	'ACTS OF GOD'
Examples / Causes	Lightning strikes, power supply surges, adverse weather conditions (e.g. high winds), floods, land subsidence, falling trees.
Environmental Consequence(s)	Release to the environment of harmful chemicals or substances caused by the incident, destruction of local habitats, rupture of utility supplies (e.g. water).
Secondary Hazards	Fire, leakage / spillage.
Emergency Response	• Affected areas to be determined and nature of damage established. • Temporary contingency measures to be implemented where immediate solution not obvious. • Any affected supplies to be repaired, or utility authorities contacted. • Site to be checked for any other buildings / materials / equipment which could be affected during a re-occurrence.
Materials / Resources Required	Mainly precautionary measures such as lightning conductors, correct fixing of masts / towers, checks for evidence or history of subsistence.
Responsibility	**Site Incident Controllers** are responsible for ensuring contingency plans are available in the event of natural disasters or adverse weather conditions.
Communication and Reporting	**Site Incident Controllers** are responsible for reporting additional resource requirements, liaison with emergency services or utilities providers and retrospective inspections / reports.
Remarks	Previous history of incidents should be investigated.

8. Document history

This register will be reviewed at regular intervals and updated accordingly. The details of the revisions will be identified and recorded.

Revision	Details of Revision/s	By Whom	Date
01	First draft	Scott Tracey	11/01/2011
02	Annual review of document (change numbering from EP212 to EP207).	Scott Tracey	11/01/2012
03	Annual Review of document (minor formatting changes to header).	Scott Tracey	03/01/2013
04	Annual review of document (no significant changes except changing logo)	Scott Tracey	03/01/2014
05	Annual review of document (no significant changes). This procedure will be revised at the end of 2015 once 14001 standard is published.	Scott Tracey	13/01/2015
06	Annual review of document, changes to current 14001:2015 standard	Scott Tracey	04/01/2016
07	Annual review, no significant changes	Don Leggat	04/01/2017

Health & Safety Management Plan

Transport for London Structural Maintenance Contract

Lot 2: Drainage Maintenance

[redacted]

Revision	Page/s	Updates	Made by	Date
Draft 1		Draft issue	Don Leggat	29/07/2016
CI 1.0		Construction Issue	Greg Hulbert	21/02/2017

Transport for London Structural Maintenance Contract

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Appendices

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1. Introduction

1.1 Contract Plan

This Plan is written to explain how Lanes Group, Rail Division, has established and will maintain a Health and Safety Management System to ensure the service to Transport for London under the "Structural Maintenance" contract. This Plan satisfies the requirements of Transport for London for a contract Health and Safety Plan.

This Plan describes the way in which Lanes Group has in place a system that conforms to the following:

- The latest version of the Contract Conditions.
- Applicable Health and Safety guidelines (HSE and Transport for London)
- Applicable Lanes Group procedures as listed in Appendix 3.

The procedures within the Health and Safety Management System will not prejudice any statutory requirements that are in force during the term of the contract.

1.2 Reviews and updates

This Health and Safety Plan is a living document that will define the health and safety requirements for the work being carried out on the contract. In the early stage of the contract there may be a number of changes required to fine tune the processes to improve performance, thereafter reviewed from time to time and updated as necessary.

To ensure that the Health and Safety Plan is kept up to date and relevant to the work being carried out, it will be formally reviewed on an annual basis by the Commercial Manager, the HSQE Manager and the Senior Contract team.

2. Purpose & Scope

2.1 Purpose

The purpose of this Health and Safety Plan is to provide a single document, which provides the details of the requirements of the Transport for London "Structural Maintenance" contract. It is used to assist the Lanes Group staff and sub-contractors, who are working on, or servicing the contract with an understanding of the following:

- The health and safety requirements of the contract.
- The health and safety objectives.
- The current legislation that apply to the works.
- The contract organisational structure.
- The progress reporting elements.
- The Client interface areas.
- The health and safety procedures applicable to the contract.

It will assist in achieving the required level of health and safety control while working on this contract.

2.2 Scope

The Health and Safety Plan applies to all works undertaken by the Lanes Group for the Transport for London "Structural Maintenance" contract.

Client	Transport for London
Contract No	00466
Contract title	Structural Maintenance: Lot 2: Drainage Maintenance
Start date	April 2017
Duration	5 years (+ 3 years)
End date	March 2022 (March 2025)

3. Nature of Works

The works involve corrective and planned preventative maintenance of track and off track drainage assets as well as the reactive maintenance to drainage assets.

4. Location of the works

The contract works encompass all of Transport for London's rail and underground locations.

5. Management and reporting centre

The management and reporting centre is based at our purpose built Transport for London depot in Rainham, which is at the following address:

16 Lamson Road, Rainham, Essex, RM13 9YY

The depot is operational 24 hours per day, 365 days per year, providing a single point of contact for Transport for London. It also provides offices, workshops, storage and vehicle parking for our staff and fleet.

