

Construction Management Ltd

Invitation to Tender (ITT) for Principal Contractor for the Buckinghamshire Healthcare NHS Trust (ref: T0289/BHT/WM)

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Executive Summary

EPS are experienced Construction Managers delivering construction solutions to our customers for more than 30yrs during which time we have evolved from a Building Services company to a Construction Management service provider.

We specialise in the core sectors of, Health, Technologies, R&D, Commercial Services, Industrial, Manufacturing, Scientific Research, Communication Providers, Transport and Infrastructure and Higher Education. All of our customers share a common objective in developing world class products and providing world class customer service. These are objectives we both admire and assist our customers by bringing innovative solutions from the construction sector delivered professionally and with care, including Construction Management, Fitout, Construction and Civil Engineering, Building Services, Programme and Asset Management, Asbestos Management, Design and innovation including Modern Methods of Construction.

Our core customers currently include, The NHS, Alpine F1 (formerly Renault motorsport), BAE Systems, Legal and General, Fujitsu, Microsoft, Arrival Automotive, Winchester University and Honda motorsport.

We are an accredited company and our offer includes recognised accreditations in Health and Safety, environmental management, Building Services, Asbestos Management and Quality Management Systems.

Our aspiration is to maintain sustainable growth through the delivery of innovative solutions supported by performance excellence, delivered with integrity.

We firmly believe that success is all about people and we recognise that our people are our core asset. We offer a joined-up management team including our management, specialist suppliers and design consultants providing a broad knowledge base and a diverse range of capabilities and experiences. They are recognised by our customers as great communicators, organised, focused, enthusiastic and a pleasure to work with. We believe that putting the Right people in the Right place at the Right time is the key ingredient in successful project delivery.

Construction Management

Construction Management

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Following our first introduction to the Buckinghamshire NHS Trust we believe we have been able to demonstrate our strengths and diversity as a business from our first project of asbestos decontamination to Service tower 69 to further demonstrating our skills across a broad range of construction sector activities. We are genuinely delighted to have the opportunity to tender for the provision of the role of Principal Contractor where asbestos is to be removed in live working environments and where critical Hospital services must be maintained during the works.

The attached Tender responses demonstrates and provides evidence of where we feel we are an appropriate fit for the brief making us the right choice of delivery partner for works with this level of sensitivity. Our current relationship with the Trust is highly valued by ourselves and we welcome the opportunity to demonstrate our skills across a wider variety of tasks and to further strengthen our current successful working relationships.

Our Tender responses highlight the strength of our people, our collective skills and competences, our ability to organise and deliver consistently as an integrated and trusted partner sharing your values and acting with integrity and care.

We hope our tender meets your requirements and approval and look forward to your further instruction.

Jamie Cole Managing Director



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Q1

Supplier can deliver all elements of the service at the specified sites and specified time / period ?

Q2

Terms and Conditions as presented accepted (LPP DPS Framework Terms) ?

Q3

All Documents submitted in writing via the tender portal ?

Q4

Form of Offer submitted, signed and dated ?

| Section | Question / Evaluation Criteria | Notes |
|---------|---|-----------|
| 1 | Supplier can deliver all elements of the service at the specified sites and specified time / period | Pass/fail |
| Answer: | Yes | |
| 2 | Terms and Conditions as presented accepted (LPP DPS Framework Terms) | Pass/Fail |
| Answer: | Yes | |
| 3 | All Documents submitted in writing via the tender portal | Pass/Fail |
| Answer: | Yes | |
| 4 | Form of Offer submitted, signed and dated | Pass/Fail |
| Answer: | Yes | |

"If the right people are in the right place at the right time Project Delivery is a rewarding experience for everyone involved."

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Q5

Resources and Qualifications necessary to comply with this ITT ?

Answer

| Discipline | Cat B & Live Enclosure Compliant | Evidence (Names of company, individual, qualifications held and qualification renewal date) | | | | | | | | |
|---------------------------------------|---|---|-------------------------------|--|--------------|--|--|--|--|--|
| | | Name | Company | Asbestos Qualifications | Renewal Date | | | | | |
| Framework Director | N/A | Conor Porter | (EPS | N/A | N/A | | | | | |
| Health & Safety Manager | Yes | Gareth Wood | (EPS | Live enclosure entry | 05/03/22 | | | | | |
| Supply Chain Manager | Yes | James Poffley | (EPS | Regulation 10 of the Control of Asbestos | 21/05/21 | | | | | |
| Framework Manager | Yes | James Poffley | (EPS | Regulation 10 of the Control of Asbestos | 21/05/21 | | | | | |
| Commercial Director / Manager | N/A | Conor Porter / James Poffley | (EPS | N/A | N/A | | | | | |
| Project Manager | Yes | Scott Hellaby | (EPS | Live enclosure entry | 19/10/21 | | | | | |
| Compliance Officer | Yes | Gareth Wood | (EPS | Live enclosure entry | 05/03/22 | | | | | |
| Mechanical Manager | Yes | Jason Bates | (EPS | Live enclosure entry | 05/03/22 | | | | | |
| Electrical & Communication Manager | Yes | Edd Hobbs | (EPS | Live enclosure entry | 05/03/22 | | | | | |
| High Voltage Authorised Person (SAP) | Yes | Simon Gerrard | high voltage utility services | Live enclosure entry | 05/03/22 | | | | | |
| Civil and Structural Design Engineer | Yes | Ercan Eren / Katy Arnold | Glanville | Live enclosure entry | 19/10/21 | | | | | |
| Mechanical Design Engineer | Yes | Peter Webb / Chris Hughes | Ingleton Wood | Live enclosure entry | 05/03/22 | | | | | |
| Electrical Design Engineer | Yes | Neil Whitehead | Ingleton Wood | Live enclosure entry | 05/03/22 | | | | | |
| Mechanical Supervisor | Yes | Jason Gumbs (All) / Dave Wright (Wet) / Jason Thomas (HVAC) | EPS PLANEDWRIGHT | Live enclosure entry | 05/03/22 | | | | | |
| Electrical & Communication Supervisor | Yes | Dave Palmer / Dan Newton | (EPS | Live enclosure entry | 03/07/21 | | | | | |



Additional Evidence









Q6

Provide overview of health and safety approach and method of working to deliver the services within public building and healthcare environments ? (Maximum Word Count: 1,000 words)

Answer

As an experienced Principal Contractor, we (EPS) ensure the duties falling to us under Construction (Design and Management) Regulations 2015 are upheld, duties including the planning, management, monitoring and co-ordination of health and safety during the entire construction phase. This is also clearly captured and expanded on in the production of our Construction Phase Health and Safety plan from which performance is monitored, measured, and reported against.

We are well practiced in the role of Principal Contractor with significant experience in this role. We consistently deliver projects safely and free from RIDDOR events. Our management team are effective communicators and engage with all project stakeholders either involved in or affected in some way by the works. We recognise that NHS stakeholders typically comprise of the Bucks NHS Trust estate teams, various clinical departments, on-site specialist contractors, their suppliers and consultants, In-patients, Out-patients, the ambulance service and members of the general public amongst many more.

During the project's pre-construction stage of the works a detailed construction phase Health & Safety plan is jointly prepared by our contract and project managers along with input from our health and safety manager and then submitted to our client for comment.

The basis of the plan is to ensure that all project risks are identified, categorised, either avoided altogether or mitigated prior to the commencement of any works. Residual risks are then communicated to anyone involved in the execution of the works and a detailed safe system of work developed to manage and minimise any material impact or threat to persons health or wellbeing.

Risk registers also support this process and act as an effective communication tool allowing us to share important information at a glance, outlining mitigation strategies and demonstrating ownership. A key communication link to the controls mentioned above is the link between the Principal Designer and Principal contractor both of whom play an active role in working collaboratively to manage project H&SE Risks.



