

Project Plan  
TPS - TRACK MAINTENANCE – LOT 2

**Applicable list of Environmental legislation**

Legislation	Relevance to Project
Clean Air Act 93	Framework legislation. Air quality monitoring on site.
Conservation of Habitats and Species Regulations 2010 (Amended S1490)	Environmental Impacts assessed for protected species may be required although considered low risk on this location.
Contaminated Land (England) Regulations 2006	Reference only. No known contaminated land on site.
Control of Asbestos Regulations 2012	Reference only. No known contaminated land on site.
Control of Asbestos in Air Regulations 1990	Reference only. No known contaminated land on site.
Control of Pollution Act 1974	Noise: Section 61 Prior consent for work on construction sites to be adhered to. Secure site to prevent fly tipping or theft.
Control of Substances Hazardous to Health Regulations 2002 (Amended 2004)	COSHH Assessments completed for all known substances to be used on site.
Controlled Waste (Registration of Carriers and Seizure of Vehicles) Regulations 1998	Transportation of waste from site. Powerday Plc Waste Carriers licence included in Site Waste Management Plan.
Environmental Damage (Prevention and Remediation) Regulations 2009	No required permits and consents, except environmental permit for transport and handling of waste
Environmental Damage & Liability Regulations 2009	Use approved Work Package Plans and Risk Assessments.
Environmental Permitting (England & Wales) (Amendment) 2013	Waste Management/permit for waste recycling contractor Powerday Plc. 53452 as the waste holder is responsible for producing the WTN.
Environmental Protection (Controls on Injurious Substances) Regulations 1992 (Amended 2001)	COSHH assessments in place for known substances on site.
Environmental Protection (Duty of Care) Regulations 1991 (Amended 2003)	53452 to ensure compliance with the Duty of Care requirements. Approved documents include Project Plan and SWMP.
Environmental Protection Act 1990	Framework for duty of care for waste, contaminated land and statutory nuisance.
Hazardous Waste (England) Regulations 2005 (Amended 2009)	No hazardous waste is predicted for the works. For reference only. Qualifying limit for notification changed from 200kg to 500kg a year of hazardous waste
Health and Safety & Work Act 1974	For all hazardous substances on site COSHH assessments have been produced.
Landfill (England and Wales) Regulations 2002 (amended 2005)	For all site waste sent to Landfill. Predicted to be less than 1% of all C&D waste
Landfill Tax Regulations 1996 (amended 2009)	For any waste sent to landfill.
List of Wastes (England) Regulations 2005	EWG Codes included in SWMP.
Pollution Prevention and Control Regulations 2000	Approved Plant and equipment to be used on site. Work Package plans and Risk Assessments to be followed.
Site Waste Management Plans	SWMP has been produced for this project by 53452 as a Principal Contractor.
Town and Country Planning Act 1990	Adhere to planning permission conditions (F10, Section 61, other)
Waste Electrical and Electronic Equipment (WEEE) Regulations 2006.	For any electrical or electronic waste. When purchasing new EEE (i.e. computers), retain producing registration number for future replacement or disposal.
Waste (England and Wales) Regulations 2011	Declaration that waste hierarchy has been applied on the WTN and consignment notes (From 28th September 2011). Classification of the 2007 Standard Industrial Classification (SIC) code of the person transferring the waste
Waste Management Licensing (England and Wales) (Amendment and Related Provisions) Regulations 2006	Environmental Permit included in SWMP for Powerday Plc.
Water Resources Act 1991 (Amended 2009)	For reference only. Section 119 Consent to discharge trade effluent into public sewer
Wildlife and Countryside Act 1981 (amended 85 and 91)	Protected species of birds and animals. Species more likely to be found on sites are bats and some wild birds (not including pigeons). Animals, nests, eggs cannot be disturbed or destroyed unless a license is issued.
Water Resources Act 1991 Part III: Pollution Offences	85: Offences of pollution controlled waters Discharges to sewers or ground (water) of pollutants.

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**7.4 Site Waste Management**

53452 shall operate a specific Site Waste Management Plan for all LU work packages costing more than £250,000.

**Responsible person:**

53452 have appointed the Project Manager as the person to take overall responsibility to ensure the Waste Management Plan is prepared, monitored, updated and implemented. Assistance will be provided by site personnel and the HSQE Department as required.

**Waste Identification:**

An analysis of the likely waste to be produced during the project has been undertaken by the Project Manager and the Quality lead. The waste analysis includes for all stages of the project and takes into consideration, using reasonable targets, waste that can be reduced, reused or recycled. All non-hazardous and hazardous materials to be disposed of shall be segregated.

- Where hazardous materials are identified, these shall be suitably classified (refer to the HSQE Department for classification codes). Hazardous materials shall be either transferred to HPH for disposal, suitable containers shall be made available for site collections, or in certain circumstances, the Client shall supply hazardous waste containers for 53452 use. In any event of identifying hazardous materials the client shall be notified.
- Where non-hazardous materials are identified, these shall be transferred to the Company depot for disposal.

The 53452 non-hazardous waste company, Powerday Ltd, have introduced a re-cycling process for all their received waste. Waste that is not re-cycled prior to collection will be inspected and divided as appropriate for re-cycling by the receiving company.

All waste transfer tickets provided by the waste collection company shall be copied and forwarded to the Purchasing Department at 53452 Head Office. These shall be cross referenced to their individual Purchase Orders. All documentation shall be kept for a minimum of 7 (seven) years.

