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Project Execution Plan (PEP) –Part 1

| | | | |
|--|---|--------------------------------|------------------------|
| Project title: | Leeds City Academy | Business unit / region: | Yorkshire & North East |
| Project number: | TBA | | |
| Customer: | White Rose Academies Trust | | |
| Location: | Leeds City Academy, Woodhouse Cliff, Leeds | | |
| Preparation, approval, authorisation and distribution | | | |
| | Position: | Signed: | Date: |
| Prepared by: | Project manager | Richard Bowmer | 08.02.24 |
| Approved by: | Project director / area director | Nick Franklin | 21.03.24 |
| Prepared by | Richard Bowmer, Morgan Sindall, | | Date 08.02.24 |
| Part 2 (CPHSP) reviewed by | Jack Kirton, Morgan Sindall, SHE advisor | | Date 19.03.24 |
| Part 3 (EMP) reviewed by | ..., Morgan Sindall, Environmental advisor | | Date |
| Part 4 (QMP) reviewed by | ..., Morgan Sindall, Quality representative | | Date |
| Part 5 (DMP) reviewed by | ..., Morgan Sindall, Design manager | | Date |
| Part 6 (Commissioning Plan) reviewed by | ..., Morgan Sindall, Project manager | | Date |
| Client's representative | | | Date |
| Issued to: | Position: | Company: | |
| Nick Franklin | Operations Manager | Morgan Sindall Construction | |
| Jack Kirton | SHE Advisor | Morgan Sindall Construction | |
| Peter Brown | Principal Designer | Atkins Realis | |
| | | | |
| | | | |

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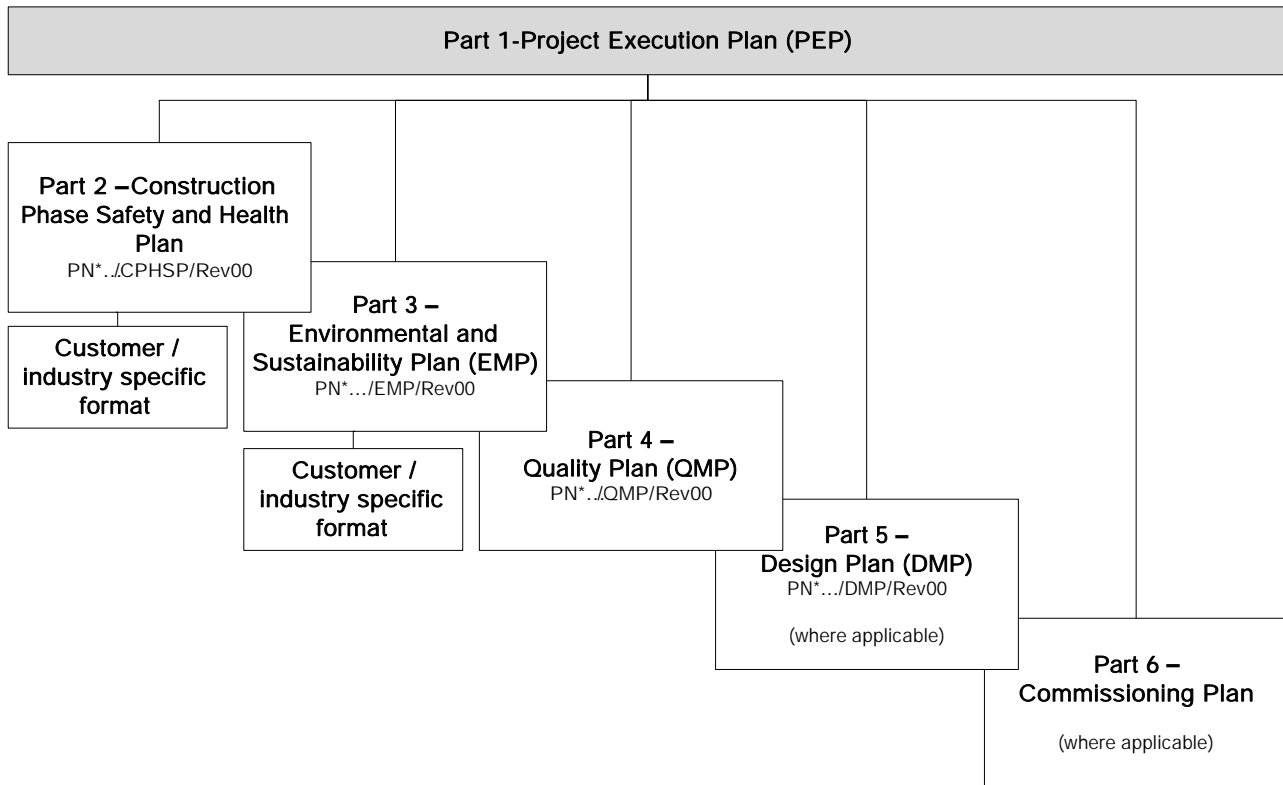
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Project Execution Plan (PEP) - overview

