PEP & Construction Phase HSE Plan

Collyhurst South

Rev 001

Schedule of Revisions

Revision No.	Date	Pages/Section Revised	Comment	Approved
Draft				
001	10th February 2023	All	Changes incorporates In line DEX review.	

This document incorporates the Key Elements for continuous improvement on this project, including controls to satisfy the Construction, Design and Management Regulations: 2015, ISO 9001, ISO 18000, ISO 14001, the objectives of an environmental strategy and Fire Prevention on Construction Sites (Joint Code of Practice).

PROJECT STRATEGY PLAN

Incorporating the

Construction Phase Plan

CONTRACT:	Collyhurst South		
LOCATION:	Manchester		
CLIENT:	Far East Consortium Group Ltd		
PRINCIPAL DESIGNER:	DEX Construction Group Ltd		
CONTRACT NO:	AS01	**PLAN PREPARED BY:**	Simon Adams
START DATE:	February 2023	**COMPLETION DATE:**	July 2026

Controlled Distribution (upon approval)

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Notes on the Revision of this Document:

It is recommended that this document is reviewed during/following each full Production Meeting by the Project Manager.

Minor changes/revisions to this plan may be approved by the Managing Director who should also approve fundamental changes to work methods and procedures etc.

Pages may be revised individually; note the revision letter on the page changed and on the Title page. If the pagination is altered the section will need revision.

If there are a large number of changes, it may be expedient to revise the whole document to the next revision. This should be done after several revisions have occurred in any event.

The Site Team must have signed the briefing register. The site briefing sheet should be re-signed by all current users following a major revision to the plan.

It is recommended that a hard copy master is retained for site use and that additional copies are distributed electronically in PDF format after each revision.

The Master Copy should be filed in an appropriate folder, with each section clearly identified by numbered dividers for ease of use.

Appendices

The Appendices may be treated as stand-alone documents and updated as and when required.

The Appendices may be included as part of the Project Strategy Plan File, or an alternative location recorded within the plan.

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1. INTRODUCTION

This Project Strategy Plan states how DEX Construction Group Limited intends to achieve the requirements of the Client, and improve performance of staff and the Company on the project.

Specific arrangements for implementation of the CDM regulations are set out in various sections of this Project Strategy Plan expanding upon the tender stage risk assessment. These arrangements form part of the company 9001 management system and are therefore supported by formal management procedures relating to operational risk control functions including sub-contractor assessment, training, monitoring etc.

Site management have details of company procedures via the issued documents CD backed up by a hard copy of all procedures, guidance and pro-formats. These documents will not be reproduced in this Project Strategy Plan (incorporating the Construction Phase Health and Safety Plan) but none the less form part of it.

The Company has an integrated Management System and a copy of the current system documents are maintained on site.

The Project Strategy Plan shows how the system will be applied to the project. Any new or modified procedures and forms developed specifically for the project are included in Section 12 of this Plan.

The Plan provides focus for Health and Safety Management on the project to ensure safe working in accordance with the Company's Health and Safety Policy and applicable Health and Safety Legislation. The Plan has been developed taking account of the information provided during the tender stage to incorporate it into the overall strategy for improved performance.

Staff development is an important element of DEX Strategy and this plan provides a catalyst for staff at all levels to participate in the overall achievement of the project objectives for continuous improvement.

Contractors risk assessments/method statements form an integral part of this plan (see Section 10) as does records of operatives training. This information is collated and reviewed at designated times during the contract and is recorded in our Safety Records system.

1.1. Plan Approval

This plan is fundamental to the achievement of satisfactory completion this project and its application will be monitored and maintained throughout the works. All persons employed on the project are required to apply and achieve the principals/objectives contained within this Plan where practicable.

Signed: ..... Date: .....

Project Manager

Signed: ..... Date: .....

Managing Director

1.2. Review of the Plan

The plan is reviewed throughout the contract at Production Meetings/Team Meetings. These meetings should be attended by FEC, if possible, and members of the Site Team. The review will examine the detailed control measures required for each element of the contract and will evaluate current performance.

2. PROJECT DESCRIPTION

The South Collyhurst project consists of 30 new homes

The South Collyhurst development site is located between Kingsfold Avenue, Whitely Road and Winscombe Drive.

This new development will have 14 three-bedroom houses, four three-bedroom duplex apartments, one two-bedroom duplex apartment, and 11 two-bedroom apartments, all of which will be Council-owned and available for social rent.

2.1. Project Details and Construction Methodology

The outline construction method statement that is included in this section sets out in broad terms how we wish to accomplish the construction of the Collyhurst Project.

Pre-Construction

All Pre construction information records will be stored on The DEX Shared drive to allow access for reference; where necessary the PCI will be updated as per PCI report summary findings. Reports that will be updated and included within the PCI will include:

- UXO report
- Topography & services layout (existing)
- Ground remediation to include ACM risk assessment.

All updated reports will be uploaded to the DEX Shared Drive to allow easy access for future reference.

Construction Stage

The main Construction programme commences March 2023 and the duration of the programme is circa 80 calendar weeks.

Prior to the main construction programme there will be a period of enabling works carried out commencing 27th February 2023 to prepare the site and complete the design.

The enabling works will include:

- Site Fencing/ Hoarding
- Archaeological investigation
- Service disconnections and diversions
- UXO survey.

Construction Phasing

Enabling works will carry on into the main contract and include:

- Connection of temp water removal
- Accommodation set up
- Hoarding installation

Substructure Phase

- Obstruction removal
- Piling matt construction
- Piles
- Foundations/pile caps/strip footings

- Drainage/ Attenuation

Superstructure

- Ground floor slab for houses and apartments
- Structural Steel Frame
- Timber frame houses

Building Envelope Phase

- Structural framing System and cement boarding
- Window Install
- Brickwork
- Cladding
- Glazed Curtain walling

Delivery Methodology

- Secure the construction site and isolate from THE GENERAL PUBLIC – refer to point 2.3.2 of PSP.
- Complete enabling works and site setup.
- Carryout surface water connection works,
- Progress ground works, ground improvement, road works early in line with Site Logistic Plan to ensure pedestrian, vehicular and logistics are in line with safety standards.
- It is key that off-site procurement is substantially completed, including service diversions, drainage and various envelope elements.
- It is key that off-site design and manufacturing progress is tightly monitored and managed.
- Procurement of lifts (including beneficial use for end user) and internal finishes to follow.
- Envelope interface and watertight strategy implemented
- potential early access strategy to be developed.
- Interface document developed in conjunction with client and representatives as process knowledge develops progressively throughout the project.

In addition to traditional programming and planning, 4D modelling techniques are being used.

2.2.

2.3. Key Dates

Critical Path Activity	Duration	Timetable
Contract executed		
Enabling Works	**6 weeks**	**March 2023**
Contractor Mobilisation		
Construction Start On Site Date (Main con.)		**April 023**
Apartment fitout		**Sept 2023 -Jan 2025**
Town houses tart and completions		**Sept 2023 -Jan 2025**
Main Drain Runs / U/G Drainage / ducting		**July 2023– Jan 2024**
Testing and commissioning		**August 2024**
External works		**July 2024**
Practical completion		**Sept 2024**

2.4. Site Establishment

The site accommodation will be established in early 2023. The accommodation will be founded on MCC Land situated between situated within the site boundary.

- Desk Stations for Site Management Team
- Meeting room for Daily activity briefings and logistic meetings
- Hot desks for site supervisors and engineering staff

The site will be secured with existing 2400mm high Chain link hoarding system with 6m wide gates at strategic locations to provide vehicular access. The vehicle gates will be operated by fully trained vehicle marshals at all times. Pedestrian access will be through full height, Security Access Control System turnstiles with operatives being booked on the system prior to having a full site induction. Visitor access will be controlled by site security.

The units will be fitted out with telephone and data connections to ensure project information can be transferred seamlessly between team members. The document controller will manage the 4Projects internet-based document transfer system. Limited accommodation will be available for subcontractors

Blacktop or Brush finished concrete will be laid on pathways around the accommodation and along the pedestrian routes.

Refer to Site Logistic Plan (Appendix 18) for detail

2.4.1. Site Establishment and Accommodation Proposals

Welfare Facilities

Changing room, toilet facilities and kitchen facilities (Micro waves, running cool water, washing facilities, boiling water and fridges) will be provided. The changing room will be equipped with lockers for safely securing personal belongings during work hours.

Shower facilities for workers will be located in the toilet areas. Within the toilet areas, hot and cold water will be available along with the necessary hand cleansing solutions applicable to different trades. These facilities will be kept clean and monitored throughout the working day to ensure sufficient supplies are always available.

Construction Industry Council Covid 19 guidance has been followed

First Aid requirements

A first aid facility will be available in the site office.

The Project Manager and Site Managers will ensure the welfare and first-aid requirements are established before work starts.

A first aid box will be provided in the first aid area. The contents will be monitored and maintained by the company's appointed persons for First Aid.

Sub-contractor First aiders will be identified prior to start on site and relevant certificates copied for record purposes. They will be made identifiable by wearing a first aid sign on their safety helmet or hi-vis vest to highlight the individuals within the work areas.

Security Arrangements

Site security is paramount, not only to prevent unauthorised access but also to ensure the safety and wellbeing of the general public. The site will be safe and secure. Our priority will be to prevent

unauthorised persons entering the site and to avoid vehicular congestion on site, at the site entrance and on the surrounding roads.

Before any works begin on site, we will establish a secure site compound area so that we can carry out the construction works safely, without the risk of unauthorised access to the site. Full height hoardings and perimeter fencing will segregate the site from areas used by the general public. Signage will provide information on safety and all access routes will be clearly marked.

24 hours CCTV will be required to deter unwanted visitors.

During the main contract works period we propose that out-of-hours security will be remotely monitored by an integrated CCTV/PA system, to both the site and compound areas. Should security alarms be triggered out of hours our security consultant will be operating a rapid response key holder duty as first on scene. Any incidents will be reported through the correct channels and the client's team notified.

The site's pedestrian gate will be managed by access control during working hours. The access control is to be provided, including biometric Face readers.

Inducted personnel will go through a biometric face scan turnstile to access the site compound. Visitors will be checked upon arrival and then given visitors access to the site compound to report to Site office. Any visitors to the main construction site must be accompanied by a supervisor at all times

Inducted personnel details are stored on a biometric system to ensure face scanners will only allow inducted staff onto the site. This ensures that non-trained, non-inducted or improperly screened people cannot enter the site.

Gateman

Gatemen will be placed at the vehicular entrances, and will guide deliveries to the correct location. A gateman will sign In/out vehicles from the site entrance/exit.

Site Visitors

Visitors will be checked upon arrival and given escorted visitors' access to the site compound to report to the site office. A register will be provided for all visitors to sign in and sign out. When a visitor signs in, they will be advised of any emergency arrangements or other site rules and the conditions applicable to them.

Controls will be in place to ensure visitors or members of the public cannot enter the site unchecked. Upon arrival, visitors will receive a visitors' induction. Visitors will be escorted on site until they receive a full induction. Visitors will only be permitted to enter the site when accompanied by a fully inducted site member.

Working Hours

Working hours are assumed to be from 0730 to 1800 Monday to Friday, Saturday 0830 to 1400 although it may be necessary to work extended hours for key stages of the project.

Given the proximity of the local residents to the new build houses and apartment blocks, we will agree timings for noisy work on site and deliveries so that they are not unnecessarily disturbed by work activities. Neighbours will be kept informed of the work activities through newsletters and resident's meetings.

<u>Section 61 Application</u>

DEX will submit a Section 61 application to the Local Planning Authority to establish how they will control and monitor noisy works. This will detail measures to be taken to remain within permissible limits and avoid inconvenience and or disturbance to local residents, thus avoiding complaints and potential enforcement action under Section 60. We will confirm once we have had a response from

the local authority clarifying the control measures.

Phone/Data

Telephone and broadband will be provided.

Storm and Foul Water Connections

Site toilets and washroom facilities will be provided within the site compound. Foul water will be removed from site by temporary drains, connected to the existing foul drain.

A water connection will be taken from the existing system and distributed to the site compound and also to a number of temporary supply points around site.

Site Hoarding

We will utilise the existing site hoarding and incorporate the DEX site presence and signage guidelines.

Sections of the hoarding may be adapted to allow works to the pavement and roads to be carried out. All adaptions and modifications to the hoardings design and structure will be designed by our temporary works engineers before any works take place, and be fully coordinated to ensure a secure line is maintained at all times.

We will liaise with the client and design team in connection to corporate branding.

Please refer to Site Logistics Plan and Access Strategy Document.

2.4.2. Vehicular and Pedestrian Access Management

Refer to Vehicular Access Plan (Appendix 6) and Site Logistic Plan – (Appendix 18).

Site Manager (Logistics)

The appointed Site Manager (Logistics) will be capable and experienced in working on constricted projects and organising the logistical requirements involved with the project works. These requirements include but are not limited to the following:

- Organise the daily delivery schedule.
- Ensure the Project Traffic/Pedestrian Plan is being correctly operated.
- Manage the delivery booking system and liaise with Site Security and Facilities.
- Manage discussion of forthcoming issues.
- Monitor traffic exclusion zones and pedestrian walkways.
- Management of vehicle traffic direction routes and site safety signage.
- Ensure the emergency access routes through the facility are maintained clear to afford free and uninterrupted access in the event of an emergency arising for site personnel to exit the construction project and existing plant.
- Liaise and meet with local stakeholders to update them on logistics issues and manage the disruption to a minimum.
- Manage the access control system.
- Record distance of deliveries to and from site to enable carbon footprint to be calculated.
- Traffic Marshalls will be appointed by individual package contractors.

These aspects enable the site construction team to focus on their day to day activities and maintain a coordinated approach to all aspects of logistics rather than various sectors managed by a variety of managers.

Car Parking

Car parking will be strictly off site within the compound office area. As parking is limited in the area, all our operatives will be encouraged to use public transport wherever possible.

Management of Deliveries

One of the most important aspects of the logistics of the project is the delivery management due to its location. The site is surrounded by existing domestic dwellings and live construction sites.

This is why we have included the use of a bespoke delivery management system (DMS) to manage the delivery process for all trade contractor deliveries. The benefits of a DMS system are as follows:

- Integrated delivery system.
- Auditable trail of deliveries.
- Capture of CO^2 emissions information.
- Reduction in vehicle movements to surrounding traffic routes.
- Easy access and interface software.
- Just in time deliveries reducing congestion and storage on site.

Before a delivery is made to the project, it is important that sub-contractors are reminded of their obligations to ensure the minimisation of the number of deliveries to the project, i.e. Coordinated loads, and that stillage's, packages, crates and pallets are not part of the waste stream and must be returned with the delivery or later deliveries. Failure to do so may result in charges being made to return these by DEX or refusal of further deliveries.

A tool box talk will also be undertaken with sub-contractors to review what they will be delivering to site, how it can be reduced and what potential there is for take back.

DEX will hold weekly coordination meeting, chaired by the logistics Manager who implements the delivery booking procedure and liaises with the construction delivery team to ensure deliveries for all aspects of construction are compatible. The DEX project Manager can request priority for program critical items or long distance deliveries to ensure program delivery.

All deliveries are then uploaded onto the delivery management software, which will integrate both vehicle deliveries and vertical transportation into one delivery system, plotting the daily and weekly schedule for the project.

DEX will provide Security with access to the DMS which will be situated within the Gate house located on site. Deliveries will arrive and can be checked against the delivery schedule by Security, including number plates, haulier's details and driver's name. Arrivals will contact the DEX Traffic Marshal to notify of imminent delivery.

All site deliveries must be booked 48 hours in advance and will arrive via the main entrance. They will arrive on a "just in time" basis and report to Security to be checked against the delivery management system (DMS). Site Security will contact the DEX Traffic Marshal who will acknowledge the delivery and request it is sent forward. To create a clear thoroughfare, we would ensure a route along the planned access route, on which no parking or unloading may take place, to allow safe passage of construction vehicles and in correspondence with the Site Emergency Plan.

Site Rules for Delivery Zone

- All deliveries to site must be agreed 48 hours in advance.
- When booking a delivery, you must advise date, time, delivery area, truck size and if a crane is required.
- All delivery vehicle drivers must take instruction from the Deliveries Coordinator and site management/traffic marshal.
- On arrival at the loading bay, the driver of the vehicle must make contact with the Deliveries Coordinator.
- The relevant sub-contractor supervisor on site must supervise all off-loading and movement of materials.
- Any delivery not complying with the loading bay rules will be asked to leave the site.
- Vehicles waiting to access the site cannot park directly outside gates.

- The delivery area is to be kept clear of materials at all times.
- No personnel access, apart from drivers, is allowed within the delivery area (all drivers must wear full PPE).
- All delivering vehicles requiring the drivers to mount the rear of the lorry must be provided with a means of fall prevention. RAMS for off-loading the deliveries must be in place prior to logging deliveries to DMS.
- Drivers must be aware of and abide by the no smoking rules of the site.
- All vehicles must comply with the Working at Height Regulations and have relevant safe means of access via inertia reels or handrails.

3. Contract Terms/Documentation

3.1. Contract Terms

Insert Contract Terms and Conditions

To be confirmed/advised.

3.2. Contract Documents

Document/Item/Correspondence	Responsibility	Current Status/Reserved Matters	File Location
Contract	DEX Ben Lissaman	Live	Site Office
Employers Requirements	DEX Jessica Curran	Live	Site Office
Contractors Proposals	DEX Jessica Curran	Live	Site Office
Specifications	DEX Jessica Curran	Live	Site Office
Bill of Quantity	DEX Ben Lissaman	Live	Site Office
Planning Permission	DEX Jessica Curran	Live	Site Office
Building Regulations	DEX Jessica Curran	Live	Site Office
Correspondence	DEX Debra Howarth	Live	Site Office
F10	FEC/Safer Sphere	Live	Site Office
Contract Programme	DEX Ben Lissaman	Live	Site Office
Discharge of conditions	DEX Jessica Curran	Live	Site Office

4. Project Organisation

4.1. Directory of Principal Parties Involved in the Project

Activity/Company	Contact	Contact Details
Client: FEC Second Floor Northern Assurance Building 9-21 Princess Street Manchester M2 4DN	Gavin Taylor	
Client Project Manager	SFP Consulting	Ian Bryning 4 Burton Place, Castlefield Manchester M15 4PT **T:** 0161 827 7878
Contractor: DEX Construction Group Second Floor Northern Assurance Building 9-21 Princess Street Manchester M2 4DN	Simon Adams	Tel: 0161 870 0400 Mobile: 07597 056841 E-mail: simon.adams@DEXcon.uk
Quantity Surveyor:	SFP Consulting	Ian Bryning 4 Burton Place, Castlefield Manchester M15 4PT **T:** 0161 827 7878
Clients CDM Advisor	Safe Sphere	Shaun Brennan Tel: 01744 343046 Mobile: 07590 839352 E-mail: shaun.brennan@safersphere.co.uk
Principal Designe Advisor:	Safe Sphere	Shaun Brennan Tel: 01744 343046 Mobile: 07590 839352 E-mail: shaun.brennan@safersphere.co.uk
Architects	Buttress	Lee Higgins 41 Bengal Street Manchester M4 6AF t. +44 (0) 161 236 3303
Engineers:	Civic	Yousaf Hussain Tel: 0161 228 6757 Mobile: 07944500520 E-mail:yousaf.hussain@civicengineers.com
Quantity Surveyor: DEX	Ben Lissaman	Telephone: 0161 870 0400 E-mail: ben.lissaman@DEXcon.uk

4.2. Management Charts

Including the:

- Project Organisation Team
- Design Team Structure
- DEX Project Organisation Chart is included as Appendix 1 of this Project Strategy Plan

DEX Site Team:

Name	Position	Email Address	Mobile
Simon Adams	Managing Director	simon.adams@DEXcon.uk	07597 056841
Garry Newbold	Project Manager	garry.newbold@DEXcon.uk	07741 649930
Jessica Curran	Snr Design Manager	jessica.curran@DEXcon.uk	07597 056817
Debra Howarth	Document Controller	debra.howarth@DEXcon.uk	07597 056959
Ben Lissaman	Commercial Manager	ben.lissaman@DEXcon.uk	07597 057306
Kerrie Baffa Scinelli	Quantity Surveyor	kerrie.baffascinelli@DEXcon.uk	07597 057631
Steve Palin	Health and Safety Mgr.	steve.palin@DEXcon.uk	07585 958085
Nathan Woodall	Site Manager – Internals	nathan.woodall@DEXcon.uk	07799 906323

4.3. Site Management Duties/Responsibilities

Note all project records to be archived in 4P Extranet.

