



Preliminary Construction Management Plan

Project	1. Corridor Room Conversion to 4nr letting units. 2. Alteration of external facade of hotel lounge and hotel bedrooms including replacement windows/doors, formation of new windows and the removal of existing chimney. 3. Forming of new pedestrian entrance adjacent to Garrison Hill. 4. The formation of external seating areas and new balustrades to hotel rooms and hotel lounge.	Project ref	
Client	Tregarthen's Hotel Limited	Issue date	8 June 2020
Author	J Gentle	Revision	B

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- B Construction Leadership Council publication:” **Construction Sector- Site Operations Procedures Protecting Your Workforce during Corona virus (Covid-19)**”.
- C Site location plan
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1.0 Introduction

This document sets out the management approach to be adopted on the project and identifies specific risks/considerations to be taken into account by the contractor. The contractor shall be required to put in place the necessary resources/measures to ensure compliance with the requirements of this document. This does not dilute the contractors' responsibility to comply with all relevant statutory and contractual requirements.

1.1 H&S objectives

Without compromising the intent of the specific contractual arrangements that shall be entered into during the project, the main objectives of the construction team shall be to ensure that **'no accidents, no harm to people, and no harm to the environment' occurs**. Tregarthen's Hotel places a strong emphasis on Health and Safety and will require the appointed contractor to establish appropriate facilities and procedures to support these objectives. All contractors working on the project shall be required to comply with the rules laid down by the contractor (in association with Tregarthen's Hotel management team) and give due consideration to health and safety at all times.

Aside from the responsibilities of protecting the site workforce by adhering to conventional construction site safety management (with consideration also to Covid-19) the contractor will also have to give due consideration to the protection of the hotel guests, hotel letting cottage guests as well as island visitors and the neighbouring residents. The protocol to be adopted and promoted at all times is to consider the following in the undertaking of the construction work and in the preparation of further revisions of the Construction Management Plan:-

- The site access with regards to social distancing e.g. using the Garrison Hill entrance as the significant/ primary site entrance
- Developing a site logistic strategy that excludes the hotel and holiday cottage visitor areas e.g. securing the site and operations of the site to prevent mistaken entry by hotel users /guests
- Promote sensible warning signage to highlight risk but not to "blind" the message with too many signs
- Material deliveries and storage areas again away from hotel and holiday cottage visitors
- Possible off site material storage and delivery marshalling to manage social distancing
- Adequate warning notices for example: noisy working, material deliveries, rubbish removal etc
- Site personnel welfare for example: site toilets, hand washing, promoting taking own food, avoiding local shops etc
- Promoting "future management" i.e. thinking ahead with regards the workforce being able to work at a safe distance away from each other, material scheduling, rubbish removal, existing services shut-downs, risk assessments etc
- Fire escape for site operatives to adopt wherever possible escape areas away from guest / visitor /public areas
- Promote an enhanced cleaning procedure particularly in communal areas ensuring regular cleaning regimes particularly of shared areas such as welfare are instigated
- Promote cycling / walking to and from work
- Hand cleansing stations particularly at the entrance and exist locations to the work site
- One way work systems wherever practically possible
- Minimise group interaction and promote one-on-one instruction /training / direction
- Site welfare facilities should be sized to ensure social distancing can be adhered to with signage /signal operation of toilet use can be clearly understood e.g. one person usage at a time and instruction on cleaning afterward
- Consider staggered work start and finish times
- Promote differing work areas in order to maintain social distancing
- Keep alert to the change in health of any site colleague
- Promote isolation (in teams where they remain the same), (where they remain as small as possible), (keeping away from other workers), (promote the importance of staying away from hotel guests, visitors etc).
- Promote an enhanced cleaning procedure particularly in communal areas
- Promote a collaborative approach to managing Covid-19

