

Project

Manchester University NHS Foundation Trust
Manchester Royal Infirmary
Project RED

Document

Project Execution Plan
(Incorporating the Construction Phase Plan)

Rev 6

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	Title & Company	Name [Print]	Signature	Date
Author:	Project Manager	Jamie Jackson		
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Revision History

This document, together with any associated documents, should be reviewed monthly during the project and whenever there is a significant change to the site conditions such as a change in scope, site area, construction methods being used.

Record the details of any changes made as a result of these reviews in the table below.

Rev:	Date:	Reason for Review:	Nature of Changes:	Prepared by:	Checked by:
0	25.3.21	DRAFT		J Jackson	J Fowler
1	16.4.21	Updated to incorporate trust comments	See rev. 1	J Jackson	J Fowler
2	06.05.21	Updated to incorporate trust comments		J Jackson	J Fowler
3	07.07.21	Updated to incorporate the modular cabin installation	Modular cabin details added	J Jackson	J Fowler
4	06.09.21	Monthly review		J Jackson	J Fowler
5		Reviewed prior to commencement on site		J Jackson	J Fowler
6	27.04.22	Updated following Trust review & comments	Updated following Trust review & comments	J Jackson	J Fowler

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Appendix 1 Roles and responsibilities appointment letters

Appendix 2 Site specific site rules

1. Introduction

This Plan describes the management arrangements for the execution of the Project RED scheme.

The Plan is supported by a number of subsidiary Management Plans and Procedures which are referenced where relevant.

The Senior Site Representative (SSR) is responsible for ensuring that this Plan and any supporting plans / procedures are prepared, communicated, implemented, and reviewed and updated every Four weeks or change in information

This Plan covers the requirements of The Construction (Design and Management) Regulations 2015 (CDM). Those aspects that are relevant to the CDM regulations are based on the guidance in HSE document L153.

As such, this document also serves as the Construction Phase Plan for the project.

This plan and the referenced documents and procedures are implemented in accordance with the VINCI Construction UK Management system (The Way We Work) which is certified to the relevant Management Standards (ISO9001 / ISO14001 / OHSAS18001).

2. Scope

This Plan is specifically applicable to the Project RED scheme. It shall be reviewed every four weeks as the project progresses to ensure any changes are accounted for.

3. Schedule of Controlled Copy Holders

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

Copy no.	Name	Title	Transmittal Document No or signature in master copy
1	Jamie Jackson	Senior Site Representative	
2	John Fowler	Contracts Manager	
3	Neil Jones (KOK)	Advisor to the Principal Designer	
4	Matt O'Hara	NEC Project Manager	
5	Darren McHugh	Health and Safety advisor to the client	

4. Project Overview

4.1 Description and Location of the Works

4.1.1 Description of the Project

Project RED consists of a multiphase, three-storey new build extension to the Manchester Royal Infirmary Emergency Department, including administration and theatre accommodation and associated plantrooms. The new building will be directly adjacent the existing PFI owned Hospital, connected via several breakthrough links. The scheme also includes a phase of drainage diversions and the demolition of several single-story buildings prior to the commencement of the new building.

Ground Floor Level

Adult's Emergency Department is a 1460m² extension to the Ground Floor Emergency Department comprising of.

- New Triage / RAU with Ambulance Handover,
- New Resus Bays,
- New Minors Bays,
- New Majors Bays
- Supporting ancillary facilities and areas

Level One

The First-Floor space will provide.

- Administration Accommodation to support up to 50 members of staff
- Staff change area to support the ED.
- Plantroom to serve the ground floor ED

Level Two

Second Floor facilitates.

- 6 new UCV Theatre Suites
- Dedicated Recovery Areas
- Supporting Theatre ancillary areas and accommodation.

Level 3 & Roof Level

- Plantroom (serving theatres directly below) & Rooftop Plant with AHU.

The existing ED department will also be refurbished post the completion of the new build scheme and the departments will provide the combined services.

A new substation is currently under review to provide the Electrical Infrastructure to the new build scheme along with the existing building.

Further scope has been instructed to include:

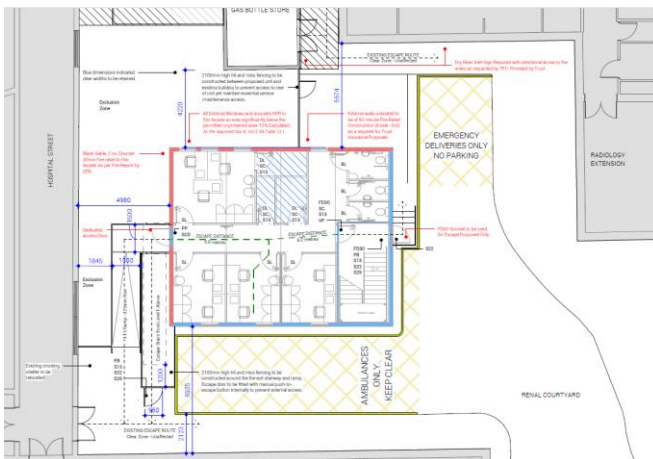
1. Demolition of WIC, MIU, Star ship and existing Resus currently sat in the footprint of the new build.
2. Drainage Diversion
3. Modular Offices (Fractures clinic office accommodation)

Modular Offices

The build includes the supply and installation of a set of 8 modular cabin units stacked in a 4 on 4 configuration. The units are constructed using a lightweight steel modular frame that is externally clad using a steel composite panel with stone mineral wool core. Internally the modules are divided into several separate spaces using timber stud and prefinished plasterboard to provide a 21 person office space for the relocation of the fracture's clinic staff as part of the main RED scheme enabling works.

The facility comprises:

- Offices divided to accommodate 21 people
- Internal stair
- storeroom
- Comms room/Plant room
- Staff brew room
- W.c' s including disable w.c
- External 1st floor escape stair
- External disabled access ramp