If transporting waste from site(s) to 53452 Head Office for disposal in the Head Office skip, a Waste Transfer Note shall be produced stating the site, destination, type of waste and volume. These shall be kept at 53452 Head Office by the relevant Manager.

All waste shall be stored and disposed of responsibly.

<b>Non-hazardous waste</b> Powerday Plc Telephone: 020 3582 6808	<b>Hazardous waste</b> Powerday Plc Telephone: 020 3582 6808
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Segregate for specific re-cycling. Please note Powerday will re-cycle at their registered waste transfer station. Copies of the Powerday Waste Management Licences are available via the 53452 HSQE Department. All licenses and permits are checked with the Environmental Agency Public Register.

All 53452 subcontractors shall be made aware of this policy and the waste disposal criteria via access to the Project Plan. In circumstances deemed appropriate by the Operations Manager/Site Supervisor, specific Toolbox Talks or similar shall be implemented.

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Site Waste Management Plan (Waste Inventory)					
Material	Applicability to this project and disposal method				
	Disposal				
Typical materials encountered on a 53452 construction site.	Re-use on site	Recycle for re-use **	At site*	At HPH*	Via LUL*
<b>Inert</b>					
<i>Rail off cuts</i>		✓			
<i>Track components</i>		✓	✓		
<i>Metal (aluminium, steel, nails, screws)</i>		✓	✓		
<b>Non-hazardous</b>					
<i>Soiled PPE</i>				✓	
<i>Litter (cans, paper, wrappers, plastic bottles etc)</i>				✓	
<i>Clothing</i>				✓	
<i>Worn/Broken tools</i>				✓	
<i>Sundry flytipped materials (unknown)</i>			✓		
<b>Hazardous</b>					
<i>Sharps</i>					Mandatory
<i>Aerosols</i>				✓	
<i>Rags (with oily deposits)</i>				✓	
<i>De-greaser</i>				✓	
<i>Ballast (if chemical residue present)</i>			✓		
<i>Cement bags</i>				✓	

\* All waste shall be stored and disposed of responsibly.

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Segregate for specific re-cycling. Please note Powerday will re-cycle at their registered waste transfer station. Copies of the Powerday Waste Management Licences are available via the 53452 HSQE Department. All licenses and permits are checked with the Environmental Agency Public Register.

No unused materials purchased for this project shall be disposed of via waste skip etc. All such materials shall be returned to London Underground Ltd, specific arrangements to be confirmed.

All 53452 subcontractors shall be made aware of this policy and the waste disposal criteria via access to the Project Plan. In circumstances deemed appropriate by the Project Manager/Site Manager, specific Toolbox Talks or similar shall be implemented.

Site security and site controls shall ensure no other waste other than that produced by the projects activities is disposed of (fly tipping) at the sites.

All 53452 subcontractors shall be made aware of this policy and the waste disposal criteria via access to the Project Plan. In circumstances deemed appropriate by the Project Manager/Site Manager, specific Toolbox Talks or similar shall be implemented. Any reports generated shall be sent to the client on a monthly basis.

## 8.0 Operational Control

### 8.1 Management System

The company Management System incorporates processes and procedures to cover all of our work operations. These are listed as appropriate to this project in section 5.6 of this document.

All appropriate project personnel have access to the Management System procedures.

### 8.2 Project Specific Procedures

When carrying out works under the instruction of LUL, LUL procedures are to be followed. Where a standard procedure is not appropriate to a project, but a process or procedure is required, a project specific procedure will be produced, these shall be included in the appendices.

From a review of the project documentation available, it has been assessed that additional procedures may be required to control the works. These shall be added during the project, and agreed and subsequently issued to appropriate personnel when required.

### 8.3 Procedure / Process Communication

Our Management System is readily available for reference at Head Office and site locations.

All priced 'package works' projects are issued with a Site File. This contains information appropriate to the project. The Site File contains:

- The Project Plan.



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- The Method Statement(s)
- The Emergency Plan.
- Copies of the relevant forms etc required to be used on the project.
- Any appropriate Client specific requirements of the project.

Site based operatives are notified of their roles and responsibilities and the controls placed upon them via site Induction Talks, Toolbox Talks, Safety Alerts, Audits and site meetings. These are all formally recorded and records kept.

The Project Plan details how the contract is managed including details of key staff and their roles and responsibilities, and scope of works, the 53452 management procedures that are applicable and an overview of training, accident/incident reporting and testing/inspection and auditing. This includes details of quality, health and safety and environmental arrangements.

Method Statements for 'priced package works only' are prepared by operations management, in conjunction with a member of HSQE department, to define the methodology for the work and control measures required for the attached risk assessments and COSHH assessments, which are prepared by the HSQE department. 53452 procedures 402 and 404.

Method Statements are approved internally by the HSQE department before being sent off to LUL for acceptance.

All Method Statement include risk assessments which identify hazards and risks associated to the task and defines control measures.

The Emergency Plan identifies certain potential emergency situations and includes details of action to be taken in the event of such an emergency and preventive measures to assist in minimizing the possibility of such an emergency arising. The document also contains useful emergency contact details such as hospital accident and emergency contact telephone numbers and maps for the hospitals identified. These maps are linked to the lines of the London Underground Network.

#### **Health and Safety File**

Information will be provided to the Lead Designer for inclusion in the H&S file as requested by the Lead Designer.

#### **Communication and Design Information**

All design work is done by LUL. Any changes required by 53452 will be communicated by Technical Queries and Project Communications. Any changes to the design will be communicated to 53452 by Project Communication and will be forwarded to site teams for inclusion in the works by the 53452 Project Manager.