The contract health and safety office is also based at our Rainham facility.

Central stock is held at our Rainham facility.

Stock is monitored and replenished daily, with the stock being controlled using the Microsoft Dynamics AX and "Oculus" systems.

6. Communication

6 1 Lanes Group Rail Division Points of Contact

Name	Role	Email	Contact No.
Matthew Todd	Director	Matt.todd@lanesgroup.co.uk	07801 133623
Don Leggat	HSQE Manager	Don.leggat@lanesfordrains.co.uk	07719 347696
Greg Hulbert	Contract Director	Greg.hulbert@lanesgroup.co.uk	07484 676619
Steve Pearce	Reactive Works Manager	Steve.pearce@lanesgroup.co.uk	07841 256069

7. Health and Safety Policy statement

The Health & Safety at Work Act 1974 imposes a statutory duty on employers to ensure, so far as is reasonably practicable, the health and safety of their employees whilst at work. This duty also extends to ensuring the health, safety and welfare of other persons who may be affected by that work.

Lanes Group is committed to achieving the highest standards of Health, Safety and Welfare throughout all our business activities and undertakings, and is fully committed to ensuring that all our statutory obligations are met in full. Further to this, Lanes Group believes that having met our statutory obligations, we will improve on the standards so achieved on a continued improvement basis.

Lanes Group shall, so far as is reasonably practicable ensure the health, safety and welfare of all our employees at work.

We shall also provide plant and systems of work that are, so far as is reasonably practicable, safe and without risks to health.

We shall also ensure that arrangements have been made for ensuring so far as is reasonably practicable, safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances.

All our employees will receive such information, instruction and training as is necessary to ensure so far as is reasonably practicable, the safe performance of all their work activities.

We will also ensure so far as is reasonably practicable, that any place of work under our control, will be safe and without risks to health, and will also ensure that adequate arrangements are made for welfare facilities for all our employees.

Lanes Group will also provide and maintain a working environment that is so far as is reasonably practicable, safe and without risks to health, and will also ensure that adequate arrangements are made for welfare facilities for all our employees.

The Board of Directors recognises that the standards set out above represent the minimum standards that must be achieved in law and are committed to improving on those standards across the Group on continuous basis.

The Board recognises that adequate resources must be made available in the pursuit of a healthy working environment for all employees and is committed to ensuring that resources are held for the purposes of not only the existing financial resource, but for improvement throughout the forthcoming year.

The Board has committed to enlargement of the Group through acquisition over the forthcoming year and pledges that all acquired personnel, systems and procedures are brought up to the Lanes Group standard in a timely manner through clear control, communication, commitment and competence.

The Board is committed to an overall change in the operations culture of the company and has agreed that in the forthcoming year, greater emphasis will be

placed on the business to understand and adopt a more holistic approach to the health, safety and welfare concerns of our employees.

The Board therefore recognises the importance of the individual and will strive to improve all matters raised by the individual that have an impact on that individual or their surroundings.

The Board has agreed to facilitate a major step change of the company by training all personnel specifically in health and safety, to an approved standard.

Further to this, the Board also recognises that it is the right of the individual to report any activity to the management of the Group without fear of retribution or victimisation. We also respect the rights of any employee to withdraw themselves from any unsafe act or unsafe condition without fear of retribution.

The Board believes that we can only improve our health, safety and welfare culture by listening to, and bringing on board, all our employees into an open and honest working environment.

Full details of the organisation, arrangements and procedures for health, safety and welfare are set out in the Organisation and Arrangements which accompany this Statement of Intent and which are made available to all personnel at all operating centres.

This policy applies to all sites, premises and undertakings of Lanes Group and includes all recent and future acquisitions including Lanes Group PLC, Lanes Rail Division, Castlebrae Drainage Services Ltd, Active Hygiene, Active Pest Control, Lanes Assistance Services, Lanes Sewer Renovation, Drain Devils (Grampian) Ltd.