Continued

The management of safety and associated project risks is best managed as a team event, an important component of which are the trusted companies that form our supply chain. EPS's strong supply chain has been built up over many years of safe and successful projects. We also maintain a close working relationship with incumbent or client preferred sub consultants, for example the incumbent Asbestos Consultants ASP.

We recognise the value of working together with this group of specialist providers who generally represent a group of highly competent professionals.

EPS ensures that Health, safety and wellbeing will always take priority over programme on projects, if we can't work safely then we won't work at all.

We have in the past received some very positive comment and praise from the HSE when carrying out checks on our sites, working practises and our efforts in relation to site presentation, the orderly way in which we keep and maintain site records and our means of communication have all been positively reported. In the history of our business, we have never received an enforcement notice from the HSE nor improvement notice, something that we are very proud of. This is a direct result of the conduct and attitude toward matters of Health and safety of our managers, operatives and supply chain.

With a significant amount of previous experience of working in public buildings including Hospitals and commercial space where often there are customer staff present, we work in a way that is sympathetic to the issue of sharing space and ensuring disruption to others is kept to a minimum. Segregation of the workforce from all other parties and sharing the general space with control measures in place is essential and clear communication between the Client, Designers, us as Principal contractor and other users sharing the space is equally important.

Continued

Pre-planning works in detail and sharing programme advise in the pre-construction planning stage of the project is part of the early warning process that we employ to ensure that each interested party understand the parameters of the works and recognises the importance of project success factors.

We are fortunate in that we already enjoy a good working relationship with the various stakeholder groups established at Stoke Mandeville Hospital, relationship built on the successful delivery of a variety of differing projects where the central theme is asbestos removal, where live and essential services are present and the works involve a range of other multi trade skills disciplines.

We have also demonstrated that we have the ability to manage multiple projects where the works are carried out concurrently employing different controls to ensure that each project is serviced and treated as an equal priority.

We do recognise the essential service that the NHS provides and the additional impact on hospital services brought about by the current Covid-19 pandemic. We are acutely aware of the importance of Hospital essential services such as medical gases, lighting, power, data, water services and heating and the impact that the loss of these services (if only temporary) can have on the healthcare environment.

We make every effort to ensure in the planning and design stage that our works will not affect the hospitals ability to deliver on its promises to patients, the essential nature of our works is threaded into every process we employ and every agreement we put together with our suppliers the importance of continuity of service is imprinted in the project deliverables,

Heath, Safety and Wellbeing is not limited to those working on site, it is part of our impact assessment on the wider working environment associated with the works. As mentioned previously, we are all currently working under the constraints on movement and access associated with the fight to contain the spread of Covid-19, we recognised any works carried out at this time are generally essential to Hospital operations and will be carried out with additional precautions ensuring the project workforce and the works add no additional Covid-19 related threat. We confirm that our sites continue to operate using additional safety measures in line with the latest government guidance.

Q7

Identify key individuals within the organisation specifically allocated for the duration of this framework e.g. dedicated account\contracts manager or director including most recent CV's for all those identified ?

Answer

Good service is about good people, it's always about the people.

If the right people are in the right place at the right time, project delivery is a rewarding experience for everyone involved. Therefore, every project, task or assignment we undertake we also take the time and care to assemble a team of construction professionals with appropriate skills, knowledge and experience.

We employ only the best people and we take our obligations and responsibilities to our customers very seriously whether we are acting as Clients agent, Principal Designer, Principal Contractor or Building services provider especially in terms of the management of the Heath, Safety, and the wellbeing of anyone involved in or affected by our works. This is the primary consideration for carefully selecting a team of staff and suppliers that have the right mix of experience, skill, competence, and compliance to support our customers specific needs.

On the following spread is an organogram supported by CV's in section 8 introducing the key members of our organisation. The organogram describes the wider team, the organisation that we have chosen to manage and deliver the variety of works that will fall under the term and scope of this framework. Our organisation includes specialist design partners with whom we have a long standing and successful relationship and who have already partnered with us to deliver projects for the Buckinghamshire NHS Trust. Supporting CV's in section 8 introduce each key member of our organisation, together with their qualifications and competences relevant to the task.

Please note that for key roles we have chosen those who already have a working knowledge and experience of Stoke Mandeville Hospital, they are known to the Trust with existing established working relationships.

We have specifically structured our organisation in this way to ensure that we provide the most appropriate people and continuity of knowledge and existing working relationships.

Proposed EPS Framework Team

Mechanical Designer

Structural Engineer

(note with the exception of the F.D all other resources have Asbestos - CAT B live enclosure training)

BUCKINGHAMSHIRE NHS HEALTH CARE TRUST FRAME WORK TEAM

PACKAGED SPECIALIST CONTRACTORS Including Licensed Asbestos Removal Contractor

Q8

The bidder must provide evidence of relevant experience and qualifications for their resources to the following skillset and should specifically state when these resources are outsourced ?

Key skills must include:

- Mechanical engineering including design
- Electrical engineering including design HV & LV
- I.T & Communications Engineering including design
- Building Services including controls
- Civil engineering including design
- Structural engineering including design Asbestos Removal
- Design Co-ordination
- Project Management
- Principle Contractor
- Principle Designer
- Contracts administration
- Commercial administration
- Quality & environmental accreditations (ISO9001 &14001)

Answer

This section includes a variety of information providing relevant information to support our tender, we have included:

- A copy of each Framework member's CV highlighting the teams depth and breath of knowledge and experience. All of the proposed team have contributed and added considerable value to Asbestos removal projects delivered for the Trust over the last 2 years.
- A competency/training tracker for each member of the EPS team highlighting skills and achievements
- A roles and responsibilities matrix which describes in detail the outputs and responsibilities of each member of our Framework Team
- Our Company/Business certificates
- Evidence of some of the control measures we employ for key activities, as there are many processes, procedures, and control documents (too many to list for this tender response) in compliance with our accreditations we have selected a small and relevant sample to provide evidence that we operate a structured approach to project management and deliver

Q8

CVs

CONOR PORTER Framework Director

OVERVIEW

Conor is a recent addition to the EPS team joining us as our operations director in March 2017. Conor comes with vast experience working with large contractors, with established consultants and also

working as the client most recently. He is an established project manager with extensive operational experience. Having such a well-rounded background he fully understands and appreciates client's expectation and their need for business continuity without disruption during construction projects.

CONTINUOUS IMPROVEMENT

Managed lesson learnt reviews processed and ensure those lessons learnt are realised on subsequent projects.

PROFILE

TEAM MANAGEMENT

Proven team leader whether managing a team of project managers, design consultants or negotiating more productivity from a crew of 50 scaffolders. A strong communicator and motivator, at ease setting challenging goals delegation, empowerment and leading with influence.

FINANCIAL MANAGEMENT

Responsible for setting outline capital programme budgets, reporting monthly contract margins, forecasting final year targets or settling final accounts with large principal contractors.

CLIENT SERVICE AND DELIVERY

Demand performance and value on behalf of the client. Feel at ease challenging when lack of performance is evident or value for money is not being realised. Understand client expectations when delivering project for various clients and the criticality of business continuity during construction.

GOVERNANCE AND RISK

Frequently presented at monthly governance panels and supply chain performance management reviews. Chaired multiple Risk Workshops before the construction phase of a contract commences.

PROCUREMENT

Proposed, procured and managed new consultants and contractors ensuring new innovations, synergies and cost savings are provided for clients.

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EXPERIENCE

NHS PROPERTY SERVICES

Principal Construction Manager for managing a capital budget of circa £25M and a team of both directly employed and contracted project managers; development of new community hospitals and maintenance of a large existing portfolio of hospitals, office blocks, GP practices etc across its South East property portfolio.

WOOD GROUP

Senior Operations Manager for managing varying projects of varying complexity for clients including Pfizer, Intel, GlaxoSmith-Kline, Henkel, Canary Wharf Management. Projects managed included: Principal Contractor on the Clifton Suspension Bridge refurbishment, primary scaffold subcontractor on the construction of Intel latest £500M manufacturing Fab in Dublin.