Communications will also take place via Contract Performance Governance Meetings that include attendance of Directors (i.e. quarterly meetings), Senior Management (i.e. periodic meetings), Service Managers (i.e. weekly meetings) and Operations i.e. (daily conference calls). 53452 shall implement a Contract Review Meeting to take place at periodic intervals.

#### **Subcontractors**

Subcontractors for the works will be procured following 53452 Procedure 301 from companies on our Approved Suppliers List. Pre start meeting will be held along with regular progress meetings. Control on site will be via 53452 SPC-PWT.

#### **8.4 On Site Controls**

**Project Documentation** - A Site File shall be on site. This shall include for the Project Plan, relevant Method Statement (including COSHH data, Risk Assessments etc), Emergency Plan and sample forms likely to be used for those work operations. These will include but not limited to:

- |                                   |  |
|-----------------------------------|--|
| 410A - Daily Diary                | An internal daily signing-on sheet.          |
| 411C - Project Activity Checklist | An internal weekly check of site management. |
| 403D - Specific Risk Assessments  | Used when specific risks are identified.     |

**Certification** - All operatives shall be in possession and display on request, copies of their training certificates/qualifications. Operatives shall not be permitted to work if not in possession of a valid training certificate/qualification.

**Personal Protective Equipment (PPE)** – Standard kit and any specific specialist PPE – supplied by the Client as described in the Method Statement(s).

**Inspection & Test Plan** - For Track Maintenance Labour Supply works the principal contractor shall produce the ITP for the works.

**Check Sheets** - Where it is required check sheets shall be produced for specific elements of the works. As a guide, any structural items, or where deemed appropriate, aesthetic items shall be monitored via check sheets.

**Induction Talks** - Prior to any works being undertaken on site, all operatives shall be inducted into the site and a record retained.

**Toolbox Talks** - Toolbox Talks shall be undertaken at periods not exceeding two weekly. A series of talks are available from the Management System. These shall be made available via the Health & Safety Advisor as required.

**Site Diary** - The senior site representative shall complete a site diary.

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**Security and Access** – Access to site will either be via station platforms or LUL access gates in the fence line. Access control at stations will be by Station Supervisor. If gates or doorways are used to gain access to site they will not be left open and unattended at any time. Once the gang has entered the site, the gate will be locked and the SPC-PWT will hold the key.

**Welfare and First Aid** – Welfare will be available at local stations through the agreement with Station Supervisors. If additional welfare facilities are required (Priced package works only – costed and agreed) this will be provided by a welfare van driven to the site access point. The van will contain toilets and washing facilities, a space with tables and chairs for eating and resting. Washing facilities i.e. showers, etc will be available at 53452 depots. First Aid will be provided as detailed in the Method Statement. There will always be a minimum of an Emergency First Aider or Appointed Person with each work party while work is underway. Eye wash station, first aid kit will be provided and available on site.

**Consultation** – Feedback on environment, quality, health and safety matters from site will initially be from Operations Management. Regular site walks will be carried out when the details of the work will be discussed with operatives. Tool Box Talks/Site Briefings include a section for any comments and concerns of operatives to be recorded and communicated with the HSQE department. Safety concerns can be raised at any time with member of HSQE department. All operatives have the right to refuse to work on grounds of Health and Safety.

**Others working in the vicinity of 53452** - If minor impact on our works the SPC-PWT shall liaise with the other Site Person in Charge and a site Risk Assessment (RAWI) will be completed. If the Impacts are major 53452 shall refer back to LUL.

<b>9.0 Audit</b>
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**9.1 Audits (encompassing Management System processes, quality, environmental, health, safety and welfare issues).**

Our Management System is under continuous review via a system of audits. The audits cover all departments and work duties. Where appropriate they also include audits of suppliers and subcontractors. Audits also ensure that the LUL requirements and measurables are being met.

All audits will be reported and closed-out in accordance with Procedure 101 Audits of our Management System.

53452 will fully assist, as requested, during any audits carried out by, or on behalf of LUL.

Audits are undertaken at intervals determined by the HSQE Director and the relevant portfolio Director and senior management. These audits reflect the activities being undertaken, the procedures appropriate to those activities, the importance of those activities, and the experience of personnel on site.

The audit frequency shall be subject to the following considerations: work activities on site, experience of personnel, health & safety and environmental risk items, previous audits and inspections from other Departments and LUL offices, and at instruction from the 53452 Directors

The purpose of the audits is to ensure that the Management System is operating in accordance with the Project Plan, project documentation, LUL requirements, Regulations and Legislation. Particular attention will be taken to ensure full compliance to method statements, Risk Assessments and COSHH assessments. All health, safety and welfare issues together with relevant Regulations and Legislation shall also be comprehensively reviewed to ensure full compliance.

Audit Reports are distributed to appropriate personnel for their actions and information. Senior project staff shall be responsible for ensuring that the procedures are complied with and that any corrective and preventive actions raised are investigated, actioned and closed-out. Records of all audits are kept. Audit records will be provided to LUL unless Instructed otherwise.

