

Management System

Plan

Project Execution Plan (PEP) – Part 1

Project title:	Minet School	Business unit / region:	Thames Valley
Project number:	22Y006		
Customer:	DfE – Minet School		
Location:	Minet School, Avondale Dr, Hayes, UB3 3NR		
Preparation, approval, authorisation and distribution			
	Position:	Signed:	Date:
Prepared by:	Karl Hoffman Project manager	<i>K. Hoffman</i>	7/4/21
Approved by:	Project director / area director		
Prepared by	Karl Hoffman, Morgan Sindall,		Date 7/4/21
Part 2 (CPHSP) reviewed by	Karl Hoffman Morgan Sindall,		Date 21/10/21
Part 3 (EMP) reviewed by	Karl Hoffman Morgan Sindall,		Date
Part 4 (QMP) reviewed by	Karl Hoffman Morgan Sindall,		Date
Part 5 (DMP) reviewed by	Jaspal Sian Morgan Sindall, Design manager		Date
Part 6 (Commissioning Plan) reviewed by	Richard Phillips, Morgan Sindall,		Date
Clients representative			Date
Issued to:	Position:	Company:	

Project Execution Plan (PEP) – Part 1

1. Revision schedule

[illegible]

Management System

Plan

Project Execution Plan (PEP) – Part 1

Contents

1.	Revision schedule	2
2.	Introduction.....	5
3.	Purpose	5
4.	Pre-construction information	6
5.	Contract particulars	11
6.	Project directory	12
7.	Contract organisation and staff responsibilities	13
8.	Communications	15
9.	Project Management System	16
10.	Construction Design and Management (CDM)	17
11.	Safety, health and environment	17
12.	Risk management.....	17
13.	Design management (incl Soft Landings)	18
14.	Project system requirements	18
15.	Knowledge transfer – good practice / lessons learned	19
16.	Contract records.....	19

