Project Management Plan

(including Construction Phase H&S Plan)

for

OVG Manchester

Project No. **HNW.0337**

Rev No:	**01**	Dated:	**12/11/2020**

Prepared by	Stuart Prosser	Date	12/11/2020
Approved by	Ian Fleming	Date	
	Director		

Internal Distribution	
The complete PMP shall be distributed to the following: Project Team, Central Support H&S Adviser, Regional Sustainability Representative, Sustainability Manager.	
External Distribution, e.g. Client, Subcontractors, Others (please specify)	
Issued to:	**Date:**
Turner & Townsend	

Subsequent revisions of this PMP will be distributed to all the above recipients.

Revision Record

Rev	Date	Revision Details	Revised by
00	15/10/20	Issued for contractor CP's	S Prosser
01	12/11/20	Issue for contractors proposals and planning pre-commencement, includes PD comments 12/11/2020	S Prosser

Sections 1–2 of this plan must be displayed on the Site Safety Notice Board.

Contents

1.0 Project Information 5
1.1 Project Brief 5
1.2 Emergency Contacts 6
1.3 Professional Team Contact Details 7
1.4 Project Team 7

2.0 Construction Phase Health and Safety Plan (CDM Regulation 12) 9
2.1 Project specific health and safety arrangements 9
2.2 CDM Regulations Schedule 3 – Activities involving particular risks 10
2.2.1 Public Safety 11
2.2.2 Existing Services 15
2.2.3 Emergency Services/Procedures 17
2.2.4 Site Activities 17
2.2.5 Plant/Vehicle Movement 22
2.2.6 Occupational Health 25
2.2.7 Design Hazards 28
2.2.8 Risk Assessment Programme 28
2.3 Site Rules and Restrictions (CDM Regulations Appendix 3 (5) (b) (ii)) 30
2.3.1 Royal BAM 10 Rules of Safe Conduct 30
2.3.2 Rules specific to this project 30
2.4 General Arrangements for Health and Safety 34
2.4.1 Targets and Goals (CDM Regulations Appendix 3 (5) (b) (i)) 34
2.4.2 Communication and Co-operation (CDM Regulation 13 (3) (a)) 34
2.4.3 Information for Contractors (CDM Regulation 8 (6)) 34
2.4.4 Site Welfare Arrangements (CDM Regulation 13 (4) (c)) 34
2.5 Site Induction (CDM Regulation 13 (4) (a)) 35
2.5.1 Arrangements for Monitoring (CDM Regulation 13 (1)) 35
2.5.2 Health and Safety File (CDM Regulation 12 (7)) 35
2.6 Consultation with the Workforce (CDM Regulations Appendix 3 (5) (b) (iv)) 35
2.6.1 Introduction 35
2.6.2 Arrangements for involving the workers 36
2.7 Miscellaneous 36
2.7.1 Traffic Management Plan 36
2.7.2 First Aid 37
2.7.3 Fire Action Procedures 39

3.0 Organisation & Responsibilities 43
3.1 Organisation & Responsibilities 43
3.1.1 Organisation 43
3.1.2 General Responsibilities (generic) 43
3.1.3 Project Specific Responsibilities 55

4.0 Environmental Management 59
4.1 Environmental Records 59
4.2 Contractual Obligations 59
4.3 Project Specific Environmental Aspects 60
4.4 Project Specific Environmental Controls 60
4.4.1 Construction Targets 60
4.4.2 Ecology, Archaeology, and Rights of Way 61
4.4.3 Materials Management 63
4.4.4 Oil, Fuel and Liquid Chemical Storage 63
4.4.5 Nuisance Prevention 64
4.4.6 Water Pollution prevention Measures[7] 64
4.4.7 Other Control Measures 65

4.4.8 Training ... 65
4.4.9 Emergency Procedures ... 65
4.5 Resource Management Plan ... 66

5.0 Quality Management ... 66
5.1 Quality Management System ... 66
5.2 Inspection and Testing ... 66
5.3 Material Samples ... 66
5.4 Quality Inspections by Subcontractors ... 66
5.5 Quality Inspection Records ... 67
5.6 Internal Quality Audits ... 67
5.7 Completion of Contract ... 67

6.0 Community Engagement ... 67

7.0 Site Administration ... 69
7.1 Site Diary ... 69
7.2 Correspondence ... 69
7.2.1 Incoming (including faxes) ... 69
7.2.2 E-mails ... 70
7.2.3 Filing of correspondence ... 70
7.3 Drawings ... 70
7.3.1 Receipt, registering, approval and issue/distribution of drawings ... 70
7.4 Management of Subcontractors ... 70
7.4.1 Subcontractor Technical Meeting (300-38) ... 70
7.4.2 Dayworks ... 71
7.5 Instructions ... 71
7.5.1 Verbal Instructions from Client Team ... 71
7.5.2 Written Instructions from Client team ... 71
7.5.3 Written Instructions to Subcontractors ... 71
7.6 Change Control ... 71
7.6.1 Requests for Information (RFIs) from Client / Design Team ... 71
7.6.2 Change Control / Notification (this will be project specific system) ... 72
7.7 Project Review/Countdown ... 72
7.7.1 Arrangements for Project Review Meetings (Client) ... 72
7.7.2 Arrangements for BAM Reporting and Project Review ... 72
7.7.3 Countdown Meetings ... 73
7.8 Livelink and Computer Data ... 74
7.9 Contract Records ... 74

8.0 Project Specific Procedures and Forms ... 75

9.0 Associated Documents ... 76
9.1 Risk Register ... 76
9.2 Project Opportunity Plan ... 76
9.3 Mobilisation Checklist ... 76
9.4 Project Design Management Plan ... 76
9.5 Traffic Management Checklist ... 76
9.6 Environmental Pre-Commencement Checklist ... 76
9.7 Environmental Site Incident Response Plan ... 76
9.8 Oil Storage Checklist ... 76
9.9 Resource Management Plan ... 76
9.10 Sustainability Measurement and Reporting Tool (BAM SMaRT) ... 76
9.11 Schedule of Inspection and Test Plans ... 76
9.12 Schedule of Sample Submissions ... 76
9.13 Building Services Quality Plan ... 76
9.14 Countdown Guidance ... 76
9.15 Community Benefits and Data Capture Programme ... 76
9.16 Project Information Management Plan or BIM Execution Plan (BEP) ... 76

10.0 PMP Table of Changes and review dates 77

1.0 Project Information

1.1 Project Brief

Project Title:	**OVG Manchester**
Project No:	HNW.0337
Site Address:	BAM Project Office C/O CFG Campus Off Gibbon St/ Alan Turing Way Manchester Post Code: M11 3DU [TBC]
Telephone:	0161 877 9274
Fax:	N/A
Email:	ProjectBradford@Bam.co.uk
Project Description:	Construction of a new build arena for 23,500 persons on the North side of the existing Etihad campus in Eastlands Manchester
Form of Contract:	JCT Design & Build 2016 with Schedule of Amendments

Emergency Contacts

Emergency Contacts	Name	Location	Contact Number(s)
Project Safety Manager	Stuart Prosser	Site	07500 973418
Project Sustainability Manager	Stuart Prosser	Site	07500 973418
Central Support H&S Adviser	Simon Ward	Metro, Salford	0161 877 9274
Health and Safety Executive	Bootle Headquarters	Redgrave Court, Merton Road, Bootle, Merseyside L20 7HS	0151 951 4000
Hospital A and E	Manchester Royal Infirmary	Oxford Road Manchester M13 9WL M8 5RB	0161 276 1234
Fire Service	Greater Manchester Fire & Rescue Service	Headquarters 146 Bolton Road Swinton, Manchester M27 8US	0161 736 5866
Police	Greater Manchester Police Station	2 Grindlow St, Manchester M13 0LL	0161 856 4229 999
Environmental Management	Kris Karslake	Breakspear Park	01442 238 322 07795114687
LA Environmental Health Officer		Manchester City Council	0161 234 5001
Environment Agency (Local Office)	Environment Agency Preston	Lutra House, Dodd way Walton Summit Bamber Bridge PR5 8BX	03708 506 506
Environment Agency Emergency Hotline			0800 80 70 60
Local Water Company (Sewerage Undertaker)	United Utilities	Lingley Green Avenue Great Sankey, Warrington, WA5 3LP	0345 672 3723
Insurance Department	Gary Holbrook	Breakspear Park	01442 238 368

			07796 442643
Public Relations	Dominic Cheetham	Breakspear Park	01442 238 403 07770 996902
Environmental Coordinator	Stuart Prosser	Site	07500 973418
Site Security	Taurus	Site	0161 273 6600

1.2 Professional Team Contact Details

A Project Contact directory will be maintained and distributed as necessary.

Title	Name	Initials	Tel No	Address	Email
Client	OVG	OVG	0203640 8910	55 Bond Street London W1S 1DG	mdonnelly@oakviewgroup.com>
Architect	Populous	P	0208 8747666	14, Blades Court, Deodar Rd, Putney, London SW15 2NU	Declan.Sharkey@populous.com
Structural Engineer	Buro Happold	BH	01225 320600	Camden Mill 230 Lower Bristol Rd Bath BA2 3DQ	Rob.Amphlett@burohappold.com
Building Services Engineer	ME Engineers	ME	020 7401 8382	2nd Floor, Europoint Centre, 5-11 Lavington St, London SE1 0NZ	Chris.Parsons@me-engineers.com
Principal Designer – Pre-Construction	Turner & Townsend	T&T	0161 237 7750	6th floor, 55 Spring Gardens, Manchester M2 2BY	Fiona.Khosla@turntown.co.uk
Principal Designer – Construction stage	BAM	BAM	0161 877 9274	Metro 33 Trafford Road Manchester M5 3NN	Rbeaumont@bam.co.uk
Project Manager	Turner & Townsend	T&T	0161 237 7750	6th floor, 55 Spring Gardens, Manchester M2 2BY	Mark.Abbott@turntown.co.uk
Project Quantity Surveyor	Turner & Townsend	T&T	0161 237 7750	6th floor, 55 Spring Gardens, Manchester M2 2BY	Rob.andrew@turntown.co.uk

1.3 Project Team

Title	Name	Initials	Tel No
Construction Director	Simon Sutcliffe	SS	07908 217755

Construction Manager	Martin Horne	MH	07835 470481
Construction Manager	Stuart Prosser	SP	07500 973418
Appointed Person	TBC	TBC	07500 973418
Project Manager	Philip London; Lee Benson	PL LB	07768 745900 07766 550984
Project Safety Manager	Stuart Prosser	SP	07500 973418
Deputy Project Safety Manager	Philip London	PL	07768 745900
Design Manager	Richard Beaumont/ Simon Whittles	RB/SW	0161 877 9274
Project Planner	Stephen Prat	SPrat	0161 877 9274
Site Manager(s)	TBC	TBC	TBC
Quality Co-ordinator	Lee Benson	LB	07766 550984
Project Engineer	Dave Hanlon	DH	07775 993583
Building Services Manager	Dennis Whiteley	DW	07825 195566
Commercial Manager	Ian Evans	IE	0161 877 9274
Managing Surveyor	Ben Brown	BB	0113 290 8800
Project Surveyor(s)	James Hayden Jonah Speaks	JH JS	0161 877 9274
Site Administrator / Admin. Assistant	Jayne Morris	JM	Site office
Temporary Works Co-ordinator	Dave Hanlon	DH	07775 993583
Deputy Temporary Works Coordinator **(To cover absence).**	Philip London	PL	07768 745900
Falseworks Co-ordinator	Dave Hanlon	DH	07775 993583
Lifting Operations (Lifting Co-ordinator)	TBC	TBC	TBC
Site First Aider(s)	TBC	TBC	TBC
Fire Safety Co-ordinator	TBC	TBC	TBC
Traffic Management Co-ordinator	Phil London	PL	07768 745900
Temporary Electrics Co-ordinator	David Cooper	DC	07718 802143
COSHH Co-ordinator	Phil London	PL	07768 745900
Project Sustainability Manager	Stuart Prosser	SP	07500 973418
Project BREEAM Manager **(Delete if no BREEAM Assessment)**	Phil London	PL	07768 745900
Project Community Champion	Phil London	PL	07768 745900
Risk Manager	Ian Evans	IE	0161 877 9274
Central Support H&S Adviser	Simon Ward/ Chiara Stott	SW/CS	07775 116303
Regional Sustainability Representative	Ruth Beavers	RB	0161 877 9274
Company Insurance Advisor	Gary Holbrook	GH	01442 238 368
Livelink Representative	Jayne Morris	JM	TBC
I.T Advisor (part time)	Dan Chant	DCh	0161 877 9274
Utilities / Underground Services Coordinator	Dave Cooper	DC	07718 802143
Healthy Mind Champion	TBC	TBC	TBC

2.0 Construction Phase Health and Safety Plan (CDM Regulation 12)

2.1 Project specific health and safety arrangements

Introduction

The Construction Phase Health and Safety Plan describes the arrangements for the managing of construction work and the monitoring of compliance with relevant statutory provisions, to ensure the effective management of health and safety throughout the construction period on site. This document fulfils the principal contractor's duty under regulation 12 of the Construction Design & Management Regulations 2015

Throughout the document, reference is made to other documentation within the BAM safety management system. These documents, which form an integral part of this plan, define and describe procedures which ensure, so far as is reasonably practicable, the health and safety of all persons on site, or others who may be affected by the construction works.

This section provides detailed information on health and safety issues which are specific to this contract.

Key information on health and safety risks, including relevant parts of the construction phase health and safety plan, will be shared with contractors and discussed at the Initial Subcontractor Health and Safety Meeting. It will also be communicated with workers through induction and worker engagement.

A copy of the plan (sections 1.0 and 2.0) will also be sent to contractors involved in the works at the enquiry/order stage.

2.2 CDM Regulations Schedule 3 – Activities involving particular risks

CDM Regulation 12(2) requires that the Construction Phase Plan must include specific measures concerning work which falls within the categories set out in Schedule 3 of the Regulations.

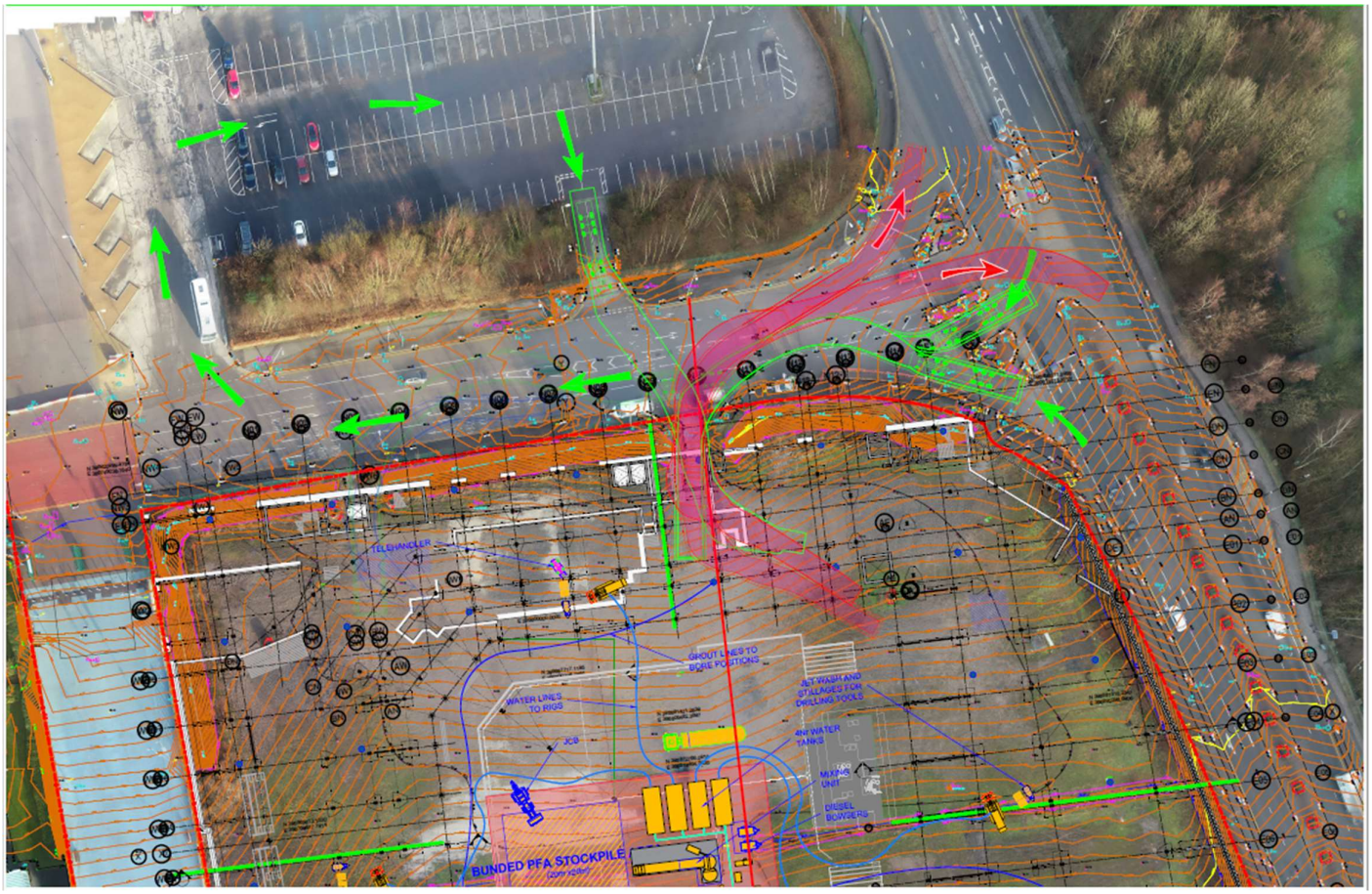
The following table identifies the relevant Schedule 3 activities for this project (for the full list of possible Schedule 3 activities refer to the link above). The arrangements for these activities are described further on in section 2.3.