Electrical Infrastructure Works

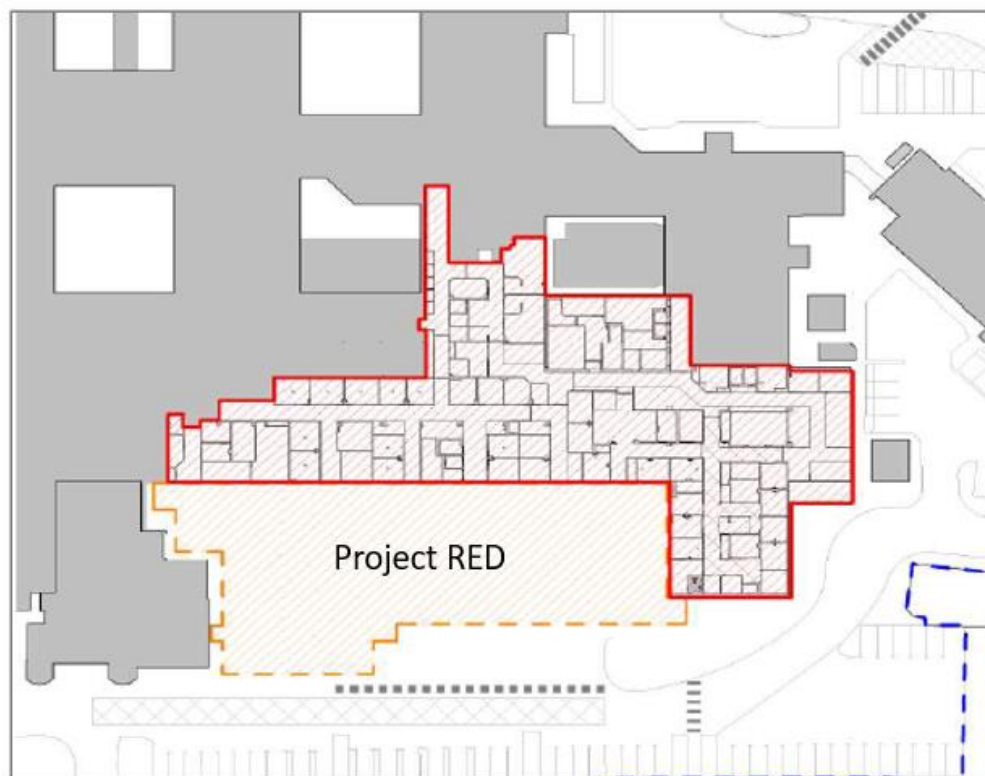
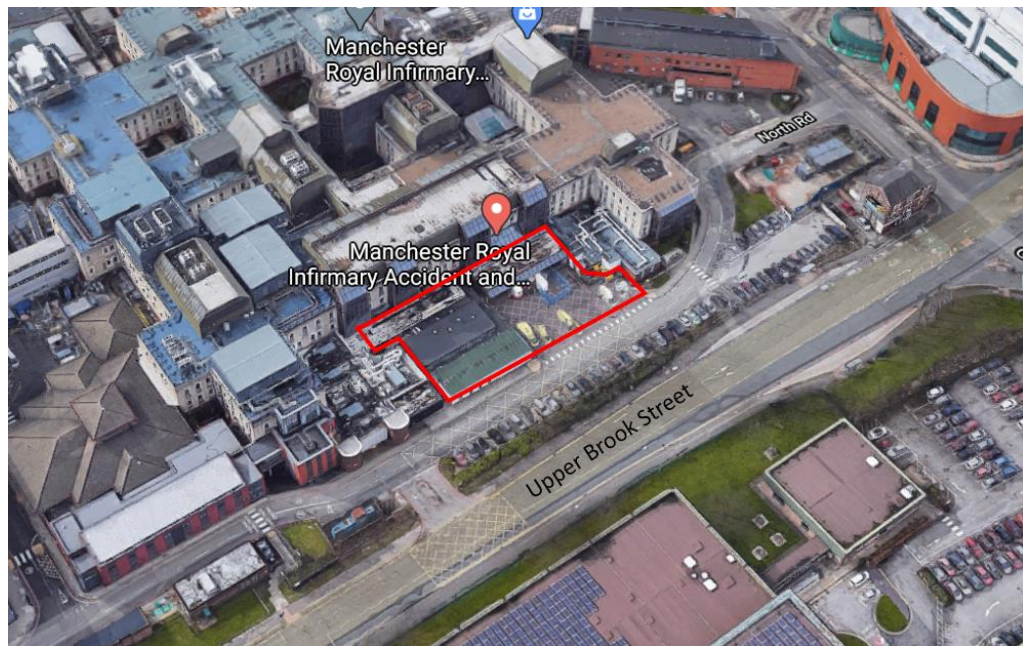
Design and Construction of a new electrical infrastructure building including;

- New/diverted HV supplies & HV transformer to provide LV supplies to the new Project RED and Refurb schemes.
- Project RED Phase 1/2 Chillers backup generation

4.1.2 Location of the Works

4.1.2.1 Main RED Scheme

The Location of the planned RED main scheme of works will be located in its' pre-existing position on the North Road frontage of the Manchester Royal Infirmary, adjacent to the existing Emergency Department and NWS station, off Upper Brooke street. See red line below.

