

HEALTH AND SAFETY PLAN

**CONSTRUCTION PHASE
HEALTH AND SAFETY PLAN
FOR
Station Hill Phase 2**

**Document Produced by: Sir Robert McAlpine Ltd
Contract No. TBC**

Controlled Copy N°

CPHSP/SH/01/23/08/21

AUTHORISATION

Rev. No	Prepared /Revised by	Approved by	Date
1	Matthew Shuter		
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3			

Last Rev	Date Revised	Revision Details
2	Matthew Shuter	As Pick Everard Comments
3	Matthew Shuter	Comments on Planning condition 7 covering sections B,D,F,L,Q,R
Appendices	Name	Covering CEMP Sections
A	Traffic Management Plan BF / TMP / 11006 / V3 / 2.09.21	Condition7 CEMP Sections A,B,C,H,I,J,K,S
B	Site Logistics Plans	Condition 7 CEMP Sections D,E,I,B,C,O,S
C	Crane Plans	Condition 7 CEMP section B & C
D	Piling Method Statement	Condition 7 CEMP Section I
E	Environmental Plan	Condition 7 CEMP Sections E,F,K

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1.0 INTRODUCTION

This Plan describes how the construction phase of the project will be planned, managed, monitored and coordinated to ensure that the work can be started and carried on, so far as is reasonably practicable, without risk to health or safety. The Plan is prepared with adequate regard to the information provided by the Design Team and the CDM Pre-Construction information provided by the project Principal Designer.

The purpose of this Plan is to integrate health and safety into the management of the project and to encourage everyone to work together. As Principal Contractor, Sir Robert McAlpine Ltd will ensure that this Plan is maintained and developed, as necessary, so that all contractors can contribute to this process and that information is disseminated to allow all employers to manage the health and safety of themselves and their contractors effectively.

Note: For the purpose of clarity, the term 'Contractors' is used throughout this document. This term is used to cover the terms 'subcontractors', 'trade contractors', 'Works package contractors', 'Clients contractors' and 'fit-out contractors' depending upon the form of contract that is being used.

1.1 Review of Health and Safety Plan

As Principal Contractor, Sir Robert McAlpine Ltd will arrange for the Plan to be implemented and updated, reviewed, revised, and refined as appropriate to ensure it continues to be pertinent to carrying out the works in a safe manner. The Plan will be kept under continuous review through the Monthly Internal Project Review meeting (part of QMP02). If there are any significant issues raised at any Health and Safety or Progress Meetings that need to be included in the Plan, the Plan will be revised where necessary to take account of changes as the works progress, for example:

- Restrictions imposed by planning approval;
- Third Party Agreements;
- Any significant design changes;
- Completion of works, phased hand-over arrangements;
- Security and welfare arrangements;
- Re-location of escape routes, fire points etc. (Refer to FSP);
- Interface with "Fit-Out" contractors;
- Personnel responsibilities;
- Traffic management;
- Liaison and co-ordination with the client's contractors, adjacent property owners and other local businesses and stakeholders;
- Security arrangements;
- Environmental impact considerations (Refer to PEP and SWMP, etc.);
- Regular liaison and co-ordination with the emergency services
- Post completion works, e.g., snagging/remedial works.

1.2 Project Health and Safety Objectives

Sir Robert McAlpine Ltd (SRM) is committed to ensuring, as far as reasonably practicable, the health, safety and welfare (including wellbeing) of all employees and any others likely to be affected by our works.

We fully support Build UK (formerly the MCG) and its Health and Safety Charter and we are committed to providing a work environment that is both safe and free from risks to health. Our philosophy is not only to meet all current statutory legislation but to integrate health and safety best practice during all stages of our operations. We also support and work to the principles of the 'Working Well Together' campaign.

The project team will promote a Safety Leadership and Culture under the Company 'Be Safe Home Safe' banner to ensure the aim of the following project health and safety objectives become the goals of everyone:

- Zero reportable major accidents and dangerous occurrences during all phases of the contract;
- No unplanned downtime or disruption caused by the project works;
- Strict observance and compliance with the site rules;
- Strict adherence to current legislation;
- Ensuring the public and other third parties are not exposed to risk and any inconvenience is minimised;
- Bettering the industry accident statistics and reduction in reportable accidents/incidents & occupational ill health; and
- Achieving a fully qualified workforce on our sites with CSCS qualification being the minimum standard for all site personnel and regular visitors.

The overall health and safety objectives of Sir Robert McAlpine Ltd are to:

- Allocate adequate resources to the management of health and safety;
- Operate in a manner which safeguards, as far as reasonably practicable, the health, safety and welfare (including wellbeing) of all those working on our projects;
- Implement the Health & Safety aspects of our Company Management System (the CMS now contains our H&S Management System) and thereby minimise the risk of accidents and protect against occupational health risks; and
- Comply with applicable legislation.

The project objectives

- Successful health and safety coordination with other phases on the project;
- All necessary design information is provided in a reasonably practical time to ensure safe design is communicated and any residual hazards and risks can be dealt with in a timely manner;
- Successful health, safety and operational coordination with project stakeholders;
- Promote Safety Leadership on site with the aim of all personnel returning home safe and free from ill health every day;
- Monthly meetings with Contractors Senior Management Teams;
- Monthly consultation meetings with the workforce and supervisors;
- Complete the project accident and incident free, without any RIDDOR reportable accident or dangerous occurrences or reportable diseases;
- Bettering industry AFR / IFR statistics by at least 20%;
- No unplanned downtime or disruption caused by the Project's works;
- Ensuring the public and other third parties are not exposed to risk and any inconvenience is minimised;
- Project award scheme for Innovation/Best Practice when and if appropriate;
- Achieve the target for a 100% CSCS skill/trade related qualified workforce;
- Strict compliance with Environmental Requirements;
- To figure prominently in the National Considerate Constructors Award Scheme - achieving performance beyond compliance at all stages;
- No prosecutions or enforcement notices for health and safety issues;
- No issues with the public which results in complaint;
- No personnel injured by the movement of plant or vehicles especially during reversing operations;

- No fires, environmental incidents or cases of public nuisance;
- No cases of occupational injury from manual handling e.g., heavy blocks etc;
- Minimise, segregate, reuse and recycle waste where possible; and
- Site Inspections to be completed weekly. Remedial action to be completed within the following timescales - High Risk - Immediately, Medium Risk - Within 24 Hours & Low Risk - Within 48 Hours.

2.0 DESCRIPTION OF THE WORKS

The Station Hill Phase 2 project is part of a three-phase redevelopment project which will change the face of Reading Town Centre. Sir Robert McAlpine is responsible for the delivery of Phase 2 of the project which is located between Garrard Street and Station Hill.

This development includes the redevelopment of the pedestrian links between Station Hill, Reading Train Station and the town centre.

This area of hard landscaping is supported by a podium deck and houses soft landscaping zones a water feature and a pocket park.

The main construction activity is centred around a 19-storey tower block which is a state-of-the-art office space. The building will also supply leisure and community spaces as well as two below ground levels to provide car parking and facilities spaces.

The tower substructure is a concrete frame building with fair faced finishes to all areas. The façade is predominantly constructed with glazing systems as well as small areas of masonry and cladding. The project is serviced by a large plant area located on the roof and some smaller areas on the lower levels of the building and existing under-croft.

The majority of the internal is Category A fitout to the cores with raised floors on every level. However, we do have Category B fitout to the following floors. Ground, First, Third, Eighth & Fifteenth.

2.1 Key Project Contract Dates

Commencement Dates - Forecasted

Enabling:

- Car Park Demolition – 15.07.21
- Additional SI Survey – 19/07/21
- Archeological Survey – TBC

Main Works – 29.11.21

Completion – 18.01.24

Duration in weeks

Pre-Construction, 18

Construction - 111

Sectional Completion dates identified in the Contract - None

Project Directory

2.1	Employer (Client) - SH Reading Master LLP Senator House 1 st Floor 85 Queen Victoria Street London EC4V 4AB	Contact: Email: Tel:	Lee Fearnhead lfearnhead@llp.com 07950182062
2.2	Employers Project Manager - Cast Consult Limited	Contact: Email:	Joel Hallam Joel.hallam@cast-consultancy.com

	Black Bull Yard 24-28 Hatton Wall London EC1 N 8JH	Tel:	07768548689
2.3	Principal Contractor - Sir Robert McAlpine Midas House 62 Goldsworth Rd Woking GU21	Contact: Email: Tel:	Matt Shuter Matt.shuter@srm.com 07833345309
2.4	Principal Designer - Pick Everard 322 High Holborn London WC1V 7PB	Contact: Email: Tel:	Florentina Punga florintinapunga@pickeverard.co.uk 07584233029
2.5	Architect - Callison-RTKL-UK Limited Nexus 25 Farringdon Street 10 th Floor London EC4A 4AB	Contact: Email: Tel:	Alistair Reid Alistair.reid@CRTKL.com 020 73043539
2.6	Structural Engineer- Ramboll 240 Blackfriars Road London SE1 8NW	Contact: Email: Tel:	Mark Nevill Mark.nevill@ramboll.co.uk 020 76315291
2.7	Quantity Surveyor - Cast Consult Limited Black Bull Yard 24-28 Hatton Wall London EC1 N 8JH	Contact: Email: Tel:	Stuart Markland Stuart.markland@cast-consultancy.com 07766306831
2.8	SUDs Consultant -	Contact: E-mail Tel:	TBA
2.9	Mechanical and Electrical Engineer - Hoare Lea Enterprise House Old School Close Ferndown Bournemouth BH22 9UN	Contact: Email: Tel:	Mark Wilkinson markwilkinson@hoarelea.com 07867530958
2.10	Building Control Butler & Young Improved Inspectors 1210 Arlington Business Park Theale Reading Berkshire RG7 4TY	Contact: Tel: Email:	Graham King 07970908423 Graham.king@byl.co.uk
2.12	Planning Consultants -	Contact:	Don

	DP9 Ltd 100 Pall Mall London SW1Y 5NQ	Email: Tel:	MessengerDon.messenger@dp9.co.uk07872 684699
2.13	Landscape Architects - LDA Design 8 – 10 New Fetter Lane London EC4A 1AZ	Contact: Email: Tel:	Tim Wilson Tim.wilson@lda-design.co.uk 07792985093

2.2 Enforcing Authorities

2.15	Health and Safety Executive Basingstoke Priestley House Priestley Road Basingstoke RG24 9NW	Tel:	0300 003 1747
2.16	Environment Agency National Customer Contact Centre PO Box 544 Rotherham S60 1BY United Kingdom	Contact: Tel: Email:	General enquiries 03708 506 506 (Monday to Friday, 8am to 6pm) National Customer Contact Centre PO Box 544 Rotherham S60 1BY enquiries@environment-agency.gov.uk Environment incident hotline Telephone (24-hour service) 0800 80 70 60

2.3 Utilities

2.19	Water Authority Thames Water Clearwater Court Vastern Road Reading RG1 8DB	Tel:	Customer Services 0800 316 9800
2.20	Sewerage Authority Thames Water Clearwater Court Vastern Road Reading RG1 8DB	Tel:	Customer Services 0800 316 9800
2.21	Electricity Board Scottish & Southern Electricity Networks Walton Park Walton Road Cosham PO6 1UJ	Contact: Tel: Tel: Email:	Sean Keogh Emergency Call 105 01753 695611 Sean.keogh@sse.com

2.22	Gas Squire Energy Limited 25-29 High Street Leatherhead Surrey KT22 8AB	Contact: Tel: Email:	Taps Masose 07584 124570 Emergency 0800 111 999 Tapiwa.masose@squireenergy.com
2.23	Telecommunications Grain Connect Atlantic House Fletcher Way Park House Carlisle CA3 0LJ	Tel;	0330 2232266

2.4 Emergency Services

Note: The address and telephone numbers given are for general information only. In an **EMERGENCY** always dial **999**

2.25	Ambulance Service South Central Ambulance Service NHS Foundation Trust Units 7&8 Talisman Business Centre Talisman Road Bicester Oxon OX26 6HR	Tel: EMERGENCY TEL	01869 365000 999
2.26	Fire Brigade Reading Fire Station 65 Caversham Road Reading RG1 8AD	Tel: EMERGENCY	0118 9452888 999
2.27	Police Castle Street Reading RG1 7TH	Tel. EMERGENCY	01865 841148 999
2.28	Hospital (General & AE) Royal Berkshire Hospital London Road Reading RG1 5AN	Tel: EMERGENCY	0118 3228338 999
2.30	NHS Walk-In Centre Broad Street Mall 1 st Floor 103 to 105 Broad Street Mall Reading	Tel:	01763 242981

	RG1 7QA		
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3.0 SITE WIDE ELEMENTS

The works must be planned to minimise disruption to any existing clients, tenants or neighbours.

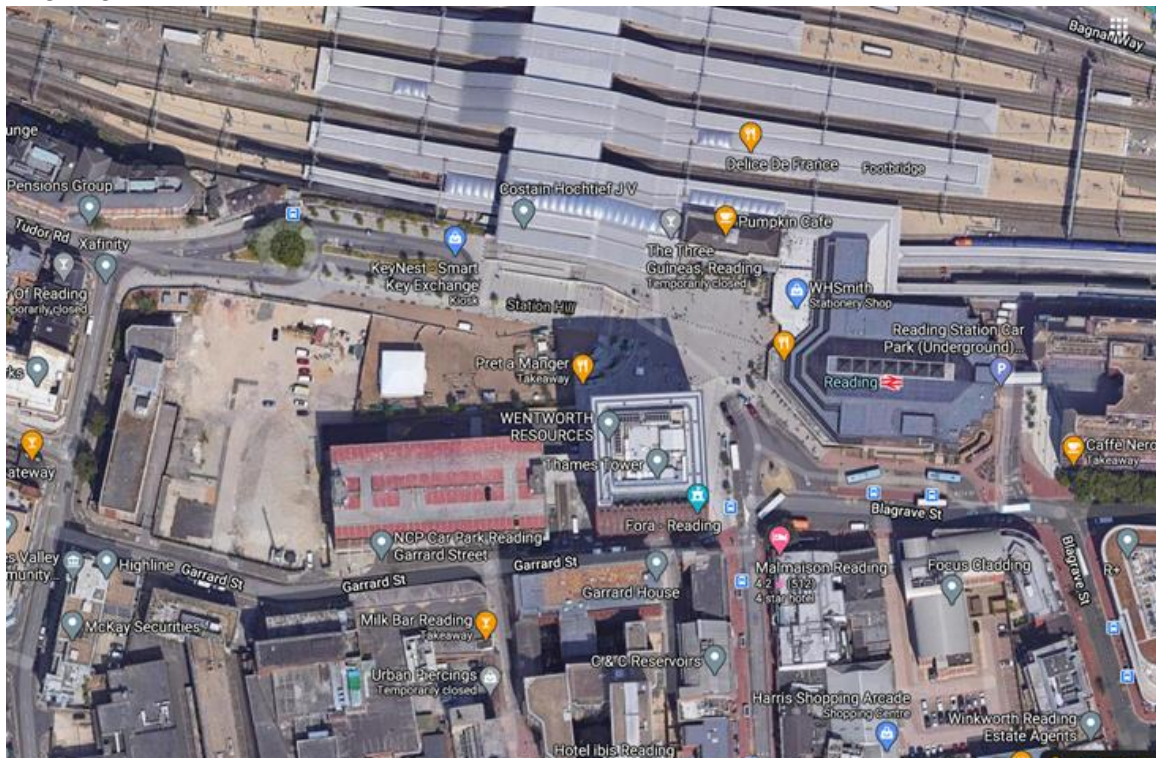
3.1 Site Location & Logistics

Site Address:

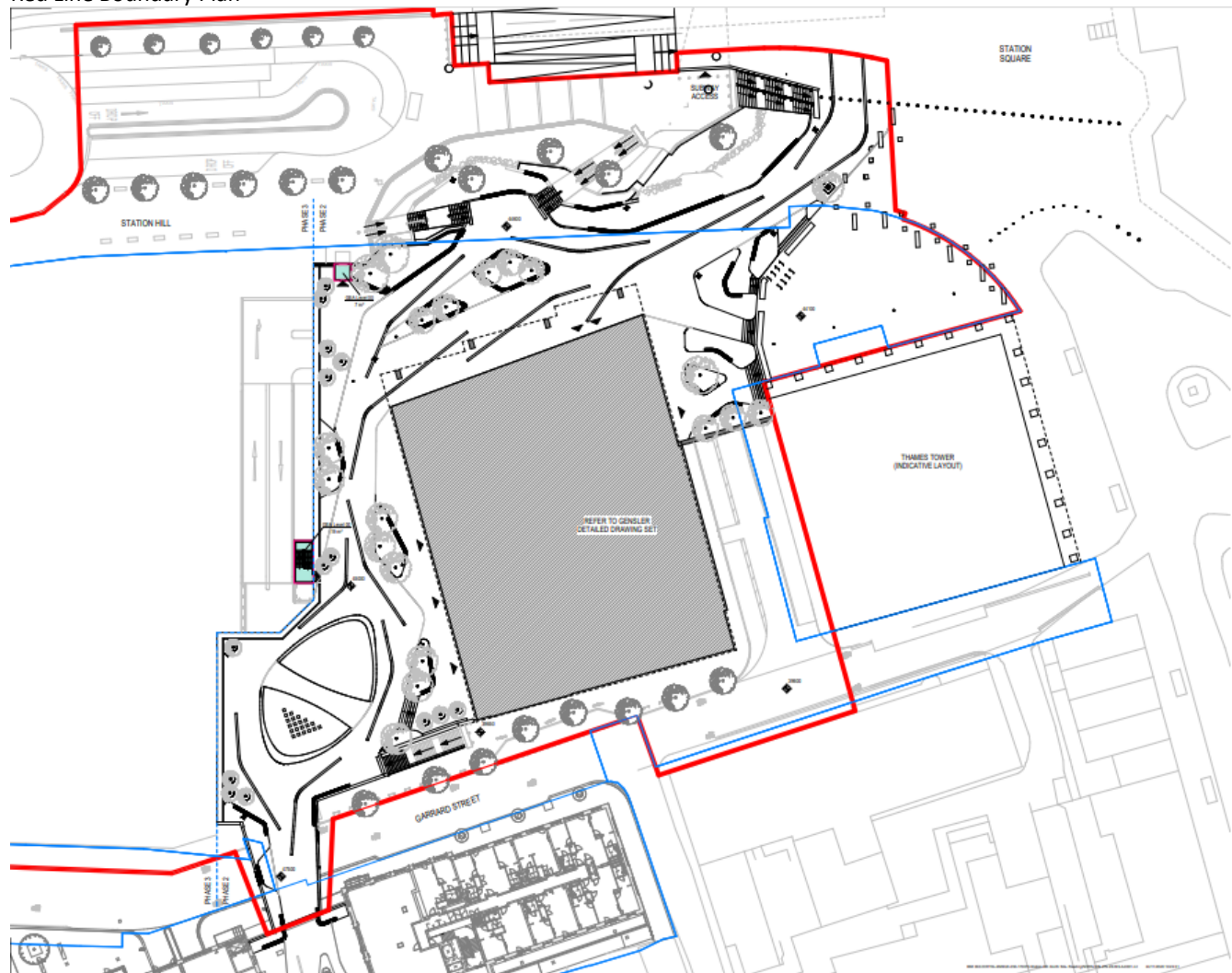
Sir Robert McAlpine
Station Hill Development Phase 2
Reading
RG1 1NR

The site is located between Station Hill and Garrard Street.