JOHNSON CONTROLS

Senior Project Manager for managing large refurbishments (£8-10M) in live operational environments and fit out schemes on behalf of BP at their Sunbury campus.

GLAXO SMITH KLINE

Project Manager acting on behalf of the client managing major schemes on an Active Pharmaceutical Ingredient Manufacturing site including; construction of clean rooms, refurbishment of manufacturing areas in preparation for newly approved FDA drugs, Office & Warehouse constructions.

Q8

CVs continued

GARETH WOOD Health & Safety Manager

OVERVIEW

A capable and qualified Health, Safety and Environmental professional with over 12 years' experience in construction. Currently working as a Health and Safety Manager for Electrical Power Specialists. As both a health and safety

manager and an ex-soldier of the Royal Engineers, I have developed a wide range of experience in construction, often in demanding environments to tight deadlines.

My career demonstrates a professional, adaptable and skilled team member but also someone who works well independently in high-pressure environments. Excellent communication skills with various levels of authority, from managing directors to site operatives.

PROFILE QUALIFICATIONS

• NEBOSH National Certificate in Construction Health & Safety (Credit) 2018

- NEBOSH General Certificate (Distinction) 2017
- Temporary Works Co-ordinator 2020
- IEMA Foundation Certificate in Environmental Management 2018
- SMSTS 2019
- CISRS Inspector 2018
- Mental Health First Aider 2019
- First aid at work 2019
- Fire marshal 2019
- UKATA Asbestos Awareness 2019
- Face fit tester 2019
- Level 2 NVQ Diploma in Controlling Lifting Operations 201

KEY SKILLS

Proactive and self-motivated.

- Management and supervisory experience with a passion to motivate others to better themselves. Able to work to the same high standard consistently whilst maintaining a high level of health and safety.
- A trustworthy individual who can be relied upon to be on time with the correct manner and equipment.

OTHER INFORMATION

Undertaking distance learning for the NEBOSH national diploma so that I may achieve graduate member status with IOSH. Tech IOSH status with working knowledge of ISO 14001 and ISO 9001. CSCS - academically qualified person

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EXPERIENCE

Twice achieved a Considerate Constructors Scheme score of 45 for performance beyond compliance.

Responsible for the Health and Safety as part of a fast build, large scale project for the Minis-try of Defence, worth £250 million with a handover rate of 32 units a week.

Responsible for ensuring the site is compliant with CDM regulations, co-ordinating any aspects of temporary works and the temporary works register, environmental management systems, site inductions, statutory paperwork and inspections, toolbox talks, reviewing RAMS and COSHH assessments, escorting the client and their visitors from arrival on site to departure, contractor progress meetings and commercial pre-start meetings for subcontractors.

Responsible for carrying out advisory and scored health & safety report inspections of sites, with after-action reviews with project and site managers respectively.

Promotion of a positive health and safety culture on site via toolbox talks, staff briefings and safety campaigns that have included construction dust, working at height, mental health and pedestrian/vehicle segregation.

Management of site traffic management plan and its dedicated operatives, including creating personal development plans for operatives and assisting them to improve professionally and personally.

Q8

CVs continued

JAMES POFFLEY Framework & Commercial Manager

OVERVIEW

James joined EPS as a management trainee and through an in-house development programme has become a key member of the project management team.

Customers recognise his technical expertise but equally recognise his wider management capabilities that include developing proposals across a broad spectrum of construction works. James is thoughtful in planning and the program management of multiple projects to a successful conclusion. He has broad range of skills and capabilities and a hands-on approach.

James has lead all EPS's asbestos works to date, both at Fujitsu and NHS. He has managed a team of managers, winning competitive tenders through to successful delivery. At Stoke Mandeville James has developed strong relationship with key clinical management and estates personnel including Steve Holt, David Poole and Afzal Khan. These relationships have been forged as a result of his strong communication, careful professional management and successful delivery without incident. James has the ability to motivate his management team and supply chain to deliver projects often in complex environments and tight timescales but safely and to the highest standard.

PROFILE QUALIFICATIONS

- Level 3 NVQ Diploma in installing electrotechnical system and equipment (BSE)
- Level 3 Initial Verification & certification of electrical installation
- Level 3 Initial Verification Testing & inspection of electrical installations
- Level 3 Periodic Testing and inspection of electrical installations
- NICEIC a.s
- APM Association for Project Management
- Thames valley construction ambassador
- First Aid At work
- SMSTS

KEY SKILLS

Provision of accurate financial reports to ensure the customer, customer representatives and other third parties are up to date on all commercial issues, including agreement of variations, claims and additional payments. Financial closure of projects ensuring all costs and value are allocated. Ensure applications for payment and invoices are completed and submitted on time. Manage the production of the CVR (cost value reconciliation reports). Ensure compliance with all contractual requirements. Manage subcontractor supplier accounts, financially and contractually. Ensure effective relationships are built and maintained by consistently high customer service. Provide support to the site team on contract requirements. Place subcontract orders in accordance with the main contract and manage subcontractor accounts ensuring payments are timely and correct and any other commercial issues are resolved. Manage subcontractors against programme.

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EXPERIENCE

James has delivered a variety of complex project for EPS up to and including £2M

Fujitsu Bracknell; £2M office refurbishment & asbestos removal

Oracle Reading: Office refurbishment & Full HV, LV infrastructure upgrade £750k

Buckinghamshire Health Care Trust: Asbestos removal project main energy centre £450k

Bracknell Private healthcare: Refurbishment including full M&E fitout £350k

Buckinghamshire healthcare Trust: Multiple asbestos removal projects within live hospital environment £70-£250k

Buckinghamshire Health Care Trust: 69a & 69b Service tower asbestos removal and reinstatement projects £900k

Q8

CVs continued

JASON BATES Mechanical Manager

OVERVIEW

Senior Mechanical Services Manager with a wealth of knowledge and an eye for detail. Jason is a team builder developing a supply chain that delivers an extraordinary customer experience. Jason has the

technical skills and ability to deliver even under the most demanding of site conditions and constraints. A natural negotiator, which enables him to translate the most complicated solutions into a common and workable language.

Jason's past experiences include Transport for London, BP, RBS with the successful delivery of some notable schemes in the City of London and Canary Wharf.

PROFILE QUALIFICATIONS

- NVQ Levels 2&3 in Mechanical
- Engineering
- Further Training
- First Aid Trained
- CSCS Accredited (Black)
- Key Achievements

Maintaining a calm approach whilst working under pressure across extremely tight programme driven projects. Projects delivered on time and within agreed commercial arrangements. Building a strong working relationship with the design/client & construction teams.

CONTRACTS MANAGER

Jason has been working in the building services industry for over 26 years.

After completing his apprenticeship in mechanical engineering Jason moved into facilities management and spent 13 years working for EMCOR a key provider for British Airways. In 2008 Jason progressed into Contract management gaining vast experience in the Building Services industry extending across a wide range of sectors.

Jason is a bright & enthusiastic member of the team with an eye for detail and a proven ability to deliver on time and within budget. A self-motivated individual he has a highly professional approach with excellent communication skills.

EXPERIENCE

RESPONSIBILITIES

Provision of accurate financial reports to ensure the customer, customer representatives and other third parties are up to date on all commercial issues, including agreement of variations, claims and additional payments. Financial closure of projects ensuring all costs and value are allocated. Ensure applications for payment and invoices are completed and submitted on time. Manage the production of the CVR (cost value reconciliation reports). Ensure compliance with all contractual requirements. Manage subcontractor supplier accounts, financially and contractually. Ensure effective relationships are built and maintained by consistently high customer service. Provide support to the site team on contract requirements. Place subcontract orders in accordance with the main contract and manage subcontractor accounts ensuring payments are timely and correct and any other commercial issues are resolved. Manage subcontractors against programme.

