defined arrangements in place.

The items shaded below are the methods of consultation and communication on all Kames projects.

2.4 Stakeholder liaison

Kames Property Income Fund fully understands the need for effective liaison with stakeholders such as the customer, contractor, suppliers, local community and employees.

The specific means for this project are as follows:

- Regular Contract meetings
- Regular Design Team Meetings
- Regular site visits

2.5 Induction and site orientation training

Site induction, site orientation and training will be carried out for all employees and contractors.

2.6 Visitors

Visitors (personnel on site not more than one day) shall be accompanied at all times whilst visiting the work site by an authorised member of the site team who is familiar with the site construction hazards, layout and restricted working areas. All visitors must undergo a visitor induction and follow visitor procedures which are highlighted in the induction.

2.7 Drivers

Driver's safety rules will be displayed at the site entrance and shall apply unless modified by the contract manager. The contractors contract team will ensure that they communicate driver's safety rules to delivery drivers on their first arrival and monitor compliance. See Annex F Part 2.

2.8 Information and signage

The contractor shall display and update at vantage points around the site, health and safety, environment and quality information, which shall include:

- Contractor policies including SHE, Quality and Sustainability
- Health and safety poster
- Emergency procedures (including details of first aiders) for health, safety and environment

- Site accident prevention information
- Insurance certificates
- Site rules
- Lifting colour codes
- Bulletins and reminders
- Cascade
- Safe and sustainability update
- Other general health, safety and environment information.

2.9 Project Management System

The management system on the project shall be agreed with contractors. The project system will consist of this PEP document plus the relevant processes, standards and guidance.

Upon receipt of formal award of the contract a contract handover meeting shall be held by the project director. This meeting forms part of the contract review process and also formally triggers the production of this PEP, which will include sections with the arrangements for managing health and safety, environmental, quality and design issues.

The project manager is responsible for the content, implementation, formal issue and control of the PEP and the management system documentation on the project, including associated inspection and test plans.

An inspection and test plan will be prepared and issued in advance of each element of the works / work package.

The project shall be subject to internal audit by the business unit management team in accordance with agreed auditing schedules.

2.10 Construction Design and Management (CDM)

The contractor shall ensure that the Health and Safety Executive (HSE) F10 form for the construction phase displayed on site.

The project manager shall ensure that plans for health and safety, environment quality and design are developed as applicable progressively throughout the contract period in accordance with project requirements.

At the start of, and during, the course of the contract the project manager shall determine what documentation and records are required by the Principal Designer for the health and safety file / O&M manuals and shall ensure that the necessary information is collected and collated throughout the contract period and is forwarded to the Principal Designer in time to allow the production of the health and safety file.

If during the duration of the project the appointment of the Principal Designer ceases due to completion of preconstruction work the duty to prepare the health and safety file defaults to the contractor. The contractor will coordinate with the client to ensure the health and safety file is fully developed.

2.11 Site Waste Management Plan

The site waste management plan can be reviewed in the accompanying Waste Management and Servicing Strategy prepared by Curtins in support of the Planning Application. This would be agreed with the contractor.

3.0 SECTION THREE: RISK MANAGEMENT

The Project team will coordinate interfaces between activities and contractors to ensure that the works and associated hazards are managed. When considered desirable, the programme will be amended to manage those hazards more safely.

3.1 Risk management plan

A risk management plan will be developed for the contract to be amended and updated by the contract manager.

3.2 Risk register

The project manager and contract manager will keep a specific risk and opportunities register for the contract for all business risk.

3.3 Risk assessment

Risk assessments will be carried out on all activities.

4.0 SECTION FOUR: CHANGE CONTROL

All changes to the Employer's Requirements within the contract documents, accepted or refused, are to be processed via the change control procedure.

4.1 Design Change

When a requirement for change is recognised a request for change (RFC) form is completed with all associated information attached by the originator.

This is to be issued to the Employers Agent who will then circulate the RFC to the contractor, relevant design team members and cost consultant.

The contractor will then indicate whether the change is likely to affect the cost and programme and should include any other comments such as effect on quality, buildability etc.

The party instigating the change will assess the implications before recommending it to The Employers Agent who will propose the change to the client for approval. The client will then either approve or reject the change.

Where changes are approved, a formal Employer's Agent Instruction will be issued.

4.2 Contractor Change

When a requirement for change is recognised by the contractor, a Change Authorisation Request (CAR) form is completed with all associated information (including cost, programme and quality impact) attached by the contractor. This is to be issued to the Project Manager.

The Project Manager will review this with the client team and then advise the client. The client will then either approve or reject the change.

Where changes are approved, the Project Manager will issue a formal Employer's Agent Instruction.

The contractor shall operate an assessment and approval system of potential contractors. This system will be used to assess, among other matters, SHEQ competency and adequacy of resources.

4.3 Control of key materials suppliers

The contract team will ensure that suppliers of key contract materials provide SHEQ information, such as Control of Substances Hazardous to Health (COSHH) data sheets, COSHH assessments and proof of sustainability (e.g. for timber).

5.0 SECTION FIVE: MONITORING

5.1 Design management (incl Soft Landings)

Where the project has a design element, a Design Management Plan (DMP) - must be in place. This should have been developed during the pre-construction / bid stage and revised and updated following award of the construction phase of the project.

5.2 Knowledge transfer – good practice / lessons learned

While some lessons learned information has already been incorporated into this project from previous projects, the project manager, with the project team, will continuously review activities and performance and, where possible, identify both good practice and areas for performance improvement.

5.3 Monitoring and reporting

The project director / project manager shall continuously monitor standards. A specific monitoring schedule has been prepared for this project and is set out in the table below:

Project monitoring schedule					
	Frequency*				
Type of monitoring	Daily	Weekly	Monthly	Quarterly	Annual
Contractors meetings			✓		
Project progress meetings			✓		
SHE audit					✓
SHE inspections			✓		
SHE monthly return			✓		
Safety committee / VOICE / forum			✓		
Emergency procedure drills					Twice
Toolbox talks		✓			
Daily safety briefings	✓				

*indicate frequency for each method.

Figure 3.1: Monitoring Schedule

5.4 Contract records

As a minimum requirement the contractor's policy on retention of documents and records and the contractors archiving standard shall be adopted. Any specific contract requirements for archiving and archive retention shall also be addressed.

The contractors project manager shall ensure that all required documentation and records for archiving are boxed and labelled, or stored electronically, and transferred to the designated office archive controller, for archiving. It is a system requirement that the maximum possible amount of records to be archived should be stored electronically, thus reducing the amount of hard copy archiving to a minimum.