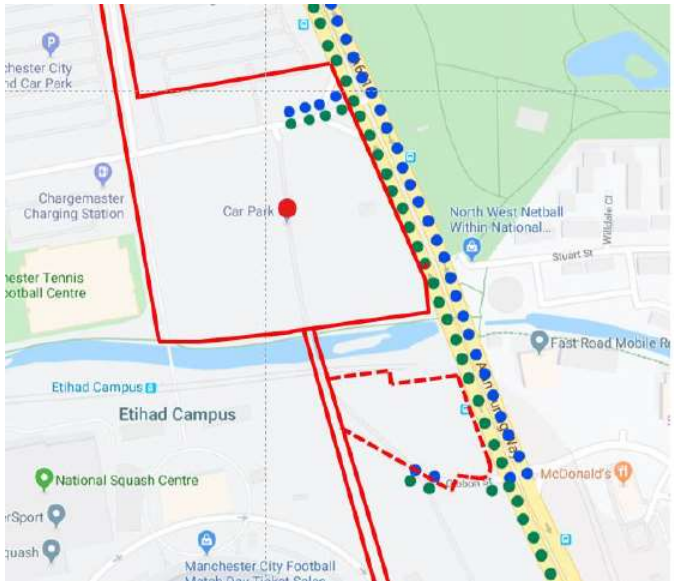
Schedule 3 Activities	Do the works involve activities that may fall into the categories below? YES/NO	Which activities	Reference Section 2.3
Work which puts workers at risk of burial under earthfalls, or falling from a height, where the risk is particularly aggravated by the nature of the work or processes used or by the environment at the place of work or site.	Yes	Bulk excavation; frame install, M&E install, internal fit out; risk at ground level.	Refer section 2.2.4
Work which puts workers at risk from chemical or biological substances constituting a particular danger to the health or safety of workers or involving a legal requirement for health monitoring.	No		
Work near high voltage power lines.	Yes	Craneage and interface with AT Way	Refer section 2.2.2
Work involving the assembly or dismantling of heavy prefabricated components.	Yes	Piling; bulk excavation; structural frame erection; façade install; M&E installations	Refer section 2.2.2
Work on wells, underground earthworks and tunnels.	Yes	Drilling, grouting to existing ground; Piling; Bulk excavation	Refer section 2.2.2
Work exposing workers to the risk of drowning.	Yes	Compound, access and site in proximity to canal	Refer section 2.2.4

Significant Risk Identification and Control

Hazard/Risk	Description	Control
2.2.1 Public Safety		
Points for Consideration		
Contact with vehicles	The works require use of varying large mechanical plant.	Specialist subcontractor to be engaged with experience of and appropriate certification and competence in the planned works and to provide a management proposals. Clear segregation of plant and personnel
Unauthorised access	The project involves works covering an extensive area on the CFG campus.	No unauthorised access will be permitted. An emergency contact number will be displayed adjacent to the site entrances off Gibbon Street and Sports City Way. The works are segregated from the public with existing secure fencing/ gates which will be marshalled and will have access / egress controlled by gatemen. Site compound will be immediately south of the site, north of the Gibbon St Orange car park on the CFG campus, gates will be used.
Perimeter Security	The project involves works covering an extensive area on the CFG campus.	Installation of hoarding and secured gate entry points to all areas being worked in
Hoarding lines and design	The project involves works covering an extensive area on the CFG campus.	Installation of hoarding and secured gate entry points to all areas being worked in
Vehicle access on to site	Main plant deliveries and material deliveries will be from Sports City Way to the North of the site via existing gates. A swept path analysis is included below:	Vehicle access onto site will be via Sport City Way to the main site area. Access to the site coumpound will be via Alan Turing Way / Gibbon Street

		Existing fencing is secure with gated entrances, marshalled and controlled with designated gatemen.



Pavement closures or restrictions	Alan Turing Way and Sport City Way	Apprpriate plan and notice with the council, AIP during pre-construction stage
Traffic Routes, Section 2.6 of this Plan	Traffic routing via existing road network to site	Traffic routes will follow the same principals as set out in section 2.7 of the Outline Construction Management Plan submitted for the main arena works i.e from Alan Turing Way 
Street Works – responsible person	278 works; External campus side works	Approved contractor to be appointed for works, correct notices will be applied to the council in advance of the works
Materials Storage	The project requires material storage.	Materials will be delivered in a just in timeplanned manner. Off site storage considered by key trades;

		Vehicle hold points available on site
Overhead Works	Lifting operations	Crane/ hiab/ lifting operations for delivering the project. Managed by an AP and Lift Supervisor as appropriate.
UXO	Unexploded ordnance risk in ground with bulk excavation and piling works	Watching brief personnel and education to involved parties
Metrolink	The tram service runs through a cutting to the North of the Gibbon Street compound area. It is separated from the main site by the canal.	Detailed RAMS to be communicated to TfGM as the project develops. No direct interface with the tram line envisaged
Canal and River Trust	The canal and towpath run to the South side of the site	Detailed RAMS to be communicated to C&RT as the project develops. No direct interface with the canal ownership line. Environmental plan and RAMS to deal with potential risk of pollution

Hazard/Risk	Description	Control
2.2.2 Existing Services (Identify approximate location for this project)	Existing services – ENWL, Cadent and UU sewers on site over the areas to be drilled, grouted. Buro Happold have undertaken surveys and have procured the diversion of existing services directly by the Client ahead of the contract works.	GRP surveys and slip trenches complete. ENWL cable to be diverted before commencement. Cadent main to be capped removed. Abandonment notice for UU sewer to be in place for commencement.
Points for Consideration		
Electric	Temporary power for Gibbon St compound ENWL connection to NW corner of building	Design for all temporary and permanent connections to be provided by sub-contractor.RAMS will be provided, reviewed and approved by the BAM M&E manager prior to commencement of any works.
Gas	Cadent are diverting, removing prior to commenement	Confirmation from Cadent as part of PTW's
Telecom/IT	Temporary comms for site duration to be wireless	Dialogue in place with BTOR. RAMS will be provided, reviewed, approved prior to commencement of any works
Water	Water feed from an existing CFG campus supply.	Design for all temporary connections to be provided by sub-contractor. RAMS will be provided, reviewed, approved prior to commencement of any works. CFG estates license to be sought
Sewer	Sewer diversion works are to be undertaken to abandon an existing sewer that crosses the site. A sewer connection is planed for the temporary welfare facilities.	RAMS will be provided, reviewed, approved prior to commencement of any works. All works to be approved by UU.

Services not as plotted on drawings	There may be a risk of uncharted serviceswithin the excavations	GRP surveys done. Existing utilities drawings reviewed in collaboration with service providers. Trial holes and slip trenches have been done and surveyed.
Existing tanks e.g. fuel, water, etc.	N/A	
Competence of Operatives	See control	Competent subcontractor engaged following detailed assessment by BAM. Competence of individual operatives to be verified ahead of the commencement
Digging Plan/Permits	See control	Standard BAM procedures require a permit to dig to be issued for the intrusive works, CFG license off the RAMS approval to be in place before commencement
Overhead Power Lines across the site or within 10m of the boundary	N/A	BAM procedure HS-32 for working in the vicinity of overhead power lines will be followed in conjunction with ENA guidance including “Look Out! Look Up!”.

Hazard/Risk	Description	Control
2.2.3 Emergency Services/Procedures	NOTE: Link to project Fire Risk Assessment	Detailed emergency response plan will be developed and periodically reviewed as the project evolves

Hazard/Risk	Description	Control
2.2.4 Site Activities (Develop this section in conjunction with the Master Construction Programme – significant elements/activities are to be included in this table)		
Bulk excavation	Bulk dig to form the designed levels across the site area, approx. 120km3 to be removed	The works are to be segregated from the public with secure Hoardings/ existing fencing, which will be marshalled and will have access / egress controlled by gatemen. No unauthorised access will be permitted. Traffic Management Plan to be developed. Individual, project specific RAMS documents will be developed for each element, with a TW design brief and permit to load in place before commencement
Installation of mat and bases for piling rigs, material & plant	Designed stone platforms will be proved by Plate Load Testing and enhanced as necessary prior to loading out of the areas by rigs. Full liaison with BAM Technical Services department through the preparation works.	Individual, project specific RAMS documents will be developed for each element, with a TW design brief and permit to load in place before commencement. These will be assessed and approved by BAM prior to commencing work. During construction, the works will be managed in accordance with BAM standard procedures.

Piling	Piling works to site area are planned to be a mix of cfa and rotary and at varying depth.	The works will be subcontracted to an experienced geotechnical contractor, operational specific RAMS documents will be developed for each element of the works. These will be assessed and approved by BAM before work is commenced on each activity. Once commenced the works will be managed in accordance with BAM standard procedures. Logistics will be carefully planned and managed in accordance with the approved logistics plans. Materials will be delivered under a strict delivery schedule control system to avoid vehicles circulating the vicinity and to avoid excessive material deliveries and storage. Stored materials to be kept within the site boundary and segregated from the public. No materials will be delivered or stored outside the hoarded/ fenced site boundary
Sub-structure and concrete works incl capping beams; caps; drainage; concrete cores; structural deck concrete slabs	The adjacent described works will be elementally risk assessed by area, work activity and nature of risk involve. Risk assessments are reviewed and approved by BAM package manager. The review form includes a prompt to verify that all activites are captured, including arrangements for the loading and unloading of plant and materials.	The works will be subcontracted to an experienced contractor, operational specific RAMS documents will be developed for each element of the works. These will be assessed and approved by BAM before work is commenced on each activity. Once commenced the works will be managed in accordance with BAM standard procedures. Logistics will be carefully planned and managed in accordance with the approved logistics plans. Materials will be delivered under a strict delivery schedule control system to avoid vehicles circulating the vicinity and to avoid excessive material deliveries and storage. Stored materials to be kept within the site boundary and segregated from the public. No materials will be delivered or stored outside the hoarded/ fenced site boundary
Structural steel frame; pre-cast terrace units; metal decking installations	The adjacent described works will be elementally risk assessed by area, work activity and nature of risk involve. Risk assessments are reviewed and approved by BAM package manager. The review form includes a prompt to verify that all	The works will be subcontracted to an experienced contractor, operational specific RAMS documents will be developed for each element of the works. These will be assessed and approved by BAM before work is commenced

	activites are captured, including arrangements for the loading and unloading of plant and materials.	on each activity. Once commenced the works will be managed in accordance with BAM standard procedures. Logistics will be carefully planned and managed in accordance with the approved logistics plans. Materials will be delivered under a strict delivery schedule control system to avoid vehicles circulating the vicinity and to avoid excessive material deliveries and storage. Stored materials to be kept within the site boundary. No materials will be delivered or stored outside the hoarded/ fenced site boundary All craneage will be planned, controlled, monitored by project AP All RAMS for TW will be verified by BAM TS to TW procedures
Mechanical and Electrical Installations	The adjacent described works will be elementally risk assessed by area, work activity and nature of risk involve. Risk assessments are reviewed and approved by BAM package manager. The review form includes a prompt to verify that all activites are captured, including arrangements for the loading and unloading of plant and materials.	The works will be subcontracted to an experienced contractor, operational specific RAMS documents will be developed for each element of the works. These will be assessed and approved by BAM before work is commenced on each activity. Once commenced the works will be managed in accordance with BAM standard procedures. Works consider making 70% of M&E components off site Logistics will be carefully planned and managed in accordance with the approved logistics plans. Materials/ pre-fabricated components will be delivered under a strict delivery schedule control system to avoid vehicles circulating the vicinity and to avoid excessive material deliveries and storage. Stored materials to be kept within the site boundary. No materials will be delivered or stored outside the hoarded/ fenced site boundary All craneage will be planned, controlled, monitored by project AP, specialist installations to Level 05 plant well will be contracted to a specialist company

Façade and roofing	The façade and roofing works will be elementally risk assessed by area, work activity, level and nature of risk involved. Risk assessments are reviewed and approved by BAM package manager. The review form includes a prompt to verify that all activites are captured, including arrangements for the loading and unloading of plant and materials.	The works will be subcontracted to an experienced contractor for the roof anf façade installtion, operational specific RAMS documents will be developed for each element of the works. These will be assessed and approved by BAM before work is commenced on each activity. Once commenced the works will be managed in accordance with BAM standard procedures. Works consider making components off site an example being the acoustic roof deck Logistics will be carefully planned and managed in accordance with the approved logistics plans. Materials/ pre-fabricated components will be delivered under a strict delivery schedule control system to avoid vehicles circulating the vicinity and to avoid excessive material deliveries and storage. Stored materials to be kept within the site boundary. No materials will be delivered or stored outside the hoarded/ fenced site boundary All craneage will be planned, controlled, monitored by project AP TW checks for working off suspended structure Level 01 will be verified by BAM TS to TW procedures
Internal Fit-out	The internal fitout elements from walls and ceilings through to bespoked joinery will be elementally risk assessed by sub-contractor appointed work activity, level and nature of risk involved. Risk assessments are reviewed and approved by BAM package managers. The review form includes a prompt to verify that all activites are captured, including arrangements for the loading and unloading of plant and materials.	The works will be subcontracted to experienced contractors for the varying packages/ sub-contractors planned to undertake the fit out works, operational specific RAMS documents will be developed for each element of the works. These will be assessed and approved by BAM before work is commenced on each activity. Once commenced the works will be managed in accordance with BAM standard procedures. Works consider making components off site examples being the specialst joinery and catering packages

		Logistics will be carefully planned and managed in accordance with the approved logistics plans. Materials/ pre-fabricated components will be delivered under a strict delivery schedule control system to avoid vehicles circulating the vicinity and to avoid excessive material deliveries and storage. Stored materials to be kept within the site boundary. No materials will be delivered or stored outside the hoarded/ fenced site boundary

Hazard/Risk	Description	Control
2.2.5 Plant/Vehicle Movement	Operative and machinery collision	Detailed RAMS plan showing segregation/ working between rigs and operatives and material segregation
Points for Consideration	Traffic Management Plan • Impact on local traffic will be planned and managed and discussed with key stakeholders examples being MCC Highways and the CFG campus • Delivery for the works duration will be via Sports City Way • Minor deliveries and operative transport will be via Gibbon Street into the site compound area	
Segregation	All vehicles and pedestrians to be segregated	The traffic and logistics plan will be adapted and updated throughout the project to suit the progress of the works. A perimeter hoarding/ fencing is installed around the site and separate compound areas. Within these areas there will be defined, segregated vehicle and pedestrian access routes. Details of these routes will be recorded on a site logistics plan. The designated vehicle and pedestrian routes will be monitored and maintained by BAM's own key operative. Hoardings to have secure, gated entrances, marshalled and controlled with designated gatemen.