Project Record	Doc. Ref.	Position	Comment
Drawing Register	-	Document Controller	
Drawing approval Records	-	Document Controller	
Clients instructions	-	Project Manager/Commercial Manager	
Confirmation of instructions	SFCM 02	PM/CM/QSs/SMs	
Contractor instructions	SFCM 17	Various	
Information required schedule	SFCM 07	Various	
Register of information required		Various	
Sub-contractor order approval forms	SFQS 16	Commercial Manager	
Sub-contractor orders	SFQS 17	Quantity Surveyor	
Sub-contractor Safety Policies	-	Various	
Sub-contractor quality plans	SFCM 36	Various	
Evaluation of Method Statements	SFSA 24	Project/Site Managers	
Material orders	-	Site Manager	
Small purchase orders	SFCM 06	Quantity Surveyor	
Non-conformance reports	SFCM 10	Site Managers	
Quality inspection sheets	SFCM 42	Site Managers	

Project Record	Doc. Ref.	Position	Comment
Stage inspection sheets	SFCM 16	Site Managers	
Concrete pour records	SFCM 32	Site Managers	
Cube register	SFCM 32	Site Managers	
Buying schedule	SFCM 22	CM/QS/PM	
Site diary	SFCM 28	Site Managers	
Instrument calibration records	SFCM 31	Site Managers	
Notification of Accidents or Dangerous Incidents		Project Manager/Site Managers	
Monthly newsletter		Project Manager	Quarterly
Fire Plan	SFSA 25	Project Manager	
Safety Records	SFSA 39	Project Managers	
Accident Book	-	Site Manager	
Scaffold/Excavation/Lifting Registers	SFSA 21/33	Site Managers	
Test Certificates	-	Site Managers	
Training records	-	Site Managers	
Complaints form	SFCM 30	Site Managers	
Site meeting minutes	-	Various	
Production meeting minutes	SFCM 08	Various	
Sub-contractor meeting minutes	SFCM 35	Various	
Waste consignment/Transfer Notes	-	Environmental Manger	
Waste Transfer Licences	-	Environmental Manger	
Waste Plan enforcement	-	Environmental Manger	
Purchase requisitions	SFCM 04	Quantity Surveyor	
Material received sheets	SFCM 05	Site Managers	
COSHH assessments	SFSA 30	Environmental Manger	
Site memorandum	SFCM 23	Document Controller	
Monthly contract report	SFCM 25	Project Manager	
DEX allocation sheets	SFCM 27	Site Managers	
Time Sheets	SFCM 28	Site Managers	
Inductions		Various	
Crane Coordination	SFSA 32	Appointed Person	
Fire Safety Coordinator		Site Manager	
Fire Wardens		Various	
First Aiders		Various	
Condition and stock of 1st Aid room		Logistics Manager	
Issue of Permits to Dig	SFSA 20	Site Manager	
Temporary works Coordinator		Project Manager	

Project Record	Doc. Ref.	Position	Comment
Master/Contract Programme		Project Manager	
Internal target programme		Various	
Procurement Programme		Project Manager	
Design programme		Project Manager/Design Manager/ Planner	
Short Term programme		Various	
'As Built' programme		Project Manager	
Programme register		Project Manager	
Progress reports		Project Manager	
Design Coordination		Design Manager	
Instructions to Sub-contractors	PM 6.10	Project Manager/Commercial Manager	
M&E Coordination		Site Managers	
Instructions to DEX	PM 6.10	Project Manager	
Sub-contractor Day works		Site Manager	
DEX Day works	PM 6.11	Quantity Surveyor	
Person controlling drawings	DC 1	Document Controllers	
Dilapidation/existing condition survey		Site Managers	
Fire extinguisher inspections		SHEQ Manager	
Welfare facilities		SHEQ Manager	
Rescue from height		Site Engineer	
Foul discharge license		Project Manager	
Notice board		Site Manager	
Considerate contractors champion		Project Manager	

Roles and Responsibilities for Health and Safety

Directors in Charge Will:

i) Ensure that proper implementation of the company safety and environmental policies are adhered to.
ii) Have an understanding of the application of health and safety law.
iii) Ensure tenders are properly considered with regard to methods of working and that appropriate resources are made available to cover health and safety and sustainability needs.
iv) Ensure budgets and tenders are adequate to cover sound methods of working and the provision of the required welfare facilities.
v) Be aware of changes in legislation which affect the company.
vi) Promote the safe conduct of work generally.
vii) Reprimand any member of staff failing to satisfactorily discharge the responsibilities allocated to him/her.
viii) Set a personal example.
ix) Cooperate with the Safety Manager and Environmental Manager on staff safety and environmental training and allow employees time out from normal duties for training.
x) Undertake dedicated safety reviews of site.
xi) Ensure lessons are learned from health and safety and environmental failures and those changes are implemented, where identified, as far as is necessarily practicable.

SHEQ Manager will:

i) Promote and ensure implementation of the Company Safety Policy and procedures.
ii) Ensure suitable support and advice is provided to all site management and regional staff.
iii) Monitor health and safety and provide appropriate reports on standards observed.
iv) Liaise with the Regional Board Representative for health and safety to ensure assistance as required.
v) Ensure reports of incidents, accidents and ill health are appropriately investigated.
vi) Ensure serious breaches of policy, procedures and legislation are brought immediately to the attention of the Director in Charge/Area Manager.
vii) Liaise with enforcement officers and ensure action is taken regarding issues raised.

Project Director/Senior Project Managers/Project Managers will:

i) Understand the Company's health and safety and environmental policies and appreciate the responsibility for health and safety and environmental awareness allocated to each grade of employee.
ii) Have an understanding of the health and safety law and, in particular, the relevant legislation including the Management of Health and Safety Regulations and Construction (Design and Management) Regulations.
iii) Ensure budgets and tenders are adequate to cover sound methods of working and the provision of the required welfare facilities.
iv) Liaise with the Director in Charge/Area Manager on the arrangement of funds and facilities to meet the requirements of the policies.
v) Determine adequate health and safety and environmental protection provisions at the project planning stage and implement same throughout the duration of the project. Particular attention will be given to:

   a. the most appropriate order and method of working having due regard of relative hazards and environmental impacts

   b. the provision of welfare and sanitation facilities

   c. hazards which might arise from overhead or underground services / refer to PCI

d. allocation of responsibilities with sub-contractors and others

e. necessary fire precautions

f. adequate first aid facilities

g. if there are any specified materials, which are hazardous, where safer substitutes can be recommended and advise architect

h. ensure implementation of the project risk assessment procedure, in particular stage A inspection and review procedures, and safety and environmental induction procedure

i. develop the Project Strategy Plan for the site under their control and ensure appropriate information is provided to planning supervisors for inclusion in the Project Health and Safety file

vi) Liaise with the Safety Advisor to ensure proper reporting of health and safety and environmental matters accordingly.
vii) Discuss working methods and precautions with site management and sub-contractors before work starts. Continue planning process and review safety requirements on a weekly basis.
viii) Ensure appropriate precautions are put in place by contractors for specific elements of the work, including all provision of suitable method statements and risk assessments.
ix) Monitor site safety reports and ensure that unsatisfactory conditions are rectified as a priority.
x) Act on the recommendations of the Safety Department.
xi) Set a personal example, including the wearing or use of protective clothing or equipment on site visits and actively promote the safe conduct of the work generally.
xii) Ensure qualified Temporary Works Coordinators are appointed.
xiii) Take part within the active safety monitoring of the site.
xiv) Lead health and safety incentives.
xv) Ensure a safety incentive scheme is set up and is run effectively.

Site Managers will:

i) Organise sites so that work is carried out to the required standard of safety with minimum risk to persons, equipment and materials.
ii) Organise sites so that work is carried out to ensure environmental impacts are avoided or mitigated.
iii) Know the requirements of health and safety law and in particular, the Management of Health and Safety Regulations and Construction (Design and Management) Regulations.
iv) Know the requirements of environmental law and liaise with the Safety Manager to ensure the necessary consents and permits are in place and legal compliance maintained.
v) Ensure that hazards from material stacking, positioning of plant and installation of electricity supply are eliminated.
vi) Plan and maintain a tidy site. Give all foreman responsibility for environmentally-compliant and safe working methods and see that they do not require or allow persons to take unnecessary risks.
vii) Make sure that suitable protective clothing is available where appropriate and that it is used.
viii) Ensure all machinery and plant, including power and hand tools, is checked, in good condition and that any defects are reported and actioned appropriately.
ix) Ensure that emergency escape routes, spill kits and fire control measures are maintained on site.
x) Ensure adequate first aid facilities are provided, established and available.
xi) Cooperate with the visiting Safety Advisor and Environmental Manager and act on their recommendations, and accompany HSE and EHO inspectors on site visits.
xii) Ensure new persons on site are instructed in accordance with the DEX safety and environmental induction procedure and review safety and environmental procedures specific to the site with new or transferred DEX employees.
xiii) Ensure statutory notices are displayed and that statutory registers are being maintained up to date.
xiv) Set a personal example, including the wearing or use of protective clothing or equipment on site as appropriate.

xv) Ensure **COSHH** assessments are in place for all hazardous materials.
xvi) Ensure **Method Statements/Risk Assessments** for all work activities are in place as identified in the Project Strategy Plan. Monitor site activities in accordance with the agreed safe system of work.
xvii) Ensure regular safety and environmental inspections of projects are carried out and take part in inspections regime.
xviii) Ensure that all reports of hazards or unsafe practices are actioned on suitability.
xix) Provide toolbox talks on key health, safety and environmental issues for the site.
xx) Take part and coordinate the process of "Take Time".
xxi)

Engineering Staff will:

i) Assist the Site Manager and Senior Projects Manager the evaluation of method statements and organisation of work practices relevant to technical and engineering matters on site.
ii) Ensure, through liaison with Site Manager and Senior Projects Managers that the duties of Temporary Works Coordinator are undertaken by adequately qualified persons.
iii) Ensure that work under their control is carried out safely and without risks to health.
iv) Cooperate with other DEX staff and sub-contractors in health and safety matters.
v) Set a personal example including the wearing or use of protective clothing or equipment on site as appropriate.
vi) Report all hazards and unsafe practices they observe to the Site Manager.
vii) Take part in the safety inspection regime of the site.
viii) Take part and coordinate where required the process of "Take Time".

Quantity Surveyors will:

i) In conjunction with the Senior Contracts Manager/Site Manager, provide sub-contractors with sufficient health and safety information relating to the specific contract at pre-order meetings, and request statutory documentation.
ii) Take an active role in ensuring health and safety is effectively managed on site including monitoring activities as detailed in the Project Strategy Plan.
iii) Cooperate with other DEX staff and sub-contractors in health and safety matters.
iv) Set a personal example including the wearing or use of protective clothing or equipment on site as appropriate.
v) In conjunction with the Director in Charge/Senior Projects Manager, ensure adequate cost/provisions are made available to ensure health and safety is effectively managed on site.
vi) Report all hazards and unsafe practices they observe to the Site Manager.

Design Manager will:

i) Ensure that the principals of risk control outlined in the Construction (Design and Management) Regulations are applied to all designs where appropriate.
ii) Utilise the company's Safety Department for advice and information.
iii) Ensure contractors are aware of company procedures.
iv) Demonstrate a personal commitment to safety by example encouraging others to work safely.
v) Take an active role in ensuring health and safety is effectively managed on site including monitoring activities as detailed in the Project Strategy Plan.
vi) Set a personal example, including the wearing or use of protective clothing or equipment on site as appropriate.

Sub-Contractors will:

i) All sub-contractors will be expected to comply with the company's Health and Safety Policy and submit their own health and safety policy and procedures to the company for verification.
ii) Sub-contractors will receive a copy of this company's Safety Rules Standard Opportunity Procedures and Requirements and sub-contractors operatives will be expected to be fully aware of what is required of them whilst working on the company's sites.
iii) All work must be carried out in accordance with the relevant statutory provisions and take into account the safety of others on the site, and the general public. Sub-contractors' employees must comply with any safety instruction given to them by the works supervisor or any member of the DEX management team.
iv) All sub-contractor workers are required to be trained and competent to carry out their work. Evidence of competence must be provided by every worker, e.g. CSCS card, subject to the discretion outlined in the contractors order and current accredited schemes.
v) All plant, equipment and tools brought onto site by sub-contractors must be safe and in good working condition, fitted with any necessary guards and safety devices and with any necessary certificates available for checking. All operatives must be adequately trained in the use of such plant and equipment and, where appropriate, provide proof of their competence.
vi) Sub-contractors employees are not permitted to alter any scaffold provided for their use, use, or interfere with any plant or equipment on the site unless authorised and competent to do so. Where sub-contractors are required to hire or erect scaffolding (or other working platforms), they shall ensure it is inspected weekly by a suitably trained and competent person and the appropriate inspection report is completed.
vii) No power tools or electrical equipment of greater voltage that 110 volts may be bought onto sites. All transformers, generators, extension leads, plugs and sockets must be to the latest British standards for industrial use and in good condition. All such equipment must be regularly tested for safe working and suitably tagged in accordance with the requirements of this policy.
viii) Any injury sustained, or damage caused by, sub-contractors' employees must be reported immediately to the works supervisor.
ix) Sub-contractors informed of any hazards or defects noted will be expected to take immediate action. Sub-contractors will provide the works supervisor with the name of the responsible person they have appointed to manage and control their works.
x) Suitable welfare facilities and first-aid arrangements in accordance with the regulations must be provided by sub-contractors for their employees, unless arrangements have been made for sub-contractors' employees to have the use of shared facilities, in which notification will be issued detailing the shared facilities provided. Sub-contractors will be required to provide, when appropriate, that at least one of their workforce on site is a suitably trained first-aider.
xi) Any material or substance brought on site which has health, fire or explosion risks must be used and stored in accordance with regulations and current recommendations and that information must be provided to the works supervisor and any other person who may be affected on or off the site.
xii) Sub-contractors are required to ensure that workplaces are kept tidy and all debris, waste materials, etc. is cleared as work progresses.
xiii) It is our policy that all operatives, sub-contractors, visitors, etc. on the company's sites will wear safety helmets, protective footwear and gloves at all times, other than in areas designated "no risk" areas by the works supervisor or principal contractor. Sub-contractors will be required to provide and wear and/or use any appropriate items of protective clothing and equipment required for the process in which they are engaged.
xiv) All operatives will be required to attend an induction session before starting work on site for the first time.
xv) All sub-contractors will provide a representative to take part in the weekly safety meeting and all reasonable requests to take part in safety tours of the site and safety foremen.

Operatives will:

i) Abide by the instructions given in the DEX safety induction and other notices given or displayed on site.
ii) Comply with the method statement/risk assessment for the work.
iii) Give feedback on safety management to your line manager or safety advisor.
iv) Take part in the process of "Take Time", the prestart, dynamic risk assessment process.

5. Arrangements for Site Communications

5.1. Project Directory

The ongoing project directory is located in Appendix 2 and located in 4P Extranet™ EDMS online collaboration tool.

It is intended that the directory is set up as part of the Start-up Meeting Minutes form SFQS 02, which is used to form the basis of this directory.

5.2. DEX Team

Effective lines of communication will be established through the project directory included in this plan. As principal contractor, DEX's Director in Charge will ensure the Senior Project Manager, designers, the client's team; Project Engineer, CDM Coordinator, sub-contractors, safety advisors and other participants in the project are kept up to date with changes, progress and events.

5.3. Design Team

The design team is given in the organisation chart included in Appendix 1 of this Project Strategy Plan.

5.3.1. Design Management and Control

The company's procedures for managing and controlling design include provisions for assessing the competence of designers, appointment of designers including sub-contractors with design, programming design activities to meet the contract programme and for coordinating the review, approval and issue of drawings for use.

Proposed Contractor Design Packages (CDP)

1. Pre-cast elements – external walls, precast stairs
2. Steelwork connections
3. Site accommodation
4. Temporary Works
5. M&E design and install.

DEX has requested the client's designers' risk assessments from SP in order to allow DEX CDP package design to be holistically reviewed.

5.3.2. Design Programme/Information Required Schedule

The design programme refers to the Master Program and a schedule of information required from the design team is based on the contract programme and released by the Senior Project Manager (see Appendix 5). These are communicated on a weekly basis to the project team.

5.3.3. Design Team Meetings

Design issues are dealt with at design team meetings. These will take place monthly, as a minimum; if a schedule has been prepared this will be in Appendix 3 of this PSP. The meetings are conducted using the agenda/minutes from Form SFDM 06.

5.3.4. Design Responsibility Register

The Design Responsibility Register (SFDM 11) is located in Appendix 4 of this plan and only relates to contractors' design packages/portion CDP. DEX has requested the client's design responsibility matrix.

5.4. Sub-Contractors

The following procedures will be put in place to communicate with sub-contractors:

- At the pre-appointment meeting:
    - A pre-appointment meeting will be held at which the Senior Project Manager, Site Manager, Quantity Surveyor, Safety Officer and relevant sub-contractor staff will

attend. Safety and environmental requirements will be discussed in detail and the sub-contractor is expected to issue his proposed site specific safety statement/safety method statement to DEX for review.

- Safety audits are carried out by the company Safety Manager. Items pertaining to a particular contractor will be communicated to that contractor.
- Daily safety checks are carried out with a member of the DEX site team and all issues are actioned as soon as possible
- Site Managers will conduct' Daily Activity Briefings' each morning, in which upcoming issues are discussed and planned before work commences.
- Weekly safety and environmental meetings with all construction representatives present.