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
- Each and every person plays an important role
- It is important to have people with different backgrounds and skills.

On this project we are committed to:

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

3. Purpose

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

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

This plan comprises 4 parts which are:

- Project Execution Plan –Part 1
- Construction Phase Health and Safety Plan –Part 2
- Environmental and Sustainability Plan –Part 3
- Quality Plan –Part 4

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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 ISO9001:2015, ISO14001:2015 and BS ISO45001:2018 by certification body BSI. The IMS and PEP have been developed for compliance to these standards.

The company's IMS is designed to meet the requirements of the Morgan Sindall policies, objectives and targets. The documentation defined within the IMS should be used at all times and variance should only be allowed where customer requirements dictate.

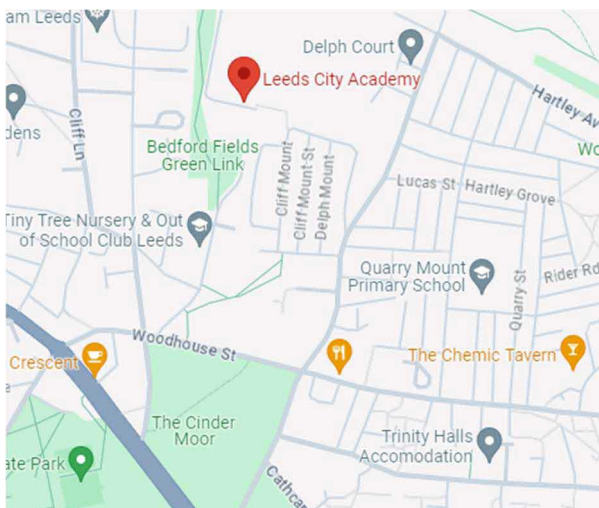
4. Pre-construction information

Contract location

Leeds City Academy
 Bedford Field
 Woodhouse Cliff
 Leeds
 LS6 2LG

Existing environment

- Site location plan –LS6 2LG -



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- Surrounding land use

The work area is located within the grounds of an existing teaching academy.

The site itself is located approx. 2 miles North of the city centre.

The works consist of a two-storey extension to the teaching block, a ground floor canteen room extension, the formation of a new sub-station to upgrade the schools existing power supply and associated external works including new retaining walls, new parking spaces and EV charging points and mechanical, electrical and below ground drainage associated with the forementioned works. The site is within the grounds of the academy. Immediately adjacent to the working areas are facilities that will remain in use for the duration of the works ie teaching blocks, circulation routes and admin areas.

- Existing services (underground and overhead)