Operator competence	Plant and equipment.	The competence of all plant operators will be assessed in accordance with BAM standard procedures. Medical checks will be undertaken on safety critical workers
Vehicle Security	Plant and equipment	Keys to be removed from plant when not in use. Plant to be operated by authorised personnel. Out of Hours security on site to prevent unauthorised access when the site is closed.
Vehicle Parking	Parking will be limited and located in the Gibbon St compound area. Limited vehicular access will be required to the main site including for plant maintenance.	Traffic/pedestrian management plant will be produced.
Ground Bearing Conditions	Plant and equipment.	Ground bearing capacities will be assessed in line with guidance received from the civil and structural engineers and any necessary testing will undertake as recommended. Ground bearing capacities that relate to temporary works will be assessed by liaison with BAM Technical Services department.
Lifting team (by whom?)	By appointed subcontractor and Bam staff, as required	Lift Plans to be submitted and approved by BAM for all lifting operations. All lifting activities to be undertaken in accordance with Bam lifting procedures
Banksman (by whom?)	By appointed subcontractor, as required	As above.
Tower Crane Risk Assessment	N/A – Mobiles cranes planned for lifting operations	N/A
Other as identified by project team		

Dust and Nuisance	The works are programmed to be undertaken in all seasons and there will be large numbers of vehicle movements on/off site	The working platform surface will be monitored. During any prolonged period of dry weather a tractor and bowser with water spray will be driven around the site to dampen the surface Vehicles will be checked on exit and if required tyres will be pressure washed. On completion of bulk excavation works haul roads from Sport City Way into the arena will be asphalted and cleaned frequently or as required at the end of the working shift, this is in addition to all vehicle wheels being jet washed down inside the site boundary before accessing onto sport city way Delivery vehicles for example granular material delivery, removal to be close sheeted

Hazard/Risk	Description	Control
2.2.6 Occupational Health		Arrangements will be in line with hs-41.
NOTE: Include significant, site-specific health hazards, and the site-specific arrangements to control them. It is not necessary to copy generic content from hs-41.		
COSHH	The following COSHH substances relating to the initial Enabling works andmain building have been identified: • Cement/Concrete • Silica dust • Diesel • Adhesives	The standard guidance and procedures set out within hs-41 will be followed. Specific areas of focus will be Fitness for task for BAM defined Safety Critical Workers. Each sub-contract package will require a project specific COSHH assessment to be undertaken, prior to commencement, which will identify all relevant substances and appropriate control measures.
Noise and vibration	During the piling works – vibration, noise	The standard guidance and procedures set out within hs-41 will be followed. Designed vibration limits will be adhered to. Piling operations have shared library vibration data for the plant that they will be operating. Vibration monitoring will be in place to comply with limits and controls from the designers specification
Noise	Impact on site personnel	To be controlled within the agreed tolerances, avoiding the use of noisy equipment where possible and providing adequate hearing protection

		MCG OH strategy guidelines will be fully complied with to maintain the safety and well being of site personnel at all times.
Working in the ground	The contractor undertaking the works is to be mindful of the risk of Weil'sdisease	Guidance to be provided to the workforce on the symptoms of the disease and appropriate control measures will be included within the project specific, task specific RAMS
COVID 19	Risk of spread of COVID 19 should social distance not be implements to CLC guidelines	CLC guidelines will be implemented on site for the planned works with coverage of same visible on site, induction training and frequent tool box talks.
Dust	The works are programmed to be undertaken in all seasons. Designed and asphalted haul roads installed	Road sweepers will be used to maintain adjacent roads used by the general public. A tractor / bowser with water spray will be driven around the site to dampen the ground during very dry weather. Dust suppression equipment will be fitted to stihl saws etc when any concrete cutting work is undertaken. Haul roads asphalted
Dermatitis	Use of cementitious products in the grout mix.	To prevent skin conditions such as dermatitis operatives will wear gloves applicable to the substance they are handling and work being carried out. Barrier creams, soaps and moisturisers will be provided by BAM. Operatives must protect the skin by wearing adequate clothing or sun cream
Manual Handling	Works associated with the grouting operation	No loads over 25kg will be lifted by a single man. For more repetitive manual lifting loads should not exceed 20kg Mechanical lifting will be used where possible

		Manual-handling risk assessments will be carried out for all heavy and awkward loads Detailed design stage will be focused on designing our manual handling risks where feasible

Hazard/Risk	Description	Control
2.2.7 Design Hazards	Refer to design management plan	
NOTE: Include significant risks identified by designers that they have not been able to design out. And risks identified in the pre-construction information.		

2.2.8 Risk Assessment Programme

A copy of the Risk Assessment Programme (see hs-23 section 7.0) to be included here.

The risk assessment programme will be developed once in contract and mobilisation of the works commences

The programme will be extended by look ahead as this PMP is revised and updated

2.3 Site Rules and Restrictions (CDM Regulations Appendix 3 (5) (b) (ii))

2.3.1 Royal BAM 10 Rules of Safe Conduct

Individual workers on this project are required to understand and comply with the following required behaviour:

- I understand my job and I am aware of the associated risks. If anything is unclear, I will ask for additional information
- I call other people to account on unsafe behaviour and I accept that others can also call me to account on unsafe behaviour.
- I exclusively give safe instructions and exclusively follow safe instructions.
- I work with approved materials and equipment and only if I am authorised to use them.
- I only start my work after I have been instructed correctly (formally). I follow these instructions.
- I use my compulsory personal protection equipment
- I keep my workplace clean, safe and tidy.
- I do not work when I am under the influence of drugs, medication or alcohol.
- I do not walk or stand under suspended loads
- I do not work with installations or cables that are charged, unless I am authorised to do so.

2.3.2 Rules specific to this project

(For network rail projects this will include network rail lifesaving rules).

The site rules should cover (but not be limited to) topics such as personal protective equipment, parking, use of radios and mobile phones, smoking, restricted areas, hot works and emergency arrangements and project tool tethering policy (in accordance with Minimum Standard hs-36 – MS02).. The rules should be clear and easily understandable. They should be brought to the attention of everyone on site who should be expected to follow them. Also consider any special requirements, e.g. it might be necessary to have translations of the site rules available. In the interests of health and safety the following rules and restrictions will apply on this project:

Project Specific Rules

- All persons will attend the site safety induction, prior to commencing work on the site. Each company on the site will also provide trade specific inductions for all personnel prior to attending the BAM induction. This is to include a method statement briefing and competence card check before personnel are presented to BAM. Note BAM inductions are held daily at 8.30am.
- Method Statements/Risk Assessments must be read and understood by all persons carrying out each operation – a copy must be available to the workforce.
- All site personnel must be properly trained for the work they are to be undertaking.
- No drugs or alcohol will be allowed on site, or any person who is considered to be under the influence of drugs or alcohol.
- Hard hats, safety boots, high visibility clothing and gloves will be worn at all times on site. Other PPE will be worn as determined by specific risk assessments.

- Gloves must be worn at all times on site (a risk assessment will determine the appropriate type of glove).
- All access and egress to and from the site must be undertaken via the main entrance and via the access control system. Due to the need to maintain a fire rota of persons on site anyone not using the access control system will be removed from site.
- Copies of your CSCS card MUST be displayed at all times on the HI Vis Vest/jacket.
- All delivery drivers must read and sign the induction rules at the vehicular entrance.
- The project operates a 3 strikes and out policy for non-critical safety infringements.
- All operatives must actively be involved in any Health and Safety initiatives implemented on site
- Weekly tool box talks must be undertaken and copied to BAM for information.
- The observation method is operated on the project and must be undertaken with a BAM site manager weekly.
- Each morning every member of the workforce is to take part in Safe 2 Start.
- Everyone working on the project needs to comply with the UKCG H & S Standard, meaning that all members of the site workforce should have completed one day training to comply with the standard.

Safe site
The times of construction activities on site which, unless agreed otherwise as part of the approved statement, shall be limited to between 8am-6pm Monday to Friday and 9am-2pm Saturday only (no working on Sundays or Bank Holidays).

- All deliveries are to be booked in advance with BAM site management. BAM will manage an electronic booking in the M-Site system. All major deliveries must be booked in a minimum of two days in advance. A delivery slot will then be issued by our logistics manager. Note: BAM will not be responsible to unload your deliveries when they arrive at the site.
- Entry to site and exit from site will be on a strictly left turn only basis. All subcontractors are to ensure that their suppliers are made aware of this restriction.
- Vehicle reversing on site should be avoided wherever possible. All vehicles reversing on site will only be in agreed permitted areas and must be safely banked by a trained banksman.
- Good Housekeeping will be exercised by all personnel on site. This includes cleaning the working area at the end of each shift and removing all rubbish to skips. Works will not be allowed to commence or continue in areas that are not clean and in good order.
- Site boundary fencing (including gates) must be kept closed at all reasonable times, to prevent unauthorised access.
- Toilets, washing and drying facilities will be provided. These must be kept clean and tidy at all times.
- A copy of the Site Fire Plan will be displayed on site. All site personnel must familiarise themselves with the procedures.
- All noise and dust pollution will be kept to a minimum and all measures taken to prevent any nuisance arising from the carrying out of our works.
- No radio’s, ipod’s, mp3 players etc. are to be played on site.
- Eating and drinking is not allowed on site.
- No smoking except in the designated smoking areas.

- No use of mobile phones except in the designated mobile phone areas.
- Permit to Work systems will operate on this project for Hot Work, Excavations, loading slabs etc., pouring concrete, Confined Space Work or Live Electrical Work. Permits will only be issued for each shift. Permits are available from BAM staff.
- WASP (Work Activity Safety Plan) will operate on this project. All subcontractor employees will be required to take ownership of this proactive safety system.
- All companies to follow the guidelines of the considerate constructor's scheme and ensure that the high public image of the project is maintained.
- Safety equipment, including scaffolding, edge protection and fire extinguishers must not be interfered with. All temporary fire doors must be kept closed at all times.
- The use of steel roads pins is not permitted on the project.
- Each company on the project has designated storage areas and materials must be located within these, Materials left in non-designated areas will be disposed of by BAM and charged to the relevant contractors.
- All excavations must be protected with solid barriers not bunting or netlon etc.
- All COSHH controlled substances must be stored in sealed lockable metal containers when not in use. When in use of floor plates, these must be within barriers to segregate.
- Anyone slinging materials for lifting must be a trained slinger/signaller and wear an orange slinger/signallers vest at all times.
- Lifting materials over head of persons is not permitted at any time.
- Concrete wagons must only be washed out in the designated areas.
- Daily co-ordination meetings are to be held in the BAM induction room at 10.30 am every day and must be attended by the senior manager on the project from all supply chain members.

Safe equipment

- All electrical tools brought onto site must be battery powered or 110 volt tools only.
- No hazardous substances are to be brought onto site without the permission of the Project Manager and a COSHH Assessment completed.
- BAM will provide all necessary general access and temporary emergency lighting. All task lighting will be provided by the Subcontractors. Temporary or emergency lighting must never be removed for this purpose.
- No step ladders are to be used on the project unless specific permission has been granted by the BAM Director for the project.
- All cutting utilising power saws must be undertaken in designated areas cordoned off with physical metal barriers. Where necessary dust extraction equipment must be used
- The offloading of flatbed wagons must be undertaken with suitable fall protection in position. This is to be provided by the subcontractor.
- Aluminium towers can only be erected and dismantled by suitably qualified persons (PASMA trained).
- The site operates a 'Don't Walk By' policy on Health & Safety; infringement of the rules may result in removal from site.

Rules affecting subcontractor orders requiring subcontractor Director buy in:

- Should any person on site need to be removed from site or sent home for a breach of the project Health and Safety rules then he/she will only be allowed back onto site upon receipt of a letter from the Managing Director of the company concerned giving assurances that the matter has been dealt with, the interventions that have taken place and confirming how future breaches will be prevented.
- The BAM Safety KPI procedure must be bought into and all areas of the KPI scoring process must be followed. When the scores on the KPI system fall below agreed target levels then all work on the project will cease until the Directors of the subcontract company formally advise how it proposes to improve performance.
- The Health and Safety advisor of the subcontractor company must visit site at least every 2 weeks and issue an inspection report to BAM within 1 day following each visit.
- All subcontractors must use the project waste management company.
- Material storage spaces will be allocated by BAM and will be indicated on the site logistical plans. All materials not being directly used at the workface must be stored within this designated area. If this procedure is not followed BAM will remove the materials and contra-charge the costs accordingly.
- PPE must be in good condition and order. Note that defaced PPE will not be tolerated and will have to be replaced immediately.
- Once every 2 months all companies employed on the project must attend a half day review workshop with BAM construction. The MD and Site manager of the subcontractor must attend this workshop.
- BAM reserve the right to enforce a change in the subcontractor's site supervisory staff if the person in question is not adhering to the standards expected on this project.
- The project will operate a Team member of the month system and the subcontractors are to buy into this and contribute to the prizes awarded which will be vouchers for local stores etc.
- The project will also operate a "Team Player" awards initiative. This is an opportunity to congratulate an individual who has made the best suggestion to improve the running of the site. All subcontractors are expected to buy into this initiative and contribute to the prizes awarded. These will usually be vouchers for a local store or restaurant etc.

2.4 General Arrangements for Health and Safety

2.4.1 Targets and Goals (CDM Regulations Appendix 3 (5) (b) (i))

Sites to decide their own SMART targets and goals.

- To complete the project on time, with no reportable injuries, ill health, or occupational disease.

2.4.2 Communication and Co-operation (CDM Regulation 13 (3) (a))

The arrangements to ensure cooperation between project team members and coordination of their work on this project, will be as follows:

Forum	Attendees	Comments
Project Progress Meeting – Contractor's Report (300-44)	BAM, the client, the Principal Designer, designers and any other relevant parties	H&S agenda: Item 13
Design Progress Meeting (349-09)	BAM, the Principal Designer and designers	H&S agenda: Item 1
Site Health, Safety and Environment Review Meeting (180-044)	BAM Project Safety Manager (or appointed deputy) and a site-based representative from each subcontractor.	H&S agenda: Whole meeting This meeting will be carried out once every month as a minimum
Subcontractor Progress and Co-ordination Meeting (300-32)	BAM site management staff and individual subcontractor representative	H&S agenda: Item 3
Site specific arrangements e.g. daily co-ordination meeting at 08:30		

2.4.3 Information for Contractors (CDM Regulation 8 (6))

All contractors will be informed via the tender information, and the Initial Subcontractor Health and Safety Meeting (180-046) about any risks to health and safety identified as arising from the project environment or construction work. This will include being issued a copy of the construction phase plan (sections 1.0 and 2.0 of this document).

2.4.4 Site Welfare Arrangements (CDM Regulation 13 (4) (c))

Toilets, washing facilities, accommodation for taking meals and other ancillary welfare accommodation are provided by BAM (Table 1 below) and maintained in compliance with hs-34 and Section 13 of hs-50. All persons using the welfare facilities provided must ensure that they are kept in a clean and tidy condition.

All requests to share welfare facilities will be agreed between BAM and the subcontractor.

Table 1

Peak number of people on site						
Number of persons on site	**Number of urinals**	**Number of water closets**	**Number of basins**	**Number of canteen units**	**Number of changing rooms (Inc. lockers)**	**Number of showers**
Male	16	30	10	4	4	8
Female		4	3	4	1	2
Review date	Feb 2021					

2.5 Site Induction (CDM Regulation 13 (4) (a))

A suitable site induction will be carried out by the Project Safety Manager or BAM delegated person for all persons coming onto the project before they access site.

The induction will include all information on Induction Training – Typical Agenda (180-049), and will be recorded on Induction Record (180-010).