5.5. Consultation with the Workforce

Appropriate means of effective two-way consultation on this project will be implemented by the Senior Project Manager and Site Manager before work starts.

At least one method of consultation will be selected for each level.

- Project level: Monthly Safety Committee Meeting
- Work gang level: toolbox talks,
- Individual level: site induction, toolbox talks,

The selected method of consultation will be displayed on site, using posters and conveyed to each person via sub-contractor interview, site induction and tool box talks.

The Project Leader can, from time to time, vary the chosen method of consultation to suit project conditions. In this event, a new poster is to be displayed.

Regular site meetings with representatives from sub-contractors will be held to discuss, amongst other items, health and safety issues relating to the site. The results of these meetings will be communicated to sub-contractors' employees via their supervisors and foremen.

All site personnel are informed in their induction that any concerns or recommendations for improving health and safety on site should be made to the Senior Contracts Manager or other management representative.

Suggestions for improving safety on site can be made to The Site Management team and a person who gives a particularly good suggestion will receive a green card, which will be separate from the site incentive reward.

Safety forms and various collaborative behavioural and training initiatives will be rolled out as the project progresses.

DEX is committed to carrying out effective consultation with everyone on this project. The list below determines the methods chosen by the site team.

Methods of consultation being used on this project	
PROJECT LEVEL	
Methods of Consultation	**Method Selected** (tick as appropriate)
1. Safety Action Group	
2. Site/Project Meetings.	
3. Induction	
WORKGANG LEVEL	
Methods of Consultation	
1. Toolbox Talks by supervisor	
2. Safety Analysis	
3. Daily briefings by supervisors	
4. Method Statement Briefings	
INDIVIDUAL LEVEL	
Methods of Consultation	**Method Selected** (tick as appropriate)
1. Feedback/Suggestion Boxes	
1. HAZ Cards	
2. Open Door Policy	
If the method of consultation is not appropriate or your views are not being taken into account, please contact the Health and Safety Advisor.	

5.5.1. Open Door Policy

Many workers like to raise concerns direct with the site management but could feel that their concern will not be taken seriously, or will lead to them being labelled as a troublemaker. An open door policy, where workers are invited to speak directly with members of the site management team, will be actively implemented on this site.

5.6. Principal Contractor Role

In addition to carrying out the Principal Contractor role for CSA scope, DEX will also carry out the Principal contract role during the period. Information required to assess the safe system of work of contractors will be captured on a tracker, which will be populated by the PC, identifying the work packages and contractors appointed from information provided by the process leads.

DEX have acknowledged the hazards present in the client issued pre construction in formation, these hazards have been accounted for during the tender period and the supply chain has made allowance for dealing with the hazards when undertaking their elements of work. DEX will ensure that the hazards are dealt with appropriately by firstly ensuring that the hazards are identified in the method statement and risk assessments and then by supervising the appropriate removal/negating of the hazard.

As the Principle Contractor DEX have appointed the Architect Hawkins Brown to undertake the Principle Designer (PD role, as well as providing Design Information Hawkins brown in their capacity of PD will evidence the thought process and thinking behind the design and what H&S matters have been addressed and how.

What the Principle Contractor (DEX) Will Do

The PC (DEX) has a legal duty under the CDM Regulations 2015 to control the construction site and ensure work is properly planned, managed and coordinated during the construction phase in order that risks are properly controlled. DEX will need to understand the installation process and the planned techniques to be undertaken.

The DEX Project Strategy Plan and DEX Standard Operating Procedures will be the standards worked to. These may be further developed, using specialist expertise to incorporate the installation work.

The PC will ask for any clarification and additional information necessary four weeks prior to contractors starting. Two weeks prior to contractors starting, any outstanding information required will be requested by the PC. One week prior to contractors starting, the PC will advise the process leads if the information received is acceptable; if it is, the PC will authorise the work on site. If the PC is not satisfied with the information received, the work on site will not be allowed to commence until receipt of suitable information from the process leads. This will delay the programme for that package and may have a knock-on effect to other parts of the project, so must be avoided by the timely supply to the PC of all requested information.

The conduit for information exchange is on 4P at a location to be confirmed.:

A site lay-out plan/logistics diagram will be kept on 4P at a location to be confirmed:

Requests for storage, laydown areas and access routes for cranage, plant deliveries, etc., by the process leads must be made using this drawing for discussion. Checklists for the Information Required Schedule (IRS) and sub-contractor information will be sent to the process leads, along with these pages.

What the Principle Contractor (DEX) Does Not Do

a. Additional security measures above and beyond those in place of DEX works
b. Any additional welfare/office/canteen facilities
c. Additional auditing

The PC can accommodate the client with works to assist them in their role by arrangement with DEX sub-contractors as a scope of works at agreed rates with upon instruction from the client.

Training and Experience

The PC realises that planning and use of good procedures alone will not achieve zero accidents and incidents. Therefore, everyone working on site will have to prove health and safety competence and awareness through possession of a CSCS/CSPS card or affiliated card scheme. Individuals not in possession of a card will be required to undertake training on site and may have to be monitored by a work buddy.

Other training will be delivered on site targeted at individual groups to suit the needs of the programme.

5.7. 4Projects: Online Collaboration Tool Monitoring and Managing the Flow of Information

Successful communication depends on the ability of all to make quick and reliable contact with other members of the team. Our philosophy is to work as a totally inclusive and integrated team including client, the design team, ourselves and the supply chain. This atmosphere promotes better communication as all parties feel a part of and share ownership of the project.

To ensure this communication is channelled and focused, we will instigate and maintain the appropriate disciplines and protocols. This will enable the team to work cohesively towards successful project delivery and prevent waste and duplication.

We will monitor and manage the flow of information between the project manager, design team and our own organisations through use of the 4Projects collaborative tool.

4Projects is also secure; all client data is hosted at British Telecom's premier, word class Data Centre in Glasgow and a secondary hosting facility in Sunderland.

4Projects will be deployed immediately upon contract award to facilitate the preconstruction/ tendering and market testing stages, with designated administrators trained within our project team to set up and administer the system and to manage training requirements.

The filing structures, workflows and user protocols are readily available. The tender stage documents need to be retrospectively stored within 4Projects.

The following functionality is proposed on 4Projects.

5.7.1. Tasks

These are to be used for items requiring a response within a specified time frame. They can only be sent to one person for an official response but can be copied to any number of people for information purposes. It is proposed that this be used to control documents such as Request for Information and Technical Queries, typically known as forms.

5.7.2. Workflows

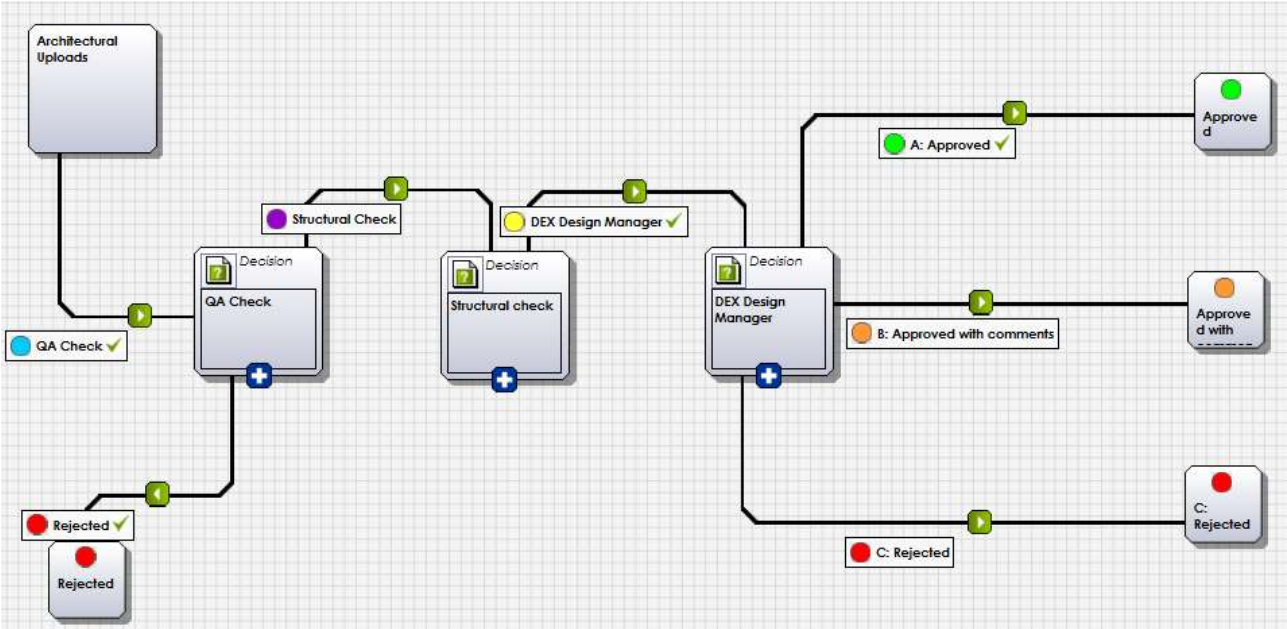
The workflow is the fundamental element of the system. Workflows will need to be established for key project documentation such as:

- Drawings
- Specifications
- Design Change Requests
- Shop/Fabrication Drawings
- Design Reports and Assessments
- RAMS

Below is an example of how the workflow will be used to manage drawings/documents. This can be tailored for each type of document and each organisation's needs.

When a drawing/document comes into 4Projects for review (this is a mandatory process), our Document Controller will be notified. It will then go through a QA process where it will either be released for review or rejected due to insufficient/incorrect information. If rejected, the originator will be notified and the drawing/document will need to be revised and republished.

Typical Design Review Workflow Example



Once it has passed QA stage, it will be released to the relevant parties for their comments. This distribution is determined in advance when setting up the workflow and is paramount to ensuring that, for example, drawings are reviewed by the correct parties, especially where a technical interface exists.

Comments can be provided in text or as a mark-up and, only after the review and approval cycle has been completed within our organisation, will the drawing/document be released to FEC for acceptance in accordance with the A, B, C criteria where required.

Our administrators will provide regular reports on the progress of workflows and associated tasks to track the progress of information. Reporting within 4Projects can be tailored to meet the particular needs of any party.

6. Objectives/Strategies/Targets

6.1. Health Safety Targets and Objectives

(Identify from issues raised by Section 11.1 of this plan)

a. Safe Site – By effective Cooperation, communication and coordination with Sub Contractors by responsible and proactive management of people, plant, work activities and the working environment.
b. Safe People – Promote a positive safety culture with all DEX and Contractor personnel, by effective worker engagement and a shared responsibility for all safety and health matters which affect us or others.
c. Safe Working – Ensuring all work areas are free from risks so far as is possible, by responsible and competent supervision and safety educated and vigilant workers.
d. Maintain 'Low' Site Management Risk Indicator
e. Attain a minimum score average of 80% on Health, Safety and Welfare Reports
f. Weekly team meetings will set safety objectives within the sequence of the weekly activities ensuring access and egress are an essential part of the review.
g. To have a constructional influence in the design, and monitor the design input to ensure that it is detailed to current legislation. All building activities should be designed within the CDM regulations 2015 and code of practice.
h. Attain full CSCS scheme compliance.
i. Provide a zero tolerance to non-compliance on PPE

Objective	Target
RIDDORs	0
Health and safety related issues	0
Tool Box Talk per site worker per week	1
'Carded' workforce (CSCS or equivalent)	100%
Regional H&S advisor report score minimum	80%
Near miss reporting	0/man/month

Safety Monitoring Programme to be fully implemented.

6.2. Environmental/Sustainability Objectives

The site Project Strategy Plan refers to compliance with the EA good practice guidance notes for construction sites in avoiding pollution to air, ground and water.

Recycling would be carried out: a specialist waste contractor would be engaged to sort waste off-site. It is noted that at least five waste streams need to be segregated. A justification would be required for using off-site rather than on-site segregation. Strive to work closely with the Environment Agency and keep them informed of any relevant activities. Be discrete and make no nuisance to alarm others.

b. A quarterly newsletter will be distributed to neighbours to inform them of completed and projected site activities.
c. All diesel storage will be in double bunded bowsers stored in a designated bunded area of adequate volume.
d. Review waste management system currently in place with company appointed waste handler on a regular basis.
e. Wash out stations will be set up for concrete shuts only.
f. Implement all company procedures to the site team and to the sub-contractors at pre-order stage.
g. Hold regular team meetings.

h. Effective planning of waste, site access and storage in line with current environmental procedures including recycling (ground improvement strategy to be adopted to reduce materials taken off-site and imported materials to site to achieve '0' cut/fill balance.
i. No environmental spillages. No adverse effect on local wildlife or watercourse.
j. Follow correct procedures for spillages and/or contaminates equipment found at site occupation.
k. Method statements for re-fuelling will be required/provided.

The following figures will be targeted throughout the duration of the contract:

Theme	Project Targets		
	Exceeding Industry Norms	Minimum Standard	Unacceptable
Water	<5m³/£100k water consumption	5-5.5m³/£100k water consumption	>5.5m³/£100k water consumption
Energy and Air Emissions	Low sulphur diesel used in >95% of plant	Low sulphur diesel used in 85-95% of plant	Low sulphur diesel used in <85% of plant
Waste	90% Waste diverted from Landfill	80%-90% Waste diverted from Landfill	<80% Waste diverted from Landfill
Responsible Sourcing	100% of timber is from sustainable sources (PEFC/FSC)	80-90% of timber is from sustainable sources (PEFC/FSC)	<80% of timber is from sustainable sources (PEFC/FSC)
Employment	Generate 3 apprentices from the local community	Employ 2 apprentices from the local community	Employ 1 apprentice from the local community

6.3. Quality Objectives

a. The aim of the project is to achieve zero defects at PC, with snagging completed as the works proceed.
b. Instil high values to sub-contractors starting with the pre-contract award meeting to be positive and set the standard early. This will show that we do not accept "any old finish or behaviour will do" approach. To set high standards we need to firstly set them for ourselves and impose our standards to others.
c. A completed area is to be presented to the client at the earliest opportunity. Samples will also be offered to the stakeholders for approval prior to packages of work beginning.
d. Fk
e.
f. on, snag and de-snag the areas of completed work prior to the following activities commencing. Present to client for acceptance as early as possible. Sub-contractors are required to properly snag their own work and present to DEX.
g. Maintain an average of 75% for quality audits.
h. Ensure that main trade sub-contractors demonstrate a briefing from their operatives on the specific quality requirements of the project.
i. Use known tried and tested sub-contractors wherever possible.
j. Hold technical meetings with sub-contractors prior to placement of order to review/discuss quality.

The following figures will be targeted throughout the duration of the contract

Objective	Target
No. of Internal and External Audit Non-Conformances Raised	0
Internal Audit score	80
Snags per £million project value at Practical Completion (PC)	0
No defects 12 months after PC	0
Quality Inductions	All personnel

Quality targets will be achieved by a combination of following:

- Site Specific Inspection and test plans
- Compliance schedule
- Task specific training
- "Zero tolerance" to defective works
- "Snag as you go" policy
- Training (internal/external) to increase competencies of project team
- Benchmarking and sampling
- Internal audits/surveillance

6.4. Programme/Production Targets and Objectives

The target completion milestones will be achieved using the following methodology:

a. Rigorously tracking and monitoring progress of design and procurement.
b. Look-ahead programmes will be produced.
c. Target programme to be produced to target an early completion of the project.
d. Project Manager and Site Manager to produce and update short term programmes for weekly team reviews to sequence the short term works in a safe and economical manner.
e. The Project Manager and Site Manager will set up a series of monitoring or early warning tools to identify poor progress on key packages, i.e. line of balance.
f. Good planning of activities to reduce overlap/interface of trades.
g. Early procurement/involvement of specialist contractors.
h. The key dates for procurement, release of information and completion are contained in Section 2.2 and Appendix 5.
i. Weekly progress meetings with all key sub-contractors both for on-site and off-site activities
j. Weekly update of programme
k. Individual roles and responsibilities for milestone achievement.

6.5. Training and Development Objectives

a. Give opportunity to team members to take responsibility for their areas of work.
b. Package management: section managers to be involved in the site conditions and attendances of the relevant packages.
c. Site Manager and Engineer to coordinate ground works and setting-out operations by site engineers.
d. All site staff to attend Fire Marshal course to help with the implementation of the fire plan.
e. Promote good communication to all site personnel.
f. Any staff training required will be determined by the project manager.
g.

The following figures will be targeted throughout the duration of the contract

Objectives	Target
Labour to be sourced locally	≥25%
Industrial placement to be offered to undergraduate from local College/University	1
Opportunities to local school leaver (age 16 -18)	1-2
Sponsor of local undergraduate	1
School briefings a year	1
Site newsletters a year	4

We have included tables on the following pages, setting out the training given to all staff members.

	Directors	Commercial Managers	Contracts Managers	Senior Quantity Surveyors	Project Managers	Site Managers	Quantity Surveyor	Trainee/ Grad QS	Senior Engineer	Engineer	Trainee/Grad Engineer	Planner	Estimator	Design Manager	Safety Advisor	Services Manager	Services Co-ordinator	Secretarial /Doc Control
Environmental Awareness	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
Sustainability	■	■	■	■	■	■	■	■	■	■	■	■			■	■	■	
Confined Spaces					■	■			■	■					■			
BREEAM/ECO Homes					■	■			■	■		■			■			
Fire Warden	■		■	■	■	■	■		■	■	■	■			■	■	■	
Health & Safety Regulations	■		■		■	■			■	■	■	■	■	■	■			
First Aid at Work	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Defensive Driving	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Occupational Health	■	■	■	■	■	■	■	■	■	■	■		■	■	■			
MEWPS					■	■			■	■	■				■			
SMSTS	■		■		■	■			■	■	■			■	■			
Scaffolding Inspection					■	■			■	■	■				■			
PASMA			■		■	■			■	■	■				■	■	■	
Crane Lift Supervisor			■		■	■			■						■			
Temporary Works Co-Ordinator					■				■						■			
Temporary Works Supervisor						■				■	■							
SSSTS			■		■	■			■						■			

7. ARRANGEMENTS FOR MANAGING THE PROJECT

7.1. Contract and Other Site Programmes

Master Programme: The Master Programme is located in Appendix 5.

Sub-Programmes: 6 weekly programmes to be developed by key sub-contractors for both on-site and off-site activities

The contract programme will be agreed with the client and design team and form the basis of the information release dates. The responsibility of this programme is with the Project Manager. This responsibility may be delegated to the project and site managers as required.

The design programme is detailed from this programme, while also taking into account the target programme, and is the responsibility of the Design Manager/Project Manager. These two programmes can be referred to as Level 1.

A target programme is to be produced by the Project manager and it is against this programme that procurement and progress status is made or measured. This programme will be developed with the input from certain key sub-contractors. This programme can be referred to as Level 2.

The status of the works and information release will be highlighted by the CM and incorporated in the client progress meetings.

Progress will be monitored using the following methods

- Programme Review Meetings
- Percent complete at date of progress
- Critical path analysis
- Milestones
- Weekly design deliverables reports
- Procurement schedule (monthly update)

A restraints/safety milestone will be developed within the site team to determine those activities which are fixed or are programme related and have large high risk activities (e.g. Tower crane install/dismantle). This programme is to be used to identify potential hazards well in advance, thereby allowing the activity to be well planned.

