Mandatory

PROJECT EXECUTION PLAN

FOR PROJECT MANCHESTER NEW SQUARE – MAIN WORKS



1 REVIEW RECORD

This PEP must be reviewed at least once a month.

The table below is to be completed by the Project Manager.
The completion of this table can be carried out by hand on the master printed copy and retained for record or electronically and page stored in the correct PEP folder.
Where amendments are required, previous copy of PEP to be retained for record marked superseded either in hard or soft copy.

The Inspection and Test Plan will to be treated as a separate document and reviewed separately.

Document Review Date	Reviewed By	Signature to Confirm more Amendments Required at the Time of the Review	Comments (If Applicable)
22/01/18	Stuart Wheeldon		Plan creation
			First copy
			Second copy
			Third copy
			Fourth Copy
			Fifth Copy
			Sixth Copy

How to Draft the plan

Please complete this plan to be project specific for the work being undertaken for review and approval prior to your works starting on site

This template is set up to allow the completion of all aspects required by Lend Lease for this Project Execution Plan (PEP).

Where input is required by the drafter these will be indicated by (Italics in brackets) highlighted in Yellow.

Guidance has been provided as to what the content of certain sections will need to cover this will be denoted by (italic text in brackets and highlighted in Blue). ***These sections should be deleted once each section is completed as they do not form part of the plan.***

Where Normal Text *is already written into the plan these are statements made that should be verified as correct for the project – deletion of any will require approval.*

2 RECORD OF AMENDMENTS

Revision	Date	Amendment Details	Drafter	Approver
			Name Title Ass. Project Manager Signature	**Name Title Signature**
First Issue		**N/a**	Drafting Manager – Stuart Wheeldon	Quality Manager – Jackie Gibbs
				Sustainability Manager – Nick Surtees
				Project Director- Andrew Mather
Rev 1.			Drafting Manager	Project Manager
Rev 2			Drafting Manager	Project Manager
Rev 3			Drafting Manager	Project Manager
Rev 4			Drafting Manager	Project Manager
Rev 5			Drafting Manager	Project Manager
Rev 6			Drafting Manager	Project Manager

3 TRAINING ON THIS PEP

All project team members are required to read and understand the initial final published document on how this project is going to operate in accordance with Lend Lease policies and procedures and other specific procedures applicable to the project.

Each team member must understand their role and responsibilities within this project to deliver the product right first time.

All revisions and amendments after the 1st final issue will be cascaded to relevant team member in a form that can be objectively demonstrated.

We will cascade the revisions and amendments of this PEP by monthly revisions and review. A electronic copy and hard copy to be held at all times

Review/issue to each team member, who will review all contents per month and sign off as acceptance.

Confirmation of 1st Final PEP Issue
"I confirm I have read and understood the PEP and the understood my role and responsibilities to deliver this plan"

PEP - 1st Final Issue Dated……
Extract this page for signature records

Name	Signature	Date
Andrew Mather		
Stuart Wheeldon		
Wayne Poole		
Dave Syme		
Claire Stephan		
Tim Worthington		
Sian Munn		
Dan O'Malley		
Colin Kimmins		

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FOR PROJECT: ..... **ERROR! BOOKMARK NOT DEFINED.**

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5 LEND LEASE MANAGEMENT SYSTEM AND THIS PEP

5.1 The Lend Lease Management Systems

It is a requirement that Lend Lease Management Systems are followed at all times.

Delete the non-applicable statement below

This project will use Lend Lease Management System, which is Lend Lease's standard Policies and Procedures and is accessible via Intranet plus the business unit or client specific systems found on the business unit specific page to manage the works and the following additional processes apply

Please list below the relevant additional client or business unit processes that will be used on this project

SYSTEM	Version / Type	Justification/Why?
BIW/Conject	Internet based	Drawings, RFIs, etc
Minimise	Internet based	Environmental reporting
Compass	Internet based	Environmental reporting
The HUB	Internet based	Web based learning link
Conject MI	Internet based	Uploading of KPI information

This project, in addition to Lend Lease Management System, operate the mandatory support systems as detailed in the above table.

5.2 This Project Execution Plan

This Project Execution Plan (PEP) and supporting and subordinate documents describes how the project is going to operate in accordance with the above management systems. It contains the project specific details that define the standard documents. It acts as the Project Specific Quality Management Plan and the Project Specific Environment, Health and Safety Management Plan.

During Construction the PEP will be reviewed at least once a month by the Project Manager. These reviews will be recorded in table as indicated in section 2.

The electronic version will be updated on the project Shared Drive and relevant team members notified of the change as stated in section 3.