PROJECT EXPERIENCE

Jason has delivered multi-discipline construction projects up to and in excess of £5M project value.

Q8

CVs continued

EDD HOBBS Site Manager

OVERVIEW

Multidiscipline site manager who's worked for EPS for over 7 years. Joining EPS as a 4th year electrical apprentice, Edd has flourished within EPS and due to his talent and dedicated he has worked as a site manager the last 2 years. He works methodically and has an eye for detail.

Key skills includes strong communication skills and the ability to develop relationships quickly with both clients and supply chain.

PROFILE

QUALIFICATIONS

- Level 3 NVQ Diploma In installing electrotechnical system and equipment (BSE)
- Level 3 Initial Verification & certification of electrical installation.
- Level 3 Periodic inspection and testing of electrical installations.
- First Aid At work
- SMSTS

SITE MANAGEMENT

After completing his apprenticeship in electrical engineering Edd moved into a supervisory role completing multiple high end projects on time. He built strong relationships with other contractors throughout his time in this role and developed key leadership skills. In the past 2 years Edd has progressed into a site management role and has undertaken large multi discipline projects for key clients within the business.

RESPONSIBILITY

To Co-ordinate and Deliver the Project on time and to a high standard. Create relationships with clients, designers, and subcontractors. Create a clean and safe workplace for all on site.

EXPERIENCE

EPS

Edd has delivered a variety of complex project for EPS up to and including £2M;

- Fujitsu Bracknell; £2M office refurbishment
- Fujitsu Basingstoke; £1.1 Asbestos removal and Electrical infrastructure upgrade
- Grovenor Estates, London; £750K dental clinic refurbishment

Q8

CVs continued

JASON GUMBS Mechanical Supervisor

OVERVIEW

Jason is a exceptional Mechanical Project Manager, joining EPS in early 2019 with 12 years previous construction industry experience. He has experience working with large contractors,

established consultants and worked with Tier 1 Main contractors and M&E sub-contractors.

With a Wealth of experience in mechanical services he is also at ease offering value engineering with practical and financial cost effectiveness for our clients.

PROFILE QUALIFICATIONS

• Master Degree Mechanical Engineering, Kingston University

- Bachelor Degree Mechanical Engineering, Kingston University
- SMSTS Site Management Safety Training Scheme

PROJECT MANAGEMENT

Proven capability of managing various subcontractors of multidiscipline, design consultants or and other specialist trades. Strong leadership and determination to ensure project completion in a safe and productive manner.

FINANCIAL MANAGEMENT

Jason has strong financial acumen from aiding with preconstruction tender bids, to preparation of client financial reports when leading projects.

HEALTH & SAFETY

Jason is fully versed in CDM 2015 and along with SMSTS qualification he ensures all projects are delivered to the safest standards whilst using all the control tools and measures.

TECHNICAL MANAGEMENT

With combined university and subcontract training and experience, Jason is an excellent Mechanical technical. He understand technical specifications and drawings at ease and it more than equipped to converse technically with clients and consultants ensuring expectations of all parties involved align. He also feels more than comfortable at proposing alternatives where he believes the client can achieve a better result either from efficiency or quality.

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EXPERIENCE

BOON BUILDING SERVICES

Mechanical Project manager completing various projects with values ranging from £500k to of circa £2M. Working alongside and a team of both directly employed and contracted subcontractors. Projects ranged from refurb of hospitals and theatres to CAT B fit out of offices blocks in London and surrounding countries.

ROSSAIR Ltd

Project Manager working on bespoke projects with hi-end clients. This would range from CAT B fit out of VUE cinemas offices to 142 bedroom CAT A fit out of Crowne Plaza hotel located in Vauxhall, London. This would encompass all the financial management, procurement of plant and appointment of specialist contractors.

Q8

CVs continued

DAVE PALMER Site Supervisor

OVERVIEW

Dave is a multidiscipline site manager who has work for EPS for over 20 years. He started with the company as an approved electrician. After a few years he progressed to site supervisor

on various projects. Dave has flourished at EPS and due to his dedication and work ethic. He has further advanced to become part of our lead site management team in recent years. He works with care and attention with particular eye for detail.

Key skills include electrical technical knowledge, considerable construction experience, multiple industry projects and personable management style.

PROFILE QUALIFICATIONS

- City and Guilds 236 part 1 and 2 in electrical installation work
- Level 3 Award in the requirements for electrical installations BS 7671;2018 [City and Guilds]
- SMSTS
- SSSTS
- First Aid

SITE MANAGEMENT

Dave has worked for EPS for many years running various refurbishment and new build projects, as well as many electrical testing jobs. Dave has built strong relationships with our clients and contractors over the year and throughout this period has developed his leadership skills. Dave has progressed into a lead member of the EPS site management team undertaking large multidiscipline projects for key clients within our business.

RESPONSIBILITIES

Co-ordinate the supply on day to day delivery aspects of projects. Manage H&S onsite ensuring incident and accident free. Compliant with CDM -2015 including site set up, paperwork, onsite activities. Liaise with contracts manager on change, design updates. Co-ordinate trade meetings, prepare progress reports for governance meetings with clients.

EXPERIENCE

2017-2020: Site manager for EPS managing multidiscipline projects for blue chip companies such as Fujitsu, ARRIVAL, Renault F1, varying in value and complexity (£50K to £500K)

2020-2021: Site manager at Stoke Mandeville managing a variety of projects ranging in both value and complexity. A large portion of this work was acting as the CAT B Electrical manager for multiple asbestos removal projects (£10K to £500K)

Q8

CVs continued

SCOTT HELLABY Project Manager

OVERVIEW

Scott has worked with EPS for 5 years. With over 20 years construction experience, he is now a vital part of EPS's site delivery team. Key strengths include the ability to motivate a site team whilst

These strong stakeholder relationships results in easier delivery. His depth of experience affords him the ability to calmly manage projects whilst at all times appraising and managing high risks often present in construction projects.

Scott has been EPS's project manager at Stoke Mandeville for a little over 2 years. He has managed the safety, quality and delivery of all works onsite to date including the high risk and complex asbestos removal projects. Having managed works without pause during the COVID pandemic Scott is now fully emersed and integrated to the culture at Stoke Mandeville. He understands the needs and wants of both the estates and clinical teams. Under Scott's site leadership EPS have delivered multiple projects without incident to public, patients or staff.

PROFILE QUALIFICATIONS

- NVQ Level 6 in Construction Management
- SMSTS
- First Aid Work Certified
- Fully Qualified Carpenter

RESPONSIBILITIES

- Co-ordination of all onsite construction activities ensuring seamless delivery of projects
- Liaison with design team and specialist supply chain.
- Change management, ensuring the project commercial team and client have earliest sight of any necessary or requested scope changes.
- Ensure adherence and compliance with both CDM and H&S regulations.
- Effective stakeholder engagement and management using strength and depth of industry experience and training.
- Quality control ensuring end product meets with client expectations
- Motivating site team at all times whilst ensuring their wellbeing is protected.

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EXPERIENCE

Construction Manager for new build, Churchill Hospital Cancer Centre, Oxford ~ Total project £121M.

Construction Manager on Ashmolean Museum -New build/Refurbishment, Grade 1 listed building ~ £63M

Site Project Manager for the Whiteway Technical Centre transformation project with Renault Formula 1 $\sim \rm f5M$

Fujitsu – Asbestos Removal followed by complete refurbishment ~£2M

Abingdon Boys School - New build Sports Centre ~ - £7.5M

Project Manager at Stoke Mandeville Hospital managing a suite of multi discipline projects including a number of asbestos removal projects ~ £2M

Q8

CVs continued - Glanville Consultants

ERCAN EREN BEng IStructE Structural Engineer

OVERVIEW

A motivated Structural Engineer with outstanding technical abilities and an expanding portfolio. Since joining Glanville, Ercan has provided structural design solutions on a wide variety of projects

comprising of residential, commercial and educational schemes, including both new build and refurbishments. He has closely been liaising with the design team from the conceptual to detailed design stage and during the construction phase. Ercan has recently worked on the design of a 3 storey existing concrete framed structure with a proposed additional 3 storey steel frame above. He has also provided structural designs to 5 and 6 storey concrete framed structures of residential occupancy, as well as a steel framed commercial occupancy of 5800 metre squared floor space.