These programmes are to be produced in accordance with the guidance documents.

7.1.1. Information Requirements

All information will be stored in 4P Extranet™ in their defined folder sub-contractor containers:

Information Required Schedule (IRS)

This schedule lists all the trades and when they are required on site. Those activities which are spread over a long period, such as rebar to the superstructure, are further sub-divided to provide more meaningful 'required on site' dates.

All information will be stored in Project 4P Extranet™ in their defined folder sub-contractor containers:

The schedule then works backwards through the processes of lead time, drawing and sample approval period, placing of orders, tender process culminating in the date for issue of complete information from the relevant consultant for that package. This schedule is produced by the Senior Projects Manager and is to be agreed with the design team. This register is being maintained and monitored by the Project Manager.

Request for Information (RFI)/Technical Queries

All RFIs and TQs are to be raised using 4Projects process and protocols.

These requests will generally be of a minor nature and are an extension of the information received as part of the Information Required Schedule. These can be issued by any team member; however it is critical that these are maintained and monitored and that there is no duplication of the number or information request. Currently there are two individual requests for information schedules in place:

- RFIs which deal with all construction and architectural queries
- RFIs which deal with all mechanical and electrical queries

Request for Information Tracking Schedule

This register tracks the details of the requests for information within a single register that can be managed. The register will be presented in numerical order. The responsibility to maintain this document is that of the document controller.

Technical Submittals (TS)

These submissions are shop drawings, material data, samples, and product data. Submittals are required primarily for the architect and engineer to verify that the correct products will be installed on the project.

Technical Submittal Tracking Schedule

This register tracks the details of the technical submittals within a single register that can be managed. The register will be presented in numerical order. The responsibility to maintain this document is that of the document controller.

7.2. Selection, Appointment and Monitoring of Sub-Contractors

Our preferred sub-contractors list is the prime source for the choice of a sub-contractor for a package. This is particularly important if the quality risk assessment carried out during the tender period indicates there is a risk of defects occurring within that package. If a preferred sub-contractor cannot be used, account must be taken of the previous performance of any sub-contractor used. Previous performance is rated and recorded at the post contract reviews of completed contracts.

The project team will agree list of pre-qualified sub-contractors by tender enquiry. Any exceptions will be by agreement of the Project manager only.

Sub-contractors new to the company are assessed for competence before being appointed. Assessment can include taking references, visiting their sites or offices, by recommendation or by questioning in the pre-order meeting. Sub-contractors are appointed to meet the dates on the buying schedule.

The Senior Project Manager advises the sub-contractor favoured for each package of the need for a quality plan with a test and inspection plan or method statements and risk assessments at a pre-order meeting. The sub-contractor must produce a plan or method statement acceptable to the company before they start work on site.

Contractors will be informed of the requirements associated with the project at a pre-order meeting. Form Appendix 4 – "Contract requirements" document identifies the requirements for work on DEX projects and establishes the contractors' competency to carry out the work. Some elements of this Site Strategy Plan, including test and inspection procedures and site-specific rules will be identified to the contractor at the meeting.

Safety and environmental performances of each sub-contractor will be reviewed on an ongoing basis and will be discussed at team meetings.

Contractors' site specific safety plans and method statements will be reviewed before each package commences and when changing circumstances dictate the issue of new or additional arrangements by site managers before works start on site.

Reviews will be conducted three times per annum in a meeting convened by the site safety officer, recorded and chaired by the project manager in charge of the build.

All reportable accidents and serious incidents will be reviewed by the Managing Director, the SHEQ Manager and the senior site management and sub-contractors supervision, if deemed necessary.

Overall, individual sub-contractors' safety performance will be reviewed progressively on an ongoing basis throughout their sub-contract by the Senior Project Manager in conjunction with the Safety Advisor. This review is forwarded to head office and will be used when developing/ updating the approved sub-contractor list. On completion of the project, a review based on safety and quality will be undertaken. The aim of this review is to improve the safety, environmental and quality

performance of sub-contractors employed on DEX sites. It should be noted that a poor review can lead to a sub-contractor:

a. Receiving a poor rating and result in a low ranking on the list of approved contractors or, in extreme cases,
b. Removal from the list both of which may have a detrimental effect on future/potential works.

Sub-contractor recommendation report to be made to the client by DEX with following content:

- Executive summary and recommendation
- Tender procedure
- Tender pricing
- Technical appraisal of tendering sub-contractors
- Programme/phasing
- Tender clarifications

7.3. Security

Our site security is based on the following:

- Provision CCTV 24 hours with incident call out, Manned guard during times of full site shutdown (Christmas holidays) during site working hours
- A biometric face reader with turnstile system located at the site entrance and Collyhurst South

7.3.1. Site Security

Gate men will operate during working hours. These security gate men will be under the direct management of the Site Manager (Logistic).

Their roles and responsibilities will include:

- Control of main gates to entrances
- Control of deliveries arriving and leaving site
- Safety of operatives and pedestrians during delivery operations
- Directing new employees and site visitors to the DEX Site Office and Induction Room
- Checking perimeter hoardings and emergency exits are secure, daily
- Ensuring site entrances are kept clear at all times
- Providing daily and weekly pedestrian and vehicular data reports

7.3.2. Biometric Turnstile System

Each operative will undergo a comprehensive site-specific induction on arrival. Once completed, they will be set up on the biometric system to gain access to the project via the security turnstile. Their name, in the biometric database, will be directly linked to the expiry date of their CSCS card, which ensures only suitably trained operatives are allowed access to work on this project.

The biometric reader access control system has the benefit of providing computer print outs of daily attendance. This is vitally important, should we need to evacuate the site in the case of an emergency. Security will provide the print outs immediately upon hearing the fire alarm or evacuation claxon and have the data available to pass onto the respective emergency service.

Should any person not log in for a period of two weeks, that particular person won't be able to get access to site. An operative returning to site after the two-week period will be required to undergo re-induction. This helps to ensure that access permissions are not misused and that operatives remain informed of site changes.

The site entry point will be manned during the working hours by a security guard who will ensure no unauthorised people gain entry to the project.

7.4. Induction

All persons working on the project are provided with a health, safety and environmental induction, identifying site rules and general requirements prior to commencing work. The company site health and safety induction information must be followed and a receipt confirming the induction will be retained in our site safety records.

Relevant emergency procedures will be communicated and included in the induction. Training provided to operatives is evaluated to ensure they have achieved the required competency to carry out the tasks.

All persons attending the DEX induction must produce the following documentation:

- In date CSCS Card or other CSCS accredited body.
- Valid CPCS Card (Plant Operators)
- Signed off RAMS should be submitted prior to any induction being undertaken
- It will be operatives' obligation to produce evident that they have been briefed by their supervisors on the contents of their specific RAMS

A brief health questionnaire is required to be completed during the induction, by all personnel. This ensures that our First Aiders are provided with any relevant important information should any workers have specific health or medication requirements.

There will be a requirement for all Contractors to carry out their own induction which must be specific to the work to be undertaken, and will require approval by DEX. As the project develops it is anticipated that both DEX and Sub-Contractor inductions will require amendment to suit the specific site and work package requirements. All induction packages should be compatible with one another and should therefore be developed by DEX and contractors working together.

Relevant emergency procedures will be communicated and included in the induction. Training provided to operatives is evaluated to ensure they have achieved the required competency to carry out the tasks.

Non English speaking operatives must be accompanied by a translator from the company they work for so that they can fully understand the induction. A visual copy of the induction will be printed in many languages to assist individuals for whom English isn't there first language

7.5. Training

DEX policy is to ensure that all personnel, including sub-contractors, have received appropriate training and are experienced to carry out their designated tasks in a safe and workmanlike manner.

It is a matter of company policy that a minimum standard of competence is set for all the people on site. CDM site inductions and sub-contractor competence assessments require, as a minimum, that all people on site can show evidence of competence to carry out their work safely. This will typically be through the presentation of a CSCS card or equivalent. A record of the evidence is retained in the site files.

Tool Box Talks will be carried out, where required, by site operations and as a requirement of risk assessments. Records of such talks will be kept in the site files.

Any specialist training required for specific work elements will be arranged with the sub-contractor concerned in liaison with the regional safety advisor.

7.6. Site Accommodation and Welfare

Appendix 18 of this plan includes a site logistic plan identifying welfare/access routes/storage locations/traffic and pedestrian routes.

This setup will remain in place for the duration of the construction period.

A copy of this welfare layout drawing will be displayed in the site offices and induction room. The welfare facility has been designed and sized to ensure that the facility conforms to the required size.

We have allocated sufficient welfare in line with HSE/CDM guidelines

Further information on scales of provision can be reviewed at the following website. – http://www.hse.gov.uk/contact/faqs/toilets.htm

COVID 19 Impact on Welfare – The welfare layout has taken into account the construction Industry Council current guidelines to ensure as best as possible the safety of all operatives operating on the project.

7.7. Temporary Site Service

All temporary site services will be provided by DEX, no services are provided by FEC. It is intended that generated power will be required during the early stages of the project then a temporary 650 Amp building supply shall be installed by the statutory authority to allow all cranes hoists accommodation to be supplied.

7.8. Buried Services

DEX operate a "permit to break ground" system, which will operate irrespective of what services may be present. This will ensure that any services installed during the construction process are considered and allowed for in the ongoing construction process.

During the Advanced work order the Preconstruction information was updated by carrying out a more detailed survey of the sites and adjacent highways. The survey included:

- Ground penetrating radar survey of the whole site and perimeter footpaths
- Inspection of known manholes, gullies and service access chambers to prove runs etc..
- Detailed survey of Sewers that include full CCTV survey.

The survey has been compiled into one drawing that is accessible through 4P and an A0 size copy is on site for review when issuing Permits to break ground.

Services installed will be identified using service ID notices, which will be visibly mounted to ensure operatives working in the vicinity are aware of locations and hazards.

Any services that become known and/or are discovered are to be recorded. An additional copy is to be kept in the Health & Safety File.

We will follow the recommendations set out in the HSE's guidance on safety in excavations and briefly summarised as follows:

- Prevent collapse of sides by supports/batters.
- Prevent people, materials and plant falling onto people in excavations by using edge protection (scaffold/die blocks/earth ramps), a banksman and exclusion zones.
- Prevent people being struck by plant by using a banksman.
- Prevent undermining of nearby structures by planning the contract and liaising with all parties involved including any exploratory works (trial holes).
- Prevent contact with underground services by using existing service drawings and by CAT scanning the ground before any work takes place. Trial pits/trenches may have to be dug by hand before any work can proceed.
- Provide proper ladder access to excavations tied in top and bottom of the excavation.
- Prevent build-up of fumes by pre-cutting pipes etc. on topside or, if not possible, use extractor and/or fan units to force ventilation.

Prior to any commencement of excavations, a service avoidance pack (SAP) will be produced. This will require a senior member of staff to review all drawings provided by the client, local authority and utility companies showing services located in the vicinity. Location of any indicated services and detection of unknown by means of a CAT scan.

All detected services will be marked with wooden pegs and spray paint in accordance with SAP colour.

Operatives involved in this activity will be briefed by the nominated banksman working with the excavator. The works will not commence until all these procedures have been carried out and the permit signed.

All excavations will be subjected and compliant with weekly-recorded checks by the Site Manager and daily visual checks by the Construction Manager. The operatives working within the excavations will check the area following each break.

Excavations must be defined by risks and weekly records of excavations must define all existing, evolving and/or new risks with preventative measures taken to provide a safe working environment.

During the ground beam construction phase, close coordination will be required between the Steel or RC Frame contractor and the ground worker. This will be particularly relevant to drainage runs that pass through the ground beams where the installation of rocker pipes will be required.

Pipe work systems will be laid in strict accordance with design requirements and best practice. We note that, where applicable, the employer's representative will be required to witness mandatory air and water pressure tests.

All test results and inspection and test records will be maintained as part of the operations and maintenance file.

Back-fill material will be of suitable make up. We intend to use the imported stone for this purpose.

Following the completion of the services, their locations will be clearly identified and protected against any possible overloading.

In addition to the DEX procedure for "permits to break ground", it is a DEX requirement that:

a. **A Service Avoidance Pack is produced drawing together all available information, planned pre commencement investigations and details on controls. Only following this process will a permit to break ground be issued.**
b. All pre-construction information is used to identify risks from underground services in all areas where **anything will be placed in the ground**.
c. The location of any service on any drawing must NEVER be assumed as accurate.
d. Cable Avoidance Tools and equipment must only be used by trained and competent persons, and **must be used on each occasion where anything is to be placed in the ground**.
e. All services are to be located by hand digging prior to any mechanical digging.
f. There will be no mechanical digging within 500mm of any live services.

All located services are to be marked using **timber stakes and <u>NOT metal road pins</u>**. The DEX buried services marker is to be displayed by attaching it to the stake. The marker is to be annotated to display the relevant services identified below, by ticking the appropriate box(es) displayed.

Overhead Services

There are no overhead services to consider.

Temporary electrical supplies, which are intended to power handheld or portable equipment, must be 110 volt centrally tapped to earth. Where other special equipment requires a higher voltage, the approval of the Safety Advisor will need to be obtained.

Electric supplies to temporary accommodation may be 240 volt.

All electrical supplies will be installed in strict accordance with the Electricity at Work Regulations and in accordance with the current I.E.E wiring Regulations.

All temporary electrical supplies will be tested by a competent engineer prior to use and every three months thereafter. All portable handheld electrical tools will be required to have received a test/examination at intervals as recommended by the HSE.

7.9. First Aid Arrangements

DEX will establish a first aid area within their site offices.

The first aid area will be equipped with a wash basin, hot and cold running water and a 50-man first aid kit and defibrillator

The numbers of trained first aiders (qualified to Occupational/Workplace First Aid standards) will be assessed on an ongoing basis by the project manager and Safety Advisor, taking account of numbers of personnel working under DEX control.

Sub-contractors working for DEX will be required to ensure suitable arrangements are in place for first aid for workers under their control, and will be required to make these known to DEX at the outset of work on site.

Sub-contractors will not be permitted to work if suitable numbers of first aiders are not available.

First aid kit and condition will be checked on a weekly basis by the DEX Senior First Aider.

A poster identifying the location of the nearest hospital will be displayed.

7.10. Arrangements for the Management of Temporary Works

Temporary works on site are controlled in accordance with the project management procedure.

A Temporary Works Coordinator (TWC) is appointed at construction stage by the Project Manager. The TWC appointed at tender stage will pass the Temporary Works Register to the construction stage TWC who will maintain TW register for duration of project.

The TWC will be informed of any element of TW prior to arrival on-site and ensure all required checking/sign-offs are in place. Each element of temporary works is recorded in Temporary Works Register and classified in relation to their perceived risk. The control of temporary works on-site is the responsibility of the TWC.

The PM will appoint Temporary Works Supervisors (TWS) to assist the TWC. It will be the responsibility of the TWS's to monitor/inspect TW on-site and ensure all necessary permits are in place.

A permit system is used to control TW on-site.

A competent TW designer is appointed by the PM who will provide TW design solutions and also provide checking of any third party TW designs.

Each element of temporary works is further detailed in the temporary works register.

7.11. Work Equipment Including Plant and Machinery

All work equipment brought onto site is required to be in good condition and suitable for the work that it will be used for. Sub-contractors bringing equipment to the site are responsible for maintaining it in good order and for ensuring that it complies with legislative requirements. They are required to inspect all their work equipment and produce reports where necessary.

All mobile work equipment shall be fitted with adequate visual aids to ensure the driver has full all-round vision with no blind spots. Where necessary, this shall include convex mirrors or CCTV, together with adequate lighting where the plant is to be used outside daylight hours in areas of the site without artificial lighting.

All items of mobile plant will be inspected by the driver before each shift. The driver will fill out a register, weekly (unless manufacturer's instructions require more frequent records), indicating the results of the inspections together with any defects found. Compliance with this will be monitored by both the sub-contractors' supervisors and DEX safety monitoring procedures.

7.12. Personal Protective Equipment

It is the responsibility of all contractors to ensure their employees are provided with all necessary protective equipment in line with site project-specific requirements.

Every person entering the site must don a safety helmet, safety footwear and gloves. High visibility vests must be worn as instructed by site management. High visibility vests must be in good order, i.e. not cut down from original size.

DEX operate a "gloves must be worn" policy on all projects for all activities. Sub-contractors are expected to provide gloves to their operatives, suitable for their particular work activity. The project workforces are required to wear the correct type of safety glove to carry out their work. This has directly reduced the number of lost time as a result of injuries to hands and fingers. '

Depending on the nature of the work, other equipment may be required, i.e. different types of eye protection, ear protection and harnesses, which must comply with current standards. Harness users must be trained in their use, harnesses inspected with records of inspections maintained and a suspended person recovery procedure must be provided.

If equipment is supplied by DEX to a contractor, an appropriate charge will be levied to the employing sub-contractor.

Equipment and associated training for 'rescue from heights' will be provided, where required, for the retrieval of the crane driver, if necessary. Additional personnel will be trained to ensure there is always adequate cover. This equipment will be stored in the cab of each crane.

7.13. Handling Storage and Loading Out of Materials

All handling, storage and loading out of materials will be carried out in accordance with the safe system of work within the risk assessment, method statement and lifting plan, where appropriate.

Storage areas will be agreed with DEX before any materials are off-loaded. Any items unloaded and/or stored in unauthorised or non-approved areas will be moved by the sub-contractor at the sub-contractors cost, without delay.

Storage areas will be identified on the Site Logistic Plan (Appendix 18).

Wherever possible, unloading should be planned to eliminate the requirement for workers to climb onto vehicle trailers. Where this is not possible, a proprietary means of fall prevention or mitigation is to be employed in accordance with the hierarchy of controls for working at height.

Manual handling is not to be carried out without a full manual handling assessment submitted in accordance with RAMS procedures. Mechanical handling must be considered before manual handling.

Pipes, drums or other items subject to disturbance or movement are to be stored using appropriate safeguards which eliminate the risk of collapse, slippage or toppling.

All deliveries will be booked in advance through the DEX Site Manager in accordance with site procedures. Sub-contractor deliveries should be sufficient to enable a reasonable forward workload.

Drivers will be required to remain with their vehicles at all times. No storage will be allowed outside of the site boundary, even temporarily. Where possible, materials must go from the lorry to the work area, without being set down.

As part of any orders placed with sub-contractors, DEX will include details of the delivery and site access regime. A weekly delivery board in the site office will ensure that all deliveries are planned. The site team will schedule deliveries, where possible, to allow a maximum of two hours per delivery for unloading. Deliveries will not be allowed to park up and wait, or to arrive after hours and park at site overnight.

Wherever possible, a consistent approach will be adopted for the construction sequence, deliveries and waste removal. Deliveries for direct incorporation into the structure will be unloaded adjacent to the area where required to eliminate the need for unnecessary double handling of materials, which can cause damage and cost time. Materials and components will be off-loaded and distributed vertically around the site using tower cranes, mobile cranes, all terrain forklifts and/or the materials hoists located adjacent to the respective buildings.