6.0 SECTION SIX: CONSTRUCTION PHASE

6.1 Construction Phase Health and Safety Plan

This would be agreed with the selected contractor on contract award.

6.2 Local Labour Agreement

Local Labour Agreement to be established and agreed following consultation with the skills team at Manchester City Council. Please see the attached Planning and Tall Building Statement for further information

6.3 Legal and other requirements

The project will meet its legal requirements through compliance with any planning, local authority, enforcement agency conditions and to all relevant legislation.

6.4 Health and safety management

The key high-level objective of the contract is to deliver the customer's contract on time, to budget and without incident or complaint.

The key health and safety objective is to complete the contract having achieved the objectives of the company's health and safety policy, the primary message of which is '100% Safe'.

6.5 Roles and responsibilities

All members of the contract team have responsibility for elements of health and safety appropriate to their function, experience and seniority. The contract manager has overall responsibility for delivering the contract objectives.

6.6 Risk assessments and method statement (RAMS)

No activity will be permitted without an approved RAMS.

The project management team shall produce risk assessments where significant risks are identified.

6.7 Access to Neighbouring Properties:

Access to maintained at all times to neighbouring properties and confirmed in Contractors Logistics Plan.

6.8 Site specific RAMS

Site specific RAMS will be carried out by appointed and competent personnel on site. A register of method statements and associated risk assessments will be kept on site and reviewed.

Method statements shall be task specific, identify tasks, responsible personnel, control measures and monitoring arrangements in line with the contractors method statement tracking and content sheet. Method statements will be assessed, tracked and accepted by the contractor prior to commencement of work. The contents of the method statement will be communicated to all those undertaking and associated with the work activity.

Contractors shall hold a signed copy at the work face while the works are taking place ensuring all operatives have read, understood and signed stating they will comply with the method statement.

6.9 Change control for systems of work

A change control will have significant repercussions with respect to the prevention or control of accidents and may require changes in the measures taken to ensure that those risks remain as low as reasonably practicable.

Whether a change has significant repercussions will depend on the degree to which it:

- Introduces a new hazard
 - Changes the risk from an existing hazard
 - Affects control or mitigation measures (including off-site emergency plans).
- Changes that have a positive impact on the risk profile are also important.

6.10 Accident and incident reporting (including learning event and near miss reporting)

In the event of an accident or incident occurring and depending on its nature, the process will be defined by the contractor.

Generally, all accidents and significant incidents, including those involving contractors, must be recorded in the site accident book within 24 hours.

Records of accidents or incidents reportable under the Reporting of Incidents Diseases and Dangerous Occurrences Regulations (RIDDOR) are confidential and must be stored securely on site.

Should the public or a utility be involved in an accident or incident, ensure that public liability claim forms are completed if necessary.

6.11 Reports

The SHE advisor shall maintain records of all accidents, incidents and investigations and compile a monthly report for the management team.

6.12 Asbestos

Prior to any work, maintenance or demolition on existing buildings, the project manager will check that a survey has been carried out to identify any Asbestos Containing Materials (ACM's). In accordance with the SH PRO5.

Key details of asbestos survey reports or asbestos management plan will be communicated to all personnel to include where any asbestos is located, that it has been clearly labelled, or has been removed by a licensed contractor prior to the commencement of the construction / demolition works.

All persons on any project where ACM's have been identified, will attend recognised asbestos awareness training.

The contractor must only use licensed contractors when dealing with notifiable asbestos in line with company standards. The contractor will ensure that they obtain relevant information, including appropriate Asbestos survey reports, and carry out checks before beginning work where asbestos is or may be present.

6.13 Certification of plant operators

Before being allowed to work, operators of plant must present proof of competence, e.g. CPCs, IPAF cards for entry into site file records. Periodic checks of competencies will be carried out by contract supervisors.

6.14 Confined spaces

Work in a confined space can be a high-risk activity. Therefore, entry to an identified confined space will be avoided whenever feasible. When this cannot be avoided, no work will be started until a RAMS is approved. In addition, no work will start until the relevant permit to work has been issued. Emergency and rescue personnel and equipment must be in place before work starts.

The calibration of equipment to test the atmosphere of confined spaces must be regularly checked in accordance with manufacturers' instructions.

6.15 Control of Substances Hazardous to Health (COSHH) and Asbestos

The contractor will be responsible for the generation of specific COSHH assessments.

Site supervisors will ensure that assessments for all substances are available to those who may come into contact with them and that they have been made aware of those assessments.

Design works shall only be assigned to competent and resourced designers who shall be assessed to confirm their ability to comply with the principles set out in the CDM regulations and in accordance with the contractor supply chain procedures.

6.16 Construction Working Hours

It is anticipated that standard construction working hours of 08:00am- 18:00 Monday to Friday and 8am to 1pm on Saturdays will be adhered to. No noisy construction activities will take place on Sundays or Bank Holidays.

6.17 Demolition

Generally considered a high-risk activity, demolition will be conducted strictly in accordance with Codes of Practice for Demolition and Health and Safety Executive (HSE) guidance. RAMS will be produced prior to work being undertaken.

Detailed task specific method statements and risk assessments (RAMS) will be created and approved for all activities on site.

The demolition works will continue into the under-side of the ground slab to break out the basement leaving the retaining walls in place.

The demolition contractor will be responsible for 'cutting' and separating' the structure from the adjoining neighbouring properties which will be retained (1 St Marys Gate and The Barton Arcade).

A fully enclosed scaffold structure and scaffold fan will be erected around the building to prevent debris leaving site.

The demolition will be undertaken in 5 phases:

Phase 1- Asbestos Strip

Phase 2- Soft Stripping

Phase 3- Erection of Scaffold

Phase 4- Mechanical Demolition

Phase 5- Site Clearance and Demobilisation

The demolition contractor's method statement can be located in **Appendix A**.

6.18 Electrical supplies and equipment

The design, installation, use and maintenance of electrical systems and equipment will be in accordance with contractors' standards.

An electrical duty holder will be appointed for the project and identified on notice boards, distribution boards and sub-stations.

In every case where work must be carried out on electrically isolated equipment it will be carried out under a permit to work procedure. This procedure is mandatory to all of the contractor's employees and designated subcontractors.

Contractors should only use 110v electrical tools or battery powered devices.