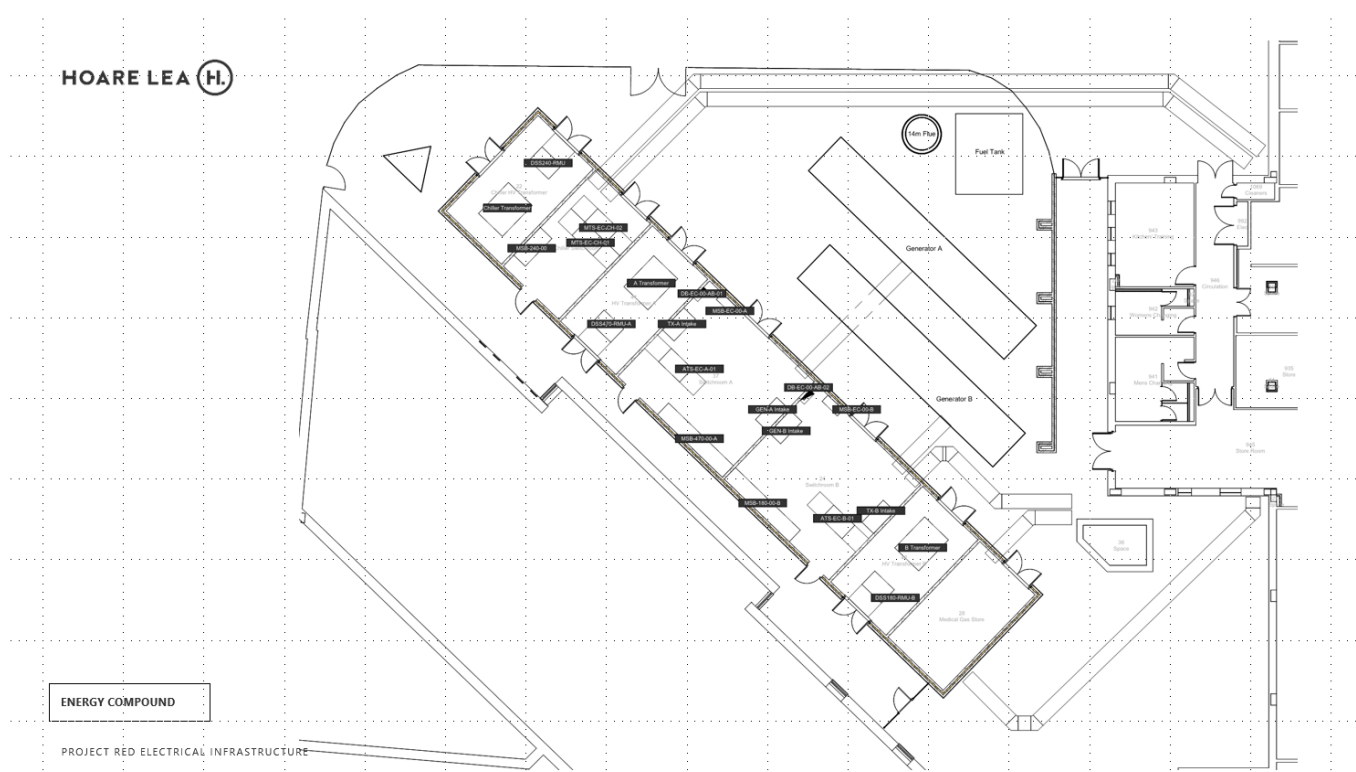


4.1.2.2 Modular Fractures cabins



4.1.2.3 Electrical Infrastructure Works





4.2 Parties Directly Involved in the project

Client

Manchester Foundation Trust
Trust Headquarters,
Cobbett House
Oxford Road,
Manchester
M13 9WL

Employers NEC P22 Project Manager

Matt O'Hara
Trust Headquarters,
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Manchester
M13 9WL

Employer's Financial Adviser

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M1 3BN

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UKenquiries@arcadis.com
+44 161 245 8700

NEC P22 Supervisor

Actua Chartered Surveyors
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Bixteth St
Liverpool
L3 9LQ
0151 227 4024

Principal Designer:

Integrated Health Projects
Astral House
Imperial Way
Watford
WD24 4WW

Architect

Advisor to the Principal Designer:

Neil Jones
Keelagher Okey Klein
26, Museum Street
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WA1 1HU
01925 654158
enquiries@kok-surveyors.com

The Principal Contractor (PSCP):

Integrated Health Projects
Astral House
Imperial Way
Watford
WD24 4WW

Architect

Luke Irlam
DAY Architectural
77 Deansgate Manchester
M32BW
07585 127 443
luke@day-architectural.com
07813 005 256

The Structural Engineer

Peter Bryan
Alan Johnson Partnership
1 Dale St,
Liverpool
L2 2ET
PeterBryan@ajpstructeng.com

Sub-Contract Activities and Personnel:

A list of all subcontractors conducting activities on the project and their associated contact details can be found below;

Mechanical and Electrical services (Main scheme)

Simon Bowker
Chris Bowker Limited
Whitegate
White Lund Industrial Estate
Morecambe
LA3 3BS
01524 36353
Simon.bowker@chrisbowker.co.uk

AD Modular

Radway Green Rd,
Alsager,
Radway Green,
Crewe
CW1 5UJ
08005335360
Andy Gilligan - 07970 229490
www.admodular.com

Leach Structural Steelwork Ltd

Brockholes Way,
Claughton On Brock
Preston
PR3 OPZ

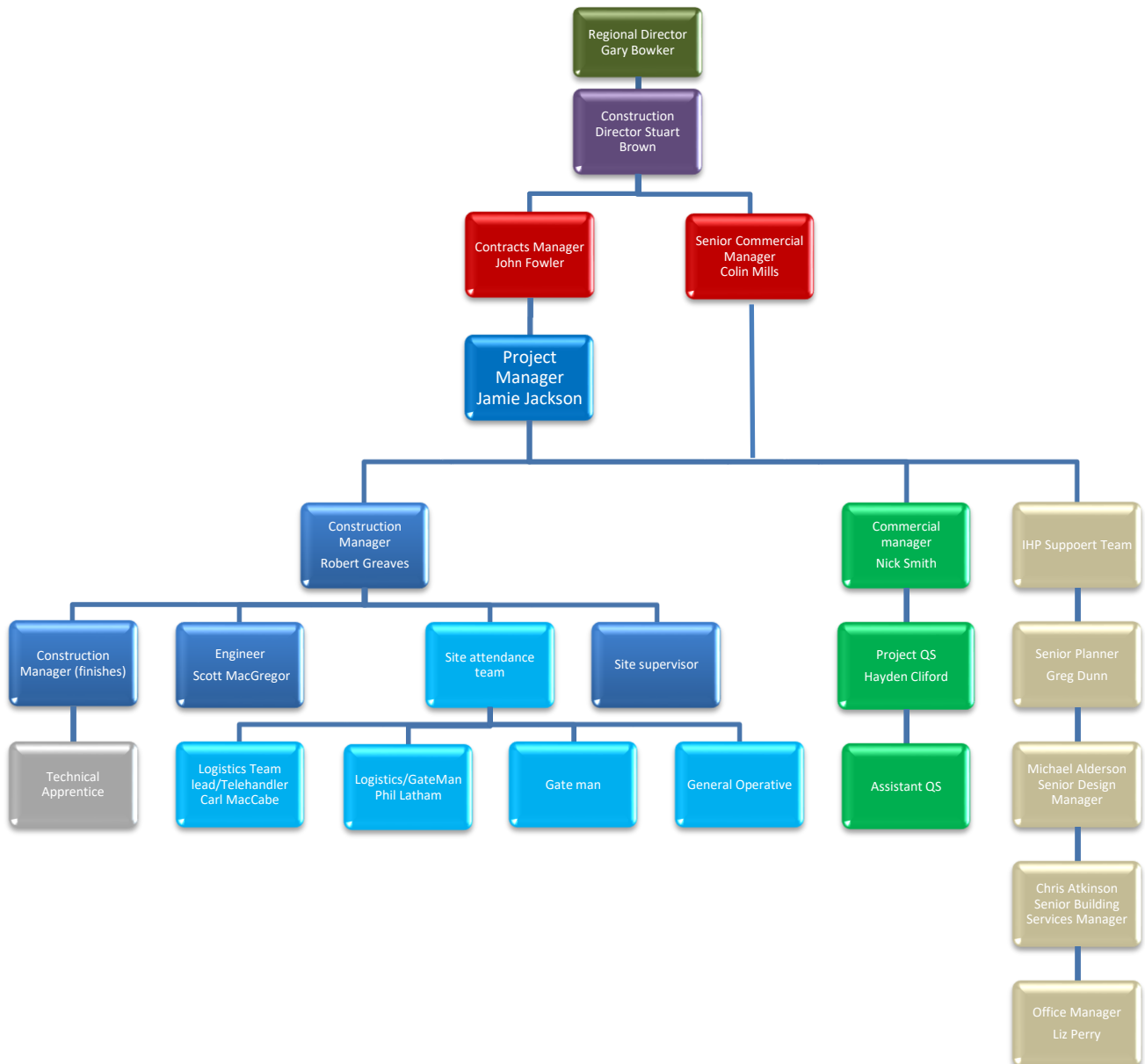
Tel: 01995 642000
Email: enquiries@leachsteel.com