2.0 Project information

Project title	<i>Corridor Rooms Conversion</i>
Client	<i>Tregarthen's Hotel Limited</i>
Scope of works	<ul style="list-style-type: none">• <i>The conversion of 16nr existing bedrooms over two floors into the vertical separation and creation of 4nr separate letting units. Each unit shall be over two floors with bedrooms at first floor and all living accommodation at ground floor.</i>• <i>Alteration to external facade of hotel lounge and hotel bedrooms including replacement windows / doors, formation of new windows and removal of existing chimney.</i>• <i>Formation of new pedestrian opening in the existing wall adjacent to Garrison Hill.</i>• <i>Formation of externals eating areas and new balustrades to hotel rooms and hotel lounge.</i>
Start date	<i>To be confirmed</i>
Completion date	<i>To be confirmed</i>

Site address	<i>Tregarthen's Hotel Garrison Hill St Mary's Isles of Scilly TR21 0PP</i>
Telephone	<i>01720 422540</i>

3.0 Project team

Key members of the management team for this project are set out in the table below (refer appendix B for contact details).

Role	Organisation	Representative	CDM/H&S responsibilities
Client	<i>Tregarthen's Hotel Limited</i>	<i>N. Wolstenholme</i>	
Project manager	<i>Task Communication</i>	<i>J Gentle</i>	
Principal Designer	<i>TBA</i>		<i>CDmc</i>
Site project manager	<i>TBA</i>		
Architect (client design)	<i>Grainge Architects</i>	<i>T Pollintine</i>	
Structural engineer	<i>TBA</i>		
Services consultant	<i>TBA</i>		

4.0 Site procedures/restrictions

The following arrangements have been implemented by the Contractor for this site and must be adhered to by all contractors/visitors. Any persons found to be breaching these rules may face exclusion from site.

4.1 Site register

A daily site attendance register will be maintained on site by the Site Manager to record the personnel on site each day. **ALL** personnel entering the site must sign the register upon arrival and also when leaving. The register is located within the SITE OFFICE.

4.2 Noise/dust/vibration

Consideration must be given by the contractors to the minimisation of dust/noise/vibration created by their operations. All reasonable measures must be implemented to keep levels to an agreed minimum. Specific measures and restrictions are to be reviewed and agreed with each package contractor on review of their method statements and prior to works starting. Consideration to 24hr advance notice to the hotel management team should be adhered to at all times to avail opportunity by hotel and holiday cottage guests alike to vacate for the noisy working period.

Radios or personal music systems are not permitted on site areas at any time.

4.3 Disturbance / Noise Controls and Complaints

It is proposed to implement the following noise / disturbance controls and complaints procedures for the duration of the project:

Operating Noisy Works:

- 24 hours notice together with a detailed explanation as to the nature and scope of the noise generated work to be passed to the hotel management team
- Hotel management team to issue "Permit to Proceed"; no permit issue means no work can proceed.
- "Permit to Proceed" will confirm the start time and end time for the total duration of the task but no continuous disturbing noise can proceed for more than 1 hour with a rest of ½ hour before proceeding again. This pattern to be adopted for the duration of the "Permit to Proceed".
- Noise disturbance to be assessed by the hotel management team as to the affect on both hotel guests and near neighbouring property in deciding on the issue of any one "Permit to Proceed".

Noise Controls:

- **Think ahead, plan ahead** to ensure noisy works are notified well ahead of programmed commencement.
- Consider all practical opportunities to abate noisy works by erecting barriers, closing doors, windows , use of straw bales etc
- Alert near neighbours of the commencement time and completion times of noisy works
- Ensure the parameters of noisy working in terms of "breaks" are adhered to at all times.

Complaints Procedure:

- Hotel management team to "letter drop" all immediate near neighbours alerting them to the works to be undertaken together with contact numbers and "Permit to Proceed" procedure being adopted by the contractor.
- "Letter drop" to confirm the complaints procedure.
- Hotel management team to collate an "e-mail address contacts list" of all immediate neighbours in order to provide 24hr notice
- Complaints procedure to be:-
 - Complainant to contact the hotel reception who in turn shall contact the Duty Manager
 - Duty manager to assess the noise situation and advise the complainant of his/her decision for mitigation measures that are to be taken to enable the work to continue
 - Duty manager to contact Local Authority Environmental Health department officer(s) to seek guidance should the complainant not be satisfied with any proposal(s) proposed with regards controlling noise.