5.3 The Client

Manchester New Square project comprises of 351 new residential apartments divided over 3 buildings on an existing 4 storey RC basement. Building 1 is 15 storeys, building 2 is 12 storeys and building 3 is 14 storeys.

5.4 The Project

- Construction of three residential towers from insitu Post tensioned Conrete Frame.
- New service installation, including power, water, comms and drainage.
- Concrete frame structures and post tension slabs to 3 number building to the floor heights of 12,14 and 15.
- UHPC Precast panels, brick faced as façade to all blocks.
- Creation of public realm and modification to Whitworth Street, Venice Street and Princess Street
- Form of Contract = 2 Stage design and build.

5.4.1 Project Specific Consents

The following Project specific consents have been given with regard to the enablement or construction activities:

- River and canal trust acceptance for scaffold fan.
- 278 works – Acceptance for layby off Whitworth Street for vehicle deliveries and offloading.
- Discharge consent – For construction works and permanent scheme.
- Highways acceptance for scaffold fan to Princess Street
- Fire authority.
- Building control.
- Local planning authority.

5.4.1.1 Legal requirements

The following Legal Requirements apply to the enablement or construction activities:

- *Planning requirements – As stipulated by Urban and Civic.
- *Planning restrictions - As stipulated by Urban and Civic
- *Hazardous Waste Producers Licence – LL to provide
- *Discharge Consents for water arising from construction activities –
- *Discharge Consents for water discharged from temporary site accommodation –
- *European protected species licence (if applicable) – Ecology inspection completed prior to vegetation removal.
- *Other*

5.4.1.2 Client Specific

The following client specific consents are required for this project

- As per programme and relevant events schedule.

5.4.2 Project Directory

The Project Directory is a separate document that is dynamic and will be updated regularly: -

- *U:\0500 Projects\Manchester New Square - Stage 2*

5.5 Sub – Contractor appointments

Sub-contractors which have been appointed to work on this project are listed in the Tender Event Schedule (TES) and project directory.

The work package list will be modified as the work packages are developed. Each new sub-contractor appointment will not require updating this PEP, however this table should be updated to the current situation for each revision of the document.

5.6 Project Specific Objectives and Key Performance Indicators (KPI's)

These project objectives and KPI are in addition to the standard Lend Lease KPI's which are available from your local support services.

In addition to the objectives detailed within Lend Lease Management System this project will work to the following project specific objectives

Site team update monthly Environmental, safety and quality KPI's.

In addition to the objectives detailed within Lend Lease Management System this project will work to the following project specific KPI's

These Objectives and KPI's may take the form of Client driven requirements or specific Business / sector unit requirements which are in addition to the those set out by LL.

6 THE LEND LEASE CONTRACT

6.1 Form of Contract

Basement =The Form of Contract to be used for this project is JCT management works contract 2011.
Main contract works= JCT 2016 Design and build with amendments.

6.2 Key Programme Dates

In summary the programme for the project is 130 week's contract (service availability) with a sectional handover at week 116 [Building 3]:

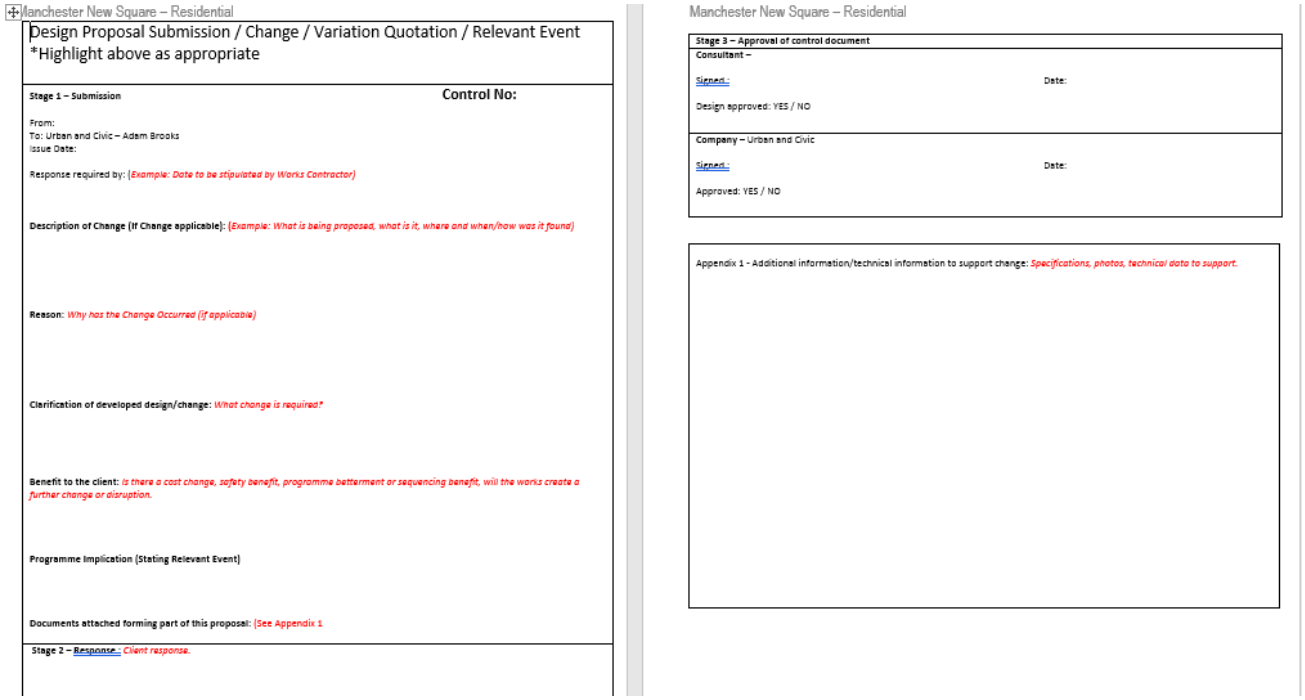
Start on Site:	12/03/2018
Sectional Completion (service availability building 3):	28/04/2020
Practical Completion (overall):	02/09/2020

Other Key programme dates can be obtained from the project programme.

6.3 Change Control

6.3.1 Client Change

The Client Change Control Procedure covers changes/variations to the Lend Lease contract with the Client and will be managed via DPS protocol as per template referenced below.



Manchester New Square – Residential

Design Proposal Submission / Change / Variation Quotation / Relevant Event
*Highlight above as appropriate

Stage 1 – Submission **Control No:**

From:
To: Urban and Civic – Adam Brooks
Issue Date:

Response required by: *(Example: Date to be stipulated by Works Contractor)*

Description of Change (If Change applicable): *(Example: What is being proposed, what is it, where and when/how was it found)*

Reason: *Why has the Change Occurred (if applicable)*

Clarification of developed design/change: *What change is required?*

Benefit to the client: *Is there a cost change, safety benefit, programme betterment or sequencing benefit, will the works create a further change or disruption.*

Programme Implication (Stating Relevant Event)

Documents attached forming part of this proposal: *(See Appendix 1*

Stage 2 – Response: *Client response.*

Manchester New Square – Residential

Stage 3 – Approval of control document

Consultant –

Signed: Date:

Design approved: YES / NO

Company – Urban and Civic

Signed: Date:

Approved: YES / NO

Appendix 1 - Additional information/technical information to support change: *Specifications, photos, technical data to support.*

6.3.2 Instructions to the Supply Chain

Instructions to the Supply Chain will be controlled through the facility on IFC and will be instructed and signed off by *BIW*, via commercial manager and project manager approval. All Supply Chain Instructions must be valued and programme implications identified prior to issuing to the Supply Chain.

6.3.3 Notices of Delay

Notices of delay to the Client will be issued by in accordance with the Head Contract and will be carried out in the following manner early warning (delay) notice, with agreed route for mitigations strategy. DPS system to be utilised to communicate any notices of potential delay.

Delay Notices to Subcontractors will be issued by in accordance with the agreed subcontract.

6.4 Insurances

6.4.1 Insurance of the Works

Basement = Client
Main works = Client Lendlease and supply chain

6.4.2 Insurance for Existing Buildings and facilities

Basement = Client
Main works = Client

6.4.3 Insurance - Employers' Liability

Basement = Client
Main works = Lendlease

6.4.4 Insurance - Public Liability

Basement = Lendlease
Main works =Lendlease

6.4.5 Insurance - Professional Indemnity

Basement = Lendlease
Main works = Lendlease

7 PROJECT ORGANISATION CHART

To be inserted

For addresses and contact details for all of the above reference persons please see the project directory.

In addition to the above organisation chart, Lend Lease Legal Department contact is: Chetan Raghwani

And the Lend Lease Insurance Department contact is: Jillian Swan.

8 ROLES, RESPONSIBILITIES AND STAFF TRAINING

8.1 Roles and Responsibilities

Roles and responsibilities of each staff on the project will be held separately on the project shared drive. Copies of these should be contained in Appendix 1

All roles and responsibilities will be read and signed up to by all members of the project staff.