2.5.1 Arrangements for Monitoring (CDM Regulation 13 (1))

BAM's arrangements for monitoring health and safety on this project are carried out and documented as follows:

- Daily Site Diary - daily
- Project Safety Manager's health, safety and environment report (180-039) – weekly
- Project Safety, Health and Environmental report (180-040) – monthly/bi-monthly or as agreed
- Procedural Checklist / Audits on a range of subjects (180-060 – 180-068) – throughout the duration of the project, as appropriate to the risk profile
- Director's Safety Tour (180-040) – dependant on regional arrangements
- Subcontractor H&S Performance Monitoring - monthly
- Subcontractor PEP monitoring – quarterly

2.5.2 Health and Safety File (CDM Regulation 12 (7))

BAM recognise their duties and obligations under the Construction (Design and Management) Regulations and will comply with all reasonable requests from the Principal Designer for information.

Health and Safety file information requests will be initiated by using standard letters contained within Subcontractor Safety Requirements *hs-29*.

The control and issue of information will be planned, and, where possible, will be passed to the Principal Designer at the earliest opportunity. It should not be left until completion of the project. Information passed to the Principal Designer may be recorded on the monthly project health and safety progress report (*180-041*).

2.6 Consultation with the Workforce (CDM Regulations Appendix 3 (5) (b) (iv))

2.6.1 Introduction

The importance of involving workers in decisions about their health and safety is a vital element to securing health and safety in the construction industry. As principal contractor BAM has a duty under CDM 2015 to involve the workforce in matters of health, safety and welfare; however, this is in addition to the duty under separate legislation on all employers to consult with their employees.

2.6.2 Arrangements for involving the workers

Consultation with the workforce requires a two way exchange to ensure that health, safety and welfare measures are developed, promoted and checked for effectiveness. This will only be achieved if consultation is carried out in a timely manner. To implement the above the following arrangements will be implemented on site:

BAM will consult with other contractors each month at the Safety Review meeting, which will be formerly minuted.
BAM will also consult with the workforce each month, either as a group or with the group's representatives at a Safety Action Group meeting. In either case the key points raised will be listed on a 'what you said board' and photographed as a record, or distributed by written minutes.
Employers will consult with their employees during the pre-work discussion 'Safe to Start'.

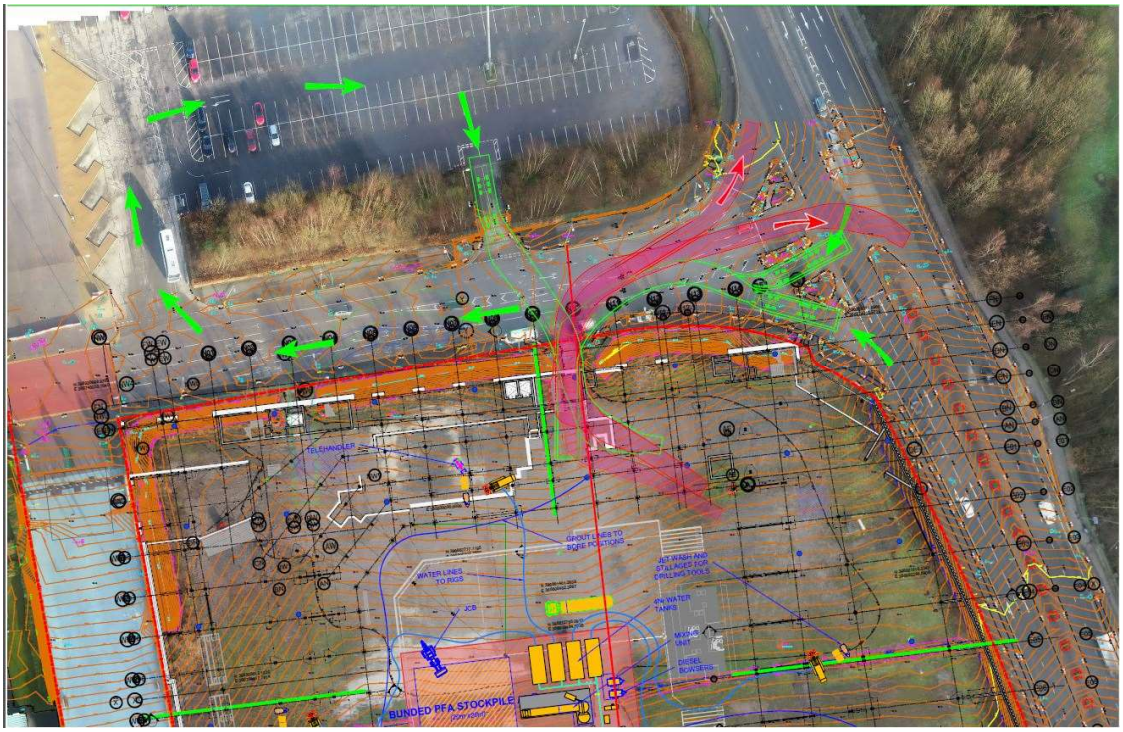
2.7 Miscellaneous

2.7.1 Traffic Management Plan

The risks associated with traffic movements on and around site should be identified in Section 5 of the Significant Risk Identification and Control table in section 2.2 of this plan. A site layout showing the Traffic Management Strategy must also be included here and displayed in the safety resource centre and notice boards on site. A checklist for Traffic Management can be found in **180-047**.

Compound Area Layout:

Site Works Layout, including Vehicle Tracking – initial works bulk excavation; piling; sub-structure:



Note that deliveries to site are to comply with the Match Day Protocols as defined within the Employer's Requirements.

Emergency Procedures (CDM Regulations Appendix 3 (5) (b) (vii))

2.7.2 First Aid

A first aid box, stocked to the standards required by the Health and Safety (First Aid) Regulations 1981, is located in the BAM site office. The BAM appointed first aid person is identified in section 1.4. Subcontractors are under a duty to ensure compliance with the above regulations by ensuring that there are adequate and appropriate first aid provisions for their employees.

When assessing the first aid needs of the site i.e. trained personnel, first aid supplies, first aid room, the appointed person will refer to hs-34.

First Aid assessment

Maximum number of people expected on site:	375

Number of trained First Aiders required (1 to 50 ratio):	10
First Aid room required?	Yes
Number and size of First Aid boxes required:	5
Additional requirements (e.g. distance from medical services, e.g. vehicular access etc.)	Site 2.5 miles from MRI

The first aid assessment will be reviewed in response to changes to the above.

2.7.3 Fire Action Procedures

A copy of the fire action instructions for the project must be displayed on the site notice board and other locations throughout the site, detailing the procedure to be followed in the event of a fire occurring on site. The requirements of the fire plan will be made known to all persons as part of the site induction training. The persons appointed as Fire Safety Co-ordinator and Deputy are identified in section 1.4 of this plan.

Site Fire Safety Plan			
Site Fire Safety Co-ordinator:	TBC		
Training details:	TBC		
Deputy:	TBC		
Training details:	TBC		
Fire Marshalls:	TBC		
Training details:	TBC		
Contact name and number for Fire Brigade:	Greater Manchester Fire and Rescue Service 146 Bolton Road Swinton Manchester M27 8US Main Switchboard : 0161 736 5866		

Project specific risks (additional detail is recorded in the project fire risk assessment)	
Fire hazards: **Heat generating activities i.e. Welding, burning, grinding and soldering** **Electrical equipment / supplies Emergency escape routes blocked** **Poor housekeeping** **Unsatisfactory means of raising the alarm** **No evacuation procedure**	Precautions: **Fire points [extinguishers and alarm klaxon]** **Hot works permit system issued through Priority 1 at the work face. The operative will be left with a card to be displayed on his arm. The permit will be downloaded and emailed to the supervisor.** **Regular inspections and testing to electrical supplies and equipment** **Properly stored materials** **Good housekeeping with bins emptied regularly** **Method of raising alarm**

Emergency arrangements		
Warning alarms	**On site**	**In temporary accommodation**
Type	Air horn for initial site works Wired to office, welfare	Wired
Location(s)	At entry/ exit points	At entry, exit points
Fire detection	**On site**	**In temporary accommodation**
Type	No fire detection system for initial site works	Wired

Location(s)	-	
Firefighting equipment	**On site**	**In temporary accommodation**
Location(s)	Within the construction plant for intial site works	At the exit, entry points in office, welfare.
Type of firefighting equipment at each point	TBC	Water and CO2
Emergency arrangements continued		
Location of assembly points	The muster point will be the contractor's compound off Gibbon St	
Fire brigade access (a tender must be able to get to within 18m of any dry risers)	Access will be via Gibbon Street for the compound area. Access will be via Sports City Way for the main site.	
Storage arrangements for liquid petroleum gas (LPG)	Such substances will be stored as per manufacturer's guidelines in secure, lockable areas away from any possible sources of ignition. A spill kit consisting of sand bucket and other absorbent materials will be made available in the event of a leak or environmentally hazardous situation. Access to the store will be monitored and controlled using a register system permitting access only to operatives with relevant training in handling hazardous chemicals. The store will be monitored on an ongoing basis, making sure all chemicals delivered to the store arrive undamaged and properly labelled. Long term storage of flammable chemicals will be kept to a minimum. To conform with 'The Joint Code of Practice on the Protection from Fire of Construction Sites and Buildings Undergoing Renovation' section 14	
Storage arrangements for highly flammable materials	As arrangements for Liquid Petroleum Gas (LPG) noted above	

Security arrangements	The site perimeter will be secured by hoarding which will remain in place through the duration of the works. Vehicle access to site will be via secure gates off Sports City Way. A gateman will be provided during normal working hours. Attendance on site is to be recorded on a daily record sheet. Access will only be permitted for inducted operatives in possession of the relevant CSCS card.
Frequency of fire drills	Every 3 months from the commencement of works to the Hub building or with significant changes to the building / site layout Fire inspections undertaken weekly
Temporary offices/accommodation	
Location:	Refer Logistics plans in section 2.7.1.
Fire resistance:	The accommodation will be fire resistant but not fire rated.
Designated smoking area – location and arrangements:	In the site compound area.

FIRE INSTRUCTIONS

If you discover a fire

- Operate the nearest fire alarm call point immediately
- Attack the fire with a suitable extinguisher if it is safe to do so

If the fire alarm sounds

- The fire brigade will be called by: *TBC*
- Leave the building immediately and assemble at: *Compound Area*
- Supervisors to account for all persons in their charge and advise the Site Fire Safety Co-ordinator
- Turn off generators, compressors and other powered equipment
- Turn off all heat-producing equipment and shut cylinder valves
- Obey instructions from the Fire Safety Co-ordinator or supervisory staff
- Do not re-enter the building until told that it is safe

To call the fire brigade

- Dial 999 and ask the operator for the fire brigade
- State that the fire is at: *Bradford Area site, M11 3DU*
- Do not replace the receiver until the details have been repeated

These instructions are to be displayed in all site offices and other accommodation and at all fire points and exits at every level throughout the building.

3.0 Organisation & Responsibilities

3.1 Organisation & Responsibilities

3.1.1 Organisation

The Project will produce and maintain a project organisation chart.

3.1.2 General Responsibilities (generic)

(Specific project responsibilities are defined within 3.1.3 or this document).

NOTE: If the project organisation or duties vary from these responsibilities, then the Construction Director and Project Management must document such changes.

Construction Director

Health and Safety	
Assume Health and Safety responsibilities as Construction Director.	
Understand BAM's Health and Safety policy, arrangements and associated procedures and appreciate the responsibility of each individual.	
Establish, at the contract planning stage:	
Close liaison with clients, Principal Designer and design teams.	
That suitable and sufficient risk assessments are prepared for hazards which can reasonably be identified and the adoption of safe systems of work in compliance with requirements.	
Preparation of a construction Health and Safety plan from the information supplied by the Client in the pre-construction information.	
The provision of first aid and welfare facilities from the commencement of the construction phase and include this information in the safety plan.	
Compliance with the company fire prevention procedure.	
Ensure that the Health and Safety plan is updated and reviewed throughout the duration of the contract and that the plan and revisions are brought to the attention of subcontractors.	
Check safety reports and monitor actions to comply with requirements.	
Set an example through high personal standards in the application of health and safety.	
Other	
Set and advise on BAM Construction company-wide policy.	
Advise at Company Director level on construction progress and financial status of the project.	
Liaise and co-ordinate staffing requirements for the project.	
Assume overall control of the project to ensure timely and successful completion of the works.	
Advise on opportunities available within the company to assist the project team and make those resources available.	
Ensure handover to BAM Customer Service/Maintenance Department occurs.	
Reprimand any individual failing to discharge their responsibilities satisfactorily.	
Ensure that the site is properly supervised at all times (holidays, sickness, weekend working etc.).	
Ensure the appointment of a temporary works/falseworks co-ordinator where appropriate.	
Ensure that all construction work is carried out as planned and that construction and other relevant regulations are observed at all times.	
Ensure countdown programme is produced and meetings are held in accordance with countdown procedures.	
Assume overall responsibility for ensuring BAM Construction's Environmental Policy is implemented on the project.	

Project Manager

Health and Safety	
Ensure competence of subcontractors in compliance with CSCS and Build UK requirements, prior to appointment.	
Assume Health and Safety responsibilities as Project Manager.	
Manage, in overall terms, site Health and Safety Policy, security and fire policies.	
Ensure that suitable and sufficient risk assessments are prepared for hazards which can reasonably be identified and the adoption of safe systems of work in compliance with requirements.	
Prepare a construction Health and Safety plan from the information supplied by the Client in the pre-construction information.	
Establish the location of underground services and overhead power lines in conjunction with the Client and/or Principal Designer where reasonably practical.	
Ensure that the Health and Safety plan is updated and reviewed throughout the duration of the contract and that the plan and revisions are brought to the attention of subcontractors.	
Ensure the provision of first aid and welfare facilities from the commencement of the construction phase and include this information in the safety plan.	
Accompany HSE inspectors during any visit to site and act on recommendations given.	
Ensure compliance with the company fire prevention procedure	
Prepare Health and Safety File and O&M information.	
Set an example through high personal standards in the application of health and safety.	
Other	
Responsible to the Construction Director for all aspects of the project including the attainment of the required quality, safety programme, profitability, co-ordination of site works and effectiveness of the site quality system.	
Prepare and issue the Project Management Plan, including regular review and revision as necessary.	
Establish site administrative procedures to include all forms, use and distribution.	
Provide single point of contact for the Client.	
Set the agenda for the construction process and the design/information co-ordination to achieve that process.	
Formulate and present progress reporting structure, both internally and to the Client.	
Assume overall responsibility for construction through to the completion of the building, to the agreed programme.	
Establish project industrial relations that reflect BAM procedures.	
Control staffing for the project and attendance records.	
Ensure Site Diary is kept.	
Implement change procedures in line with contractual requirements.	
Act as a point of contact for complaints from the general public	
Ensure project completion checklist is completed.	
Ensure handover meeting is carried out with BAM Customer Service/Maintenance Department.	
Oversee preparation of O&M manuals.	
Set up and monitor handover schedules, keys, spares and certificates.	
Lead post-handover review meetings.	
Reprimand any individual failing to discharge their responsibilities satisfactorily.	
Complete relevant Project Data Capture Sheet.	

Ensure that the site is properly supervised at all times (holidays, sickness, weekend working, etc.)	
Implement insurance claims procedures.	
Formulate and agree main contract programmes.	
Collate site progress photographs.	
In conjunction with the Project Planner at an agreed time, produce a countdown programme as identified in countdown procedures.	
Organise an initial countdown meeting with client/design team.	
Monitor countdown process.	
Review countdown checklist at regular intervals up to completion, during client progress meetings and subcontractor meetings.	
Monitor and carry out snagging process as defined on countdown manual.	
Set up quality procedures and ensure that these are implemented.	
Additionally, when required, undertake the duties of the site and building services managers.	
Ensure BAM Construction Environmental Procedures are implemented on site and set an example through high personal standards of environmental management.	
Nominate Project Sustainability Manager.	
Identify Project Community Champion.	
Establish Community Benefits and Data Capture Programme.	
Ensure project subcontractor performance scoring (PEP system)	

Appointed Person/Lifting Coordinator

Health and Safety	
An Appointed Person and/or Lifting Co-ordinator should be resident on site, have relevant experience and be suitable trained. A Lifting Co-ordinator should have access to an Appointed Person.	
Senior Managers, Construction Managers and Construction Directors should have the competencies of and be able to fulfil the duties of an Appointed Person.	
Ensure that each lifting operation, or series of similar lifting operations is assessed to provide such planning, selection of lifting equipment and accessories as is necessary for the task to be undertake safely by a competent person.	
Ensure that suitable and sufficient Risk Assessments and Method Statements are in place for lifting operations or that trade RAMS adequately cover lifting.	
Ensure compliance with Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) and other relevant statutory provisions instructions and arrangements, as they appear in the Health and Safety Operating Procedures.	
Ensure persons involved with lifting operations have been inducted, have adequate training to carry out their duties and are aware of relevant risk assessments and method statements.	
Ensure that an adequate inspection/examination and maintenance of equipment is carried out.	
Preparing and ensuring that all personnel involved in the lifting operation are fully briefed on the contents of the method statement and lifting plan.	
There is an effective procedure for reporting defects and incidents and taking necessary corrective action.	
Provide feedback to BAM Plant on supplier's performance.	
Seek further advice and guidance when uncertain of lifting operations and equipment selection.	
Stop a lifting operation whenever they consider that danger is likely to arise if the operation were to continue.	

