

Management System

Plan

Project Execution Plan (PEP) – Part 1

Project title:	MTL Site - Pop Up Studios	Business unit / region:	Construction North
Project number:	TM15Y006		
Customer:	Liverpool City Council		
Location:	Digital way, off Innovation Boulevard, off Edge Lane		
Preparation, approval, authorisation and distribution			
	Position:	Signed:	Date:
Prepared by:	Contracts Manager		31 / 07 / 2020
Approved by:	Area director		
Prepared by		Date	31 / 07 / 2020
	Dewi Edwards, Morgan Sindall,		
Part 2 (CPHSP) reviewed by		Date	
	Paul Martin, Morgan Sindall, SHE advisor		
Part 3 (EMP) reviewed by		Date	
	Jane King, Morgan Sindall, Environmental advisor		
Part 4 (QMP) reviewed by		Date	
	Peter Doyle, Morgan Sindall, Quality representative		
Part 5 (DMP) reviewed by		Date	
	Nathan Roberts, Morgan Sindall, Design manager		
Part 6 (Commissioning Plan) reviewed by		Date	
	Andy Dinnage, Morgan Sindall, Project manager		
Clients representative		Date	
	David Dickenson; Peel Land and Property		
Issued to:	Position:	Company:	
	CDM Advisor - TBC		


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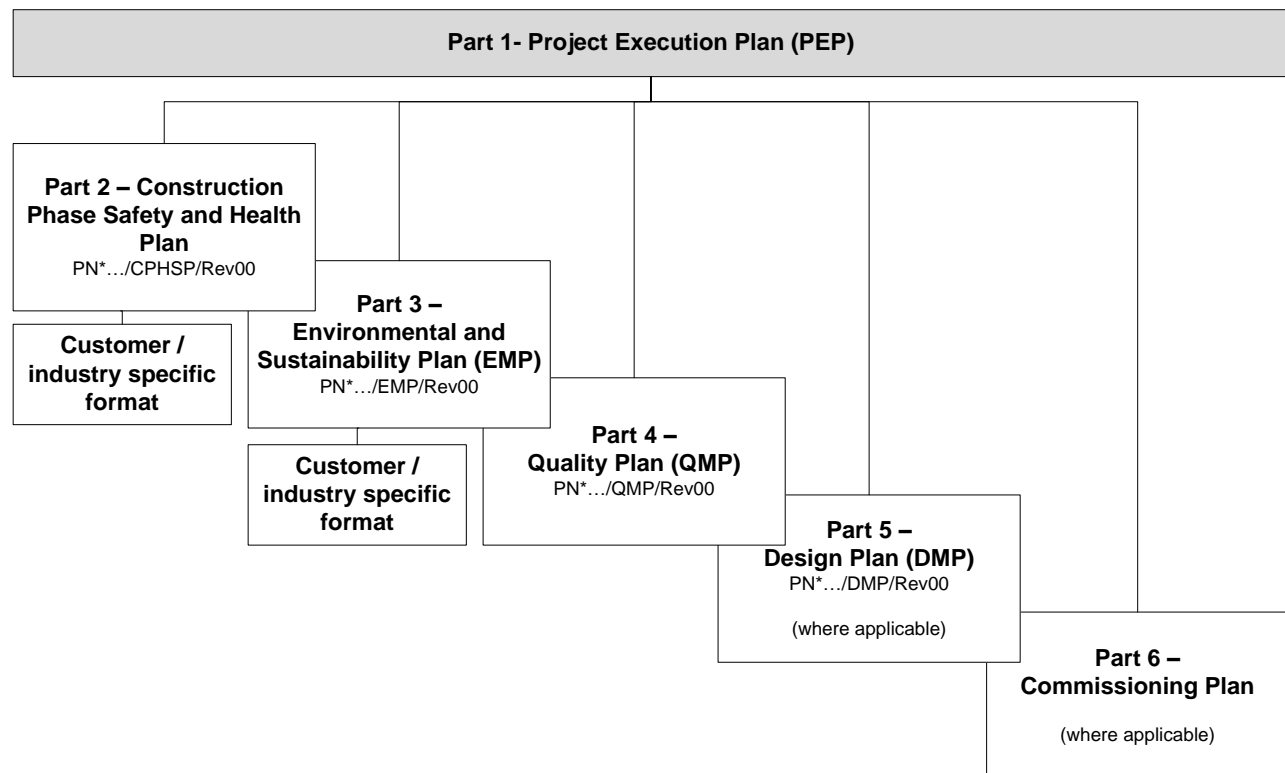
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Project Execution Plan (PEP) - overview