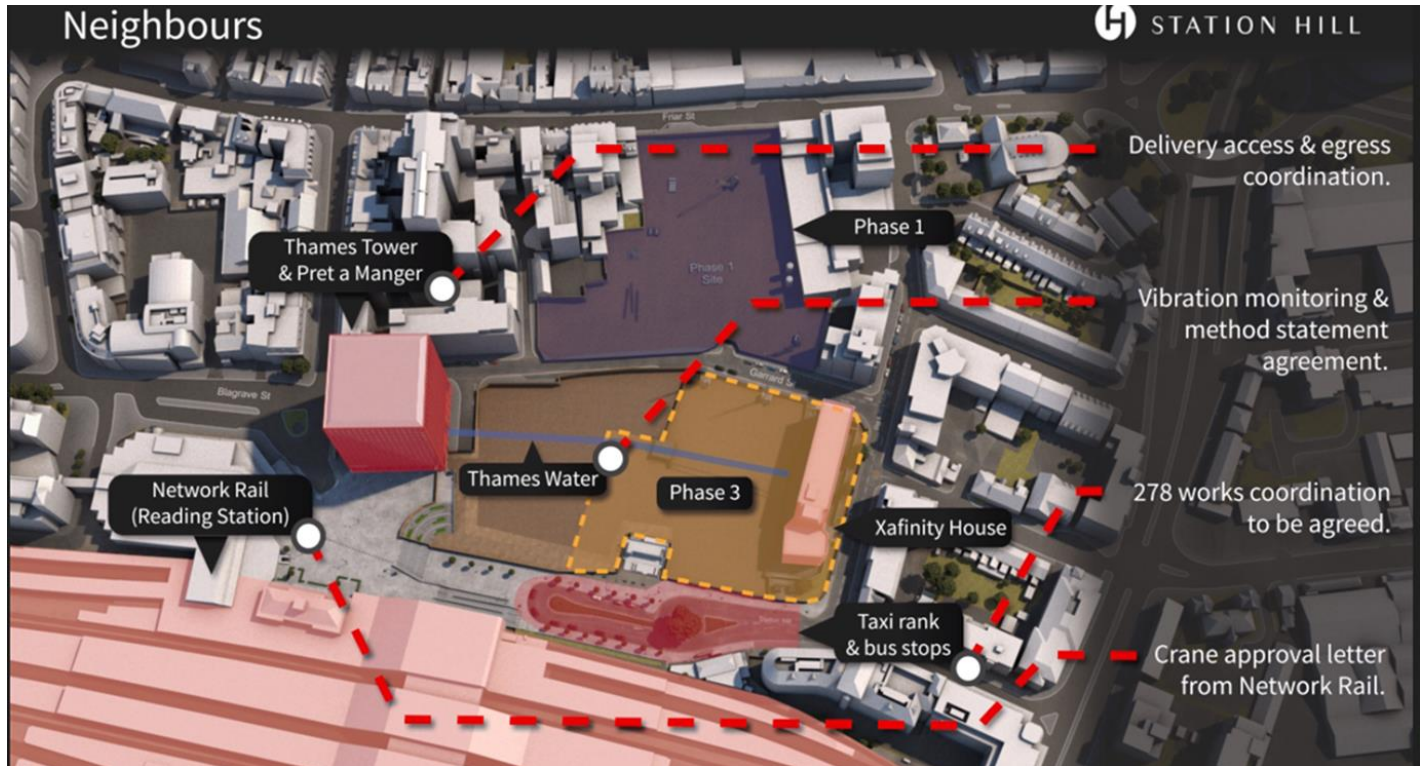
Ariel View



Red Line Boundary Plan



Site Logistics



Travelling to Site -

From the M4 Take the A33 Exit to Reading Centre
Turn onto Tudor Road and follow to Station Hill
Turn Right into Site. Note right turn only

To Leave the Site -

Turn Left onto Station Hill Then Tudor Road. Note left turn only
Head Towards A33 Leave Area

Restricted Access

All deliveries must adhere to the Traffic Management Plan and ensure they arrive at the correct entrance.

3.2 Planning Restrictions

Sir Robert McAlpine Ltd requires a minimum of 7 working days' written notice of commencement of any particularly hazardous or noisy works

Any works outside these core hours will require prior notification & agreement with SRM (who will liaise with the Local Authority).

Standard Site working hours (including all deliveries / removals) are:

Monday, Friday	0800 hrs - 1800 hrs
Saturday	0800 hrs - 1300 hrs
Sunday	No work authorised

Written instruction - No work authorised on Saturday afternoon or Sunday without written instruction from Sir Robert McAlpine & the Local Authority.

Note - Building operations audible at the site boundary may only take place between the above hours

However, there may be more onerous requirements imposed by the Local Authority. The selection of plant, equipment and systems of work including delivery times should take account of these factors to ensure both noise and vibration is reduced to a minimum and must be below permitted levels - addressing both environmental concerns and occupational health and safety at work.

3.3 Existing Services - Known Utilities

Statutory Utilities Drawings - Utilities Maps Are Part of The CPHSP

Plowman Craven - Drawings Are Available For the following Areas - Utilities Maps Are Part of The CPHSP

Plowman Craven Utilities - Drawing Numbers:

40652T-01A-1 to 6

406552F -01A-1 to11

40652F-UCFT-01A

40652-006

The known extent of utilities are detailed within the above drawings.

Phase 2	Available
Phase 3	Available
Garrard Street	Available
Station Hill	Available
Undercroft	Available

Contractors must verify both the accuracy of service drawings ensuring all such services are traced using electromagnetic and/or ground penetrating radar detection systems, status verified, shut down and isolated or marked up and protected prior to commencing any works and for liaising with SRM at all times.

HSG 47 -

The Principles of HSG 47 must be adhered to at all times, typically:

- Competent Trained Resources;
- Analysis of utilities drawings;
- Trail Holes, Hand digging within 500mm; and
- Physical Warning Signage & Maintenance.

Permits -

A Permit is required for any ground disturbance.

As Built Drawings -

All newly installed services must be included on updated service plans.

All services uncovered are to be treated as live unless they have been confirmed otherwise by the utility services with any unrecorded services immediately brought to the attention of McAlpine Management.

SRM Management Systems -

All works to be carried out strictly in accordance with McAlpine Company Management System CMP09 GN48 / HSE Guidance HS (G) 47 with a particular emphasis on pre-planning the works and providing competent supervision and workforce to manage the works.

Competency -

Earthworks, & Groundworks Supervisors must have the following competency certification:

- HSG 47;
- NRSWA; and
- Cable location.

RAMS -

Appropriate controls must be identified in the method statement and risk assessment and must be implemented when services are made live e.g. isolation, warning signage, and permit to work system.

It should be noted there are various existing live services on all areas of the site and when elements of work may undermine or disturb any existing service, Contractors must establish and agree with SRM what protection or control measure must be employed before work commences. Every effort must be made to avoid digging near any live underground services.

3.4 Existing Drawing/Documents

All information referred to in this report has been issued to the Principal Contractor as part of the tender documentation or available from the Project Manager. All such information will be issued/made available to all relevant contractors.

There are no existing Health & Safety Files available for the existing buildings to be impacted by the project.

Key Drawings/Documents

Information referred to in this report has been issued to the SRM as part of the tender documentation, and or post tender,

All such information will be issued/made available to all relevant contractors.

Document	Author	Doc Reference	Date
Underground Services Survey	Plowman Craven	40652T-01A-1 to 6	
Topographical Survey	Plowman Craven	406552F -01A-1 to11	
Topographical Survey	Plowman Craven	40652F-UCFT-01A	
Thames Sewer Survey	Plowman Craven	40652-006	
Asbestos Survey Xafinity House	Ace	J169108	27/09/18
UXO Survey	1 st Line Defence	EP7120-00	18/09/18
Asbestos Survey NCP	ACE	J169116	25/09/18
Ground Investigation		SHR-RAM-NB-XX-RP-G-	

		000022	
Archeology Survey	Waterman	WIE 14788	08/2019
Environmental Survey	Waterman	WIE 14788 ES	
Thames Water Condition Survey			

3.5 Existing Traffic Systems and Restrictions / Traffic Management Plan

The Traffic Management Plan and access/egress routes will be drawn up and kept under review and displayed prominently on site.

This traffic management plan will be issued to the supply chain and conformed at the Site Induction.

The Traffic Management Plan will take account of:

- access/egress routes;
- traffic speeds;
- loading/unloading areas;
- the site layout;
- pedestrian routes and crossings;
- signage;
- width & height restrictions (**Height restriction to railway bridge**);
- one-way systems to avoid reversing; and
- parking, etc.

Reference should also be made to CMP09 GN39 - Vehicles and Pedestrian Routes.

BREEAM -

- Contractors must ensure that their suppliers etc. provide details of their delivery mileage, stating routes and destinations , on arrival to site to comply with the BREEAM transport monitoring requirements as per the BREEAM New Construction 2018 Regulations.

Arrangements for delivery, unloading, disposal of waste,. will require careful site planning and programming as per the project Traffic Management Plan SRM_SHP2_TMP_v2_ 23.08.21

Contractors must liaise with the project Logistics and/or Works Manager or his nominee to enable co-ordination.

Strict controls will be enforced, all deliveries are to have a suitably trained banksman.

All deliveries are to be booked in & authorised via the delivery management system allowing a minimum of two working days' notice of deliveries and / or collections.

Vehicles arriving out of sequence **will** be turned away.

Special loads will possibly require several weeks' notice.

The Datascope booking in system will be used for this project.

Parking and unloading restrictions must be observed, the queuing of site delivery vehicles, plant on the public highway is not permitted.

In addition to these controls, Reading Borough Council may have their own parking and unloading restrictions which Sir Robert McAlpine will adhere to through the application process.

Any infringement to vehicle loading / off-loading licence permit conditions will result in enforcement action by the Council.

Sir Robert McAlpine will pass on any charges for any delay or disruption to the offending contractor.

Shower and cycle facilities within Xafinity House will be kept under review for those wishing to cycle to work

Contractors must ensure that their plant, all delivery vehicles etc. are adequately controlled at all interface areas with the general public, existing offices or businesses, eliminating risks to others and minimising inconvenience to pedestrians and other users of the public highway.

Contractors must ensure their suppliers are informed of the delivery routes and entry points.

Contractors are to call off their material deliveries for the works, with minimal materials and equipment stored on site as storage facilities on site are severely restricted.

Contractors must adhere to pre-arranged storage areas for their materials, ensuring all materials and equipment are stored in good order with waste, packaging, pallets, stillages, etc. promptly removed from site and correctly disposed of, or reused / recycled where practicable (cable drums & pallets etc must not be skipped – but removed from site by SC for reuse.

3.6 Site Logistics

Sir Robert McAlpine recognises the complexity of this issue. We will appoint a Logistics Manager to control both the day-to-day activities and to maintain and update all relevant parties as circumstances change throughout the contract period.

Personnel will be physically segregated from haulage routes and only under controlled conditions, e.g. banking plant/vehicles or use of dedicated cross over points is pedestrian access permitted.

The sequence of works will at all times reflect the requirement to maintain emergency service access routes within the site boundaries and a fire safety and evacuation strategy for the site workforce.

Site logistics will also figure in the Traffic Management Plan which will be kept under constant review to reflect the changing nature of the works in terms of requirements, routes etc. will be prominently displayed on site.

Access and egress to the site are identified in Section 3.1 above and further expanded within our logistics plan for the project. All vehicles must observe the site speed limit, 5 mph and comply with all warning signs. Vehicles must be directed by a trained banksman when reversing and have audio/visual alarm.

A weekly logistics meeting with required attendance by all Contractors will ensure changes to the access regime and interface issues are properly addressed.

3.7 Material Storage

Storage facilities on site are limited in area requiring materials to be called in on a just-in-time basis and restricted to designated areas. These must be agreed with Sir Robert McAlpine when arranging delivery through the Logistics Manager. These areas are to be fenced off by the contractor in a manner agreed with Sir Robert McAlpine.

All materials and equipment should be stored in an orderly, stable, safe and secure manner and at no time obstruct

access routes around or through the building or the building plot. Stored materials must not reach an over-abundance or be allowed to clutter the site.

Fuel / oil storage and refuelling points must have appropriate bund containment, and be secured to prevent tampering. A spill kit must be located at each facility and users suitably trained and drilled in the correct procedure in the event of a spillage, our Project Environmental Plan sets our procedure for cleanup and reporting of such incidents.

Chemicals must be stored in a secure leak proof container or cabin, clearly marked & signed and kept under a strict control regime with easy reference to COSHH Sheets & Firefighting measures where appropriate.

Material deliveries should be called off for direct incorporation into the building, subject to space constraints; other limited materials must be stored in the pre-arranged areas.

In the event that materials are stored in unauthorised areas then a 24 hour clean up notice will be issued.

In any instances of poor housekeeping that create a safety or fire hazard then immediate action is required of the contractor(s) to clear away. Failure to act by the contractor(s) will lead Sir Robert McAlpine to arrange clearance of the area and charge the offending contractor(s).

3.8 Site Security (See also HSMP01 GN05) -

Site Security

All persons entering the site must satisfy the requirements of Section 8.1 (Site Induction). Visitors are to report to the Project Gatehouse and remain there until a suitable escort is arranged.

The following steps have been taken to prevent unauthorised entry as far as possible:

- Identity passes and helmet induction stickers will be issued to personnel in conjunction with induction training. Temporary passes will be issued to visitors.
- All gates, doors and windows to be secured outside working hours.
- During working hours, Security/McAlpine/Logistics personnel will man all open doors and gates controlling entry to the site. Outside working hours private security will maintain watch and access controls on a 24/7 basis
- Suitable hoardings or fencing will secure the site, warning signs will be prominently displayed with protected routes leading all visitors direct to the Project Office (although escorted at least the first time to site). The external hoarding line will also be well lit.
- Turnstiles and swipe card/biometric reader entry system will be considered at the earliest opportunity and will be reviewed as the project develops.
- Contractors are to notify the McAlpine Office Manager/Security Manager when personnel have completed their site employment and they must then return their swipe card / site pass and/or be deleted from the system where they have taken their swipe card.
- Security requirements will be reviewed and increased as the project develops.
- The site will be secured to prevent unauthorised access, particularly by children.
- Visitors to site must be notified to Project Management prior to their arrival. Only personnel approved by

the Project Management will be permitted entry to site. Authorised visitors will be directed to the Site Office and may not enter site unless accompanied by an authorised person. Visitors must comply with the site rules.

- All deliveries (and collections) must be notified on the appropriate material delivery notification form (Data scope). This also applies to temporary plant.
- Materials and plant may only be removed from site with the authority of the Project Management.
- McAlpine management must be kept fully informed of the names of all individuals working on site and must be given prior notification of their final dates for work on the project. Daily Labour and Plant Returns must be submitted each day.
- Parking arrangements provided will be identified in the Site Rules and in the Traffic Management Plan.
- Access to the tower crane masts will also be restricted to prevent unauthorised access.
- No Go areas = Any areas not specifically demised as either the site or agreed routes.
- All personnel are restricted to the site areas necessary for the execution of the works and are to not at any time stray into any other parts of the building.

4.0 PRE-CONSTRUCTION INFORMATION (TENDER STAGE)

A Pre-Construction Information Pack will be provided by the Principal Designer /Client detailing as a minimum the following information. This information is to be retained on site for reference and updated as required to form this Construction Phase of the Health and Safety Plan as appropriate.

4.1 Significant Hazards Identified in the Pre-Construction Information Pack with other hazards and guidance highlighted by the Principal Contractor

Summary of the significant hazards identified in the Pre-Construction Information Pack -

- Construction Traffic
- Public Interface
- Network Rail
- Thames Water Sewer
- UXO
- Archeology
- Plant, vehicle and pedestrian movements
- Underground utilities
- Ground disturbance
- Asbestos - within ground
- Ground Water
- Ground Contamination
- Ground Water Contamination
- Temporary Works - Haul Roads, Trench Support, Formwork & False Works, Mobile Cranes, Temporary Loads,
- Fire - During Construction
- Working at height
- Dust
- Noise
- Vibration

- COSHH
 - Manual Handling
 - Fire Protection of new building
 - Plant replacement - Installation / maintenance of plant - Inadequate access causes injury or damage to building.
 - Landscape - Design co-ordination with External Cleaning and Maintenance Strategy
-
- Other significant hazards -
-
- Steelwork erection
 - falsework/concrete works
 - Scaffolding and mobile tower scaffolds
 - Lifting operations
 - Confined spaces
 - Mechanical failure
 - Adverse weather

4.2 Arrangements for Controlling Site Health and Safety Risks

This section includes significant site health and safety risks and arrangements for their control. An anticipated method of eliminating or minimising these risks will be outlined in this document prior to the start of the project.

These issues will also be addressed through inductions, training, specific work-related method statements and/or risk assessments, COSHH assessments, site rules, plant selection and use.

Site health risks include:

- Dust
- Noise
- Vibration
- Use of hazardous substances, & existing - potentially Guano, MMMF, PCBs & Lead
- Manual handling & Dermatitis
- Contaminated land (including potential u/g fuel storage tanks, fuel pumps, engine oil store, boiler rooms & workshops, sub-stations, asbestos in ground, ground gas - Carbon Dioxide & PAHs
- Fatigue
- Stress/Medical Illness
- Exposure to UV radiation, from the sun
- Exposure to asbestos and to asbestos dust – deemed low risk
- Legionella

Site safety risks include:

- Existing services
- Temporary site electrical installation
- Preventing falls
- Groundwater
- Work at height
- Control of lifting operations
- Dealing with services
- Maintenance of plant and equipment
- Excavations and poor ground conditions

- Traffic routes, segregation of vehicles and pedestrians – Access & Egress
- Storage & use of hazardous materials and work equipment
- Contaminated land - not anticipated
- Unexploded Ordnance - UXO
- Stability of structures - including temporary works and existing unstable structures
- Work which puts workers at risk of burial under earth falls or falling from a height, where the risk is particularly aggravated by the nature of the work or processes used or by the environment at the place of work or site.
- Work involving the assembly or dismantling of heavy prefabricated components / Plant - Lifting operations (including removal of existing plant – integrity TBC) & glazing units
- Concrete construction
- Temporary Works
- Security – unauthorised access, trespass & theft / damage
- Confined Spaces - drainage system, risers, plant rooms, tanks, chambers & headings
- A high water table
- Public Interface - internal, external & working over – pedestrians & traffic
- Lifting Operations
- Movement of Plant

Occupational Health Hazards

Personnel should be aware of the possibility of Weil's disease and Psittacosis caused by the presence of rat and pigeons respectively - ensure good hygiene, no food or drink to be consumed away from canteen, mess room or offices. Welfare facilities will be maintained to a good standard. Good hygiene practices and early treatment of all open wounds, cuts & scratches etc, is essential. These important issues will be covered thoroughly in the site induction.

Noise, dust, fume and vibration pose both environmental and occupational health hazards – whilst addressing environmental concerns contractors must also address these workplace hazards - noise assessments and noise protection zones addressing noise issues while dust suppression systems must be utilised to minimise long term occupational health concerns.

Where creation of dust/fume is unavoidable personnel must use appropriate Respiratory Protective Equipment (RPE) with respiratory face mask fitting undertaken. Note Respiratory Protective Equipment (RPE) will often be required when wet cutting stone or concrete.

Stringent control measures must minimise nuisance factor to the general public in accordance with environmental requirements.

The control of vibration will focus on elimination and reduction and at all times monitoring exposure such that the EAV and ELV values are not exceeded.

The sun is a source of UV radiation which can cause sun burn and possibly skin cancer in the long term, personnel are to remain covered up, i.e. tops kept on, no muscle vest or shorts are to be worn and sun screen will be available within the welfare facilities together with relevant warning/guidance and COSHH assessment on over exposure to sun rays, skin cancer, etc.

Tool box talks and safety briefings must address this issue along with other sun related hazards e.g. heat stress, sun stroke and glare.

4.2.1 Crane Lifting & Hoist Operations

The crane locations, specifications and erection / dismantle need to be carefully planned as we have Network Rail in close proximity. Communication lines have already been opened between Network Rail and SRM and final sign off

will happen through the Network Rail forms F002 and F003 which will include Method Statements, Risk Assessments, Crane details and Temporary Works. Site visits will also be communicated and carried out as and when required.

Lifting plans and operations must take into account the lifting of shutters, table forms and other panel type loads.

Lifting operations are not permitted over the general public.

Any lifting to be undertaken outside the footprint of the building will have effective exclusion zones set up to prevent members of the public straying under lifts.