No 240v tools are to be used unless no other alternative exists, and only then with suitable electrical protection. All extension leads must be properly terminated with the appropriate plugs / sockets and be otherwise un-jointed.

Contractors must demonstrate that they meet all of the requirements of the Provision and Use of Work Equipment Regulations 1998 (PUWER) and have a means of indicating, (eg by labelling), that where appropriate equipment has been Portable Appliance Testing (PAT) tested / examined.

6.19 Excavations and services

No works will commence until details of overhead and buried services likely to affect those works are either obtained from service providers or by direct investigation. Details will be available as plans, drawings, cross sections and other information.

All excavations will be done following the relevant contractors process standards and guidance. Service and cable avoidance will be carried out according to HSG47 and the contractor's standards. The precautionary principle will apply where there is uncertainty about buried services.

A permit to break ground will be used before beginning any excavation including trial holes and investigation.

If suspect material is discovered in an excavation, the supervisor will stop work, record and investigate the occurrence and agree actions before continuing.

The use of specialist equipment and explosives for excavations must be the subject of specific risk assessment and controls and consultation with the relevant SHE team.

6.20 Emergency arrangements

The contractor will appoint an emergency co-ordinator, this will normally be the project manager and will be identified within the site induction along with deputising arrangements.

The emergency co-ordinator will be responsible for:

- Production of the fire and emergency plan
- Ensuring that suitable individuals are appointed to fill key positions under the emergency plan
- Arrange drills and exercises to ensure the effectiveness of the plan
- Review and update the plan as conditions change
- Ensure any equipment essential to the operation of the plan is tested and maintained.

6.21 Fire precautions

The contract project manager will appoint a fire co-ordinator who will ensure that a fire risk assessment is made, that emergency preparedness against fire is adequate and that a fire safety plan is in place.

The fire co-ordinator will complete the emergency arrangements and review this on a regular basis referring deficiencies to the site / project manager for action.

Site inspections of emergency arrangements against fire will be carried out not less than fortnightly.

Where fire escape routes are long, involve stairs, buildings have multiple occupancy, or may be used by the disabled or the general public, fire drills will be carried out not less than annually.

6.22 Hand Arm Vibration Syndrome (HAVS)

The contractor will adopt a HAVS strategy, guidance is given in the IMS. This strategy will be taken into consideration when using equipment that could potentially cause HAVS.

Where prolonged use of vibrating tools or where vibration exposure is likely to regularly exceed the action level for a particular tool / activity, the items listed below should be considered and implemented:

- Tool selection
- Vibration control
- Maintain blood circulation
- Selection of operatives
- Training and awareness
- Health surveillance.

6.23 Health and safety rules

Site health and safety rules shall be included in the site start up pack and developed for the project by the contract manager in conjunction with the SHE advisers. Rules will be posted on site notice boards and explained at induction.

Site rules will cover as a minimum:

- Policies including substance abuse
- Access and egress
- Personal Protective Equipment (PPE)
- Mandatory instructions
- Site boundaries
- Training and competence

- Authorised persons
- Safe methods of work
- Traffic management
- Waste
- Visitors.

6.24 Health surveillance

Risk assessment will identify circumstances when health surveillance is required (unless already identified by existing legislation) and should it be deemed necessary; an occupational health surveillance programme will be undertaken. Occupational health surveillance for individuals undertaking high risk activities will include screening for any or all of the following:

- HAVS
- Noise induced hearing loss
- Manual handling
- Dermatitis from onsite operations
- Repetitive strain injuries.

Additional health issues may arise as a result of COSHH assessments and or individual situations. Such surveillance will be conducted as identified by risk assessment.

6.25 Health and safety file

In compliance with CDM Regulations, the health and safety file will be developed throughout the contract in a format agreed by relevant parties early in the contract.

The contents of the health and safety file may include:

- A brief description of the work carried out
- Residual hazards and how they have been dealt with
- Key structural principles incorporated in the design of the structure
- Any hazards associated with the materials used
- Information regarding the removal or dismantling of installed plant and equipment
- Health and safety information about equipment provided for cleaning or maintaining the structure
- The nature, location and markings of significant services, including fire- fighting services
- Information and as-built drawings of the structure, its plant and equipment.

6.26 Hot works

Works that generate heat or sparks that could create risk of fire require issue of a hot works permit and the provision of fire extinguishers and emergency arrangements.

6.27 Housekeeping

All site personnel will be responsible for maintaining a clean and tidy site that poses no unnecessary slip, trip and fall hazards and presents an acceptable visual impression to the workforce, visitors and the general public.

Material and equipment will only be delivered to site as required to reduce the required storage space.

Failure of contractors to maintain standards may result in work being undertaken on their behalf and those contractors being recharged accordingly.

Time will be allowed within the detailed programme of works to ensure that housekeeping is afforded high priority and each section of the works is left clean, neat and tidy at the end of each work shift. An end of shift inspection regime will be implemented.

6.28 Site induction

The contractor will prepare a site-specific induction for this project.

The purpose of this induction is to:

- Familiarise individuals with the health and safety requirements of the project

- Establish procedural controls specific to the project
- Specify any permits to work
- Identify emergency arrangements
- Instruct on accident reporting
- Identify site specific safety rules
- Identify significant hazards at the worksite.

This induction will be delivered to all The Contractor employees, subcontractors and visitors on site. Records of this induction will be maintained within the site safety file.

All visitors to site whether invited or not, must identify themselves to the project manager attending site prior to entering the worksite. The project manager must ensure that all such visitors are in possession of the relevant certification, site equipment (including PPE) and are fully inducted and briefed before accessing the work location.

6.29 Interfaces with visitors, the public and others

Interfaces between site activities, visitors and the public will be considered when developing the site plan, planning points of site ingress / egress and works outside the site boundaries to ensure that site operations do not endanger visitors and the public. Such consideration will apply to others such as the customer's personnel who may need access to or through the site.

The following measures to protect the public from site activities will be taken: TBC with contractor

- Hoarding will be erected and maintained at the site boundary to prevent members of the public wondering on to site.
- Vehicle gates will be locked and manned
- A biometric turnstile will be in place to control site personnel access and prevent unauthorised access.
- A vehicle holding area will be formed to prevent delivery vehicles from obstructing the highway.

6.30 Lifting operations

Lifting plan and crane positions – to be confirmed with the contractor during tender phase.

All lifting operations will be planned and authorised in accordance with contractor processes, standards and guidance. The Operations/Contracts manager must appoint a Responsible Person (Lifting) and record this appointment on the relevant appointment form.

