

HOWARTH HOMES PLC



CONSTRUCTION PROTOCOL AND METHODOLOGY

For

Long Lane Hillingdon

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	PREPARED BY:	REVIEWED BY:	APPROVED BY:
NAME:	Gary McCarthy		
JOB TITLE:	Construction Manager		

SIGNATURE:			
DATE:			

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1) INTRODUCTION

This Construction Protocol is a Project execution plan prepared by Howarth Homes PLC, in response to the requirement to manage the expectations and impacts of the adjoining building, its tenants and the landlord of the properties.

This document does not seek to modify or detract in any way from the contractual responsibilities entered into by the parties. Rather, it will form the modus operandi for the Project, incorporating a user guide to the requirements of the key contractual documents agreed between the parties. It describes the systems, processes and procedures that will be used to manage, control and deliver the Long Lane Project. It focuses on the construction stage of the Project and the design stage procedures being managed separately.

This protocol identifies the responsibilities of Howarth Homes during the construction phase and the lines of communication to be followed along with the purpose of creating a system within which team members can work efficiently and effectively.

Success depends upon the close cooperation of all parties and therefore great importance is placed on the active and positive participation of all team members throughout the execution of this Project.

2) PROJECT SUMMARY

2.1 Project Title

Long Lane Hillingdon

2.2 Contracting Parties

N/A

2.3 Roles

Developer: Howarth Homes

2.4 Site Composition

The site is located at the junction of Western Ave on the A40, the scheme consists of one block of 33x apartments which will be formed in a traditional construction type, they are being sold as a private residential development. The main access into the site is on Long Lane

2.5 Site Welfare

The site welfare is located at the front left hand site of the main entrance to the site, the facilities consist of, 1x site office, 1x meeting room, 1x canteen, 1x drying room 1x toilet block and storage containers

2.6 Main Delivery Area

Site deliveries will be taken directly into site and distributed into the designated storage areas which are shown on the site plan

2.7 Compound

The compound is segregated for vehicular use to form safe access – egress for pedestrians A site plan is included as Appendix 1.

2.8 Existing Condition

This site was previously occupied by Crest dairy

2.9 Project Description

Scope

The Project comprises the demolition of the existing dairy and then the new build will have piled foundations and the construction will be made up in a traditional type build with 4x floors, the top floor is inset from the lower floors and this will have a flat warm roof.

Organisation

The construction will be managed with a number of integrated, complementary and congruent processes and sub processes, each designed to ensure the works are undertaken in accordance with building control and to a good standard

Project Management Processes	Applied to each of the processes to ensure control and Project success.
Project Delivery Processes	To ensure construction activities are carried out in an efficient and organised manner
Regulatory Processes	To ensure the Project is delivered in compliance with statute, common law, best practice and the controls set out and agreed

2.7 Project Aims & Objectives

The primary objectives of the Project are to deliver a high quality development within the established time, cost, scope requirements and to conform to all planning conditions set.

For these objectives to be achieved, together with other softer requirements, team members must work together in a continuous and integrated fashion and with commitment by each party to the importance of an effective team approach; this will be key to the overall Project success.

As stated in the Introduction, the main purpose of this document is to demonstrate and manage the expectations of the local authority and general public, therefore it includes further information describing how Howarth Homes will mitigate potential nuisance in the form of the following:

2.8 Scope of Protocol

This protocol relates to the construction phase of the Project only. It covers all construction works and sets out processes for the delivery of enabling construction, handover and defects Project phases.

3) PROJECT OBJECTIVES

3.1 General Objectives

The objectives of the Project are as follows:

Developer	To deliver a high quality development within the established time and cost requirements, expanded further below.
Project Team	To deliver the Project in alignment with a number of softer objectives to ensure best functioning of the Project team.
Common	To avoid disruption to occupants/tenants of Long Lane and their visitors and other adjoining owners.