Lifting within the footprint of the building will be managed to ensure site personnel are prevented from entering lifting zones and where slewing loads over site personnel is unavoidable, they will be alerted to the operation.

For lifting operations, the following measures must be put in place -

- Site Survey;
- Review of underground utilities;
- Review of above ground utilities;
- Ground Bearing Pressure;
- Foundation Loads;
- Granular Platforms - Temporary Works Designed;
- Lifting plan;
- RAMS;and
- Competency Certification.

4.2.2 Construction Materials

Materials specified on the project should be from sustainable sources and present the least practical risk to persons who may install, clean, maintain or remove them.

Lead flashing, MDF architraves, adhesives/glues and solvents are expected to be used in the building construction phase, unless substituted by less hazardous substances. Supplier/manufacturers data sheets for all such substances must be obtained and COSHH assessment undertaken and communicated to workforce.

Concrete works, brick/block work etc, will expose personnel carrying out such operations to risk of dermatitis and the possibility of silica dust. Control measures must be contained within the risk assessment, observed and monitored.

4.2.3 Dust

Dust is a substance covered under the Control of Substances Hazardous to Health (COSHH) Regulations 2002. The Contractor is required to take account of and comply with the following requirements. The generation of dust should be avoided. Where this is impracticable, consideration must be given to the use of vacuum attachments to tools used in operations that will produce dust e.g. circular saw on insulation/plasterboard - **The decision not to use such attachments must be justified only within an approved risk assessment.**

Dust collection/suppression systems must be utilised to minimise long term occupational health concerns. Damping down is an alternative control method if dust capture/containment is not reasonable.

Where creation of dust is unavoidable personnel must use appropriate RPE. N.B. RPE will often be required when

wet cutting stone or concrete. Stringent control measures must eliminate, minimise nuisance factor to the general public in accordance with environmental requirements.

Where RPE, such as face masks, is utilised as part of the safe system of work, **this must be FFP3 minimum protection; the wearer must also have been trained in its use and care and must have been Face Fit Tested.** Evidence of such fit testing to be made available to Sir Robert McAlpine project management.

4.2.4 Manual Handling

Wherever possible alternative methods of lifting should be used to eliminate manual handling. Selection of materials, delivery mode and equipment to facilitate use of mechanical aids and reduce or ease the need for manual handling needs will be undertaken. Personnel who will undertake unavoidable manual handling will have been trained in safe methods of manual handling and records made available to Sir Robert McAlpine.

The weight of brickwork and blockwork specified should be less than 20kgs. Large glazing or cladding panels must have suitable handling/movement risk assessments and a safe system of work in place. Kerb laying and paving slabs etc. require the use of mechanical aids.

The prevalence of musculoskeletal disorders (MSDs) in the industry highlights the need for suitable and sufficient risk assessments to be undertaken for all aspects of manual handling refer CMP09 GN49. Where manual handling is considered, a detailed risk assessment (using the HSE MAC tool as a starting basis) must be carried out and documented.

Steelwork, precast concrete sections, and items of plant will generally weigh in excess of 25kgs and require mechanical handling. Items of a significant weight should be marked with their weight and if asymmetrical, their centre of gravity and where appropriate provided with lifting attachments and identified lifting points.

Task specific manual handling assessments for all tasks are to be incorporated with method statements/risk assessments.

Compliance with CMP09 GN49 - Manual Handling and HSE Guidance HSG149, Backs for the future, INDG Manual Handling Assessment Charts. (HSE website <http://www.hse.gov.uk/msd/mac/index>).

Occupational health issues will be highlighted at site induction with more specific requirements identified in method statements and risk assessments setting out controls for these hazards.

4.2.5 Scaffolding, Mobile Tower Scaffolds, Ladders and Step Ladders, Podium steps

All scaffold work to be undertaken in accordance with the current National Access & Scaffolding Confederation (NASC) guidance note SG4 "Preventing Falls in Scaffolding and Falsework" with mobile towers constructed, dismantled and used in accordance with the Prefabricated Access Suppliers' and Manufacturers' Association (PASMA) operators Code of Practice. Scaffold will be in accordance with the specification laid out in TG 20, technical guidance. Where appropriate, advanced guard rail type systems, should be utilised during the scaffold erection. All incomplete scaffolds will display appropriate signage, Scaffoldtag or similar to identify incomplete - do not use.

Scaffolders must wear a harness and lanyard at all times whilst working on site, connected to a secure anchorage or line when necessary. They must also use appropriate tool tethers when working at height close to open edges where the public or other workers are at risk.

The construction programme will aim for early use of permanent stairs, with temporary stairs, tower stairs or stair flight type e.g. Haki or Combisafe used in preference to ladder access. Where scaffold ladders are used for access then safety gates will be used where appropriate, e.g. Cape Safety or Presco Gates.

Ladders and stepladders are not permitted unless a specific Method Statement and Risk Assessment has been approved by Sir Robert McAlpine, with a permit to work issued by the contractor for their use.

Any ladders on site are to be locked to prevent unauthorised use. Such ladders and safety gates are subject to a statutory recorded inspection regime.

Particular attention must be given to the correct erection and use of mobile tower scaffolds, with appropriate training provided, and all must be identifiable to the relevant contractor. Incomplete scaffolds and mobile towers must display an appropriate warning signage.

All towers are to be erected with all guardrails, toeboards and wheels which can be locked for stability. Personnel observed pulling themselves along whilst standing on a tower will be disciplined.

The use of trestle scaffolds will only be permitted where access and prevention of falls are addressed in writing.

Ladders and step-ladders are commonly misused, with many accidents resulting.

Access apart, they may only be used by special risk assessment for light duty short duration, non-repetitive low risk works where a platform cannot be provided. The use of safer alternatives, e.g. mini hop-up towers and platform style stepladders should be considered with all systems subject to an appropriate inspection regime.

Podium steps shall have a maximum of two wheels. Four wheel types are not allowed, unless they are of the type where the wheels are dis-engaged when in use.

Podium steps without wheels are acceptable. Hop ups shall not be used unless they comply with a Euro Code or British Standard No CE mark or BS mark, then they cannot be used.

4.2.6 Steel Erection

Compliance with McAlpine - CMP09 GN45 and the contractors method statement and risk assessment taking account of current regulations and industry best practice. NB access, work platforms, safety netting, and remote release lifting equipment and lifting points on steel together with edge protection that will take account of following works – also see Section 8 Method Statements and Risk Assessments. Installation of temporary guard rails to account for following works e.g. curtain wall bracket installation able to be undertaken without guard rail removal. “Friction lifts” must not be used during steel erection – positive fixings for lifting beams and columns are required.

The use and handling of metal decking is a notoriously noisy operation, the use of pre-cut metal decking and/or **insitu** plasma cutting together with mains supply for stud welding to reduce site noise levels will reduce noise elements along with a careful placing of the decking sheets.

4.2.7 Traffic, Plant, Pedestrian Movements and the General Public

The Traffic Management Plan will ensure that plant and pedestrian movements are segregated by the use of physical barriers where possible. Weekly logistic meetings will enable these routes to be managed so as to allow the work to continue without putting pedestrians at risk. The access to site will be as stated above in Section 3.1. Interfaces with the public such as pedestrian the pedestrian crossing point at the site entrance will be suitably barriered/gated off to alert pedestrians of the potential movement of vehicles on Station Hill. This area will be tended by a traffic marshal to manage this interface as well as ensuring no vehicle leaves the project without a trained traffic marshal in attendance.

Where work is undertaken adjacent to, or above, public areas suitable exclusion zones, pedestrian gantries or fans will be erected to ensure the general public are not at risk from construction activities.

Compliance with CMP09 GN39 Vehicles and Routes together with HSE Guidance HSG144 the Safe Use of Vehicles on Construction Sites.

4.2.8 Delivery Vehicles and Off-Loading/Loading

All delivery drivers will be given an abridged version of the site induction. All drivers must be appraised of delivery routes and must be furnished with and abide by site rules, including the use of appropriate PPE.

Materials must be loaded to ease safe off-loading and onward site handling e.g. palletised goods, pre-slung reinforcing and mesh, stillages or crates for flat panels and glass. Deliveries must clearly identify lifting and handling arrangements, with panels, glass sheets individually secured to stillages or crates where possible to prevent any load shedding during panel and glass removal. All such stillages must be stored on firm level ground.

Drivers with HIAB type cranes or tail lift aids to loading and unloading must be trained and competent in their use and adhere to the manufacturer's instructions and site rules. HIAB lifts must be accompanied by a suitable lifting plan prior to any lifting and evaluated by the site lifting supervisor.

Delivery driver passengers will not be permitted on site, but required to wait at security, unless they can demonstrate that they are part of the "delivery team." This is especially important if the passengers are children, less than 16 years of age, who are not permitted on site at any time.

Suitable arrangements must be in place to provide safe access to vehicle loads where required, e.g. restraints to minimise risk of personnel falling. Contractors will include in their Method Statements the precautions that will be implemented to prevent falls during deliveries.

All vertical distribution using cranes (crawler), HIAB trucks, telehandlers or any other designated lifting device must be carried out using methods approved by Sir Robert McAlpine. The operational use of attendant crawler cranes and HIABs will be covered in specific Sir Robert McAlpine method statements and Lifting Plans.

All site deliveries and collections must strictly comply with delivery management schedules and with the Council traffic management and environmental requirements - there must be no queuing of delivery or muck away wagons at the site entrance.

Compliance with HSMP01 GN06 - Work Affecting the Public, HSE Guidance HSG151- Protecting the Public – Your Next Move and HSE Guidance Note GS7 – Accidents to Children on Construction Sites.

4.2.9 Fire Safety Arrangements

The project Emergency (Preparedness and) Response Plan incorporating fire risk assessments covers the construction phase of the project. A copy of this plan will be placed in the Security Office Fire Emergency box so that the emergency services can be in possession of an up to date version should they attend the project. Where necessary this will be coordinated with the plans of the adjacent or adjoining buildings. A temporary fire alarm system will be installed during the construction phase.

All hot works will be subject to a Hot Work Permit system. All hot works will cease one hour before the end of shift and the area in which the hot works took place shall be monitored during this period. All hot work permits will be closed out on the day of issue.

Acetylene use will not be permitted on site unless there is no suitable alternative - in which case contractors must demonstrate suitable control measures in conjunction with the hot work permit. All gas cylinders are to be stored in a designated safe area on site or removed off site at the end of each shift.

All site activities must be carried out in full compliance with "Fire Prevention on Construction Sites" - "The Joint Code of Practice on the Protection from Fire of Construction Sites and Buildings Undergoing Renovation", published by the Construction Confederation Fire Protection Association, and HSG168 Fire safety in Construction 2010 published by HSE Books, paying particular attention to the removal of flammable packaging, removal of flammable redundant materials and rubbish and the storage of materials.

Stored materials must be protected with fire retardant protection in accordance with the Code of Practice.

The site is a **NO SMOKING** site, a discrete smoking shelter will be provided.

All works on site will be covered by a suitable & specific RAMS.

These issues will also be addressed through inductions, training, method statements, risk assessments, COSHH assessments, site rules, plant selection and use. (This list is not exhaustive and may be amended depending upon the work activities being carried out).

4.2.10 Excavations and Poor Ground Conditions

Before carrying out any work that requires the ground to be broken, contractors are required to study and identify any services in the area they are working in using the drawings/surveys that have been carried out. Once they have done this, they are required to CAT scan the area where the proposed excavations will take place to identify any unknown services. The contractor is then required to request a Permit to break ground before they are allowed to commence any work. The contractor will need to allow for trench supports for any works that require support due to the depth of excavation and pedestrian/vehicle barriers or segregation to protect people and vehicles from the excavation. Once work is completed the contractor is expected to backfill as appropriate and make the ground good. Where required, contractors are to provide supervisor with the NRSWA accreditation.

4.2.11 Asbestos

Prior to the main work commencing on site, an asbestos remediation task may need to be undertaken under the NCP Car Park following further investigations found on site. This will be carried out by competent and qualified contractor to ensure that no further contamination or health risks are posed before work starts.

If any persons should come into contact with Asbestos, they should make the Sir Robert McAlpine Staff aware immediately. Site staff will have the relevant Asbestos awareness training and will be aware how to isolate the area and ensure no further health risk is posed. A trained and competent contractor will then remove the Asbestos as deemed appropriate.

4.2.12 Contaminated Land

Prior to any work commencing on site, a desktop study and ground investigation are carried out on site to identify any contaminants or potential hazards. Asbestos was identified however further investigation is required under the NCP Car Park.

The following controls will be in place.

- Hygiene – hygiene facilities throughout site welfare allowing individuals to wash hands, change clothes before going home and showers if deemed necessary.
- Eating – only in canteen which is kept clean
- Boot wash - to stop any potential spreading of potential contaminants
- Protective Clothing – acting as a physical barrier and replaced as necessary
- Wheel wash – to stop any potential spreading of potential contaminants
- RAMS and COSHH assessments.
- Training – to allow for identifying and putting in correct precautions should any contaminants be found.

5.0 COMMUNICATIONS AND ARRANGEMENTS FOR THE MANAGEMENT OF HEALTH & SAFETY

5.1 Company Health and Safety Policy and Procedures

The Company Health and Safety Policy will be displayed on the site notice boards. Further copies can be obtained from the Company's Management System.

Contractors are required to have a copy of their Health and Safety Policy on site (and provide to SRM during Tender)

Throughout this Plan reference has been made to Sir Robert McAlpine procedures and HSE guidance. Contractors can request uncontrolled copies of these McAlpine procedures while HSE Guidance can be downloaded from the HSE website, www.hse.gov.uk.

The Project Manager will nominate competent members of his team, to manage and supervise the various elements of work on site in accordance with the Company's H&S Policy and procedures. These nominations will be identified to the contractors who are carrying out these elements of work and will be identified at the site induction.

The names of appointed personnel and their specific Health and Safety responsibilities will be displayed on site notice boards and highlighted during induction.

5.2 Communications (See HSMP01 GN08)

Communications with all parties who could affect or be affected by our activities on matters relating to the Health & Safety at work is vital to the success of this project. It is therefore essential that communication channels are established at the start of each contract. The means of imparting information should be known and available to the necessary recipients. Various methods of communication will be used on this project including verbal, written and electronic mediums. This will include but will not be limited to drawings, emails, letters, correspondence, H&S Plan, method statements, risk assessments, COSHH assessments, inductions, daily activity briefings, toolbox talks, logistics meetings, time outs for safety, progress meetings, co-ordination meetings, design team meetings, workforce engagement workshops, lifting plans and consultation meetings, etc.

It is important that people are aware that any communication they receive has a specific value to themselves and those under their control and that any communication is circulated to the correct group of people rather than being targeted too widely and leading to possible information overload.

5.3 Responsibilities of McAlpine Staff

Title/Designation (Regionally Appointed = *)	Responsible Person	Deputy
Project Director	TBA	Matt Shuter
Project Manager	Matt Shuter	TBA
Works Manager/Site Safety Supervisor *		TBA
Lifting Supervisor/Crane Co-ordinator* & Appointed Person	TBA	TBA
Services Manager	John Brady	TBA
Senior Design Manager	Dale Badhams	TBA
Temporary Works Co-ordinator/Temporary Works Supervisor*	Matt Shuter	TBA
COSHH Controller*	TBA	TBA

Fire Safety Co-ordinator*	TBA	TBA
Office Manager	TBA	TBA
Full time 1 st Aider / OH Nurse – TBC First Aiders	TBA	TBA
Regional Health and Safety Advisor (Visiting)	Peter Paterson	TBA
Site Based Health and Safety Adviser	N/A	N/A
Incident Investigator	TBA	TBA
MEWP Supervisor	TBA	TBA
Management of Underground Services Works	TBA	TBA
NEBOSH qualified staff	TBA	TBA
Rescue from Height Team	TBA	TBA
Fire Wardens	TBA	TBA
Workforce Engagement Workshop facilitators	TBA	TBA
Logistics Manager	TBA	TBA

5.4 Health and Safety Meetings

All Contractors must appoint a **site-based** person with sufficient knowledge and training to supervise and monitor the health and safety of their workforce on a daily basis. This appointed person or his appointed deputy must attend monthly or fortnightly site progress or health and safety meetings. These appointed personnel will be expected to undertake periodic joint site safety tours.

The meeting objectives will be to promote a proactive health and safety culture on site by taking account of all aspects and views on safety, health, welfare and the environment ensuring good co-operation and communication to attain the project safety objectives.

In addition Health & Safety will be high on the agenda at meetings with the Client, at contractor progress meetings and liaison meetings etc.

These meetings will review health and safety performance, co-ordinate the works ensuring safety considerations are met. Meeting minutes will note action points required by the various parties, directions will also be given to contractors via site instructions.

5.5 Safety Leadership

This project will set up a **Safety Leadership Team (SLT)**, made up of senior representatives involved in the project, including the Client. This Team will act as the champions for Health and Safety on the project and take it turns to conduct safety tours, chair safety meetings and provide safety mentoring. These champions also act as the conduit through which site operatives and personnel can air concerns towards any H&S issues that may concern them. At its core is the belief that **everyone looks after everyone else**. This initiative has been very successful on previous projects under the banner heading - **Work Safe, Home Safe**.

Minutes of the SLT meetings will be posted on site notice boards and the canteen. Regional Safety Leadership teams will issue newsletters to keep the site personnel and Client informed.

We believe in an education driven approach as opposed to the zero tolerance method. Zero tolerance only drives the problem underground. The education approach gets the underlying cause and prevents a repeat of the poor practice.

As part of the safety leadership all site personnel will be expected to attend a Workforce Engagement Workshop within 2 weeks of attending a site induction, unless they have attended a workshop on another of SRM's sites within the last 36 months (and can furnish evidence) in which case they will be exempt for the balance of the 36 months. This workshop focuses on behavioural issues. Contractors will be requested to provide a trainer to assist in delivering these workshops from time to time. A training course will be provided free of charge to any operative or otherwise willing participant to become a trainer.

Site Management will attend the Safety Leadership (2 day course) as part of the Safety Leadership Programme. 'Black hat' supervisors' meetings will be held on a regular basis by the site team.

5.6 Workforce Representation

Personnel made up of site elected safety representatives and/or volunteers from the workforce will be invited to the workforce consultation meeting ensuring the workforce are given the opportunity to raise any issues concerning site safety, welfare or health. Minutes of the consultation meetings will be posted on site notice boards and the canteen.

The Company promotes an "Open Door" policy towards consultation to ensure worker engagement is both on going and easily accessible.

5.7 Contractors (subcontractors, trade contractors, etc.)

Every contractor on site is required to appoint a competent person with executive authority to be responsible for ensuring compliance with health and safety legislation and the Health and Safety Plan. These people are required to attend regular health and safety meetings where they will discuss health and safety matters; outline their risk assessments with details of third parties who may be affected and the information necessary to enable these third parties to ensure the health and safety of themselves and any employees; provide proof of instruction and training as required by SRM and receive any instructions from SRM as necessary to fulfil their duties as Principal Contractor. The contractor will appoint competent person(s) to supervise their works, e.g. SSSTS trained supervisors, SMSTS trained managers, first aiders, fire marshals, etc.

The persons appointed by each contractor will attend each meeting unless they can provide an acceptable reason for non-attendance, in which case a deputy with the same authority must attend. Where this relaxation is abused the person concerned may be precluded from site activities.

5.8 Other Contractors (e.g. Client's contractors)

Where a Contractor are not directly responsible to Sir Robert McAlpine Ltd, the Project Manager will appoint a competent person to liaise with the Principal Contractor on Health and Safety matters.

5.9 Contractors Interface and Systems of Work

Each contractor assigned to the project will be expected to produce a project specific Health and Safety Method Statement covering their Works within the project. This must also include details of delivery access and control and the interface between others.

Each Method Statement must comply with the McAlpine and Clients Health and Safety requirements.

All Risk Assessments and Method Statements will be reviewed and approved by McAlpine Project Management. Also note Section 3.6 Logistics and Co-ordination Meeting & Section 11 Method Statements and Risk Assessments.