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

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



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1. Introduction

Commitment

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

Customer

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

Safe

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

Ambitious

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

Responsibility

- We take ownership for our decisions and follow through
- Money and minimising waste is everyone's responsibility.

Collaborative

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

On this project we are committed to:

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


2. Purpose

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

The project / contract manager is responsible for ensuring that the working arrangements are carried out in accordance with this plan.

This plan comprises 6 parts which are:

Part 1 - Project Execution Plan

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- Part 2 - Construction Phase Health and Safety Plan
- Part 3 - Environmental and Sustainability Plan
- Part 4 - Quality Plan
- Part 5 - Design Management Plan
- Part 6 - Commissioning Plan

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

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

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

3. Pre-construction information


Contract location

Digital way, off innovation boulevard, off edge lane

Existing environment



Surrounding land use

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The site layout plan included within this document shows the location of the site within the red line identified in the above plan. The site is vacant with any pre-existing buildings having been demolished. The general public do not have access to the site. The current ongoing surveys will identify all constraints and all surveys will be handed over to the design team members for incorporation into the design. The information will also be included in the Pre-Construction pack.

Existing services (underground and overhead)

There are no overhead service power lines on-site.

In regard to the location of any underground services a PAS 128 Ground Penetrating Radar Survey has been carried out. Before any ground-breaking activities commence all services are to be physically verified.

Existing traffic / pedestrian systems and restrictions

There are a number of adjacent busy roads in close proximity to the site.

Innovation Boulevard links Edge Lane to Wavertree Road and provides a cut through from Edge lane to the Wavertree Retail Park and vice versa. The Site Entrance to the Southern Site is off Innovation Boulevard and this is likely to be a congested route, particularly during peak hours.

Innovation Boulevard also serves as the access to Digital Way. Both the Central and Northern plots are accessed off Digital way. Digital Way serves as the main access route to both JD sports and the NHS community Health trust.

Existing structures

The Site is currently disused and previously standing buildings have now been demolished.

An investigative survey focussed on assessing the design risks of the current site is underway and findings will be found in the Pre-Construction Information Pack

Ground conditions

Ground investigation is ongoing finding of which will determine both our foundation and drainage strategies

Asbestos

Again, the results of the Ground investigation are unknown at this stage. Ground samples will be tested for the presence of Asbestos. Findings will be found in the Pre-Construction Information Pack


Existing safety file.

A Health & Safety File for the work area is not known to exist.

Contract hazards

Until such time that the full preconstruction information pack is made available we have not been able to fully consider all the contract hazards; however the following areas have been identified as significant hazards for the project.

➤ Unexploded ordnance

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We know that the site was identified as a target by the Luftwaffe and written and anecdotal evidence suggests that the wider site area targeted and hit.

At this stage, given the above factors, we are provisionally assessing a risk from UXO on site. Please see below for our recommended risk mitigation measures for any upcoming works:

All Works

- UXO Risk Management Plan
- Site Specific UXO Awareness Briefings to all personnel conducting intrusive works.

Open Intrusive Works (trial pits, service pits, open excavations, shallow foundations etc.)