3.2 Developer Objectives

The Developer's objectives are to ensure success of the Project against the following headings, within the parameters of the processes set out in this protocol:

Cost	Maximise profitability Accurately plan, monitor & control Project costs Accurately plan, monitor & control construction costs
Quality	Ensure the building is constructed in accordance with the quality standards set out in the Project brief and subsequent design information
Time	Ensure the Project is delivered in accordance with the agreed master and construction programmes
Risk	Wherever possible, eliminate or mitigate exposure when elimination is not possible

Regulation

Ensure all appropriate regulatory processes are followed, adequately planned and executed

3.3 Project Team Objectives

General

In order to ensure other objectives are to be met, team members must work continuously together to deliver the Project through the achievement of a number of softer objectives. Commitment by each party and acceptance of the importance of effective team working will be key to the overall success.

Mutual Understanding

The team will establish and maintain the following:

- The development of open and good communication links, both formal and informal including frequent dialog to local residents
- An understanding of the roles of other team members to ensure sensitivity to each other's needs
- Recognise and adapt to each other's culture and approach
- Act in an honest and ethical manner - treating team members views with respect and therefore the maintenance of trust

Integrated Team Working

The Project team will work together as follows:

- Take a positive approach to developing a genuine team spirit both at work and away from Project pressures
- Work in a coordinated manner through effective communication and building non-adversarial and amicable working relationships
- Share and publicise problems and solutions to avoid problems reoccurring
- Jointly own problems regardless of their course and take responsibility for solving them effectively, reasonably and implement an appropriate resolution process

Innovation

The Project team will seek to add value as follows:

- The avoidance of entrenched attitudes and behaviours which might inhibit the development of new and better ways of working
- The establishment and active participation in regular workshops to identify areas or specific opportunities for improvement
- By bringing forward new ideas constructively and share them openly across the team
- Interrogation of innovative ideas to ensure any associated risk is managed
- Applying new ideas so as to realise benefits for the Project

Management of Change

The Project team will respond to change in the following manner:

- By responding to change positively and by taking collective responsibility for managing it successfully
- Being open to changing individual ways of working for the benefit of overall team performance

Effective Positive Resolution

The Project team will resolve issues as follows:

- By bringing all problems to the attention of others at the earliest opportunity
- By focusing on finding solutions rather than assessing blame

Reduction of Project Costs

The Project team will endeavour to reduce costs as follows:

- The exploration and development of new and more efficient ways of working that will improve productivity
- The elimination of unnecessary duplication, abortive work and wastage of all forms

Environment and Community

The Project team will take consideration of the following:

- The dedication of time to develop an awareness of the Project environment and the implementation of actions to demonstrate responsibility and commitment.
- Working cooperatively and sympathetically with third parties and anticipating their needs and concerns.
- Provide advice to third parties on work and activities that may impact them.
- Ensure as far as reasonably possible that third parties are not disrupted by the Project.

4) PROJECT OBJECTIVES

4.1 General

A clear understanding of the organisation structure and the parties involved is key to Project success. This section seeks to give clear guidance as to the contractual and other softer responsibilities of those involved.

Project Team

The Project team comprises principally of the EA and **xx** Technical & Project Manager. However, it is to be anticipated they will be supported, at any given time, by the professional team providing design, procurement, cost, legal or health and safety input, as required. The responsibilities of **xx** Technical & Project Manager are set out below.

Technical & Project Manager

The Technical and Project Manager (TPM) will be an employee of Howarth Homes and in addition to being the primary point of contact and whose main responsibilities are as follows:

- That the construction work follows the agreed processes and working methods set out in this protocol
- Management of appointments, as set out below
- In conjunction with the Architect (as lead consultant), manage and coordinate design input from the design consultants
- Coordination of the construction work on site
- The management and control of Project and construction costs
- Preparation of a monthly progress report and present this at the monthly progress meetings
- Provision of overall management of the Project processes and ensure their effective communication between the Project team and interested parties
- Reviewing resource planning of the contractor and consultants, to ensure adherence and productivity levels
- Agree estimated programme activity durations

4.2 Statutory Authorities

Howarth Homes and its Project team will be responsible for the management of good relations with local and other statutory authorities.