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	3 of 19

Management System

Plan

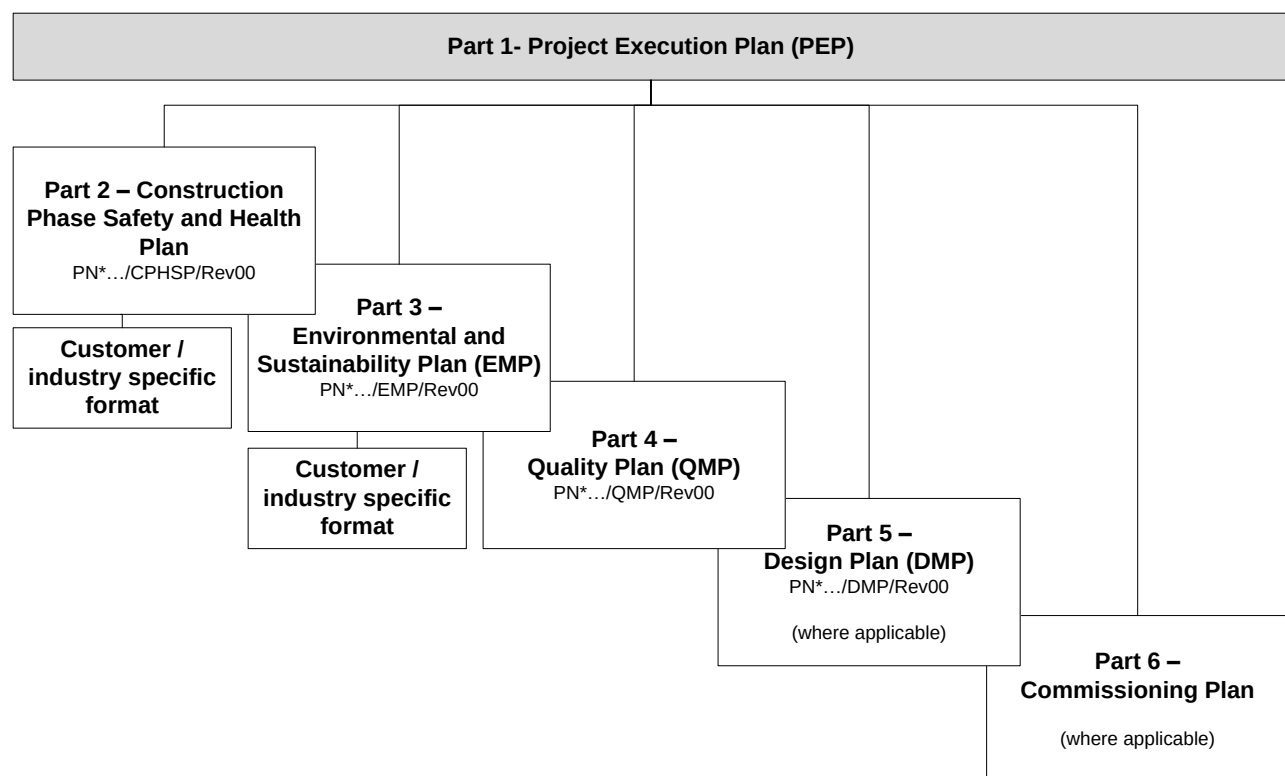
Project Execution Plan (PEP) – Part 1

Project Execution Plan (PEP) - overview

This document will define how specific health, safety, environmental, quality and design elements of the contract will be delivered.

In the diagram below each box represents a document which can form part of the whole PEP.

* PN = Contract or project no.
(Update revision nos. as required)



	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	4 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

2. Introduction

Commitment

Morgan Sindall is committed to the vision and values as set out in the Morgan Sindall strategy.

Customer

- We will always put the customer first
- We understand our customers' needs, delighting them time after time
- Every customer is important, whether large or small.

Safe

- Uncompromising in creating a safe and sustainable environment
- Nothing is so important that it cannot be done safely
- We are always looking towards securing an accident-free environment.

Ambitious

- We want to be our customers' first choice time after time
- We recruit and develop the best technical and creative skills in the industry
- We are passionate about seeking the best solutions and are packed with pride and fresh ideas.

Responsibility

- We take ownership for our decisions and follow through
- Making money is important. When we make money we can provide job security and invest in the future
- Money and minimising waste is everyone's responsibility.

Collaborative

- We enjoy working in teams
- Each and every person plays an important role
- It is important to have people with different backgrounds and skills.

On this project we are committed to:

- Leading behavioural change to reduce accidents and work-related ill health, and defects
- Reducing our Accident Frequency Rate (AFR)
- Supporting the aim of reducing work-related ill health
- Having a qualified and experienced workforce
- Giving a site specific induction to everyone before entering a work site
- Consulting with site personnel on health and safety matters
- Producing regular reports on health and safety performance
- Achieving our goal of "Perfect Delivery".

3. Purpose

This PEP describes how this project will be managed. It is a live document that will be reviewed at regular intervals by the project / contract team to reflect progress of the works and changes in requirements. It incorporates the elements that satisfies the Construction Design and Management (CDM) requirement of the Construction Phase Health and Safety Plan (CPSMP – Part 2). The project / contract manager is responsible for ensuring that the working arrangements are carried out in accordance with this plan.

This plan comprises six parts which are:

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	5 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

Project Execution Plan – Part 1
 Construction Phase Health and Safety Plan – Part 2
 Environmental and Sustainability Plan – Part 3
 Quality Plan – Part 4 (to follow)
 Design Management Plan – Part 5 (to follow)
 Commissioning Plan – Part 6 (to follow)

Note: The health and safety, environment, quality and where applicable design and commissioning sections should always be read in conjunction with this core document.

This PEP covers Morgan Sindall's common management approach, in line with the Integrated Management System (IMS), available on the company's intranet. This document supersedes any tender stage plan produced at concept, design bid or full bid stage. Where appropriate to the project the tender stage management plan should be referenced as a relevant document.

Morgan Sindall is certified to BSEN ISO9001:2008, BSEN ISO14001:2004 and BS OHSAS18001:2007 by certification body BSI. The IMS and PEP have been developed for compliance to these standards. The company's IMS is designed to meet the requirements of the Morgan Sindall policies, objectives and targets. The documentation defined within the IMS should be used at all times and variance should only be allowed where customer requirements dictate.