Cohesion Piling Company Ltd

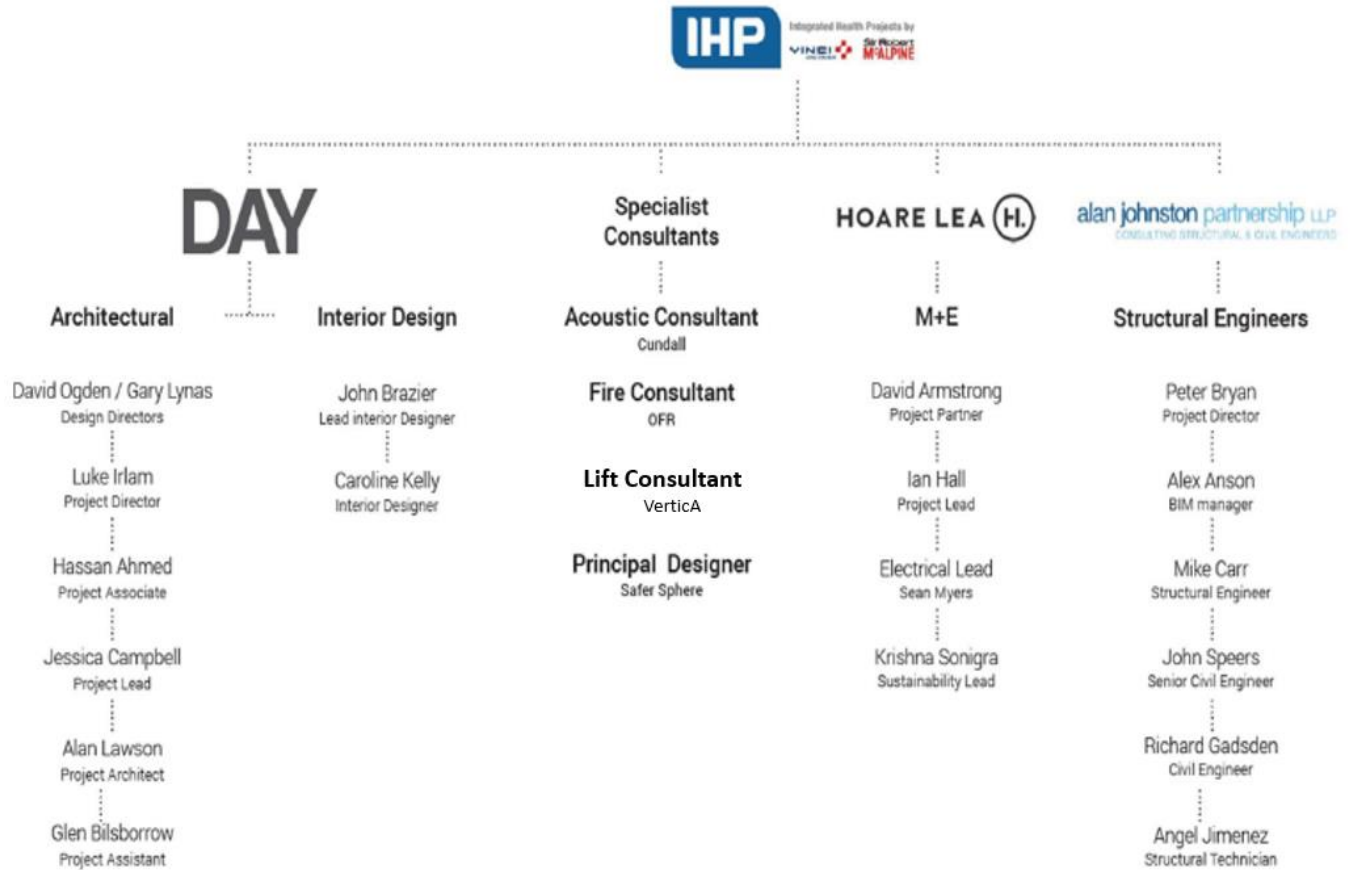
Globe House Business Centre
Moss Bridge Road
Rochdale
OL16 5EB
Tel: 01706 714555

4.3 Project Organisation Charts

IHP Organisational Project structure



IHP Design Team and Design Consultants Sturcture



4.4 Form of Contract

NEC3 Option C Target Contract with amendments

The scheme is being procured using the P22 framework

4.5 Contract Documentation

Contract documentation is stored in Viewpoint for projects

4.6 Customer Requirements

4.6.1 H&S Requirements

The above contract documents contain the following explicit management requirements:

As appointed contractor for the project, Integrated Health Projects will be responsible for planning, managing and monitoring all activities in pursuance of safety and health.

The successful delivery of the scheme is reliant on the management of the aspects relating to environmental, health and safety, as well as the normal constraints of cost, programme and quality.

The Trusts Health, Safety and Environmental policies issued with the Employer works information put great emphasis on the controls of the environmental impact and health and safety on site, as well as the importance of the projects being compliant with the CDM Regulations 2015. The Trusts policies will be followed during the construction phase of the scheme and the required controls detailed in the Project Risk control Schedule. The RCS will be shared with all contractors to ensure their RAMS include the necessary controls. reviewed

A proactive culture will be encouraged to allow open communication regarding health and safety with all those involved from client to operatives so that the programme is delivered at the highest level of safety standards within the construction industry.

The Trust's primary concern is maintaining the provision of medical service and providing excellent care with compassion.

To achieve this the following site constraints and risks have been highlighted;

- The Emergency Department must remain live during construction, with minimal impact to the clinical and support services, staff, patients and visitors.
- All other hospital services must remain operational during construction, minimising the impact of construction works on clinical and support services, staff, patients and visitors.
- Blue light services operate on the sites and access routes with special consideration to North Road, must always remain unrestricted.
- Works taking place in areas adjoining live clinical areas.
- Site survey information will be made available but PSCPs will need to verify and assure themselves of its accuracy.
- Works will take place in buildings of variable quality, condition and age. Therefore, necessary considerations for asbestos, building structures and services will need to be taken into account.
- Works should be delivered in accordance with all the Trust's Estates and Facilities Management and Infection Control Policies, unless otherwise agreed with the Trust.