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## 10.0 Roles and Responsibilities

### 10.1 Principal Contractors General Responsibilities

Principal Contractor has the following roles and responsibilities under the CDM Regulations for Package works that are agreed between 53452 and LUL:

- To ensure that this Project Plan is kept up-to date, and includes arrangements for the project, which will ensure the health and safety of all persons at work, or of those who may be affected by the work, taking into account the risks involved in the construction work and any adjacent activities,
- To liaise with any other adjacent party whose health and safety may be affected by the project
- On provision of health and safety information from other parties, to take appropriate actions to ensure that any health and safety risks generated by adjacent works are properly addresses and managed, and that the Project Plan is appropriately amended
- To ensure the cooperation of sub-contractors
- To ensure that staff are aware of site rules
- To enforce the site rules contained within this Project Plan
- To ensure that only authorised persons are allowed entry to the work site
- To ensure that F10 is displayed
- To promptly provide information to the CDM Co-ordinator, which may be relevant to the Health and Safety File
- To give reasonable direction to sub-contractors
- To ensure that all project staff undertaking construction work are properly trained to undertake the work
- To seek and manage feedback on health and safety provided by the project staff

### 10.2 Project positions

Provided below a list of the typical/generic roles and positions of personnel involved in the management of our projects. These positions are held at either Head Office or on-site locations.

The Directors will ascertain the projects requirements and allocate the resources accordingly. Contained within section 5.5 of this document are the exact details of the staffing requirements (positions and personnel) for this project.

#### Framework Delivery Manager

- Report to the Company's Board of Directors on all aspects of the Framework delivery
- Be responsible to TfL for the Framework's safe delivery, on time and to the right quality
- Act as primary point of contact for TfL
- Encourage a collaborative/partnering culture
- Manage the interface and effects on overall Framework
- Drive health and safety excellence and promote the Company's behavioural safety culture
- Provide the necessary resources, allocate roles and responsibilities and provide guidance and support on the contract
- Support teams in carrying out their duties and responsibilities
- Lead effective communication between all parties
- Encourage innovation
- Motivated and ensure the reliability of the team
- Demonstrate proven project management and technical skills on multi-disciplinary rail projects
- Use his extensive experience of working under both traditional and partnering contractual arrangements to effectively direct the team
- Implement Cost and programme control with a strong focus on project delivery

#### Senior Commercial Manager

- Responsible for maximising the financial effectiveness and profitability of projects within the framework
- Responsible for overall commercial management of the Framework, including surveying, estimating, supply chain procurement, account control, commercial reporting to TfL and final account agreement
- Establishing project controls and cost/contract reporting systems for the Framework in line with TfL's contract requirements
- Identifying commercial risks and opportunities and developing appropriate mitigation measures
- Working closely with customers to identify areas of concern and then putting effective solutions in place
- Managing the activities of the commercial team, ensuring each individual is aware of his/her responsibilities and providing training and mentoring where required within the commercial team
- Ensuring profitability of contracts and financial transparency with regard to maximising recovery
- Ensuring commercial teams are effective and follow the required processes and procedures
- Providing financial and business accounting reports
- Providing commercial and contractual advice to the TfL's Framework Delivery Manager and commercial teams

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**Framework Interface Manager**

- Promoting a collaborative and honest approach to integrated team working
- Ensuring that our resources are managed efficiently and that we apply best practice on this framework/contract
- Responsible for coordinating our interface team and all interface activities on the contract/framework
- Directly responsible for managing the work of our Operations Managers and Resource Planners
- Interface with the client to ensure that the company is meeting the necessary resource requirements in the short, medium and long term, and at all relevant levels
- Identify skills and competences required, ensuring the necessary training is provided to all track staff, operations managers and the overall planning team
- Supporting team members in carrying out their roles and responsibilities
- Acknowledge contractual and customer-driven demands, turning them into deliverable actions and following them through
- Taking the lead in engendering a collaborative and partnering culture across all stakeholders
- Driving the development of systems and processes to achieve greater efficiency and productivity across the contract/framework
- Keeping the whole project team informed, ensuring that the right information is disseminated to the right people, and at the right time

**Project Engineer**

- Responsible for the efficient and effective day to day organisation and control of the project and undertaking the work in accordance with the requirements of the Project Plan
- Ensure that all projects under his control adhere to all department standards and safety procedures
- Interpret clients' requirements for each package of works
- Identify engineering problems and ensure solutions are implemented
- Evaluate, organise and prioritise workload within a schedule
- Liaise with third party contractors to ensure all equipment is fit for purpose
- Report on all engineering matters
- Compile all relevant documentation ready for the completion of works pack
- Monitoring any corrective and preventive actions that are needed to correct any non-conformances
- Liaison with the Quality/Safety Manager regarding the effectiveness of the Management System ensuring safety legislation is applied to all works carried out and compliance to all statutory, line, company and client standards, processes and procedures are followed
- Assisting in the formulation of checklists, documents to allow the capture of information
- Checking the compliance & quality of all materials used on the project
- Evaluating the weekly programme of work in conjunction with the construction manager and completing the daily diary of all activities.
- Attend meetings with the Contracts Senior Project Manager, Project Manager and any other staff deemed appropriate to a particular activity of works
- Planning and producing the project programme and ensuring that all necessary resources are scheduled and available in good time to comply with the programme.
- Assisting in the production of the Project Safety Plan, which implements the company policy, the duties of the relevant staff, and which in conjunction with the activities on the project programme, highlights risks and the means of dealing with them

**Senior Compliance and Performance Manager**

- Management of the compliance and performance of safety critical staff
- Responsible for the monitoring of compliance by safety critical staff
- Monitoring of safety critical staff insuring licences are kept up to date and mentoring and assessments are carried out
- Responsible for compliance to all TFL safety critical standards
- Liaising with TfL safety critical compliance team
- Managing relationships within the safety critical TfL teams
- Ensuring compliance with the IVR system
- Ensuring all safety critical staff meet compliance and licensing regulations
- Insure all safety critical staff portfolios are maintained and kept up to date and are available for auditing at any time
- Lead investigator for safety critical licence staff incidents