4.3 Project Directory

A Project directory of the key contacts of the interested parties is attached as Appendix 4 of this protocol.

5) PROJECT MANAGEMENT PROCESSES

5.1 General

The Project Management Processes are tools used to control the Project, which will be applied to the Project Delivery Processes and Project Regulatory Processes, to ensure each has a successful outcome.

5.2 Project Control

Management Commitment

The commitment and active involvement of the Developer, landlord/owner, Stakeholders and consulting and contracting organisations involved with the Project, is essential for maintaining an effective management system.

The senior management of each organisation will be expected to demonstrate its commitment through the following:

- Being a party to the design and approval of each management system
- Creating a culture for safety, sustainability and quality that motivates the Project team towards achieving Project objectives
- Foster Project team development

Project Objectives

Section 3 of this protocol is devoted to Project objectives and by definition their achievement is essential to the success of the Project. They will be reviewed and may be amended in light of events during the Project and will be altered through an appropriate change control process.

Project Processes

This Project will be delivered through the processes and sub-processes set out in the protocol. The TPM will provide overall management of these processes and ensure their effective communication between the Project team and interested parties.

5.3 Resource Control

Resource plans will be regularly reviewed by the TPM to ensure they are being adhered to and productivity is maintained.

5.4 Scope Control

Quality Management

The Project team will use quality management principals focusing on the quality of both processes and product to meet Project objectives.

Change Control

Project team members will bring suspected or proposed scope changes to the attention of the TPM, as soon as they are identified. Changes will be discussed and where necessary referred to the EA before their implementation.

5.5 Time Control

Time control processes relate to programming and monitoring of productivity, with the objective of ensuring timely completion of the Project, through the determination of the duration of activities and their interdependence.

Construction activities will be planned with varying levels of detail, appropriate to a Project stage. Programme estimates will be based on experience, but verified for accuracy based on the prevailing Project conditions. These estimates must be made by the most appropriate Project team members and agreed with the TPM.

5.6 Cost Control

General

Project costs will be forecast and managed to ensure, as far as possible, the Project is completed within budget constraints. Cost information is always to be readily available to the Project Team, throughout the Project duration.

The TPM will be responsible for the management of the Project and construction costs.

Value Engineering

It may be necessary for the Project team to periodically undertake value engineering exercises in order to meet or lower the construction cost plan whilst preserving value.

This process will be instigated by the Technical and Project Manager and coordinated by the Architect.

5.7 Communication Related Processes

General

Clarity of purpose is essential to effective Project delivery. It will be the responsibility of Project team members to ensure information is clear and coordinated to the appropriate Project team members, indicating when it was created and its purpose.

All matters of importance or urgency should be referred to the Technical and Project Manager by telephone in the first instance. If there is any doubt as to the implication or nature of the matter, the site based manager should be warned without delay and ultimately in writing.

Verbal Communication

Verbal communication either face to face or via telephone, should always be considered as the primary means of conveying information, in order to expedite progress and permit the free flow of information within the Project team.

Where necessary, confirmation of verbal communication should be issued in the form of drawings, minutes, e-mails and/or letters. Informal liaison, at any level, will not relieve the parties of their formal responsibilities.

Correspondence

All written correspondence including letters, faxes and email will be headed with the Project title (Section 2.1) and followed by a reference and/or other subject title. All correspondence should be transmitted electronically in the first instance. Hard copies should be posted, if considered necessary.

Meetings

Various meetings will be held through the life of the Project. Meetings will be scheduled, attended and organised so they apply to the requirements of the specific phase of the Project. Generally, all meetings will have a lead, who will be responsible for scheduling and chairing the meeting, as well as issuing an agenda and minutes.

Concise meeting management is essential to the effective coordination of the Project. The purpose, frequency, attendance, management and output of each meeting will therefore be clearly and effectively defined and managed. The following regular meetings will be held throughout the construction of the works with minutes by the chair.