- Hotel management team to instigate a “lessons learnt” agenda item for the daily liaison meeting with the contractor in order to try and avoid similar future occurrences.

4.4 Vehicle movements

The speed limit on Garrison Hill for all construction vehicles is **5mph**. Vehicle access/movement arrangements will be subject to the preparation of a site layout/logistics and traffic plan yet to be prepared. Care should be taken when leaving the site to avoid injury or disturbance to neighbours or members of the public. Consideration to pre-agreed delivery times and marshalling to maintain social distancing will be required.

4.5 Deliveries

Material delivery schedules and storage areas will be prior agreed with the hotel management team to minimise disruption, damage and interference with both guests and the public. In particular the timing of material deliveries should be planned to minimise the requirement for on-site storage. The Site Manager may ultimately turn away any deliveries arriving on site without prior notification. All delivery drivers must first report to the site office for confirmation of the method of unloading/storage. All deliveries must be supervised by the contractor and if appropriate via an appointed banksman.

Site delivery times are limited to between the hours of 09:30 and 15:30.

4.6 Working hours

Normal hours of work on site for the duration of the construction activities shall be Monday to Friday between the hours set out in the relevant planning permission. Any work required outside of these hours must be authorised by the hotel management team. The contractor shall be required to submit to the hotel management team a request for out of hours working at least 48 hours in advance of the intended start time.

4.7 Site vehicles/equipment

All vehicles and equipment brought onto site must be fit for purpose and maintained in accordance with current legislation and statutory requirements. The contractor shall be required to undertake the necessary operator training and equipment certification/inspections, making these available to the hotel management team on request.

Power tools must be 110 volts or low voltage battery operated, higher voltage equipment can only be used if lower voltages are not available and can be used with appropriate risk assessments and work systems in place. Tools that are unsafe or unsuitable for the purpose are not permitted on site. Trailing leads must be maintained so that they do not present an unsafe situation. All electrical equipment must bear a valid PAT label and be in good condition.

The hotel management team may ultimately exclude from site any vehicles or equipment which are in a substandard condition.

4.8 Site housekeeping

The contractor is required to remove from the workplace on a daily basis any waste materials generated as a result of their activities. Materials must be stored as per the requirements of the Site Plan /Logistic Plan and in a fashion which minimises the potential for damage or disruption to site activities. Surplus or damaged materials should be removed from site in a timely manner by the contractor. The Site Manager reserves the right to employ others to remove/relocate materials not dealt with by the contractor in line with the agreed procedure. Any costs associated with this removal will be passed on to the contractor via deduction from their monthly valuation.

4.9 Dress/behaviour

Persons working on site are expected to dress appropriately. In particular, loose clothing that could become caught in moving machine parts, unsuitable footwear, etc., are all examples of bad practice and are forbidden. Persons on site are also expected to dress and behave in a way that does not cause offence to others.

4.10 Smoking

All areas within the buildings and site accommodation are strictly non-smoking. Smoking is only permitted at the designated external location (to be shown on the site layout/logistics plan).

4.11 Drugs/alcohol

A 'zero tolerance' policy for drugs and alcohol on site is enforced. Any persons found to be under the influence of drugs or alcohol will be ejected from site immediately.

4.12 Environmental impact

At all times the contractor must ensure that appropriate measures are put in place to prevent/minimise environmental damage or the generation of pollution. Particular attention must be given to dewatering excavations/pits and the management of construction fuels, fluids and chemicals. The hotel management team must be notified immediately if any activity occurs with the potential to cause damage to the environment e.g. chemical spillage. Specific measures and restrictions are to be reviewed and agreed with the contractor on review of their method statements and prior to works starting.

4.13 Site rules

A copy of the site rules for the construction works will be communicated and issued to all site personnel during the site induction and via posters displayed around the site. Personnel found to be breaching these agreed site rules may be excluded from site. The list of site rules shall be included within appendix G.

5.0 Site H&S management

The following measures will be implemented as appropriate throughout the duration of the construction works to ensure the effective management of health and safety on site as well as the public and visitors /guests of the Tregarthen's Hotel.