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**Senior Quantity Surveyor**

- Responsible to the Senior Commercial Manager for operating the Framework controls/cost management processes in accordance with client and contract requirements
- Maintain a reporting system for the reporting of costs against activities
- Liaise with operational staff to ensure accurate identification and recording of costs, providing support and guidance where required
- Supervise a team of quantity surveyors, ensuring a consistent approach to cost management and reporting
- Ensure cost competitiveness when procuring suppliers/subcontractors
- Ensure cost accountability and transparency

**Long Term Planner**

- Work closely with TfL framework team & the client to understand their vision, goals and objectives for track labour supply and the Framework as a whole
- Facilitate resource planning in a way that is flexible enough to allow for current, short notice and long term future demand
- Ensure our RMP system is maintained and developed to provide maximum output enabling the most cost efficient resourcing of staff with full compliance of the working time directive for all our track staff.
- Liaise with a team of competent resource planners and provide detailed planning information for resource requirements
- Advise of any recruitment requirements to meet demand and implement Company recruitment procedure accordingly, introducing any LUL- or Framework-specific conditions as required

**Strategic Reporting Analyst**

- Provide support to the framework Delivery Manager and the Framework team by producing business data for reports
- Compile strategic period reports including operational data, performance indicators, resourcing statistics and working time directive data
- Compiling information for work package returns and documenting information
- First line of contact for business data enquiries from the team
- Cascading of information, throughout the framework team and to the customer
- Managing information from electronic diaries for the team
- Preparing, printing and photocopying analytical data as required
- Control of confidential information
- Advising analytical data results each period
- Reporting on peaks and troughs within the forward planning showing resource mapped against plans in a statistical format

**Senior Operations Manager (Nights)**

- Responsible for the night operations and all aspects of the framework/work package delivery
- Prioritising and allocating the workload, checking progress of delivery
- Providing effective leadership and management to the team and overall responsibility for the Operations Managers, ensuring that they deal with all short notice requirements and deploy staff as per business demands.
- Analysing current and future workloads provided by the long term planner to ensure planning responsibilities and commitments are achieved
- Ensuring current safety legislation and safety requirements are applied to all works carried out and communicated to the team
- Ensuring compliance in line with company and customer standards are adhered to
- Effectively manage communications throughout the team using various channels including meetings, briefings, forums, issuing safety communications and providing constructive feedback to both the team and the customer.
- Management of the customer interface through agreed methods
- Appointing, monitoring and reporting on the deployment of resources to ensure they meet the business demands
- Reviewing training requirements
- Carrying out Planned General Inspections (PGI's) and audits
- Management of resources levels, non-attendance, annual leave, PPE , long, medium and short term resource plans
- Reporting of statistical information including planned resource demands verses actual resource supplied
- Carrying out fact findings, enquiries, grievance, disciplinary hearings, appeals and staff appraisals
- Budgetary controls and reporting



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**Mentoring and Competency Assessor**

- Providing advice and guidance, sharing ideas, and providing feedback based on staff development needs carrying out mentoring and assessments on T002/3 staff
- Sharing information on "unwritten rules for success" within the rail environment
- Managing the continuous competency assessment of all track staff as a D32 assessor
- Meeting with operations managers to provide ongoing reviews and to contribute to the evaluation of our track staff
- Managing mentorship schedule to meet targets for building up new track teams
- Carrying out site visits to ensure staff are working in accordance with methodology
- Mentoring and assessing staff on site on work activities and updating staff log books and portfolios
- Developing and building staff confidence
- Reporting back to operational and planning managers on the mentorship program
- Carrying out evaluation of staff to see if they are ready for specific training T002/3 T001

**Health and Safety Manager**

- Responsible for a number of projects, providing advice and monitoring all health and safety related issues
- Ensuring that effective Health & Safety support and guidance is available to all contracts
- Managing the HSQE team to ensure that advice is accurate, up to date with current legislations and HSE standards
- Communicating health and safety information and distributing throughout the business in a timely matter and presented in a way to ensure acceptance and subsequent implementation.
- Continuously monitoring project Health & Safety performance
- Identifying and addressing potential issues to prevent any adverse impact on works.
- Championing the Company's Integrated Management System (IMS) at all times ensuring that staff and contractors adhere to its requirements.
- Promoting the awareness of Health & Safety issues and themes within project teams including the preparation and delivery of safety communications including Tool Box talks, safety alerts, safety forums and planned general inspections.
- Undertaking site inspections and audits including the preparation of written reports to a high standard.
- Assisting the Operations Manager in the effective and timely close out of issues identified.
- Assisting in the production and/or review of any project specific procedures and documentation i.e. Site Files, Project Plans, General Method Statements, Specific Method Statements, Emergency Plans as well as Risk, Manual Handling and COSHH assessments, including the review of subcontractor documents
- Assist in the identification, development and implementation of specific Health and Safety related Initiatives, ensuring they meet business, customer and legal requirements.
- Representing the department and company at customer facing meetings.
- Lead/assist in accident & incident investigations ensuring timely reporting to management & customer s, preparation of interim and final reports and the presentation of same as required.
- Undertake any specific health and safety related tasks or projects allocated by the HSQE Manager.
- Participate in the HSQE team 'On-Call' roster.