Where applicable the contract manager will appoint a competent appointed person for cranes and a crane supervisor.

All lifting machinery, equipment and gear must be checked prior to use and on arrival to site. This will include the use of piling rigs.

Checks and inspections of lifting plant and equipment will be recorded in the site register.

6.31 Lone working

Lone working must be avoided whenever feasible. If it cannot be avoided, a specific risk assessment and method statement for the activity is required, to include the arrangements for lone working.

6.32 Manual handling

Manual handling risk assessments must be carried out prior to manually lifting a load and must include load weights and dimensions. Methods of assessing the risks of manual handling and consideration to alternative methods will be considered where practical.

6.33 Material storage and distribution

The storage of materials will be planned before the site is established to meet logistical and safety requirements and to ensure that wastage of materials through poor storage, damage or theft is minimised.

Suitable and adequate means of distributing materials about the site when needed will be planned beforehand.

6.34 Mechanical plant

Site plant and equipment operated by the contractor will be subject to Planned Preventative Maintenance (PPM) scheme.

Records of plant inspections will be maintained on site and will be available for inspection.

Plant and equipment operated by contractors must be similarly maintained in line with legislation and the contractor minimum standards.

Details of plant and equipment operators shall be maintained and evidence of periodic checks from plant hirers that the plant has been adequately maintained shall be obtained.

6.35 Crane

Contractor to confirm details and location of crane

6.36 Monitoring and inspection

Safety performance and compliance will be assessed regularly. Records of audits, inspections and visits undertaken will be available on site.

Project Monitoring Schedule				
Type of monitoring	Frequency			
	Daily	Weekly	Monthly	Annual
Senior Management SHE tours				Bi-annual
SHE meetings			X	
Contractors (safety / co-ordination) meetings			X	
Project progress meetings			X	
SHE Cross regional audit				X
SHE Inspections – (SHE team)			X	
SHE Inspections – contractors (self-audit)			X	
SHE Inspections – client	TBC			
SHE Inspections – (site team)		X		
SHE Monthly return			X	
Safety committee (VOICE)			X	
Emergency procedure drills				Bi-annual
Safety awareness talks		X		
100% Safe toolbox talks / briefings			X	

Figure 6.1: Project Monitoring Schedule

6.37 Noise

If work environments are likely to exceed occupational action levels specific noise assessments will be carried out prior to commencement of works.

Potential sources of noise on this project include:

- Breaking out existing Slabs/external works
- Crushing of existing concrete
- Vehicle Movements
- Piling
- Use of some Work Equipment

6.38 Occupational health monitoring and surveillance

Requirements for occupational health monitoring will be assessed on a task specific basis and in line with the contractor company policies process, standards and guidance. Risk assessments may identify circumstances when additional health surveillance is required (unless already identified by existing legislation).

6.39 Permits to work

The use and issue of permits shall be in accordance with the contractor permit to work systems and contract specific requirements.

Risk assessments will identify operations or areas where permits to work are required as part of the control procedure. Only qualified and competent persons are to operate and be employed on 'permit to work' systems. These include for this project:

- Permit to break ground
- Permit to lift
- Hot works operations
- Entry into confined space
- Work on non-isolated electrical equipment
- Work on isolated electrical equipment
- Out of hours supervision
- Use of ladders and step ladders.

6.40 Personal Protective Equipment (PPE)

The contractors will supply to and ensure the use of PPE by all employees and visitors. Contractors will be required to supply PPE to their own personnel to the minimum requirement noted:

- Safety helmet
- Light eye protection (LEP)
- Gloves
- Safety footwear
- Hi vis coat, jacket or vest (where there are plant movements or as directed by the project manager)

The issue of PPE will be recorded.

Other PPE required will be specified in activity RAMS.

6.41 Piling operations

Piling operations by an approved contractor must be managed in line with the contractor company policies, process, standards and guidance.

6.42 Pressurised systems

Pressurised system can contain potential energy that may be released under certain conditions. When working on pressurised systems specific risk assessments and precautions will be taken.

6.43 Road works

All road works will be carried out in line with current legislation and where applicable "The Traffic Signs Manual Chapter 8".

6.44 Use of the public highway

A plan layout showing areas of public highway agreed with the Highway Authority for use in association with the development during construction can be found in the TMP (B).

6.45 Safety training

Specific health and safety training will be identified in the contract specific training and competence plan.

Where required, site supervision will arrange for safety training associated with specific tasks such as abrasive wheel training. Records of all task specific training whether delivered on or off site will be recorded.

The project manager will ensure that United Kingdom Contractors Group (UKCG) standards of competence for persons employed on the contractor projects are achieved, ie working towards 100% CSCS or equivalent.

6.46 Scaffolding

The project team will ensure that scaffold is erected in accordance with BS EN 12811, the CDM regulations 2015, National Access and Scaffolding Confederation (NASC) Guidance SG4:10, company standards and temporary works requirements.

An enclosed scaffold will be erected for the demolition works to ensure debris does not leave site.

6.47 Site office safety

A contract specific risk assessment for the site office and welfare facilities will be carried out. This will identify any specific hazards and controls to be adopted at that location.

6.48 Site security

Security arrangements which require consideration, include but not limited to:

- Site boundary
- Compound
- Offices
- Plant / equipment
- Children / public
- Trespassers
- Out of hours security
- Adequate lighting
- Turnstile & Biometrics system
- Warning signage & security lighting
- Hoarding
- CCTV

6.49 Smoking

The contractor is not to allow smoking in any building or vehicle. Dedicated smoking areas on this project include:

- The smoking shelter located in the 'blue zone' only.

6.50 Statutory notices

The Contractor will obtain the F10 notification from the client.

The contract manager will arrange for a copy of the following to be posted on site notice boards.

- F10 notification to HSE
- Health and safety law - what you should know poster
- Employers liability insurance certificate
- Fire action notice
- First aid notice
- Site specific safety rules.

6.51 Steel erection

Steel erection will be carried out by a specialist contractor approved via our contractor approval process and will be subject to an acceptable RAMS and to proper supervision and control.

6.52 Temporary works

Temporary works will be co-ordinated by an appointed Temporary Works Co-ordinator (TWC) who will be responsible for ensuring that the planning, erection, use, maintenance and dismantling of temporary works is undertaken in line with the contractor's temporary works process and as agreed with the relevant Temporary Works Manager (TWM). A temporary works schedule produced at tender stage will be reviewed and updated at regular intervals.

Details shall be listed in the appropriate method statements.

