

Management System

Plan

Project Execution Plan (PEP) – Part 1

Project title:	Swansea Bay Technology Centre	Business unit / region:	Wales & South West
Project number:	TM 26X004		
Customer:	Neath Port Talbot CBC		
Location:	Central Avenue, Port Talbot, SA12 7AX – OS Grid SS7394992789 & what3words - retail.those.scenes		
Preparation, approval, authorisation and distribution			
	Position:	Signed:	Date:
Prepared by:	Project Manager	John Charles	27 th , March 2020
Approved by:	Project Director / Area Director		
Prepared by	John Charles, Morgan Sindall, Bid Manager		Date 27 th , March 2020
Part 2 (CPHSP) reviewed by	Paul Hugill, Morgan Sindall, SHE advisor		Date 30 th , March 2020
Part 3 (EMP) reviewed by			
Part 4 (QMP) reviewed by			
Part 5 (DMP) reviewed by			
Part 6 (Commissioning Plan) reviewed by			
Client's representative	Date		
Issued to:	Position:	Company:	

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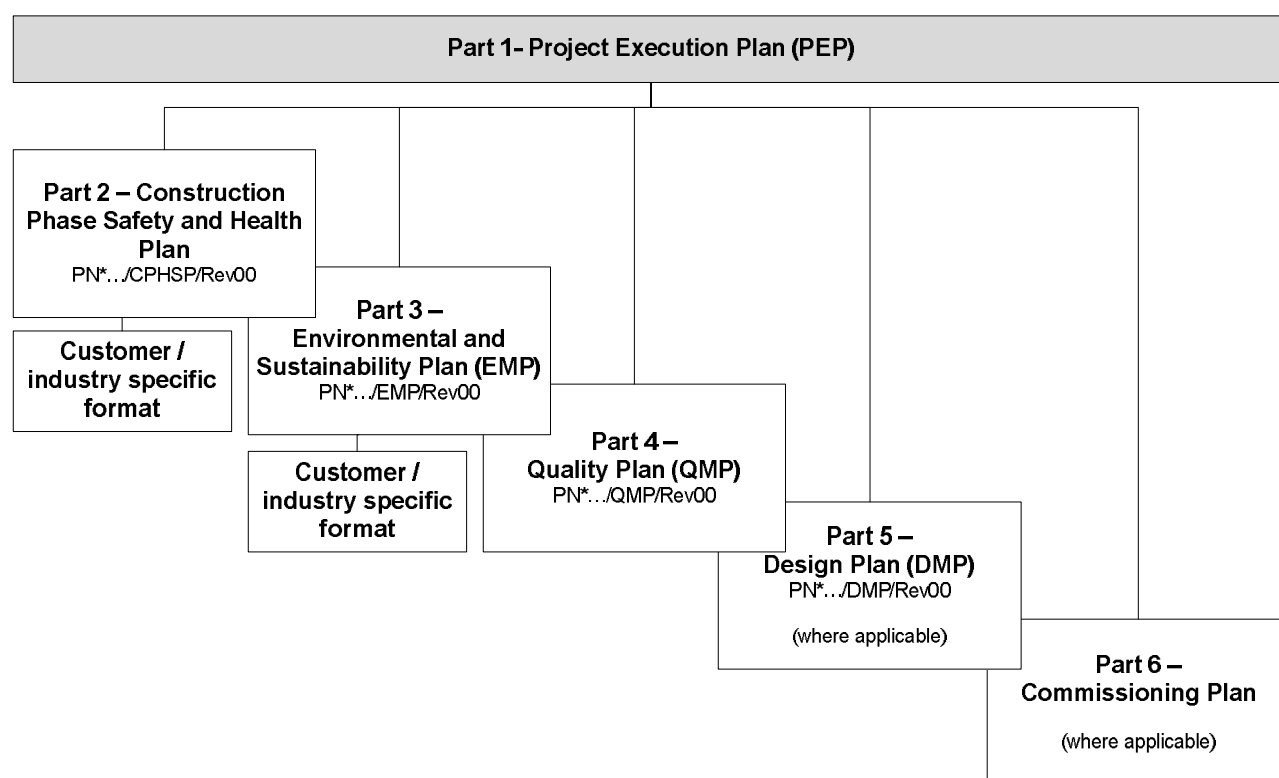
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Project Execution Plan (PEP) - overview

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.

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



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2. Introduction

Commitment

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

Customer

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

Safe

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

Ambitious

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

Responsibility

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

Collaborative

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

On this project we are committed to:

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

3. Purpose

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

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

This plan comprises "insert number" parts which are:

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

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

The standard template of each part may be amended or expanded to accommodate the size and scope of the specific project. The red text indicates the areas which should be amended to project specific information – blue text contains notes for production and should be deleted in the final 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 always and variance should only be allowed where customer requirements dictate.