Planner

Health and Safety	
Understand BAM Health and Safety policy and commitment to safe working.	
Draw to the attention of management any hazards relating to the project or to plant and materials to be used on the project.	
Other	
Develop the construction programme.	
Produce stage programmes as required.	
Report on progress of all aspects of design, procurement and construction activities.	
Provide input into progress reports for external and internal project reviews.	
Provide updates on programmes and narrative for construction reporting.	
Review and assess impact of client changes and subcontractor delays on programme.	
Prepare countdown programme in conjunction with Project Manager and site team.	
Understand BAM Environmental policy and commitment to sustainable development.	

Design Manager

Health and Safety	
Ensure that all subcontractors are aware of health and safety documentation to be provided.	
Set an example through high personal standards in the application of health and safety.	
Where applicable, advise the client of their duties under CDM regulations and, where necessary:	
Consider health and safety during construction	
Identify hazards and, where reasonably practicable, eliminate or reduce those risks	
Co-operate with other designers on the project and with the Principal Designer.	
Other	
Establish Project Design Management Plan 349-11.	
Co-ordinate all Design Disciplines and subcontractors, to ensure the integration of the design process with the procurement and construction functions.	
Manage and control all design information.	
Assume responsibility for co-ordinating the Livelink training requirements for external parties with the Livelink Trainer.	
Assume responsibility for ensuring consultants and subcontractors are monitored and managed using Livelink, ensuring compliance with the Project Design Management Plan after initial Livelink training.	
Control and manage the design team and subcontractors with design responsibility.	
Monitor and record the information release schedule.	
Receive and review design team drawings.	
Monitor progress and review design programme.	
Advise on buildability issues.	
Identify change and ensure change management procedures are implemented.	
Carry out planning and reserved matters review as part of countdown process.	
Consult Project BREEAM Manager when there are design changes to identify any effect on the project BREEAM assessment.	
Understand how the responsible sourcing policy effects design decisions	

Information Manager (All Project Stages)

Establish Project Information Management Plan or BIM Execution Plan 350-03 and appendices.	
Ensure compliance with Employers Information Requirements (EIR) and BAM Information Management (BIM) Operating Procedures.	

Site Manager(s)

Health and Safety	
Ensure that all machinery and plant, including power and hand tools, are maintained in good condition and that persons using them are suitably trained. Where necessary supporting documentation must be retained on site.	
Ensure good housekeeping on site.	
Plan and maintain a tidy site with clean offices and welfare facilities.	
Manage workface Health and Safety in accordance with BAM procedures.	
Ensure compliance with the fire, traffic and Health and Safety Management Plans.	
Co-operate with the visiting Health and Safety Advisor and act on recommendations given.	
Ensure that all accidents and dangerous occurrences are reported in accordance with company procedures.	
Ensure that suitable protective clothing and equipment is provided to employees and that training in its use where appropriate, is given. Employers must be information of the procedures for issue, maintenance and replacement of PPE and RPE.	
Ensure compliance with the company fire prevention procedure.	
Set an example through high personal standards in the application of health and safety.	
Ensure the safe storing and stacking of all materials and recording of waste transfer.	
Other	
Assume responsibility for the detailed construction process.	
Implement the Project Management Plan, including all agreed site procedures and practices.	
Advise on buildability issues as required.	
Manage plant and equipment on site – ensure all necessary registers and documents are maintained.	
Manage direct and agency labour and the keeping of records and allocation sheets.	
Keep records of subcontractor attendance and progress.	
Ensure site diary is kept.	
Release operatives when necessary for ‘on and off site’ training.	
Set up and monitor handover schedules, keys, spares and certificates.	
Reprimand any individual failing to discharge their responsibilities satisfactorily.	
Ensure that the site is properly supervised at all times (holidays, sickness, weekend working etc.).	
Collate site progress photographs.	
Ensure that appropriate quality records are being produced and monitored to verify that the works are being completed in accordance with the specified requirements.	
Assist Project Sustainability Manager in implementing environmental procedures.	
Assist in the review of risk assessments and method statements to check environmental risks are considered.	

Commercial Managers / Surveyors

Health and Safety	
Be aware of BAM's Health and Safety and Environmental policies and appreciate the responsibilities allocated to others.	
Understand the BAM policy and commitment to safe working.	
Ensure that all orders for labour, materials, plant and equipment include BAM's health, safety and environment requirements and those suppliers provide all necessary information and operating instructions.	
Ensure that subcontractors quoting for work have allowed adequate resources for safe systems of work in accordance with all company and statutory requirements for health and safety.	
Ensure competence of subcontractors in compliance with CSCS and B requirements prior to appointment.	
Other	
Assume responsibility for all matters financial, including estimating, buying and the management of subcontractors.	
Continually review and update the Project Opportunity Plan	
Report on all Project financial matters.	
Ensure retention of executed contract records.	
Assume responsibility for ensuring all contract documentation is uploaded to Livelink in accordance with the PMP.	
Oversee the main site filing system.	
Assume responsibility for ensuring subcontractor orders who have a design responsibility include compliance with Project Design Management Plan and use of Livelink	
Assume responsibility for notifying the Design Manager of new subcontractors wanting access to Livelink in good time to allow training and access to be arranged.	
Assume responsibility for updating commercial information into the commercial folder on Livelink	
Control contractual correspondence and distribution of information.	
Prepare Procurement Schedule.	
Procure subcontractors.	
Carry out services procurement.	
Manage cost forecasts and budgetary information.	
Prepare and Monitor valuations.	
Prepare subcontractors' accounts.	
Approve subcontractors' accounts.	
Contract advice.	
Liaise with client's Quantity Surveyor in the production of cost forecasts and budgetary information.	
Carry out documentation reviews as part of countdown process.	
Control financial reporting.	

Building Services Manager

Health and Safety	
Organise the work so that it is carried out with minimum risk to personnel, plant and materials.	
Comply with the requirements of safety regulations, other statutory provisions, instructions and arrangements as described in the BAM Health and Safety policy and Health and Safety procedures.	
Obtain the necessary health and safety and environmental documentation from subcontractors before work commences.	
Ensure the construction phase Health and Safety plan is developed and brought to the attention to all on site.	
Ensure the Principal Designer is provided with all the relevant information for inclusion in the Health and Safety File for M,E&P.	
Ensure all information about foreseeable risks is brought to the attention of the persons likely to be affected.	
Ensure that all registers, records and reports are in order and completed by a competent person in accordance with company and legal requirement.	
Do not permit anyone to take unnecessary risks.	
Other	
Undertake the duties of the site and building services managers.	
Prepare Building Services Project Plan *332-01.*	
Manage the overall mechanical and electrical (M&E) services of both design and installation.	
Produce and co-ordinate M&E drawings in conjunction with the Design Manager.	
Plan installation and commissioning	
Co-ordinate and set to work M&E subcontractors, including regular minuted meetings	
Carry out services installation quality control.	
Act as point of contact for Building Services Consultants' requirements.	
Manage the compilation, quality and delivery of O&M manuals for Mechanical, Electrical and Public Health (M,E&P).	
Carry out M&E commissioning review meetings.	
Monitor and review client training schedule.	
Oversee implementation of works to programme requirements.	
Comply with the requirements of environmental regulations and BAM Environmental Operating Procedures.	

Project Engineer(s)

Health and Safety	
Be involved in maintaining good housekeeping on site.	
Other	
Manage and co-ordinate construction of all structural elements.	
Set out and maintain structural accuracy.	
Implement the Project Management Plan, engineering procedures and practices.	
Ensure that appropriate quality records are being produced.	

Engineers and General Foremen

Health and Safety	
Organise the work so that it is carried out with minimum risk to personnel, plant and materials.	
Ensure compliance with safety regulations, other relevant statutory provisions, instructions and arrangements as they appear in the Health and Safety Operating Procedures.	
Ensure all information to foreseeable risks is bought to the attention of the persons likely to be affected.	
Do not permit anyone to take unnecessary risks.	
Set an example through high personal standards in the application of health and safety.	
Ensure that all accidents and dangerous occurrences are reported in accordance with company procedures.	
Other	
Ensure compliance with the Project Management Plan.	
Ensure that adequate records are maintained to demonstrate technical compliance.	
Ensure that environmental incidents are reported in accordance with company procedures.	
Ensure that the site is properly supervised at all times (holidays, sickness, weekend working etc.)	

Site Administrator / Administration Assistant

Other	
Perform receptionist and secretarial duties for the BAM site team.	
Maintain site filing system (Livelink and paper).	
Distribute, file and copy all correspondence as required.	
Ensure all original documents are stored/archived electronically.	
Open, date and Livelink stamp and distribute all incoming post and correspondence.	
Distribute faxes direct to addressee.	
Control expenditure of petty cash for office management.	
Assume responsibility for external distribution of post.	
Log materials received and file delivery tickets.	
Prepare Health and Safety file and O&M information.	

Central Support H& S Adviser

Health and Safety	
Perform the duties of Health and Safety and Environment Advisor in accordance with the relevant statute.	
Foster, within BAM, the understanding that safety and accident prevention are an integral part of business and operational efficiency.	
Assist with safety training for all levels of employee and promote awareness of safety and accident prevention.	
Keep up to date with recommended codes of practice, safety literature and changes in legislation.	
Maintain contact with official and professional bodies, e.g. Health and Safety Executive, Environmental Health Officer, Fire Authorities, Institute of Occupational Safety and Health and other safety organisations.	

Advise all levels of management on: Preventing injury to personnel and damage to plant and equipment Further existing safe working methods. Legal requirements affecting safety, health, welfare and the environment. Provision and use of protective clothing and equipment – Potential hazards arising from new contracts before work starts on site including safety organisation arrangements and fire precautions – Changes in legislation.	
Set an example through high personal standards in the application of health and safety.	
Assist in providing input to project Health and Safety plan.	
Liaise with internal and external Principal Designers to ensure compliance with the Construction (Design and Management) Regulations.	
Carry out site inspections, in association with site management, to ensure only safe methods of working are in operation and that company and statutory requirements are being observed.	
Investigate and determine the cause of accidents or dangerous occurrences, report accordingly and make recommendations to prevent recurrence.	
Advise on action to be taken on the issue of a statutory notice.	

Other BAM Employees and Subcontractors

Other	
Comply with any instructions issued by BAM Construction management or Statutory Authorities.	
Comply with the requirements of environmental regulations and BAM Environmental Operating Procedures.	

Risk Manager

Other	
Establish areas of risk/opportunity and record on the Risk Register 101-03.	
Analyse potential consequences (time, money, method, legal liability, etc.)	
Assess risk/opportunity priority (high, medium, or low).	
Respond and implement strategy to risk/opportunity.	
Allocate action.	
Regularly update Risk Register, including updates from Project Opportunity Plan.	
Monitor notes and comments.	
Close out record.	
Establish areas of risk/opportunity and record on the Risk Register 101-03.	

Temporary Works and / or Falseworks Co-ordinators

Health and Safety	
Ensure compliance with safety regulations, other relevant statutory provisions, instructions and arrangements as they appear in the Health and Safety Operating Procedures.	
Ensure that information in respect to those hazards to health and safety that cannot be eliminated at design stage is provided by the responsible designers, and that this information is known to those persons affected.	

Ensure persons under their control have received induction training, have adequate training to carry out their duties and are aware of known hazards.	
Ensure that design of temporary works/falseworks takes into account safety during erection, use and dismantling.	
Set an example through high personal standards in the application of health and safety.	
Other	
Co-ordinate all temporary works.	
Ensure a statutory brief is established for each separate design and that all temporary works and falseworks are co-ordinated.	
Ensure that all temporary works/falseworks requirements are adequately identified and scheduled in advance of work.	
Ensure that adequate and competent design briefs are prepared for every item of temporary works/falseworks.	
Ensure that design of temporary works/falseworks is formally allocated to and accepted by competent persons and that competent designs are provided for all temporary works/falseworks.	
Ensure that all temporary works/falseworks designs are independently checked by a competent person and amended where necessary prior to implementation.	
Ensure that temporary works and/or falseworks are safely erected in accordance with the approved designs, using only the specified material, equipment, components, sequences and method statements.	
Ensure appropriate inspections are carried out by a competent person, prior to use of temporary works/ falseworks, to ensure compliance with the design and safety aspects prior to loading and that necessary corrections are identified, recorded and implemented where required.	
Ensure temporary works are used, loaded, unloaded, and dismantled/struck strictly in accordance with the approved designs and issue and control appropriate permits to load/unload, dismantle/strike temporary works/falseworks accordingly.	
Ensure that all changes and modifications to temporary works/falseworks are identified, designed, checked and approved prior to implementation.	
Ensure appropriate procedures are applied to control and manage changed requirements for temporary works and/or falseworks, inclusive of re-design and independent checking prior to use.	
Ensure that erection/dismantling is supervised and is carried out in accordance with the specification, method statement, safe system of work to recognised engineering standards.	
Ensure BAM Construction Environmental Procedures are implemented for all temporary works and set an example through high personal standards of environmental management.	

COSHH Co-ordinator

Health and Safety	
Liaise with the Project Sustainability Manager to identify potentially hazardous waste streams and products that may be detrimental to the environment.	
Implement BAM procedures for Health and Safety and Environment in relation to COSHH.	

Quality Co-ordinator

Other	
Main point of contact for Defects Avoidance	
Ensuring Inspection and Test Schedule is produced	
Ensuring Inspection and Test Plans are produced and agreed	
Ensuring that non-standard documentation, methods etc. are declared in the PMP	
Ensuring Inspection and testing is carried out in accordance with ITPs and are recorded	

Ensuring any non-conformances are recorded and followed up	
Ensuring that records are retained to indicate corrective action taken and signed off as effective	
Flagging situations where problems have not been fixed and have a knock-on effect on subsequent work	

Project Sustainability Manager

Other	
Implement BAM Construction's Environmental Procedures on site.	
Review risk assessments and method statements to check environmental risks are considered.	
Produce environmental section of Project Management Plan and update when required.	
Act as point of contact for Environment Agency and Local Authority Environmental Health Officer.	
Ensure statutory paperwork is in place.	
Carry out on-site checks to ensure compliance with procedures.	
Liaise with COSHH Co-ordinator to identify potentially hazardous waste streams and products that may be detrimental to the environment.	
Act as point of contact for complaints from the general public.	
Co-operate with the visiting Regional Sustainability Representative and act on the recommendations given.	
Ensure that BAMSmaRT is kept up to date.	
Work with all staff to achieve sustainability targets.	
Take action to minimise project resource consumption (including materials, energy and water).	
Implement measures included in the Resource Management Plan.	

Project BREEAM Manager

Other	
Arrange BREEAM Assessor/BREEAM Accredited Professional (AP) site kick-off meeting to review BREEAM requirements and set deadlines. This meeting should include the design stage BREEAM co-ordinator to understand BREEAM targets and make site management aware of the site team's BREEAM responsibilities.	
Keep BREEAM on suitable meeting agendas to ensure a regular review of BREEAM is undertaken. Send BREEAM Assessor meeting minutes, especially when BREEAM points are raised.	
Ensure all contractor evidence is being collated during construction phase.	
Liaise with BREEAM assessor/AP to ensure evidence for the post construction assessment is being collated in line with credits targeted at design stage.	
Advise BREEAM Assessor/AP of potential change to design specification ASAP.	