Once in the building, materials will be distributed around the floors by means of pallet trucks. Glazing will be kept on stillage's until finally lifted into place, thereby minimising the risk of damage due to double handling. In order to avoid un-necessary manual handling, we would anticipate that the glazing units will be handled from the stillage to the fitters using a tracked 'spider lift' operating on the ground floor slab.

In general, we would expect the various contractors to be responsible for their offloading and horizontal movement of materials, be it the ground floor or within the structures.

The specific requirements will be covered under the contractor's own method statements. However, generally, we would expect the following minimum standards of materials handling:

Bricks and Blocks

Bricks are to be provided in shrink wrapped packs on self-unload Lorries, unloaded as close as possible to the working area to minimise handling. Bricks will be stored on polythene sheeting on flat

ground and to be stored no more than two packs high. The handling of blocks is the same as for bricks, except they are to be stored no more than 1.8m high.

Mortar

Ready-mixed mortar will be used, collected from the mortar silo in mortar skips and moved to the work location via forklift/telehandler.

Cavity Insulation

Insulation boards and rolls are to be supplied polythene wrapped and in sizes capable of being easily manhandled. Items are to be stored and protected as per manufacturer's instructions.

Plasterboard/Dry Plaster

Sub-contractors' materials will be off-loaded by the relevant sub-contractor, unloaded on level ground onto polythene, then loaded into the units. If left outside overnight, it must be protected by polythene or tarpaulin.

Finishing Sundry Items

These will be checked and unloaded by hand into racked and locked areas. This includes items such as ironmongery, sanitary ware, electrical goods and plumbing goods.

Second Fix Timber

Second fix timber will be unloaded by hand, checked and stored in timber racks. Doors will be secured in a locked and heated area.

First Fix Timber

All first fix timber is to be supplied by the timber frame contractor, cut and treated as ordered and unloaded to designated areas. Surplus timber is to be returned to the timber racks if not being used. All timber is to be taken inside or used as soon as possible.

Joinery

Joinery will be kept dry and free from distortion. All joinery installed will be protected whilst construction is in progress.

Metal work

Joist hangers, timber connections, straps, bolts and washers, sacks or boxes are to be stored in lockable metal containers.

The summary test and inspection plan is located in Appendix 8.

7.14. Special Processes

The following processes will be measured and monitored during the course of construction:

- Concrete strength testing: This is the responsibility of the Engineer, with the details of all cubes recorded .
- Instruments: All surveying and measuring equipment will be tested, and records thereof, kept.

7.15. Waste Management

Production of waste materials will be avoided, then minimised, by the specific ordering of materials for individual areas. Care shall be taken during unloading and distribution of materials to minimise damage.

Individual sub-contractors will be required to develop a Site Waste Management Plan (SWMP). Waste materials will be removed to designated locations by the individual sub-contractors and segregated, where possible, before being removed from site by a licensed waste carrier. The waste removed will be placed in individually marked waste skips, which in turn are kept in a demarcated area. Hazardous waste will be segregated on site to prevent cross contamination, analysed and removed as necessary. A waste carrier will be employed who segregates waste at their own transfer

station and provides written confirmation on a monthly basis of volumes and weights of materials recycled.

Waste licences and waste haulier licences will be presented to DEX by all sub-contractors prior to the removal of waste from site. All tonnage reports and waste tickets will also be provided to DEX.

To minimise waste and production of packaging materials, all sub-contractors will be asked to package any deliveries with the minimal amount of strapping, protection, etc. This request would be expected to be required from their entire supply chain.

The responsibility for the site waste plan and the general condition of the waste area is with the Site Manager.

DEX will not be producing any waste during the enabling works, other than welfare waste, but will maintain responsibility for waste management throughout the enabling works. DEX will not provide any skips during the enabling works. Sub-contractors will need to provide their own.

7.16. Sustainable Procurement

The following aspects will be required by sub-contractors as part of this project:

- ISO 14001 certification, a demonstrable EMS or working towards implementation
- Environmental and sustainability policy
- A monthly sustainability report shall be submitted to the DEX SHEQ manager detailing waste summary, fuel usage, water usage and timber procurement
- Attendance at the supply chain meeting
- Works will be managed to ensure quality first time and avoidance of rework (zero snags, zero defects)
- Sub-contractors will need to participate in environmental and sustainability training

During the procurement of materials the following will be considered:

- All opportunities for reuse and reduction of waste will be implemented, including working with supply chains to establish a take-back scheme for packaging and/or incorporating recyclable or reusable materials into packaging.
- Carbon offset fuel will be used on site.
- Packaging, waste and transport footprint will be avoided through bulk purchasing of materials.
- All efforts will be taken to backfill and consolidate deliveries coming to the site.
- All timber will be FSC/PEFC certified. Producer certificates and delivery dockets will be provided to DEX to demonstrate compliance.
- Where possible, alternate sustainable energy sources will be used, including the use of electric equipment over diesel/petrol powered equipment.
- The carbon and water footprint of materials shall be considered in the procurement process. Products with a high embodied water and energy footprint will be reported to DEX and alternatives will be investigated. Where possible, sustainable materials shall be procured. Examples include:
    - Concrete with recycled content
    - Plastic hoarding which uses waste plastic
    - Reusable shuttering
    - Insulation with recycled material
    - Precast saves on embodied energy (and waste)
    - Recycled aggregate
    - Substitution of materials
    - Crushed glass in aggregate

7.17. Arrangements for the Storage and Dispensing of Fuel

Only double-bounded bowsers that can be locked will be allowed on site. The bowsers are to remain locked at all times, unless in operation.

All bowsers will need a drip tray, filled with absorbent material, under the point of discharge, which will be cleaned out and refilled on a regular basis. The waste from this process will be disposed of in accordance with waste regulations.

Spill kits will be retained at site office.

7.18. Arrangements for Washing out Concrete Wagons.

Wash out skip will be provided by the onsite subcontractor

7.19. Other Environmental Requirements

All environmental constraints, mitigation and management requirements will be contained in the Health and Safety and Environment Plan (HSE) – Appendix 20 of this plan.

The HSE will contain the environmental management for all works on site and will integrate the planning requirements.

7.20. Samples for Approval

A schedule of samples for approval is included in Appendix 9.

The schedule of control measures and samples will be documented and agreed with the package contractor.

Documentation including pre and post works inspection procedures, third party certification requirements and frequency of reviews will be agreed with DEX and the package contractor and issued to the design team/client representative for approval.

The extent of sample quantities, testing, and mock-up requirements and approvals process will be agreed, together with the locations for review of same.

Works will proceed only when all measures are agreed with all parties and there is a full approval and confidence that the package contractor can deliver on the requirements.

The requirement for pre-commencement quality checks will also be detailed in this schedule.

Documentation will only be offered to others when all items are completed to the satisfaction of DEX.

Quality non-conformance reports will be categorised and issued on all items as they arise and will include agreed remedial works and date for completion. Each outstanding item will be reviewed at regular meetings until closed out.

Categories as follows:

Category A	Critical: Prevents offering to the design team
Category B	Allows offering to the design team: Complete in 10 days
Category C	Allows offering to the design team: Complete in 15 days
Category D	Additional works: Allows handover

8. Monitoring of Safety and Environmental Standards

Formal monitoring of the project will be undertaken in the following manner:

- The site management team will carry out formal recorded inspection of the project every week. This inspection follows a checklist and is carried out by members of the site team on a rota basis.
- The SHEQ manager will attend the project at regular intervals and monitor performance, safety and environmental standards on site. Copies of SHEQ reports are forwarded to the project manager and site performance reported to the managing director. The project Manager is responsible for ensuring that all items identified by the SHEQ manager have been actioned by the Site Manager.
- One person from each sub-contract company will be identified to the DEX site management as being 'the nominated person' responsible for the safety activities of their company. This will normally be done in the pre-order meeting and confirmed at induction.

8.1. 'Daily Safety Priority Checks' (Observation reports)

At least one person from the DEX site management team will carry out the daily safety critical check during the working day. This will be recorded and all issues noted are required to be actioned as they are found. The actions taken are recorded on the second sheet, which is countersigned by the project manager, once satisfied that the issues have been made safe.

The sub-contractor is also required to carry out the same inspection on a daily basis through a nominated manager, foreman or ganger/charge hand.

Safety representatives will also be requested to carry out daily inspections, but should refer any corrective actions to their line manager for implementation.

8.2. Hazard Cards

Risk assessments identify significant hazards. However, there may still be minor hazards present that will not be identified in a formal risk assessment. It is often these hazards which result in accidents to the workforce. The identification of these hazards needs to be addressed; the solution is to involve the workforce. By asking specific questions of the workface, and before the commencement of work, residual hazards can be identified. The questions follow the traditional construction industry trends such as slips and trips, traffic movement, work at height, safe tools and equipment, etc.

The sub-contractor is required to ensure 100% compliance with the "Hazard Card" initiative.

The following is a briefing procedure for filling in "Hazard Cards"

- A "Hazard Card" can be completed at the start of each day before work commences.
- The lead person from each working party or, if working alone, the lone worker can complete the "Hazard Cards"
- All questions must be considered in order and a tick placed in the "YES", "NO" or "N/A" box.
- At the end of each week, the near misses, suggestions, comments and observation box is to be completed.
- If the work location/task does not change, a new "Hazard Card" can be completed for the following day's work.
- All completed "Hazard Cards" should be handed into the office at the end of each day.

8.3. Meetings' (Daily)

A meeting will be held each morning involving DEX site management and a representative from each of the main sub-contractors. This will be chaired by the project manager or, in his absence, another member of the DEX site management team and upcoming safety and logistics issues will be discussed and coordinated.

8.4. Site Safety Alliance Meeting (Weekly)

A weekly site safety meeting will be held involving DEX site management and a representative from each of the main sub-contractors. Any safety issues will be discussed and dealt with. Minutes will be distributed and actioned on.

8.5. Site Safety Tour (Weekly)

The DEX SHEQ manager is to accompany a tour of the DEX work area, including offices and welfare facilities. Findings will be recorded and necessary actions and timescales agreed. Immediate action will be taken where necessary in accordance with duties and responsibilities.

8.6. Team Meeting (Weekly)

A weekly meeting to plan health and safety on site around future works identified from the programme will take place between representatives of the client and the principal contractor. Both health and safety and production staff will attend with guests being invited for specific reasons.

8.7. Health and Safety Advisor Inspection (Monthly)

The DEX SHEQ manager will visit the project on a monthly basis to monitor and measure DEX health, safety and environmental standards on the project and to offer necessary support and advice, as may be required. A written report will be compiled and submitted to the DEX Project manager for action as required. The performance will be scored and the results presented monthly to the managing director.

8.8. DEX Safety Action Group (Monthly)

This will be phased into the project as the work progresses and as the numbers of contractor's increases on site. The inception date will be agreed by the project manager.

A group of volunteers from the workforce will be gathered to walk the site under the guidance of the DEX project manager and will be asked to raise issues and discuss how safety, health or environmental improvements can be made to their working environment. Once the tour is complete, the group will be gathered, a record of the tour will be made and actions for completion of tasks agreed with DEX management. Once closed out, the record is displayed in the site offices to show that actions have been carried out.

8.9. Directors' Tours (Monthly)

The DEX Managing director will inspect the worksite on a monthly basis and record his findings. This will be accompanied by the DEX project Manager and SHEQ manager. The recorded report will be passed to the DEX project manager for action.

8.10. Progress Report (Monthly)

The DEX project manager monthly statistics and figures for submission in the monthly report to the managing director will be submitted at an agreed time before the 2nd Thursday of each month to enable full reporting in good time to the client. The following information will be required:

- Lost time injuries (LTIs)
- Near misses and dangerous occurrences
- Medical treatment injuries
- All reported non RIDDOR accidents
- Any reported RIDDOR accidents
- Any other safety incidents, safety alerts or bulletins raised
- Numbers of audits or safety inspections carried out in the month
- Numbers of toolbox talks given on health and safety in the month
- Environmental issues raised in the month
- Details of any visits by enforcing authorities for health and safety or environment
- Any accident reports or investigation reports raised
- Electric usage

- Water usage
- Quantity of timber procured (FSC and EU directives, which came into force March 2013)
- Waste transfer tickets and/or consignment notes

All sustainability information will be collated from the sub-contractors on a monthly basis and recorded.

8.11. Nominated Persons Responsible For Health, Safety and Sustainability

One person from each Subcontract company will be identified to the DEX Site Management as being 'the Nominated Person' responsible for the safety activities and sustainability performance of their Company. This will normally be done in the Pre-Order meeting and confirmed at induction.

DEX standard form must be completed and returned to the DEX project Manager prior to starting work. Thereafter these are to be revised weekly and submitted as part of the Weekly Returns procedure.

On a monthly basis the nominated person will submit a sustainability report to DEX SHEQ manager. This will include fuel usage, water usage, quantity of timber procured (including delivery dockets) and waste transfer/consignment notes. The nominated person will also ensure a Site Waste Management Plan for their works is submitted and adhered to.

9. Emergency Procedures

9.1. Accidents and Dangerous Occurrences

Contractors will be required to immediately report all accidents and dangerous occurrences to DEX site management. All accidents will be reported to the site office and recorded in the site accident book. All accidents which result in more than 24 hours being lost by an operative, a major injury, a member of the public being injured or a dangerous occurrence must be reported immediately to the SHEQ manager and logged on the Atlas portal. The SHEQ manager is responsible for ensuring that appropriate notification is given to the relevant enforcing authority where required as set out in RIDDOR reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

9.2. Safety Emergencies

The emergency and evacuation plan must be completed and a copy displayed in the site offices and welfare facilities. Other emergency procedures should be detailed below and form part of the health and safety inductions. (A separate Fire Plan should be completed).

9.3. Fire Safety Precautions

A separate fire safety risk assessment and safety plan is contained in a stand-alone file entitled 'Fire Safety Plan' (see Appendix 12). Whilst filed separately, this document remains an integral part of the overall Project Strategy Plan and the Construction Health and Safety Plan.

The 'Fire Safety Plan' will contain the following:

9.3.1. Site-Specific Fire Safety Precautions

The code of practice, "Fire Prevention on Construction Sites", was produced by a group of organisations within the industry and provides guidance on methods of preventing fires on construction sites. This fire plan is based on these Principals and deals with the arrangements for ensuring that the risk of fire is reduced on site. It identifies the responsibilities of designated members of our site management and sets out the emergency procedures to be followed in case of fire.

This document outlines the procedures required to comply with the Construction (Design & Management) Regulations 2015, CPP, 2 Management of the Work, Item I, and in addition reflects the guidance outlined in the Health and Safety Executive publication entitled Fire Safety in Construction Work.

Fire prevention is an essential part of the contract and, unless we implement it, we may invalidate the site insurance in the event of a claim or a breach of the construction regulations may occur.

9.3.2. Site Fire Safety Coordinator

The site Fire Safety Coordinator is responsible for the following and reports directly to the project Manager:

- Assessing the fire risks associated with the project
- Updating this plan as the project develops.
- Providing appropriate fire points adjacent to exits, muster points and evacuation signs on escape routes. This will include precautions within the site accommodation.
- Ensuring the Fire Safety Plan is made known and understood by all employees and contractors on this project.
- Ensuring a system is in place for the issue and control of hot work permits.
- Ensuring weekly checks of fire fighting equipment, alarms and escape routes are undertaken and are recorded in the site health and safety records.
- Initiate regular fire drills.
- Appointment of a Fire Marshal and deputy Fire Marshals as necessary.
- Ensuring liaison with the fire service.
- Liaison with the adjoining buildings Fire Marshal.

9.3.3. Fire Marshals

The Fire Marshal will be responsible for:

- Assisting the Fire Safety Coordinator to implement the plan.
- Informing sub-contractors of the site rules in relation to fire safety.
- Monitoring fire precautions on the site.
- In the event of an evacuation the Fire Marshals will ensure that each floor of the building has been cleared of all personnel.

9.3.4. Waste Materials

The construction works will generate a large amount of combustible materials. Any waste material created will be placed in the waste bins by the sub-contractors. Waste bins will be exchanged as required by the waste management team who will transport them to the central storage area. Bins will be emptied on a regular basis. Housekeeping on site will be monitored daily and conditions formally recorded during the weekly inspections of site safety undertaken by site management.

Details of the waste segregation policy are enclosed later in this section.

9.3.5. Hot Work Permits

Hot work permits will be issued for the following activities on the project:

- Disc cutting
- Welding
- Soldering
- Welding of roof membranes
- Any other works creating heat, sparks or flames

Each permit will be given a unique reference number and no permit will be issued without the contractor offering the appropriate extinguisher for visual inspection to the issuing manager. All operatives must show evidence of training.

All permits will be issued by the work area site Manager who is responsible for ensuring identified precautions are constantly in place as required by the permit, and the permits are closed on completion of the designated work. The Site Manager will regularly monitor the hot works location to ensure that conditions have not changed, since the issue of the permit, which may introduce a fire risk. Particular attention will be given to work within service risers. Should a risk be identified, the hot works permit will be withdrawn until the risk has been removed. All hot works permits are closed a minimum of one hour prior to site closing.

The top copy of the hot works permit will be taken by the operative and must be held with the operative at all times. A copy of the permit will be held in the DEX management offices and also displayed on the area notice boards.

9.3.6. Temporary Covering Materials

Any finished surfaces or materials that require temporary protection must conform to Loss Prevention Standard LPS 1207 Fire Requirements for Protective Covering Materials, i.e. flame retardant.

9.3.7. Site Accommodation

Management office and sub-contractor accommodation is located in the site compound.

Designated fire routes and fire points will be positioned within the offices and the compound. An alarm in the form of a limited system siren will alert employees to a fire limited to alarms on the fire points.

9.3.8. Fire Drills and Training

Fire Marshals and site management will be regularly updated on general fire fighting techniques. Fire training will be provided to appropriate employees as required.

Safety on site, including fire safety, will be reviewed at all production review meetings.

A fire drill will be undertaken on a 6 monthly basis as deemed necessary by the Fire Safety Coordinator.

Fire Alarm Systems

A wireless, battery operated manual alarm system will cover the site. Call points/sounders will be installed throughout the site area; upon activation of any device, all units will sound the evacuation signal.

The base station will be located within the accommodation area and will identify which device has been activated.

There will be a break glass system on site when the site is progressed up to a certain level. Until then, the manual alarm system will be put around the site. These will remain in place until the project is finished.

On sounding of the fire alarm/claxon, operatives will assemble at designated fire muster point.

The fire alarm will be tested weekly.

9.3.9. Protection against Unauthorised Access/Fire outside Working Hours

The requirements for the protection of the site will take into consideration the local environment, proximity and type of local accommodation. The level of protection required will be fully assessed and continually monitored throughout the project.

Where hot works permits have been issued, all hot works will cease one hour before the end of the shift and the area monitored for that hour, after which the permit will be signed off by the operative declaring the area is safe. The DEX Site Manager responsible for the particular area of work will carry out periodic checks of the hot works area and also undertake a final check one hour after expiry of the permit to satisfy him that the area is safe from a possible fire.