4. Pre-construction information

Contract location – Central Avenue, Port Talbot, SA12 7AX (OS Grid - SS7394992789)

Site Offices (Pre-Construction) – Morgan Sindall, Cardiff Office, 5, Cae Gwyrdd, Greenmeadow Springs Business Park, Tongwynlais, Cardiff, CF15 7AB

Second Stage – PCSA

Existing environment

See Annex A

- *Site location plan*
- *Existing services (underground and overhead)*

Contract hazards

In considering the design, tender documents, pre-construction information pack and the details considering at the planning stage, the following areas have been identified as significant hazards for the project.

- Interfacing with pedestrians and vehicles using the Baglan Bay Innovation Centre

Existing records and where they can be found

Scope of the contract
Diversion of utility services
External Works

Held on Viewpoint (4P)

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Programme

(Insert key dates of programme and reference to detailed programme. Insert additional rows as required).

5. Contract particulars

Project value:	£ 6.7M
Construction start date:	29 June 2020
Duration:	58-weeks
Sectional handover details (if applicable):	
Project completion date:	6 August 2021
Site working hours:	08:00 – 17:00hrs

Contract documents:

- *Details of customer's contract award letter / order number and date of same – See Contract File*
- *Details of form of contract / contract conditions - PCSA*

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:

Traditional subcontract work packages using MS established supply chain and special providers, e.g. Pool equipment

IT strategy:

The IT strategy on the project shall be to use:

4P will be used for collaborative working and document management.

See BIM Execution Plan (BEP)

Project objectives:

- 'Perfect Delivery'
- Soft Landings
- Good neighbours
- Safe working
- Delighted client

Key Performance Indicators (KPI's):

- *On time*
- *RIDDOR free*

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Project constraints:

- Interfacing with pedestrians and vehicles using the Baglan Bay Innovation Centre
- Minimising the impact on users of Baglan Bay Innovation Centre

6. 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.

Primary organisations with main contact name

Customer

Customer: Neath Port Talbot CBC

Customer Project Manager: Clive Barnard, Neath Port Talbot CBC

Customer Cost Consultant: Neath Port Talbot CBC

Principal Designer: Morgan Sindall

7. Contract organisation and staff responsibilities

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

- Operations Director – Gary Owens
- Project Manager – Dale Harris
- Managing Quantity Surveyor – Mark Parsons
- Quantity Surveyor – Andrew Hurn
- Design Manager – Darren Rhys Thomas
- Building Services Manager – Andy Ellis
- Planning Engineer – Carl Reed
- SHEQ Advisor – Paul Hugill

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

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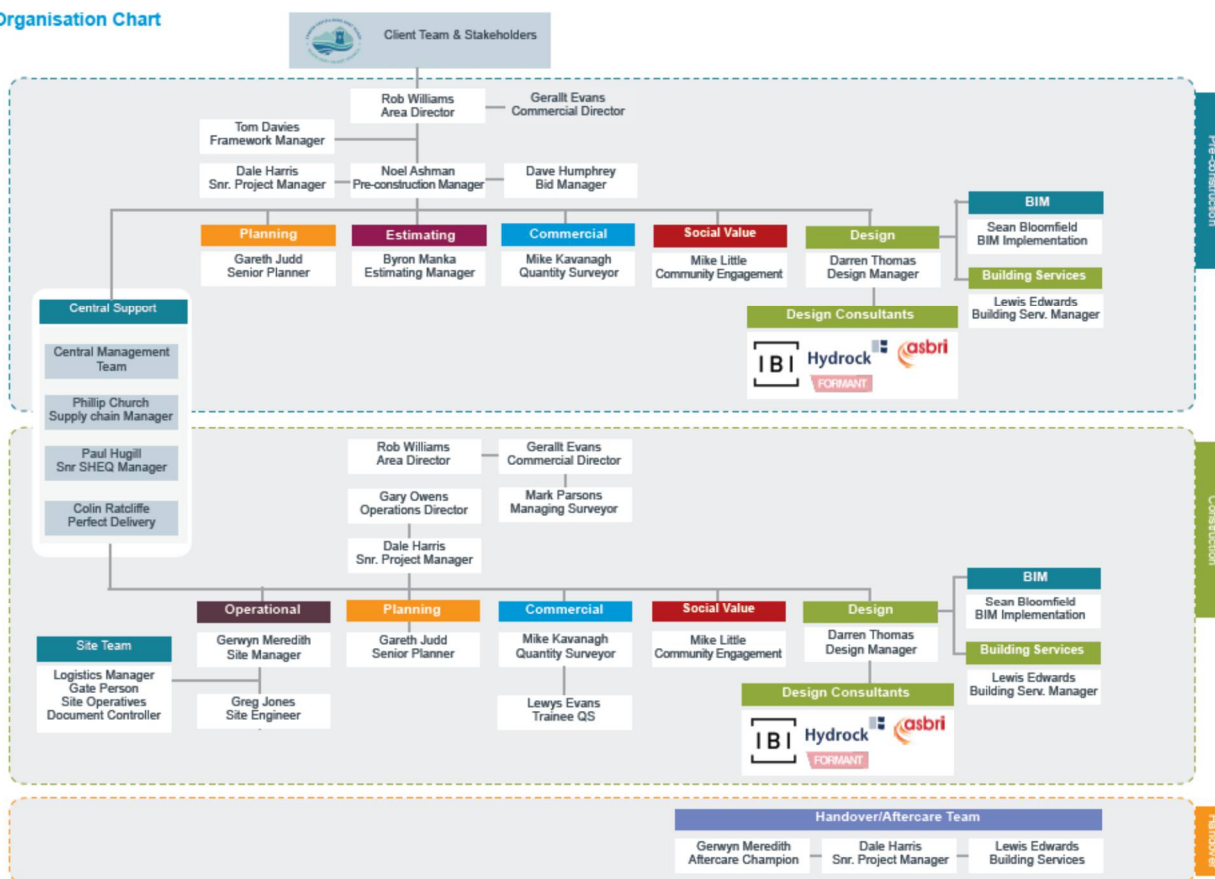
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Project organogram