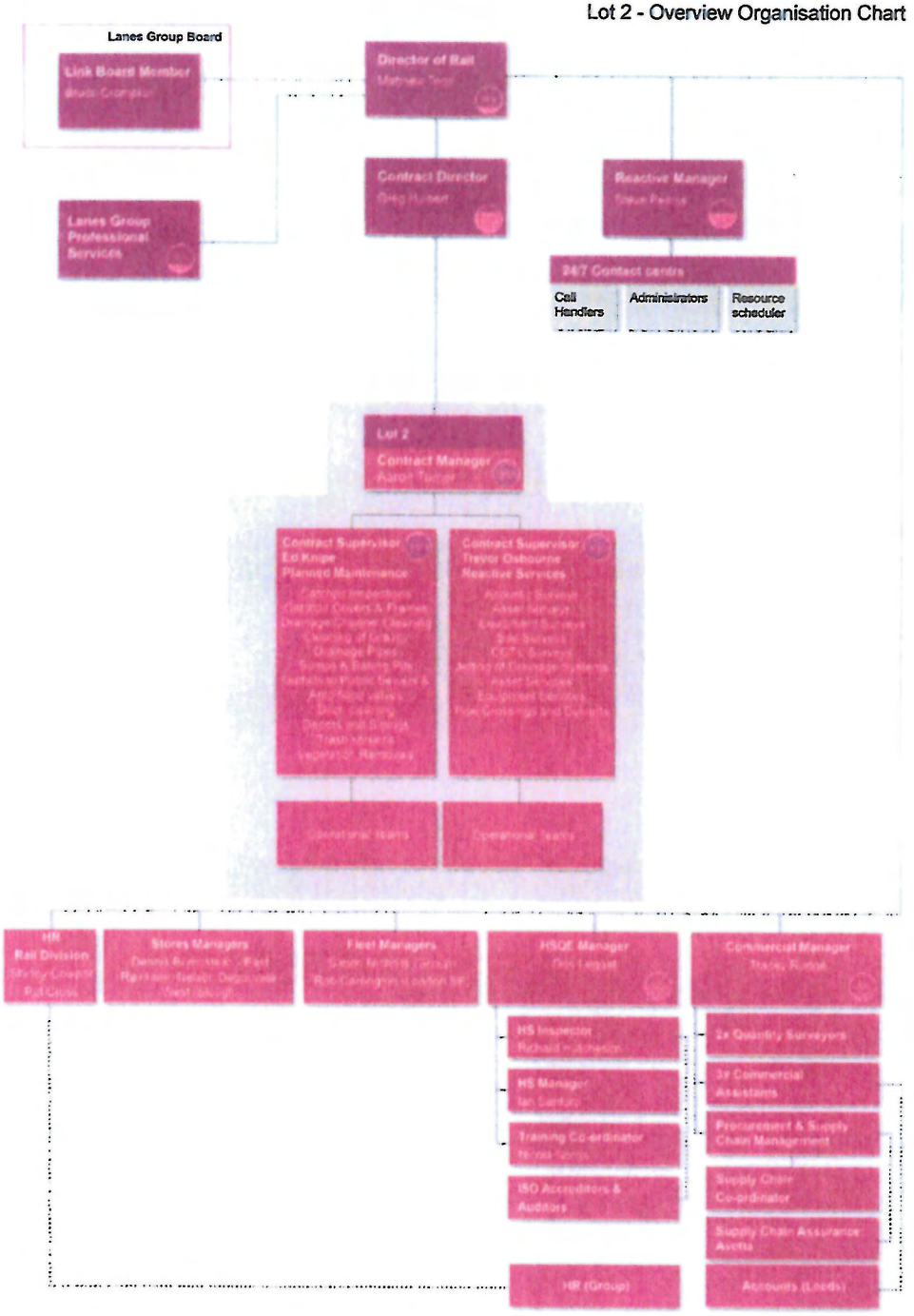
Wayne Earnshaw
Managing Director **January 2016**

8. Contract personnel and responsibilities

- All contract operational personnel will carry identification cards. These identification cards will have the individual's name, a recent photograph and the expiry date.
- In addition all operational staff will carry either LUCAS or Sentinel cards. Those who carry LUCAS cards will convert to Sentinel cards when their current card expires at the end of 2016 and from 2017 onwards all operational personnel will carry Sentinel cards which will contain details of all their training competencies.

8.3 Contract management structure

Lot 2 - Overview Organisation Chart



8.4.1 Director of Rail

The Director of Rail is ultimately responsible for all aspects of the contract, including health, safety and environment and is responsible for:

- Holding overall management responsibility for health, safety and environmental matters, including policy review
- Providing leadership for the contract
- Ensuring that the health, safety and environmental objectives are set and closely monitored on the contract.
- Ensuring there are adequate resources available on the contract to ensure that health, safety and environment requirements of the contract are met.
- Chairing the monthly progress meetings with the management team
- Fostering good client relationships and encouraging people to work closely with the Transport for London staff on the contract
- Identifying and implementing areas for improvement
- Carrying out managerial and administrative staff appraisal and discipline (safety-related matters)
- Reviewing and approving the Client Contract Health, Safety & Environmental Plan
- Determining procurement strategies with regard to suitability of equipment and materials, (e.g. British/International Standards, CE approval, etc.)
- Assessing whether activities are regulated by CDM
- Reviewing the Health Safety & Environmental Policy
- Carrying out management reviews of Health, Safety and Environmental Management System.