No works will be undertaken on site without a DEX manager being present. Upon completion of all works, the site manager(s) will thoroughly check the building, ensuring all windows and doors (where possible) are closed and pedestrian routes are free from hazard.

9.3.10. Muster Points and Building Escape Routes

The site muster point is outside the site compound (see Logistic Plan Appendix 18).

All working areas will have fire escape routes. Escape routes will be identified with emergency signs conforming to the Health and Safety (Safety Signs and Signals) Regulations.

Fire Hazard	Travel Distances for Emergency Escape		
	Low	Normal	High
Enclosed Structures:			
alternative	60 metres	45 metres	25 metres
dead end	18 metres	18 metres	12 metres
Semi-Open Structures:			
alternative	200 metres	100 metres	60 metres
dead end	25 metres	18 metres	12 metres

All fire extinguishers will be mounted in trolleys (fire points). The type of fire extinguisher will be clearly marked (foam and CO^2). Fire points will be located at various points around site compound, in offices and on each floor of each of the new building.

Fire action notices will be prominently displayed in the site accommodation and at all fire points.

9.3.11. Site Storage of Flammable Liquid and LPG

All LPG cylinders will be kept in a locked, ventilated cage. Sub-contractors requiring the use of LPG will supply their own cages and agree a suitable location with the Fire Coordinator.

Highly flammable liquids used on site will be secured to suitable trolleys and their use will be controlled by hot work permits.

LPG cylinders will be kept at least three metres from the burner or boiler or protected by an appropriate heat shield.

All oxy-acetylene combination cylinders are banned on site.

9.3.12. Electricity and Gas Supplies

All electrical installations will conform to the 17th edition of the IEE Regulations and the Principals of the HSE Guidance document "Electricity on Construction Sites".

A competent electrician will test temporary installation prior to use and every three months. Where practicable all temporary site electrical supplies will be 110 volt. RCD devices will protect all distribution boards.

All distribution boards will be clearly labelled and isolator and switchgear will be able to be locked off in the closed position. There will be no temporary gas supplies installed on site.

9.3.13. Smoking

Smoking is forbidden in all areas of the site. Any operative found to be smoking will be instantly dismissed. There will be smoking zone provided within the site>

Evacuation Procedures in the Event of a Fire

Upon hearing the sirens, the fire wardens will immediately commence evacuation of the apartment buildings; ensuring operatives are directed to the correct exit point. These exit points are available from all floors. The DEX Fire Coordinator will immediately contact and notify the emergency services.

Operatives exiting the building will gather at the muster point where a roll call will be taken to ensure all operatives have safely left the building.

The gateman at the site entrance will ensure that the doors are immediately opened to ensure speedy exit for personnel and access for the emergency services.

A printout of all personnel on site will be made by the fire marshal from the turnstile access computer system and this will be handed to the fire Coordinator or his deputy to facilitate the roll call.

Fire Marshals must ensure that the exit route to which they are directing operatives is not obstructed.

9.3.14. Access for Emergency Services

When an evacuation has taken place and the emergency services have been summoned, the Fire Marshal will ensure all entrance gates are open and access ways are clear to enable fire appliances to reach the required part of the building. A member of the site management team will also be appointed to direct the appliances to the most suitable entrance.

Water Supplies

The nearest public fire hydrant is located on Stretton Close.

All water supplies will be clear of obstruction and suitably marked.

Access for Fire Appliances and Fire Fighters

The surrounding access roads are of sufficient width, headroom and loading for fire service appliance access. Fire fighters are unlikely to have to travel more than 45 metres from a final exit or a protected storey exit to deal with a fire or affect a rescue within the buildings.

This will be communicated to the fire brigade on the fire plan and frequent liaison/site visits.

9.3.15. Bomb Threat Procedures

In the event that there should be a bomb warning, the Site project manager will immediately activate the alarm and supervise, in conjunction with the Fire Marshals, the building will be evacuated as quickly as possible and all personnel will make their way to the muster point.

If DEX receive a bomb threat message, the following procedure will be adopted:

- If the call comes from an anonymous caller, as many details as possible should be noted, including any code word.
- The project manager will take immediate steps to evacuate the building in accordance with the procedures above.
- If the location of the bomb package has been identified, an alternative route to the muster point will be taken.

No one will be allowed to return to the site until the police have given the all clear.

See Site Logistic Drawing (Appendix 18) identifying fire points, muster points, and fire escape routes.

9.4. Environmental Emergencies

A spillage environmental emergency response plan is to be displayed in the site offices and welfare facilities.

For environmental incidents, the Site Manager will immediately report any pollutant entering a drain or watercourse or affecting the environment outside the boundary of the site to the environmental agency and complete environmental incident report.

Site:	**Collyhurst**	**Contract No:**	**AS01**
A Summary of the Main Environmental Risks			
Excavation: Sampling of excavated material to ensure correct classification of waste			
Asbestos: Waste double bagged into covered skip			
Concrete Spillage: Sheet up under discharge point. Wash out truck into collection box			
Dust: Use of road sweepers and water sprinklers			
Noise: Regular monitoring, noise suppression			
Ground and Surface Water: Permanent swales to be used for dewatering purposes			
Fuel Spillage: Refuelling in hard standing areas, bounded fuel containers, spill kits			
Details of the Location of any Environmental Control Equipment			
Spill Kits: Site compound, refuelling/fuel storage areas			
Concrete Wash Out Skip: Designated stations for shuts washing out			
Waste Skips: Waste compound			
Note: For the control of fire and smoke hazards, refer to the fire plan.			
Contact Telephone Numbers			
DEX Contact No:		Steve Palin 07585958085	
Environmental Agency:		Incident Hotline: 0800 807 060	

A spillage environmental emergency response plan is to be displayed in the site offices. Spillage kits will also be stored at the main site entrance.

10. Site-Specific Rules

The DEX standard site rules are set out in the Site Safety Rules Poster. This poster will be displayed on the site.

Any site-specific rules for this project are identified below and these rules may be required by the client or their representatives. As required, reference to these rules is to be made during the site induction process.

The DEX Smoking Policy and Drugs and Alcohol Policy are to be displayed on the site. This policy should be enhanced if conditions on site require this.

Enhancements to this policy are identified below.

- Smoking is not permitted in any part of the site. A smoking area will be provided inside of the site boundaries.
- The use of aggressive or abusive language to any member of staff or work colleague will not be tolerated.
- Playing of radios and the like will not be permitted on site at any time, including MP3s, etc.
- No shorts or cropped trousers are allowed on site at any time and shirts must be worn at all times.
- All delivery drivers must report to the access office.
- All visitors and operatives will be required to sign the visitors' book located in the access office.
- Dust suppression to be used anywhere for operations that require it.
- The safety sign board at the site entrance will display the minimum safety requirements and the HSE notification (F10).
- No personnel will be permitted to access the site without prior consent of the site management.
- Only personnel who have undertaken a site induction will be permitted to work on site. They must also possess a current CSCS card or equivalent.
- This site is designated a hardhat, glove, hi-vis jacket, safety footwear. All staff, contractors and visitors will be required to comply. Other PPE shall be worn as appropriate to the works in hand (and must not be mutilated in any way, i.e. cut off vests, etc.).
- With regards to general housekeeping, all work areas are to be cleaned on a daily basis prior to leaving the particular work area or site. Waste material is to be bagged up when produced and deposited in the skips provided. Any failure to comply with this will result in a 24-hour clean-up notice being issued by the Site Manager.
- No alcohol or drugs are allowed on site. Individuals under the influence of either will not be permitted on site.
- Pornographic pictures are not to be displayed anywhere within the confines of the site. Any pornographic graffiti is to be removed immediately.
- All offices and facilities will be thoroughly cleaned every day or more often if required. Site offices and meeting rooms will be presented in a professional manner with all company control documentation clearly displayed on notice boards.
- Toilets and changing rooms will be cleaned as required, but at least twice per day. These will be inspected on a regular basis.
- Any person or contractor found abusing any facility or disregarding good hygiene practices is to be directly instructed to leave the site and the company employing the person advised of the reason in writing.
- No cars or vans will be permitted within the site compound. Parking facilities are available externally. It is the responsibility of every sub-contractor manager to ensure that his personnel abide by the relevant traffic laws and that all neighbours and surrounding property is considered.
- No food or drink will be permitted on site, with the exception of water.
- Should any unauthorised person be found on site, they are to be escorted back to security. The Site Manager is to be advised and the incident investigated.
- The site speed limit is 10 mph.
- Supervisors are to be trained and competent. Proof of suitable training over and above that of CSCS card to be provided (e.g. SSSTS).

- No mobile phones are to be used on site, unless in case of emergency or by management. The use of mobile phones by the general workforce can take place in the welfare area.

The additional environmental rules will also apply:

- All waste is segregated to appropriate bins and or skips as directed by DEX on a day to day basis. Do not contaminate segregated bins (wood, metal, etc.) with mixed waste. The site and surrounding areas will not be littered.
- Documentation is to be supplied to DEX detailing the carrier and destination of any waste removed off-site by sub-contractors.
- No waste materials, oils, paints, other such contaminants, or any washing-out of the aforementioned will be allowed into any drain or sewer.
- Sub-contractors handing any hazardous items such as paints, resins, etc., must liaise with DEX as regards disposal of any empty containers, expired or unused materials, etc.
- No burning allowed at any time.
- All storage tanks and containers will be labelled to identify contents.
- Only properly certified, self-bounded metal units will be used for storage of fuel on site.
- All liquid containers, static and mobile fuel units, generators and associated hoses will be contained in proper impermeable bund, or contained in spill pallet/tray.
- Drip trays to be used under all items of small plant around site.
- Metal jerry cans, only with proper pouring nozzles, are to be used for holding and movement of fuel around site.
- Appropriate hard standing area to be used when refuelling.
- All fuel tank nozzles to be padlocked at all times.
- A spill kit will be retained and available near all fuel storage points for use in the event of an emergency spillage.
- Servicing of machines must only take place in designated area with prior approval from DEX Site Manager or foreman.
- Concrete delivery trucks may only wash down chute and rear of truck into the appropriate designated concrete washout area.
- Housekeeping and storage to be maintained to a high standard at all times.
- All plant and vehicles leaving the site must be washed/cleaned.
- All site machinery is to be shut down when not in use.
- All haul roads will be maintained in a clean and sound state and be subject to strict speed limits.
- Noisy activities must be scheduled to the most appropriate working times practicable in order to minimise local disturbance.
- Site water will not be allowed to flow uncontrolled into any sewer, whether foul, surface water or sewer. All soiled run-off will be directed to a suitable water treatment facility in order to remove contaminants and render it suitable for the receiving environment. Stilling lengths or settlement ponds will be incorporated as part of the works as required to facilitate efficient sedimentation of solids out of all soiled water.
- When not in use, all equipment (lights, heaters, plant and equipment) will be switched off.
- Scan and email documents instead of photocopying where possible.
- Printers will be set to print on both sides of paper.
- Purchase only necessary materials to the proper specification.

The following disciplinary code will be applied to individuals and firms for breaches of DEX site safety procedures and rules:

Breach	**Card Colour**
Work at height without adequate fall protection.	Red
Harness not clipped off in MEWP.	Yellow
Interference with scaffold.	Red
Using an un-footed or untied ladder.	Yellow
Moving a mobile tower while occupied.	Red
Working in trench exceeding 1.2m deep without adequate support system in place.	Yellow
Leaving excavation open without providing barrier.	Yellow
Using damaged electrical transformers, leads or power tools.	Yellow

Breach	Card Colour
Leaving live switch room or distribution boards un-locked.	Red
Working on live circuits without approved method statement.	Red
Use of plant or equipment without correct current certification and quick hitch pin.	Red
Dangerous driving or exceeding speed limit on site.	Yellow
Using mobile phone while operating plant.	Red
Carrying passengers on plant designed for driver only.	Yellow
Use of internal combustion engines in enclosed spaces (i.e. with 50% or more walls).	Yellow
Storage of materials on roof of huts or containers.	Yellow
Leaving materials unsecured.	Yellow
Working above others without adequate protection for those working below.	Yellow
Working without correct permit or ignoring permit requirements (e.g. fire extinguisher for hot works).	Yellow
Non-use of standard PPE (hat, steel toe and mid sole boots, hi-vis vest, other).	Yellow
Non-use of PPE as required by risks assessment.	Yellow
Use of acetylene without flash back arrestors.	Yellow
Decanting gas from factory supplier cylinders to other containers.	Red
Working without site induction.	Red
Defecating or urinating outside of toilet areas.	Red
Working with hazardous materials without access to M.S.D.S.	Yellow
Being under the influence of alcohol or drugs.	Red
Interfere with any safety items (e.g. fire extinguishers).	Red
Causing deliberate damage to plant, equipment, building fabric or installations.	Red
Provision of rear "all round vision" to moving plant.	Red
Consistently working safely.	Green
Setting a good example.	Green
Promoting environmental awareness.	Green
Taking action to avert a dangerous situation.	Green
Reporting a potential hazard.	Green
Offering a practical suggestion to improve site health and safety.	Green

Note: these are examples of yellow/red/green card offences, and others may occur warranting a card at the discretion of site management.

	First Offence	Second Offence
Red Card		
Individual	Dismissal	Dismissal
Company		Entire company stood down for one day
Yellow Card		
Individual	Stood down for three hours	Dismissal
Company	Written warning	Entire company stood down for three hours, ganger re-inducted
Green Card		
Individual	Refer to incentive scheme (£25/wk. minimum, awarded weekly or rolled up as agreed by team members)	

Note: Green cards may be issued to operatives seen to be consistently working safely.

11. Arrangements for Controlling Significant Site Risks

11.1. Introduction

This section explains the DEX arrangements for assessing and controlling risks relating to the project. The management arrangements will go hand in hand with existing company procedures for risk assessment and method statement control.

11.2. Results of Generic Risk Assessments Relevant to the Construction Operations on This Site

These controls have been identified as applying to most activities assessed under the current health and safety management procedures. These controls form part of the site rules for this construction site and will be enforced by site management.

- Safe working practices set out in the CITB GE700 will form the basis for minimum standards adopted on this site.
- Only competent contractors, who have been assessed and approved by the DEX sub-contractor procurement procedures, will be used.
- A detailed method statement with risk assessments will be prepared by the contractor and submitted to DEX before work starts. Under no circumstances will work start if this has not been done. This documentation will set out the detailed health and safety requirements in addition to those set out below. Further clarification on the risks involved in the work will also be provided.
- All work will be supervised by a competent person at all times.
- Only correct and tested lifting equipment to be used. All lifting equipment to be suitable for the intended work, have relevant certificates of thorough test and inspections, and be inspected weekly with records kept by the sub-contractor responsible.
- All plant operators will be over the age of 18 years, trained, certificated and authorised to operate mobile plant. They will be responsible for daily maintenance, report of defects and completion of registers.
- Slingers/signallers and all operators of mobile plant are to provide proof of competence before starting work on site.
- All plant and equipment is to be maintained in good order. Proof of statutory test and inspections to be provided before work commences on site.
- All plant, including mobile plant, lifting equipment, harness and lines, etc., to be inspected in accordance with DEX safety management procedures. All lifting equipment is to be suitable for the intended work, have relevant certificates of thorough test and inspections, and be inspected weekly with records kept by the sub-contractor responsible.
- Working platforms will be erected, altered or dismantled by competent operatives under the direction of a designated competent person. Where working platforms are provided they must be used correctly and kept clear of obstructions.
- All operatives to have received induction training before starting work on site for the first time.
- All working platforms will be used correctly in accordance with the risk assessments, have guardrails in place and will be correctly constructed by competent operatives.
- All holes in floors will be either covered or guarded to prevent anyone falling through them.
- No lone working allowed unless under strict conditions agreed with site management.
- Good standards of housekeeping to be maintained at all times by all contractors.
- All portable electrical power tools will be 110 voltages.
- Materials will be moved mechanically to the place of work as far as is possible to reduce manual handling.
- All works will be planned and co-ordinated so as to reduce the impact on other trades. Trade segregation will be implemented where practical to do so.
- Adequate temporary task and access lighting will be provided where required.
- PPE to be worn by all operatives includes gloves, hard hat, safety footwear and high visibility jacket. Additional PPE will also be required by individual contractors relative to their work.

Young Persons

No persons under the age of 18 years will be allowed to commence work on the project unless a suitable assessment of their work is undertaken and provided to DEX site management. They will not be permitted to:

a) operate any lifting equipment or give signals to operators except under direct supervision where training is being provided
b) operate an abrasive wheel or use cartridge tools
c) carry or move heavy loads
d) work on any process involving the removal of asbestos
e) operate woodworking equipment unless under direct supervision where training is being provided
f) operate any motor driven vehicle
g) paint any part of a building with lead paint, except as an apprentice painter under supervision

11.3. Arrangements for the Production and Approval of Risk Assessments and Method Statements

Each sub-contractor will be required to submit appropriate documentation which outlines the control measures required for elements of their work.

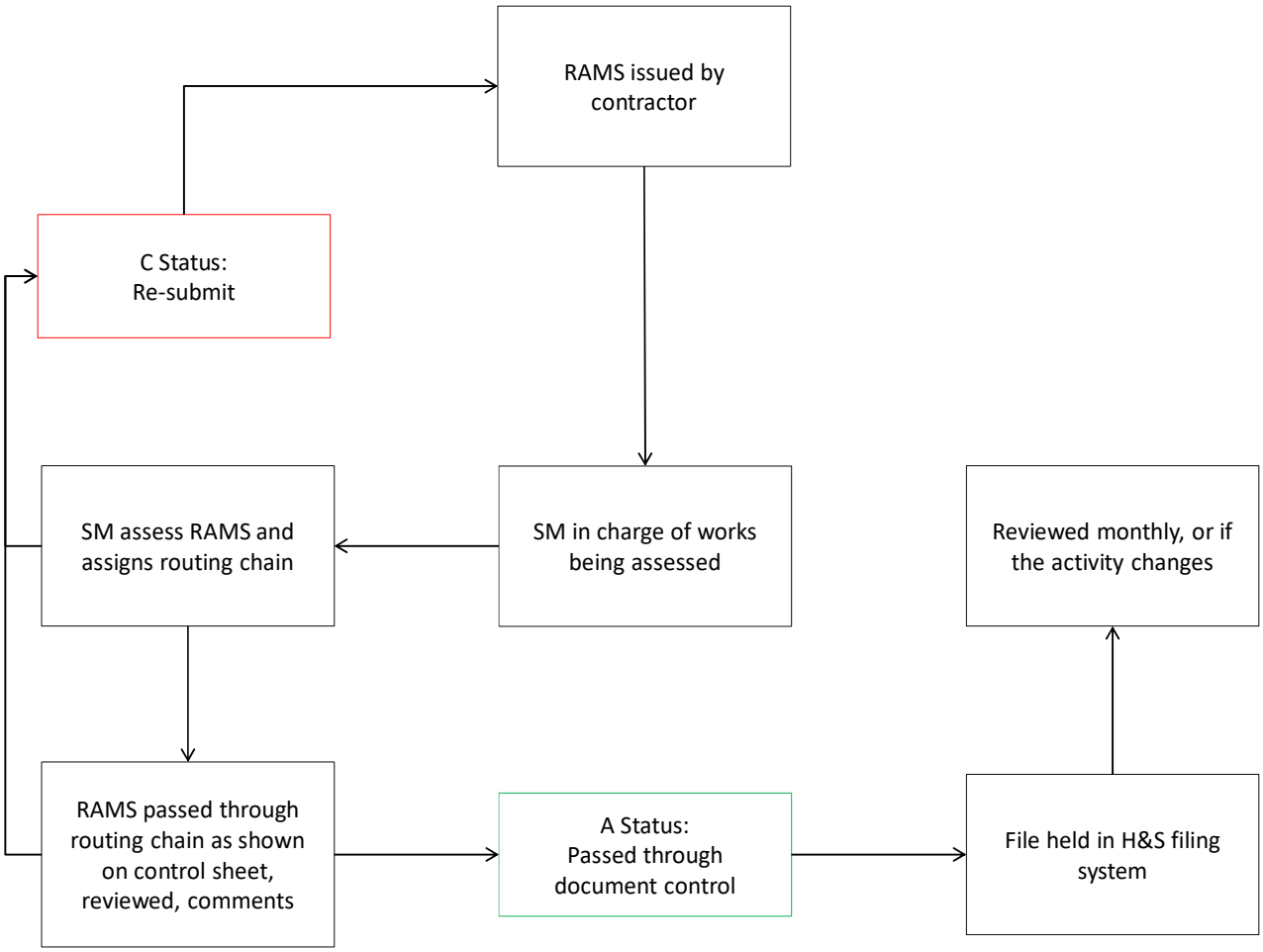
The method statement/risk assessment must be submitted no less than 14 days* prior to starting work for evaluation by DEX site management prior to any work commencing and be specific to the project. A written method statement must be submitted for any high risk operations. No deviation from method statements is permitted without referring to DEX site management and a revised statement produced.