A detailed RAMS including calculations and designs, and pre and post loading checks will form the control measures for all defined temporary works which are required for the execution of permanent works or temporary structures ie not directly connected with the permanent works.

6.53 Traffic management – And Parking

All areas of work that involve vehicle movements and the interface with personnel will have a Traffic Management Plan (TMP). The TMP will be managed by an appointed person who will act as the Traffic Management Co-ordinator (TMC).

The site layout will be planned to provide safe segregation between plant, vehicles and pedestrians wherever practical. The reversing of site plant, vans and lorries will be avoided if possible but where this is necessary will be under the supervision of a vehicle banksman / controller.

Car parking arrangements and access routes will be clearly identified in the plan. Consideration will be given to the delivery, loading and offloading of materials.

6.54 Air Quality plan and measures of dust control

The contractor is to submit details of dust control during construction and their air quality plan.

6.55 Visitors, public protection and interface with others

Measures will be developed as required to ensure the protection of the public / client staff which will be continually reviewed as work progresses. Security and public protection will be achieved as follows:

- Hoarding and signage in accordance with client / The Contractor standard requirements
- Traffic management 'best practice'
- Security arrangements.
- Visitors specific induction

6.56 Welfare and first aid

The contractor will provide welfare and first aid that exceed the minimum standards of welfare set by legislation in line with IMS standards and guidance.

Welfare facility	Quantity	Type / comments					
Offices	TBC						
Drying room	TBC						
Lockers	TBC						
Toilets – male	TBC	Toilets		Sinks		Urinals	
Toilets – female	TBC	Toilets		Sinks		Sanitary disposal	
Showers	TBC						
Canteen unit	TBC						
Hot water for washing hands	TBC						
Drinking water supply	TBC						
Means of boiling water	TBC						
Facilities for warming food	TBC						
LEP cleaning station	TBC						
Hand care station	TBC						
Other	TBC						

The contractor will ensure that adequate numbers of first aid trained personnel and first aid kits are available at:

- All site locations
- In vehicles where this has been identified as necessary or good practice
- In strategic locations within office setups.

Facility	Size / quantity	Facility	Size / quality
First aid boxes	TBC	Eye washes	
First aiders		Dousing shower	
Appointed persons		Stretcher	
First aid room	Site office	Other - state	

Posters are displayed stating location of first aid boxes, first aiders, appointed persons and action to be taken in case of an incident.

Figure 6.2: Welfare Facilities

First aiders	
Name	Certificate expiry date
Contractor To confirm prior to commencement	

Figure 6.3: First Aiders

6.57 Working at height

The contractor will ensure that all areas that can be deemed as working at height has a suitable risk assessment and method statement in place. Working at height may include working from platforms, structures and or above excavations, shafts, manholes and voids.

6.58 Working over or adjacent to water

Any work over or adjacent to a body of water (e.g. river, stream, reservoir, pond, estuary or sea) will be subject to specific risk assessment and in accordance with IMS standards and guidance.

6.59 Work station (computer) assessments

Individuals working regularly with computers will be required to carry out an on-line assessment to ensure that posture and vision are not impaired by long-term use. This assessment will not be available for site audit. Contact the SHEQ department for further information.

6.60 Human Impact Management Plan

A human impact management plan will be agreed with the contractor during the tender period.

Appendix A - Demolition Method Statement

Outline Methodology and Sequence for Demolition Works at 39 Deansgate Manchester



Index

- General
 - Principles and best practise.
 - Demolition concept.
 - Health and Safety Executive (HSE) & Construction Notice.
 - Services.
 - Asbestos.
 - Environmental.
 - Bats and wildlife.
 - Vibration.
 - Noise.
 - Dust.
- Demolition Works – Hand soft strip, scaffolding, de-construction and hard demolition
 - Method statements and risk assessments.
 - Competency.
 - Inductions, briefings and record keeping.
 - Demolition.
 - Access, egress, traffic, security and liaison.
 - Mobilisation and initial activities prior to commencement of soft strip and demolition activities.

General

Principles and best practice

- All structures that require demolition will be demolished in accordance with BS: 6187: 2011 at all times.
- Structural integrity of structures during demolition process will be upheld at all times.
- National Federation of Demolition Contractors (NFDC) working practices will be adhered to at all times.

Demolition concept

- Section 80 Notice to be applied for with Manchester City Council at least six weeks in advance, accompanied with all the relevant information required including methodology. The council will then issue approval (Section 81).

Health and Safety Executive (HSE) & Construction Notice

- The HSE will be informed by the Employer about the project via electronic F10 application. The application of the F10 will be conducted by the Principal Designer.
- P.P. O'Connor will develop a construction phase plan for review by the Principal Designer and Project Manager.

Services

- Prior to commencement of works, all gas, water and electric service disconnections will be arranged by the Employer. PPO to be in attendance for any isolations.

Asbestos

- Prior to commencement of works, a new asbestos demolition survey is required, then all asbestos containing material will be removed by approved subcontractor (under separate RAMS by others). Should further asbestos be found in any areas of activity:
 - Stop work immediately.
 - Form a localised exclusion zone.
 - Inform the P.P. O'Connor Site Manager/Supervisor immediately.
 - Conduct a tool box talk.
 - Inform the Employer.
 - Engage an independent analyst company to collect a sample and test.
 - Engage the original sub-contracted asbestos company to remove and dispose.

Environmental - Bats and other wildlife

- In advance of commencement of the project, a bat survey will have already been conducted (commonly known as a roost assessment or walk around) by ecologists.
- During induction, all team members will equally be instructed to be mindful of any unwitnessed bats during their activities.
- If suspect bat droppings are found (guano) or new roosts witnessed.
 - Stop work immediately.
 - Form a localised exclusion zone.
 - Inform the P.P. O'Connor Site Manager/Supervisor.
 - Conduct a tool box talk.
 - Inform the Employer and, if required to do so, inform the ecologist directly.
- During induction, all persons on site will be encouraged to be mindful of all potential wildlife in the working areas.
 - Witnessed and unusual wildlife activity will be reported to the Site Manager.

- If applicable the site manager will report the wildlife activity directly to our in-house Environmental Officer and seek advice.