6.0 MONITORING

Monitoring will be carried out to ensure compliance with the requirements of legislation, the Health and Safety Plan, the McAlpine Health and Safety Management System, British Standards, Codes of Practice, Guidance Notes and all other documents prepared to ensure that safe working procedures are established, i.e. risk assessments, method statements, permits to work, etc.

Documents prepared by persons given specific responsibilities under the Health and Safety Plan will be given to the Project Manager or his nominee who will include them in the Plan. Using his knowledge of the Construction Programme, the Project Manager or his nominee will ensure that he receives and approves all such documentation prior to the commencement of relevant work.

On each visit to site the Regional Health and Safety Advisor, or their deputy, will check the Health and Safety Plan to ensure that all such documentation has been placed in the Plan, is approved by the Project Manager/nominee and has been properly prepared.

All responsible persons will ensure that work under their control is carried out in accordance with the relevant documentation. To ensure continuing compliance they will undertake frequent health and safety surveillances of work activities, addressing any non-compliance as a result.

The Project Manager or nominee will carry out an inspection of the workplace at least once a shift to ensure that work is being carried out as planned; that risks to the health and safety of the workforce, the general public and any others who may be affected are minimised, that any other foreseeable risks have been addressed and measures implemented to minimise them.

All managers, supervisors etc. will ensure that work under their control is carried out in accordance with the relevant documentation.

All site operatives will be given a daily activity briefing from their supervision each day, and before each separate work activity, to ensure such works are carried out to the highest standards of health and safety.

To ensure continuing compliance supervisors will undertake frequent Safety Surveillance of work activities, addressing any non-compliance.

Visiting Health & Safety Advisors from the respective contractors (in addition to the resident safety advisor) will inspect and report on the workplace on a regular basis to ensure that work is being carried out in accordance with the Construction Phase Health and Safety Plan and that all necessary measures are being taken to ensure the health and safety of the workforce, general public and others who may be affected by the work. Where they identify any unsatisfactory standards they will ensure that the Safety Supervisor rectifies the situation. When individuals breach safety procedures they may face disciplinary action in the form of a yellow or red card. The yellow card being a formal warning and red is prohibition from site.

The Company will also use Safety Improvement Notices (SIN's – see 6.3 below) which will require that work is immediately stopped and not allowed to re-start until health and safety breaches and concerns have been addressed by managers and supervisors responsible for the particular elements of concern.

The Site Safety Supervisor/Works Manager will carry out a visual inspection of the workplace at least once a shift to confirm that work is being carried out as planned; that risks to the health and safety of the workforce, the general public and any others who may be affected are minimised, that any other foreseeable risks have been addressed and measures have been implemented to minimise them.

Sites will prepare their own schedule, as appropriate, for monitoring health and safety standards. They will undertake frequent health and safety surveillance of work activities, immediately addressing any non-compliance, (e.g. Stop and Act Procedure and the use of SIN's).

The Regional Health and Safety Adviser will inspect the sites on a regular basis to verify that work is being carried out in accordance with the safe working procedures established, e.g. risk assessments, method statements and the

Health and Safety Plan and that all necessary measures are being taken to protect the health and safety of the workforce, general public and others who may be affected by the work. Where any unsatisfactory standards are identified, they will discuss with Site Management (the Site Safety Supervisor/Works Manager) on the actions to be taken to rectify the situation prior to leaving site.

Audits on safety procedures will be carried out in accordance with the Company Management System.

6.1 Contractors

Contractors will be subject to monitoring by Sir Robert McAlpine Ltd and will, in addition, be required to affect their own arrangements for supervising their work. All supervisors must be proactive in ensuring their personnel work safely without being exposed to unnecessary risk or exposing others to unnecessary risk.

Contractors must ensure competent supervision (and at the correct ratio of blackhats to operatives for example 1:10, but subject to RA) is in place at all times, should McAlpine management incur additional costs due to failure of a contractor in managing work safely this will be charged to the contractor.

Supervisors will also have the necessary skills, knowledge, training and experience in the works being supervised. All contractors are required to carry out regular Health & Safety Inspections by their safety adviser &/or safety supervisor with inspection report copied to Sir Robert McAlpine.

Health and Safety reports should cover as a minimum the following:

- Method Statements and Risk Assessments covering the works being undertaken.
- Records identify that all personnel have received safety briefing or Toolbox Talks on the method statements and risk assessment and are working to them.
- Method statements and risk assessments are kept under review (at least weekly checks) and remain current.
- Plant & Equipment is regularly inspected and maintained with records maintained on site.
- Personnel have the appropriate qualification for their work.
- PPE that has been issued and is being used is appropriate for the tasks being undertaken, in good order and personnel have been instructed on the correct use.
- Manual handling assessments have undertaken, and residual manual handling is undertaken in accordance with industry guidelines and best practice.
- Workplace and storage areas are kept clean and tidy.
- PAT tests are current for electrical tools and equipment.

Contractors with design responsibility will also be monitored during design development with regard to safety aspects.

6.2 Other Contractors

Contractors who are not normally under the direct control of Sir Robert McAlpine Ltd, e.g. archaeologists, artists and tradesmen, fit-out contractors, will be monitored to ensure compliance with the Health and Safety Plan.

Where there is an interface with other Principal Contractors regular liaison/co-ordination meetings will be undertaken.

6.3 Safety Key Performance Indicators (KPI's) & Safety Improvement Notices (SIN's)

Contractors will be scored through the KPI's, through the implementation of the Company Quality Management System procedure QMP15 which looks at the following key issues: Design, Programme, H&S, Quality, Commercial, Supervision and Environment.

This procedure monitors the performance using Key Performance Indicators (KPIs), which through the continuous

improvement programme triggers discussions on site with contractors and consultants through progress meetings, design meeting etc. These scores are reviewed by Regional Management. Further meetings may be called to discuss any short comings and corrective actions (and likewise where there are seen to be successes worth passing on) with those concerned.

6.3.1 Safety Improvement Notices

McAlpine procedure HSMP01 GN01 Stop and Act, details the use of Safety Improvement Notices (SINs), which are used to immediately stop works when a risk to the health and safety of a person(s) is observed by any McAlpine staff.

Works are stopped until the appropriate remedial action is implemented and may identify breaches by an individual, supervisor, manager or a company. A judgement will be made as to the severity of the situation and an assessment of the action to be taken.

For company/contractor breaches, our Regional Management/Purchasing Department will decide on the action to be taken. Breaches and actions are recorded and signed off by Sir Robert McAlpine and the contractor involved will remain on file.

7.0 HEALTH AND SAFETY MEETINGS/CO-ORDINATION MEETINGS (CLIENTS, DESIGNERS, ARCHITECTS, CONTRACTORS ETC)

All contractors are required to attend monthly site health and safety meetings, or more often if deemed appropriate by site management. The meeting objectives will be to promote a proactive health and safety culture on site by taking account of all aspects and views on safety, health, welfare and the environment ensuring good co-operation and communication to attain the projects health and safety objectives and to ensure that all works are carried out safely.

The above is in addition to daily black hat meetings at site.

In addition, health and safety will be high on the agenda at meetings with the Client, designers, architects and contractor's progress meetings.

These meetings will review health and safety performance, co-ordinate the works ensuring health and safety considerations are met. Meeting minutes will note action points required by the various parties, directions will also be given to contractors via site communications.

Sir Robert McAlpine is committed to effective consultation on health and safety issues. There are a number of consultation methods available on this site, HSMP01 PR02 Consultation procedure applies.

On setting up of the project appropriate consultation mechanisms will be selected from the following:

At Project Level	Consultation meetings, inductions, safety project meetings, trade union safety representatives (where appointed formally)
At Work gang Level	Daily Activity Briefings, Toolbox talks, method statement/risk assessment briefings and/or through representatives
At Individual Level	Directly with each employee, during the Workforce Engagement Workshops and/or open door policy

7.1 Health and Safety Committee - Workforce Representation

Once the site labour force attains 25 personnel the workforce will have the right to the formation of a safety committee made up of site elected safety representatives and/or volunteers from the workforce who will meet monthly, ensuring the workforce are given the opportunity to raise any issues concerning site safety, welfare or health.

The committee will be chaired by a staff representative from Sir Robert McAlpine Ltd. Contractors, where applicable, are expected to release personnel to attend this committee with pay. Bullet point minutes of the committee will be posted on site notice boards and the canteen. (McAlpine Procedure HSMP01 PR02 refers).

7.2 Consultation with Employees and Self-Employed

To ensure effective consultation:

- People will be nominated by the contractor and Sir Robert McAlpine direct labour workforce to attend the monthly Health and Safety Committee Meeting (See Section 7.0). Minutes of these discussions will be posted in appropriate positions so that the general workforce can be informed and arrange for their views to be heard.
- All contractors should define their procedures for implementing the Health & Safety (Consultation with Employees) Regulations 1996, with particular reference to the contents of the Health and Safety Plan for the Project. Written evidence will be required confirming compliance.
- Where the Safety Representative and Safety Committee Regulations 1977 apply, safety representatives and workforce volunteers will be invited to attend the Health and Safety Committee Meeting (See Section 7.0). Minutes of these discussions will be posted in appropriate positions so that the general workforce can be informed and arrange for their views to be heard.
- Sir Robert McAlpine Ltd is committed to ensuring effective consultation on health and safety issues is carried out on all its projects.

McAlpine employees will be consulted directly on matters relating to their health and safety. Consultation with other members of the project team will take place at project level via project and safety meetings, at WEWs and at work gang level through toolbox talks and method statement/risk assessment briefings. An 'open door' policy, i.e. access to the Health and Safety Advisor, Site Safety Supervisor or any member of the Management Team will be available to cater for individual requirements.

Views to be discussed will include:

- Measures which could substantially affect employees' health and safety.
- Arrangements to nominate people to assist in health and safety duties.
- Information provided to employees in accordance with the requirements of legislation.
- Provision of health and safety training required by legislation.
- Consequences of new technology.
- Opportunity to air any items/areas of concern regarding their work areas/activities.
- New ideas / initiatives & Best Practice.
- Share any lessons learnt to improve safety and health standards.

7.3 Continuing Design Works

To enable the Principal Designer to fulfil his duties, Designers (including contractors' designers) need to co-operate with each other in providing design information, risk assessments etc. Regular Design Meetings or Workshops will ensure co-ordination of design, progress and communication of all aspects of the design. The Principal Designer will ensure designers consider elimination, reduction and control of risks at the design stage.

Where design changes and decisions during the construction phase have significant health and safety implications, the Principal Designer should liaise with the Principal Contractor about any implications for the construction phase health and safety plan.

With the exception of the residential areas the completed structure will be used as a workplace; the finished design will therefore need to take account of the Workplace (Health, Safety and Welfare) Regulations 1992.

7.4 Contractors with Design Involvement

All Work Package Contractors with a design involvement are reminded that they must comply with Regulation 11 of the Construction (Design and Management) Regulations.

The following information must be submitted by the contractor to the Principal Designer in sufficient time to allow adequate consideration by the Principal Designer and where appropriate the Client's design team, prior to commencement of the relevant works:

- suitable and sufficient information to demonstrate that health and safety issues have been adequately considered
- a risk assessment
- a list of health and safety hazards identified which cannot be designed out
- a list of materials or substances which are specific or inherent in the design which is potentially hazardous to health and safety

7.5 Contractor (including Designers and other Organisations) Selection Procedures – Competency Checks

Contractor procurement will be carried out in accordance with the Company Management System Procedure QMP12.

Documentation produced by contractors will be checked using the Company Management System Procedure QMP13. All contractors will be required to complete a Competency Assessment form (Sub-Contractor Status Information Sheet) in accordance with Regulation 8 of the CDM regulations. Each organisation will be assessed by our Purchasing Department to determine whether they have sufficient health and safety arrangements in place for them to carry out the work safely and without risks to health.

Sites will also carry out competency checks on all contractors prior to starting on site, over and above the checks already being carried out by the Purchasing Dept.

Supplementary Conditions of Contract are kept in the surveyors' office and issued to each contractor as applicable.

8.0 INFORMATION, INSTRUCTION AND TRAINING

8.1 Site Induction

All personnel must attend the McAlpine Safety Induction course prior to commencing work on site. Visitors, including delivery drivers, will be given an abridged induction which will cover site health and safety issues they need to be aware of during their visit and requested to identify any health or phobia concerns they have which we may need to address. In addition, while on site, a responsible member of the project team will accompany them. Induction will be carried out by a member of the management team and will cover the following subjects where applicable:

- Health and Safety Plan
- Fire Safety Plan (inc Fire Alarm, test times & Assembly Points)
- Emergency Preparedness and Response Plan

- Relevant Legislation
- Site Geography (including smoking / vaping areas, 1st Aid & Mobile Phone zones)
- Identification of Site Hierarchy
- Project Health & Safety and Environmental Objectives
- Consultation arrangements for Health and Safety (& SLT)
- Site rules (inc Site hours)
- First Aid Arrangements (inc location of nearest A&E / Walk-In) & Reporting of Accidents and “Near Miss” Incidents, including defective equipment & Safety Observations & ‘You Said We Did board’
- Environmental Requirements - noise, dust, vibration, pollution controls etc.
- Interface with Others/Care & Consideration of General Public
- The Considerate Constructors Scheme objectives
- Interface with other contractors
- Personal Protective Equipment
- Safety Equipment
- Plant, Vehicular routes and works in the vicinity of operating plant
- Access and Egress routes
- Scaffolding
- Excavations
- COSHH & storage areas
- Electricity
- Hand Tools
- Housekeeping
- Welfare Facilities, canteen and Hygiene
- Risk Assessments and Method Statements
- Daily activity briefings
- Time outs for safety & SINS
- Permits to Work
- Manual Handling (Musco-skeletal disorders)
- Traffic Management & Delivery booking in (and gates to use)
- Lifting Operations
- Drugs and Alcohol Policy / testing regimes
- Fit for work certificates
- Specific hazards
- Rewards system
- Site photographer – takes good as well as bad examples!
- Occupational Health Concerns – Dust, fumes, HAVS, dermatitis, noise induced hearing loss, Weil’s disease, psittacosis, etc.
- SRM site management Team (& picture)
- Workforce Engagement Workshops
- Prohibited items (such as acetylene, halogen lights & semi-automatic quick hitches)
- New Modern Slavery Policy Statement

This list is not exhaustive and may be amended and built upon during the course of the contract.

All personnel will be issued with the McAlpine Site Health and Safety Handbook to augment the site induction.

For Sir Robert McAlpine employees see also Induction Procedure CMP09 GN01 for further guidance. Use will be made of the SRM induction video featuring Mr Edward McAlpine.

8.2 Toolbox Talks/Training/Daily Activity Briefings

Future Training - Contractors must undertake their own induction and job specific training ensuring their personnel are fully aware of the contents of Method Statements and Risk Assessments and any subsequent updates thereafter through Daily Activity Briefings.

Pre-start work and daily activity briefings will be undertaken for all site personnel, especially where routine works are affected by external issues, e.g. plant movements, weather and other interface concerns for more complex works such work or task briefings should be the norm.

Sir Robert McAlpine Ltd management will require access to such training records both to verify the content and where necessary receive appropriate instruction on elements of the contractors work (recommend forwarding copies of all to package manager in weekly update / report).

A programme of regular Toolbox Talks to include refresher training is to be undertaken by contractors, with evidence that Toolbox Talks and other identified safety training requirements are being undertaken presented at the monthly health and safety or progress meetings. Contractors must practice "two way communication" at all levels of tool box talks or safety briefing enhancing worker engagement and developing a safety culture and pride in the job so that nobody "Just Walks By."

McAlpine will also give direction to contractors on identified training/refresher training needs and when to be undertaken. To improve teamwork and the site safety culture, McAlpine will also organise and run a number of health and safety briefings for both McAlpine and contractor personnel

Records of onsite safety training should be maintained by each contractor, with copies forwarded to Sir Robert McAlpine on a weekly basis. Records of on-site safety training should be maintained by each contractor, with copies forwarded to McAlpine.

8.3 Daily Activity Briefings

These are to be carried out on a daily basis every morning prior to starting work by Sir Robert McAlpine and contractors. These briefings should last approximately 5/10mins. The topics to be discussed should include the scope of works to be carried out, the safety and health hazards that are present, PPE requirements, as well as the good practices, lessons learned etc. from previous work activities. The briefings are to be recorded on a form and handed to SRM on a weekly basis.

8.4 Time Out for Safety

Time Out for Safety talks can be carried out at any time on this project. They will be created around health, safety and welfare issues either relevant to the project, Sir Robert McAlpine or an HSE focus area. The presentation will be given by the Project Manager or Construction Manager to everyone on site (for example after returning back to work after Christmas).

8.5 Non-English Speaking Personnel

While Sir Robert McAlpine Ltd endeavours to be an equal opportunities employer, all are reminded that there is an increasing problem in communicating with people who either do not speak English at all or have difficulty in speaking and/or understanding English, therefore:

- The site is 'English Speaking' in respect to project communications.
- All 'non-English speaking' personnel must be able to receive English spoken site communications and instructions. This will require the contractor to provide adequate levels of competent supervision who can translate both verbal and written communications and instructions into and from the relevant language(s) of the contractor's workforce. It is important that an assessment is made of the interpreter's skills.
- Where people speak or read limited English, extra care should be taken to ensure that they fully understand

- the message being delivered.
- The standards of safety competence and training requirements within a contractor's workforce are constant for all personnel regardless of native origin and/or language spoken.
 - The contractor is fully responsible for all additional resources and associated costs required to affect satisfactory levels of 'competence' and 'communication' within their workforce.
 - A risk assessment must demonstrate that measures are in place (at all times) ensuring such personnel are adequately safeguarded and pose no unacceptable risk to themselves or others.

8.6 Sir Robert McAlpine Employees

All employees will receive information on the requirements of the Health and Safety Plan at the site induction. All management and supervisory staff have received training with records being kept at Head Office, Eaton Court and will receive future training as necessary to ensure their competence to perform their duties under the Health and Safety Plan.

As part of the Company commitment to fulfilling a fully qualified workforce, all project Management and Supervisory staff have qualified or are qualifying for their respective CSCS skills card.

All McAlpine personnel are/will be trained in accordance with the McAlpine Company Management System Procedure - CMP06 Training. Training records are retained.

8.7 Contractors

All contractors will be required to produce proof of training for their employees prior to commencement of work on site.

Industry training schemes, such as those listed by the Build UK are acceptable towards our objective in having a fully qualified site workforce.

Contractors must demonstrate a commitment through the provision of training where necessary, leading to recognised skill training levels. Our goal is to ensure that every worker and supervisor has the requisite skills, knowledge, training and experience in line with the CDM 2015 expectations.

We only accept CSCS/CPCS or those cards accepted by the Build UK Group to work on this site.

McAlpine management may, in exceptional circumstances, use its discretion toward any operative whose skills fall outside the recognised CSCS/CPCS or Build UK categories. However such persons may require supervision.

Contractors must ensure that personnel all in possession of a valid card which reflects the skill/ability of the operative for the work that they are on site to undertake.

All other such training must be relevant to their responsibilities on this project; supervisors and managers should have the necessary health and safety training e.g. IOSH Managing/Supervising Safely and/or preferably the SMSTS 5 day managerial or supervisory health and safety training in addition to possessing appropriate CSCS card. A two day SSSTS course is the minimum requirement accepted for site supervisors.

All such training must be relevant to their responsibilities on this project; supervisors and managers (in line with section 5.0) should have the necessary health and safety training commensurate with their additional responsibilities. E.g. first aiders, IPAF+, temporary works, etc.

Supervisors must be identifiable by wearing black safety helmets (Black Hats) with their name on the front of the helmet.

All contractors will be required to produce proof of training for their employees prior to commencement on site. Details will be required at the monthly health and safety meetings and must be relevant to their responsibilities on

the project e.g. CITB recognised training schemes/qualifications: Scaffolders record scheme (CISRS), Construction Plant Operators Certification Scheme (CPCS) and Construction Skills Certification Scheme (CSCS), and SRM are now in a position to accept NPORS cards (National Plant Operators Registration Scheme). The said acceptance is subject to such cards supporting the CSCS logo.