4. Pre-construction information

Contract location

Minet School,
 Avondale Dr,
 Hayes,
 UB3 3NR



	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	6 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

Existing environment

- *Site Location Plan & Constraints*



	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	7 of 19

Project Execution Plan (PEP) – Part 1

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A stage 2 M&E report has been carried out, a topographical and underground services survey has been undertaken and all included on 4P.

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PL N 01	PM PRO	Rev 1	TBA	Jan 20	8 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

There are 2 utility gas supplies to the school buildings, the main gas supply serves the infant school in the main plant room located in the basement of the EFAB block. The other supply shown on the drawings is believed to be redundant.

The incoming water main is located at the site boundary and is diverted below ground to serve Infant EFAB block. The topo drawings do not show water pipework feeding the other blocks so this may need to be traced on site.

- **Existing structures**



Birds Eye View of Existing Site

- **Ground conditions**

Soils investigation report filed on 4p.

In summary there is some localised soil contamination, including hydrocarbons and asbestos below a few hardstanding areas but these are not believed to be disturbed during the works. IF these areas are then mitigating activities will be required.

Foundations are allow shallow pads bearing on to the River Terrace Gravel level which is below made ground at between 0.5-1.2m depth. Groundwater level is approximately 4.5m below existing ground level.

- **Existing safety file**

Pre construction H&S file on 4P.

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	9 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

- **Contract hazards**

Requirements and Restrictions	
	<i>Adjacent Minet Clinic has a right of access to the public highway by vehicle or by foot along the school driveway, and a right to enter onto the school site with reasonable notice to maintain services and utilities, etc.</i>
	<i>Site deliveries outside of school pick-up and drop-off times</i>
	<i>Maintain level access to all areas of the school throughout the works</i>
	<i>Maintain fire access during works</i>
	<i>Although co-located on the site, the two schools are run independently, therefore coordination will be required with both schools throughout the works.</i>

Significant Hazards	
1.	<i>Live school site, with movement and decant accommodation in proximity to dems & construction</i>
2.	<i>ACMs in the existing buildings to be refurbished</i>
3.	<i>Single restrictive vehicle access road to Junior School site, shared at entrance with neighbouring NHS clinic</i>
4.	<i>Land contamination identified</i>
5.	<i>Main public sewer crossing site close to dems and construction. Sewer diversion works required.</i>

Existing records all available on 4P, inclusive of Pre-construction health and safety plan, ground investigation, tree / wildlife and other environmental surveys.

Scope of the contract:

- Temporary Accommodation and Infrastructure
- Junior blocks EFAB and EFAD to be demolished
- New 6 classroom extension to Junior School
- New 3 classroom extension to Infants School
- Infants School and Early Years block to be remodelled
- Block EFAD to be refurbished

The above is split into 4 phases:

1. Temporary Accommodation and Infrastructure (4/8/21 – 5/1/22)
2. Infant Refurb and Newbuild (5/1/22 – 8/8/22)
3. Junior School Refurbishment & Kitchen Upgrade (20/7/21 – 5/5/23)
4. Removal of Temporary Accommodation (5/5/23 – 30/8/23)

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	10 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

5. Contract particulars

Project value:	£16,520,000
Construction start date:	10/1/22
Duration:	109
Sectional handover details (if applicable):	As highlighted above
Project completion date:	1/3/24
Site working hours:	0800-1800hrs Monday to Friday

Contract documents:

- *DfE Construction Framework dated 1st April 2017*
- *PCSA incorporating JCT D&B 2016 conditions and Schedule of Amendments dated 11th Jan 2021*
- *Building Contract JCT D&B 2016 including Schedule of Amendments (subject to award)*
- *Insurance Option C*

Procurement strategy:

- The procurement on the project will align with the issued Morgan Sindall supply chain guidance documentation.

The specific procurement route on this project shall generally be:

- Design & Build work packages

IT strategy:

The IT strategy on the project shall be to use:

- Project workbook.