Vibration

- Vibration mitigation measures will be in accordance with the dust, noise and vibration management plan that will be created by PP O'Connor.
- A vibration monitoring regime will be in force during demolition and records upheld. Initial pre start background vibration levels will be registered and all further activities will be measured against this benchmark.
- Vibration assessment will be in accordance guidelines stated in code of practise BS: 7385 part 1 & BS:5228-2:2009.
- Hand arm vibration records will be kept. Operatives using vibration hand tools will not be allowed to extend their working 'trigger' times in accordance with HSE vibration tables and manufacturers metre/second (m/s) values given.
- Where possible P.P. O'Connor will consider redesigning or changing the task to avoid using vibrating equipment. Vibration exposure risk assessments are to be carried out for employees who are liable to be exposed to vibration levels at or above the recognised exposure action levels.
- The assessment should provide a measurement or sound estimation of the employee's exposure to vibration.
- Requirements regarding the control of vibration levels should be identified so that the appropriate control measures can be implemented. Where it has been identified that buildings and services may be affected by vibration, all necessary control measures are to be highlighted within applicable safe systems of work. All operations should be sequenced, where appropriate, to minimise the generation vibration.

Noise

- Noise mitigation measures will be in accordance with the dust, noise and vibration management plan that will be created by P.P O'Connor.
- A noise monitoring regime will be in force during demolition and records upheld. Initial pre-start background noise levels will be registered and all further activities will be measured against this benchmark.
- Noise assessment will be in accordance guidelines stated in code of BS 5228-1:2009+A1:2014.
- The company's environmental policy and procedures will be taken into account when selecting plant and equipment and when developing safe systems of work.
- Machinery will be well maintained as per P.P. O'Connor's service plan.
- The noise control measures follow the general principles of prevention and protection. P.P. O'Connor will consider whether the exposure to occupational noise may be eliminated. Where this is not possible then P.P O'Connor will consider alternative processes/equipment and/or working methods which would make the task quieter or mean people are exposed for shorter times.
- Requirements regarding the control of noise levels should be identified so that the appropriate control measures can be implemented. Where it has been identified that buildings and services may be affected by noise and all necessary control measures are to be highlighted within applicable safe systems of work. All operations should be sequenced, where appropriate, to minimise the generation of noise and where practical, plant and material stockpiles should be located to absorb noise emissions.
- All operations should be sequenced, where appropriate, to minimise the generation of noise and vibration, and where practical, plant and material stockpiles should be located to absorb noise emissions.

Dust

- Dust mitigation measures will be in accordance with the dust, noise and vibration management plan that will be created by P.P O'Connor.
- Dust monitoring will be ongoing by the P.P. O'Connor Site Manager/Supervisor throughout all activities and further mitigation measures implemented if required.
- During this project, dust will be the most significant environmental issue that will need to be controlled.

- The Employer will provide an adequate water supply to the site for our use.
- This water supply will be directly applied to the structure at the work face, or to rubble in stockpiles when being moved, loaded or recycled and water hoses can be rigged to do this even at high level.
- Air quality will be monitored as the works proceed against initial base line levels established during the mobilisation period bearing in mind the current use of adjacent land.

Demolition Works – Hand soft stripping and hard demolition

General

Method statements and risk assessments

- Detailed task specific method statements and risk assessments (RAMS) will be created and approved for all activities on site.

P. P. O'CONNOR LTD
Committed To Excellence

Method Statement Title:
Ineos - Demolition of Helsby Warehouse
Document Reference: PPO MS- C0087/1 - Rev 0

Rev	Outline	Prepared By	Date	Approved By	Date	Client Approved	Date
0	Initial Draft	T McKeever	25.09.2016	J O'Connor	25.09.2016		

Signed Contracts Manager: *[Signature]* Date: 23.09.2016

Signed Site Manager: _____ Date: _____

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P. P. O'CONNOR LTD
Committed To Excellence

Risk Assessment Title:
Ineos - Demolition of disused warehouse, Helsby
Document Reference: PPO RA - C0087/1 - Rev 0

Rev	Outline	Prepared By	Date	Approved By	Date	Client Approved	Date
0	Initial Draft	T McKeever	25.09.2016	J O'Connor	25.09.2016		

Signed Contracts Manager: *[Signature]* Date: 25.09.2016

Signed Site Manager: _____ Date: _____

- In advance of any works taking place all members of the proposed demolition team, including but not limited to the Operators of the demolition plant, Demolition Operatives and Banksman will be taken into the existing buildings by the Site Manager to identify the key structural components of the buildings, the structures to be retained and the intended methodology for safe demolition.
- The Operators and Banksman will read and understand the bespoke prepared method statements, task sheets and risk assessments and make further comments or suggestions if they believe that any points addressed can be improved upon. Any comments or suggestions made, after review, that enhance the RAMS will be added and the amended documents issued to the Project Manager for approval.
- All persons on site will have read, understood and signed the RAMS prior to being engaged on any activity within the site.
- Changes to RAMS will be communicated to the working teams, documented and revised documents re-signed.

Competency

- Our proposed full time Site Manager chosen by P.P O'Connor will be highly experienced with this type of demolition and potential interface constraints, working in such close proximity to live walkways, access roads and the general public. His minimum training will be:
 - CCDO (Gold card).
 - CSCS Card.
 - SMSTS.
 - Asbestos awareness trained.
 - First Aid trained.

- CCDO - Plant operator certificates.
 - Excavator.
 - Telehandler.
 - IPAF.
 - PASMA.
- All operatives deployed will be directly employed and trained to a minimum of:
 - CSCS.
 - CCDO.
 - Asbestos awareness trained.
 - Cat B asbestos trained (none licensed asbestos removal).
 - PASMA trained (some).
 - IPAF trained (some).
- All plant operators deployed will be directly employed and trained to a minimum of:
 - CPCS trained relevant to operating plant being used.
 - Asbestos awareness trained.

Inductions, briefings and record keeping

- All persons on site will attend an Employer site specific induction.
- In addition to the Employer induction, all persons attending site will also attend a PP O'Connor induction.
 - Part of the induction will include site rules.
 - Daily activity briefings (DABS) will be conducted by the Site Manager to the whole of the site team, including the asbestos team.
 - The DABS will consist of the following.
 - Proposed activities for the day.
 - Access/egress routes.
 - Emergency routes and procedures.
 - Review of risks and mitigation measures to be applied.
 - The following daily/weekly records shall be produced and filed by the P.P. O'Connor Site Manager.
 - Induction records.
 - Daily diary.
 - DABS.
 - Signing in/out records.
 - Signed RAMS.
 - Tool box talks.
 - Asbestos clearance certificates.
 - Training certificates.
 - Hand arm vibration syndrome (HAVS) records.
 - Noise and dust monitoring.
 - Harness inspection records.
 - POWER records.
 - LOLER records.
 - Plant certificates.
 - Plant check records.
 - Lifting tackle certificates.
- Waste will be separated at source, collected, then removed from site via their individual waste streams.