**Night H&S Advisor**

- Monitor the health and safety performance on site
- Provide assistance and support to teams on safety issues
- Carry out inspections on site to ensure compliance with company procedures, safe systems of work and customer standard requirements.
- Visiting sites for less formal advice and support
- Carry out initial site investigations following incidents
- Take the lead in safety initiatives being implemented at night
- Assist with the distribution of Tool Box Talks and briefings
- D&A screening
- Accompany the clients on safety inspections
- Check works packaged documentation is compliant
- Check PPE compliance
- Carry out vehicle audits and checks
- Carry out safety specific briefings

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**Quantity Surveyor**

- Preparation of monthly, interim and final valuations, applications for payment, reconciliations of valuations and costs, amounts for contract, subcontractors, specialists and suppliers.
- Providing timely, accurate valuations and where required, cost forecasts and cash flows.
- The financial control of variations to the contract.
- Maintaining good relations with customers and their representatives at all times.
- Representing the company's interest at meetings held in connection with works under their control.
- Placing of subcontract work packages under their control, in accordance with the procurement schedule.
- Carefully examining contract documents for all contracts under their control including contract conditions, bills of quantities, drawings, and other design information taking particular note of unreasonable terms, restrictions, and special risks, forms of measurement, general accuracy and clarity of quantities and ensure that documents reasonably represent the work undertaken.
- Carrying out detailed site measurement of works in progress including negotiations and agreements with customer representatives for valuations of re-measured work as soon as each section is completed.
- Attend site progress meetings upon request or whenever it is considered in the company's interest to do so.
- Liaising with the framework team in carefully recording all details involving contractual delays due to late receipt of design information, delays by subcontractors and suppliers, and any other means. Ensure the Company's interests are fully protected by correspondence and by any other means. Organise in liaison with the Divisional Quantity Surveyor, the preparation of contractual claims.
- Liaising with other departments to ensure that prompt and adequate payments are received by the company for all work undertaken and ensure that prompt payments are made for all services rendered to the company.
- Safeguarding all monies, property, documents and confidential information belonging to the company, customer or personnel.
- Ensuring that subcontractors are selected in accordance with the Integrated Management System.
- Liaison with the Quality/Safety Manager regarding the assessment of subcontractors

**Contract Administrator**

- Providing support to the track commercial team
- Maximising the financial effectiveness and profitability of the contract through diligent application of commercial practices.
- Receiving and administering orders from the customer and to sub-contractors
- Collating and ensuring accurate entry of timesheets/site diaries or other records to valuation
- Issuing period valuations to the customer in accordance with contract schedules and timescales required
- Following internal procedures to record application and certifications
- Recording and monitoring receipt of CPAF from customer and reconciling any differences
- Raising sub-contract orders for works performed on contracts by sub-contractors
- Receiving and checking sub-contract invoices and processing them for payment addressing any queries where required
- Identifying and analysing the variances between financial applications and receipts in a timely manner
- Performing revenue and cost control throughout each period for specific contracts to identify cost savings and profit maximisation
- Performing period end commercial reconciliations against specific contracts
- Issue quotes for contracts as requested by the commercial manager
- Identifying any customer requests that would require a variation to contract and notifying the commercial manager
- Providing Key Performance Indicator (KPI) Information on a monthly basis if required
- Maintain good relations with customers and their representatives at all times
- Attending site progress meetings upon request or whenever it is considered in the company's interest to do so
- Safeguarding all monies, property, documents and confidential information belonging to the company, customers or personnel

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**Operational Project Manager**

- Working closely with the project team to understand contract requirements and project deliverables producing a detailed project plan to match the package of works requested
- Producing programmes and reports using Primavera P6 & Microsoft project
- Responsible for producing tender programmes, liaising with the tender team to both successfully produce the schedule for tender/RFQ submission and help the estimators compile financial data.
- Assist the project delivery team when required to update and manage the contract programme of works also providing assistance with any commercial issues related to programme change
- The ability to logic link tasks to generate programmes.
- Using their construction knowledge for sequencing and duration estimates.
- Liaising with project teams, estimators and customer s.
- Assisting in coordinating receipt of tender information to facilitate the finalisation of tender/RFQ programmes within the required timeframe.
- Working closely with the estimating team and providing support where necessary in order to complete all requirements of the technical submission.
- Generating and updating project programmes to track resource, cost, variations and progress.
- The effective performance of the contract under their control by implementing the company's policies relating to safety, quality assurance, technical and financial control so as to ensure entire customer satisfaction and job profitability.
- Providing support to the SPM, PM and the QS to track change and demonstrate the effects of compensation events on the programme.
- Assist with the preparation of compensation event quotes for incurred delays under the contract.
- Meeting deadlines.
- Managing programme controls
- Production of feasibility programmes

**Construction Manager**

- Responsible for the efficient and effective day to day organisation and control of the project and undertaking the work in accordance with the requirements of the Project Plan, method statement and programme of works
- Managing the cost and technical control of the contract allocated to them
- Communicating company policy to those reporting directly to them
- Managing, motivating, co-ordinating and supervising the team and ensuring a high level of quality and efficiency and safety.
- Managing the performance of the contract by implementing the company's policies relating to safety, quality assurance, technical and financial control so as to ensure entire customer satisfaction and job profitability.
- Planning and producing the project programme and ensuring that all necessary resources are schedule and available in good time to comply with this programme.
- Assisting in the drawing up of the safety plan for the project which implements the company policy, the duties of the relevant staff and which in conjunction with the activities on the project programme highlights risks and the means of dealing with them.
- Assisting in the drawing up of the project quality plan and ensuring that the management staff on the project implement the plan and operate within the guidelines of the quality assurance manual.
- Represent the company in all matters pertaining to the project or as otherwise specifically directed and safeguard its interests at all times.
- Attend the pre-construction meeting with the contracts director, and/or contracts manager, contracts surveyor and any other staff deemed appropriate to a particular contract. Discuss full the standard Company agenda for this meeting and implement the outcome of the meeting as recorded in the minutes.
- Ensure that contract programme and target programmes are prepared to comply with the requirements discussed at the pre-construction meeting. Ensure that all necessary services and resources are supplied to enable the programme to be complied with.
- Prepare and implement a project quality plan in accordance with the procedures of the quality assurance manual and ensure that all staff on the project are conversant with its contents and requirements.