*This time period may be reduced only with the agreement of the PM.

Sub-contractors must ensure the control measures detailed within the method statements/risk assessment are known and understood by all their employees prior to commencing work.

Method statements will be reviewed and signed off by site managers.

The approval process is illustrated below:



A written Method Statement must be submitted for any high risk operations. No deviation from Method Statements is permitted without referring to DEX site management and a revised statement produced.

11.4. Arrangements for Site-Wide Issues

11.4.1. Delivery and Removal of Materials (inc. Waste) and Equipment

Delivery and removal of materials (including waste) and work equipment taking account of any risks to the public, e.g. during access to or egress from the site.

The access routes and flow of traffic are recorded on the overall site plan in Appendix 18. The pedestrian routes are also indicated which show the necessary segregation.

The entrance and egress locations on to/off site are to be clearly marked with solid barriers and manned by gatemen.

Where access is required to the back of a vehicle for off-loading purposes, access/egress will be achieved with a proprietary ladder. Appropriate precautions will also be employed to ensure no falls from height will occur.

11.4.2. Traffic Routes and Segregation of Vehicles and Pedestrians

Refer to Vehicular Access Plan (Appendix 6) and Site Logistic Plan – Appendix 18.

11.4.3. Dealing with Services (Water, electricity and gas, inc. temporary electrical installations)

Buried Services

In addition to the DEX procedure for **permit to dig**, it is a DEX requirement that:

- **A service avoidance pack is produced drawing together all available information, planned pre-commencement investigations and details on controls. Only, following this process, will a permit to break ground be issued**.
- All pre-construction information is used to identify risks from underground services in all areas where **anything will be placed in the ground**.
- The location of any service on any drawing must NEVER be assumed as accurate.
- Cable avoidance tools and equipment must only be used by trained and competent persons and **must be used on each occasion where anything is to be placed in the ground**. All services are to be located by hand-digging prior to any mechanical digging.
- There will be **no mechanical digging within 500mm of any live services**.
- All **located services are to be marked using timber stakes and NOT metal road pins**. The DEX buried services marker is to be displayed by attaching it to the stake. The marker is to be annotated to display the relevant services identified below, by ticking the appropriate box(es).

Overhead Services

There are no overhead services to consider.

Electric Services

- Temporary electrical supplies, which are intended to power handheld or portable equipment, must be 110 volt, centrally tapped to earth. Where other special equipment requires a higher voltage, the approval of the Safety Advisor will need to be obtained.
- Electric supplies to temporary accommodation may be 240 volt.
- All electrical supplies will be installed in strict accordance with the Electricity at Work Regulations and in accordance with the current I.E.E wiring Regulations.
- All temporary electrical supplies will be tested by a competent engineer, prior to use, and every three months thereafter. All portable handheld electrical tools will be required to have received a test/examination at intervals as recommended by the HSE.

11.4.4. Preventing Falls

Step ladders must not be used on DEX projects, where practicable. Alternative means of access must be evaluated and utilised where possible. No ladders or steps are allowed to be used without written permission from the DEX management team via the DEX step ladder permit.

Scaffolds and tower scaffolds for use on a project must conform to the requirements of the CDM Regulations 2015 and BS EN 12811-1 and erected/dismantled by competent persons and carried out to determine the working height of the platform in order to maintain full edge protection.

All operatives erecting scaffolds must be competent and hold a certificate of training achievement (NCF/MGA accredited). Scaffolders must work within a protected zone benefiting from a minimum single handrail and 600mm working platform. Whilst working in unprotected areas in excess of 4 metres high, scaffolders must work to the current SG: 04:10 standards.

A method statement identifying loading capacities, erection sequence, methods of gaining access to steelwork or remote places and handover arrangements must be produced prior to the erection of scaffolds.

Contractors must provide an assessment for the prevention of falls from working platforms. The assessment must take into consideration the working environment i.e. work in close proximity to water or reinforced concrete. In all cases appropriate edge protection must be provided on working platforms.

All working platforms other than MEWPs must be tagged in order to identify their status i.e. “live” or “not in use”.

Operatives working from cherry pickers must wear harnesses and be clipped on.

Ladders are to be lashed or clipped. Stair towers are to be used for access wherever possible (instead of ladders)

A fence type barrier will be provided to the formwork/slab edge to prevent falls by personnel and material.

11.4.5. Work with or Near Fragile Materials

Not applicable for this project.

11.4.6. Control of Lifting Operations

The AP will have to approve all lifting plans and will oversee all equipment check lists. All machinery and accessories used for lifting operations will have all relevant safety inspections up-to-date, with copies stored on site. Agreed lifting plans will be in place prior to any operations involving the following:

- Tower cranes
- Mobile cranes from 30T to 500T
- Self-erecting tower crane
- HIABs
- 360° Teleporter
- Scissor lift
- Cherry picker
- Concrete pump

Any lifting on site will have to be approved by the AP and will have to be in accordance with all DEX/HSE controls including the following:

- BS 7121 safe use of cranes Part 1-General 2006
- BS 7121safe use of cranes Part 3-mobile crane 2000
- LOLER 1998
- PUUER 1198
- DEX current Standard Operating Procedures
    - SOP HSE 017 Tower Cranes Operations
    - SOP HSE 018 Mobile Cranes,
    - SOP HSE 019 Lorry Loading Cranes
    - SOP HSE 001 Concrete Pumps,
    - SOP HSE 020 Fork Lift Trucks and Tele Handlers,
    - SOP HSE 005 Passenger and Goods Hoists
- And the in line with the Site Lifting Plan

11.4.7. The Maintenance of Plant and Equipment

DEX will insist on Inspection records being provided for all plant and mechanical equipment present on site. These records will be maintained by the Senior Site manager. The provision and Use of Work Equipment Regulations 1998 (PUWER) will be adhered to.

11.4.8. Work on Excavations and Work Where There Are Poor Ground Conditions

Before commencing any excavation, necessary steps must be taken to ascertain the presence of underground services and arrangements made to ensure there are no safety hazards present.

A permit to break ground must be issued by DEX Site manager. Due to obvious safety issues on the site, contractors will be required to ensure that no excavation is left exposed at any time without suitable and proper means of support and, in addition, that site traffic and personnel are advised by prominent visual warning signs and barriers to restrict them to authorised routes.

An assessment of the protection required for prevention of collapse of an excavation must be provided by a sub-contractor. In all cases steps shall be taken to prevent collapse at depths exceeding one metre. Trench support is temporary works and will be assessed by temporary works coordinator prior to use.

Particular care will be taken during excavations and all other operations to ensure that adjacent properties are not damaged in any way.

All excavations must be protected with suitable barriers (not bunting tape and pins) to protect vehicles or people falling. These barriers are to be secured to the ground or adequately weighted to resist horizontal loading (a body falling against the barrier).

11.4.9. Confined Spaces

No contractor must enter sewers, manholes; bore piles or other confined space without the necessary controls being in place. In keeping with the Confined Spaces Regulations, appropriate assessments must be undertaken prior to entry into any confined spaces and emergency procedures put in place.

All operatives entering confined spaces must have competently completed confined spaces training and have received formal instruction in the controls and limitation of emergency devices.

Assessments must be submitted to DEX site management prior to work commencing and be understood by all employees.

11.4.10. Dealing with Contaminated Land

Contaminated land will be isolated and a specialist contractor would be employed to carry out removal or remediation in accordance with current legislation. Certain areas have been found to contain Asbestos. Where required this Asbestos will be removed from site in accordance with the Control of Asbestos Regulations 2012. Relevant contractors must be issued with R&D as part of the PCI.

11.4.11. Manual Handling

Manual handling assessments are required. In cases of difficulty the advice of the safety department must be sought by the Site Manager.

Building blocks in excess of 20kg should not be used on DEX projects. In all cases, the use of mechanical lifting devices must be assessed and utilised where reasonably practicable.

11.4.12. Use of Hazardous Substances (Particularly Where there is a Need for Health Monitoring)

To ensure that the requirements of the COSHH Regulations are being met, contractors will be required to produce copies of assessments made and the measures they will undertake to prevent exposure. These will be evaluated by DEX site management prior to use on a project. These assessments will also be evaluated against manufacturer's recommendations for storage, handling and disposal.

Sub-contractors must ensure that the content of the COSHH assessments are known and understood by all their employees.

11.4.13. Reducing Noise and Vibration

Monitoring of site noise levels will be undertaken for specific activities that generate high noise levels, namely excavation, structural steel (bolting connections). Appropriate hearing defenders and/or exclusion zones will be made available or put in place as dictated by the noise level survey. Results of noise monitoring will be recorded.

We do not anticipate high levels of vibration being experienced across the site. However, control measures for the various risk assessments will be scrutinised to ensure that the possibility of Hand Arm Vibration Syndrome (HAVS) is minimised.

The guidelines as produced by the HSE will form the maximum level of acceptable vibration.

1. Exposure action value of 2.5 m/s2 A(8) at which level employers should introduce technical and organisational measures to reduce exposure.

2. Exposure limit value of 5.0 m/s^2 A(8) should not be exceeded.

11.4.14. Work with Ionising Radiation

Currently there is no work involving ionising radiation on the site. The presence of radon has been checked for and found to be non-existent.

11.4.15. Openings in Structure and Edge Protection

An edge and slope protection plan in place procured within sub-contractor package. Coordination of edge protection between following trades to be developed further as design progress.

11.4.16 Adverse Weather

Cold can be a debilitating factor on construction projects and we must ensure exposure levels are constantly monitored to ensure individuals are sufficiently warm. Machinery can also become un serviceable and regular checks should be made. During periods of intense heat operatives must be encouraged to take on fluid and reduce exposure so as not to be affected by sunburn or heat stroke. Water should be placed within the work areas to allow operatives to take regular breaks., **MEWP and craneage activities must be stopped if winds exceeds the manufactures guidelines .**

11.5. Schedule of Principal Operations/Health Safety and Environmental Controls

11.5.1. Health and Safety Controls

This section sets out specific controls for identified hazards based on the tender risk assessment.

The Tender Safety Risk Assessment forms part of the Strategy Plan and is to be attached behind this table.

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
1	**Securing Site and Site Security**	Stability of Fencing Manual Handling/Material Handling Public Accessing the Site Underground Services Adjacent Occupied Buildings Open Trenches and Voids	Fencing erection to be checked as erection progresses Machine to distribute materials. PPE – Gloves for concrete Secure access/ pedestrians routes to be provided Any excavation requires Permit to Dig and copies to be obtained. All services to be located and identified and then marked/ pegged in correct colours on the ground. Secure Boundary, dust suppression, working hour monitoring, and regular liaison. Fence off or Fully cover	Temporary works Training Records Vehicular and Pedestrian Access Plan Permit to DIG By DEX On-going review	
2	**Site Set Up Site Access Site Clearance**	Lifting of Unit Moving Plant Falls from heights	Adequate hard standing Lifting of Cabins to be co-ordinated by an appointed person. Fully certified banks man and crane operator Test certificates for chains and slings. Permit to lift Operatives will not be permitted to walk on the cabins	Design by s-c Lifting Plan Lifting Plan Lifting Plan Lifting Plan Lifting Plan	

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
		Signboard Stability Signboard Erection Site Entry and Exist	Foundations to be to a structural design If ladders are to be used they must be footed at all times. Entrances to be of suitable width and with clear visibility	Temporary Works Design N//A	
3	**Ground Works & Drainage**	Access/Egress to the work area and in and out of excavations. Moving Plant over turning/fall into the excavation Striking UG Services causing fire, explosion & electrocution. Dust, Noise Contact with hazardous substances Lifting operations Confined Spaces hazards i.e. Lack of Oxygen & the presence of noxious and flammable gases. Persons falling into open excavations. Collapse of the excavation Hand Arm Vibration (HAV's)	One way system in place and signed, gradients and condition of routes to be inspected. All services to be located and marked on site All plant to be well maintained and undergo the plant arrival procedure PPE as identified on the risk assessment. Dust and noise to be monitored on site COSHH Assessment Safe system of work agreed All permits are issued by DEX direct employees who have received the appropriate training. Safe Systems of work in accordance with the Specialist sub-contractors Method statements Vibrating equipment to be kept to a minimum and then exposure monitored	Vehicular and Pedestrian Access Plan Permit to DIG	

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
			Only authorised and trained persons to operate and change abrasive wheels. All excavations to be suitably covered and/or fenced off.		
		Surface water and mud	These are to be dealt with immediately in order to reduce the hazard on site.		
		High Water Table	Use appropriate trench support De Water as required. Wear suitable PPE		
		Service strikes on site	DEX have instructed a specialist survey contractor to produce a detailed survey of the site using various techniques that include GPRS. The survey will be QA checked against the survey issued as part of the PCI and issued to all contractors during the Ground work phase.		1
		Service strikes on site	DEX have instructed a service coordinator to carry out a full review of all service diversions for the site. In addition the full site perimeter was surveyed by a specialist contractor to establish any anomalies i.e. services not identified for diversion? As no anomalies were identified the original quotes have been updated and activated. This process will be fully managed from start to finish by the DEX site manager. DEX permit system for breaking ground will be set up at the beginning of the Project and managed by the Project engineer. The permit to break ground will include the use of the DEX SAP (service avoidance pack) being set up for the project.	City Surveys coordinated survey drawing	