8.2 Staff training

All Staff training and training needs assessments will be carried out in accordance with the Skill and Training Matrix template held in Lend Lease Management System. This is to ensure that;

- The project team are equipped with the appropriate skills relevant to their particular project.
- The project receives specialist support when needed, if specific technical capability does not exist within the team.

The responsibility for meeting these objectives lies with both the Project Director/Manager and the Employee. However, it is the responsibility of the Project Director/Manager to ensure that the required processes are followed to identify training and support needs and to put appropriate actions in place to make sure these needs are met.

The project will compile project Skill and Training Matrix and update / monitor regularly to ensure correct information is reflected.

A copy of the project skills matrix can be located in Appendix 1

9 ADMINISTATION

For standard Lend Lease projects please refer to the Office Administration Manual held as part of the Lend Lease Management System. Where there is client specific requirements please list these out below.

9.1 E-mails

E-mails will be managed as follows, and as per the Office Administration Manual

DLEuropeProjectMNSQLLCTeam@lendlease.com

All electronic document attachments received with emails shall be saved and stored under its relevant folder in project shared drive for ease of retrieval.

The publisher / recipient are responsible for filing the document on the project shared drive. It should not be left on the "C" drive of the PC or Laptop.

10 DESIGN MANAGEMENT AND PEER REVIEWS

Design Management and Peer Reviews will be carried out as described in Lend Lease Management System.

Each project will be allocated with a Design Manager who will be responsible for ensuring that each project has:

- Design Consultants appointments.
- Designer Deliverables agreed and incorporated into their appointments.
- Design Programmes detailing Stages 1 to 4 and integrated with the Procurement Programme.
- Design Responsibility Matrix.
- Design Meeting Schedule.
- Provide Monthly Design Progress Statements.
- Provide feedback to the Supply Chain on Designers performance.

10.1 Green Building Assessment

NHBC and premier.

11 PROCUREMENT

Procurement will be managed as described below:

Procurement for this project will be carried out according to Lend Lease Management System.

11.1 Sub contract awards

The process that will be used for appointing a Design Consultant, Sub Contractor and/or Supplier on this project is detailed below.

- All project proposals to award Design Contracts, Sub-Contracts and Small Works Orders to be signed off by Urban and civic (as Level 2 Limits of Authority) following review by the relevant Commercial Executive and Project Director.
- All other awards are to have prior approval / sign off by either the Project / Commercial Managers for the respective project.

Contracts entered into by LL with the supply chain shall be in accordance with Lend Lease Policies and Procedures.

Sub-contractors must sign and return the agreed Sub-contract documents prior to commencing works on site. Our standard documentation states that Performance bonds and Contractor's Management Plans including all work related Method Statements must be in place prior to commencement.

The individual Project / Commercial Managers are responsible for implementing the above process.

The project procedure regarding sub-contractor payments is as follows:

35 day payment notices.

11.2 Authorising Signatures for Purchases and Invoices

This project will follow Lend Lease Management System

All payments and invoices will be managed via Efinance and in accordance with limits of authority.

The individual Project / Commercial Managers are responsible for implementing the above process.

12 PERSONNEL SECURITY

12.1 Security, Safeguarding and/or Medical Clearance of Employees

- Security provision onsite at all times.
- All operatives to have an in date CSCS card to allow access and permission to work onsite. CSCS must be valid and relevant to their trade + all other mandatory specific qualifications for specialist trades.
- Full time security personnel appointed from main contract works commencing.

12.2 Security of the Project Environment

The physical security of the project environment including the perimeter and compounds will be implemented as follows

There will be differing requirements for the following

- 30 week management contract works – Patrolling security guard.
- Full time security personnel appointed from main contract works commencing.

12.3 Security access to the Project for Personnel and Vehicles

Security access to this project will be as follows

Hand recognition will be introduced from the beginning of the project, which will allow only inducted personnel into the project.

12.4 Security of Chemicals and Tools during Construction

Security of chemicals, tools and personal effects will be carried out as follows on this project

All chemicals will be situated in a upright ventilated cage, which will be locked at all times. COSHH assessment and risk assessment to be completed prior to arrival onsite. All chemicals to be situated on hard standing and sufficient bunding/containment to be provided. All tools to be locked and stored onsite in either tool boxes or onsite storage containers, managed by supply chain.

12.5 Other Client Specific Security Requirement, States or Procedures

N/A

13 QUALITY MANAGEMENT

The Project will work to the standard LL Policies and Procedures within Lend Lease Management System.