**Assistant Project Manager**

- Ensuring that projects are completed on time as per the budgetary requirement and accident free
- Assisting the project manager and project team throughout the lifecycle of the project
- To work closely with the customer as required as per the contract
- Project ownership and delivery from tender handover to project planning and project implementation
- Identification and management of internal and external project risk at tender and delivery.
- Provision of an operational input on active tenders
- Development and control of suitably detailed project plans detailing resource requirements, key dates and job progress.
- Communication with all internal and external stakeholders
- Maintain a current and up to date knowledge of industry standards and practices



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- Compliance with safety management systems, ensuring safe systems of work are in place and followed when working on sites.
- Support other functions, departments and tasks as reasonably required by company management.
- Comply with company and customer procedures and processes.
- Compiling information for tender/RFQ returns and documenting information
- Liaison with other managers and teams
- Production of period reports
- Attend and add value to innovations meeting and forums

**Access Planner**

- Ensure compliance with appropriate legislation and standards
- Liaise and maintain relationship with the customer Access planning team
- Plan and arrange access for planned packages of work
- Work closely with the operations team to understand contract requirements
- Ensure that all resources hold appropriate qualifications/license for the activities carried out
- Apply appropriate planning, safety and performance measures to all contracts
- Maintain accurate and detailed records of access/ possession arrangements reporting on all frustrated access
- Communicate access arrangements, issues, information to the team
- Proactively deliver track access and operational interface elements of projects within timescales during both planning and implementation
- Ensure engineering access timescales and critical milestones are met
- Assist in the production of and book robust, safe, deliverable and technically compliant possessions
- Produce / check site access plans with appropriate planning, safety and performance measures applied

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## **11.0 Training, Awareness and Competence**

### **11.1 Additional Training Requirements**

Training shall be undertaken in accordance with our documented procedures or those specified by LUL or their representatives.

At project commencement, a review of the project is undertaken. This identifies known areas where additional training over and above existing knowledge or experience is required.

As the project progresses, specific extra training requirements may also be identified. These requirements shall be recorded.

### **11.2 Training Database**

The Training Database held at 53452 Head Office identifies the training, skill levels and medical information of each 53452 operative. It is also used for the selection of suitability trained operatives. The Training Database is regularly reviewed and updated.

If it is identified that additional quality, health & safety or environmental training is required for those personnel whose work activities may have a significant impact upon the works, the appropriate training shall be undertaken. This shall be undertaken via certified training providers.

Copies of Certificates, Awards and details of training are kept in the individual operatives' personal files at Head Office. The Training Matrix and records are open for review to LUL.

### **11.3 Onsite Training**

All sites will undertake on-site Induction Talk training to all operatives. This will highlight the general risks and hazards associated with the works/site and the nature of the works involved. Talks include quality, environmental, health, safety and welfare issues.

Toolbox Talk training will be given to operatives at intervals deemed appropriate by the site management. This will highlight, where required, aspects of the work or working practices with quality, environmental, health & safety aspects. Other briefings, where required, will be arranged. On-site training records will be maintained at site.

During the project, the HSQE Department shall undertake audits and inspections to ensure that the works are complying with the previously agreed requirements. These personnel shall be appropriately trained and independent of the activities being performed. CV's are available on request.

## **12.0 Incident Reporting and Investigation**

Where required the procedures within the Emergency Plan will be followed.

We confirm our firm commitment to report all incidents, near misses and accidents and, where necessary, undertake an investigation into the cause(s). Once determined, full safety measures shall be enforced to ensure a repeat of the incident does not occur.

Specifically, all incidents involving environmental issues will be recorded on an Incident Report Form (IRF) or similar. These are held at either Head Office or at site locations.

All accidents, incidents and near misses shall be investigated, reported and acted upon complying with appropriate Regulations, Legislation and the company procedure 601: Accidents, Incidents and Near Misses. When investigating major incidents, the Kelvin TOPSET process shall be used.

When it is known that an incident or accident is reportable under RIDDOR, LUL shall be notified within 24 hours. A report shall be produced and issued to the Directors for consideration. Any action as considered appropriate will be undertaken.

Any injury that results in a fatality/specified major injury/condition of incapacity, either at the time or within one year, will be reported to the appropriate enforcing authorities (the Health and Safety Executive and the Railway Inspectorate).

Where an Incident/Accident is likely to impact upon the operational railway, the Station Supervisor shall be notified. All investigations will be carried out by a Health & Safety Advisor working under the direction of the HSQE Director.

All incidents will be reported immediately to the 53452 Supervisor, who will report it to the Project Manager. A member of 53452 Health and Safety department will be informed and will initiate accident/incident investigation. The LUL incident line shall be used to report the accident/incident **0844 292 0292**. During out of office hours the HUB **0208 733 8552** will be contacted who will identify responsible 53452 person on-call.