Progress Meeting	Chair - the Howarth Project interface manager; Attendance - Technical & Project Manager, Project Team members as appropriate; Purpose - to review progress, discuss high level management or variance issues, day to day issues.
Project Meeting	Chair - TPM; Attendance - Project team; Purpose - to ensure proper design coordination of the works and establish any issues requiring escalation; Sub-Contractors will be invited when appropriate.
Sub-Contractor Meeting	Chair - TPM or other Howarth Manager; Attendance - sub-contractors and Project team members when appropriate; Purpose - to ensure proper coordination of the works and identify issues requiring escalation to Project Meetings. Meetings to be scheduled at times relevant to sub-contractors output.
Ad Hoc Meetings	Chair - TPM or other Howarth Manager; Attendance - as deemed appropriate; Purpose - to resolve specific and urgent issues that fall outside other scheduled meetings.

A meeting schedule is included as Appendix 5.

Minutes

Minutes from any meetings will be distributed to all attendees and an agreed list of interested parties, within 5 working days of the meeting. Comments should be returned to the author, within a further 5 working days, otherwise they will be deemed approved. It is assumed that attendees will record their own actions in meetings and deal with them by any agreed date.

Progress Report

The TPM will ensure a monthly progress report is prepared and distributed to the monthly progress meeting, recording progress in the preceding month with particular regard to the following:

- Safety issues
- Summary of contract particulars
- Progress against programme
- Short term programme for the subsequent month
- Information required
- Information received
- Adverse weather
- Sub-contractor activities
- Resources
- Regulatory approvals
- General review

Risk Management

Risk management workshops will be undertaken with the Project team at the onset of the construction works, from which a risk register will be developed. It will be monitored and controlled throughout the life of the Project and in light of any significant event.

Risk identification will consider not only risk to cost, time and quality, but also for example, to the following:

- Risk associated with regulatory processes
- Risk resulting from new technologies

- Risk due to failure of Project processes

Where economically viable, risk will be eliminated and addressed through insurance or placed through contract. Alternatively, risk will be minimised and contingency plans made.

The risk register is included as Appendix 6.

5.8 Insurance

Insurance will be obtained and maintained by all relevant parties in accordance with the Terms and Conditions of the contracts and appointment contracts.

Contractors and consultants will provide the TPM with appropriate documentary proof and adequate insurance and contractors all risk insurance will be designed to integrate with Landlords existing insurance, without overlap.

Other insurance obligations are covered in Section 7.8.

5.9 Procurement Related Processes

General

Procurement related processes deal with obtaining resources, services and products for the Project and apply to all levels of procurement within the Project. The purpose of procurement is to obtain resources and components to carry out the Project and to properly allocate risk.

Procurement Planning

Howarth will prepare a procurement plan for the construction works, which will identify the following:

- The resources/products to be procured
- A specification for the resources/products
- A method of procurement
- The form of contract to be used
- A list of proposed suppliers
- Budget and key dates in the procurement process

Supplier Identification and Evaluation

Evaluation criteria for procurement will be set in advance of evaluation and will take into account all aspects that may impact the Project.

5.10 Control of Disputes

Disputes are costly, cause delay and expend considerable amounts of valuable management time. Parties are expected to work together and resolve any differences through communication.

The TPM should be called upon to assist in resolving any problem or difference, in order to obtain an amicable solution. This will be done by first, clearly establishing the facts and second communicating each side's position to the other.

Where simple mediation proves unsuccessful, the contractual provisions for adjudication will be implemented. Any party intending to initiate adjudication proceedings will first advise the TPM of his intentions.

5.11 Photographs

The TPM will ensure progress photographs are taken on a fortnightly basis throughout the construction phase of the Project and e-mail these on a monthly basis to the Project team.

The primary purpose of the photographs is to record the state of progress of the works at specific times and to identify any problem or disruption.