- It is expected that P.P. O'Connor will achieve their average demolition recycling target of 99.3% for demolition arising's during this project.

Demolition

- On taking possession of the site it will be inspected visual to identify areas of settlement that may be visible. We shall consider the stability of the ground at existing changes in levels, close to buried services, cellars, basements and service trenches to ascertain the impact upon our proposed site operations.
- The hoarding will then be erected to form the site boundary.
- Scaffolding will then be installed
- Plant will be delivered on drop bed low loaders.
- Steel for recycling will be transported in RO/RO skips.
- Prior to demolition commencing investigative works shall be undertaken as part of the soft stripping operations to identify the loadbearing elements of the buildings and the direction of floor spans. This information will enable us to determine the direction and sequence in which the buildings can be demolished whilst maintaining the structural stability of the remaining structure.
- We will demolish the building using Brokks and small skid steer loaders to reduce the height of the building down to 1st floor then use an excavator to demolish the first and basement area.
- The hard core will be loaded on to conveyers to load the wagons and soft strip by hand.
- The scaffold will be erected including a fan along Deansgate and St Mares Gate.
- As the access to the rear of the building is restricted a loading bay will be constructed over St Marys Gate foot path to the loading bay that will allow public to walk under it safely but will facilitate the removal of waste as the work continues (please see site plan).
- Prior to commencing demolition and commencing any excavations we shall CAT scan high risk areas of the site to identify possible unidentified buried services, this survey will be supplemented by hand excavated trial holes if required.
- Any unidentified services encountered and accidentally damaged will be reported immediately to the Employer and the Design Team. Obvious remedial and or safety actions will be implemented immediately as an interim solution until such time as formal instructions are received or if appropriate utility company engineers attend site.

Access, egress, traffic, security and liaison

- All existing way leaves, access rights and easements will be agreed and discussed with the Employer's Project Manager. This will lead to confirmation of site access and egress, welfare location and configuration, shared access arrangements and the final demolition sequence.
- P.P O'Connor and the Employer's Project Manager will liaise with neighbouring properties and any other stakeholder parties regarding access/egress and outline planned activities.
- To maintain security of the site, we shall erect temporary Heras fencing and hoarding to enclose the site.
- The site will have security on site at weekend and out of working hours
- Access gates shall be incorporated into the fencing and these will be kept secured in a closed position and manned by a P.P O'Connor operative and they shall only be opened under their supervision.
- A P.P O'Connor mobile phone number shall be displayed on the site gate providing persons wishing to enter the site a point of contact.
- An emergency out of hours contact number shall also be displayed.
- A traffic management plan will be drawn up between P.P O'Connor then issued to the Employer's Project Manager for his approval.
- Traffic management within the site will be introduced to segregate pedestrians from moving road plant.
- Routes will be determined taking into consideration known buried services.
- All vehicles shall be required to travel in a forward direction, reversing and manoeuvring vehicles shall be supervised and aided by a banksman, including employers and third-party supplier's delivery vehicles.
- A mandatory 5MPH site speed limit will be imposed.
- All approach roads to and about the site, will be swept regularly during the course of the works to keep them clean and free of dust/debris.
- To minimise the amount of dirt and debris deposited on the roads all wagons will be sheeted to contain materials.
- Prior to leaving the site HGV vehicles with twin wheels shall be inspected to ensure that no debris has lodged between the tyres and any materials found will be removed.
- Banksman will be deployed at all times during plant movement operations and demolition.

Mobilisation Period and Initial Activities prior to commencement of soft strip and demolition activities

- A joint dilapidation survey will take place and be recorded between P.P. O'Connor and the Employer.
- Early dialog will be established between P.P. O'Connor staff and the Employer's project team to enable clear identification of each other's undertakings and safety concerns.
- Due care and attention will be afforded at all times to the localised working activities of the Employer. The Employer's access/egress routes will be observed and not impeded.
- The welfare will be set up in the converted chiropody shop at the start of the works and as the demolition continues the welfare will be moved to the rear of the building where the vehicle access ramp has been removed.
- First point and out of hours contact details will be given to the Employer and posted in the welfare cabin.
- A first aider will be present on site at all times.
- The first aider will be notified to all persons on site during induction, including the location of the first aid box.
- The first aider's details will be posted on the walls of the welfare area.
- Emergency procedures will be explained during induction to site.
- The local accident and emergency unit (A&E) details will be explained to all working parties during induction.
- A detailed directional map for the local A&E will be posted on the walls of the welfare area, along with emergency contact details.
- Safe access and egress routes will be created, upheld and maintained.
- Evacuation procedure will be created, upheld and maintained.
- Muster points in the event of emergency or evacuation will be established, upheld and maintained.
- Separation of plant and labour will be in force and upheld at all times. This mitigation measure will be clearly sign posted.
- Fuel refilling area will be established and clearly sign posted.

- A smoking area will be established and clearly sign posted.

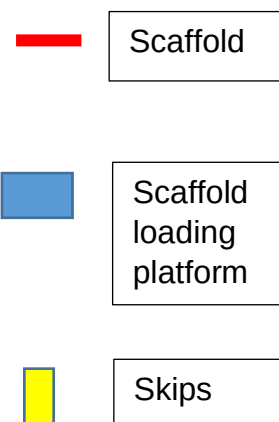
Phase 1 – Asbestos removal

- Licensed asbestos removal method statement to be provided by approved subcontractor.

Phase 2 – Soft stripping

- Using hand tools, trained operatives will remove the none exhaustive items listed below:
 - Loose furniture.
 - Fixed furniture.
 - Features and fittings.
 - Shop fittings
 - Floor coverings.
 - Suspended and false ceilings.
 - M&E installations.
 - Doors and frames.
 - Stud partition walls.
 - Skirting.
- The waste will be separated at source.
- An internal drop zone created to the first floor.
- Exclusion zones will be established, sign posted and maintained.
- Safe access and egress routes will be established, sign posted and maintained.
- Emergency escape routes will be established, sign posted and maintained.
- Dust, noise and vibration mitigation measures will be established and maintained.
- Mobile access platforms will be erected by PASMA trained persons, tagged and recorded.
- Operatives wearing full PPE will soft strip and remove waste to skips outside.
- When there is a sufficient amount of soft strip is on the first floor a 40-yard skip will be placed beneath the loading bay and loaded by hand then removed to the waste facility for further segregation, banks men will be present on the ground at all times at no time will a skip be left in the loading bay un attended or overnight.
- As the surrounding roads are busy so loading times will take this into consideration.