Regular visitors to site will also be expected to hold an appropriate Build UK recognised training card/record.

Statutory requirements for training/registration schemes e.g. Gas Safe (gas) and NRASWA (Streetworks) must be complied with. In addition all plant operators and scaffolders are required to be in possession of a current CPCS or CISRS record card respectively.

In addition to the submission of a valid skill card all site personnel will be subject to an occupational health review confirming individuals are fit to work- annually for safety critical personnel and at periods not exceeding 3 years for all others.

The production of a in date relevant skill card is not considered as a form of competence- to this effect all site personnel will need to be confirmed as competent by their employer/line manager prior to attending the site induction- this forms part of the pre-registration process.

(Safety Training Records are retained in accordance with the Master Listing of Files)

9.0 SITE RULES -

- **All Contractors' employees, self-employed personnel and visitors must comply with the requirements of the Construction Phase Health and Safety Plan.**
- All Contractors will be represented at the monthly Project Health and Safety Meeting.
- **All Contractors must comply with the project Emergency Preparedness and Response Plan & Fire Safety Plan**

Note: All Works, Protection, Accommodation, Storage etc. must comply with "Fire Prevention on Construction Sites" the current Joint Code of Practice on the Protection from Fire of Construction Sites and Buildings Undergoing Renovation.
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- All Contractors must comply with any local authority traffic management and environmental requirements.
- All contractors must comply with Sir Robert McAlpine traffic management plan.
- **The site is a hard hat area; safety helmets with the person's name displayed, safety footwear (steel toe cap and midsole protection), hi-vis vests or jackets, eye and hand protection are mandatory. Safety helmets/Hi-Viz must follow the format specified by the SRM (details will be provided). Hi-Viz must display the name of the Company the employee works for.**
- Other appropriate personal protective equipment must be worn/used e.g. appropriate enhanced eye protection, safety harnesses, hearing protection, gloves etc., as identified in risk assessments.
- **Taking photographs of the site is prohibited without authorisation from Sir Robert McAlpine via the Client.**
- Scaffolds including mobile towers must not be altered or adapted except by competent and authorised personnel. Ladders & stepladders may only be used for low-risk light duty work of short duration, where a safer alternative cannot be utilised, and a specific risk assessment is in place and communicated.
- **Appropriate clothing must be worn; the wearing of shorts (including three quarter length trousers) or going bare above the waist is not permitted (minimum T-shirt beneath Hi-Vi).**
- All holes, leading edges or openings creating a fall or trip hazard must be securely covered or fenced with warning signage where necessary. Loading bay barriers must be immediately replaced when loading out operations are complete. The removal or phased hand-over of any edge protection/guard rails must have prior agreement with McAlpine Management.
- **No alcohol or un-prescribed drugs are allowed on site. Personnel suspected of being under the**

- influence of alcohol or drugs will be subject to disciplinary measures. Any operatives taking prescribed drugs, which may affect their performance, must inform site management (see also 9.2). Random drugs and alcohol testing will be carried out on site. However, cause testing may be carried out following an accident, as part of an accident investigation.
- Due care and consideration must be given at all times to local residents, office workers and members of the public, to ensure they are not exposed to any risk and inconvenience is minimal. Abusive language, wolf whistling or acts likely to cause offence are not permitted.
 - **All dust, noise, vibration and pollution shall be kept to a minimum with all measures taken to prevent nuisance arising from the carrying out of the works.**
 - Material storage only in designated areas.
 - **All type of gas cylinders must be stored according to Regulations. Details of the safe use, signage and storage of gas cylinders shall be incorporated into the fire safety and emergency plans for the site.**
 - Good housekeeping is fundamental in providing a safe environment. Waste must be cleared and stored only in designated areas and regularly removed. Access routes and means of escape must be kept clear and free of tripping hazards at all times with workplaces cleared and tidied as works progress throughout the day
 - **Vehicles and Plant must give visual and/or audible warning when reversing or manoeuvring with suitable CCTV reversing aids and/or be attended and under direction.**
 - Hot work procedures are in operation. Permits can be obtained from SRM, no fires allowed on site for any reason. Fuel storage must be bunded, secured and with fire point with other flammables stored appropriately.
 - **No radios, personal stereos, iPod players, etc., to be used in the workplace.**
 - Mobile phones must be used in designated safe areas only (see also 9.5).
 - **Electric power tools must be 110v or cordless battery operated.**
 - Petrol driven plant can only be used only by prior arrangement.
 - **Food is to be consumed in Mess room/Offices area only.**
 - Misuse or abuse of any safety equipment or welfare facilities e.g., signage, fire extinguishers, toilets, lighting, etc., will not be tolerated. Urinating on site, apart from in the toilets provided, will lead to dismissal.
 - **Only authorised/trained personnel may operate plant – All personnel shall be correctly trained, competent and in possession of appropriate Skill Card(s) for the work they are employed**
 - The site has a strict NO SMOKING policy – the designated smoking areas must be kept clean and tidy (see also 9.8).
 - **Safety harnesses and appropriate restraints must be worn and used when working at height or where work at height cannot be eliminated or where collective protection methods cannot be provided. Harnesses will be worn and used when working from cherry pickers. Their use in scissor lifts will be determined by the risk assessment.**
 - Users of plant and equipment must carry appropriate pre-use inspections - taking out of service any defective items.
 - **Working at height – Tools must be tethered at all times when working at height, exclusion zones and rescue plans will also be put into place. Chin strap must be worn with all helmets on tower blocks at height & tether all other items where feasible.**

Employer Site Rules -

- **All site personnel should hold a current CSCS registration card appropriate to their role, responsibilities, and activities.**
- All personnel shall undergo induction training.
- **Appropriate PPE shall be worn always, with minimum requirements of hardhat, hi-visibility vest or coat, safety footwear. Eye and hand protection will be worn for all construction activities.**
- All tasks on site will be operated on the basis of a risk assessment and method statement being supplied by the contractor and agreed by the principal contractor.
- **All accidents and near miss events must be reported to the principal contractor.**
- Visitors to site must comply with all security requirements and inform the principal contractor of their intentions regarding areas to visit and the number in their party prior to arrival on site.
- **Whilst on site, visitors are to wear the appropriate PPE and to be escorted always by a site inducted and**

CSCS accredited person.

- Safety signs and notices must be complied with always.
- **Safe areas of access and egress will be signed and may be altered at any time by the principal contractor. Details are to be communicated in daily site briefings.**
- Areas that are deemed to be unsafe, by signs or barriers, shall not be accessed by anybody.
- **Certain areas will be deemed access/entry by permit only.**
- These areas will be signed, and a permit can be obtained from the principal contractor, upon submission of appropriate documentation.
- **Smoking is prohibited on all parts of the project.**
- Transistor radios or personal stereos or other electronic device utilising earphones must not be used.
- **All items of site electrical plant must be 110v or battery operated, unless prior arrangement has been agreed for specialist works.**
- **In the event that equipment rated above 110V must be used then this must be RCD protected at source.**
- All personnel for their own safety and the safety of others are required to fully comply with the Principal Contractors statement of working method and should not interfere with anybody else's works or methods.
- **All vehicles must be booked in with logistics/security systems**
- Department prior to arrival on site and times and dates agreed.
- **Site fire and emergency alarms, equipment, and instructions are designed to protect life.**
- Any person found to be interfering with or misusing fencing, scaffolding, barriers, signs, fixtures, fittings or equipment provided in the interest of health, safety and welfare, will be excluded from site.

This list is not exhaustive and may be amended as the project develops.

Contractors must ensure their personnel adhere to the site rules, imposing retraining or disciplinary measures for non-compliance.

Sir Robert McAlpine Ltd will dismiss personnel from the project for any flagrant or persistent abuse of the Safety Rules.

The Company operates a 'Safety Improvement Notice (SIN Form) procedure as an aid to improve H&S Performance.

SUPERVISORS ARE HELD ACCOUNTABLE FOR THE ACTIONS/OMISSIONS OF THEIR PERSONNEL

9.1 PPE

The contractor is advised that the wearing of a safety helmet (with name of person on front of hard hat) and reflective jackets/vests, protective footwear, light eye protection and gloves are mandatory on site.

Note: Although the Company has a default position on PPE, this may also be 'risk assessed out', e.g., where the risk is increased due to the activity or weather conditions, etc. but must be recorded in a risk assessment.

All other necessary personal protective equipment for carrying out their task will be a requirement for all personnel during their time on site. To accord with this the contractor shall ensure that all of his operatives are issued with and wear a safety helmet (colour coded as required) displaying individuals name as they wish to be known, reflective jacket/vest (with their respective Company branding on the rear), suitable protective footwear (which includes a steel toe cap and midsole), gloves and safety glasses (unless wearing spectacles all the time) and all appropriate personal protective equipment at all times.

All such Personal Protective Equipment shall carry identification labels, clearly bearing the name of the Contractor **(No PPE referring to another project / Main Contractor will be permitted)**. The need for further PPE and the type will be determined by the risk assessment process.

Colour Coding for Hard Hats:

	Black	Supervisor
	Orange	Slinger/Signaller
	White	Site Manager Competent Operative Vehicle Marshal (distinguished by the wearing of a different coloured high visibility vest)
	Blue	All those coming to site who do not fall into any of the above categories.

The use of ICE tags is encouraged, these 'In Case of Emergency' tags are worn on hard hats & can be opened to reveal the name of next of kin and / or specific medical conditions that might help in the event of an emergency. Please ask for details.

Where 'hot work' activities are being carried out, flame retardant/fire resistant clothing will be provided and will meet the requirements of the EN 11612 standard –Protective Clothing for Heat and Flame.

Where works are being carried out in an electrical environment area where there is a risk of an electric arc or blast as a result of a disruption (e.g. a short circuit) in an electric installation, the PPE being provided will meet the requirements of the EN 61482 standard – Protective clothing against thermal hazards of electric arc.

PPE in the form of hard hats and hi-viz clothing is not allowed to be worn beyond the site boundary. Further, eating, drinking and smoking immediately adjacent to the site boundary is also not allowed. Disciplinary action may be taken against personnel breaching these requirements. This may take the form of prohibiting offenders from site for the remainder of the day.

9.2 Drugs and Alcohol

Sir Robert McAlpine is committed to providing a safe, healthy and productive working environment and to safeguarding the health, safety and welfare of all those affected by its operations. This includes ensuring that everyone working on the Contractor's projects or in their offices is fit to carry out their jobs safely and effectively in a working environment which is free from alcohol and drug misuse. All of the Contractor's employees and others working with us are expected to arrive at our workplaces fit to carry out their roles and to be able to perform their duties safely without any limitations due to the use or effects of alcohol or drugs.

The contractor will operate a zero-tolerance policy in respect of illegal drugs and will observe the current legal drink drive limit in respect of alcohol. Anyone testing positive will not be permitted to continue on site and the contractor will be expected to produce a report, as per their procedure, for the rehabilitation and assurance of any offenders.

Sir Robert McAlpine operate a Drugs & Alcohol policy and covers all personnel on all sites. Unannounced/random testing could take place on this site to any person. Procedures are in place to cover eventualities. In addition, 'For Cause' testing may also be carried out.

Any operatives taking prescribed drugs must inform site management.

Any Employee of the contractor or his Sub-contractor's suspected of bringing intoxicating liquor or unlawful drugs onto the site will be immediately suspended from the site. Any person suspected of being under the influence of intoxicating liquor or drugs may be subject to a 'For cause' test and may, depending on results, be immediately

suspended from the site. These individuals will not be permitted to continue on site and the contractor will be expected to produce a report, as per their procedure, with details regarding the rehabilitation and assurance of any offenders. The Contractor may also report the incident to the Police.

9.2.1 Sir Robert McAlpine Employees

Where it is suspected that an employee is under the influence of alcohol, drugs or any other intoxicating substance (e.g. solvents etc.) the Company Disciplinary and Grievance Procedure (ER13 - Contract Circular File) will apply:

- The employee will normally be suspended pending a full investigation.
- Disciplinary action, up to and including dismissal, may be taken following a formal disciplinary meeting
- Where the circumstances are found to be sufficiently serious then intoxication may be viewed as Gross Misconduct. This is particularly relevant where it is seen as a serious breach of the Company Health and Safety Policy.
- More information on the Company Disciplinary and Grievance Procedure, ER13 can be located in the Company Contract Circular File.

9.2.2 Contractor/Sub-Contractor Employees

All Contractors/ Sub-Contractors are responsible for their own Drugs and Alcohol policies, however Sir Robert McAlpine reserve the right to include contractors employees in random or for cause testing and to bar or remove any Contractors' employees from our site that are suspected to be under the influence of alcohol, drugs or any other intoxicating substance (e.g. solvents etc.).

9.3 Fire Safety Plan and Emergency Arrangements

An Emergency Preparedness and Response Plan must be put in place to safeguard all persons employed on site, including those working in offices or workshops and the public using the adjacent and/or shared areas. The Plan will also safeguard buildings we are working in or adjacent properties from the risk of fire. The Emergency Preparedness and Response Plan will be prepared in accordance with CMP11 to deal with fire escape routes, assembly points, location of firefighting equipment, etc. **Initial works Fire Safety Plan Rev 0 prepared.**

In addition, an Emergency Preparedness Response Plan shall be prepared in accordance with this procedure to cover all areas of the project where a potential emergency is identified. The procedure may be used in its entirety or adapted to suit project requirements. A project specific fire risk assessment must accompany the plan.

Both these documents will be brought to everyone's attention at the Site Induction.

9.4 Welfare Arrangements (See also HSMP01 GN04)

9.4.1 First Aid Arrangements

Sir Robert McAlpine Ltd will have trained first aiders available during the standard site working hours, unless assessment shows minimal risk. Initially, the Site Office will contain First Aid equipment and the Accident Book, but as the project develops a First Aid Point will be provided. The First Aid arrangements will form part of the site induction and details will be also be displayed on site notice boards. All First Aid personnel will be identified by First Aid helmet stickers. Contractors are to ensure they cover any specific First Aid requirement e.g. weekend work or work outside normal site hours. All contractors will be expected to have fully trained first aiders as opposed to appointed persons. The contractor is to provide his own arrangements and qualified First Aiders in line with his First Aid Risk Assessment to cover his own workforce should his requirements exceed those to be provided by the Principal Contractor during, or out with agreed normal site working hours. Evidence of personnel being fully trained to administer first aid must be provided.

9.5 Accommodation and Welfare Facilities

Office and welfare accommodation will be located as shown on the Site Layout. Initially all welfare will be on the 4th and 5th of Xafinity House. As the numbers increase on site between weeks 40 and 80 additional welfare will be placed inside the site boundary.

A prime consideration will be the provision of welfare facilities for the workforce i.e. messing facilities, drying/changing rooms and toilets. They will be sized to reflect the requirements of both site conditions and number of personnel employed as the project develops. Suitable welfare facilities must be in place from the start of the construction phase.

All facilities will be regularly cleaned and maintained. All on site and in project offices must comply with the current Smoke Free regulations and the Health Act 2006, i.e. **NO SMOKING** in enclosed areas. Although the site will be a No Smoking Area with the provision of a designated smoking area, this may be off site as deemed necessary.

Electronic e-cigarettes are not covered by anti-smoking legislation. As such, it is not an offence to use an e-cigarette in an enclosed space. Individuals will not be allowed to use an e-cigarette or 'vape', anywhere on site, due to the distraction they can cause in working areas and to avoid possible confusion with real cigarettes, or whilst working close to others whom this may offend. Therefore, site management will limit the use of e-cigarettes to designated welfare areas.

However, in the interest of promoting healthier lifestyles and supporting those who are seeking to give up smoking, using e-cigarettes, the limiting of their use to 'Smoking' areas should be avoided, as this can undermine individuals' commitment to stop and encourage them take up smoking again. However individuals who 'vape' should have consideration for others.

The consumption of food, and the use of personal radios will not be permitted anywhere on site, except in authorised areas of the mess rooms.

Misuse or abuse of any safety equipment or welfare facilities e.g. signage, fire extinguishers, toilets, lighting etc. will not be tolerated. Urinating on site, apart from in the toilets provided will lead to instant dismissal.

9.6 Mobile Phones

Designated Mobile Phone zones will be set up at strategic places on the site. The use of mobile phones is restricted to 'designated mobile phone zones' only.

Mobile phones can only be used outside the 'designated mobile phone zone' in the event of an incident / accident requiring medical attention or other emergency situation. The use of mobile phones outside of these areas without good reason may culminate in removal from site.

9.7 Rules for Drivers

All drivers on site are required to comply with the relevant site worker rules and the following site safety rules:

- The use of mobile phones whilst driving on site is prohibited.
- Access and egress to site is via an authorised entrance controlled by the Traffic Marshalls and/or Security Guards
- All drivers and mates are required to wear safety helmets, high-visibility vests or jackets, safety boots, gloves and eye protection if they leave the protection of their vehicle cabs
- Drivers that have not attended the project specific health and safety induction must remain with their vehicles unless escorted
- The site speed limit is 5mph, with prohibited areas and speed restrictions in working zones and reversing procedures to be strictly adhered to
- All vehicles reversing on site must be fitted with a visual / audible warning, suitable reversing aids e.g., mirrors and banked or use rear view camera facility at all times. Orange high-visibility vests shall be worn by

- traffic marshals and banksmen.
- The trained banksmen or traffic marshal's instructions must be followed.
 - Any warning devices on vehicles (i.e., audible reversing signals, mirrors) must be fully operational
 - All vehicles leaving site must ensure that wheels and vehicle bodies have been cleaned before entering onto the public highway
 - The sheeting or netting of loose loads must be carried out before leaving the site
 - Delivery vehicles with lorry mounted Cranes (HIABs) must only be used for off-loading when the stabilisers are fully extended, and the load is known to be with the safe loading load of the machine. If lorry mounted cranes are to be used for collecting and distribution of materials around site, they must be assessed by the Sir Robert McAlpine Logistics Manager and the Sir Robert McAlpine appointed person (lifting Operations) for cranes. Lifting Plans will be required for lorry mounted cranes to be submitted to Sir Robert McAlpine in advance. HIAB lifts must be accompanied by a suitable lifting plan prior to any lifting and evaluated by the site lifting supervisor.
 - Appropriate access and fall prevention/arrest measures need to be in place where drivers/others are required to access trailers.
 - Passengers in delivery vehicles other than drivers or mates will not be permitted access onto site, but required to wait at security, unless they can demonstrate that they are part of the "delivery team."

Visiting drivers should not have to enter potentially dangerous areas to move to or from their vehicles or places such as the site office, or lavatory or washroom.

Overseas drivers may have different visibility from their cabs (if they are left-hand drive) and they may be unfamiliar with UK signs or speed limits. Therefore delivery recipients must be able to provide necessary instructions in other languages (as appropriate).

9.8 Disciplinary Procedures

The Project Director is responsible for ensuring the project health and safety disciplinary procedures are incorporated in the Health and Safety Plan, brought to the attention of all personnel during site induction, displayed on safety notice boards and highlighted as necessary at project meetings.

The Project Director is responsible for ensuring that the Company's 'Stop and Act' procedure HSMP01 GN01 is implemented where there is a risk to the health and safety of an individual or individuals (whether McAlpine, contractor employees or third parties) when on site, and that appropriate actions are taken with those concerned, e.g. failures by individual workers, supervisors, managers or by companies.

The "Stop and Act" process (see HSMP01 GN01) is designed to operate on three levels, recognising that breaches in health and safety can usually be attributed to either:

- Individuals acting alone
- Supervisors/managers responsible for a number of workers, or
- Companies

The requirements imposed by Sir Robert McAlpine Ltd after work has been stopped, the extent of action needed by the contractor or supplier to correct the breach and the time this will take to achieve, can all be expected to increase according to the level of responsibility of the party at fault. It should be borne in mind that the McAlpine standard conditions of sub-contract permit the removal of any individual from site for 24 hours due to a breach of health and safety regulations and indefinite suspension following a second offence.