6) PROJECT MANAGEMENT PROCESSES

6.1 General

The Project Delivery Processes set out how Howarth Homes will manage the delivery of the construction works, with regard to control of responsibilities, timetables, monitoring, reporting and improvement mechanisms.

These processes will run concurrently with the Regulatory Processes and will be managed using the Project Management Processes to achieve control.

This section identifies and explains the delivery processes that will be managed and structured in accordance with the associated Project phases.

- Pre-Start Processes
- Construction Processes
- Completion Processes
- Rectification Processes

Of specific importance to the delivery processes are Noisy Works Protocol and Separation Works Document, which define the framework within which the processes have been designed.

The processes will ensure any departure from the plan is identified and mitigation or resolving actions taken.

6.2 General

The Pre-Start Delivery Processes will be completed prior to construction works commencing on site.

Approved Plans

The Approved Plans are a set of detailed plans and specifications that adequately define the scope of the construction works and accord with all necessary regulatory consents.

Programme

Once the programme has been agreed, a copy will be attached as Appendix 8 of this protocol, alongside a summary schedule of key dates.

6.3 General

The Construction Delivery Processes set out the way in which the construction works will be delivered.

Delivery Area/Traffic Management Plan

The delivery and removal of all goods, materials and equipment used by Howarth Homes and its sub-contractors during the course of the works

The delivery area will be cleared as frequently as necessary of all surplus material and rubbish and will be kept clear to ensure a safe and clean working environment.

In addition, Howarth Homes will prepare a Traffic Management Plan covering and ensuring the following:

- Provision of and maintain statutory signage
- Site operations do not adversely affect the day to day operations of Long Lane
- Delivery and removals to take place during normal working hours 9.30am & 3pm
- Provision of a full time resource in the delivery area to coordinate traffic movement and provide security
- Provision and maintenance of a traffic management plan setting out access routes to and from the site and protocols to be adopted by traffic upon entering the entrance
- To ensure that site traffic does not disrupt normal delivery traffic to Long Lane
- Information of the biggest vehicle accessing and egressing the site:-

Gross Wgt (Tonnes)	Payload (Tonnes)	Body Type	Carrying Dimensions (Metres)	Overall Height	Overall Length (Metres)
Covered Trucks			L x W x H		
44 (Artic)	28	Curtain sides + Flats Payload 24t with Moffet	13.3 x 2.50 x 2.60 Moffet Trailer 13.3 x 2.50 x 2.45 S/R Trailer	4.2	16.5

- The crane onsite will be a mobile crane and used when precast concrete floor slabs or steel delivered is delivered to site during February 2019 and June 2019. The maximum height of the crane will be 50m and the crane location will only be in one area to the front of the new building.

Access Plan

During the course of the works, construction access will be independently maintained Access for all personnel to the site will be via Long Lane

Howarth Homes will prepare an access plan attached to this Protocol as Appendix 10.

Security Plan

Howarth's will maintain security arrangements to ensure no unauthorised individuals gain access to the site intentionally or otherwise. Whenever the site is in operation, Howarth's will maintain security personnel at the access points to the site, which will be firmly locked when not in use. Howarth's will also prepare a plan outlining the arrangements.

Dust

The proposed works will generate dust to varying degrees, especially during demolition. Howarth Homes will utilise working methods that ensure dust and the inherent nuisance is kept to a minimum.

Working Hours

Normal working hours will be 08:00-18:00hrs, Monday to Friday and 08:00-13:00hrs on a Saturday. Howarth Homes will not carry out works outside these hours unless written approval is granted.

Noisy Works

Howarth's has specific expertise in mitigating disruption due to noisy works and recognises and operates on a 11 hour basis. Howarth's will implement the measures to keep nuisance to a minimum, for example:

- Equipment will be well maintained
- Consideration and choice of construction techniques

Considerate Contractors Scheme

Howarth Homes recognises, supports and embodies the principles of the Considerate Contractors Scheme in its normal operations and this construction protocol. It will make every effort to avoid nuisance, annoyance, injury, loss, danger or inconvenience to any stakeholders, occupants of adjacent buildings and the general public.