13.1 LL Inspection and Test Plan

The LL Inspection and Test Plan (ITP) will be developed along with this PEP by the Project Manager and will cover all of the aspects of the build.

This will be done using the guidance from the Works Package Information section of Lend Lease Management System and will be regularly reviewed and updated.

It will be provided to all Sub Contractors at their pre-start meeting to ensure that their ITP's include all the checks required by LL. These checks will be in addition to the 100% checks and will be in the logical sequence to allow appropriate inspection of works, recorded and signed off by LL staff or reported for Defect Management.

This LL Test and Inspection Plan will be updated as each Contractor Management Plan is reviewed and approved with the current version held by the Project Manager.

Using the single source inspection and test plan, a collaborative document will be created to fully outline the requirements of the subcontractor, client and Lend Lease. This document will be used to breakdown each specific hold point and inspection for the following works within the basement:-

- Column adaptions/strengthening.
- Slab infills – Building opening, including minor service openings.
- Core walls adaptions/removals.
- Basement waterproofing.
- B4 drainage connections – Including liner infill and waterproof design.
- Finishes.
- Stair modifications and repairs.
- Tower crane base installation.
- Starter bar modifications.
- Concrete foundation modifications.
- Transformer room modifications.

Each section of work will have a detailed strategy incorporating basement contractor's area set up, inspection of findings (Re-bar, opening size, cleanliness etc), confirmation of works detailing/design (by ROC), completion sign off by contractor and sign off by LL/ROC. All works to be in accordance with specific hold point system, with ROC detailing and acceptance being key in continuity of works.

Further information will be included on the completion/appointment of the main contract works. Lend Lease to use single source inspection and test plan with each sub contractor to develop and understand specific work package elements.

13.2 Register of works packages with High Technical Risk

High risk activities are those that frequently cause quality problems e.g. basements, flat roofs, complex glazing, facades, complex building services

The list of Works Packages with High Technical Risk will be completed below and included on the Projects Risk Register

It is essential that all work activities are overseen by appropriately experienced managers. The purpose of the tracking register is therefore to identify where Project Teams may require additional support.

This support may come from the Lend Lease Technical Services Group the on-site and off-site Project Team, a manager from another project, or external specialists.

The important issue is that technical capability to carry out reviews is made available if it does not exist within the project team.

Use of this register will be checked in both Quality and Project Audits.

High Technical risk packages on this project have been defined as:

- Concrete frame construction.
- Precast, brick slip panel installation.
- Packages involved with façade – Access strategy requirements.
- Crane operations.
- Work in the highway

This Register of Works Packages with High Technical Risk will be reviewed and updated as each package scope is developed, prior to appointment of the contractor and at LL Project Meetings.

The version within this document will only be revised when the rest of the document is updated.

13.3 Fixing Records

On this project all construction activities will be assessed to determine if a fixing record needs to be completed prior to any installation works being undertaken. This will be managed via the fixing record tracker which will be produced by each contractor with Lend Lease input.

For each fixing requiring a fixing record, this will be done prior to installation of any of the fixings in the project.

All fixings records will be retained in the contractors quality file.

13.4 Contractor Management Plans (CMP) and Inspection & Test Plans Management (ITP)

The Contractor Management Plan (CMP) is the starting point for the trades producing accurate work in accordance with the project drawings and specifications.

CMP's are to be project specific and address real issues including their specific Inspection and Test procedures. These will as a minimum meet the requirements for Health, Safety, Quality and Sustainability Management Requirements for Construction included in the bid documentation to contractors.

The CMP will be the Contractors primary document for the management of Health, Safety, Quality and Sustainability.

CMP's must be provided and reviewed at the Pre-start meetings and contractors shall not be permitted to commence on site unless an appropriate CMP including the ITP has reached 'A' status.

CMP's must incorporate project specific requirements of EH&S to be implemented. These should make reference to critical EH&S plan included as part of this document.

14 VISITS, AUDITS AND REVIEWS

The Project will be visited and audited at the following frequencies by the following support services

14.1 Project in Delivery Reviews (PiD Reviews)

PID's will take place each month on a regular date/period at the project offices located onsite.

14.2 Quality

14.2.1 Quality Visits

The project will be visited monthly by the project Business Unit Quality Manager as a minimum – increased frequency of visits will be provided where required following agreement with the Project Director and the Project Manager

14.2.2 Quality Audits

The project will be audited quarterly.

14.3 Safety

14.3.1 Safety Visits

The project will be visited weekly by the project Safety Manager as a minimum – increased frequency of visits will be provided where required following agreement with the Project Director and the Project Manager

14.4 Environmental / Sustainability

14.4.1 Environmental Visits

The project will be visited Monthly by the project sustainability Manager as a minimum – increased frequency of visits will be provided where required following agreement with the Project Director and the Project Manager

14.4.2 Combined Safety and Sustainability Audits

The project will be audited quarterly.