Organisation Chart



Main Morgan Sindall project staff

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

Title/duty	Appointed person	Deputy	Contact details	Appointments in writing
Project staff				
Project Manager	Dale Harris	Gerwyn Meredith	07976 263111	X
Site Manager	Gerwyn Meredith	Dale Harris	07855 125667	X
Engineer	Gerwyn Meredith	Dale Harris	07855 125667	X
Responsible Person (Lifting) –	Gerwyn Meredith	Dale Harris	07855 125667	X
Crane Supervisor* -	Gerwyn Meredith	Dale Harris	07855 125667	X

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

Title/duty	Appointed person	Deputy	Contact details	Appointments in writing
COSHH Coordinator* -	Gerwyn Meredith	Dale Harris	07855 125667	X
Temporary Works Coordinator* -	Gerwyn Meredith	Dale Harris	07855 125667	X
Site Safety Supervisor	Gerwyn Meredith	Dale Harris	07855 125667	X
Competent Person (electrical) *	Gerwyn Meredith	Dale Harris	07855 125667	X
Site Environment and Waste Coordinator	Gerwyn Meredith	Dale Harris	07855 125667	X
Fire / Emergency Coordinator(s)	Gerwyn Meredith	Dale Harris	07855 125667	X
Authorised Permit Issuer(s)	Gerwyn Meredith	Dale Harris	07855 125667	X
First Aider(s)	Gerwyn Meredith	Dale Harris	07855 125667	X
Design Coordinator	Steve Ridout	Dale Harris	07966 877476	X
Plant Coordinator	Gerwyn Meredith	Dale Harris	07855 125667	X
Scaffold Controller	Gerwyn Meredith	Dale Harris	07855 125667	X
Traffic Management Coordinator	Gerwyn Meredith	Dale Harris	07855 125667	X
Waste Coordinator	Gerwyn Meredith	Dale Harris	07855 125667	X
Permits Approval	Gerwyn Meredith	Dale Harris	07855 125667	X
Quality Inspectors	Gerwyn Meredith	Dale Harris	07855 125667	X
Incident Controller	Gerwyn Meredith	Dale Harris	07855 125667	X
Support function staff				
Safety Advisor	Paul Hugill		07712 868047	X
Environmental Advisor	Paul Hugill		07712 868047	X
Quality Advisor	Paul Hugill		07712 868047	X
Procurement Manager	Phillip Church		07814 771902	X
Commercial Director	Gerallt Evans		07970 846415	X
Design Manager	Steve Ridout		07966 877476	X
Building Services / M&E Manager	Andy Ellis		07583 072458	X
Planning Engineer	Carl Reed		029 20 811398 & 07816 281045	X
Company Electrical Duty Holder	TBC			X
Principal Designer	Morgan Sindall (Peter Brookes)		07740 698364	X
MEWP Coordinator	Gerwyn Meredith	Dale Harris	07855 125667	X

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Enter named persons to each role. Those marked with an asterisk (*) shall be appointed in writing, detailing their responsibilities. Enter 'n/a' where role not required and add required roles in spare rows.				
Title/duty	Appointed person	Deputy	Contact details	Appointments in writing
Person responsible for production and review of RAMS	Dale Harris	Gerwyn Meredith	07976 263111	X

37. 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 principal means of communication for this contract shall include:

- Induction
- Daily safety briefs
- Tool box talks
- RAMS briefings
- Task specific briefings
- CASCADE
- Safe and sustainable update

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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Prompt: highlight methods of communication and consultation on this project that you intend to implement. Delete this prompt on completion.

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
- Weekly meetings with Occupiers of Premises

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 always whilst visiting the work site by an authorised member of the site team who is familiar with the site construction hazards, layout and restricted working areas.

Drivers

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

Information and signage

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

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

38. Project Management System

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

Upon receipt of formal award of the contract a contract handover meeting shall be held by the project director / area director. This meeting forms part of the contract review process and 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.

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

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

39. Construction Design and Management Regulations, 2015 (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.

40. Safety, health and environment

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

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

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

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

41. 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

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

Risk register

The Bid 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).

42. 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

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

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

*indicate frequency for each method.

45. 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

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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.

Annex A

All held on Viewpoint (4P)

Site Record Drawings
Statutory Undertakers' plans
GPRS

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