- Construction taking place on surrounding sites, including Project PED and CityLabs are likely to be constructed during the same timeframe, potentially causing logistical issues with the use of North Road.

4.6.2 Environmental Requirements

- Ensure the normal day to day function of the hospital, with minimal impact
- All noisy works to be planned and notified to the trust in good time for agreement
- The scheme shall have measures in place to control dust on site
- Vehicles are not permitted to be unloaded outside of the site area or on the access roads must be off loaded in the drop off compound as per the site logistics plan
- Hospital roads to be always kept clean of mud & debris from site.

4.6.3 Quality Requirements

- The PSCP is to manage quality through their construction quality plan. Regular quality audits will take place on these plans to ensure they are being implemented.
- The Trust will work with the IHP as they develop their quality plans to ensure they are suitable and are being implemented.
- Quality meetings will be agreed as part of the quality planning process.
- Identification of the required samples and benchmark spaces will be agreed prior to P22 Stage 4.

4.6.3.1 Snagging and defect procedure

- Construction defects & snags will be managed through the FieldView system by the PSCP & the clients appointed supervisor. Each defect will be given a required close-out date, once rectified by the contractor/IHP, they will identified as complete and ready for client inspection. Defects and snags will only be shown as complete once checked by the client.
- Training on FieldView will be provided to the key project team members to ensure the system can be fully utilised.

4.6.3.2 Fire stopping

- In line with the Trusts Fire management and Passive fire protection requirement, the Bolster system will be used to record the installations and trust access arranged . The selected fire stopping contractor will be FIRA accredited.

4.6.4 Commercial Requirements

- GMP amount not to be exceeded
- On time payments
- An Early warning procedure is to be used to raise matters that may have a cost/programme impact or change the works information. This will be facilitated using Sypro and reviewed during the monthly progress meetings.
- Changes to the works information will be managed using the Compensation event process. Sypro will also be used to facilitate this process.
- Change Management to be managed internally by Trust and/or contractually through PF10 process via Sypro.

4.6.5 Supply Chain Requirements

- All subcontractors to be approved by the NEC PM and Cost adviser prior to placement of package materials

4.6.6 Programme Requirements

- IHP are to issue their most up to date programme in draft to the Client/PM team on agreed monthly dates.
- Monthly Project team programme review meetings will be carried out to review the current programme and resolve any queries that arise and/or are outstanding.
- IHP are required to make updates to programme submit agreed version on Sypro in which the Trust have 2 weeks carry out a further review and approve.

4.7 Key Performance Indicators

Each year Vinci Construction UK (IHP) produce a set of objectives for projects to achieve. The targets set are to ensure compliance with regulations and push for continued improvement. The current targets, plus site specific ones are;

4.7.1 H&S Objectives

- Over 7 day Accident Frequency Rate of less than 0.11
- Lost time AFR of less than 0.35
- Zero environmental incidents
- Implement and promote best practice
- Promote close call and positive intervention reporting from site, with a min of 10 per trade per week
- 100% CSCS card qualified operatives
- Project to achieve a minimum of Green rating from internal HSEQ audits

4.7.2 Environmental Objectives

- Achieve a minimum of 95% construction waste diverted from landfill
- Projects to produce less than 22T of waste per £1m Turnover
- Projects to use less than 29,000kWh of energy per £1m turnover

4.7.3 Quality Objectives

- Handover with less than 10 snags per 1 million turn over
- 70% of Field View task to be closed out within target time
- Questionnaires /customer satisfaction -achieve an adv score of 80 or above
- Quality workshops to be carried out prior to the commencement of works
- Material check sheets to be completed to ensure correct specification and storage

4.7.4 Commercial Objectives

- Costs not to exceed GMP (excluding CE's)
- 95% of supply chain to be paid within 60 days

4.7.5 Supply Chain Objectives

- All sub-contractors to have own quality plan, including project specific Inspection and Test Plan (ITP) prior to the commencement of works.

- Manufactures quality workshops & inspections to be included in ITP's
- All sub-contractors have their own (SMSTS or SSSTS) trained supervisor.

4.7.6 Programme Objectives

- Maintain or improve on the programme throughout the scheme
- Achieve the contract handover date
- Monitor/update the programme weekly

5. Planning

5.1 Overall Programme and Key Milestones

- The contract programme for the project is version - RED VB/PR/ST4/01rev.2 (dated 07.05.2021)
- The current version of the contract programme will be stored in Viewpoint for Projects (section 7.04).
- The programme will be updated and issued to the Trust for acceptance monthly
- The programme will include as a minimum the following key milestones.
 - Project completion
 - Key Trust & PFI interface dates
 - Phase 1 completion
 - Power on
 - Water on
 - Building watertight
- For detail of the key milestones dates please see the latest accepted Programme, located on Sypro
- Progress will be monitored weekly by the production team and reported to IHP project planner who will report back to the regional office.
- The production team will produce and maintain detailed short term construction programmes for their individual sections of work.

5.2 Extent and Location of Existing Records and Plans

All Existing Records and Plans that have been issued as part of the EWI can be located on Viewpoint for Projects section 5.06.3.2

5.3 Restrictions That May Affect the Works

With the Project being within a live Hospital estate and directly adjacent to live Hospital building there are several restrictions that may affect the works. The following list is not exhaustive and will be updated as required.

- Service interfaces
- Site access being restricted due to traffic along the adjacent blue light route and Ambulance drop of area
- Permit to work/access (PFI area) system becoming protracted
- Vibration and/or noise (within the agreed limits) causing issues to adjacent departments and works being stopped or work times reduced/changed
- Works stopping when vibration and noise still exceeding the agreed limits after agreed control measures and mitigation in place.
- High winds (Craneage)

- Prolonged periods of poor weather
- COVID 19 (or similar virus) caused delay with materials or shortage of resources
- Large plant, equipment, cranes with substantial ferrous mass effecting the performance of the MR scanners located in the adjacent Radiology department

6. Resource Management

6.1 VCUK Staff

6.1.1 Roles & Responsibilities Matrix

A roles and responsibilities matrix will be completed, identifying the key project staff and their responsibilities/duties. The matrix identifies specific health & safety duties which need to be completed onsite. It will be saved of Viewpoint for projects location 4.10

The matrix does not remove the requirement to brief individuals on their roles and responsibilities. Evidence of this briefing for the most important roles (e.g. Temporary Works Coordinator) will be demonstrated by appointment letters.