15 SAFETY MANAGEMANT

Construction activities will be managed carried out as described in the Policies and Procedures in Lend Lease Management System. This section describes how the construction management activities will be managed.

15.1 Environmental, Health and Safety Plan (EHS)

The Environmental, Health and Safety Plan (EHS) is issued as a separate document and is developed and maintained by the Project manager/Construction Manager for each Project. The EHS Plan will be the Lend Lease primary document for the management of Environment, Health and Safety.

15.2 Schedule of Risk Assessments / Method Statements

LL requires that all Sub Contractor Risk Assessments / Method Statements (RAMS) are reviewed by a competent LL team member and recorded on a RAMS Register. Sub-Contractors RAMS need to demonstrate that the Sub Contractor understands the work task ahead and be specific to the project. The Sub Contractor is required to prove that the site operatives undertaking the task have read and understands the specific information to allow them to comply with its content.

This RAMS Register will be reviewed and updated as each Contractor is appointed and at LL Contractor Progress meetings with the current version held by the Package Manager. The RAMS and Register will be filed under the relevant work package and given an approval status by the relevant Lend Lease Managers who will involve other personnel as necessary for specialist engineering and EHS knowledge.

15.3 Site Coordinators

The Site Coordinators are listed in the EHS Plan and maintained separately from this document

15.4 CDM

Lend Lease will not start the construction phase until:

- The F10 has been issued to Lend Lease, signed and returned a copy displayed on the project notice board;
- The EHS Plan has been completed and issued to the CDMC for Client Approval and confirmation has been given that the plan is sufficiently developed to allow works to be commenced;
- Welfare facilities are in place, which comply, with the requirements of the GMRs and as a minimum Schedule 2 of the CDM Regulations. Temporary offices and welfare will be positioned prior to permanent management contract office/welfare accommodations.

15.5 Health & Wellbeing

The health and wellbeing of both employees and contractors is crucially important to ensure we deliver incident and injury projects with no harm to health.

This will include raising health awareness, the management of occupational health issues and issues in relation to Mental Health.

The project will implement the following.

- Have a part time nurse based onsite.
- Provide sufficient first aid cover through the LL management team and through the supply chain.
- LLC management and supply chain to be trained as mental health first aiders, with contact details and information being displayed in the welfare and onsite.
- All contractors to govern level of risk within package within own individual management plan and risk assessments incorporated within LL SWMS.

15.6 Incident & Injury Free

The project will comply with the requirements of the Company procedures in relation to the delivery of the Incident & Injury Free programme.

The Project Manager will ensure that the project has access to sufficient IIF Trainers and Supervisor Safe Start trainers to fulfil the needs of the Project. The project will strive to achieve a 100% IIF trained project.

16 Environmental & Sustainability Management

Refer to the Environmental, Health & Safety (EH&S) plan for full details of the Environment and Sustainability requirements for the project.

The EH&S plan can be found at as a hard copy within EHS folder located onsite and upon live server and must be used to address or comply with the following at all times:

16.1 Adherence to Lend Lease Environmental Policy and Statements of Position

16.2 Completion of the Environmental Aspects & Impacts (Risk) Register to record and quantify risks to the project

16.3 Energy and Carbon Management Plan to reduce the carbon relating to the project

16.4 Waste Management to forecast and minimise waste produced

16.5 Surface Water Management and Pollution Prevention to prevent adverse impact to the local watercourses and water infrastructure

16.6 Noise, Vibration and Nuisance – risks, monitoring and reduction plans

16.7 Ecology policy and implementation of a Biodiversity Action Plan specific to the project

16.8 Compliance with Lend Lease requirement that 100% of timber supplied to site is FSC certified with a full FSC chain of custody. Projects over £50m require FSC Project Certification

16.9 Compliance with Lend Lease Responsible Procurement of Construction Materials policy

16.10 Lend Lease recycled Content targets

16.11 Registration with the Considerate Constructors Scheme

16.12 Community Engagement and complaints reporting Procedure

16.13 Green Travel Plan

16.14 Measurement of Compliance through the project environmental checklist

17 MEETINGS

17.1 Project Meetings

For the successful delivery of the project the following meetings will be held and minutes taken, including actions and dates for actions to be completed.