5.1 Covid -19 Site Management

The contractor will be required to have adopted the principals of the government publication /guidelines titled “ **Working Safely During Covid-19** in Construction and Other Outdoor Works” dated 11th May 2020 at all times and also to ensure that any and all subsequent revisions are also adopted.

The principal considerations but are not limited to are:-

- The management of all the works / deliveries such that no incursion / clash with any hotel guest /visitor or their areas occurs
- The continued promotion of hand washing with close adequate hand washing stations being made available
- Avoiding face to face working at all times
- Adopting the principals of social distancing at all times (the 2.00m rule)
- Control of the use of welfare facilities to avoid “sharing or clashing” between workers
- The control and supply of adequate hygiene facilities
- Where close working is un-avoidable that a separate risk assessment has been completed
- Adoption of the “Construction Leadership Council” Version 4 (18th May 2020 or subsequent revisions) site operating procedures relating to Covid-19

5.2 Working Practices

It is a requirement that the contractor shall adopt the principals of the “Considerate Contractors Scheme” in the management of the site to ensure that consideration is given at all time to the affects the works may have on the environment as well as neighbours and guests of the hotel. Whilst it is not the intention to register the project on the scheme (because of the geographical location for external monitoring purposes), nevertheless it

is the hotel as client that promotes the principals of high quality site management are to be adopted by the appointed contractor.

5.3 Site inductions

All personnel who require access to the site must receive an induction before entering site to ensure they are fully briefed on the specific requirements/procedures. The induction will identify that personnel have a sufficient level of competency in the English language such that they can interpret verbal instructions, site H&S notices/signage. No personnel will be allowed on site without prior successful completion of this site induction to the satisfaction of the Site Manager. Personnel completing this induction successfully will be required to sign an acknowledgement. A record of this induction will be maintained on site by the Site Manager. The induction procedure shall again be based on current Covid-19 procedure.

5.4 PPE

The Site Manager will provide all contractors and visitors with general site PPE (hard hat and high-vis vest). Contractor personnel and visitors will be required to wear these at all times whilst on site. The contractor will be responsible for providing and inspecting/maintaining specific PPE as required for the works being undertaken (safety footwear required as a minimum). The PPE shall deal with the necessary and appropriate requirements in respect of Covid-19.

5.5 H&S facilities

The Site Manager will make available and maintain the following facilities in relation to site Health and Safety:

- Hand washing facilities both at entry / exit to the site as well as about the site for the duration of the works
- Face masks and gloves
- Welfare facilities (toilets , canteen, etc)
- Site access plan for completing the works and minimising cross contamination risk
- General site fire extinguishers
- Fire alarm call points
- Site first aider
- First aid kit (located within the site office)
- Hospital location plan

5.6 Permits to work

Construction activities with particular health and safety risks will be subject to a 'permit to work' system. The contractor will be required to operate a signed permit to work before commencing the particular controlled activity. This will require that the necessary measures/controls have been put in place.

Activities requiring a permit to work include (but are not limited to) the following construction activities:

- Excavations
- Confined space entry
- Hot works
- Work on or near electrical equipment
- Using ladders and stepladders
- Work affecting the fire alarm system

5.7 Accident reporting

All near misses, incidents and accidents on site must be reported to the Site Manager as soon as is reasonably practicable after the event. The Site Manager will record and communicate all reports as appropriate given their nature/severity. The Site Manager will undertake the necessary investigations in conjunction with the relevant sub-contractor(s) with a view to preventing a repeat occurrence of the root cause and contributory factors.

5.8 Fire/emergency plan

A fire/emergency plan will be developed for the site (refer appendix C). This will be explained to all personnel entering the site via the induction process.

5.9 Method statements/risk assessments/COSHH

The contractor undertaking work on the project must make available to the hotel management team, upon reasonable request, an activity/site specific method statement and a task risk assessment at least 48 hours before the intended work. No work should be allowed to start on site without these documents being made available. All of the contractor's personnel and domestic sub-contractors will be required to demonstrate that they have understood and will work in accordance with the agreed method statement. Where necessary, the contractors must submit COSHH assessments for inspection by the hotel management team. Effective arrangements must be demonstrated for the use and control of hazardous substances.