Ercan has previously worked for Project Design Consultants allowing him to train and enhance his skills in structural engineering as well as in the construction industry. Ercan has extensive experience in concrete and steel framed structures alongside being involved in refurbishment projects including an educational scheme of 2400 metre squared floor space and various private schemes. He also has experience in delivering private residential developments with bespoke elements including swimming pools and has been providing service to multiple housing schemes.

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PROFILE QUALIFICATIONS

• BEng (Civil Engineering)

CONTACT eeren@glanvillegroup.com 01442 835999 / 07977 980320

EMPLOYMENT HISTORY 2017 - Glanville Consultants Ltd 2013-2017 - Project Design Consultants

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| RECENT PROJECTS 15 Bath Road, Slough | | | |
| 92 Putney Bridge Road, London | | | |
| SGN Gas Holder, Horley, Surrey | | | |
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Q8

CVs continued

JUNAID FAROOQ BEng (Hons) MSc CEng MIStructE Director – Structural Engineer

OVERVIEW

Junaid is an ambitious and highly skilled Structural Engineer with a rapidly growing portfolio of experience and expertise within commercial,

residential, and retail sector. Since joining Glanville, Junaid has been involved in a wide range of projects, including residential, commercial, education and refurbishment works. After gaining chartership in 2018, Junaid swiftly rose to Associate Director and is currently a director within Glanville.

His commitment to the highest levels of service and quality are key contributors to his rapidly growing portfolio of clients. Recent projects have included a Grade II listed design of an existing building alongside the provision of a new 7 storey leisure accommodation. Junaid has extensive experience in Steel and concrete framed structures and has been responsible for the delivery of significant commercial and private residential developments with bespoke elements. He has also been involved in the design of various new and refurbished steel frame motor dealerships and educational projects using traditional construction and steel frame design.

Junaid has a proven track record in providing detailed technical solutions, coupled with sound commercial advice. He is a strong team player who is enthusiastic and plays a key role within the structural engineering department and its management.

PROFILE QUALIFICATIONS

- Chartered Member of the Engineering Council
- Chartered Member of the Institute of Structural Engineers (IStructE)
- Master of Science Structural Engineering
- Bachelor of Engineering (Hons) Civil & Structural Engineering

CONTACT

jfarooq@glanvillegroup.com 01442 835999 / 07422 078329

EMPLOYMENT HISTORY 2012 - Glanville Consultants Ltd 2009 - 2010 - Dorset County Council

RECENT PROJECTS Portway Development – Granta Park

Residential Development, Virginia Water

Project Sapphire, Granta Park

Q8

CVs continued

KATY ARNOLD MEng IStructE Structural Engineer

OVERVIEW

A technically strong structural engineer with experience in commercial and residential schemes, both new build and refurbishment. Katy began her career at Alan Conisbee and Associates where she worked on

numerous exciting and prestigious projects. She carried out the steel and concrete design for Marylebone School which won numerous awards including the concrete society design award in 2008 and a commendation in the structural steel design awards. Katy soon progressed to running her own smaller projects and especially enjoyed working on existing historic buildings such as Orleans House Gallery, a former stable yard which was converted into an art gallery and educational centre, where she won an in-house award for the best technical design. Katy moved to SDP Consulting Engineers in 2005 where she was able to expand her knowledge of historic buildings, working on numerous listed buildings. She was also able to progress her technical design skills and designed a challenging 12 storey concrete frame in East London. Katy continued to expand her experience over the next 11 years, working on large scale residential developments, commercial warehouses, traditional housing, smaller domestic extensions and refurbishment of commercial properties. Katy joined Glanville in 2017 as a Structural Engineer and since this time has worked on numerous interesting and varied projects. These include large housing developments, high end private residential developments, commercial buildings, and complex refurbishments of existing buildings.

Katy prides herself on her excellent communication skills and proactive approach and enjoys working closely with the design team, client and contractors at both design and construction stages.

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PROFILE QUALIFICATIONS

• MEng (Civil Engineering)

CONTACT karnold@glanvillegroup.com 01442 835999 / 07855 112122

EMPLOYMENT HISTORY 2017- Glanville Consultants Ltd 2005-2017 - SDP Consulting Engineers 2003-2005 - Alan Conisbee & Associates

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RECENT PROJECTS Southwark Park Road, London

Seafood Bar, Dean Street, Soho

Sycamore House

Q8

CVs continued - Ingleton Wood Consultants

PETER WEBB CEng MCIBSE Director Building Services Engineering

OVERVIEW

Typically leading the design and co-ordination of engineering solutions, Peter works with a variety of complex construction projects from heritage

and high end residential through to education, retail, healthcare and scientific sectors. Peter believes in a client led approach to projects, taking time to fully understand a client's needs and expectations.

Peter has worked with many leading architects, clients and project managers from early stage concept and strategy advice through to detailed design, site supervision and peer to peer reviews. This diverse background gives an excellent understanding of project needs at various times and stages.

PROFILE QUALIFICATIONS

- BEng (Hons) Engineering Design and Appropriate Technology
- MSc Building Services Engineering
- Member of Chartered Institute of Building Services Engineer

KEY SKILLS

Peter works closely with all members of a project team and provides a combination of practical and design knowledge, helping find suitable and cost-effective solutions to engineering challenges.

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KEY PROJECTS

Stoke Mandeville Hospital, Aylesbury

Working closely with EPS Ltd, Ingleton Wood have provided design support and enabling works packages for a number of projects including building demolitions, asbestos removal projects, and primary plant upgrades.

Ludlow Hospital Fire Compartment

Ingleton Wood worked closely with the estates team to develop a package of works for the reinstatement of fire compartments within a live Ward environment. This included temporary diversions to services, installation of fire dampers and additional structural supports to ensure compliance with current regulations.

Oxford NHS Foundation Trust

Working with the Oxford NHS Foundation Trust under a framework agreement, Peter undertook a variety of projects from Ward refurbishments, boiler room upgrades, energy improvement works, and clinical room improvements.

John Radcliffe Hospital, Oxford

Peter worked as part of the project team to deliver the new Cardiac Centre, research laboratories, site gases infrastructure and a number of smaller scale projects. The age of the site means that every project has Asbestos considerations and requires clear definitions of scope and work areas well in advance of contract works being undertaken.

Q8

CVs continued

NEIL WHITEHEAD Senior Building Services Engineer OVERVIEW

Neil has a very broad experience in over 37 years in the building services industry, working on various healthcare, commercial, banking, educational, defence, medical research, historic and high-end domestic projects.

Neil has been responsible for the detail design and specification, management and site supervision of wide-ranging projects from conception to completion. Having worked with many esteemed architects, clients and project managers in my career and hove diverse experience in different sectors.

This experience has helped Neil develop a good understanding of project requirements during concept, implementation and completion stages.

PROFILE QUALIFICATIONS

- BEng (Hons) Degree in Building Services Engineering
- BTEC Higher Notional Certificate in Electrical & Electronic Engineering
- BTEC Ordinary Notional Certificate in Electrical & Electronic Engineering

KEY SKILLS

Neil brings a detailed understanding of electrical systems to all projects and provides practical and considered advice to finding cost-effective solutions for projects.

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KEY PROJECTS

Stoke Mandeville Hospital, Aylesbury

Working closely with EPS Ltd, Ingleton Wood have provided design support and enabling works packages for a number of projects including building demolitions, asbestos removal projects, and primary plant upgrades.