Fire Plan

A fire plan will be located at each level within the site and ancillary areas, identifying responsibilities for contacting the emergency services. Appropriate extinguishers will be provided and maintained.

If, during the course of the works Howarth wish to make changes to this plan, it will be discussed at the monthly progress meeting.

Construction Operatives Behaviours

Howarth Homes is aware the behaviour of operatives is important to minimising disruption to Long Lane. Howarth's will therefore implement the following management systems:

- Operatives will be properly inducted to the specifics of site operations before they commence work
- Operatives will be liveried at all times
- Music and radios will not be played on site
- A designated smoking area will be agreed

6.4 Completion Processes

General

The Completion Delivery Processes are set out in the way in which the completion of the works will be delivered.

Prior to Practical Completion

Prior to Practical Completion (PC) of the construction works, **xx** will undertake the following:

- Obtain the appropriate building control and building warranty completion certificates
- Collate copies of the Operation and Maintenance (O&M) manuals and one copy of the Health & Safety File (HSF) for the development (format to be agreed)
- Commission and test all mechanical and electrical systems
- Snag the construction works and undertake remedial work
- Remove surplus building materials and rubbish from the compound and delivery areas, other than those required for the completion of snagging items

Operation and Maintenance Manuals

Howarth will complete O&M manuals comprising the following:

- The Approved Plans
- Service manuals for mechanical and electrical items
- Manufacturers guarantees for products and systems used in the development
- A copy of the HSF

6.5 Rectification Processes

General

The Rectification Processes set out the way in which the Rectification Period (RP) will be managed. It will be 12 months from the PC date of the construction works.

7) REGULATORY PROCESSES

7.1 General

The construction works will take full regard of the regulatory processes; the broad range of statutory regulation and common law best practice that governs the way building works are designed, constructed and operated.

7.2 Insurance

In accordance with the DA, the following insurances will be maintained during the course of the works, from the date of the commencement of the development.