8.4.2 Contract Director

The Contract Director reports to the Director of Rail and is responsible for the day-to-day running of the contract, including:

- Ensuring that adequate resources are put in place on the contract to achieve the contract objectives and deliverables
- Managing the commercial aspects of the contract to ensure that adequate finance is available to obtain the necessary resources
- Ensuring that the health and safety objectives are closely monitored on the contract and put in place action plans where shortfalls occur
- Ensures that the information is gathered on a monthly basis for reporting on the contract performance
- Ensuring that adequate auditing of the processes and the deliverables takes places
- Reviewing the results of the audits and identifying any trends that may be present

- Reviewing the contract Quality Plan to ensure that is kept up to date during the life of the contract
- Monitoring the performance of the team's output both quantitatively and qualitatively
- Reporting the contract performance to the Lanes Group management team and to the Client.

8.4.3 Contract Manager

The Contract Manager reports to the Contract Director and is responsible for:

- Interpreting the scope of works involved
- Estimating the costs associated with the works
- Managing the construction and engineering aspects of the work
- Establishing the quality assurance and other management procedures
- Managing the resources on the contract
- Procuring and managing the materials required for the contract
- Liaising and interfacing with sub-contractors
- Implementing and monitoring of safety and environmental procedures
- Allocating work to the teams
- Managing the KPIs
- Coordinating the planning, production and maintenance schedules for the contract in accordance with the contract requirements
- Reviewing the schedule with the Operations Manager and the DER, determine all logical activity sequencing and resource requirements that are applicable to meet the client's defined KPIs
- Creating and updating the management of the contract schedule
- Producing weekly, fortnightly and monthly look ahead schedules
- Monthly schedule reporting and measuring actual performance achieved against the activity for planned works
- Fault rectification, KPI measurement and reporting
- AS Fault assessment and reporting
- SDI assessment and reporting
- Scheduling change control management.

6.4.4 Health, Safety, Quality and Environmental Manager

The Health, Safety Quality and Environmental Manager reports to the Director of Rail and is responsible for advising management and staff in the requirements of health and safety, including:

- Carrying out health, safety and environmental audits and inspections
- Identifying training needs of staff, sub-contractors and partners
- Delivering health and safety training and toolbox talks
- Attending contract review meeting where input from accounts is required
- Attending Lanes Group's Health & Safety Consultative Committee with specific focus on safety, health and environment matters
- Investigating incidents at work, and implementing any changes necessary
- Co-ordinating with the Transport for London, and conducting joint investigations of accidents/incidents
- Reviewing reports of all accidents and co-ordinating statutory reporting for RIDDOR 2013
- Advising on CDM related issues
- Regularly reviewing client Contract Plans
- Providing specialist HSE advice
- Undertaking both site and system health and safety audits
- Preparing and/or reviewing and approving Method Statements, Risk Assessments and COSHH Assessments
- Ensuring that requirements relating to relevant new or existing safety legislation are brought to the attention of the Directors
- Carrying out a safety audit of the depot's Health, Safety & Environmental system at least annually
- Providing health and safety audit reports to the Directors, which details performance and raises current important issues
- Ensuring that incident investigations are thorough and reviews 'lost time accidents'
- As the Management Representative, ensuring that the Directors are informed of the performance of the Management System, and any changes required
- Ensuring that there is communication with employees on Management System awareness, performance, and client requirements.

8.4.5 Commercial Manager

The Commercial Manager reports to the Director of Rail and is responsible for the day-to-day running of the commercial and office administration teams, including:

- Managing the internet related accounts application for payment
- Supervising the authorisation and issue of purchase orders
- Supervising the pricing of jobs for application/invoicing
- Submitting quotations
- Attending contract review meeting where input from accounts is required
- Dealing with accounts queries from the Client
- Liaising with head office on accounting/administration issues relating to the contract.

8.4.6 Reactive Manager

The Reactive Manager reports into the Director of Rail with responsibilities including:

- Managing the reactive works and ensures that the resources are in place to meet the KPIs
- Ensuring that audits and inspections on staff and partners are carried out in accordance with Lanes Group policies and expectations
- Delivering toolbox talks
- Identifying training needs for staff, sub-contractors and partners
- Attending Lanes Group's Health & Safety Consultative Committee with specific focus on safety, health and environment matters
- Having responsibility for operational health, safety & environmental matters, with the aid of the HSQE Manager
- Managing contract personnel and ensuring the following are conducted:
  - Employee Induction
  - Employee Training
  - Employee Medical and DAMSP test
- Ensuring "Site Persons in Charge" are issued with approved risk and COSHH assessments, method statements, and work instructions prior to work commencement
- Reviewing employee exposure to physical hazards on their scope of work
- Organising and undertakes supervisory site safety inspections
- Obtaining all consents, station access bookings (including Landlords Works Approval), and permits to work
- Recruiting operational staff ensuring suitability and training requirements are met