The Shard, London (Sellar Property Group)

Senior Project Engineer involved with providing a critical alternative MV'C' (3rd) supply to the Shard at 11kV and 6MVA capacity for 2N+1 configuration, with modifications to the existing $2 \times 22kV$ ($2 \times I 2MVA$) capacity main switchgear of MV'A' and MV'B'.

Berkeley Homes, Chelsea Bridge Wharf, Battersea, London

Senior Electrical Engineer working on the complete new build residential and commercial development. This was the largest new development in London at the time.

Stretford Public Hall

Working on the complete restoration of the Victorian ballroom this project creates a multi-functional space for a wide range of events including theatre, music events and conferences. Our work included M&E designs for new lighting, commercial bars and toilet facilities.

Q8

CVs continued

CHRIS HUGHES Senior Building Services Engineer OVERVIEW

Chris has worked as a mechanical engineer in building services and construction for 6 years, with a diverse project involvement from new build, renovation, and large infrastructure.

Chris believes in the importance of strong communication and like to work collaboratively with the client from initial strategy to practical completion. With experience including many heritage renovation schemes, plant room refurbishments, and renewables integration into listed buildings, Chris has a passion for sustainability and on site renewable energy generation and has been involved in a broad range of projects across feasibility, detailed design, site support, and discharge of planning conditions.

PROFILE QUALIFICATIONS

BEng Civil Engineering

• MSc Energy and Sustainability (Energy, Environment and Buildings)

• Associate Member of the Institution of Mechanical Engineers

KEY SKILLS

With a variety of experience Chris brings knowledge of boiler room reconfigurations, isolations and removal works, as well as an understanding of broader heating and mechanical ventilation systems.

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KEY PROJECTS

Stoke Mandeville Hospital, Aylesbury

Working closely with EPS Ltd, Ingleton Wood have provided design support and enabling works packages for a number of projects including building demolitions, asbestos removal projects, and primary plant upgrades.

Ludlow Hospital Fire Compartment

Ingleton Wood worked closely with the estates team to develop a package of works for the reinstatement of fire compartments within a live Ward environment. This included temporary diversions to services, installation of fire dampers and additional structural supports to ensure compliance with current regulations.

Charterhouse

Renovation of the Grade 1 listed building for the Historic Coventry Trust. I was responsible for the detailed design of mechanical services throughout, including integrating temperature and humidity control for the public gallery, which displays a prized rare medieval wall painting.

Osterley Park & House

Installation of a water source heat pump and refurbishments to the heating system, under the Notional Trust's renewable energy investment programme. I was the client's lead engineer, undertaking a detailed feasibility study, stage 3 design, tender review and site support.

Q8

CVs continued - High Voltage Utility Services

MICHAEL GIBBINS High Voltage AP

OVERVIEW

Michael Gibbins is an experienced Electrical Commissioning Engineer who has been working on installation, maintenance and servicing of Electrical Switchgear up to 17.5kV for over 25 years. Michael completed his Electrical Engineering

Apprenticeship with Ottermill Switchgear in 1981 and since then has also worked for Ottermill Westinghouse, Cutler Hammer and Eaton.

Qualified to HNC level, Michael has also undertaken several product & safety related training courses in his career, as well as specific induction and training on a variety of sites.

Michael is competent to perform installation, maintenance & commissioning tests on a range of equipment manufactured by Eaton and other manufacturers, including but not limited to: - Switchboards containing OMA, SPB, Magnum, Terasaki, ABB & Schneider Air Circuit Breakers, W-VAC, T-Vac Xiria, SVS, SJO, SL Medium Voltage Vacuum Circuit Breakers & Contactors, Alstom/Areva, Va-Tech/ Reyrolle Eaton/Cutler Hammer protection relays. All EESS personnel on site carry ECITB Safety Passports issued by the CCNSG (Client Contractor National Safety Group). In addition, Michael holds OPITO approved offshore certification having completed the required survival course. He has worked on a variety of sites in the U.K. and overseas involving exceptional requirements including offshore platforms, MOD, shipboard, HMP, Petrochem & Pharmaceutical projects. Michael holds current SC clearance for the AWE Nuclear facility and has pending 'Developed Vetting (DV) clearance'.

PROFILE QUALIFICATIONS

Electrical Engineering ApprenticeshipQualified to HNC level

OTHER TRAINING Offshore OPITO Approved Safety & Emergency course with EBS -BOSIET/0901/2620

Asbestos Awareness – TR1569

First Aid for High Voltage Substation Engineers

Xiria, Innovac SVS, Unitole Medium Voltage Equipment

Current SC and pending Developed Vetting (DV) clearance from the Defence Vetting Agency

UKPN Substation Entry

CSCS Construction Skills Site Operative Certification Scheme

CCNSG ECITB approved Client/Contractor National Safety Group Safety Passport

EMPLOYMENT HISTORY

1970 – 1983 Ottermill Switchgear Ottery St.Mary Devon

Electrical Technicians Apprenticeship 4 years. Exeter College of F.E. 4 years ONC & HNC in Electrical & Electronic Engineering: Skilled Fitter/Wireman working in Switchboard Assembly, Motor Control & OMA Circuit Breaker manufacturing departments 11 years in Inspection and Final Test departments.

1983 – 2003 Self Employed Electrical Commissioning & Test Engineer

Sub-contracted to Cutler Hammer (formerly Ottermill Switchgear) involved in installation and maintenance of distribution and MCC Switchgear on U.K. and overseas sites. Periodic work in the U.K. factory for training & production work. On occasions brought in to supplement factory engineering and Inspection departments on particularly complex schemes (i.e unbalanced differential, closed-transition c/o, multiple generator and zone protection)

2003 – Present High Voltage Utility Services Ltd

Site Service Commissioning Engineer (Electrical) Installation, Test, Pre and Full Commissioning of LV and MV systems throughout the U.K, Overseas and offshore (includes both IEC and ANSI specification equipment). Working closely with customer and REC Engineers on MV Distribution and Generation systems, including Solar, CHP, WTE and Mobile Generator installations. Product training at U.K. and Netherlands Factories.

"If the right people are in the right place at the right time Project Delivery is a rewarding experience for everyone involved."

Competency Tracker

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Name

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| Accreditation | SMSTS | Directors Role For H&S | Asbestos Awareness | Asbestos Enclosure Training | ISO 14001 Training | ISO 9001 Training | First Aid At Work / Emergency First Aid | Mental Health First Aider | Fire Marshal | Manual Handling | Scaffolding Training | IPAF | Professional Qualifications |
|---|------------|------------------------------|-----------------------|-----------------------------------|--------------------------|-------------------------|--|---------------------------------|-----------------|--------------------|-------------------------|----------|---|
| orter ork Director) | 24/03/17 | 16/01/16 | 03/01/20 | N/A | 16/12/19 | 09/11/21 | N/A | N/A | N/A | N/A | 09/08/21 | N/A | Bachelor of engineering (Beng) in civil engineering (2:1) |
| r offley erical / Chain Manager) | 14/02/18 | N/A | 01/05/19 | 05/03/21 | 16/12/19 | 09/11/21 | 28/02/18 | N/A | 05/03/21 | 14/03/21 | 09/08/21 | 20/05/16 | APM Association for Project Management, Level 3 NVQ Diploma in installing electrotechnical system and equipment (BSE), Level 3 Inspection and certification of electrical installations, Level 3 inspection and periodic testing of electrical installations |
| Wood ance Manager) | 16/08/19 | N/A | 10/09/19 | 05/03/21 | 09/12/19 | 01/12/20 | 03/03/19 | 19/11/19 | 11/02/19 | 14/03/21 | 13/06/18 | N/A | NEBOSH General (Distinction), NEBOSH Construction (Credit), IEMA (foundation certificate), Technical member of IOSH, Temporary Works Coordinator, Facefit Tester, CISRS Inspector |
| ates ical Manager) | 30/04/2019 | N/A | 05/03/21 | 05/03/21 | 16/12/19 | 09/11/21 | 07/04/21 | N/A | 05/03/21 | 14/03/21 | 05/05/21 | N/A | Level 3 NVQ in Mechanical Engineering |
| umbs ical Supervisor) | 29/03/19 | N/A | 24/03/20 | 24/03/20 | 16/12/19 | 09/11/21 | 17/02/21 | N/A | 05/03/21 | 14/03/21 | 30/09/21 | N/A | Masters degree in Mechanical Engineering |
| bbs al / Data Manager) | 07/02/20 | N/A | 15/05/20 | 15/05/20 | 16/12/19 | 09/11/21 | 20/12/18 | N/A | 05/03/21 | 14/03/21 | 05/06/21 | 04/04/14 | Level 3 NVQ Diploma in installing electrotechnical system and equipment (BSE), Level 3 Inspection and certification of electrical installations, Level 3 inspection and periodic testing of electrical installations |
| almer 1 / Data Supervisor) | 21/08/20 | N/A | 03/07/20 | 03/07/20 | 16/12/19 | 09/11/21 | 14/06/20 | N/A | 05/03/21 | 14/03/21 | 05/06/21 | 25/04/19 | City and Guilds 236 part 1 and 2 in electrical installation work. |
| ellaby Manager) | 27/02/18 | N/A | 05/03/21 | 05/03/21 | 16/12/19 | 09/11/21 | 28/10/20 | N/A | 02/03/21 | 02/03/21 | 05/05/21 | 19/12/18 | NVQ Level 6 in Construction Management |