Where required the procedures within the Emergency Plan will be followed. This includes injuries, accidents not resulting in injuries but causing damage, environmental incidents, or near misses, where under slightly different circumstances a serious incident would have occurred.

If the incident is serious all staff involved will remain on site until dismissed by an authorised person. The 53452 HSQE department or night offices are to be contacted immediately to arrange drugs testing for all those involved.

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All accidents, incidents and near misses are reviewed by the HSQE Department on an annual basis to determine trends. These are reported upon within the annual Management Review. The Management Review is distributed to Directors, senior and key staff.

**NOTE : Routes of communication with regards to accidents and incidents are to be discussed and agreed with the Client – during the mobilisation period**

### **13.0 Document Control**

Included within section 5.6 is a list of the full Management System procedures to be used for these works.

Environmental management has not been made independent to the Management System. Quality and health & safety items are of equal importance. As such the Management System procedures have been prepared to jointly include for all activities on all elements of the works.

Each activity that is undertaken has been allocated a procedure. Only the main procedures have been included in the schedule below.

Activity control required	Management System Procedures
Documents can be located.	105, 106, 400, 401, 402, P101, 404, 408 - 412, 414, 603, 605, 608
Documents are periodically reviewed.	105, 106, 400, 401, 402, P101, 404, 408 - 412, 414,
Documents are reviewed to ensure they are relevant.	105, 106, 400, 401, 402, P101, 404, 408 - 412, 414, 603, 605,
Current versions are available at relevant locations.	105, 106, 400, 401, 402, P101, 404, 408 - 412, 414, 603, 605,
Obsolete documents are removed.	105, 106
Obsolete documents required for maintenance are kept.	105, 106

### **14.0 Records**

#### **14.1 Records to be kept**

During the project, various operational, environmental, health & safety and quality records shall be produced.

These records are clearly defined within the various procedures that have been selected for this project.

#### **14.2 Archiving**

Controlling archiving records is detailed within the Management System, procedure 106: Archiving.

It is our policy that all project records shall be retained for a minimum of either seven (7) years or as specifically required in the Contract.

If required, records generated during this project shall be forwarded to LUL for their information.

### **15.0 Emergency Preparedness**

Should a breach or failure of legal and / or other statutory requirements (including incidents and environmental emergencies) be identified, the following contingency measures shall be adopted.

- All project staff are fully aware of their roles and responsibilities. This information has been formally prepared and is recorded within the Project Plan. This document is available on-site. The chain of command has been clearly identified.

Within section 12 of this document the strict process of undertaking the process of investigation and corrective actions have been identified. As stated, this process is undertaken by fully trained and independent staff, who report directly to the Board of 53452 .

- The HSQE Director has responsibility to oversee all aspects of the investigation processes with direct responsibility to ensure the correct analysis has been made and effective corrective measures are enforced.
- The HSQE Department shall undertake regular audits of the project (refer to section 9), both at site and Head Office, to ensure that processes are being fully complied with and that actions taken are in full compliance with Statutory Regulations, British Standards and Client requirements. These audits are independent of the activities being undertaken. A direct line of communication to the Directors of the Board has been given.
- For each priced 'package works' project, a site specific Emergency Plan shall be produced. This is issued with the project documentation and is kept in the Site File. The Emergency Plan gives instructions to personnel on several



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environmental, health and safety scenarios. For additional local information this will be communicated via client documentation and briefing to 53452 supervision.

#### 16.0 Certificates, Awards and Policies

53452 have been awarded the following certifications:

 <b>RS 60827</b> <b>BS EN ISO 9001:2008</b> Quality Management System	 <b>OHS 71978</b> <b>BS OHSAS 18001:2007</b> Occupational Health & Safety Management System	 <b>EMS 632232</b> <b>BS EN ISO 14001:2004</b> Environmental Management System
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The 53452 Group plc Policy Statements, of which 53452 is a wholly owned subsidiary, are available and included in this document. These are current as at the date of issue and remain current until amended through re-issue.

All Policy Statements are reviewed on an annual basis to ensure that they remain accurate. Records of these reviews are held by the Quality Manager.

- 53452 Group plc HSQE Policy.
- 53452 Group plc Drugs and Alcohol Policy.
- 53452 Group plc Workplace Harassment Policy.
- 53452 Group plc Equality & Diversity Policy.
- 53452 Group plc Training & Development Policy

#### 17.0 Supporting Information

- Health and Safety, Environmental and Quality Policies
- Training and Development Policy
- Sample Risk Assessment
- Insurance Certificates
- Audit schedule
- LU Request for Quotation
- LU Notice to Proceed
- Waste Carriers Licence
- Daily Diary
- Project Activity Checklist
- Risk Assessment Work Instruction
- PPE Checklist
- PPE Schedule
- Labour Supply Management flowchart, including communication, meetings, etc.
- Labour Supply Nightly Gang flowchart and forms
- Package Work Flowchart
- Waste Reporting
- Environmental Legal Compliance Register
- Health & Safety Legal Compliance Register
- Accidents & Incidents Procedure (601)
- Incident Flowchart
- Subcontractor Documentation
- Confirmation of Insurances
- ISO 14001: 2004 Certificate
- ISO 9001:2008 Certificate
- BS 18001:2007 Certificate
- HSQE Policy
- FORS Certificate - Silver
- 53452 Waste Carriers License

The supporting information will be provided if the Company is successful in tendering for the works