Project Community Champion

Other	
Produce community benefits section of the PMP and update when required.	
Log and record community engagement activities on site on a monthly basis.	
Report community activity on a monthly basis to the regional Community Co-ordinator so that it can be recorded on LBG data for the region.	

Act as the central point of communication to cascade any information on community engagement through the site.	
Organise or support site-based fundraising initiatives which support a local charity or our national charity partners.	
Work with the Regional Community Co-ordinator to develop community case studies with support CCS requirement and Log on Livelink.	

Healthy Minds Champion

Other	
Ensure Healthy Minds information is available and displayed on notice boards and around site.	
Act as the central point of communication to cascade any information on Healthy Minds engagement throughout the site.	
Actively promote Healthy Minds awareness and tolerance within the project, and ensure everyone feels comfortable to talk about mental health without fear of reprisal.	
Act as a point of contact for anyone who is experiencing or may be experiencing mental health issues, and provide support and reference information as necessary.	
Ensure Healthy Minds is promoted through regular Toolbox Talks, site initiatives and operative communications.	

3.1.3 Project Specific Responsibilities

Add initials of team member with specific responsibility or involved for each activity.

These columns detail the procedures to be followed on this project with reference to company procedures, guidance notes or forms. If these are not appropriate to the project then reference should be made to project specific procedures/forms in Section 7 of this document.

This table will be updated staffing specific during the mobilisation stage once in contract

ACTIVITY	PROCEDURE and REFERENCE	STANDARD FORM REF	RESPONSIBILITY	
			MAIN	INVOLVED
1. Project Administration	Project Administration – *con-01*		TBC	
2. Community Benefits and Data Capture Programme		*300-05*		
3. Data Capture		*300-61*, *300-62*, *300-63*		
4. Receipt and filing of correspondence	Site Administration – *con-02*			
5. Management of design and information • Prepare Project Design Management Plan • Design review and approval (D and B only) • Requests for information • Confirmation of verbal instructions • Management of Contractors' Design Portions (CDPs) • Document / Drawing Issue Sheet	Design Management, Pre-construction and Construction Phase – *con-03*	*349-11* *310-07*, *310-08*, *310-09* *300-33* *300-46*		
6. Receipt, issue and filing of drawings	Site Administration – *con-02*	*310-04*		
7. Temporary Works and Falseworks Co-ordinator(s) • Schedule of Temporary Works/Falseworks • Permit to Load/Unload/Strike/Dismantle • Certificate of Design Approval for Temporary Works/Falseworks	Temporary Works and Falseworks – *ts-02* *con-06*	*300-09*, *300-40* *220-11*		
8. Procurement of Subcontractors	Procurement of Subcontractors – *buy-02*			
• Preparation of Procurement Schedule		*153-09*		
• Selection and Enquiries		*153-05*, *153-06*, *153-07*, *153-08* *153-10*		
• Order meetings		*153-12*		
• Subcontract Recommendations		*153-11*		
• Prepare/Issue Subcontract Agreements / Orders		*153-13*, *153-14*, *153-15*		
• Prepare/Issue Letters of Intent		*153-16*		

ACTIVITY	PROCEDURE and REFERENCE	STANDARD FORM REF	RESPONSIBILITY	
			MAIN	INVOLVED
• Guarantee / bond application form		210-04		
9. Management of Subcontractors	Management of Subcontractors – con-04			
• General management		300-32		
• Instructions to subcontractors •		310-11 and 310-12 310-08		
Dayworks		310-13		
• Subcontractor performance scoring (PEP system)		*Guidance on intranet under, Supply chain/Welcome/ Performance Scoring*		
10. Operative Employment	per-02	See BPM Support for HR forms		
11. Management of Materials				
• Plan and Requisition Materials	Procurement and Control of Materials – buy-01	150-01		
• Order Materials	Procurement and Control of Materials – buy-01	Pro-forma Order		
• Receipt and storage of materials	Receipt of Materials – buy-04	150-03 and 150-40		
12. Management and Hire of Plant / Equipment	Management of Plant and Equipment –con-05	300-17 300-18http://intranet.bam.co.uk/qm/bsdocs/forms/300-43.doc		
13. Building Services Management	Building Services Management – bsm-01	332-01-17 *(intranet only)*		
14. Management of Health and Safety	H&S Operating Procedures Contact BAM H&S	*Forms numbers 001 to 0041*		
15. Maintain Site Diary	Site Administration – con-02	310-05		
16. Record of Quality Inspections and Tests	Site Engineering – con-06 Quality Control – con-07			
Inspection and Test Plan	Project Management Plan	300-27		
Schedule of Sample Submissions	Project Management Plan	300-28		
17. Management of Variations and non-recoverable costs	Surveying – qs-01 Management of Variations and Non-recoverable costs –qs-gn-19	330-14 and 330-15		
18. Valuations and Payments (Client)	Surveying – qs-01			
19. Valuations and Payments (Subcontractors)	Surveying – qs-01 Valuations and Payments –qs-gn-18	330-05 and 330- 06		

ACTIVITY	PROCEDURE and REFERENCE	STANDARD FORM REF	RESPONSIBILITY	
			MAIN	INVOLVED
20. Financial Reporting	Surveying – *qs-01* Payment and Administration of Design Fees – *qs-gn-20* Financial Reporting, Quarterly Forecasting – *qs-gn-22*	a) Internal Progress Report. b) Financial Review. c) Monthly Turnover and Profitability Report		
21. Internal Project Review (Information / Progress / Procurement / Financial / Quality)	Project Administration – *con-01*	*300-36*		
22. Project Progress Reports	Project Administration – *con-01*			
23. Issue of Construction Notices and Support Documentation	Surveying – *qs-01*	*330-11 and 330-12*		
24. Documentation of Insurance Claims	*con-02 qs-01*	*210-01, 210-03*		
25. Preparation of Health and Safety File	Health and Safety Operating Procedures			
26. Preparation of O and M Manuals and Building Logs		(project specific)		
27. Settlement of Final Account (Subcontractors)	Surveying – *qs-01*	*330-09* *330-10*		
28. Temporary Works	*Ts-02*			
29. Commissioning	Building Services Management – *bsm-01*	(Project Specific) a) Commissioning Programme b) Commissioning sheets		
30. Preparation and Clearance of Snagging List	Project Administration – *con-01* Clearance of Snagging Lists – *pm-gn-07*	(Project Specific) Snagging Lists *300-10* *300-11*		
31. Receipt and circulation of Certificate of Practical Completion	Surveying – *qs-01*	Certificate of Partial/Practical Completion		
32. Resolution of outstanding snagging items	Clearance of Snagging Lists – *pm-gn-07*	(Project Specific) Snagging Lists *300-10* *300-11*		
33. Settlement of Final Account with Client	Surveying – *qs-01*	(Project Specific) Final Account Statement		
34. Remedial Maintenance	Remedial Maintenance – *pm-gn-08*			

ACTIVITY	PROCEDURE and REFERENCE	STANDARD FORM REF	RESPONSIBILITY	
			MAIN	INVOLVED
35. Making Good Defects Certificate	Defects Liability Period – *pm-gn-09*			
36. I.T. Responsibilities	*con-02*	(project specific)		
37. EDMS Responsibilities	EDMS. Section 6.7 Project Management Plan for guidance.	(project specific)		
38. Risk Management	*gen-01*	(project specific development)		
39. Countdown Manual		(project specific)		
40. Management of Environmental Issues	EMS Procedures			
41. Information Management (Where applicable)	Im-01	350-03 350-07 350-08		

4.0 Environmental Management

This section of the Project Management Plan identifies all the relevant Environmental Hazards (also known as Aspects) and Control measures to be put in place for the project.

For guidance on individual sections refer to the noted section of the Environmental Operating Procedures for Construction. The standard body text included will then need to be added to and altered to suit your project.

4.1 Environmental Records

Details of the documents that need to be held on site are listed below.

All Key Performance Indicator Information will need to be recorded on BAM SMaRT

This table will be updated staffing specific during the mobilisation stage once in contract

Environmental Records[1]	Action by	File Ref:
Project Management Plan	SP	15
Resource Management Plan (RMP)		50-05 BAM SMaRT
Environmental Permit / Waste Management Licence / Exemptions, Carrier Registrations [off-site]		BAM SMaRT
Environmental Permit / Exemption Certificate [on-site]		50-05
Waste Transfer Notes		BAM SMaRT
Street cleaning & septic tank duty of care information		50-05
Energy supply arrangements (type of supply, supplier, MPAN, MPRN, account number(s))		BAM SMaRT
Key Performance Indicator information (pollution incidents, energy use, mains water use, waste production, timber sustainability, environmental toolbox talks)		50-05 BAM SMaRT
Method Statements and Risk Assessments		50-10
COSHH Assessments		50-10
Site Incident Response Plans		50-05
Regional Sustainability Representative Visit Reports		BAM SMaRT/ BIM360 Field
Section 60 / 80 Notices		50-05
Section 61 Consents		50-05
Part B Authorisations		50-05
Trade Effluent Consent		50-05
Controlled Water Discharge Permit		50-05
Other Consents (Archaeological, Hedge Removal, Tree Removal, etc.)		50-05
BREEAM		60

4.2 Contractual Obligations

Insert any contractual, client, or planning authority environmental obligations, e.g. restricted working hours, BREEAM rating, timber chain of custody policy, etc.

[1] *This list is not exhaustive and not all of the documents may need to be obtained. See the Pre-commencement checklist, bam/ep/construction/5.2, and procedures for details of the documents that will need to be retained.*

Information required to address Condition 3 in respect of Construction Management Plan (Pre-commencement of development)

- Display of an emergency contact number – pls refer details in plan 1.3
- Details of Wheel Washing – jet washing inside site boundary & road sweeping
- Dust suppression measures – pls refer control measure in 2.2.6 & 4.4.5
- Consultation with local residents/businesses – pls refer 6.0 & Local benefit paper [stand alone document]
- Measures to prevent leakages into the Ashton Canal, groundwater and culvert – Pls refer 2.2.1
- Noise and vibration monitoring – pls refer 2.2.6 & 4.4.5
- Hoarding location and design – pls refer 2.2.1
- Compound locations where relevant – pls refer 2.7.1
- Location, removal and recycling of waste – Pls refer resource management plan & 4.4.5
- Routing strategy and swept path analysis – pls refer 2.7.1
- Parking of construction vehicles and staff – pls refer 2.7.1
- Sheeting over of construction vehicles – pls refer 2.2.6
- Details to prevent any impact on tram infrastructure – pls refer 2.21
- Loading and unloading of plant and materials – pls refer 2.2.1
- Construction and demolition methods, including use of cranes, (which must not over sail the tramway) – works do not over sail, no tower cranes deployed – pls refer 2.2.5; 2.2.4
- The development shall be carried out in accordance with the approved construction management plan.

4.3 Project Specific Environmental Aspects

List all environmental Aspects (areas that will impact on the environment) identified from the Environmental Pre-commencement checklist bam/ep/construction/5.2.

Planned main works

- Nuisance
  - Vibration monitoring will be undertaken in relation to structural impact to adjacent assets
- Contaminated land
- If any suspected contaminated ground is encountered during the works, this is to be reported to the site management. Material is to be stockpiled for disposal as part of the main works.
- Emergency procedures – see sections 1 and 2
- Hazardous chemicals (including fuel) to be managed by standard procedures and CoSHH assessment
- Local watercourses (including groundwater)
  - Groundwater monitoring is to be provided at well points, this has been reviewed and agreed before commencement with the project environmental engineer and the local environmental office
- Maintaining clean roads – site team to monitor and manage

4.4 Project Specific Environmental Controls

- All targeted trade contractors used are to hold, or sign up for, environmental management certification (ISO14001/BS8555).

4.4.1 Construction Targets

Explain how the site is going to measure its performance against the Environmental Targets for Construction. Include details of the KPIs to be measured.[2] Example Targets are included below.

[2] *For guidance see sections 5.1, 5.3, and 5.8 of the Environmental Operating Procedures for Construction (EMS).*

1. Site to register with the Considerate Constructors Scheme and target minimum score of 35 *(40 BREEAM exemplary level performance)* out of 50 with a minimum of 7 in each category – not for enabling works.
2. Target zero pollution incidents by following this plan.
3. Measure Energy use as follows:
   - BAM Fuel use (in litres) and bottled Gas/LPG (in Kg) to be recorded on BAM SMaRT from delivery tickets.
   - Subcontractors to copy their delivery tickets for fuel oil, bottled gas, etc. to BAM for inclusion on BAM SMaRT.
   - Energy supply details to be logged on BAM SMaRT indicating ownership of supply (BAM/Client), Supplier, MPAN, MPRN and account details where relevant.
   - Automatic Meter Reading (AMR) Electricity (and where relevant Gas) meter(s) to be installed at main supply point/entry point to site, with usage (obtained from AMR report) recorded monthly (in kWh) on BAM SMaRT.
   - Target maximum CO_2 emissions of 11000 Kg /£1 million.
4. Water use readings (in m^3) from the meter installed at the entry point to the site are also to be recorded on BAM SMaRT.
   - Target maximum water use of 70 m^3 /£1 million.
5. Waste production, and percentage of waste diverted from landfill, is to be monitored on BAM SMaRT.
   - Log all BAM Waste Transfer Notes (WTN) and waste destinations.
   - Subcontractors to copy all WTN to BAM. BAM to record on BAM SMaRT.
   - Target maximum Construction (skip) waste production of 100 m^3 /£1 million.
6. The Resource Management Plan includes details of the waste to be segregated for recycling on site.
   - Target to divert at least 95 % of all waste removed from site away from landfill.
7. All Timber is to be from FSC or PEFC Chain of Custody sources. Details of all deliveries will be recorded on BAM SMaRT.
8. Environmental Toolbox Talks are to be carried out at least once a month, and be recorded on the Toolbox Talk Record. All environmental risks are to be included in site induction.
9. The Project Environmental Management Plan and Resource Management Plan are to be reviewed on a quarterly basis.

4.4.2 Ecology, Archaeology, and Rights of Way[3]

The following measures will be employed to protect the ecology on the site:

- All mature trees that are to be retained are to be protected in accordance with BS 5837. No work may be carried out within the fenced areas without prior approval of a method statement. No mechanical excavation will be allowed within the fenced areas. No materials to be stored in protection zones.
- Site management is to be notified if any suspected Protected Species or Archaeological remains are encountered.
- *(BREEAM statement for Land Use and Ecology Credits)* The nominated Biodiversity Champion is Stuart Prosser. Who has the authority to influence site

[3] *For guidance see section 5.10 of the Environmental Operating Procedures for Construction (EMS)*
[4] *For guidance see Section 5.06 of EMS*

activities and ensure that detrimental impacts on site biodiversity are minimised in line with the recommendations of a Suitably Qualified Ecologist (SQA). *A formal letter of appointment is to be saved as BREEAM Evidence.*

- Nesting Birds – As removal of vegetation is necessary for the planned works, we will comply with the recommendations 4.1 and 4.2 of the Penny Anderson Associates ecology report for the site, extract below:

Penny Anderson Associates Ltd
CONSULTANT ECOLOGISTS

4. RECOMMENDATIONS

Nesting Birds

4.1 No evidence of nesting birds was found. However, all breeding birds are protected by law and it is recommended that initial works are carried out outside the bird nesting season (1st March to 30th September). If winter clearance is not possible, then it is recommended that a suitably experienced ecologist check the site no more than 48 hours prior to works to ensure no active nests are present. If nesting birds are confirmed to be present then works should be postponed in that area until young have fledged and/or nesting had been completed. It may be necessary to cordon off the nest and monitor it until work is completed.

Other Protected Species

4.2 Additional surveys or special measures for other protected species are not considered necessary.

- Site management is to be notified if any suspected Protected Species or Archaeological remains are encountered.