All personnel have a statutory right to refuse to undertake works on the grounds of unsafe conditions or procedures. In such cases, it should be demonstrated that work is safe, as far as is reasonably practicable, or where additional measures are required, that these have been implemented prior to putting personnel back to work.

9.9 No Smoking

Smoking is restricted to designated smoking zones only.

10.0 REPORTING OF INJURIES, DISEASES AND DANGEROUS OCCURRENCES (RIDDOR)

All accidents, diseases, dangerous occurrences and near miss incidents and safety observations must be reported to Sir Robert McAlpine Ltd immediately. All RIDDOR accidents and dangerous occurrences must be reported to the HSE or the appropriate enforcing authority by **the Injured Person's employer/or employer causing reportable dangerous occurrence, in accordance with the RIDDOR Regulations**. McAlpine management must be notified immediately of such instances, with copies of notification reports and other relevant information being submitted.

All reports and any other relevant information relating to such incidents must be submitted to McAlpine management. Pending a full incident investigation report **a written interim report must be submitted to Sir Robert McAlpine within 24 hours**. Contractors will provide to SRM, copies of the F2508 / F2508A and any supporting, internal, investigation documentation.

Contractors must submit a monthly return detailing the above to McAlpine prior to the monthly safety meeting. All submissions will be fully analysed at the monthly safety meeting to reveal trends and identify prevention measures.

Project Management will notify the Regional Manager, Client and Principal Designer immediately it becomes apparent of any reportable accidents or dangerous occurrences.

The reporting of near miss incidents and defective equipment will be stressed to all personnel during induction to reduce the possibility of accidents and assist in attaining the Project Safety Objectives.

10.1 Relations with the Public, Neighbouring Businesses Etc.

We recognise the importance of the project to the Client, local authority and wider community. To this end we will ensure the general public are kept abreast of the development, through notice board bulletins, where possible. In order to minimise any affect to the local residents and businesses etc. Sir Robert McAlpine will endeavour to ensure that affected parties are fully informed in advance of activities which may cause inconvenience.

Communication and liaison with these will be established prior to works commencing and will be on-going throughout the works ensuring good relations are maintained.

Contact details and information bulletins will be displayed on the site hoarding along with the Project's registration for the Considerate Constructors Scheme.

All incidents involving or complaints received the general public, local businesses etc. must be reported to Sir Robert McAlpine immediately. Details will be logged together with measures implemented to prevent any reoccurrence or reason given if not attributable to Sir Robert McAlpine construction activities. This log will be available for inspection by the Client, Principal Designer, Company Health & Safety Advisers and Considerate Constructors Monitors.

11.0 METHOD STATEMENTS / RISK ASSESSMENTS

All works will be the subject of a method statement and task specific risk assessment **without exception and approved to STATUS A prior to works commencing**.

McAlpine risk assessments are carried out in accordance with Company Procedure CMP09 PR01 (Risk Assessments). All other contractors are required to produce project specific risk assessments for all works included in their method statements where potential risks are identified, these will be forwarded to McAlpine for review. Guidance will be

made available to contractors if required from the McAlpine Company Management System procedure QMP04 on the aspects to be covered in a method statement and risk assessment.

All method statements and risk assessments must be submitted for review at least 20 working days prior to commencement of such work, unless exceptional prior arrangements have been agreed. The work may not commence until reviewed in accordance with QMP04 and achieving Status A (Accepted) and details of the risk assessment, system of work have been effectively communicated to those carrying out the work by way of a Daily Activity Briefing (DAB) before work commences and that all works will be properly supervised. Contractors must provide written evidence of this communication and consultation has been undertaken. The onus is on all contractors for total compliance with these requirements and any delays caused by non-compliance with these requirements will be the responsibility of the contractor concerned.

The contractor will meet with the Principal Contractor on a weekly basis to review the risk assessments and method statements for the upcoming work to ensure they are current and relevant. Also note – that it is a McAlpine requirement that all relevant MSs also have an approved I&TP and Environmental Risk Assessment before Status A can be given.

11.1 Work at Height and high-risk activities

Contractors must carry out detailed risk assessments for all high-risk activities, e.g. work at heights, confined spaces, lift shafts, etc. Works at height involving leading edges, e.g. falsework, metal decking, roof work etc. must be closely supervised with approved safe systems of work strictly adhered to.

When a suitable work platform or personal suspension system cannot be provided, then safety nets need to be considered &/or safety harnesses must be used. Trades/personnel constantly at risk of falls (e.g. scaffolders) must wear harnesses at all times with provision made for anchor points or lines to hook onto. **They must also tether their tools when their activities impinge on others below. Exclusion zones must be in place below any work at height activities.**

When safety nets or safety harnesses have to be used they must be capable of arresting a fall prior to personnel striking the ground or obstruction, with means of rescue in such circumstances identified. Safety nets & safety harness inspections are to be undertaken and will be subject to audit by McAlpine Management.

All risk assessments and method statements are to be kept under continuous review by contractors and Sir Robert McAlpine Ltd to ensure their validity. The review and findings are to be recorded and any changes to be communicated to the workforce.

11.2 Lift Shaft Protection/Works

All lift shafts must be closed off at all times with a fall prevention system such as scaffolding of timber shutters. Access to the shafts will only be granted through a permit system to authorized personell.

11.3 Safety Scaffolding

McAlpine require detailed arrangements for any phased hand-over of works which must include and identify retention/replacement of all safety scaffolding, guard rails, covers to voids or openings etc. The removal of such items must be agreed and co-ordinated with McAlpine.

All Scaffold platforms, Preston type Platforms, mobile scaffolds and podium type access equipment must be subject to scafftags being utilised at all times.

11.4 Lifting Operations

All lifting operations will be carried out in accordance with The Lifting Operations and Lifting Equipment Regulations (LOLER). A lifting plan for the crane operations will be prepared in accordance with McAlpine Guidance Note - CMP09 GN18 -Lifting Operations (Mobile and Tower Cranes). All lifting operations will be managed by a lifting supervisor

who will be appointed as described in section 5.2. The lifting plan will include any over sailing issues and permissions.

McAlpine method statements and lifting plans for shared services, e.g. Tower Cranes will be made available to contractors using/affected by operations. Co-ordination of all crane lifting plans is required and liaison with any adjacent contractors will be undertaken to address any crane interface issues.

12.0 OCCUPATIONAL HEALTH

12.1 COSHH Assessments

A COSHH assessment is required for all hazardous materials (as defined by the COSHH regulations) used on site, Safety Data Sheets (Chemical Hazard Information and Packaging for Supply Regulations (CHIP)) must accompany all materials that are used and brought to site.

A list of ALL materials/substances on site, whether hazardous or otherwise, must be produced by all parties (McAlpine and contractors); with COSHH assessments for any relevant materials/substances, which will indicate the type of material/substance, if they are hazardous and the quantity on site, the handling, storage, use and disposal arrangements for the substance and will be specific to the activity and location of proposed use. This assessment will be given to Sir Robert McAlpine Ltd for approval.

All contractors are required to produce project specific COSHH assessments for all work involving hazardous substances and hazardous processes as defined in the COSHH Regulations, i.e. welding, cutting, etc. These assessments must be submitted for approval and communicated to the workforce prior to the commencement of such work. Contractors must provide written evidence of this communication and consultation has been undertaken and training given to the operatives involved with such activities. The onus is on all contractors for total compliance with these requirements and any delays caused by non-compliance with these requirements will be the responsibility of the contractor concerned.

The contractor will be responsible for the disposal arrangements of any COSHH materials (or likewise other hazardous materials covered by other Regulations).

12.2 Health Surveillance

All personnel will be advised at induction to provide information in confidence on their health, e.g. whether or not they are on any form of medication or are suffering any disability or phobia etc.

As part of Sir Robert McAlpine Ltd on-going commitment to improve Health and Safety, each contractor is required to demonstrate that the following minimum occupational health arrangements are in place:

- Each contractor shall demonstrate the occupational health risks that they are likely to encounter and how they will deal with these. Likely requirements for health surveillance will include personnel exposed to Hand Arm Vibration Syndrome (HAVS), Noise Induced Hearing Loss and other defined statutory requirements e.g., lead or asbestos workers.
- Each contractor must demonstrate that they have systems and procedures in place to deal with health surveillance when identified in risk assessment. Where workers are exposed, management arrangements must be in place for the rehabilitation of these workers.
- Toolbox talks and other promotional materials on occupational health issues are to be used to improve the understanding of health risks to the workforce.
- Each contractor will monitor occupational sickness absence.
- **All site personnel will provide a current occupational health certificate prior to being inducted, confirming the individual is fit to work. Annually for safety critical personnel and 3 yearly for all others.**

The contractor shall notify the Principal Contractor if any employees, Contractor or Sub-contractor's employees have, or develop a medical condition which the Principal Contractor should be aware of for Health & Safety reasons.

Safety Critical Workers, Operators of mobile plant, and those controlling the movement of mobile plant and vehicles, and specific roles such as scaffolders, etc., must have attended a health assessment within the last 12 months and be in possession of 'Fit to Work' certification. All other operatives must have attended suitable health assessments within the past three (3) years and be in possession of similar certification which must be presented prior to starting on site. Further advice can be sought via the HSE document - "10 Top Tips for Purchasing Occupational Health Services" – which can be viewed on the HSE website - <http://www.hse.gov.uk/>, and alternative source of information is Constructing Better Health scheme – www.cbhscheme.com

The contractor shall work to meet these commitments with immediate effect with guidance and information being provided as required by the Principal Contractor.

Contractors are responsible for the health surveillance of their employees in accordance with legislative requirements. Where legislation / risk assessment requires health surveillance/screening for personnel, the contractor must identify these arrangements to McAlpine management.

13.0 WASTE

The requirements for compliance with the Hazardous Waste Regulations 2005 are to be included in contractors' method statements and a waste register maintained by the waste producer.

Each contractor is to ensure the correct storage and disposal of all waste. Waste must only be removed from site by licensed carriers in possession of a current certificate of registration (Control of Pollution (Amendment) Act 1989). Copies of such certificates should be verified by the contractor and will also be subject to McAlpine verification.

Waste must only be transferred to a disposer licensed to receive the categories of waste involved, with the contractor undertaking spot checks to ensure this happens. Where practicable, types of waste should be streamed/segreated for re-cycling.

The principles of good housekeeping require that contractors maintain work areas free from collected rubbish and debris and dispose of excess materials and waste in the appropriate way. If contractors fail to control the movement and disposal of waste and debris produced as a result of their activities, Sir Robert McAlpine will utilise a 'clean up' notice system with the resulting cost being passed to the contractor involved.

See the Site Waste Management Plan for details.

14.0 PERMITS TO WORK

Permits to work are operated in accordance with Company Procedure HSMP01 PR03.

The works which will require a permit include the following:

- Confined Space Entry
- Hot work
- Disc cutter
- Work on/test or near essentially live electrical apparatus.
- Work on/test or near electrically isolated apparatus
- Permit to break ground – Only SRM staff with NRSWA training can issue these permits.
- Pile
- Excavations
- Access

Note, this is not an exhaustive list, other permits may be used where applicable

This may include such items of equipment such as HV/LV switchrooms.

Where a permit to work system is required, contractors can use their own permit to work system subject to approval by the Project Manager or his nominee. In such instances McAlpine will monitor procedures.

Permits must be displayed or readily available at the place of work the permit relates to. SRM will be implementing a permit armband system.

In addition, the Project Manager may identify other areas requiring a permit system as the project develops.

15.0 PLANT AND EQUIPMENT

All plant and equipment must be regularly serviced and maintained, with records, including test certificates, kept on site in the Site Register. A plant quarantine area & Plant Passport system will more than likely be implemented.

Contractors should forward copies of all statutory plant test certificates to the Principal Contractor **before plant is put to work on site**. Contractors must maintain appropriate registers of scaffolding, lifting gear, plant and equipment on site. Contractors are required to keep records of statutory inspections on site of all plant and equipment as required by the CDM, Provision and Use of Work Equipment and Lifting Operations and Lifting Equipment Regulations. Reference should also be made to procedure CMP09 GN16 (Work Equipment).

Users of plant and equipment must carry out appropriate pre-use inspections, taking out of service any defective items.

All fueled mechanical plant must have drip trays / MEWP nappies etc. to guard against oil leaks or fuel spillage contaminating the ground and/or water courses. Particular care will be taken when refueling – such as the use of drip trays & funnels (& adjacent spill kits) where appropriate.

Only authorised and trained personnel in possession of an appropriate training card (CPCS etc.) may operate plant. All personnel shall be properly and correctly trained for the work they are employed.

Similarly, all Plant and Equipment on site shall bear identification labels, clearly bearing the name of the Contractor, supervisors contact details, thorough examination expiry date and shall be suitably maintained in accordance with legislative requirements. Tool chests and tool boxes shall have damper arms to prevent sudden uncontrolled closure.

To prevent the unauthorised use of mobile plant, the contractor shall adopt the use of kill cords, key bungees or key restraints to eliminate the common practice of plant being left running whilst the operator is not in attendance. And keys will not be left in machines whilst unattended.

The use of free-standing halogen lamps (but not those fixed onto structures) and halogen heaters are banned on site as past experience has identified them as a foreseeable fire risk.

15.1.1 Mobile Phones/similar

All personnel (including contractors' employees) associated with working with plant and equipment are prohibited from using iPods (or similar) and mobile phones whilst driving or working on site with plant and equipment (including listening to music and receiving both calls and texts).

Personnel must not jeopardise their safety or that of others whilst using a mobile phone or similar. Mobile phones or similar should only be used from a mobile phone zone. The only exceptions to this are in the case of emergencies.

15.1.2 Vibration equipment

Where the use of vibratory hand tools cannot be avoided either by designing out or employing alternative systems of work, then contractors must select tools, systems of work etc. to take account of vibration and noise levels to

minimise the effect to users and personnel in vicinity. These must fully address the possibility of Hand Arm Vibration Syndrome and Noise Induced Hearing Loss; HSE guides, Reducing Noise at Work L108, Hand – Arm Vibration and Guidance to the Control of Vibration at Work Regulations - L140 apply respectively.

Attention must also be given to personnel exposed to whole body vibration, ensuring that measures are in place to eliminate or reduce associated occupational health concerns. The HSE publication “In the Driving Seat” INDG-242 provides further advice on both hand/arm and whole-body vibration. This is available at www.hse.gov.uk/vibration.

Records must be maintained by the Contractor, of all vibratory tool use. Health surveillance must be carried out in accordance with statutory requirements.

15.1.3 MEWPS

No MEWP will be allowed to work if it does not have a current Certificate of Thorough Examination on the machine. An emergency rescue plan will be in place before any use of MEWPs commences. No one is allowed to operate a MEWP alone; a second person must be available to operate the emergency controls should the driver get into difficulty.

The contractor will maintain a register of MEWPS that records the presence of a current Thorough Examination Certificate and the due date of the next Thorough Examination.

15.1.4 Anti-Crush upon boom MEWPs

Where there is a potential or foreseeable risk of crushing whilst operating boom type MEWPs. The use of anti-crush provisions will be employed and allowed for by the contractor.

All MEWP operators shall hold the appropriate IPAF/PAL/PAL+/CPCS card for that particular category of MEWP. This will be checked by McAlpine prior to any operation.

From 31st October 2013, we are implementing the following UKCG standard (now Build UK) for MEWP operations on all our sites. ‘All net riggers and steel erectors, along with their associated trades, e.g. painters and welders working as part of erection and netting activities, operating mobile or static boom and scissor lifts, shall hold IPAF PAL+ or CPCS Competent Operator Certification.

In addition, any new holders of the new IPAF/PAL cards from the 31st October 2013 are expected to have the IPAF/PAL+ category in addition to the standard IPAF card.

This is in the context of appropriate planning, plant selection, training, instruction, information, supervision and monitoring, as described in the Strategic Forum for Construction Plant Safety Group Best Practice Guidance for MEWPs “Avoiding Trapping / Crushing Injuries to People in the Platform”.

15.1.5 Quick Hitches

All SEMI-AUTOMATIC quick hitches are banned from the Contractors sites.

Contractors are required to review their machines and take the necessary action to replace any semi-automatic quick hitches to comply with this requirement. Only fully automatic or fully manual quick hitch attachments are permitted upon our sites. Personnel operating quick hitch attachments must be in receipt of accredited training to utilise such appliances.

15.1.6 Vehicles and Unloading

If access to the flat bed of any delivery vehicles is required fall prevention will be provided by the relevant supplier. Edge protection will be provided in accordance with The Work at Height Regulations.

Single use bulk bags should be destroyed following delivery of the materials contained therein.

Materials must be loaded to ease off-loading and onward site handling (e.g. palletised goods, pre-slung reinforcing and mesh, stillages or crates for flat panels and glass) must clearly identify lifting / handling arrangements. Materials such as glazing, cladding panels etc. must be individually restrained on a suitable stillage to prevent any load shedding during panel / glass removal. All such stillages must be stored on firm and level ground. Large glazing or cladding panels must have suitable handling/movement facilities in place – such as lifting eyes as detailed in the Lifting Plan.

15.1.7 Single Use Straps

All single use straps/slings and other single use lifting accessories are prohibited upon our sites. However where possible loads should be pre-slung with certified lifting appliances to aid off loading at site.

15.1.8 Scaffolding

All Scaffold platforms, mobile scaffolds and podium type access equipment must be subject to scaff tags being utilised at all times.

All scaffolds, as above, will be subject to inspection upon erection and after every 7 days of erection and recorded on the scafftags. General scaffolds and design scaffold must be inspected every 7 days and the inspection recorded in the Site Register.

Contractors responsible for the provision/erection of access/support scaffolding must comply with BS EN12811-1 (Ref. NASC TG20:13 for scaffold tube and fittings) and shall conform in all respects with the NASC guidance booklet Note SG4:15 – Preventing Falls in Scaffolding Operations. SG4:15 shall be used in conjunction with the Work at Height Regulations 2005 to ensure that safe systems of work are established to prevent and protect against falls from heights. Collective protection measures, (e.g. Advanced Guardrail Systems or similar), must be used ahead of personal fall protection equipment (e.g. harnesses). Mobile scaffold towers are to be constructed / dismantled / used in accordance with the PASMA Operators Code of Practice. All incomplete scaffolds must display appropriate signage to identify incomplete – ‘do not use’ or scafftags. Contractors erecting scaffold platforms will allow for all statutory inspections, unless directed otherwise by the site team.

Where stair access or temporary stairs cannot be utilised and scaffold ladders have to be used for access then Ladder Safety Gates must be used where appropriate.

Supervision/Management of scaffold works - Trainee scaffolders will only be permitted to erect, dismantle or alter scaffold under the direct supervision of either an advanced scaffolder or a fully skilled scaffolder. Design scaffolds will only be erected, altered or dismantled under the direct supervision of an advanced scaffolder.

15.1.9 Podium Steps

Podium steps shall have a maximum of two wheels. Four wheel types are not allowed, unless they are of the type where the wheels are dis-engaged when in use. Podium steps without wheels are acceptable. Hop ups shall not be used unless they comply with a CE or BS. No CE mark or BS mark = cannot use.

15.1.10 Work Equipment

All tools used for work at height will be tethered unless a safe alternative method of protecting activities below is agreed with the Principal Contractor.

15.1.11 Cyclist Safety – All sites

In order to improve safety of cyclists and other vulnerable road users, the Contractor and many of its Clients are

targeting HGV safety compliance. As part of the Principal Contractor's supply chain, the Contractor is requested to support the Principal Contractor in the following initiatives.

The Principal Contractor expects that companies supplying goods and services comply with the requirements contained within Construction Logistics and Cyclist Safety (CLOCS) standard. Further guidance can be found on line in the document "CLOCS Standard for construction logistics: Managing work related road risk" which is a construction initiative that has been developed to address safety issues surrounding construction traffic on public roads.