Roles & Responsibility Matrix for successful Framework Delivery

DELIVERA Health i General H&S Au Complia H&S / C Risk Reg Custom Staff, Cc Staff Tra Consulta Clients, Customa Custom

KEY

| OWN RESPONSIBLE | ASSIST | NO ACTION |
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| RABLES | Framework Director | Health, Safety & Compliance Manager | Framework & Supply chain Manager | Commercial Director \ Manager | Project Manager | Mechanical Manager | Electrical & Communication Manager | High Voltage Authorised Person (SAP) | Civil and Structural Design Engineer | Mechanical Design Engineer | Electrical Design Engineer | Mechanical Supervisor | Electrical & Comms Supervisor |
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| and Safety - everyone's responsibility | | | | | | | | | | | | | |
| l monitoring of H&S performance | | | | | | | | | | | | | |
| udits | | | | | | | | | | | | | |
| ance certification, Plant Labour and Material | | | | | | | | | | | | | |
| CDM / Records and Data | | | | | | | | | | | | | |
| gister, Maintenance and monitoring of mitigation strategies | | | | | | | | | | | | | |
| ner Relationship Management | | | | | | | | | | | | | |
| onstruction related Direction | | | | | | | | | | | | | |
| aining and Development | | | | | | | | | | | | | |
| tants, Design Information validation & Implementation | | | | | | | | | | | | | |
| tants, Performance Management | | | | | | | | | | | | | |
| , General relationship management | | | | | | | | | | | | | |
| Progress meetings and reports | | | | | | | | | | | | | |
| nstructions validation & implementation | | | | | | | | | | | | | |
| ry & Commercial responsibility | | | | | | | | | | | | | |
| d workload ,schedule and communicate | | | | | | | | | | | | | |
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Accreditations

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WCSS HORED CERTIFICATION SERVICES

CERTIFICATE OF REGISTRATION

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Examples of Safe Systems of work . . .

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Weekly tool box briefings

... whilst managing Asbestos removal projects

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Bucks Trust Works Permit

Scaffold Certificate

Q9

Using 3 appropriate project examples undertaken in the last 3 years, demonstrate and evidence how you have successfully incorporated the following key operational features while delivering project for Buckinghamshire Healthcare trust or similar:

- Managing project or programmes of asbestos removal projects including licensed asbestos removal contractors
- Describing your Commercial Management process's
- Describing your design Management process
- Providing details of how your propose to manage the continuity of essential services for continued patient well-being and care
- Describing how you manage a critical timeline
- Proposals for setting up and managing KPI's, benchmarking and continued improvement
- Describing how you have created best value for NHS trust
- Ensuring Compliance with Health, Safety and Environmental standards
- Ensuring Quality control measures are in place and monitored
- Providing evidence of co-ordination techniques with hospital departments, estate and property services
- Providing evidence of your Stakeholder engagement process

Answer

Attached are 3 project data sheets together with individual responses offering evidence of how we employ specific controls to ensure a positive project outcome. These controls are a sample only and are in line with ITT question 9 requirements i.e.

Managing Project & Programmes,,Commercial Management, Design management, Protection and continuity of existing services, Critical timeline management, KPI and benchmarking proposals, Value creation, HS&E compliance, Quality Controls, Co-ordination with Hospital departments and property services, stakeholder engagement and how we comply with requirements of CDM.

The 3 Project data sheets we have included represent projects we have completed within the last 2 years, 2 for The Buckinghamshire NHS Trust at Stoke Mandeville Hospital and 1 in the commercial sector for Fujitsu in Bracknell, Berkshire. All 3 project data sheets are relevant to the Principal Contractor frameworks TO 289 as they all include controlled asbestos removal together with various elements of multi discipline construction works. In all 3 cases they include Mechanical and Electrical works and in all 3 cases the works were carried out in an operational and occupied buildings with specific critical sensitivities.

Case study 1

| Project Title: | Energy Centre Asbestos Removal |
|----------------|---|
| Value: | Approx £420K |
| Scope: | Undertake the environmental clean of the facility cleaning all internal surfaces under full controlled conditions. This involved erection of complex scaffold permitting access to all areas. Some of the surfaces to be cleaned included hospitals main boilers, significant LV switch gear as well as a suite of pumps and hot water pipework. |
| Programme: | April to August 2019. Works complete to enable planned maintenance of the hospital primary boiler infrastructure before heating requirements during Hospital winter pressures. |
| Supply Chain: | Licenced Asbestos removal contractor, scaffold contractor, Electrical attendances, Mechanical attendances, Lagging specialists and Glazing specialists. |

Challenges:

Complex scaffold design identifying and overcoming access issues providing safe access and egress for all operatives without compromising or damaging any critical services.

Critical programme activity management Multiple phase enclosures erected enabling sectional completion of critical areas permitting planned maintenance.

Stakeholder management with Estates team, incumbent facility management company and the specialist supply chain to ensure all parties could gain access to various parts of the building for their activities in a safe controlled manner.

Supply chain management in particular with an under-performing asbestos contractor.

Construction management with high risk activities: Removal of contaminated lagging to main header heating pipework resulting in extreme heating conditions. Substantial temporary cooling plant was required to permit a safe environment for the workforce. Re-lagging of the pipework whilst live posing significant risk of burn to lagging specialists.

Case study 2

| Project Title: | Asbestos Removal & Complete Refurbishment. |
|----------------|---|
| Value: | £2M |
| Scope: | Removal of known asbestos from underside of floor slab, walls, within floor screed, riser cupboards permitting the complete CAT A and B refurbishment of the space. |
| Programme: | 27 weeks |
| Supply Chain: | Licenced Asbestos removal contractor, Analytical services, Asbestos Consultant, Structural engineer, Architect, M&E design engineers, Building control consultant, Fit out contractor, M&E specialist contractors, Access control specialists, furniture removal specialists, furniture suppliers. |

Challenges: Complete the works on a floor sat above and below occupant floors. Removal of contaminated waste during night shifts and weekends to eliminate any members of staff coming into contact with the asbestos contractor.

Undertaking noisy works at particular times limiting production hours.

High demands of corporate client, working at pace with high end quality finishes.

Careful Commercial and Co-ordination management Constant Critical programme management with multiple specialist trades as well as multiple client stakeholders.