6.1.2 Competence, Awareness and Training

The SSR will ensure that personnel performing work are competent to conduct the tasks detailed in the Roles and Responsivities matrix. Any training requirements will be identified at development reviews and will be captured in a Training/ Competency Matrix,

6.2 Subcontract Staff and Operatives

Where specific competencies are required by operatives in order to safely conduct work, or to ensure the correct quality outcome, personnel will not be permitted to commence work on the project until competency has been demonstrated through provision of the relevant competency card and/or evidence of relevant training.

Individual competency records will be taken as part of the induction process and stored in the Msite site administration system.

7. Physical Arrangements and Communication

7.1 Induction Training and Information

All persons accessing the works areas will need to attend an online company induction via MSite (VCUKs site admin & access control platform), followed by a site-specific induction on the day they start work on the project. The introduction to the project will be undertaken by the SSR. The site induction will inform the following as a minimum.

- Site location details
- Parking arrangements and restrictions
- PPE requirements
- Procedure for signing in & out of site
- Site restrictions
- The site rules
- Sodexo Site induction information

- Hospital site restrictions, including no go areas, courtesy, privacy and dignity towards hospital staff, patients, and members of public.
- Site access routes
- Emergency evacuation procedures
- First aid arrangements on site
- Current site risk
- The site COVID 19 plan

A copy of the site induction can be found on Fieldview for projects.

A register of inductions and inducted individuals' details and competency records are stored within MSite and can only be accessed by nominated, approved persons, to ensure GDPR compliance.

Certain individuals may be classed as Visitors, if the time they spend on site is limited, they are not conducting any works and they are accompanied by a member of VCUK always. In this instance a visitor induction will be carried out by IHP and a member of the IHP site management team (or subcontractor supervisor) will escort them around site.

Relevant statutory notices such as "Health and Safety Law" poster, a current version of the Employers Liability Insurance Certificate, Form 10 for the contract etc. will be displayed on the notice board. Other communication media can be found on specific notice boards:

- Health, safety and Environmental Notice Board
- Hazard board
- 'what you said...what we did' board
- Environmental Board

Site rules have been developed which are specific to this project. A copy of the site rules will also be posted on the site Notice Board. They will also be included in the site specific induction.

7.2 Emergency Response Procedures and Site Fire Management

7.2.1 General Arrangements

- VCUK will ensure that all projects have effective measures to respond to emergency situations and to minimise consequential injuries or material losses. The SSR will ensure emergency procedures are developed to address fire, project evacuation, incidents, confined space rescue, rescue from height, spillage, and any other possible health, safety or environmental emergencies identified by the risk process. These emergency procedures are detailed in the Project Emergency Response Plan (see appendix)
- The SSR will ensure that sufficient resources are provided and appointed to the appropriate responsible positions, according to the project Roles and Responsibilities matrix (VB-IMS-FR-XXXX-0007)
- A completed copy of the VB - Emergency Response Plan (VB-IMS-PL-0004-0001) showing the contact details of the above as well as other relevant contact information will be displayed at prominent positions on site.
- A combined Hospital service and Site Emergency response plan will be produced with the client to ensure that the site reacts in accordance to the hospital's requirements in the event of an emergency. This will include a "Stop works" procedure that will be agreed with the client.
- The details of this plan will be included in the VB - Site Induction - On site (VB-HAS-FR-0008-0014)
- A record of any evacuations will be included in the Daily Site Diary (VB-COM-FR-XXXX-0016 or in Field View)

- The site fire alarm will be directly linked to the hospitals fire alarm system to ensure that any issues are detected early, and the relevant areas are notified and evacuated as required.
- Copies of all emergency documentation - including for fire (see below) - can be found (<https://n3g.4projects.com/Default.aspx> > [Building Division Projects](#) > [Building Division](#) > [HH0048 - Project RED](#) > [07. VCUK Project Information](#)) Further guidance relating to incidents can be found in the Building Division Incident Response and Reporting Standard (IMS4) (VB-IMS-ST-XXXX-0004)

7.2.2 Fire Management

A project specific Fire risk assessment will be carried out to assess the risks associated with the construction phases of the project, in accordance with the Building Division (Health and Safety) Standard (DSS7). The project has been identified Medium risk due to the closeness of the existing buildings and project value.

The SSR Will appoint a Fire coordinator who will develop a site Fire Plan (VB-HAS-PL-0007-0001) base on the findings and controls advised from the Fire risk Assessment. This will be briefed to all management on site, detailing the site risks, controls, evacuation/emergency plan. Details of the fire plan will also be displayed at prominent locations on the site notice boards and included in the VB - Site Induction - On site (VB-HAS-FR-0008-0014)

7.3 Welfare, First Aid and Security

VCUK aim to provide and maintain the highest standards of welfare for the workforce. The welfare provision for this Contract are as follows:

- Toilets
- Washing facilities, including showers, where appropriate
- Drying room, including accommodation for clothing & lockers
- Mess room
- Drinking water
- Facilities for heating food and boiling water
- First Aid Arrangements (Appointed person and first aid box or First aiders)
- Defibrillator

The security arrangements specific to the project include:

- Secure 2.4m high hoarding to the perimeter of the main site areas and welfare
- Secure mesh Herras type hoarding to the perimeter of short term enabling work areas.
- Construction site and welfare area security monitoring and response package, including high definition CCTV with 24 hour monitor and call out response.
- Face recognition turnstile pedestrian entrance/exit system to the welfare and site areas
- Locked 2.4m high steel mesh vehicle gates to the site welfare and site areas
- Gatemen located in each site area to manage vehicle access
- Areas of the hospital external to the construction site area covered by the hospital existing security and CCTV network

The layout and arrangement of these items can be found in the project's logistics plan document

7.4 Traffic Management and Logistics

The detailed arrangements can be found in the Project Logistics Plan. The Logistics plan will be reviewed regularly to ensure functionality, effectiveness and pick up any significant changes.

A set of logistics drawings have been produced with the trust and key stake holders to detail how the logistics will be managed through the several phases, to minimise the impact of the project on the functionality of the hospital.

7.5 Liaison Between Works Parties and Members of the Public

CDM 2015 places a duty on the Principal Contractor to ensure co-operation between contractors and all other parties involved in the project. This will be achieved through programme assessment, discussions at the weekly Project meetings, verbal and written communications and the giving of directions, where appropriate. The meetings will also provide a forum for the reviewing of risks, objectives and strategy, along with discussion of initiatives to be implemented on the project.

The IHP site induction will include a section that focuses on the live hospital environment, public interface, privacy and dignity.

The IHP site “front of house” logistics team will be briefed on liaising and assisting members of the public.