For those companies supplying goods or services to the Principal Contractor's sites using vehicles over 3.5 tonnes gross vehicle weight the Principal Contractor expects (as a minimum) its supply chain to ensure that:

- All such vehicles delivering to the Principal Contractor's sites will provide signage on the rear of the vehicle to warn cyclists of passing the vehicle on the inside.
- All such vehicles will be fitted with appropriate safety devices subject to a risk assessment, e.g., blind spot proximity sensors, audible warning alerts for cyclists, Fresnel lenses, etc.

15.1.12 Cyclist Safety – System used on the London Sites

In addition, for the Principal Contractor's sites within London Boroughs, and for those companies supplying goods or services using vehicles over 3.5 tonnes, the Principal Contractor will expect that all delivery vehicles will be FORS (Freight Operator Recognition Scheme) registered or be in the process of attaining this registration. In so far as is practicable all sub-contractors will be required to adopt this initiative.

16.0 PROJECT REVIEW

Internal Project Reviews will be carried out in accordance with the Company Management System Procedure QMP02.

17.0 HEALTH AND SAFETY FILE INFORMATION

Under the Construction (Design and Management) Regulations, it is a requirement that a Health and Safety File is compiled for each project.

All contractors are required to contribute and provide information intended for the Health and Safety File as they complete their works. This information will be collated for the file production and given to the Principal Contractor for eventual handover to the Principal Designer / Client.

Such information will include:

Information required	Examples / Detail
Brief description of works	As described in 2.0 above
Project Records	As built / record drawings & schedules, design criteria / specifications, materials and construction methods used.
Project Directory	Design Consultants, Contractors & Material Suppliers.
User Restrictions	Details of structures (structural principals and safe working loads for floors and roofs) safe use of equipment provided for cleaning and maintenance facilities.
Existing Facilities and Services	Emergency or firefighting systems (including nature, location & marking of such), location of utilities, services and service access
Maintenance Procedures	Cleaning, decorating and plant maintenance (including removing / dismantling plant).
Operating Manuals	Specialist plant operating and maintenance manuals and spare part schedules (wears & spares) - checked by an M&E consultant. Manufacturer's literature & Materials Safety Data Sheets.
Test Certificates	All equipment, e.g., electrical circuits, lightning conductors, fire alarm system & active fire systems, lifts, lifting beams and man safe systems (and

	other certification that may be required such as CE certs, handover certificates & Declarations of conformity
Demolition risk items	Hazardous materials, reverse outline method statements & if relevant any post tensioned / pre-stressed elements details.
Other Risk Items (Residual Hazards)	Hazards & how they have been dealt with, including material hazards.
Contractor Data Sheets	These are filled in by each contractor and show a summary of works, with the details of O&M manual information required for the H&S File.

The detailed structure and format of the File, the arrangements for collection, gathering and storage of information shall satisfy the client's requirements as defined by the Principal Designer.

An Operation & Maintenance Manual will be prepared by Sir Robert McAlpine Ltd., working in conjunction with the Principal Designer. The completed manual will be reviewed by the Principal Designer and cross referenced to the Health & Safety File.

Appendix A

Traffic Management Plan

Sir Robert McALPINE	Station Phase 2 Construction Management Statement	BF/TMP/11006/V3/ 02.09.21
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1.0 Purpose

This plan describes how Sir Robert McAlpine will manage construction traffic movements in and around the Station Hill Phase 2 project.

2.0 Scope

The guidelines within this document apply to all parties directly or indirectly contracted to Sir Robert McAlpine who are required to deliver or collect goods and equipment from site.

Sub-Contractors are obligated to comply with these controls and engross this traffic management plan into their own contracts. Contractors found not obeying the traffic management will be subsequently fined.

The document must be read in-conjunction with the construction phase health & safety plan.

3.0 Reference

HSG 151 – Protection of The Public <https://www.hse.gov.uk/pubns/books/hsg151.htm>

HSG 47 – Protection from underground services <https://www.hse.gov.uk/pubns/books/hsg47.htm>

Station Hill Phase 2 – The Construction Phase Health & Safety Plan

Fleet Operator Recognition Scheme (FORS) – Guidance documents available <https://www.fors-online.org.uk/cms/toolkits/>

online Construction Logistics & Community Safety (CLOCS) – Standard available online https://www.clocs.org.uk/wp-content/uploads/2015/05/CLOCS-Guide-vehicle-safety-equipment-APRIL_15.pdf

4.0 Personnel

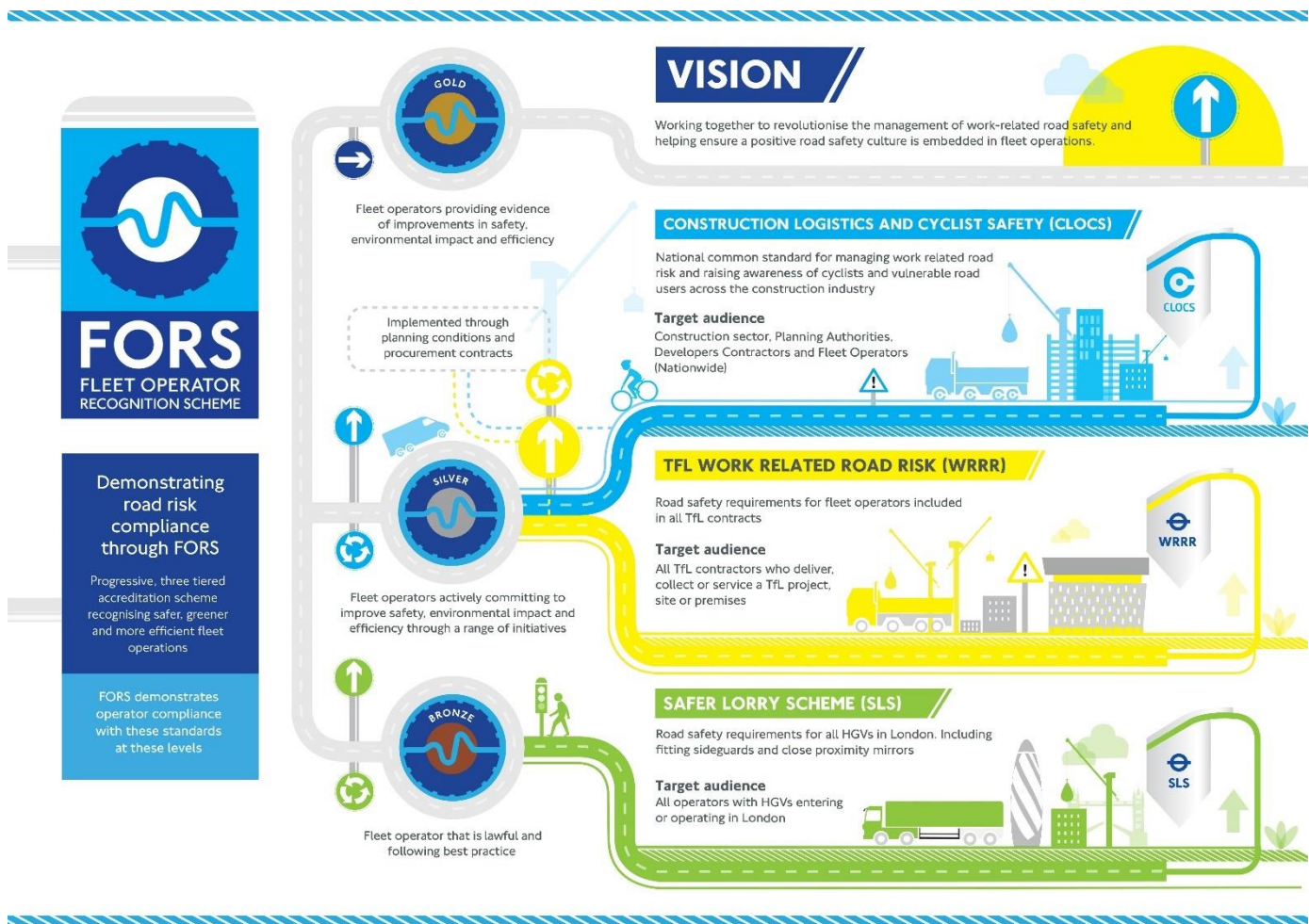
Name	Position	Mobile Number
Matt Shuter	Project Lead	07833345309
TBA	Project Manager	TBA
TBA	RBC Coordinator	TBA

Prepared By:	Matt Shuter
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5.0 Procedure

5.1 CLOCS & FORS

All Sub contractors must demonstrate compliance with FORS and CLOCS pre-contract. Evidence of this should be made available to Sir Robert McAlpine prior to deliveries via the delivery management system. Compliance of this will be recorded by Sir Robert McAlpine at the Station Hill Phase 2 gatehouse.



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5.3 Delivery Hours/Restricted Access

Working Hours for Deliveries

- Monday to Friday: 0800hrs – 1830hrs*
- Saturday: 0800hrs – 13.00hrs
- There will be no working on Sunday's or Bank or public Holidays unless otherwise approved in writing by the local authority.

- The Phase 2 works are currently due to start in November 2021

5.4 Traffic Routes & Rules

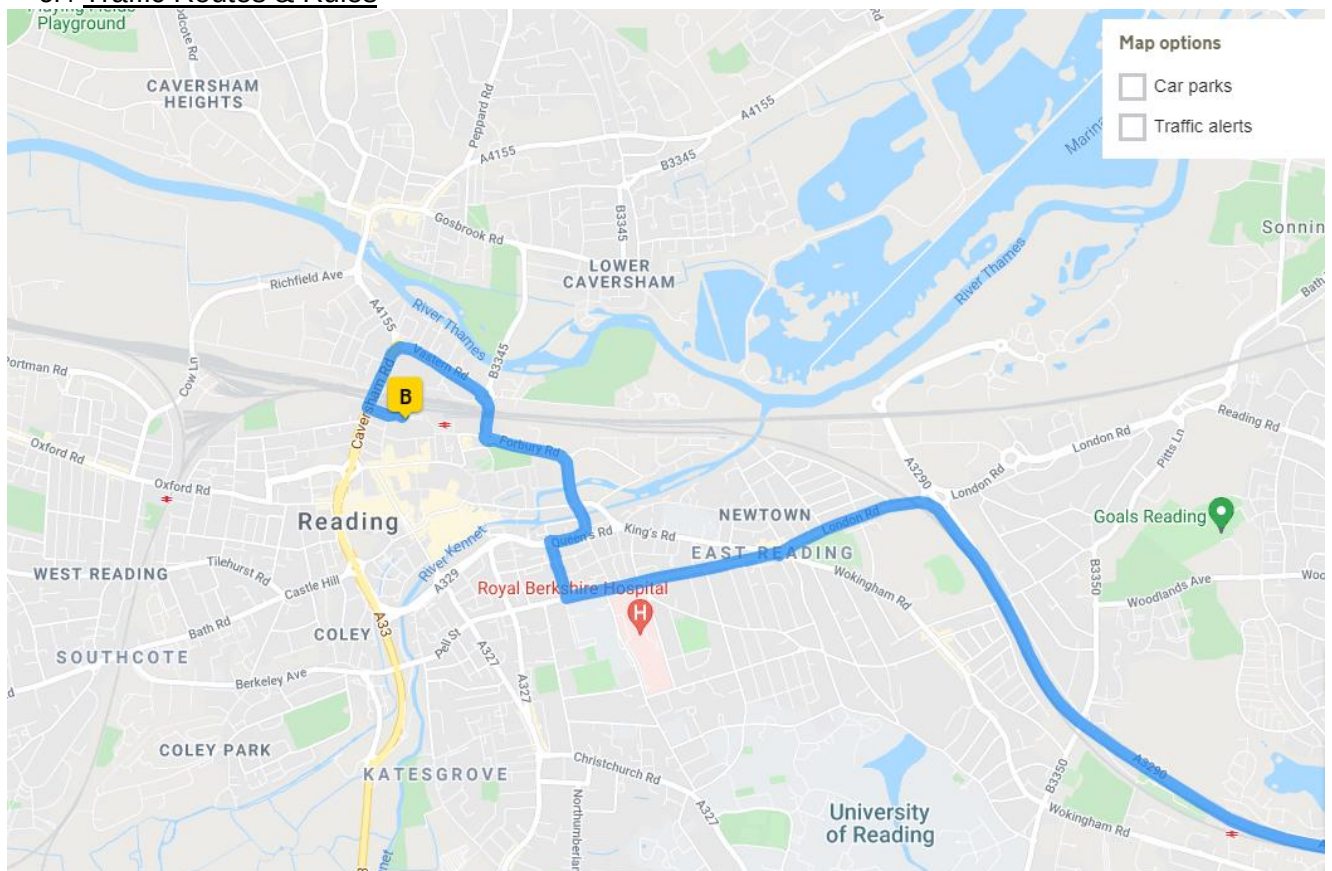


Figure 1 – Map Showing Traffic routes into & out of site

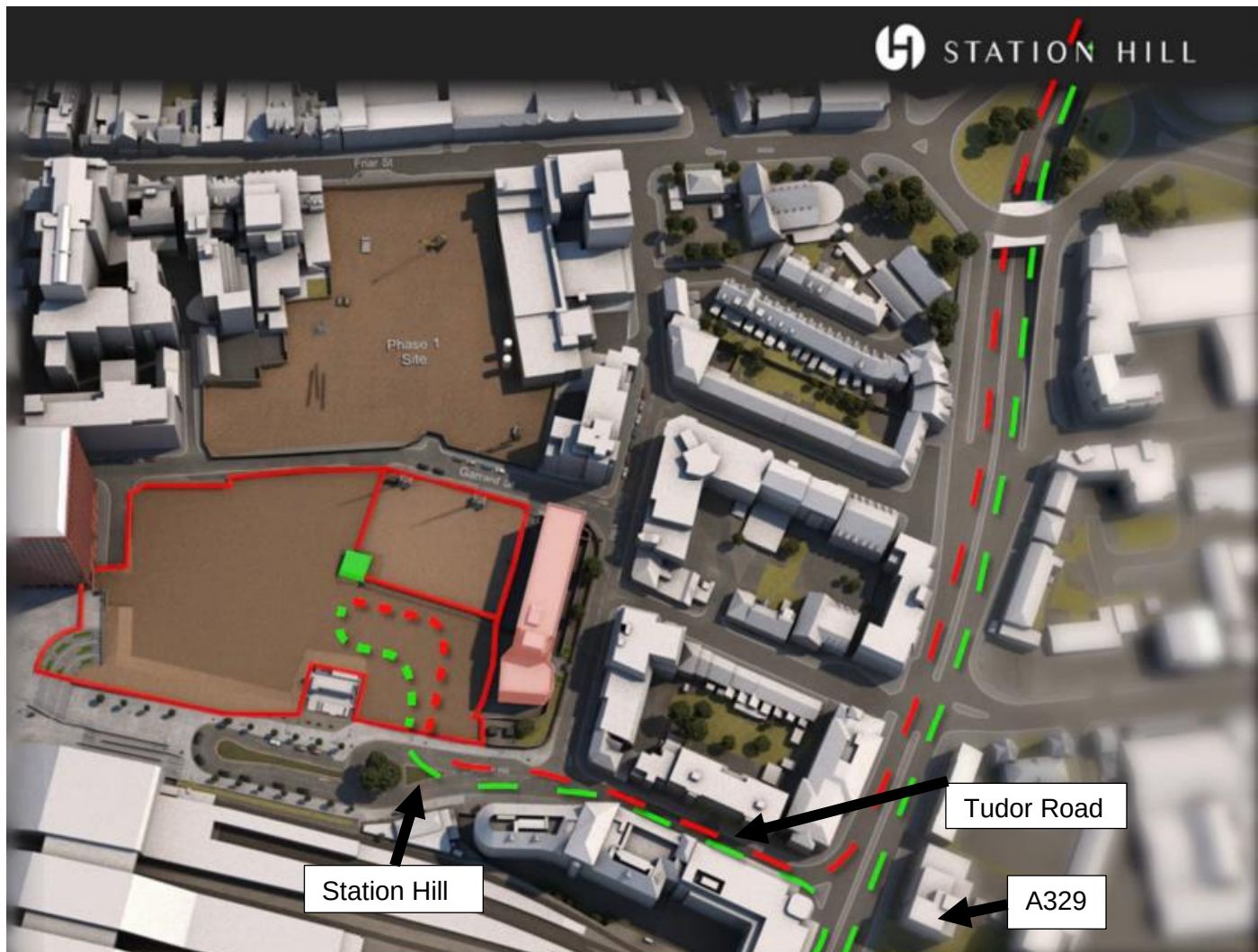


Figure 2 – Intended Construction Traffic Route

Green Dashed Line = Entrance to site from A329 and Station Hill

Red Dashed Line = Exit from Site via Station Hill and A329



Figure 3 Tudor Road and Station Hill Current Access Route



Figure 4 - Intended Vehicle Tracking

5.4.1 Travelling to Site

Construction Traffic **MUST** travel along the A329 and turn onto Tudor Road as shown in Figure 2 this is to minimise traffic along Garrad Street and Greyfriars Road, to avoid clashes With Phase 1 traffic. All deliveries are to be signed in via the gate house and will be directed to Their loading zone, for the crane Loading Bay 2 or forklift Loading Bay 1.

The traffic routes detailed above in Figures 2 & 3 will be explained to all supply chain contract managers and operatives and must be adhered to at all times.

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The Sub Contractor must brief their delivery drivers on the technical requirements, prior to delivering materials to site and secure signatures to confirm their understanding and compliance.

Sub-Contractors are obligated to step the Traffic Management plan down into their sub contractor's and material provider's contracts in a similar manner. In essence, all delivery drivers must be fully briefed on the requirements prior travelling to site.

Sir Robert McAlpine will operate a zero-tolerance policy on the above rules and any subsequent contractors breaching these rules will be fined.

5.5 Forward & Site Traffic Marshal

A Forward Traffic Marshal will be put into place to control and monitor the entry/exit of the Station Hill access gates. In addition to this we will have another traffic marshal to assist with other traffic movements around site.

In the event of rules being breached, as outlined above, the Marshal will highlight this to Sir Robert McAlpine so action can be taken against the responsible contractor.

The Forward Traffic Marshal will also be aided by a CCTV camera on the Gatehouse or the site entrance, to help identify any breaching of rules in section 5 or other misconducts.

5.6 Delivery Management System

Datascope will be providing the delivery management system for Sir Robert McAlpine on the Station Hill Phase 1 project.

Contractors will need to input the information of their deliveries into this online system a minimum of 48 hours before the delivery is due on site. However, more complex deliveries/offloading may need up to two weeks notice to allow an appropriate plan and review to happen. This must be done on a rolling basis to proactively inform the project team.

- Delivery Date
- Delivery Time and Duration (book an available slot)
- Contact Name and Number
- If load is > 3.5 tonnes, FORS No. and Colour (Bronze, Silver, Gold)
- The delivery vehicle and haulage company (if using one)
- Vehicle registration No.
- Vehicle dispatch postcode
- The material being delivered and quantity
- The unload method

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- Whether edge protection or a lifting plan is in place if required

Queuing traffic is not acceptable; therefore, deliveries must arrive as per the allotted times booked in the delivery management system.

5.7 Parking on Site

Parking will not be allowed on the Station Hill Phase 2 project and all operatives will be encouraged to use Park and Ride, public transport and cycle to work schemes.

5.8 Traffic Marshals

Competent and certified Traffic Marshals must supervise traffic movements, typically but not limited to:

- Forward Traffic Marshal to manage construction traffic movements from the Station Hill Phase 2 main gate.
- All reversing vehicles must be Marshalled navigated by a competent person.
- The Marshal at the Gatehouse will ensure vehicles have gone through the wheel wash prior to exiting site.

Traffic Marshals will be identified by white safety helmet & orange hi visibility clothing - with 'TRAFFIC MARSHAL' written on them, sub-contractors need to provide this PPE.