- UXO Specialist On-site Support

Boreholes and Piled Foundations

- Intrusive Magnetometer Survey of all borehole and pile locations/clusters down to maximum bomb penetration depth

➤ Invasive Species

Until such time that the Environmental surveys are completed we are unable to advise if any invasive species are present on the sites


➤ General Hazards

- Consideration must be given to the risks associated with excavation,
- Effective use of appropriate hoarding will protect public from on-site plant movements and protect site operatives from private vehicles.
- The provision of suitable visibility at site access points and keeping all gates closed when not in use may compliment this.

Existing records and where they can be found. The following, reports, surveys are relevant to support the above hazards.

- TBC
- TBC

Scope of the contract

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The Scope consists of the following:

The proposed development is on three separate plots which we refer to as the Northern Plot, Central Plot and southern Plot, with an existing public realm area between the Central and southern plots

Northern Plot

Following a site clearance the earth bunds will be formed to the perimeter to provide security. Vehicle and Entrance gates are to be provided to the existing site entrance off Digital Way. The car park area will be formed from crush and run laid on a layer of terram with the DDA spaces being formed from tarmac with an access path to the public footpath

Central Plot

Following a site clearance, we will install 2 No. 1800m² film studios with a tarmac access road and turning area, which will be drained with a positive drainage system.
New 2.40m high green weld mesh fence to match existing to the west and south boundaries tying into the existing fences.
Security Lighting to external area
Electrical meter and supply to film studio for life safety systems only

Public Realm Area – Architect to develop full spec

General tidy up of landscaping area and Graffiti removal

Southern Plot


Following a site clearance the earth bunds will be formed to the perimeter to provide security. Vehicle and Entrance gates are to be provided to the existing site entrance off Innovation Boulevard. The overspill car park area will be formed from crush and run laid on a layer of terram

Programme

4. Contract particulars

Project value:	Circa 3.17 million
Construction start date:	Circa Nov 2020
Duration:	Circa 5 months
Sectional handover details (if applicable):	To be agreed
Project completion date:	Circa April 2021
Site working hours:	7am – 5pm

Contract documents:

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Tender No / Contract No TM15Y006
Project Type New Build
Procurement Type Negotiated via the Pagabo Framework
Tender Type Lump Sum
Contract Responsibility? Design and Build

Procurement strategy:

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

The specific procurement route on this project shall generally be: Work Packages

The IT strategy on the project shall be to use:

- 4 Projects for design information
- Morgan Sindall's internal IMS
- SIMS
- Coins

The Site establishment will have a high speed Broadband by way of an advanced 4G Router

Project objectives:

The key objective is to complete the works for the employer safely for all of those involved in the scheme, including providing the facilities to the employers' design criteria to an exceptional quality.

The spirit of mutual trust, respect and co-operation are paramount and good relationships will be encouraged to prevail throughout and negative conflict and dispute should be avoided.

Understanding of the project as a whole is imperative and insular thinking / working practices should be avoided. A spirit of 'ownership' is to be encouraged at every opportunity and individuals are encouraged to engage with others to develop solutions, methods or design that will allow a quality outcome to be achieved.

The key stakeholders in the project will form part of the project team and will be available for decision making, as required, to help progress the project to a successful conclusion.


Morgan Sindall will be responsible for the development and completion of design, along with our design partners. We recognise that close liaison between all design members is crucial to the successful delivery of the scheme and will ensure that regular and close liaison is maintained throughout.

Close liaison with public groups within the local area will be encouraged and the Project Manager will act as an ambassador for the project and promote dialogue with the locality to ensure the client, neighbours and local businesses are well informed of the site activities.

Morgan Sindall are committed to high standards of Health and Safety, Sustainability, Quality and the Environment and this requirement is enforced via our supply chain selection.