Overhead Services

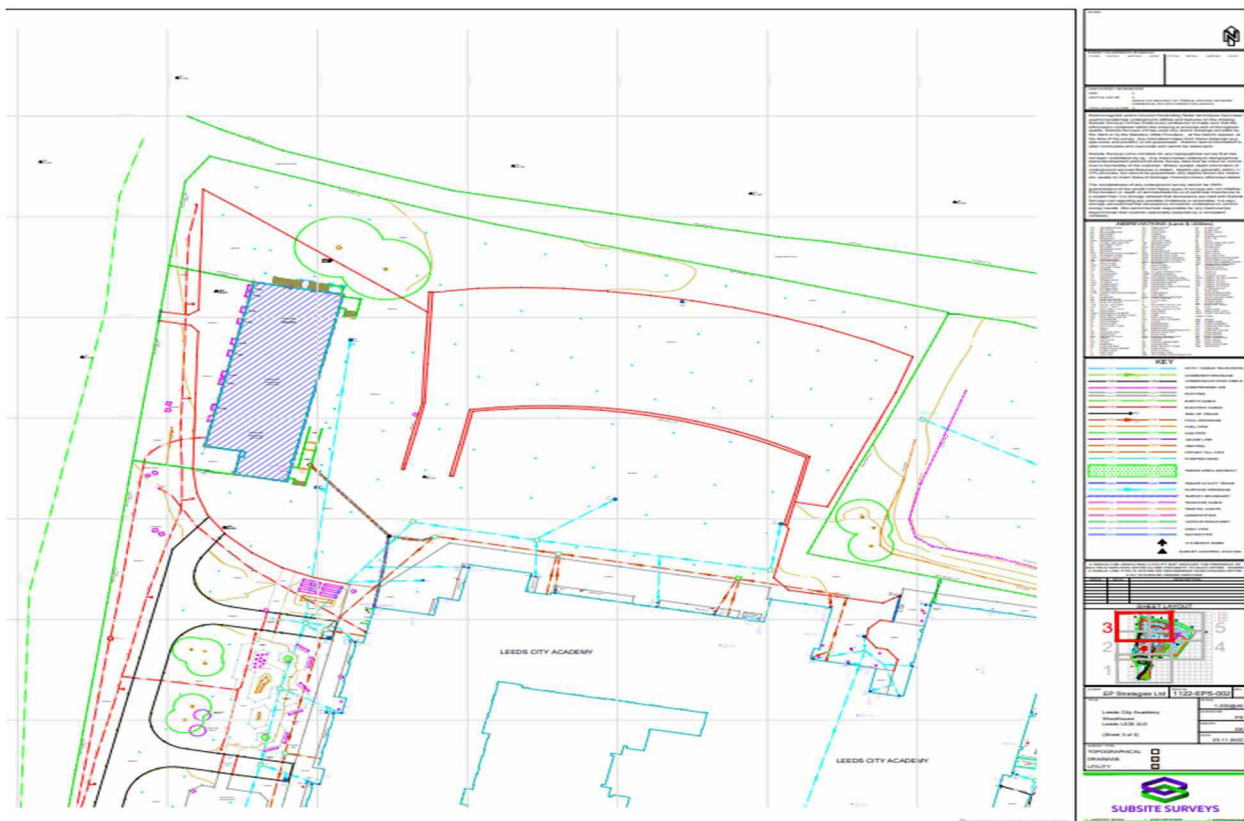
Overhead services are present on the approach roads adjacent to site and within the site boundary although these are at standard heights above ground level and should not interfere / impede site activities. Major suppliers and contractors will be required to visit site before their works commence to review site access and these findings will be included within their method statement and traffic management plans.

Underground Services

Existing underground services are present within the site boundary and the works area.

Statutory service drawings have been obtained and a PAS 128 services survey has been carried out.

Part copy below :-



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Where any external excavations are required these will be controlled via our permit to dig system and ground disturbance procedures. We will take all necessary steps to establish the locations and types of underground services using surveys and vac ex methods prior to the main excavation works commencing.

Where unexpected or unidentified underground services are discovered we will stop work immediately to assess the situation and methodology prior to recommencing works. The location of these services will be logged and recorded on as built drawings of the site area.

- Existing traffic / pedestrian systems and restrictions

Pedestrian Traffic

Measures will be taken to safeguard pedestrians from all operations particularly material deliveries and waste disposal operations. On-site and adjacent pedestrian routes will be adequately segregated from all construction related traffic, details of the measures to be implemented will be included in the Construction Phase Plan.

Vehicular Traffic

Signage is to be posted on the approach to the site area and the site compound alerting students, staff and visitors of the project and the works.

Cars / Car Parking

Limited vehicle parking is available within the site compound but this will be reviewed and may be withdrawn completely as the works progress. Parking on site other than within the compound will not be permitted. On street parking is subject to restrictions and is used by local residents for school / nursery drop offs so these areas cannot be relied upon.

Service Vehicles

MSC will give every consideration to ensuring that the manoeuvring operations of delivery / waste vehicles are undertaken in a careful, considerate and above all safe manner, with due consideration being given to the academy and adjacent businesses and their associated vehicular and pedestrian movements.