Phase 3 – Erection of scaffold



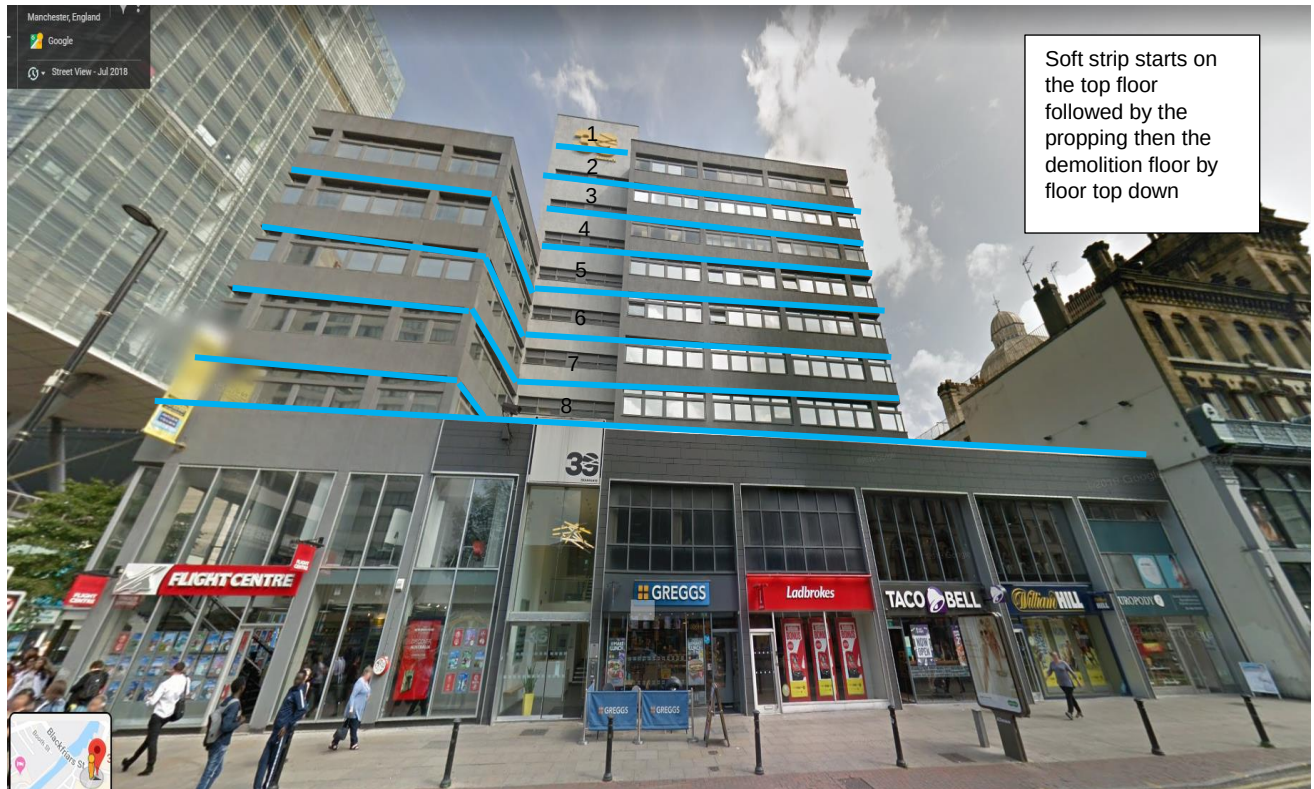


- Scaffold
- Scaffold fan
- Hoist

- A fully boarded working scaffold will be erected to prevent debris leaving site and to allow operatives to undertake the demolition of the external walls.
- The initial loads of scaffold will be safely delivered to site.
- Exclusion zones will be established, sign posted and maintained.
- Safe access and egress routes will be established, sign posted and maintained.
- These access and egress routes will not clash with soft strip activity areas.
- Emergency escape routes will be established, sign posted and maintained.
- Scaffold teams will safely erect the scaffold.

Phase 4 – Mechanical demolition

- **Note:** Scaffold activities will have been completed adjacent to where structural demolition is to be undertaken.
- **Note:** Soft stripping will have been completed adjacent to where structural demolition is to be undertaken.
- A Supervisor will coordinate all floor by floor and ground floor clearance operations.
- A propping schedule will be created if required by our structural engineer prior to the Brokks (remote controlled demolition machine electrically powered) being placed on the floors using the hoist.
- A small excavator at ground level will be in attendance and will be used to clear demolition rubble.
- All scrap, waste and hardcore will be placed into separate stockpiles, as they're removed where possible, and the smaller excavator will load into the appropriate wagons or skips.
- Using electrically powered Brokks; we will work in the sequence below, demolishing the buildings down to slab level, working to the sequence shown below.



- Starting in the rear yard, we will remove the road aspect of the vehicle access ramp leaving the central core in place as it houses the live substation. This will free up some space and give easier access to the welfare. This will take place whilst the scaffold and soft strip is taking place in the building using a Brokk fitted with a rotating pulveriser attachment.
- The hoist will be positioned at the rear of the building which will be used to move the Brokks up and down as well as materials.
- We will remove the roof structure and demolish the building in a controlled, top down, sequence dropping all the waste internally to the ground floor the load the skips/wagons by hand or using conveyers using the loading platform.
- We will then demolish the building starting with the roof and working floor by floor with the Brokks working from the floor below so there are no open edges to work around.
- The external walls will be remove using a combination of Brokk and hand with the operatives working from the scaffold.
- The scaffolding will be removed progressively as the works proceed to maintain its stability.
- When there is only the ground and first floors left the Brokks will be exchanged for larger demolition excavators that will dismantle the ground and first structure and then break out the ground slab exposing the basement.
- The basement will then be emptied the floor punctured and then securely fenced off.

• **Phase 5 – Site clearance and demobilisation**

- Once all slab, foundations and hardstanding's that can be removed have been removed we will leave the site in a safe manner, with any edges being battered back into the site.
- We will invite our Employer to site for a walk around to check they are happy with the finish to the site. We will rectify and snag items and get the completion paperwork signed off.
- A solid hoarding will be left in place to the boundary and we will remove all our plant, welfare, skips, tools, equipment etc. from site.