By

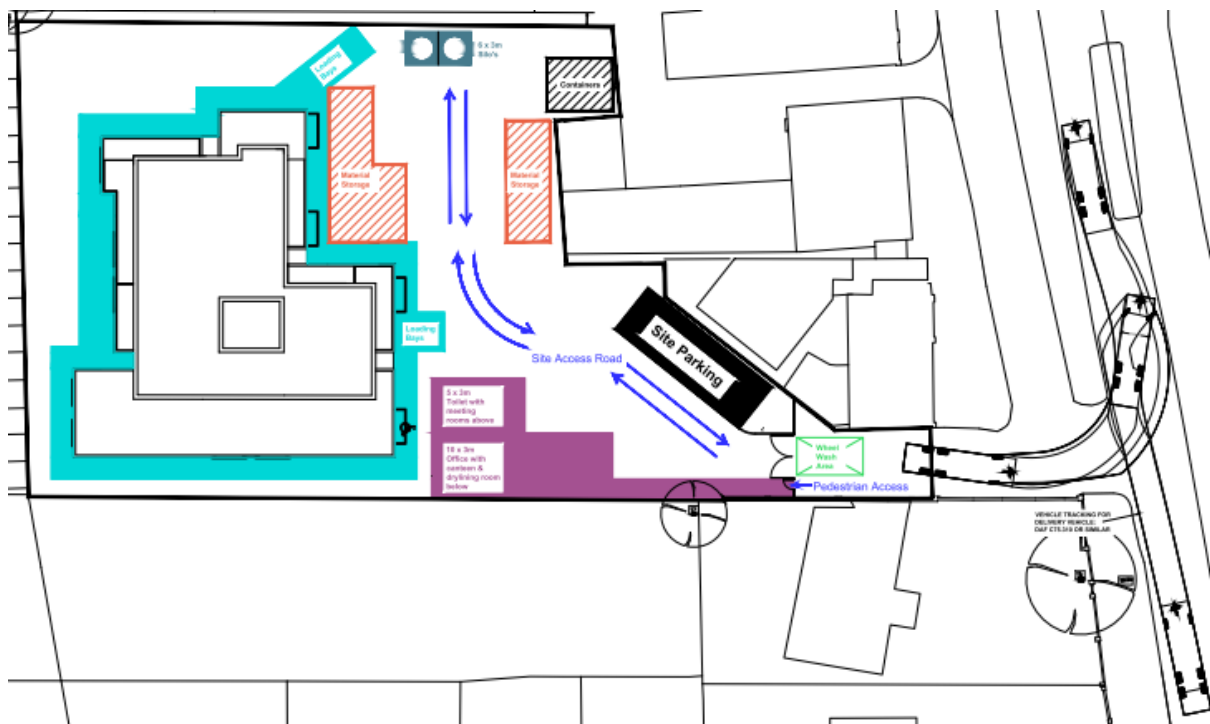
- Insurance of the site

By

- Reinstatement insurance of works against loss or damage by all risks including professional fees
- Public liability to a maximum of £10,000,000
- Damage to other property as a joint names policy to a maximum of £10,000,000

Copies of certificates will be attached as Appendix 14 of the protocol.

APPENDIX 1 SITE PLAN



APPENDIX 2

Environmental

The importance of site cleanliness cannot be over emphasised. Keeping internal and external access clear of debris, packaging and stored goods will ensure the safest passage possible for new materials, as well as enhancing the working environment as a whole.

We will have wheel washing facilities on site to keep all access roads clean and we will also be using dust suppression in dry conditions to minimise traveling dust.

We will be working with the neighbouring residents to keep disruption to a minimum, we will do this by keeping working hours to a maximum of 8am to 5pm Monday to Friday and Saturdays 8am to 1pm.

We will be carrying out 2 monthly letter drops with progress updates and photos of the site to keep them up to date with progress

APPENDIX 3
PROJECT DIRECTOR Long Lane
Project Directory

Organisation & Role	Name & Contact Details	Address
Architect		
Service Engineers		
Acoustic Consultants		
CDM Consultants		
Fire Consultant		
Structural Engineers		