5.10 Consultation/feedback

The construction team shall be committed to leading the effective management of health and safety on site for the duration of the construction works. As part of this commitment, members of the construction team will enter into consultations with the hotel management team on a weekly meeting basis in order that work progress may be monitored together with a review of the sites condition and safe operation.

The hotel management team operate an 'open door' policy in relation to health, safety and welfare. As such they encourage feedback/suggestions from the contractor at all times.

5.11 Contractor competence

All contractor personnel on site for the construction work will be required to demonstrate competency in their respective activity either by reference or training certification. In particular specific competency certification must be provided for inspection by the Site Manager for all personnel that intend to carry out the following activities on site:

- Plant operation
- Mechanical lifting
- Scaffolding
- Use of abrasive wheels
- Road works
- First aid

Personnel failing to demonstrate their certificated competency in these areas will not be permitted to undertake these particular construction activities on site.

5.12 Contractor tool box talks/briefings

The contractor shall be required to ensure all personnel under their control receive the necessary training/briefing in relation to the works being undertaken. The Site Manager will implement a 'tool box talk' system as appropriate with his sub-contractors and directly employed staff alike to ensure adequate dissemination of information to the workforce but again following the current Covid-19 guidelines..

5.13 Site H&S audits

The Site Manager will undertake a weekly site audit to formally monitor and record site health and safety conditions/performance.

The hotel management team may conduct independent informal site audits. All actions and observations arising from these audits will be recorded and reported as appropriate to the contractors.

6.0 Site establishment/facilities

6.1 Access/layout

Access to the construction site for all vehicles and pedestrians shall be noted on the site layout/logistics plan (refer appendices E and J). Any access to the site must be approved by the Site Manager (refer section 5.1 for

site induction requirements). General movement on and around the site shall be restricted to the agreed access and construction areas/routes. The site boundaries are as shown on the site layout/logistics plan.

6.2 Welfare

The Site Manager shall put in place the following general welfare facilities for the use of his own employees and domestic sub-contractors alike; respecting social distancing and giving considerations to the requirements of the management of Covid-19 as clause 5.1:

Site office	Includes first aid kit, accident book, site register
Site toilet(s)	For use by all site personnel but with social distancing measures and cleaning to be put in place
Canteen/drying room	For use by contractor personnel

The location of these shall be shown on the site layout/logistics plan included within appendix E. Welfare facilities must be kept in a clean and tidy state - all rubbish should be placed in the bins provided. Any personnel found abusing or misusing these facilities may be excluded from site.

6.3 First aid/accident book

The first aid kit and accident book are located within the site office. The following members of the Construction Management team are trained first aiders (full qualification):

Hotel Management Team:	TBC
Site Manager:	TBC
Contractors staff:	TBC

6.4 Power

110v power will be available, contractors are to ensure only 110 volt tools and equipment must be used. The contractors are required to supply all necessary task leads to allow the distribution of power from these locations – leads must be removed and stored when not in use.

6.5 Lighting

The Site Manager will provide general background lighting as necessary for the site where required which shall be supplemented with specific lighting as appropriate for the works being undertaken achieving a minimum of 250 lux at the working area.

6.6 Domestic Sub-Contractor Accommodation

Domestic sub-contractors accommodation (should any be deemed required) will be designated an area of the site on which to locate storage/office accommodation. The location of this is to be agreed with the Site Manager in advance.

6.7 Security

The contractor shall be responsible for ensuring the security/protection of their own materials/accommodation within the site area and for securing the site itself at the end of each working day

6.8 Car parking

Parking for construction personnel is not available. The nearest public car park is the Mermaid car park.

6.9 Waste removal

The contractor must provide prompt and appropriate waste control, removal and management. Hazardous materials (e.g. asbestos, batteries) should not be placed in general waste skips.

6.10 Material storage

Dedicated zones of the site have been allocated for the external storage of the contractors materials (as shown on the site layout/logistics plan) where required. The specific areas available for the contractor are to be agreed with the Site Manager during the pre-start meeting. The security and protection of any materials stored on site is the responsibility of the contractor.