Delivery / Collection

Potential site hazards and site congestion will be avoided by scheduling delivery times for materials and equipment outside school hours and other peak times for road usage.

Control measures will be established for all delivery and waste removal operations. A banksman will be used for directing vehicles from the academy entrance, through the car park, and into the site area.

- Ground conditions

Loadbearing Capacity

The site has undergone a number of geotechnical and environmental assessments. Intrusive investigations involving the drilling of boreholes to a depth of 15.0m have been carried out. Soil samples were tested for the presence of potential contaminants and no significant risk to users or the environment have been found. Waste analysis has been carried out and the made ground and deeper Elland Flag Sandstone have been classed as inert for the purposes of off site disposal. Groundwater was encountered at depth of 14.32m which is significantly lower than any planned excavation works. The foundation design incorporates ground beams on cfa piles.

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- Existing safety file.

Health & Safety File

No existing health & safety file is known to exist for the building or the working areas.

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.

Falls from Height

In accordance with the Work at Height Regulations, all work at height will be properly planned and supervised and carried out in a safe manner in line with our company procedures and dropped objects managers guide.

Operations at Height

MSC will ensure that all employees who undertake activities involving working at height receive specific instruction and training and have the appropriate access facilities for the task.

All necessary steps will be taken to ensure the continued safe working conditions for any works undertaken at high level. These should include:

- Providing safe access/egress to all working areas.
- Providing adequate safeguarding of work areas, including the provision of edge protection
- Ensuring measures are taken to minimise both the distance and the consequences of a fall should one occur.
- Protection at low level from falling objects, no coincidences of both high works and low works in the same location during the same period.
- Use of suitable working platforms.
- Reduction of ladder use
-

MSC will undertake and review risk assessments for each work at height operation and prepare a method statement describing suitable fall prevention / fall protection measures to be adopted.

Ladders

There is a hierarchy of access equipment that must be used before ladders are considered as the main means of working at height. Ladders are the last resort and their use will be carefully controlled by a permit system.

Segregation of Vehicular and Pedestrian Traffic: within school grounds

Signage will be provided on the approach to the site entrance and at the site entrance (with directions and instruction for deliveries etc)

MSC will segregate pedestrian traffic from mobile plant routes as detailed within our site logistics plan / presentation.

Immobilisation of Plant / Equipment

All plant shall be secured at the end of each day, and any mobile plant shall be immobilised.

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Manual Handling

Waste Removal

It is anticipated that a moderate amount of waste will be generated, throughout the project. Skips are to be located as close as possible to working areas, to avoid unnecessary manual handling.

All skips will be emptied regularly and sited a minimum of 2m from any existing structures and the site boundary.

Any hazardous waste will be separated, and disposed of by an authorised, registered waste disposal firm.

Mechanical Handling Equipment

Where possible mechanical alternatives will be used to avoid or reduce the need for manual handling

Tripping

Housekeeping

MSC will ensure that good housekeeping practices are maintained at all times in and around all areas on site including and shared / occupied areas.

Contact with Electricity

The existing electrical system will require works during certain phases of the project, and it is imperative that all existing services (water, power, data, gas etc.) remain live and readily available in all adjacent parts of the building and are not interrupted at any time.

Live working or isolation may be required during the works, this will only be allowed when a permit to work is in place the after the production and review of task and project specific RAMS having been issued.

Exposure to Fire / Explosion

Means of Escape

MSC will take into consideration the layout of the existing building and make provision for the maintenance of all Means of Escape in case of fire and places of safety, both in terms of internal and external circulation routes

Emergency Lighting

Any installed emergency lighting system should remain in operation for the duration of the works, if this is not possible, alternative exit/directional lighting should in in use.

Fire Detection during Building Operations

Any existing fire detection of alarm system should remain in operation for the duration of the works, if this is not possible an alternative alarm/detection system should be in operation.

Flammable materials

All flammable materials are to be stored in a flammable store at a distance from any adjacent buildings sufficient to preclude spread of flame. No flammable materials are to be left in construction areas overnight.

Smoking

The entire work area is to be designated as a 'Smoking Free Zone' and smoking is not allowed on academy premises.

Preventative Measures

MSC shall observe and comply with the Joint Code of Practice 'Fire Prevention on Construction Sites' 9th Edition published by Construction Industry Publications Limited.