Meeting	Frequency	Attendees	Chair	Minutes
Project level meetings				
Client Meeting	As agreed	The Client The Clients Project Manager LL Project Manager LL Commercial Manager (determine other attendees	The Client or LL PM as agreed	The Client or LL PM as agreed
Design Team Meeting	Monthly	Architect LL Design Manager Engineer M&E Consultant Landscape Designer Optional/As Required: Planning Supervisor Building Control Fire Consultant Acoustic Consultant ICT Consultant Facilities Manager Contractors	Project Architect	Project Architect
ROAD Review Meeting	Monthly	Architect LL Design Manager Engineer M&E Consultant Landscape Designer	LL PM or Design Manager	LL PM or Design Manager
LL Project team Meeting	Weekly	LL Site Team	LL PM	LL PM
Progress Meeting	As agreed	The Client The Clients Project Manager LL Project Manager LL Commercial Manager LL Planner (determine other attendees	The Client or LL PM as agreed	The Client or LL PM as agreed
Safety Coordination Meeting	Weekly	LL Construction Managers. Package Contractors' site Supervisor (every package). Optional: Package Contractor's Safety Officer. LL Safety Manager.	LL Senior Construction Manager or H&S Manager	Chair
Safety Leadership Team	Monthly	LL H&S Manager LL Construction Manager Lead supervisor from all Package Contractors	LL CM	LL Construction Manager

Risk Review Meeting	Monthly	LL Site Management Team LL H&S Manager LL Project Manager	LL Senior Construction Manager or H&S Manager	*Chair*
Site Coordination Meeting	Daily	LL Construction Managers. Package Contractors' site Supervisor (every package). Optional: LL Planner	LL Senior Construction Manager	LL to complete coordinated SRP and logistics plan which should be erected on the main site notice board
Establishment Monthly Project Meeting	Monthly -	LL Project Manager. Establishment Rep Facilities Management Architect.	LL Project Manager	LL
PID Review	Monthly	LL Project Manager LL Commercial Manager LL Planner / Design Manager LL Directors	LL Directors	LL Directors
Package level meetings repeated at the prescribed frequency for each contractor				
Mid Tender Meeting	Tender	LL QS LL Manager Trade Contractor	LL PM	LL PM
LL Pre Contract Award Meeting	Award of Contract for Project	LL QS Package Contractor	LL PM	LL PM
Contractor Pre-Start Meeting	Award of contract for contractor	LL Construction Manager LL H&S Manager LL Quality Manager LL Sustainability Manager Package Contractor	LL CM	LL Construction Manager
Package Progress and Coordination Meeting	Weekly for main work packages - Fortnightly for smaller work packages	LL Site Management Team inc. guests such as LL Quality and Sustainability Manager(s) Package Contractor Site Management Team and Contract Manager	LL	LL.
Workforce Consultation	**Monthly** – Combined meeting with the SLT	LL H&S Manager LL Construction Manager Lead supervisor from all Package Contractors	LL CM	LL Construction Manager

18 REPORTS

18.1 LL Internal Reports

- Programme report.
- Commercial report.
- Procurement update/report.
- Environmental, health and safety report.
- Change management report.
- Quality report.

18.2 LL External/Client Reports

- Incomplete surveys.
- CDM??
- Programme.
- Monthly valuation.
- Client report.

18.3 (Other Reports)

19 FINANCIAL AND COMMERCIAL MANAGEMENT

Financial Management and Reporting will be as described in the Lend Lease Policies and Procedures under Commercial Management.

19.1 Financial management

- Procurement Strategy,
- Tender Events Schedule,
- Sub Contract Document Monitor,
- Risk and Opportunity Register,
- Prelims and staff cost forecast,
- Financial Summary ,
- Project Profit Plan (PPP) ,
- Change register.

The Project Commercial Manager will be responsible for ensuring that the above key documents are produced and updated.

19.2 Performance Bonds & Parent company guarantees

24 month performance bonds and parent company guarantees.

19.3 Sub contract payments

The process that will be used for making payments to a Design Consultant, Sub Contractor and/or Supplier on all projects will be noted as follows.

- Payment notice applications made to commercial team.
- Payment schedule established at 35 days cycles.
- Contractors must submit monthly valuations to allow payments to be submitted.

19.4 LL instructions

LL Instructions to Sub Contractors are only to be issued following prior approval by the Project / Commercial Managers for the respective project and the LL Instruction must be signed accordingly.

The method of issuing information (instructions, drawings, specification etc., by BIW, hard copy of CD) to the Sub Contractor will be determined by the relevant procurement co-ordinators who should advise the team accordingly for each package.