7.0 Construction management approach

7.1 Meetings/reporting

Contractor pre-start:

Before commencing work on site, the contractor will be required to attend a pre-start meeting with the hotel management team. This is intended to ensure the contractor understands the project/site requirements and typically covers the following areas:

- Covid-19 management
- Programme
- Design/scope
- Contractor personnel
- Health, safety and environmental management
- Site procedures/rules
- Site establishment/attendances
- Financial matters

Progress team meeting

The hotel management team together with the contractor shall have a “daily liaison meeting” which will be supported by a weekly site meeting. The agenda typically includes:

- Covid-19 management
- Hotel matters arising
- “Lessons Learnt”
- Design information
- Programme
- Financial matters
- Health and safety/CDM
- Deliveries

7.2 Programme

The Site Manager will be required to produce a construction programme which accords with the overall strategic programme for the project. The weekly progress meeting will monitor progress on site against the pre-agreed programme. A copy of the current strategic programme will be included within appendix D.

The Site Manager will also develop short-term detailed work programmes as required to effectively plan/monitor specific elements of the project from time to time.

8.3 Record keeping

The Site Manager will maintain an orderly document management system on site for the storage/retrieval of relevant electronic/hard copy information.

8.4 Change management

The management of change throughout the construction process will be closely controlled by the Site Manager in consultation with the hotel management team. Any changes instructed by the client will be passed on to the contractor via a Project Manager’s Instruction (PMI). The contractors should only accept instructions from the hotel management teams nominated Project Manager, which are formally issued using a PMI. Instructions received via any other route will not be valid and should be notified to the hotels Project Manager.

9.0 Site specific risks/considerations

The following aspects of the construction work have been identified by the hotels Project Manager as posing particular risk.

1	<i>The possible interaction of hotel guests and visitors with construction personnel</i>
2	<i>The movement of construction personnel in accessing construction plant, equipment and materials that may be stored outside the actual construction site.</i>
3	<i>The severance of existing services, whilst maintaining services to the remainder of the hotel.</i>
4	<i>Working off roofs in forming new terraces</i>
5	<i>Initial working in public areas (Garrison Hill) to give consideration to safe guarding visitors which may require discussion with the highway authority.</i>
6	<i>Material deliveries and rubbish removal and risk of cross contamination as well as injury</i>

9.1 Client/user operational requirements

The following specific client requirements have been identified and must be noted by the contractor (s).

Noisy Working	Advance notice (min 24 hours) will be required to enable guests to be forewarned or re-located subject to the task requiring to be completed.
Parking	None available on site
Security	Contractor shall liaise with the hotel management team at all times (daily) in order to agree security arrangements as work proceeds,
Adjacent users/operations	The management of social distancing with the public and hotel guests / visitors
Disruption to activities	Services shut-downs whilst changes are made.
Out of hours working	48 hours notice to be provided where practicable
Cleaning	Management of Covid-19 as per current government directives as well as industry standards
Welfare/facilities	Establishment of the contractors own facilities together with their use and cleansing for the purpose of managing Covid-19
Signage/notices	Safety signage schedule to be agreed in advance with the hotel management team
Rubbish disposal	Agreement of the location of this facility with the hotel management team

10.0 Residual project/design risks

Project specific residual risks will be identified by the design team. A designers' risk assessment will be circulated at the time of the conclusion of the detailed design work.

11.0 Health and safety file

The Site Manager will develop relevant sections of the Health and Safety file for issue to the CDM-Coordinator. The Site Manager will assemble the necessary information for inclusion within the Health and Safety file by the CDM-Coordinator. Appendix H sets out the typical information to be provided by the package contractors.

Appendix A

Site location plan

Appendix B

Project directory – To be held at the Hotel Office

Appendix C

Fire/emergency plan

Appendix D

Indicative Construction programme

Appendix E

Site layout/logistics plan

Appendix F

Quality/waste management plan

TO BE DEVELOPED WITH CONTRACTOR

Appendix G

Site rules

Appendix H

Health and safety file contents

Appendix I

Designers' risk assessments