Project objectives:

- Ensure the design and construction supports the School's curriculum and organisation model.
- The proposed site layout must achieve the following:
 - It should create safer routes for pupils by addressing the conflict between pupil and vehicle routes for infant school children.
 - It should provide an internal link for young children accessing the facilities of the main school building (block EFAA)
 - It should potentially allow better future management of segregation for adult access to community building (later addition by school), by removing the ground floor class base to the main school building (EFAA)
 - It improves secure lines and safeguarding by relocating the main entrance is in close proximity to the entrance gate
 - It should unlock the substantial area of currently unused external area as play space to the south of the KS1 classrooms (currently with public access to the visitors entrance)
 - It does not require additional plant room area, and existing building service systems can be extended
 - It should take into account rights of access and light to the adjacent NHS Minet Clinic

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	11 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

Key Performance Indicators (KPI's):
To be developed in due course.

6. Project directory

Project Minet - Project Directory							MORGAN SINDALL
Company	Trade	Name	Job Role	Telephone	Mobile	Email	
1. Client							
DoFE	Client	Lisa Cummings	Project Director	✓	07392136356	lisa.cummings@education.gov.uk	
		Kashmir Rai	Project Manager	✓	07901273902	kashmir.ra@education.gov.uk	
		Martin Evans	Regional Technical and Design Advisor	✓	07876875735	martin.evans@education.gov.uk	
Hillingdon Borough Council	Local Authority						
Minet School	End User	Wayne Wathen-Howell	Headteacher - Infant and Nursery	✓	02085735177	wwathen-howell@minetininfants.org.uk	
		Caroline Adamczyk	Infants School Business Manager	✓		cadamczyk@minetininfants.org.uk	
		Kellie Ryan	Headmaster - Junior	✓	01895462362	kryan30.312@igfmail.org	
		Liza Clack	Junior School Business Manager			lclack7.312@igfmail.org	
Mace	Project Manager	Marcos Deus	Senior Project Manager	✓	02035223796	marcos.deus@macegroup.com	
		Stefan Herrera	Project Manager (Consultancy)	✓		stefan.herrera@macegroup.com	
		Ester Earnshaw	Assistant Project Manager	✓		esther.earnshaw@macegroup.com	
		Ahlam Conti	Senior Architect	✓	01992515027	ahlam.conti@macegroup.com	
		Paul Healey	Senior Cost Consultant	✓	02033224680	paul.healey@macegroup.com	
7. Morgan Sindall Project Team							
Morgan Sindall	Project Team	James York	Area Director	01753873015	07725201114	james.york@morgansindall.com	
		Ben Cushway	Operations Director	01753873015	07813056806	ben.cushway@morgansindall.com	
		Karl Hoffman	Senior Project Manager	01753873015	07580793434	karl.hoffman@morgansindall.com	
		Andrew Spray	Senior Quantity Surveyor	01753873015	07773038287	andrew.spray@morgansindall.com	
		Kevin Miller	Site Engineer	01753873015	07976783465	kevin.miller@morgansindall.com	