7.6 Consultation with the Workforce

The Build UK Group Strategy requires that the communication routes for the site are published in a formal notice. These relate to “Project, Site team and Individual levels”. These will be displayed on the site notice board

The routes on this site are as follows:

Project -Induction, Health and Safety Consultation, Sub contractor precontract meetings, Sub contractor progress meetings, Weekly coordination meetings, site notice board, daily 8am supervisor meetings

Work gang – Prestart safety meetings, Task control sheet briefings, site notice board, daily supervisor 8am meetings

Individual - Open door policy, Close call and positive intervention cards, site notice boards

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

7.7 Communication of Safety Leadership

The process for safety leadership and communication is outlined in Building Division (Health and) Safety Standard 9 (DSS9). The complete list of communication methods used on this project is:

- Site Induction (incorporating the Sodexo induction)
- Health and Safety Briefing
- Risk Control Schedule
- Task Briefings

- Toolbox talks
- Close Calls / Positive interventions
- Regular progress meetings
- General communications to Supervisors
- Open door policy

Those with responsibility for undertaking specific communication are identified on the project Roles and Responsibilities Matrix (see section 6.1).

7.8 Project Governance

Project Governance to be reviewed regularly with the Trust, IHP and the NEC PM, frequency of meetings / reporting to be agreed with Trust. Reviews to include 2 week look ahead logistics and planned works specifics.

7.9 Medi communication

All media/comms will be through the Trust media/comms department and/or through the VCUK communication team.

8. Risk and Opportunity Management

8.1 Project Risk

The Project Risk Register, which was developed during Tender, has been reviewed and updated following contract award. It will continue to be reviewed and updated with the project team on a regular basis. This can be found on Viewpoint for projects

A Risk Control Schedule (RCS) is prepared by the SSR to identify the controls for the significant risks related to the current activities being carried out on the project. (Use template VB-HAS-FR-0008-0003). The RCS will be reviewed as a minimum on a monthly basis or in line with the Construction Programme, and incorporate risks identified by Subcontractors.

Task Briefing Sheets will be prepared by the Subcontractor and will describe and contain the expected behaviours relating to the work task. These will be briefed to the workforce by their supervisor prior to the task taking place and will address the main risks relating to the task. (use template VB-HAS-FR-0008-0006)

9. Selection and Control of Subcontractors

The approval process for the selection of subcontractors is managed by the VCUK central supply team. The approval process can be found in VCUK document VC-SCM-GN-XXXX-0001 on the VCUK business management system, The Way We Work.

Site specific matters will be captured through a Sub-Contractor pre- start meeting prior to beginning works on site which will include a Risk Review section. Works on site will then be continually monitored by the Project team and the VCUK Safety department to ensure compliance (see section 10).

10. Checking, Investigation and Corrective Action

10.1 HSEQ Monitoring Arrangements

10.1.1 Site Inspection

All members of the Project Management team have health and safety responsibilities and will accordingly monitor health and safety performance on a daily basis. They will also monitor quality in a collaborative manner with subcontractors.

10.1.2 Weekly Site Team Inspection

A formal Weekly Site Team Inspection will be completed and recorded on a standard form. This process will be scheduled by the Senior Site Representative who will monitor the closing out of matters raised. The completed forms remain on site where they are available for inspection by interested parties

10.1.3 HSEQ Advisor Inspection

A programme of inspection by the business unit Health and Safety, Environmental and Quality (HSEQ) advisors will be undertaken. The visits will be programmed to include visits during operations of significant risk. Records of these inspections will be stored in Field View (VCUKs E-form platform).

10.1.4 Senior Managers Visual Leadership Tours

Senior Management will complete engagement visits on the project in accordance with a programme prepared by the Regional Director. "Closing out" of any issues raised, either to the Manager by the project team, or from the Manager to the team, is owned by the Manager completing the tour. Leadership tour actions and close outs are reviewed at the regular regional management meetings.

10.2 Investigation and Reporting of HS&E Incidents.

All Contractors will be requested at the induction to advise VCUK of any accidents, diseases, ill health or dangerous occurrences, in addition to significant environmental incidents.

The Project Emergency response plan details how the project will response to different emergencies. This will be displayed in prominent positions around site and on the site notice boards.

Accidents of any nature will be entered onto Footprint. All Level 1&2 incidents as classified in Building Division Integrated Management Standard 4 (IMS4) will require an immediate phone call to the Health & Safety department to advise of the situation. A phone call is not necessary for minor accidents, but a call should be made if the accident becomes a Lost Time event.

Accidents, diseases, ill health or dangerous occurrences and near misses will be investigated by the Site Management team.

"RIDDOR" and other high-risk incidents will be investigated by the Company's HSEQ Advisors who will prepare an interim report. This will be followed by a final report which will be tracked by the Regional Director to ensure that corrective and preventative actions recommended in the report are completed.

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

10.3 Audit

All VCUK sites are subject to auditing. Through the project duration it is likely the project will be audited as a minimum on:

- Health and safety procedure compliance
- Environmental Management procedure compliance
- Quality procedure compliance
- Commercial procedure compliance
- Finance Procedure compliance

Audits are managed by the appropriate central VCUK teams. Details of the audit schedule for this project are available on the VCUK audit scheduling system, called 'Q-Pulse'

11. Review and Improvement

11.1 Project Review

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

The review will consider:

- Risk, including the names of the persons exercising control.
- An assessment of the degree of compliance with standards, including corrective action taken to address failings
- The impact on accident data.
- Feedback following a HS&E advisor visit
- Subcontractor and Supplier Performance

12. Information and Document Management

VCUK use a Common Data Environment to store, share and communicate all project information. All parties to the contract are required to use Viewpoint for Projects to collaborate.

The management of information, including further detail on how the common data environment is managed is detailed in a dedicated Information Management Plan.

This can be found Viewpoint for projects 7.01

13. Quality Management

13.1 Quality Plan

VCUK manages Quality in accordance with the requirements of the company business management system 'The Way We Work'. This system *is* the companies Quality Plan – it details what activities are to be undertaken, by whom, when and by what method/what documentation. It includes the activities that contribute to the required product delivery both in terms of operational (Project site) and organisational (ISO9001) quality management.

13.2 Management of Non Conformance

A Non-Conformance is defective work that cannot be rectified during the same shift it was discovered, or a procedural non-compliance observed on site. A Non-Conformance can be related to any part of VCUK's management system or those of its subcontractors or suppliers. This can also include Health & Safety or Environmental Non-Conformances.

Non-conformances are recorded, managed and closed out using a Non-Conformance Report (NCR) on Field

Significant NCRs shall be discussed at the pre contract meetings and the relevant meetings with the supply chain.