4.4.3 Materials Management[4]

The following materials management measures will be employed:

- All hazardous materials will be kept within a locked storage area and access to these materials will be restricted to those who have viewed the COSHH assessment for the particular material.
- Other materials are to be stored in designated storage areas as agreed with the Site Management.
- The project will support and give preference to procuring products which are able to demonstrate compliance with a recognised responsible sourcing scheme, certified by a third party. In particular:
  - All timber products are to be from a Chain of Custody source, certified by the Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest

    Certification Schemes (PEFC), or Grown in Britain (GiB) to ensure legality and sustainability. Where this is not possible the client will be informed and alternative timbers proposed.
  - Dimensional stone (including granite kerbs, roof slates, flag stones, wall and floor tiles) is to be specified from suppliers that hold BES6001 certification for the specific product, or who are members of Stone Federation GB along with participation in the Ethical Trading Initiative (ETI Stone Group), the TFT Responsible Stone Program, or the United Nations Global Compact.
  - There will be a preference for procuring the following products with BES6001 certification: aggregates, asphalt, blocks, bricks, cementitious products, cladding, concrete, flooring, glass, gypsum products, insulation materials, kerbs, masonry products, mortar, paving, plasterboard, PVC, reinforcement bar, roof tiles, sand, screed, steel
- The project will procure materials and services as well as source labour locally when possible.

4.4.4 Oil, Fuel and Liquid Chemical Storage[5]

The storage of all BAM and Subcontractor oil containers with a capacity of 200ltrs or more will comply with the requirements of the Control of Pollution (Oil Storage) regulations as follows:

- Oil drums are to be stored on proprietary secondary containment systems that will contain 110% of the contents of the largest container, or 25% of the total, whichever is greater. These are to be protected so as to minimise the ingress of rainwater, and secured against unauthorised discharge.
- All bulk storage tanks are to be integrally bunded proprietary tanks. The tanks are to be located within the compound area of the site, away from general traffic movements and surface water drains, and secured against unauthorised discharge.
- The filling of BAM bulk storage tanks will be supervised by BAM staff. Only authorised personnel will be issued with a key to the bulk storage tanks for refuelling plant. When refuelling, the operator is to remain in attendance at all times.
- All personnel are to make themselves aware of the Site Incidence Response Plan (SIRP) (*bam/ep/construction/5.11)* which will be attached to all storage containers. The Site Manager is to be notified of all spillages, however minor.
- A spill kit will be available on site, at the location detailed on the SIRP.
- Oils and other chemicals, in containers with a capacity of less than 200ltrs, will be stored within a locked store on drip trays. Again, only authorised personnel will be issued with a key to this store.

The location of Subcontractors' oil storage areas and procedures must be agreed with BAM Site Management prior to any deliveries. No storage will be permitted within 10m of the stream or surface water drains. An Oil Storage Checklist (*bam/ep/construction/5.07 Appendix 1*) is to be completed for all oil storage locations.

4.4.5 Nuisance Prevention[6]

The following measures are to be implemented to reduce the nuisance to neighbours, and to ensure they have an appropriate amount of involvement with the project:

- Site working hours will be 08:00 to 18:00hrs Monday to Friday, and 08:30hrs to 13:00hrs on Saturday. No work is to be carried out on Sundays or Bank Holidays.
- A newsletter to local residents in the project ward; local business will be sent out in conjunction with OVG marketing director before the start of the project, introducing the project team and giving a brief outline of the project, and thereafter at intervals of 4 months. The newsletter will include the name and telephone number of the Project Sustainability Manager.
- The Local Authority's Environmental Health Officer will be kept informed of all upcoming activities that may impact on the local residents.
- A complaints register will be set up, using the form BAM/EP/Construction/5.15. The Project Sustainability Manager will take immediate action on receiving a complaint, and respond to any complainant by the end of the next working day.
- All plant and machinery will be switched off when not in use.
- A road sweeper will be employed when required to keep all roadways on and adjacent to the site clear of mud and debris. Daily inspections of the road condition will be made and will be recorded in the site diary records.

- Noise and vibration mitigation will be employed as recommended in the SRL report
- Dust and smoke generation will be mitigated by the following measures
  - Any waste stockpiles will be damped down by water sprays and sheeted if required.
  - All rubbish skips will be exchanged on a regular basis and sheeted when required.
  - Vehicles shall be sheeted to prevent loss of materials off site.
  - Storage locations should be aggregated where practical to avoid the creation of many stockpiles, adequately screened to prevent wind loss and damped down where practical when being handled.
  - Waste materials shall not be burnt on-site.
  - Wastes must be placed in suitable containers prior to appropriate disposal.
  - Prolonged storage of materials on site prior to use and/or disposal is to be avoided.
- Nuisance from exhaust emissions will be mitigated by the following measures
  - Mobile plant should be located away from sensitive receptors near to the proposed development site.
  - Lorries and plant with diesel engines on or off site should be well maintained in order to reduce emissions of visible smoke.
  - Engines should not be left idling unnecessarily, and plant and vehicles must not be parked in a position that could give rise to nuisance from exhaust fumes.
  - Contractors should take all precautions to prevent the emissions of fumes from stored fuel oils, for safety and potential nuisance reasons.

4.4.6 Water Pollution prevention Measures[7]

The following measures are to be put in place to ensure there are no pollution incidents:

- Oil and liquid chemicals are to be stored and handled as described in 3.4.5.
- A Site Incident Response Plan will be produced where quantities exceed 200ltrs.
- All static plant must have drip trays. Drip trays are to be placed under mobile plant when parked up at the end of the shift. All leaks are to be reported for immediate action.
- No waste water is to be pumped to any Controlled Waters or to any Foul or Surface Water Drains, unless under the cover of a Discharge Consent.
- An impervious concrete wash out area, consisting of a polythene lined skip, , is to be constructed at the exit to the site. This is the only area where concrete wagons are permitted to wash out. The resulting waste water will be allowed to evaporate wherever possible.
- Refer to Cementation Skanska Method Statement for control measures adjacent to the canal.
- A grouting work attendances team will work alongside Cementation Skanska. Their works will include the formation of ditches and/or bunds to prevent any surface water run-off from the site, including to the Canal beyond the Southern boundary.
- BAM will undertake periodic water sampling of the Ashton Canal to check the water quality and ensure that there is no impact from the works. The results of these tests will be shared with the Canal & River Trust. Canal & River Trust will be notified in the event of any pollution incident affecting the Canal.

4.4.7 Other Control Measures[8]

In addition to the above controls the following will be implemented on this site:

- If any suspected contaminated ground is encountered during the works, this is to be reported to the site management.

4.4.8 Training[9]

The following measures will be employed to ensure the Environmental Aspects and Controls are communicated to the relevant site personnel.

- Control measures noted above, along with details of the Resource Management Plan will be communicated to all Site Operatives at their initial Site Induction.
- An Environmental Notice Board in the site canteen will contain the following information:
  - BAM Environmental Policy Statement.
  - Relevant Environment Posters.
  - The latest relevant BAM Environmental Bulletin.
  - Site Incident Response Plan (SIRP) for oil.
  - Toolbox talks and/or other information relevant to the project.
  - Performance against, energy, water and waste targets
- Environmental Toolbox Talks relevant to site activities will be conducted once per month. Ecology toolbox talks will be undertaken based on the findings and recommendations for protection of ecological features highlighted within the Suitably Qualified Ecologist's report.

4.4.9 Emergency Procedures[10]

A Site Incident Response Plan (*bam/ep/construction/5.11)* is to be displayed at all storage locations where 200 litres or more of a possibly polluting substance is to be stored.

4.5 Resource Management Plan

A Resource Management Plan (RMP), which complies with the requirements of the Site Waste Management Plan Regulations where they apply, has been drawn up, based on the template *bam/em/construction/5.03 – Appendix 1*. See 4.1 'Environmental Records' for the location of the plan.

The RMP has been produced to ensure that resource efficiency measures have been taken and that all waste from this site is to be managed appropriately and dealt with in accordance with Section 34 of the Environmental Protection Act 1990 (Waste Duty of Care) and the Environmental Protection (Duty of Care) Regulations

5.0 Quality Management

5.1 Quality Management System

This project will be managed in accordance with the Quality Management System for BAM Construction Limited, certificated by British Standards Institute (BSI) and meeting the requirements of BS EN ISO 9001.

Section 1.5.3 of this plan indicates individual responsibilities and the relevant procedures that are to be followed. These will be BAM procedures, unless otherwise indicated in Section 7 of this Project Management Plan (project specific).

5.2 Inspection and Testing

Schedule of Inspection and Test Plans

A schedule of Inspection and Test Plans 300-22 will be prepared and maintained as an associated document to this PMP

Inspection and Test Plans

An Inspection and Test Plan *300-27* is to be produced for each package or area of work to plan and record inspections, to ensure works comply with the specified requirements.

Specific inspections/tests to be carried out, and their frequency.

Responsibility for completing the inspections/tests and the means by which the results will be recorded.

Requirement for inspections/tests to be carried out or witnessed by others

Requirement for notice to be given that works are complete and ready for inspection

Requirement for records to be made available or copied to others.

Plans are held separately with the inspection records. They may be compiled in stages throughout the duration of the contract, as details of the work packages become available.

5.3 Material Samples

The submission of samples, or construction of mock-ups required by the contract, can be monitored through the schedule or other documented means of confirming approvals. This should record the date of submission and verification that approval has been received (date and reference to supporting documentation - meeting minutes, letter, instruction, etc.)

5.4 Quality Inspections by Subcontractors

Sample Checklists are available via the Business Systems area on the Intranet under Defects Avoidance or direct from Business Systems Department. Wherever possible subcontractors' own checklists should be used as long as they are at least equivalent to our own.

Prior to appointment, the subcontractor ***must*** submit the information listed below:

a) The person who will be responsible for quality of construction on site

b) The person who will deal with problems or complaints when these are beyond the authority of the subcontractor's site representative

c) Details of any work instructions, supplier's recommendations, or Codes of Practice that relate to the work carried out and which the subcontractor is providing to the site operatives

d) Procedures, work instructions, or method statements which are required to be submitted for comment/ approval

e) Details of the inspection and test records that the subcontractor will provide to confirm that the work has been completed in accordance with the specified requirements, including methods of testing to be used (where appropriate). These should be recorded on *300-27.*

f) Confirmation that the operatives employed on site have the necessary qualifications, skills and training for the tasks demanded of them

g) Confirmation that any measuring and test equipment being used will be calibrated and that records will be made available to provide evidence of this

h) Arrangements for the storage and protection of materials

i) Proposed methods for the protection of completed work (where appropriate)

The subcontractors will also be asked to identify where they will employ their own subcontractors, including 'labour only' subcontractors, and what arrangements they will make for controlling the quality of materials and workmanship in these circumstances. The arrangements listed above will be the subject of review at the periodic progress meetings to be held with subcontractors on this project.

5.5 Quality Inspection Records

Quality inspection records identified in the Inspection and Test Plan(s) are filed on Livelink as part of the project records.

5.6 Internal Quality Audits

Periodic audits of the project will be carried out in accordance with the company audit procedure and Regional audit schedule(s), to ensure compliance in line with ISO 9001, BAM procedures and this Project Management Plan. The audits shall be conducted through mobilisation, mid project and completion stages. The Project Manager is responsible for ensuring that any Action Requests arising from these audits are completed in a timely manner and verified by the Construction Director/Manager and promoted to Business Systems for review and control.

5.7 Completion of Contract

Upon completion of the contract, this Project Management Plan and all related quality records are to be archived in Livelink, in accordance with the company procedures.

Community Engagement Refer to the Community Engagement section in Best Practice under 'Support' for further guidance.

Insert any contractual, client or other obligations or undertakings in relation to employment skills and training, procurement of local goods and services, supporting educational activities or the local community.

6.0 Community Engagement

Project Bradford Community Engagement Strategy
The BAM team will ensure that delivery of the project is a smooth, safe and positive experience for the surrounding community, by taking a proactive approach to the following areas:

1. Communication with the community to keep them informed about the project, the steps taken to minimise disruption and the process for providing feedback.
2. Enforcement of strict site management protocols that include the behaviour of construction operatives and the careful management of noise, waste, dirt, deliveries and traffic.

3. Implementation of a community benefits and social value plan to create employment, training and educational opportunities for local people and support local community initiatives.

1. Communication with the community to keep them informed about the project, the steps taken to minimise disruption and the process for providing feedback.
BAM's Communications Manager for the North West region, will liaise with OVG and Manchester City Council's communications team to develop a project specific communications plan and protocols to be put in place on the project. Provide project level support to the BAM project team to ensure the plan, agreed approach and protocols are fully understood by the whole team and are implemented on a day-to-day basis.
The plan will be aligned to key milestones in line with the construction programme and key dates and activities relevant to OVG and Manchester City Council. It will also identify the key stakeholder groups that are both directly involved in, or indirectly affected by, the project and the planned communications with these groups and when. We understand some of these key stakeholders already but will work closely with OVG and Manchester City Council to more thoroughly understand all the different stakeholders involved and any proven or existing methods of communicating with them.
The purpose of the plan is to keep all those affected well informed so as to minimise disruption, but also very much to create interest and excitement about the development of the project and the short and longer term benefits it will bring to the city of Manchester. The Comms manager will work with the site team to gather progress updates and good news stories and publicise these to internal and external stakeholders through a range of channels, in partnership with OVG's marketing and communications team.
Communications activities will include newsletters delivered on a regular basis to the local community of residents and businesses, media relations with local press such as hosting press visits in partnership with OVG and Manchester City Council, a public project Facebook page, milestone ceremonies, and community and resident briefings and as part of Manchester City Council neighbourhood communications. A schedule of site visits will be included to give stakeholders an insight into construction activities and meet the team should they wish to do so. All communications will include contact details for the BAM project team for the local community to provide any feedback or concerns they have. More about this is covered below.

NOTE as part of pre-commencement BAM have submitted a local labour benefit paper

2. Enforcement of strict site management protocols that include the behaviour of construction operatives and the careful management of noise, waste, dirt, deliveries and traffic.
Our significant experience of working in congested city centre sites, such as 1 Angel Square for The Co- operative Group and No.1 Spinningfields for Allied London, means we understand how to manage our site teams and ensure that large workforces of construction operatives from multiple subcontractor companies adhere to strict site management protocols when working on BAM sites. All subcontractors will be given a full comprehensive site induction on their first day, which ensures the highest standards of health and safety, professional conduct when interacting with all stakeholders and the local community, and the importance of minimising disruption at all times. This will not only cover behaviour whilst working on site but also during breaks off site or when travelling to and from the site when representing the project as a member of the workforce in the local area. We have a zero tolerance policy for breach of site rules and should there be any breach offending persons will be removed from site immediately.
Our Project Manager and supporting site management team will take responsibility for delivering this aspect of our community engagement strategy, and will keep our Comms Manager, informed should any proactive action need to be taken to address any issues that may arise, so this can be carefully managed in partnership with OVG and where relevant, Manchester City Council. Our Project Manager's contact details will be provided on all project newsletters delivered to the local community and will also be displayed on the site hoardings.
We don't shy away from complaints. We want to know if someone is unhappy so we can do something about it. Any issues that may arise in terms of complaints received or unneighbourly behaviour reported will be responded to with significant priority and a log maintained, indicating what

action has been taken in response, which will be made available to the local planning authority upon request.
Inevitably, the type of construction works to be undertaken will generate a degree of noise at some times, however, BAM will, wherever possible, take steps to carry out these works using methods and at times to minimise disruption to the local community as much as possible. More information about exactly how we will manage the site set up and construction methodology can be found within the relevant sections of this Project Management Plan.

3. Implementation of a community benefits and social value plan to create employment, training and educational opportunities for local people and support local community initiatives.
On every project we deliver we make time to create meaningful opportunities that have a positive impact on local people to generate real benefits to local communities in the areas where we work. This project is a great opportunity to generate employment, training, educational, social and economic outcomes for local people living in Manchester.
Our first step will be to establish a social and economic sustainability partnership group with representatives from local organisations including Manchester City Council's Work and Skills' Team, Procure Plus, The Broughton Trust, Job Centre Plus, The Skills Company and GM Spotlight. Our Education and Community Co-ordinator, Nin Khoshaba, will establish this group and chair frequent meetings and will be responsible for planning how to maximise opportunities and ensuring that the right support is provided.
Nin will also develop a Social Value Plan with OVG and the partnership group and lead on its delivery with the support of our Project Manager and full project team. Opportunities will be shared with local businesses through these partners in the first instance. Nin will produce monthly reports on progress against the agreed targets set out in the plan, to be shared with the group and fed back to OVG and Manchester City Council. Our proposed plan will create real benefit to the city of Manchester and its residents socially, economically and environmentally. BAM fully supports Manchester City Council and will put the local community first in all our efforts to engage local people on the OVG Manchester project

7.0 Site Administration

7.1 Site Diary

Site diaries will be signed by the Construction Team Leader[4] and filed in the project Livelink folder.