		Jaspal Sian	Design Manager	01753873015	07866062361	jaspal.sian@morgansindall.com	
		Richard Phillips	Building Services Manager	01753873015	07929178204	richard.phillips@morgansindall.com	
		Gemma Wire	Senior Planning Manager	01753873015	07979745806	gemma.wire@morgansindall.com	
		Chris Westlake	Health and Safety Advisor	01753873015	07970499012	christopher.westlake@morgansindall.com	
		Ellie Marshall	Customer Care & Perfect Delivery Manager	01753873015	07814772164	eleonor.marshall@morgansindall.com	
		Victoria Beale	Document Controller	01753873015	07890386531	victoria.beale2@morgansindall.com	
		Ben Jackman	Graduate Quantity Surveyor	01753873015	07929844704	ben.jackman@morgansindall.com	
		Euan Foley	Senior Quantity Surveyor	01753873015	07812493195	euam.foley@morgansindall.com	
		Keith Kirby	Senior Bid Manager	01753873015	07989219928	keith.kirby@morgansindall.com	
Morgan Sindall Design Team							
8. Architect							
Jmarchitects	Architect	Phillip Ives	Lead Architect			phillip.ives@imarchitects.net	
		Andy Morgan	Associate	02075805330	07843471008	andy.morgan@imarchitects.net	
		Andrew Fairbairn	Architect			andrew.fairbairn@imarchitects.net	
		Ian Alexander	Architect			ian.alexander@imarchitects.net	
		Lisa Rubythorn	Architect			lisa.rubythorn@imarchitects.net	
9. FF&E							
Pinnacle	FF&E	Andrew Ball	Project Consultant	01189430013		andrew.b@pinnacle-furniture.co.uk	
		Emma Hewison				emma.h@pinnacle-furniture.co.uk	
10. Design							
8 Space						design@8space.co.uk	
11. IT							
MSC IT Solutions	IT	Joanne Handley				joanne.handley@mscits.co.uk	
12. Cost Consultant							
Socotec	Building Control	Andrew Eggleton	Building Control			andrew.eggleton@socotec.co.uk	
13. Structural Engineer							
Terrell Ltd	Structural Engineer	Daniel Conroy	Director	02074036111	07748678803	d.conroy@terrellgroup.net	
		John Porter				docontrol@terrellgroup.net	
14. Landscape Architect							
UBU Design Ltd	Landscape Architect	Mark Johnson	Director	01962856008	07812674110	mark@ubu-design.co.uk	
		Richard Aldread	Landscape Architect	01962856008		richarda@ubu-design.co.uk	
		Kate Kasper				kate@uu-design.co.uk	
15. Planning Consultant							
Edgeplan	Planning Consultant	Chris Maltby	Planning Associate		07908046060	chris.maltby@edgeplan.co.uk	
16. Principal Designer							
Safescope	Planning Consultant	Graeme Smith	Construction Safety Consultant	01473407020	07557366938	gsmith@safescope.com	
17. MEP Engineer							
QODA	MEP Engineer	Joel Callow				joel.callow@godaconsulting.com	
		Richard Turner	Technical Director	01367245960	07833231820	richard.turner@godaconsulting.com	
		Antony Mulraney	Associate	01367245960	07808332678	anthony.mulraney@godaconsulting.com	
		Michael Watson	Senior Engineer	01367245960	07866116599	michael.watson@godaconsulting.com	
18. Fire Engineer							
IFC Group	Fire Engineer	Tim Clements		01844275500		tim.clements@ifcgroup.com	
		Shila Dharmia		01844275500		shila.dharma@ifcgroup.com	
		Gary Foy	Associate Director	01844275500	07718581239	gary.foy@ifcgroup.com	