13.3 Subcontract Quality Submissions

Prior to the start of works, appropriate subcontractors and suppliers will provide adequate quality management documentation. Such documentation is to ensure the required product delivery is achieved and will typically be formed of:

- A quality management plan (or equivalent system)
- An inspection and test plan (ITP)
- Relevant check sheets and record documentation in accordance with the ITP.

13.4 Handover

Handover of the project will be managed in accordance with a dedicated Handover Plan

VCUK use the BSRIA Soft Landings Framework to guide Handover protocol, to ensure that all users and staff feel completely comfortable with the facilities from day one and so that they can use their new facilities efficiently.

The Handover plan can be found xxxxxx

As part of the Handover process a Health and Safety File and an Operation and Maintenance Manual will be issued to the Client at Practical Completion.

13.5 Aftercare

Arrangements for aftercare are captured in a dedicated aftercare plan, produced at the time of Practical Completion, which will be issued to the client.

14. Associated Documents

Project Organisation Chart	See section 4.3 of this document
Environmental Management Plan	VB-ENV-PL-0001-0001 Rev 5
Design Management Plan	VB-DES-PL-XXXX-0001 Rev 4
Naming Convention	RED-IHP-XX-XX-PL-W-000001 Rev3
Schedule of Design Responsibilities	RED-IHP-XX-XX-SH-W-000101
Design Deliverables – information trackers	Insert Project Document Number
BIM Execution Plan	RED-IHP-XX-XX-PL-W-000010_P04
Resource Efficiency Management Plan	TBA
Site Waste Management Plan	VB-ENV-PL-0001-0001 Rev 1
Surface Water Management Plan	VB-ENV-PL-0009-0001 Rev 3
Emergency Incident Response Plan	Emergency Response Contacts
Roles and Responsibilities Matrix	VB-IMS-FR-XXXX-0007
Risk Register	VB-PMG-FR-XXXX-00006
Stakeholder / Community Management Plan	TBA
Handover Plan	TBA
Project Risk Control Schedule	FB-HAS-FR-0008-0003

Divisional Safety Standards	Refer to "The Way We Work"
Divisional Environmental Standards	Refer to "The Way We Work"
Divisional Quality Standards	Refer to "The Way We Work"
Logistics Plan	VB-HAS-PL-0016-0001 Rev 2
Fire Plan	VB-HAS-PL-0007-0001 Rev 2
Lift Plan	VB-HAS-FR-0008-0010 Rev 1
Fire Control Schedule	VB-HAS-FR-0007-0007 Rev 1
Health and Safety File	TBA
Aftercare Plan	TBA
Noise Monitoring Location Plan	RED-IHP-XX-XX-PL-Y-000200

Appendix 1 Role appointment letters

Position: Appointed Person Lifting

Name:

Reporting to: Jamie Jackson (IHP SSR)

Role: Appointed Person Lifting

Responsibilities:

- **Deliver the role of Lifting AP to the requirements of the applicable Divisional Standards**
- Hold a current CPCS Appointed Person Card.
- Ensure all lifting operations under their control are planned in accordance with BS7121 Code of Practice for Safe Use of Cranes, and the Lifting Operations and Lifting Equipment Regulations 1998 (LOLER).
- Ensure the appointment of suitably qualified and experienced Crane Supervisor, Crane Coordinator (to be assessed where more than one crane is operating), and Slinger/Signaller as required by the Lifting Plan, with reference to the lift categories in Appendix A of the VCUK Divisional Standard
- Ensure that all these appointees are briefed on their duties
- Maintain a register of all project/facility lift plans produced and will assign each a category (Basic, Standard or Complex lift) as outlined in the table at Appendix A.
- Ensure adequate inspection/examination and maintenance of the equipment has been carried out as per BS 7121/LOLER Regulations, and details recorded.
- Ensure effective procedures for reporting defects or incidents and taking corrective actions.
- Take responsibility for the organisation of the lifting operation and hold regular lifting team meetings.
- Ensure that the person in immediate control of the lifting operation Crane Supervisor/Slinger Signaller is competent and is fully briefed on the contents of the lift plan and where appropriate that the Crane Coordinator plans the sequence of the lifts where more than one lifting operation is being carried out in any location.

The role appointed to you has specific legal requirements which need to be achieved, if you feel you do not have the necessary experience, knowledge or training to carry out the role, this must be raised with the appointee

I acknowledge receipt of the above responsibilities and confirm that I understand the role and will deliver against the applicable standards and policies.

Name: Company:

Date:

Appendix 2 Site Specific Site Rules

General rules

- All operatives, visitors and staff must attend a site induction (visitor induction where appropriate) prior to entering the site area.
- All operatives, visitors and staff must report their attendance to site to their supervisor or the site management team and sign in and out using the biometric system.
- Mobile phones NOT to be used whilst in control of any plant or machinery.
- The site canteen and welfare facilities are there for all to use. Please look after them. Any vandalism or misuse will result in the person being removed from site and any associated cost charged to the relevant contractor.
- Food is only to be consumed in the site welfare canteen areas
- The Hospital canteen facilities are NOT to be used.
- No radios or music playing devices are allowed to be used on site
- Smoking is NOT permitted on the hospital grounds. Anyone smoking on hospital grounds will be dismissed from site.
- Pedestrian access is only permitted as stated on the site logistics plan and as displayed on the site notice board. All persons on site or the welfare area must enter and leave via the turnstile
- IHP are to be notified of all planned deliveries 3 days in advance and deliveries must be booked in using the delivery planner
- No deliveries are to be brought onto the Hospital site grounds until agreed with the IHP logistics team. The delivery holding zone is to be used until site is ready to accept a delivery.
- Operatives to follow the site & welfare COVID 19 operating procedures to ensure safe distancing, cleanliness.
- Parking – No vehicles are permitted to be parked on site unless agreed prior with the IHP management. Parking is available at the Grafton street Multi story carpark.
- Under no circumstances can vehicles park or wait on the hospital roads. Any vehicles found will be asked to move on and persistent offenders will be banned from site.
- All Trades (supervisor only) are to attend the morning daily site briefings, where any additional day to day site information will be briefed.

Environment, Privacy and Dignity

- The site is surrounded by Live departments, Wards, Theatres, Public walkways and Trust offices. Please respect the hospital surroundings, facilities and its users.
- **We are always on view**, be polite and courteous
- Ensure your behaviour and language is always acceptable, we can be heard from the other side of a hoarding/fence line.
- Please remember where you are and that you are representing your company and IHP
- Inappropriate behaviour will not be tolerated, IHP take a zero tolerance approach towards this and anyone found breaching the above rules will be asked to leave site.