- Qualifications: Valid CSCS card and Traffic Marshal Training.
- Supervisor to brief all operatives on daily delivery schedules during the daily activity briefing.
- Traffic Marshals will stop work if they feel at risk.
- Only use equipment that is serviceable and approved for use.
- Warn other colleagues if they are in danger or committing an unsafe act.
- Report any accident or incident (near miss) to site management.
- Comply with site rules.
- Wear the issued PPE (5 point) and to report if damaged.
- Supervisor to communicate daily allocated positions for traffic marshals.
- Use whistles to assist with marshalling members of the public.
- Ensure delivery is booked in.
- Refuse entry if vehicle is not scheduled.
- Ensure vehicle comply with CLOCS checks (see Appendix 7 for sample checklist).
- Traffic Marshals will brief the driver on the site rules.
- Contact will be made with the required contractor/person to come and collect the vehicle to distribute as required.
- Traffic Marshals will coordinate all vehicle movements and ensure pedestrians are using the designated pedestrian routes, additionally traffic marshals will ensure all vehicle movements are adhering to the site rules i.e.
 - Flashing beacons are operational.
 - 5mph speed limit.

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- Controlled movement.
- Vehicles to be FORS Registered (Bronze).
- Traffic Marshals will assist the vehicle in any maneuvering operation, ensuring all reversing if necessary is accompanied by a Traffic Marshal or alternatively the designated vehicle banksman from the associated sub-contractor.
- Upon completion of delivery the vehicle will be handed back to Allendale Traffic Marshall who will direct the vehicle to the safe egress route.

Communication with drivers:

- Traffic Marshals must establish a communication arrangement as it is paramount that the vehicles only move as direct by the Traffic Marshal. If the driver cannot see the traffic marshal the driver must understand that they do not move under any circumstances. Means of signaling from a point of visual contact with the driver are to be followed accordingly.
- No smoking allowed other than in designated areas.
- No mobile phones to be used when banking the vehicles.

Out of hours:

Out of hours refers to the following time periods:

- After 1800hrs until 0800hrs Monday to Friday
- After 1300hrs until 0800hrs Saturday
- Sunday site closed.

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5.9 Delivery Driver Inductions/Rules

Pre-Delivery:

1. Book in delivery via Datascope Delivery Management System (DMS)
2. Ensure Risk Assessments & Method Statements are in place for delivery/off-loading of materials
3. Ensure driver is aware of delivery address and time slot booked when using the DMS
4. Load vehicle in logical manner to ensure smooth unloading operation on site.
5. Driver to arrive on site following the instructions and restrictions described above in section 5.4.
6. The driver will then be met by a Forward Traffic Marshal who will confirm he has been booked in.
7. There will also be a large board at the site entrance which will contain the driver rules with versions in different languages available. Once the driver has read and understood these rules, The Forward Traffic Marshal will then release the vehicle to go on to site and meet the Marshal/security at the security checkpoint.
8. The delivery driver will then be given an abridged version of the site induction. The driver will then be asked to enter site by the Marshal.
9. The driver will then be directed to his load/unload point by the Marshal
10. The driver will then offload the delivery in line with Risk Assessment & Method Statement produced by the relevant contractor.
11. The vehicle will then go through the wheel wash (if deemed necessary)
The Site Marshal will then inspect the vehicle and confirm the vehicle is allowed to leave site
12. The driver will then turn left and exit along Station Hill & Tudor Road.

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5.10 Speed Limits

Traffic Marshals will ensure that all vehicles will travel at a maximum of 5mph on site.

5.11 Pedestrian and Cycle Access

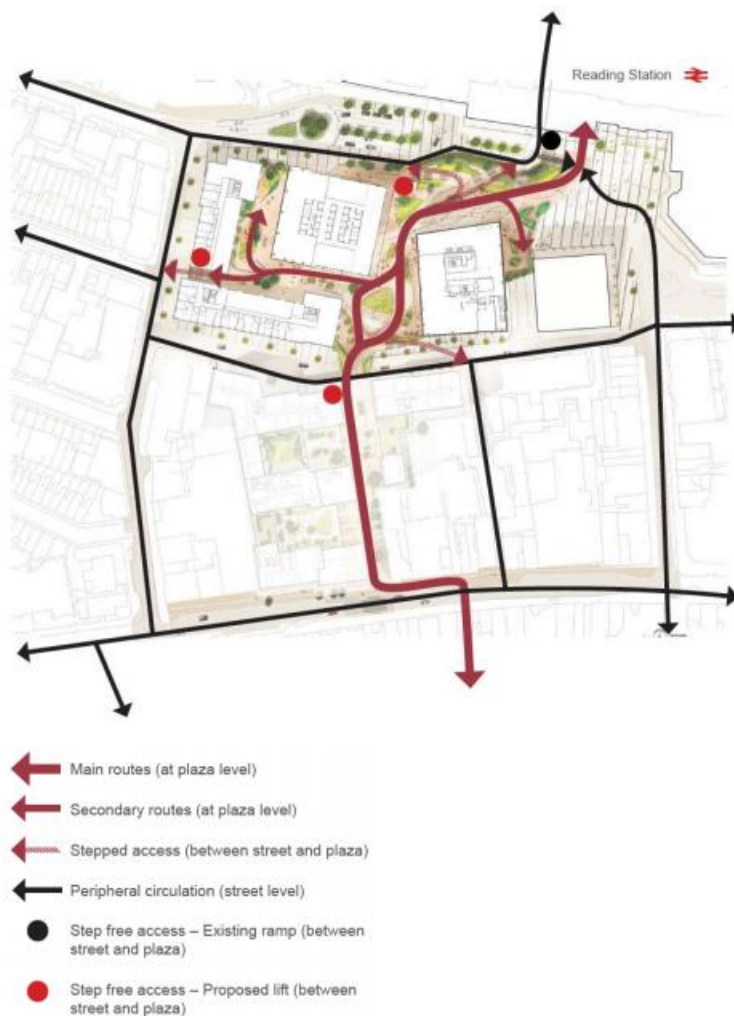


Figure 5 – Pedestrian & Cycle Access Routes around the site

As figure 5 there are multiple access routes around the site which need to be monitored. This area will also be closely monitored and controlled by the Marshal at the entrance. All drivers are expected to give way to pedestrians which will be controlled by the marshals. The peak hours for pedestrian access will be from 0700 to 0900 and 1600 to 1800 during these Hours two traffic marshals will manage the site entrance to manage the pedestrian traffic along Station Hill and the site entrance.

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In addition to the control of traffic at the access gate, the external boundary will be well lit and will maintain the current surface finish and gradients apart from the crossing point at the access gate which will have drop kerbs and tarmac to replace the current footway.

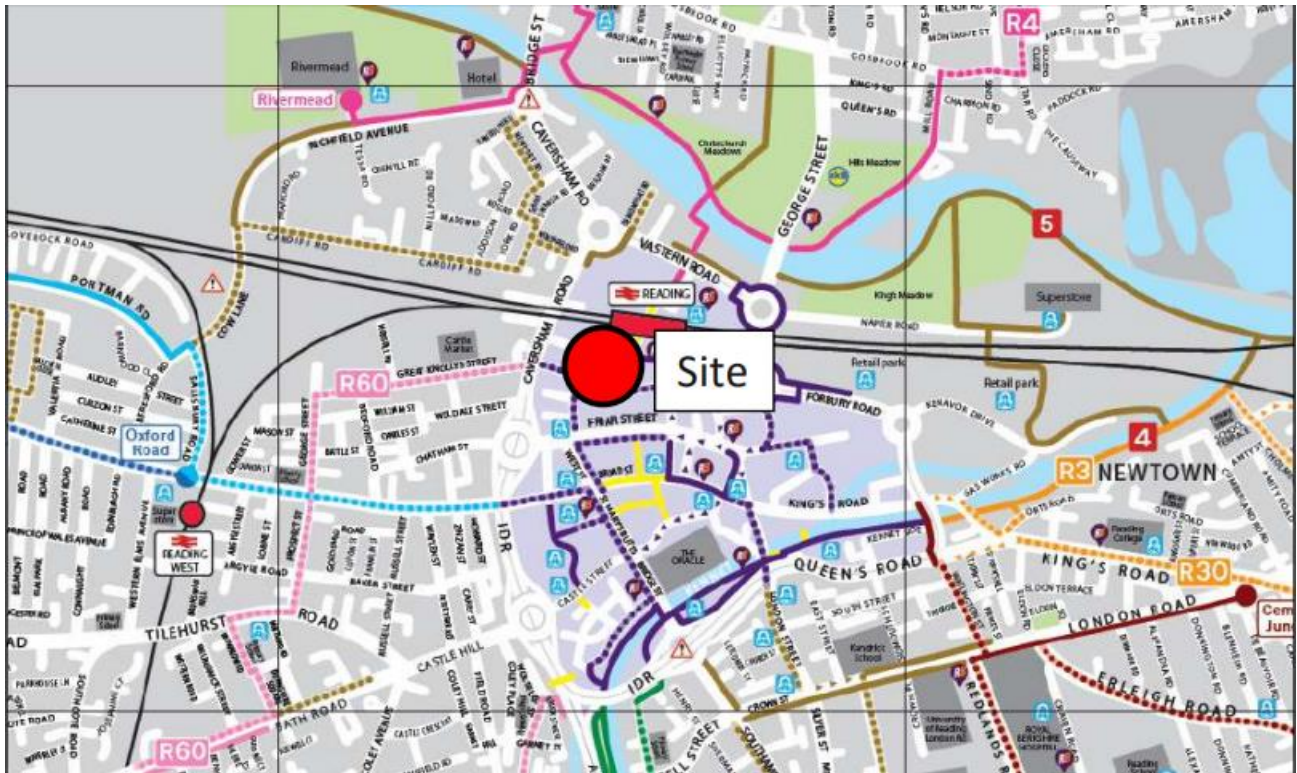


Figure – 6 Cycle Routes around site

Figure 6 above shows the cycle routes around site and further information can be found at <http://www.reading-travelinfo.co.uk/cycling/routes.aspx> we will also provide cycle storage areas on site

5.12 Wheel Wash Facilities, Road Brush

Wheel Wash – all vehicles will be required to go through the wheel wash prior to exiting the site if appropriate. This is to reduce sediment, debris, dust or other prohibited materials from site onto public roads.

5.13 Coordination with Phase 1

As demonstrated in section 5.4.1 and Figure 2, the Phase 2 site and Phase 1 sites are operating back to back with access from Garrard Street for Phase 1 & access from Station Hill for Phase 2. However, the separating barrier between the two compounds will be a soft barrier such as Herras fencing which will enable Both contractors to extend their compound to ease any traffic and storage issues.

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5.14 Induction Before Commencement of Work

All operatives will receive an induction before commencing work.

5.15 Unloading Vehicles

Approved Risk Assessments & Method Statements

Unloading of vehicles will be the responsibility of the sub-contractor & will be covered within the approved risk assessment & method statement.

Working at Height

Working at High Regulations must be observed at all times, if operatives are to mount vehicles suitable collective or individual fall protection measures must be in place. Fall arrest i.e., bean bags will only be acceptable where risk assessed as a last resort.

Unloading Zone

There will be specific unloading zones/areas that delivery drivers will have to unload their deliveries in, this will help control and contain areas of potential risk and also the housekeeping of materials around site. All these zones will be contained within the site. Any loading/unloading outside of site is strictly prohibited.

Motorised Plant

The use of any motorised plant on site, Excavators, Dumpers, Forklifts, MEWPS or similar, will be subject to the following:

- Only trained and competent persons to operate plant - CPC cards or pre agreed equivalent
- Drivers must be over 18 years old.
- Plant must be subject to a pre-use inspection before the start of every shift.
- Plant must be subject to an approved maintenance regime.
- Records of inspection and training must be maintained on site and will be subject to monitoring.
- Any plant which is not fully functional will be removed from service until repaired or replaced.

5.16 Multiple Operatives in a Vehicle

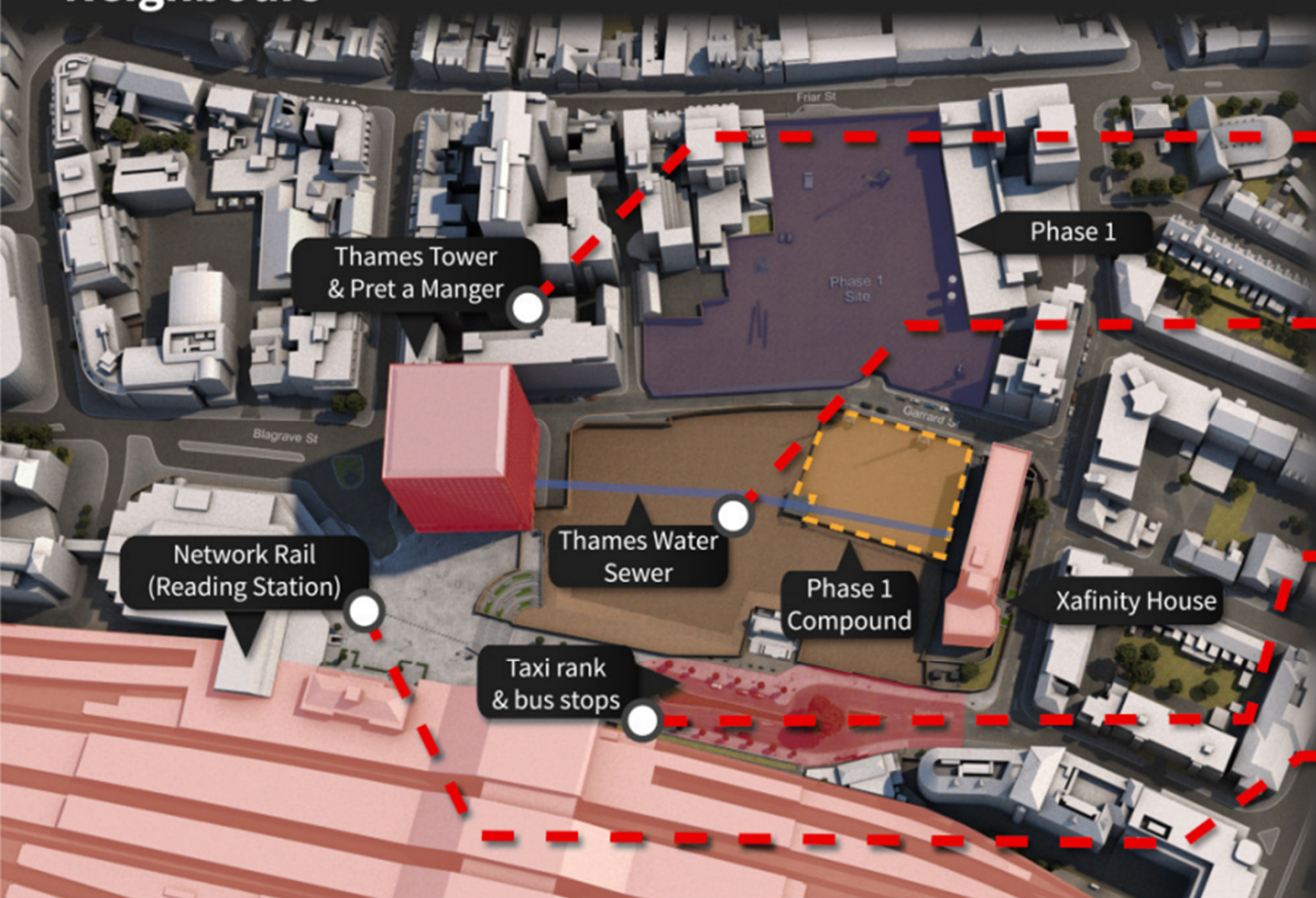
Upon completion of a successful induction, operatives will be issued with an access card. Site security will have a hand-held card reader, when operatives arrive at the security, they will need to swipe using their access card to allow entry. In a scenario that there are multiple operatives arriving in one vehicle, all operatives will have to present their cards to be swiped. If an operative does not have an access card, they will be refused entry to site until they have booked and completed a Sir Robert McAlpine induction.

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Appendix B

Site Logistics Plan

Neighbours



Delivery access & egress coordination through stakeholder engagement.

Vibration monitoring & method statement to be agreed.

278 works coordination to be agreed.

Network Rail consultations as required.

Logistics

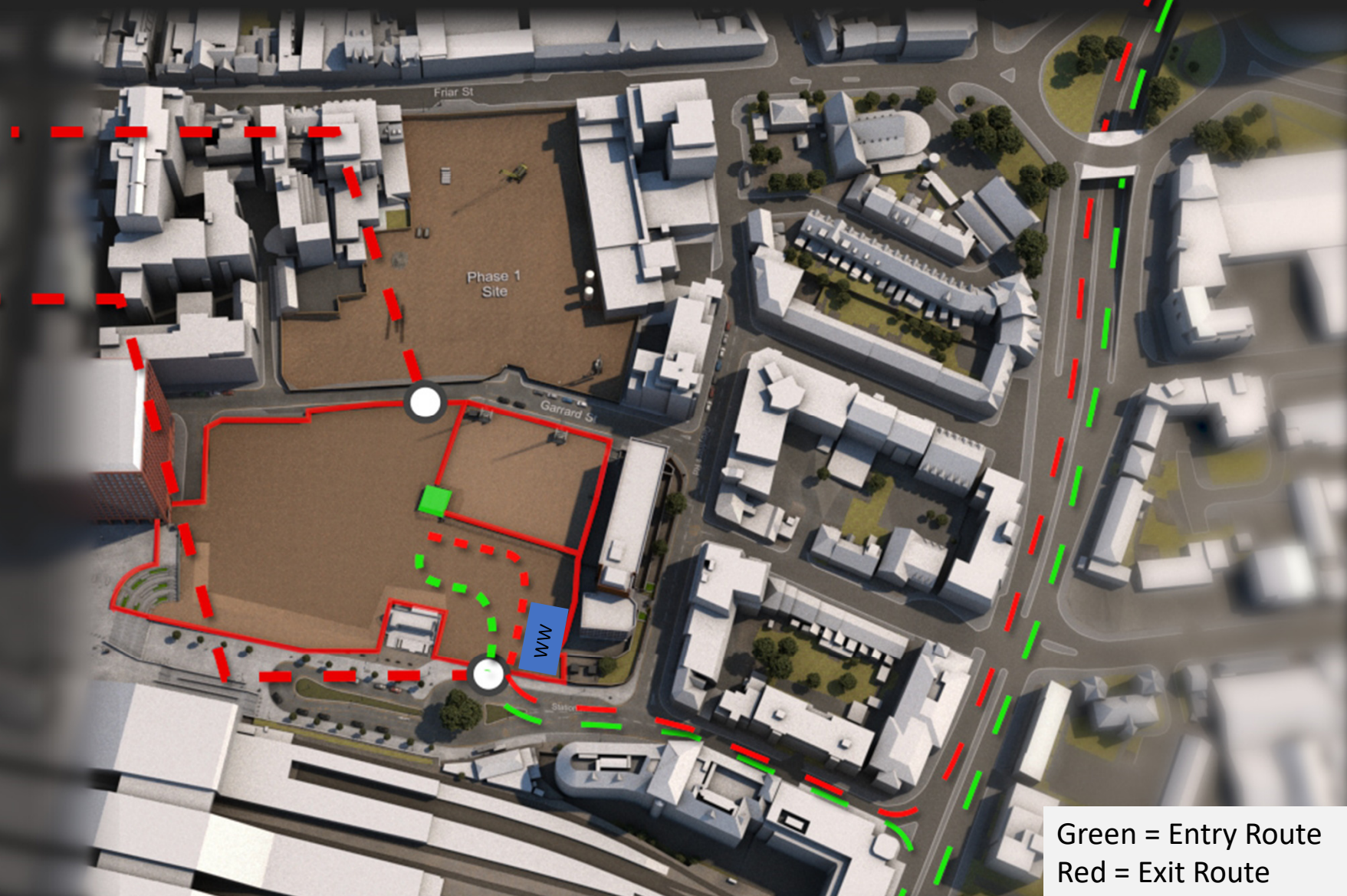


Site Hoarding

Demolition contractor hoarding to be adapted.

Site Access

Vehicle access.



Green = Entry Route
Red = Exit Route

Logistics

Site Hoarding

Demolition contractor hoarding to be adapted.

Site Access

Pedestrian access route.

External scaffold access tower