APPENDIX 4

Long Lane Meeting Schedule

Meeting Type	Chaired & Facilitated	Date	Location

Project	Howarth Homes PLC	Date	Site

APPENDIX 5

RISK REGISTER

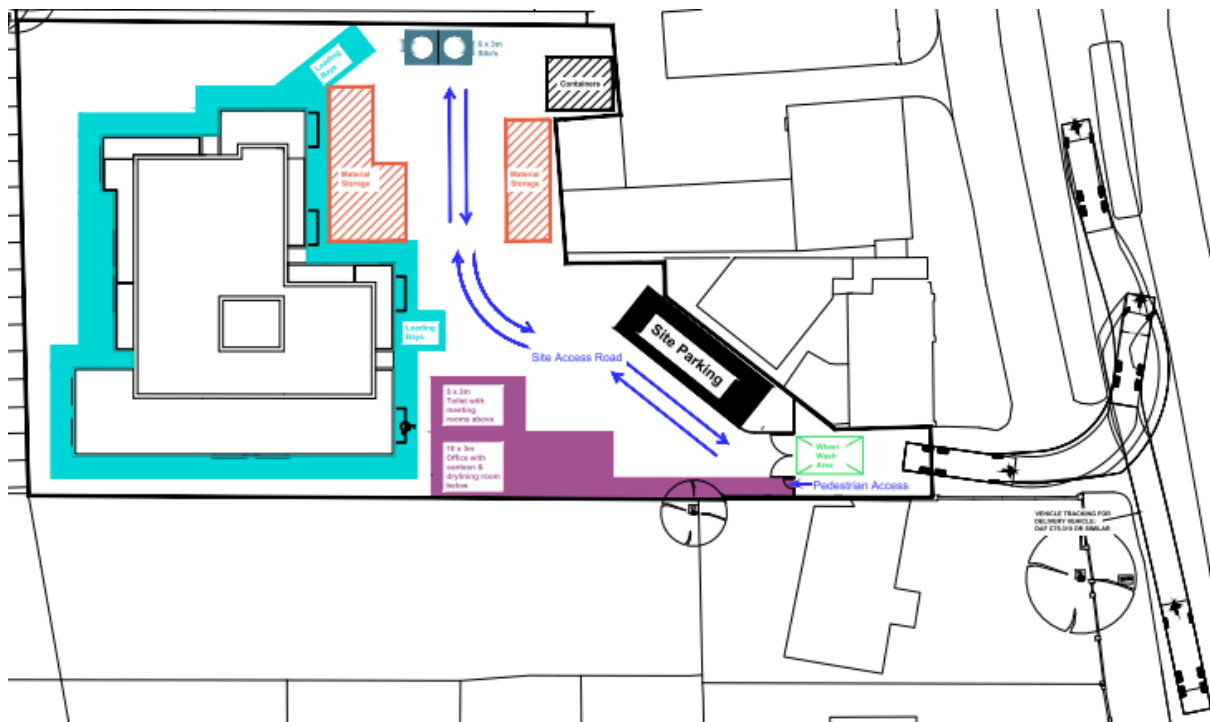
APPENDIX 6

APPROVED PLANS

APPENDIX 7

CONSTRUCTION PROGRAMME

APPENDIX 8 TRAFFIC MANAGEMENT PLAN



HOWARTH HOMES PLC

Long Lane

TRAFFIC MANAGEMENT PLAN

Howarth Homes are to develop a Traffic Management Plan (TMP) by considering the traffic management issues that are unique to the surrounding areas. Reference should be made to the Traffic Management Plan for assistance and guidelines to the on-site procedures.

The TMP includes prompts on common risk controls for managing traffic in order to assist in the development of our workplace TMP. The TMP should be reviewed and amended to reflect specific traffic management controls at your workplace.

Traffic Management Plan:

WORKPLACE:	Long Lane Hillingdon
WORKPLACE MANAGER/MANAGEMENT:	
HEALTH & SAFETY REPRESENTATIVE:	4SEE
PERSON COMPLETING TMP:	
DATE OF PLAN:	

DATE OF PLAN REVIEW:	
-----------------------------	--

TITLE: TRAFFIC MANAGEMENT PLAN (TMP)	AUTHORISED BY:
ISSUE DATE:	
LAST REVIEWED:	
NEXT REVIEW DATE:	

Courier and/or Delivery Drop Off Points:

The following safety features are in place to ensure that deliveries of various items to the workplace is undertaken in a safe manner:

- **Designated courier and/or delivery drop off points are located at:**
xx
- **Courier and/or delivery drop off points are clearly marked by:**
xx
- **Worksite speed limits are set at (5mph) with clearly displayed signage located at:**
xx
- **Speed controlling devices are in place to restrict vehicle speed on site:**
- **Other considerations that may need to be documented:**

Safe Passage of Vehicles [insert Project name] (large vehicles, mobile plant etc)

The following safety arrangements and features are in place when large vehicles or mobile plant are required to move around the worksite access:

- **Prior to entering Howarth Homes, drivers of large vehicles must phone ahead [site manager name/contact details TBC] to arrange for a member of staff (a Banksman) to supervise vehicle movements whilst on site**
- **Other considerations or risk controls that need to be documented:**

Parking Arrangements:

The following safety arrangements and features are in place to minimise the risks associated with vehicle parking, which is located xx:

- **There will be parking available on site for workers and visitors**
- **Car parking areas are clearly designated with marked parking bays and signage displayed in the highlighted areas**
- **Signage identifying the whereabouts of the site office is clearly visible in the car park**

APPENDIX

COPIES OF INSURANCE CERTIFICATES