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Air Contamination

MSC are aware of the ongoing presence of members of the public, staff and students in area directly adjacent to the working areas and the requirements for clean working.

All instances of noisy works shall be planned and agreed with the client before commencement.

MSC will ensure all hoarding, sheeting and other protection elements are suitable for the environment they are to be used in.

Best practice measures will be employed and any tasks that are likely to produce high dust levels will be carefully considered and their methods of work discussed with the client before commencing.

Dust prevention measures should be used at all times including damping down, point of use dust extraction and the avoidance of dry sweeping.

Existing records and where they can be found

Morgan Sindall estimating drive
 4 projects
 Morgan Sindall SIMS
 E docs –if required as project completes

Scope of the contract

General Description

Generally, the works include: -

1. A two storey teaching block extension (GIFA 1,172m²).
2. Alterations to existing rooms adjacent the teaching block extension (160m²).
3. A canteen room extension (107m²).
4. Alterations to the kitchen wall adjacent the canteen room extension to provide access between the kitchen and extension and also minor alterations to the till area.
5. The formation of a new sub-station, transformer and associated works and switchboard panel replacement to upgrade the schools existing power supply.
6. External works include alterations to the external hard standings to suit the extensions, demolitions and alterations to external retaining walls, the formation of 12Nr new parking spaces and car charging spaces.
7. Associated mechanical, electrical, below ground drainage and builder's work associated with all the forementioned works.

Programme (TBC)

Programme –Leeds City Academy
 Start on site –3rd June 2024
 Duration –56 weeks
 Completion –27th June 2025

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5. Contract particulars

| | |
|--|---|
| Project value: | £ 6,800,000.00 |
| Construction start date: | 3 rd June 2024 (TBC) |
| Duration: | 56 weeks |
| Sectional handover details (if applicable): | Canteen –TBC Main Extension –TBC Landscaping –TBC |
| Project completion date: | 27 th June 2025 |
| Site working hours: | 7.00am –5.00pm |

Contract documents:

- *PCSA received*
- *Contract to be NECAmendments as agreed.*

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:

- Works packages utilising approved supply chain.
- Social Value benefits will be considered including local labour targets
- Tender workbook.
- Stage 4 design development, negotiations and market forces

IT strategy:

The IT strategy on the project shall be to use:

- SIMS for records and distribution of queries, Health and safety, quality checks and defect management.
- 4 Projects to be used for, storing, sharing and exchange of drawings/specification information.
- M Site –Inductions and delivery management.
- COINS –payment system for suppliers and contractors.
- E Docs –O&M uploading and storage

Project objectives:

- Deliver the contract in line with the Morgan Sindall Target Programme.
- Complete the project in line with Morgan Sindall's "100% safe" targets.
- Create a positive safety culture on site.
- Create a positive culture to mental health and wellbeing
- Minimise the number of accidents which occur on the site using proactive safety management.
- Hand the building over to the client snag free.
- Deliver the contract to the customer without incident or complaint.
- Deliver the social and environmental actions as outlined in the Social Value Plan.

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Key Performance Indicators (KPI's):

- Deliver the contract in line with the target program dates from start on site.
- Deliver the profit margin agreed at contract sign off.
- Deliver the contract and handover snag free for the client.
- Engage Apprentices and mentoring program as agreed in the Social Value Plan.
- Perfect delivery progress to be mapped regularly through the project with client CEO's
- SHE performance update monthly on MS intranet.
- SHE figures collected for the project monthly.
- Implement the responsible business plan as published.

The above, once established, will be monitored on a monthly basis

Project constraints:

The main issue is working within a live school environment amongst the general public, staff, students together with :-

- Working in a live school environment
- Traffic management
- Working around live mechanical and electrical services
- Work at height including crane lifts
- Tight logistics / access to site
- Restrictions on delivery times and size of vehicle.