7.2 Correspondence

7.2.1 Incoming (including faxes)

All incoming post will be date stamped and scanned into Livelink. Documents should be OCR[5]'d to enable detailed searching. On a daily basis, incoming post should then be added to the Livelink daily post folder and moved to the appropriate folder by the ***(Action: TBC)***

Alternatively, or in addition to notifications if desired, post can be distributed via an IFORM memo; this allows actions to be added to correspondence.

Original documents will be filed in site files by ***(TBC)*** is responsible for forwarding on to others where applicable.

When a document is saved onto Livelink, its title should indicate the date backwards followed by the project name then the subject: e.g. 2008-04-23 Project Name - Lift Pit.

If drawings are included with a letter and drawing issue sheet, scan in the letter, drawing issue sheet and an A4 copy of each drawing title block. Drawings are then to be uploaded ***(TBC)*** to correct position under the direction of the ***(TBC)***.

---

[4] This can be changed to suit the nature of the Contract
[5] OCR is the conversion of a document from a graphic to text format and can be performed by Adobe Acrobat Standard or similar program. Refer to IT Dept.

Outgoing correspondence (including faxes)

The originator of outgoing correspondence shall include daily post folder on the distribution list and save the document in its original format to appropriate correspondence folder in Livelink ***(Action: originator)***. Signed copies of letters (with any attachments) will be passed to SA for scanning to daily post in OCR format. ***(Action: originator/TBC)***

Hard Copy drawings must be accompanied by a hard copy IFORM Issue sheet.

Original delivery/hire/off-hire tickets (materials & plant) will be retained on site for processing and filing.

7.2.2 E-mails

A project email address will be set up; external parties must be advised to send emails to this address only.

Outgoing and Incoming Emails – Email title should include project name and subject

E.g. Project Name – Lift Pit

A copy of all incoming and outgoing e-mail correspondence with external parties, received/sent through individual e-mail addresses, must be forwarded electronically to Project email address i.e. (ProjectBradford@bam.co.uk). This account will automatically copy emails to the project team and **TBC**.– For information (this will initially need to be set up by the IT department) ***(Action: originator/recipient).***

The email will then be filed on Livelink and, where desired, a hard copy filed in the site file. Attachments must be filed with the original email and also copied to the appropriate folder, renamed in accordance with file name convention (see 6.1.1 ***(Action: TBC)***.will review their copy of the email and, where necessary, forward it to the person due to action it.

An outgoing email should only be sent 'To' one person with the addresses of other persons who need to see it placed in the 'cc' box. This clarifies to whom the email has been sent, and makes filing easier. For example, send meeting minutes of a design team meeting to the lead designer, copying other attendees.

7.2.3 Filing of correspondence

Electronic copies of all correspondence must be kept on Livelink. Original hard copies of legal documents including Contract Documents must be forwarded to the Regional office at the end of the Project. All other hard copies are to be destroyed.

Where the responsibility for maintaining the Project Livelink folders or particular documents is other than TBC, this is identified within Section 6.8 – Contract Records.

Correspondence sent by BAM is stored in the recipient's company folder.

7.3 Drawings

7.3.1 Receipt, registering, approval and issue/distribution of drawings

Note the requirements of the following Design Management procedures:

con-03 (Design management pre-construction and construction phase)

The Project Design Management Plan *349-11*, describes how drawings are to be managed and stored. [where applicable 350-03 is to be used]

7.4 Management of Subcontractors

7.4.1 Subcontractor Technical Meeting (300-38)

Prior to a subcontractor commencing work on site, a Technical meeting shall be held to confirm that the subcontractor is aware of Livelink, quality, safety and environmental issues affecting both the subcontract and main contract works. **(Action: TBC)**

7.4.2 Dayworks

Dayworks shall be recorded by means of a fully completed dayworks sheet and the responsibility for the administration and payment authorisation shall be undertaken by **Project Manager and Quantity Surveyors.**

7.5 Instructions

7.5.1 Verbal Instructions from Client Team

When any member of the Design Team gives a verbal instruction, this shall be confirmed by immediately raising a CVI, or in accordance with the project specific procedures (see Section 7 of this document).

7.5.2 Written Instructions from Client team

All Architects' Instructions or similar shall be date stamped and distributed as per the procedure for 'Incoming Correspondence'. **(Action: TBC)**

The financial and/or programme effect arising from an Instruction shall be reviewed. Any effect shall be notified in writing as soon as it becomes reasonably apparent. **(Action: TBC)**

A master register of AIs shall be maintained for monitoring purposes and subsequent inclusion into Progress Reports. **(Action: TBC)**

Original copies of all AIs, CVIs, RFIs, CANs, etc., shall be retained in Livelink at the relevant Regional Office as per the procedure for 'Filing'. A separate file of all AIs shall be maintained on site. **(Action: TBC)**

7.5.3 Written Instructions to Subcontractors

Instructions to carry out work shall be issued by Instruction to Subcontractor 310-11 (or by a project specific procedure listed in Section 7)

Persons authorised to issue instructions are indicated below:

Phil London
James Hayden
Jonah Speaks

In addition to the above, instructions may be conveyed to subcontractors via drawings, AIs and RFIs.

These documents shall be issued to subcontractors on Livelink and subcontractors alerted to their issue via email (or letter) **(Action: TBC)**

Specific instructions arising from a failure to meet subcontract conditions, including safety, environment, quality or performance requirements, which could result in contra-charges if not completed satisfactorily by the subcontractor shall, wherever possible, be issued on a Subcontract Request Notice *310-12.*

Monthly instructions will be issued to monitor the issuing of instructions.

(Action: TBC)

7.6 Change Control

Each project will develop a specific site-based system.

7.6.1 Requests for Information (RFIs) from Client / Design Team

Information requirements, or requests for instructions, are controlled using the Request for Information form *310-07,* issued to the relevant member of the Design Team, requesting information by the date recorded and using the reply section of the form.

The system shall be administered by TBC, who will be responsible for raising the RFI at the request of the originator, for allocating a unique reference number, for maintaining a master schedule of RFIs and for subsequent distribution of the RFI response to any subcontractor if

necessary. The master register shall record the RFI number and description, the date raised, the date when the RFI response was required and the actual receipt date of the response.

(Action: TBC)

All M&E services RFIs shall be administered by DC In conjunction with BAM services designer. In addition, copies of M&E RFIs shall be retained and monitored by DC **(Action: TBC)**

It is the responsibility of the originator to actively seek a response from the Design Team to an RFI request. The RFI master schedule and the status of outstanding RFIs will be raised at the Design Co-ordination Meeting. **(Action: TBC)**

Subcontractors and suppliers are, subject to agreement, permitted to raise queries direct with the Design Team and BAM via the S/C's own query system, fax or letter which **must** be copied to BAM. Where it becomes apparent that the required response is not immediately available, or where there appears to be a large number of queries being raised, BAM shall back up all such queries with a covering Project RFI to enable a response to be tracked in the above manner. **(Action: TBC)**

7.6.2 Change Control / Notification (this will be project specific system)

For detailed guidance on progressing site specific variations, refer to Management of Variations and Non-recoverable Costs *gn-qs-19*.

7.7 Project Review/Countdown

7.7.1 Arrangements for Project Review Meetings (Client)

A project progress report (Contractor's Report / Project Status Report *300-44)* shall be prepared (normally at four-weekly intervals), to coincide with the project progress meeting to be held with the Client's Team. The Project Manager (or their nominee) shall prepare this report, usually to a format required by the Client Team. In the absence of any direction by the client, the following should be included in the report using *300-44*:

Construction progress, including overall / summary and marked up programme

Design progress, including Contractors' Design Portions

Subcontractor's report (usually only if there is a partnering agreement)

Procurement Report

Schedule of information required / outstanding

Quality Report

Safety Report including CDM Issues.

Contractual issues/Notices

Financial report, including latest information

Variation schedule

Risk register

Labour and Staff returns (if required by client)

Environmental issues

A copy of the report should be included with the minutes of the meeting.

7.7.2 Arrangements for BAM Reporting and Project Review

For the purposes of BAM internal reporting, a standard report *300-36* is to be produced weekly, fortnightly or monthly (as directed by the Regional Director) by the Project Manager (or their nominee) and forwarded to the Regional Director, with copies to the Construction Director/Manager.

At monthly (or greater or less frequencies at the discretion of the Construction Director/Manager), a Project Review should normally be held on site and attended by: Construction Director/ Construction Manager / Project Manager / Commercial Manager / Surveying Manager / Managing Surveyor / Project Planner / Project Co-ordinator *

(*The list of attendees can be edited to suit project requirements and regional differences in discipline titles)

1. Internal Project Review Meeting:

Meetings shall be held regularly with members of the Project Team for the purpose of project co-ordination, procurement, progress and design reporting and review.

A report shall be prepared and shall contain the suggested following information:

Procurement Report

Construction Report

Mechanical and Electrical Services Report

Programme - Narrative. Design / Procurement / Construction programme

Appendices: RFI register, AI registers, Drawing register, Specifications register, Information Required Schedule.

Health and Safety Report

Site Management and Labour Returns

Opportunities and Risk Register Report

Environmental Report

Design report

In addition, other meetings may be held regularly with members of the Project Team for the purpose of project review.

2. Co-ordination, procurement, progress review and design reporting.

Procurement Meeting:

Frequency: fortnightly

Attendance: TBC

A Procurement Report and marked-up Procurement Programme, including the Tender Event Schedule, shall be prepared for use at the regular Procurement Meeting.

Design Team Meeting:

Frequency: fortnightly

Attendance: TBC

A schedule of outstanding RFIs and other design issues will be prepared for use at the regular Design Team Meeting.

Project Manager's Review:

Frequency: Weekly.

Attendance: TBC

7.7.3 Countdown Meetings

Client/Design Team Countdown Meeting:

Frequency: form fit-out phase

Attendance: BAM Project Team

The countdown programme should be reviewed, to agree a method of achieving completion, thereby negating the chance of further design changes and specific client requirements such as handover arrangements not previously agreed or confirmed as defined in the Countdown procedures.

Key Subcontractor Countdown Meeting:

Frequency: Weekly

Attendance: TBC

The Contract Completion Programme and Key Events List should be reviewed and agreed, prior to formal issue, to establish responsibilities and interfaces with other packages as defined in the Countdown procedures.

M&E Commissioning Review Meeting:

Frequency: Weekly

TBC Attendance: TBC

Progress to be reviewed to ensure that all commissioning operations are completed to suit project handover. Meetings should review commissioning checklists, demonstration checklists, primary service requirements, attendances required by third parties and test certification requirements.

7.8 Livelink and Computer Data

1. Setting up Livelink on Project:

The PMP and the Project Design Management Plan are to be amended to reflect the project-specific Livelink requirements. A separate Livelink Protocol document should not be necessary. **(Action: TBC)**

Agree which folders (in addition to folder 20) will be accessed by external parties.

Main contact (Livelink Representative) on site (TBC)

Maintenance of Livelink on site:

Responsibility for training staff members (Estevao Heyworth)

Monthly checks that documents are being saved/distributed as per the Protocol documents (TBC)

Review meetings to track the progress of Livelink (internal and external staff)

Frequency: As required Attendance: TBC

2. Computer data

Data backed up on Livelink by TBC

Networked sites will have their information automatically backed up onto the regional server overnight. However for individual or confidential use, it is required that site staff utilise Livelink's personal workspace - **No critical information should be stored on individual C:\ drives.**

Only software obtained through the IT Department is to be installed in accordance with it-pol-01. Computers should not be left on when unattended.

7.9 Contract Records

Master copies of all documents must be stored on Livelink and therefore archiving at the end of the contract is minimised. At the end of the contract the master paper copies of the noted Legal documents should be archived, and all other copies destroyed. Details of required document retention are described in gen-02 paragraph 7.1.

Where there is a client requirement to use any other external systems. The requirements for archive and retrieval of data (transfer to Livelink or access to the system for 12 years) shall be established and recorded

8.0 Project Specific Procedures and Forms

This section is only to be used if there is a requirement from the project team or client for the use of specific procedures that are at variance to the standard BAM systems. These procedures and any associated forms should be recorded below with all of the relevant information and include the project number as a prefix (e.g.HXX.0123/ 300-12). This then overrides the BAM standard system/s; there is no requirement to delete the BAM system from this project Management Plan.

Reference	Title
PRNW	This bespoke NW form for project review meetings will be used in lieu of the BAM standard version

9.0 Associated Documents

The following documents form an integral part of the plan and must be created at the same time as the plan and maintained throughout the project

	Document	Reference	Where held and maintained – Livelink Location
9.1	**Risk Register**	*101-03*	35-12
9.2	**Project Opportunity Plan**	*101-04*	35-25
9.3	**Mobilisation Checklist**	*310-01*	35-15
9.4	**Project Design Management Plan**	*349-11*	35-60
9.5	**Traffic Management Checklist**	*180-047*	35-50-10-02
9.6	**Environmental Pre-Commencement Checklist**	*bam/ep/construction/5.2*	35-50-05
9.7	**Environmental Site Incident Response Plan**	*bam/ep/construction/5.8*	35-50-05
9.8	**Oil Storage Checklist**	*bam/ep/construction/5.11*	35-50-05
9.9	**Resource Management Plan**	*bam/ep/construction/5.03*	35-50-05
9.10	**Sustainability Measurement and Reporting Tool (BAM SMaRT)**	www.smartwaste.co.uk/bam smart	N/A
9.11	**Schedule of Inspection and Test Plans**	*300-22*	35-65
9.12	**Schedule of Sample Submissions**	*300-28*	35-65
9.13	**Building Services Quality Plan**	*332-01*	35-70
9.14	**Countdown Guidance**	*con-gn-01*	35-40
9.15	**Community Benefits and Data Capture Programme**	*300-05*	
9.16	**Project Information Management Plan or BIM Execution Plan (BEP)**	*350-03*	

10.0 PMP Table of Changes and review dates

The PMP is reviewed on a quarterly basis. The table of changes includes, the date the changes were made, and the description of changes.

The quarterly review months are;

- March
- June
- September
- December

To request a change to the PMP, form 181-06 needs to be sent to Business Systems businesssystems@bam.co.uk.

This will then be reviewed and if the changes are approved the updates shall be included on the next review month and detailed below.

Table of Changes.

Date of Change	Description of changes
05/02/2019	Amended reference 3.1 in section 4.5 to 4.1
05/02/2019	Following the BSI audit in the NW region in November the following changes relating to PEP scoring (performance monitoring) of subcontractors need to be made to the PMP. Section 3.1.2 General Responsibilities – Project Manager Section • Subcontractor performance scoring (PEP system) Section 3.1.3 Project Specific Responsibilities – Section 9 Management of Subcontractors • Subcontractor performance scoring (PEP system)
02/05/2019	PMP - Table of changes added section 10 Internal Quality Audit referenced 5.6
26/06/2019	Table of changes added to section 10. And section 5.6 Quality has been revised.
16/07/2019	300-01 Project Management Plan Inclusion of new wording for Tool Tethering Policy. Include additional wording in PMP section 2.3.2 Rules Specific To This Project. The site rules should cover (but not limited to) topics such as personal protective equipment, parking, use of radios and mobile phones, smoking, restricted areas, hot works, emergency arrangements and project tool tethering policy(in accordance with Minimum Standard HS36 –MS02). The rules should be clear and easily understandable. They should be brought to the attention of everyone on site who should be expected to follow them. Also consider any special requirements, e.g. it might be necessary to have translations of the site rule available. In the interests of health and safety the following rules and restrictions will apply on this project.
16/09/2019	Table of changes amended. Now includes date of change and description. Remove reference to Barbara Cahalane. Remove reference to Business Systems receiving the front sheet. Section 5.6 included - verified by auditor.
26/05/2020	Amendment to change wording. There is no such title as @ Regional@ H&S Advisor. Change the title in the table at 1.4 to : Central Support H&S Adviser.