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
			Breaking the site up into these 3 key areas gives the issuing engineer more control. This process will be monitored by the site management. The commercial team issue the SAP and Permit requirements in all relevant packages as part of the tender information to ensure that all sub-contractors understand our expectations and plan accordingly.	SAP (Service avoidance pack)	To be Issued in all tenders.
4	**Use of Crane**	Air craft movement Pedestrians Clashes with other operations Poor Weather	Liaison with BAA with regard to Crane usage and suitable heights Permits to be applied for. Ensure limiters for the slewing and lifting are set and tested. Crash avoidance system fitted Ensure cranes do not operate in high winds, cranes not to be locked in position when not in use.		
5	**Concrete placing**	Falls from height Collapse Lifting and manual handling	Correct access to be in place at all times Edge protection and leading edge protection installed in advance of the works And maintained at all times Placement to design, back propping Permit to pour Concrete cubes Pour rates to design Ensure area cordoned off Built in accordance with design drawings Qualified slingers and banks men CSCS/ CPCS cards		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
		Falls or materials Concrete pumps/ Cranes Over sailing and wind Traffic management/ Materials storage Cement burns Hand and eye injuries HAV's	Check crane, slings and hooks edge protection Weekly sign off procedure and maintenance procedure. Daily/ weekly chart to identify, traffic management and materials storage areas Identify pedestrian routes Correct PPE Correct PPE Logs required for any activities that may cause HAV i.e. scabbing, breaking down kickers etc. Use non-vibration methods wherever possible i.e. retard kickers and wash off		
6	**Brick & Block work**	Falls from height Manual handling Cement burns Hand and eye injuries HAVs Material Handling	All working platforms to conform to current legislation. Drawings to be provided for all scaffolds, information to include maximum loadings on platforms, loading bays both individually and accumulative where multi-tiered loading bays are in use. Materials to be selected under 20kg Use of correct PPE Mechanical loading and movement of materials. Only authorised and trained persons to operate and change abrasive wheels. Remove where possible manual handling, certified forklift operators – CPCS cards Weekly inspection of plant and scaffold		
7	**Roof Work**	Falls from height	Correct access to be in place at all times		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
			Edge protection and leading edge protection installed in advance of the works and maintained at all times. Correct PPE		
8	**Scaffolding**	Falls from height Unauthorised adaptations Collapse Manual Handling Hand/eye injuries High Winds Falling materials Access by public Manual handling	The scaffold will be erected in accordance with the provision of SG 4. And other relevant NASC Codes of Practice Hand over sheet system before scaffold to be used Loading bay gates to have a control method set up and used. Calculations required for all scaffolds & Design drawings All working platforms are to be tagged. Only authorised and trained persons to operate and change abrasive wheels. Inspection to be carried out by competent person. (Under taken by scaffolding contractor.) Install brick guards and use debris netting. Stop work and secure materials Reviewed during RAMS training requirement's identified if required.		
9	**Windows, Glazing, & Curtain Walling**	Working at Height Material Handling & Lifting	Works to be carried out from suitable scaffolding or from MEWPs. Gloves & wrist protectors to be worn for glass handling. Tandem lifts for items over 20kg.		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
		High Winds	Mechanical lifting equipment to be used as much as possible. Stop work and secure materials		
10	**Plastering & Dry lining**	Access and egress Falls from height Manual handling & Distribution of Materials Dust/ noise Hand and eye injuries Cutting of materials	Uses of appropriate access equipment Trained operatives Correct PPE Ensure correct edge protection is in place No stepladders to be used. Mechanical means for loading boards. Only authorised and trained persons to operate and change abrasive wheels Guards on table saws Use of correct PPE. Correct ventilation and extraction if required Trained and competent operatives		
11	**Decoration**	Falls from height Fumes	Use of correct access equipment where required Trained operatives Use of extension poles if possible Correct ventilation and extraction if required Correct PPE		
12	**Mechanical**	Falls from access equipment Manual Handling Solvents	Use of correct access equipment Trained and competent operatives Correct PPE High risk work carried out under permit controls Use mechanical lifting where possible Use in accordance with manufacturers recommendations		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
		Hot works/ Fires	Hot Work Permits Have correct extinguishers to hand		
13	**Electrical**	Falls from access equipment Manual Handling Electrocution	Tower scaffold to be used where possible Trained and competent operatives Use mechanical lifting where possible Full testing prior to power on Permit to access live panels Locking off of live distribution boards etc.		
14	**Soft Flooring**	Manual Handling Cuts Hazardous Fumes	Minimise with Mechanical Lifting Correct hand protection to be worn. Use water based adhesive where possible. Provide ventilation. PPE		
15	**Fire Protection**	Dust & Spray Falls	PPE – Goggles, Masks, Hi Vis Vests, Helmets, Boots and Overalls. Trained and competent operatives Work off properly erected scaffold tower.		
16	**Lift Installation**	Manual Handling Falls from Heights	Use mechanical lifting where possible. Test lifting eye prior to works. Lift openings to be fall protected at all times.		
18	**Hand-railing & Balustrading**	Manual Handling Hand and eye injuries Vibration Falls from height	Use mechanical lifting where possible. Correct PPE Only trained operatives to operate abrasive wheels. Use of correct access equipment Trained operatives Edge Protection		
20	**Suspended Ceilings**	Falls from height	Use of correct access equipment Trained operatives		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
			Correct PPE No Stilts Towers – frequent Inspections		
21	**Ceramic Tiling**	Manual Handling Hand and eye injuries Cutting of materials	Use mechanical equipment to minimise manual handling Correct PPE Correct ventilation and extraction if required Trained and competent operatives		
22	**Paving/ Kerbing/Block Paving**	Manual Handling Handling concrete products Vibration Cutting of materials	Use mechanical equipment to minimise manual handling PPE Only trained operatives to operate abrasive wheels. Low vibration equipment & rotate use by operatives Use of correct PPE. Correct ventilation and extraction if required Trained and competent operatives		
23	**External Works**	Pedestrian Vehicle Segregation Manual Handling Handling concrete products Vibration Cutting of materials	Clear Demarcation Use mechanical equipment to minimise manual handling PPE Only trained operatives to operate abrasive wheels. Low vibration equipment & rotate use by operatives Use of correct PPE. Correct ventilation and extraction if required Trained and competent operatives		
24	**Landscaping**	Underground services	Ground detection As built services drawings Trial holes		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
25	**Joinery**	Manual Handling Hand and eye injuries Cutting of materials	Use mechanical equipment to minimise manual handling Correct PPE Correct ventilation and extraction if required Trained and competent operatives		
26	**Metalwork**	Manual Handling Hand and eye injuries Cutting of materials Falls from height	Use mechanical equipment to minimise manual handling Correct PPE Correct ventilation and extraction if required Trained and competent operatives Use of correct access equipment Trained operatives Correct PPE		
27	**Working with chemicals and Irritants.**	Burns & inflammation	Design and operate processes and activities to minimise emission, release and spread of substances hazardous to health. Take into account all relevant routes of exposure – inhalation, skin absorption and ingestion – when developing control measures. Control exposure by measures that are proportionate to the health risk Choose the most effective and reliable control options which minimise the escape and spread of substances hazardous to health. Where adequate control of exposure cannot be achieved by other means, provide, in combination with other control measures, suitable personal protective equipment. Check and review regularly all elements of control measures for their continuing effectiveness.		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
			Inform and train all employees on the hazards and risks from the substances they work with and the use of control measures developed to minimise the risks. Ensure that the introduction of control measures does not increase the overall risk to health and safety.		
28	**respiratory protective equipment (RPE)**	Breathing in chemical, dust and Fumes	RPE will be required during certain activities such as welding, painting. Appropriate RPE will be identified within the specific RAMS. <u>Face Fit Testing</u> Face Fit Testing is a method used for checking that a tight fitting facepiece matches the persons facial features and seals adequately to the wearers face. It also helps to ensure that poorly fitting facepieces are not selected for use. An inadequate fit will significantly reduce the protection provided to the wearer. If a fit test is not performed, then an unsatisfactory seal/barrier may unknowingly exist. This could allow excessive leakage of airborne contaminants into the wearer's breathing zone, even though the user is wearing a respirator correctly selected for the application. The requirements for Face Fit Testing are described in the Approved Code of Practices (ACOPs) supporting: COSHH Regulations The Control of Lead at Work Regulations The Control of Asbestos at Work Regulations		
29	**Confined space**	Asphyxiation	Access control by permit system Adequate training and equipment provided as part of permit issue.		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
30	**Biological substances**	Ingestion, absorption, inhalation	Areas to be reviewed for risk prior to work commencing, full PPE to be worn at all times. Any broken skin must be covered when working on site. No food or drink to be allowed on site to minimise risk of vermin.		
31	**Bearing capacity re: ground conditions**	Voids, soft spots, obstructions, UXO, services, adverse weather.	The Site investigation within the PCI will be used to establish a process for managing the ground risk. In addition to this DEX will carry out a detailed ground survey to establish topography, services, voids, etc…. the information will be issued as part of the Tender information for each relevant package i.e. Cut & Fill, groundworks and piling. The UXO survey within the PCI was only preliminary report, as such DEX have instructed Bactec to carry out a thorough detailed UXO survey. The survey has highlighted 3 medium risk areas on the site. The 3 areas are on the South West, Central and North East positions on site and equate to an overall area of 18%. The low risk areas can be worked on with caution after a briefing on the UXO risk but no additional precautions are required. The medium risk areas are to be dealt with the following process: Initial cut and fill and proof dig will need to be carried out under a watching brief (by a UXO engineer), the ground can then be installed to suit piling i.e. rolled layers of 6F2 fill. The piling positions will then be set out on the piling matt and a Magnometer probing rig will be used to probe the pile positions. The process will be detailed fully in the relevant RAMS.		
32	**Ground gas**	Existing gas within the strata being released through construction activity	The release of Gas has been deemed a low risk as part of the PCI SI. The low risk will need to be dealt with at the design stage.		
33	**Asbestos ACM - Ground contamination**	Contamination of ground from previous uses. Including asbestos	Detailed plan prepared to deal with discovery. A remediation strategy has been produced and submitted to the local planning authority in response to pre commencement planning condition. All works will be carried out in accordance with the attached document found in appendix 21. In addition to this FEC have		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
			instructed GroundTec to produce an ACM Risk assessment that will be issued as part of the cut and fill tender.		

11.5.2. Environmental Controls

This section sets out specific controls for identified hazards based on the tender risk assessment.

The Tender Environmental Risk Assessment forms part of the Strategy Plan and is to be attached behind this table.

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
1	**Site Set-up**	Noise from plant and traffic Dust and dirt from traffic Spillage of plant & fuel leakage Traffic access and exit routes Use of resources (energy, water, etc.) Housekeeping	Noise from plant will be restricted to times specified by Manchester County Council. All plant will be switched off while not in use. Access of vehicles to site is restricted to deliveries and plant and access is via New Cross Street. During dusty works on site a mist of water will be sprayed to keep dust down. Only properly certified, self-bunded metal units will be used for storage of fuel on site. An 'Oil only' Spill Kit will be retained and available near all fuel storage points and near all water works for use in the event of an emergency spillage. Resources will be used sparingly as required. General Housekeeping – All work areas are to be cleaned on a daily basis prior to leaving the particular work area or site. Waste material is to be bagged up when produced and deposited in the skips provided. Any failure to comply with this will result in a 24-hour clean-up notice being issued by the site manager	Refer appropriate section of this document	
2	**Groundwork's**	Noise from plant and traffic Dust and dirt from traffic Spillage of plant & fuel leakage Traffic access and exit routes Dewatering of soiled water Waste from excavation Litter from site personnel	Noise from plant will be restricted to times specified by Manchester County Council. All plant will be switched off while not in use. During dusty works on site a mist of water will be sprayed to keep dust down. A wheel wash system will be in operation at exits to limit dirt leaving site. Only properly certified, self-bunded metal units will be used for storage of	Refer appropriate section of this document	

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
		Use of resources (energy, water, etc.)	fuel on site. An 'Oil only' Spill Kit will be retained and available near all fuel storage points and near all water works for use in the event of an emergency spillage Access of vehicles to site is restricted to one entrance and one exit off New Cross Street. Waste from excavations will be removed from site for reuse on other DEX sites where possible. Site personnel are responsible for their own litter and people found to be littering will be dealt with. Resources will be used sparingly as required.		
3	**External cladding**	Noise from plant and traffic Dust and dirt from traffic Spillage of plant & fuel leakage Traffic access and exit routes Waste from excess, damaged and unusable material. Litter from site personnel Use of resources (energy, water, etc.)	Noise from plant will be restricted to times specified by MCC. All plant will be switched off while not in use. During dusty works on site a mist of water will be sprayed to keep dust down. Only properly certified, self-bunded metal units will be used for storage of fuel on site. An 'Oil only' Spill Kit will be retained and available near all fuel storage points and near all water works for use in the event of an emergency spillage. Waste from excess, damaged and unusable material will be returned to suppliers or recycled. Site personnel are responsible for their own litter and people found to be littering will be dealt with. Resources will be used sparingly as required.		
4	**Roof-work**	Noise from plant and traffic Dust and dirt from traffic Spillage of plant & fuel leakage Traffic access and exit routes Waste from excess, damaged and unusable material. Litter from site personnel	Noise from plant will be restricted to times specified by MCC. All plant will be switched off while not in use. During dusty works on site a mist of water will be sprayed to keep dust down. Only properly certified, self-bunded metal units will be used for storage of fuel on site. An 'Oil only' Spill Kit will be retained and available near all fuel storage points and near		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
		Use of resources (energy, water, etc.)	all water works for use in the event of an emergency spillage Access is restricted to delivery and plant access via New Cross Street . Waste from excess, damaged and unusable material will be returned to suppliers or recycled. Site personnel are responsible for their own litter and people found to be littering will be dealt with. Resources will be used sparingly as required.		
5	**Block-work**	Noise from plant and traffic Dust and dirt from traffic Spillage of plant & fuel leakage Traffic access and exit routes Waste from excess, damaged and unusable material. Litter from site personnel Use of resources (energy, water, etc.)	Noise from plant will be restricted to times specified by MCC. All plant will be switched off while not in use. During dusty works on site a mist of water will be sprayed to keep dust down. Only properly certified, self-bunded metal units will be used for storage of fuel on site. An 'Oil only' Spill kit will be retained and available near all fuel storage points and near all water works for use in the event of an emergency spillage. Access of vehicles to site is restricted to one entrance and one exit off New Cross Street. Waste from excess, damaged and unusable material will be returned to suppliers or recycled. Site personnel are responsible for their own litter and people found to be littering will be dealt with. Resources will be used sparingly as required.		
6	**M&E works**	Noise from plant and traffic Dust and dirt from traffic Spillage of plant & fuel leakage Traffic access and exit routes Waste from excess, damaged and unusable material. Litter from site personnel Use of resources (energy, water, etc.)	Noise from plant will be restricted to times specified by MCC. All plant will be switched off while not in use. During dusty works on site a mist of water will be sprayed to keep dust down. An 'Oil only' Spill Kit will be retained and available near all fuel storage points and near all water works for use in the event of an emergency spillage. Waste from excess, damaged and unusable material will be		

No	Outline of Operation	Main Hazards Identified	Control Arrangements Required	Documentation Required	Date
			returned to suppliers or recycled. Site personnel are responsible for their own litter and people found to be littering will be dealt with. Resources will be used sparingly as required.		
7	**Precast installation**	Pre cast stairs/Columns/Walls	Stairs to be installed as part of frame sequence using fixed Tower cranes		

This assessment is carried out to establish the environmental aspects of our activities that have an impact on the environment and the control measures we need to put in place to reduce or eliminate this impact.

Item	Comments/Controls included in Tender Submission	Level of Risk		
		High	Med	Low
Noise –Are there any noisy activities likely to cause a nuisance outside the site boundary? E.g. piling, concrete crushing, demolition, institute concrete work, transport of materials, an increase in traffic.	Saw cutting General construction Piling	 **H** 	 **M**	**L**
Vibration – Are there any activities that are likely to cause unacceptable vibration at the boundary of the site? E.g. piling, Vibro compaction, movement of large plant.	Yes		**M**	
Dust/Air Pollution – Is dust or air pollution likely to be an issue with our neighbours? E.g. Concrete crushing, demolition, movement of plant, general site conditions, exhaust emissions, smoke or rubbish.	General construction Waste removal Haul roads	 **H**		**L** **L**
Contamination of land or water – Are there any situations where our activities could cause pollution to the ground or	Concrete wash out area Waste bin area	**H** 	 **M**	

Item	Comments/Controls included in Tender Submission	Level of Risk		
		High	Med	Low
other water on or outside our site? E.g. fuel or chemical storage, surface water run-off, pumping/ de-watering, wash water from concrete mixing plant.	Fuel storage area Ground water	**H**	 **M**	
Waste – Set up a waste management plan. Can we reduce the amount of waste removed from site? Can we recycle any 'waste' materials? Can we segregate the waste on site? Is there any special waste? What measures are needed to manage these issues? Consider the site office, paper and printer cartridges.	Controls as per Guidance document		**M**	
Use of Natural Resources – Can we reduce the use of natural resources to be used on site? Can we use sustainable sources for e.g. timber water for dust control or vehicle washing, aggregate or? Can we use locally sourced materials to reduce transport? Can we use any recycled materials?	Reviewed as part of procurement	**H**		
Use of Power and site services – can we use economic site flood lights with a time clock, can other services be put onto a time clock. Avoid light pollution; Mains power used rather than generators. Can the site connect early to mains drainage, set rules for stopping plant during breaks?	All services to be on a time clock Signage and rules to advise of these requirements	**H** **H**		
Site features – What measures do we need to take to protect the retained site features? Are there any local preservation orders on trees or buildings?	NA			
Wild Life – Is there any protected fauna or flora on the site? How will this be managed and preserved?	NA			
Archaeological Works – Is there a possibility of archaeological remains on the site and what measures are required to manage any finds?	Yes , watching brief		**M**	
Local Community – Are there any schools or other businesses near the site that need consideration during any stages of the construction process? Will the site join the Considerate Contractors Scheme? Consider and reduce the effects of site traffic and parking on the environment and our neighbours.	Site to liaise with local businesses to minimise disruption , Register with CCS Parking off site Issue quarterly newsletters	**H**	 **M** **M** **M**	

Signed:	Position:	Date:

12. The Health and Safety File

12.1. Arrangements for the Collection and Gathering of Information

Site management team and Document Controller will be responsible for the collection of information in relation to the Health and Safety File. As Principal designer Hawkins Brown will be responsible for the compilation of the H&S file to stage 4, thereafter DEX will be responsible for the remainder of the health & safety file

12.2. Storage of Information

Information shall be obtained and filed in the construction site offices until the end of the project to enable DEX to compile the Health and Safety File. This will be archived to project 4P EDMS online collaboration tool.

12.3. Handover of Health and safety file

3 hard copies & 3 electronic copies to be produced and handed over along with the Operation and maintenance folders. The layout and format of the H&S file will be as detailed below.

Layout and Format

The contents of the DEX Safety File will be:

Contents	
Volume	**Information**
Volume 1	**Health & Safety File** 1. Clients Brief/Project Details 2. Project Directory (list of relevant parties including contractors) 3. Planning Permission 4. Building Regulation Approval 5. Statutory Authority Information 6. Maintenance and cleaning requirements/procedures for the structure 7. Volumes 2 – 8
Volume 2	**Materials & Product Information (Health and Safety File Part 2)** 1. Position and Type of Materials used - Schedules of finishes 2. Manufactures Technical Information 3. COSHH Data Sheets
Volume 3	**Architectural/Contractors Design Portion Information** 1. Design Parameters 2. As Built Drawings (Clearly referenced) 3. Layout plans showing Emergency Escape routes & Fire Equipment Locations
Volume 4	**Structural Information** 1. Structural Engineers Design Specifications 2. Relevant Structural Calculations 3. Floor & Wall Design Loadings 4. As Built Drawings (Clearly referenced)
Volume 5	**Mechanical Services Information** 1. Mechanical Services Design Parameters 2. Incoming Supply and Distribution locations 3. As Built installed System installation Drawings 4. All Test Certifications and Commissioning Reports
Volume 6	**Electrical Services Information**

	1. Electrical Services Design Parameters 2. Incoming Supply and Distribution Boards 3. As Built/Installation Drawings 4. All Test Certificates and Commissioning Schedules
Volume 7	**Operating and Maintenance Manuals for Mechanical Systems and Plant**
Volume 8	**Operating and Maintenance Manuals for Electrical Systems and Plant**

The contents of this document are to be agreed with the Principal Designer and client as soon as possible in order to allow the content material to be gathered as the project develops.

12.4 Legal Requirements

Details of the status of the following licences, consents and permissions from external bodies.

Requirement	Current Status	Date
Planning Permission	Granted	
Building Regulations	Building Control submitted – awaiting plan check.	
Hoarding Licence	Application W/C 6 Feb 2023	
Road Closure	With MCC Highways	
Skip Licence	Within site	
Scaffold Licence	N / A	
Hazardous Waste Registration	N / A	
Water Discharge Licence, Surface Water E.A.	Not required – arrangements made by Client with EA.	
Consent to discharge Licence Foul – L.A.	Application in process	
Over sailing licence	With Clients team	
Waste management exemption licence	N / A	

13. Briefing Attendance Sheet

I the undersigned below have read and understood my roles and responsibilities identified in this plan.

Name	Job Title	Signature	Date
Simon Adams	Managing Director		
Garry Newbold	Project Manager		
Nathan Woodhall	Site Manager (Internals)		
David O'Connell	Site Manager (Externals)		
Ben Lissaman	Commercial Manager		
Kerrie Baffa Scinelli	Quantity Surveyor		
Lee Hudson	Planner		
Steve Palin	Health & Safety Manager		
Jessica Curran	Senior Design Manager		
Debra Howarth	Document Controller		

14. Appendices

Although these appendices form part of this plan, they may be updated independently of the plan. Therefore the plan may not be revised if the only changes made are to the schedules in the appendices.

The latest update date must be recorded on the relevant schedule.

When the plan is revised the latest revision of the Appendices is to be included in the issue

Appendix No.	Title of the Appendix	Owner
1	Project Organogram	
2	Project Directory	
3	Design Responsibility Matrix	
4	Master Programme	
5	Temporary Works Register	
6	Hazard Elimination Monitoring Schedule	
7	Fire Risk Assessment	
8	Emergency Management Plan	
9	Environmental Aspects and Impacts Register	
10	Site Lifting Plan	
11	Training Matrix	
12	SHEQ Subcontractor Compliance Requirements	
13	Site Emergency Plan	
14	Site Logistics Plan	
15	Environment Management Plan	
16	Water Management Plan	
17		
18		
19		
20		

The numbering of these appendices must be maintained as they have been cross referenced to the body of the Strategy Plan. If an appendix is not used insert 'Not Used'.