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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 within the main contract are:-

Client

Leeds City Academy

Contact David Hillary T [REDACTED]

Project Manager

Atkins Realis

Contact Matthew Hirst Mob [REDACTED]

CDM Principal Designer

Atkins Realis

Contact Peter Brown Mob [REDACTED]

Architects

Watson Batty

Contact Martin Bradle [REDACTED]

Mechanical & Electrical Engineer

Waterman Building Services Limited

Contact (E) Martyn Park [REDACTED]

Contact (M) David Holt [REDACTED]

email [REDACTED]

email [REDACTED]

Local Authority

Leeds city Council

Contact Adele Robinson [REDACTED]

Designers / main subcontractor with design Input : To be updated as appointed

Design Manager: Simon Taylor

Structural / civil: Adept Civil and Structural Consulting Engineers

Fire: OFR Consultants

M&E: Waterman Building Services Ltd

Process:

Architect: Watson Batty Architects

Landscape: FPCR Environmental and Design Ltd

Principal Contractor: Morgan Sindall Construction and Infrastructure

Others:

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7. Contract organisation and staff responsibilities

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

- i. Project director / contracts manager –Nick Franklin
- ii. Project manager –Richard Bowmer
- iii. Site manager –Finlay Atack
- iv. Senior quantity surveyor –Abi Riddle
- v. Design manager –Simon Taylor
- vi. Building services / M&E manager –Charlie Coulson
- vii. Planner –Adam Pape
- viii. Site engineer - TBA
- ix. Foreman - TBA
- x. SHE advisor –Jack Kirton

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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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 | | | | |
| Operations Manager | N Franklin | | | |
| Contract Manager | NA | | | |
| Project Manager | R Bowmer | | | |
| Site Manager no. 1 | F Atack | | | |
| Site Manager no. 2 | NA | | | |
| Foreman | TBA | | | |
| Engineer | TBA | | | |
| Responsible Person (Lifting) | F Atack | R Bowmer | | |
| Crane Supervisor* | TBA | | | |
| COSHH Coordinator* | F Atack | R Bowmer | | |
| Temporary Works Coordinator* | R Bowmer | N Franklin | | |
| Site Safety Supervisor | F Atack | R Bowmer | | |
| Competent Person (electrical) * | TBA | | | |
| Site Environment and Waste Coordinator | F Atack | R Bowmer | | |
| Fire / Emergency Coordinator(s) | F Atack | R Bowmer | | |
| Authorised Permit Issuer(s) | F Atack | R Bowmer | | |
| First Aider(s) | F Atack | R Bowmer | | |
| Design Coordinator | S Taylor | | | |
| Plant Coordinator | F Atack | R Bowmer | | |
| Scaffold Controller | F Atack | R Bowmer | | |
| Traffic Management Coordinator | F Atack | R Bowmer | | |
| Waste Coordinator | F Atack | R Bowmer | | |
| Permits Approval | F Atack | R Bowmer | | |
| Quality Inspectors | F Atack | R Bowmer | | |
| Incident Controller | F Atack | R Bowmer | | |
| Support function staff | | | | |
| Safety Advisor | J Kirton | | | |
| Environmental Advisor | J Kirton | | | |
| Quality Advisor | J Kirton | | | |
| Procurement Manager | A Sagoo | | | |
| Commercial Manager | C Griffiths | | | |
| Design Manager | STaylor | | | |
| Building Services / M&E Manager | G Wilcox | C Coulson | | |
| Planner | A Pape | J Ambler | | |
| Company Electrical Duty Holder | TBA | | | |
| Principal Designer | P Brown | | | |
| MEWP Coordinator | F Atack | | | |
| Person responsible for production and review of RAMS | F Atack | R Bowmer | | |

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8. Communications

General

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

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

Site communications

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

The principle means of communication for this contract shall include:

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

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 | Open door policy |

Stakeholder liaison

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

The specific means for this project are as follows:

- Contract meeting
- Internal project review meeting
- Daily / weekly liaison with Client's representatives

Induction and site orientation training

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

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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 will report to Morgan Sindall's gate house to sign in and await escort by a MS employee.

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.

Information and signage

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

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

9. Project Management System

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

Upon receipt of formal award of the contract a contract handover meeting shall be held by the operations manager. 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.

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

10. Construction Design and Management (CDM)

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

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

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

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

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

11. Safety, health and environment

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

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

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

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

12. Risk management

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

Risk management plan

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

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).

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13. Design management (incl Soft Landings)

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

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

14. Project system requirements

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

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

15. Knowledge transfer –good practice / lessons learned

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

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

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Monitoring and reporting

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

*indicate frequency for each method.

16. Contract records

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

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