19.5 Early Warning Notification Register (EWN)

This project will set up and maintain an Early Warning Notification register (EWN). These registers are to be shared with the client at the frequency requested by the client representative for the project.

20 RISK MANAGEMENT

Risk Management will be as described in the Lend Lease Standard Policies and Procedures in Lend Lease Management System

20.1 The Project Risk Register

The Project Risk and Opportunities Register will be collated by the relevant team members. This will be reviewed monthly by the Lend Lease Project Team.
The Risk register will cover all of the risks associated with the project including Commercial, Design and Environment, Health and Safety. (Confirm Action: The Risk Register can be one document or split into the separate sections and owned by defined persons.)

20.2 The Owners of Risk Management

Description	Lend Lease Responsible Managers
Preparation, review, update and implementation of LL Risk and Opportunities Register, inclusive of the Commercial, RoAD and EHS Risk Registers.	Andy Mather/Stuart Wheeldon/Tim Worthington
Agreeing the output of the risk and opportunities register with the Senior Commercial Manager to manage both the contingency funds and Early Warning register going forward	Andy Mather/Stuart Wheeldon/Tim Worthington
Ensuring that the Cost Control System is up to date from the projects perspective	Tim Worthington
Preparation, review, update and implementation of Register of Works of High technical Risk	Andy Mather/Stuart Wheeldon
Client/Employer Project Risk Register	Andy Mather/Stuart Wheeldon/Tim Worthington

20.3 Consequential Loss Mitigation Plans

This Project will produce a consequential loss mitigation plan. This will be developed by the Project Commercial manager. This will be regularly be reviewed by the Lend Lease Project team and at the Lend Lease Internal Monthly PID.

21 VALUE MANAGEMENT

Value Management will be carried out as described in the Lend Lease Standard Policies and Procedures

21.1 Outcome of Workshops to date

Risk & Opportunities at Design (ROAD) workshops will be conducted at regular intervals throughout the project. All opportunities will be capitalised upon where found and any risks have been transferred to the Project Risk register.

21.2 Workshops Planned

The following works shops will be carried out –

- *Frame.*
- *Façade.*
- *Bathrooms PODs.*
- *Basement waterproofing.*
- *BMU*
- *Louvers*
- *Architectural metalwork, balustrades and balconies.*
- *Drylining and ceilings.*
- *Commissioning and validation.*

22 BUSINESS CONTINUITY & INCIDENT MANAGEMENT PLAN

22.1 Business Continuity and Incident Management Plan

This Business Continuity Plan (BCP) has been drafted to assist the Project Staff in continuing their business in the face of difficulty such as fire, bomb scare, natural disaster or other security incident, such as prison riots and exclusion from project site due to hostilities, which prevents them from reaching the Project offices, during working hours.

- LLC team to develop and incorporate incident management plan for the project. The plan will detail all procedures and protocols in safely managing the works and operatives onsite in the circumstance of a security incident, trespass and safety instance onsite.
- LLC to nominate trained personal via management structure, who will marshal and be detailed as coordinator for each instance e.g. fire marshal, first aid etc.

22.2 Responsibilities

Project Manager – Overall responsibility for the implementation of this plan, and for financial authority.

Construction Manager – Overall responsibility for the execution of this plan, and coordination with Establishment staff. Acquire signatures from the senior personnel excluding access to the Project/base.

Commercial Manager – Is responsible for the provision and maintenance of services during any incident. Record the dates and times of exclusion for financial/programme updates

Project Information Manager / Administrator – Is responsible for informing all employees at the Core Office Location on the implementation of the Business Continuity Plan and the status of the incident.

22.3 Rendezvous Points (RVP)

On Establishment RVP / Assembly Point

In the event of the Project becoming inaccessible or has to be evacuated but the remainder of the Establishment remains open all staff will meet at the Assembly Point located at:

Location as detailed on logistics plan.

Off Establishment RVP / Assembly Point

In the event of the Establishment as a whole becoming inaccessible or has to be evacuated all staff will meet at the Assembly Point located at:

As detailed on logistics plan.

23 FRAUD, THEFT, MALPRACTICE AND BRIBERY

Please delete the none relevant section.

This Project is a standard LL project and as such operates to the standard LL rules, which are available via the Intranet under Corporate Governance.

If you require guidance on this subject please contact your local Quality Manager

24 APPENDIX 1 – PROJECT SKILLS MATRIX

Insert the project specific skills matrix –

M022b Project Skills Matrix

25 APPENDIX 2 – PROJECT ROLES AND RESPONSIBILITIES

Insert the project specific Roles and Responsibilities for each position on the project –

Mo22a Project Roles and Responsibilities