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	12 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

7. Contract organisation and staff responsibilities

The project management organisation, including organisational interfaces, and names and locations of the individual Morgan Sindall personnel is detailed below.

- i. Area Director – James York
- ii. Operations Director – Ben Cushway
- iii. Commercial Manager – Andy Rogers
- iv. Project manager – Karl Hoffman
- v. Site manager – Tom Mousley
- vi. Senior quantity surveyor – Andrew Spray
- vii. Assistant Quantity Surveyor – Ben Jackman
- viii. Design manager – Jaspal Sian
- ix. Building services / M&E manager – Richard Phillips
- x. Planner – Gemma Wire
- xi. Site engineer – Kevin Miller
- xii. SHE advisor – Chris Westlake

Individual specific management and control responsibilities for project staff should be set by the project director / manager aligned to the specific requirements and responsibilities on the project.

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	13 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

Main Morgan Sindall project staff

Enter named persons to each role. Those marked with an asterisk (*) shall be appointed in writing, detailing their responsibilities. Enter 'n/a' where role not required and add required roles in spare rows.				
Title/duty	Appointed person	Deputy	Contact details	Appointments in writing
Project staff				
Area Director	James York	Ben Cushway		
Operations Director	Ben Cushway			
Project Manager	Karl Hoffman	Tom Mousley		
Site Manager no. 1	Tom Mousley			
Site Manager no. 2	TBC			
Engineer	Kevin Miller			
Responsible Person (Lifting)	Karl Hoffman			
Crane Supervisor*	Karl Hoffman			
COSHH Coordinator*	Karl Hoffman	Tom Mousley		
Temporary Works Coordinator*	Karl Hoffman	TBC		
Site Safety Supervisor	Karl Hoffman	Tom Mousley		
Competent Person (electrical) *	Lewis Edwards	Richard Phillips		
Site Environment and Waste Coordinator	Karl Hoffman	Tom Mousley		
Fire / Emergency Coordinator(s)	Karl Hoffman	Tom Mousley		
Authorised Permit Issuer(s)	Karl Hoffman	Tom Mousley		
First Aider(s)	Karl Hoffman	Tom Mousley		
Design Coordinator	Jaspal Sian	Juan Medina		
Plant Coordinator	Karl Hoffman	Tom Mousley		
Scaffold Controller	Karl Hoffman	Tom Mousley		
Traffic Management Coordinator	Karl Hoffman	Tom Mousley		
Waste Coordinator	Karl Hoffman	Tom Mousley		
Permits Approval	Karl Hoffman	Tom Mousley		
Quality Inspectors	Whole Team			
Incident Controller	Karl Hoffman	Tom Mousley		
Support function staff				
Safety Advisor	Chris Westlake	Paul Hughill		
Environmental Advisor	Chris Westlake	Paul Hughill		
Quality Advisor	Ellie Marshall	Karl Hoffman		
Procurement Manager	Andrew Spray	Ben Jackman		
Commercial Manager	Andy Rogers			
Design Manager	Jaspal Sian	Juan Medina		
Building Services / M&E Manager	Richard Phillips	Lewis Edwards		
Planner	Gemma Wire	Sam Wiggins		
Company Electrical Duty Holder	Lewis Edwards	Richard Phillips		
Principal Designer	JMA			

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	14 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

MEWP Coordinator	Karl Hoffman	TBC		
Person responsible for production and review of RAMS	Karl Hoffman	Tom Mousley		

8. Communications

General

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

Morgan Sindall are a member of the UK Construction Group (UKCG), and is committed to carrying out effective consultation with everyone on this project. The methods selected for use in this contract are detailed below.

Site communications

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

The principle means of communication for this contract shall include:

- Induction (off-site inductions with site familiarisation on site)
- Daily safety briefs
- Tool box talks
- RAMS briefings
- Task specific briefings
- Cascade
- Safe and sustainable update
- Daily/weekly school liaison meetings

Worker consultation

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

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

Method				
Project	Workforce engagement forum (VOICE)	100% Safe workshop	Through one or more workforce representative	Site project meeting
Work gang	Toolbox talks	Point of work safety assessment	Through elected representatives	Method statement briefings
Individual	Learning event suggestion boxes	Directly with each worker	Whistle blowing procedures Health and safety helpline 0800 328 3874	Open door policy

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	15 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

Stakeholder liaison

Morgan Sindall fully understands the need for effective liaison with stakeholders such as the customer, contractor, suppliers, local community and employees.

The specific means for this project are as follows:

- Contract meeting
- School liaison meetings
- Open doors events

Induction and site orientation training

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

Visitors

Visitors (personnel on site not more than one day) shall be accompanied at all times whilst visiting the work site by an authorised member of the site team who is familiar with the site construction hazards, layout and restricted working areas.

Drivers

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

Information and signage

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

- Morgan Sindall policies including SHE, Quality and Sustainability
- Health and safety poster
- Emergency procedures (including details of first aiders) for health, safety and environment
- Site accident prevention information
- Insurance certificates
- Site rules
- Lifting colour codes
- Bulletins and reminders
- Cascade
- Safe and sustainability update
- Other general health, safety and environment information.

9. Project Management System

The management system on the project shall be the Morgan Sindall IMS. The project system will consist of this PEP document plus the relevant processes, standards and guidance.