In addition to the above approach to delivery, we will:

- Delight our Customer

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- Achieve Perfect Delivery
- Aim to complete the scheme with zero reportable incidents/accidents
- Aim to achieve Snag Free status at handover

Key Performance Indicators (KPI's):

- Prevention of accidents – Zero reportable injuries (RIDDOR), Proportion of 'Near Miss' (accident) reports: Aspirational benchmark of 80%.
- Prevention of Ill Health and Provision of Occupational Health services – RIDDOR Ill Health
- Frequency Rate (IFHR). Provision and awareness of support available to workers.
- Promotion of well-being – Health promotion programme activities and participation.
- Development and maintenance of competent workforce – 100% site workers to hold CSCS cards or equivalent scheme.
- Reduction of SHEQ risk through design – Evidence of processes to identify and evaluate design options with regards to SHEQ risks and opportunities. CDMC involvement and reports.
- Positive SHEQ culture – Evidence of leadership, behaviour and culture. Responses to employee SHEQ climate surveys. Indicators to quantify practice and impact.
- Prevention of environmental incidents – Zero significant environmental incidents and evidence of processes to prevent incidents.
- Maintain a regulatory compliant project – Zero non-compliances, breaches of planning conditions, enforcement notices etc.
- Minimise waste – Elimination of waste through design. Percentage of waste diverted from landfill to be recorded during the construction phase.
- Minimise use of water – Record water usage across the construction phase.
- Protect & Enhance Biodiversity and Ecology – Identify and protect areas of importance.
- Minimise pollution of land, water, noise and air quality – Monitoring to take place during the construction phase.
- Implementation and monitoring of the Employment and Skills Plan (ESP)

Project constraints:

Key constraints of the MTL Site - Pop Up Studios are:


- Access to the Northern and Central Plot is via Digital Way. This road is also used to access JD Gym and the Liverpool Community Health Trust. MS to ensure our operations do not impede their free access.
- Access to the Southern plot and public realm are via Innovation Boulevard. MS to ensure our operations do not impede free access on this road.
- Further constraints may be identified following completion of pre-construction surveys

5. Project directory

The project manager shall ensure that all the project contact information shall be assembled into a project directory that shall be made available to all members of the project team in either electronic and/or hard copy form.

The project directory shall be the major source of contact information on the project.

The project manager shall ensure that the project directory shall be reviewed, updated and reissued on a regular basis to reflect ongoing changes / additions to personnel, organisations and/or contact details.

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Primary organisations with main contact name

Customer:
Liverpool City Council

Customer Project Manager
Kier

Designers / main subcontractor with design Input

Design Manager:	Morgan Sindall	Nathan Roberts	07779 451507
Structural / civil:	Curtin's Consulting	John Kelly	
M&E:	A+B	Matt Bolasie	
Architect:	Kier Property Services	Mike Kivlehan	
Principal Contractor:	Morgan Sindall	Dewi Edwards	


6. Contract organisation and staff responsibilities

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

- i. Contracts Manager – Dewi Edwards – 07890 540339
- ii. Site Manager - TBC
- iii. Quantity Surveyor - TBC
- iv. Design Manager - TBC
- v. Building services - Andy Dinnage – 07763 143753
- vi. Planner – Mark Ellicott - 07976 191864
- vii. Site Engineer - TBC
- viii. SHE advisor – Greg Doran – 0773 107 082

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

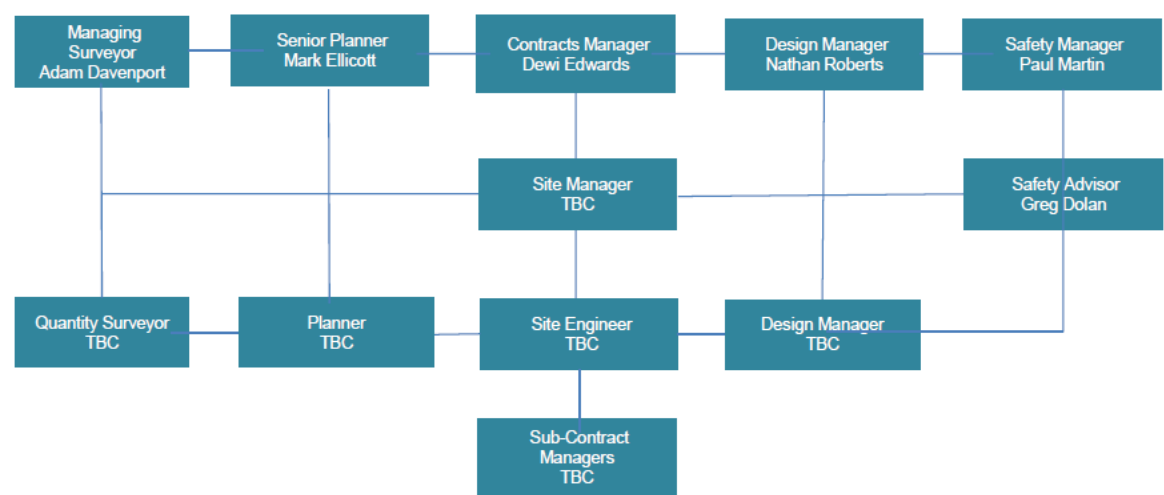
Project organogram for:

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MTL – Operational Organogram



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Main Morgan Sindall project staff

Those marked with an asterisk (*) shall be appointed in writing, detailing their responsibilities. Enter 'n/a' where role not required and add required roles in spare rows.

Title/duty	Appointed person	Deputy	Contact details	Appointments in writing
Project staff				
Contract Manager	Dewi Edwards		07890 540339	
Project Manager	TBC			
Engineer	TBC			
Responsible Person (Lifting)	TBC			
Crane Supervisor*	n/a			
COSHH Coordinator*	TBC			
Temporary Works Coordinator*	TBC			
Site Safety Supervisor	TBC			
Competent Person (electrical) *	TBC			
Site Environment and Waste Coordinator	TBC			
Fire / Emergency Coordinator(s)	TBC			
Authorised Permit Issuer(s)	TBC			
First Aider(s)	TBC			
Design Coordinator	TBC			
Plant Coordinator	TBC			
Scaffold Controller	n/a			
Traffic Management Coordinator	TBC			
Waste Coordinator	TBC			
Permits Approval	TBC			
Quality Inspectors	TBC			
Incident Controller	TBC			
Support function staff	TBC			
Safety Advisor	Greg Doran		0773 107082	
Environmental Advisor	Jane King		07812961914	
Quality Advisor	Peter Doyle		07814294445	
Procurement Manager				
Commercial Manager	Jonathan Todd		07976 458383	
Design Manager	Nathan Roberts		07779 451507	
Building Services / M&E Manager				
Planner	Mark Ellicott		07976 191864	
Company Electrical Duty Holder	Andy Dinnage		07763 143753	
Principal Designer				
MEWP Coordinator				
Person responsible for production and review of RAMS				

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7. Communications

General

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

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

Site communications

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

The principle means of communication for this contract shall include:

- Induction
- Daily safety briefs
- Tool box talks
- RAMS briefings
- Task specific briefings
- Cascade

Worker consultation

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

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

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

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Stakeholder liaison

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

The specific means for this project are as follows:

- Monthly Contract meeting

Induction and site orientation training

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

Visitors

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

Drivers

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

Information and signage

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

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


8. Project Management System

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

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

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

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

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

9. Construction Design and Management (CDM)

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

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

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

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

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

10. Safety, health and environment

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

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

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


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

11. Risk management

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

Risk management plan

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

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Risk register

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

Risk assessment

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

Change control

Morgan Sindall has specific arrangements that deal with change control.

Control of contractors

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

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

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

Control of key materials suppliers

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

12. Design management (incl Soft Landings)


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

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

13. Project system requirements

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

- Project administration and document control
- Safety, health and environment
- Stakeholder management
- Project risk management
- Commercial control
- Design and project change control
- Emergency planning arrangements
- Management of subcontractors
- Quality
- Programming and planning
- Procurement
- Commissioning
- Project completion and handover
- Customer care period management.

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14. Knowledge transfer – good practice / lessons learned

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

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

Monitoring and reporting

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


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

*indicate frequency for each method.

15. Contract records

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

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

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