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

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

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	16 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

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

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

10. Construction Design and Management (CDM)

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

The Construction Phase Health and Safety Management Plan (CPSMP – Part 2) will take in to account the information supplied in the health and safety information pack, it will contain sufficient information to allow work on site to start. This plan is subject to formal acceptance by the customer before work can commence on site.

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

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

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

11. Safety, health and environment

The Morgan Sindall SHE processes, standards and guidance contained within the IMS shall be the mandatory procedural requirements to be implemented on the project.

The Morgan Sindall project manager shall ensure arrangements are in place to ensure all personnel operating on or visiting the project receive a project specific project induction before starting work on the site.

Further details of the SHE arrangements are in the CPHSP, Part 2 of this document.

The project manager, in conjunction with the environmental advisor / SHE advisor, will develop the Environmental Management Plan (EMP) for the construction phase of the contract. This will incorporate the Site Waste Management Plan (SWMP) ([SE FRM3](#)), which will be developed from the pre-construction stage SWMP.

12. Risk management

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

Risk management plan

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

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	17 of 19

Project Execution Plan (PEP) – Part 1

Risk register

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

Risk assessment

Risk assessments will be carried out on all activities. Refer to safety control in the CPHSP Part 2 of this plan.

Change control

Morgan Sindall has specific arrangements that deal with change control.

Control of contractors

Morgan Sindall operates an assessment and approval system of potential contractors “This system will be used to assess, among other matters, SHEQ competency and adequacy of resources.

Control of contractors is further covered in the Quality Management Plan (QMP) – Part 4.

Before award of any contract element, the contract team will hold and record SHEQ meetings with potential contractors and where appropriate, check any contractors work performed off-site to ensure compliance with agreed requirements.

Control of key materials suppliers

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

13. Design management (incl Soft Landings)

Where the project has a design element, a Design Management Plan (DMP) - Part 5 must be in place. This should have been developed during the pre-construction / bid stage and revised and updated following award of the construction phase of the project.

Soft Landings requirements (including lessons learned on similar designs) can be found in the DMP

14. Project system requirements

Particular attention is drawn to the need for control processes to be implemented for the undernoted activities:

- Project administration and document control
- Safety, health and environment
- Stakeholder management
- Project risk management
- Commercial control
- Design and project change control
- Emergency planning arrangements
- Management of subcontractors
- Quality
- Programming and planning
- Procurement
- Commissioning
- Project completion and handover
- Customer care period management.
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	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	18 of 19

Management System

Plan

Project Execution Plan (PEP) – Part 1

15. Knowledge transfer – good practice / lessons learned

While some lessons learned information has already been incorporated into this project from previous projects, the project manager, with the project team, will continuously review activities and performance and, where possible, identify both good practice and areas for performance improvement. This may be done by individual item or by holding review workshops on completion of particular elements of work. In either instance the findings shall be recorded and, in the case of good practice, be communicated into the “Pass It On” improvement mechanism within Morgan Sindall. In respect of areas for improvement, steps shall be taken to rectify the identified process or operational failings and the improvements implemented.

In addition the project manager and the project team will carry out a post contract performance review on contract completion to review the project and record all lessons learned. This information must then be circulated as required by the lessons learned process.

Monitoring and reporting

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

Project monitoring schedule					
	Frequency*				
Type of monitoring	Daily	Weekly	Monthly	Quarterly	Annual
Senior management SHE tours			X		
SHE meetings		X			
Liaison / stakeholder meetings		X			
Contractors meetings		X			
Project progress meetings			X		
SHE audit			X		
SHE inspections – Morgan Sindall (SHE team)			X		
SHE inspections – contractor	X				
SHE inspections – client			X		
SHE inspections – Morgan Sindall (site team)	X				
SHE tour – supervisor and operative		X			
SHE monthly return			X		
Safety committee / VOICE / forum			X		
Emergency procedure drills				X	
Toolbox talks		X			
Daily safety briefings	X				

16. Contract records

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

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

	Document Reference	Process Parent	Revision Status	Document Owner	Date	Page
	PM PLN 01	PM PRO	Rev 1	TBA	Jan 20	19 of 19