Case study 3

| | Project Title: | Building Two Demolition Project. |
|--|----------------|---|
| | Value: | Approx £200K |
| Scope: Initial design review structural make-up Undertake a full as and basement leve controlled condition surface water & qu of Non licenced an sheets, followed by works close to a m buildings. | | Initial design review to understand building's structural make-up and live M&E services. Undertake a full asbestos removal of the ground and basement levels of building two, under fully controlled conditions including decontaminating surface water & quilling of brick work. Removal of Non licenced and Non notifiable asbestos roof sheets, followed by a high-risk demolition phase of works close to a main highway and other live trust buildings. |
| | Programme: | Works were complete to enable the construction of new general office and admin buildings. |
| | Supply Chain: | 6th January 2021 – 11th February 2021. Programme was successfully managed with the project handed over on the original programmed date. With constant monitoring of the programme EPS were able to react swiftly and manage any programme slippage .g. EPS agreed to add extra night shifts with increased working hours to ensure the project delivery date was met. |
| | | Licenced Asbestos removal contractor, scaffold contractor, Electrical attendances, Mechanical attendances, Demolition contractor, structural design engineers, M&E design engineers. |

Challenges: Scaffolding access both internally & externally to permit safe access and egress for all operatives, plant and equipment.

The Programme was designed to allow operatives to work on various work faces decreasing the overall programme duration. With critical programme management EPS were able to reduce the overall project programme by 20% to meet the client requirements.

Stakeholder management with Estates team, incumbent facility management company and the specialist supply chain to ensure all parties could gain access to various parts of the building for their activities in a safe controlled manner.

Health and Safety management was to forefront of this project. The basement identified as contaminated, a confined space and had constant ground water ingress. A team of fully trained operatives complied with the confined space and rescue plans to ensure safe working and escape measures during the works. Due to the ingress of ground water into an already contaminated area, there was requirements for constant removal and filtration of the water was required, all managed successfully and safely by EPS.

Managing project or programmes of asbestos removal projects including licensed asbestos removal contractors.

A Project Programme is the sequencing of works to deliver a single project usually described with the aid of a Gant chart and supporting narrative.

Programme management is usually associated with the delivery of multiple projects over a longer period, where projects may be overlapped and there is a need to consider a higher demand on supplier resources and consider the potential impacts of multiple projects on the customers estate, infrastructure, assets and own resources.

As this is a framework opportunity to be operated over a longer period it is likely that both definitions highlighted above will apply, so thoughtful pre project planning involving a wider group of stakeholders will be essential and we believe that good communication, cooperation, and collaboration is exactly what separates EPS from its competitors. Our approach is simple, Understand exactly "What" we are planning to do and understand the requirements on resources, Establish "Why" we need to do it, the parameters, customer aims and objectives and establish the customer's own expectations in terms of benefits and what success look like, "Where" research the location, its constraints and logistical challenges, "When" understand the timeline targets and constraints of each activity or proposal, "How" develop a detail methodology for the whole of the works including pre-construction activity create an understanding of the potential risks and establish "Who" is involved in or affected by the works and who is responsible for what.

All of the above are appropriate to the management of Asbestos related works but the removal or safe encapsulation of asbestos brings its own unique challenges that have to be considered and carefully planned and managed. **Example:** environmental impacts, the health and safety of stakeholders and end users, customer and contractor / supplier reputations, legal and contractual duties and obligations, availability of quality specialist suppliers, potential latent defect issues and continued void management.

Eps have significant experience in this field and have a proven track record in delivering these sensitive works, we understand a client's need to be free from 3rd party challenges relating to the mismanagement of asbestos related works and we prioritise the protection of our customers integrity and project aims and objectives.

As a reference point we would highlight the following 3 projects detailed elsewhere in this ITT response as an example of our capabilities.

- Asbestos removal within Stoke Mandeville Hospitals energy centre and 69a HV rooms within this fiscal year 2020-2021
- Corridor 2 & 4 asbestos removal project within Stoke Mandeville Hospitals live A&E/Outpatient department in last fiscal year 2019-2020
- Ten Story asbestos removal project and refurbishment for Fujitsu at BRA01 Bracknell (Phases 1-3 completed) 2018-going.

Commercial Management Process:

The following narrative describes our approach to the Commercial management processes. It also includes our project management processes as Commercial and Project management are closely linked and describes the many overlap's in process we employ to successfully deliver a project from the point of contract award through to the completion of the works.

The processes and deliverables described are wholly within our ISO 9001 Quality assurance accreditation.

To best describe the CM and PM processes, the following generally applies to all projects, the description is not an exhaustive list of activity but does capture the main points in terms of what is required to successfully manage and deliver a typical project,:

- our approach breaks down into 14 basic processes complying with our ISO 9001 accreditation
- this is supported by more than 42 individual activities
- and delivered through an additional 56 outputs or deliverables

PROCESSES Commercial Management:

Instruction; Handover/Contract Award; Pre commencement activity; Contract duration; Monitoring and Completion.

Project Management:

Project introduction, Control of Personnel, Control of the Works, Monitoring H&S, Customer Engagement, Cost Plan, Quality control and Programme, Pre-Completion process, Handover Procedures.

All of the above are appropriate to the management of Asbestos related works but the removal or safe encapsulation of asbestos brings its own unique challenges that have to be considered and carefully planned and managed.

INDIVIDUAL ACTIVITIES Commercial Management:

Review Contractors proposals, Review construction information, attend to Insurances Bonds Warranties etc., Execute contract Documents, Procurement, Risk Management, Change Management Controls, prepare and Execute internal and external Valuations, Prepare cash flow Forecasts, Monitor and report on Cost Plan activity, Supply chain selection and Management, Invoicing, Cost Value Reconciliation, Forecasting internally and externally, Preparing final Accounts, Internal and External Notifications, Finalize Contractual Obligations.

Project Management:

Handover/Project Possession, Communications, Conditions survey, Determine Project Controls and Emergency Procedures, Site Admin, Manage Design Process, Construction Phase Management Plan, Site Establishment, Checking Registering and Induction, Consultation, Safety Talks, Co-ordination and control of Labour Plant and Materials, Review of Risk and Preventative Actions, Change Management, Communication, Review Action and Disseminate Information, Inspection and Test, Testing and Commissioning, Review and Implement Corrective and Preventative action, Stakeholder Management, Compile end of Project information, Team reviews and Reporting, Review investigate and report SHE performance, Package completion, Pre-Handover inspections, Project Handover.

Design Management Process

INTRODUCTION

Design is the process of creating a solution to a project brief and then preparing instructions allowing that solution to be constructed.

In order that project budgets can be satisfied, programmes achieved, and designs properly co-ordinated and communicated, the design process needs to be planned and controlled. Problems can occur where there is missing information, poorly communicated information, inconsistencies between documentation, poor resource allocation, poor decision making due to inadequate information, and so on.

These difficulties have become more prevalent as buildings have become more technical, the range of products and materials has increased, standards and regulations have become more strict, and there are a greater number of specialist designers, particularly in the early stages of the design process.

CLIENT ENGAGEMENT AND CONTROL The client must be properly engaged in the design process with consistent and timely information delivered to and received from the design team.

At its most basic level, design can be seen as an iterative process, where, at each iteration, there are inputs, there is a design process and then there are outputs. At the end of each iteration the outputs are reviewed and then the process begins again. Typically, this is structured by establishing a series of 'gateways', at which the client assesses the state of development of the project and considers; whether it satisfies their strategic objectives, that it is affordable, that value is being delivered, and that risks are acceptable. They can then decide whether to progress to the next stage.

If such a process is not introduced, there is a tendency for projects to gradually wander off course, with programme, budget and brief diverging.

This control process can be refined further by processes such as building information modelling (BIM). BIM identifies explicitly the decisions and information deliverables required at each stage of the project. This ensures that appropriate information is created and shared in a suitable format at the right time so that better decisions can be made.

Continued

ORGANISATION

It is important the scope of work for each member of the design team is clearly defined, documented and communicated to the rest of the team prior to any design work starting.

Typically, one member of the design team is appointed as 'lead designer' to direct and co-ordinate other designers in the consultant team as well as any specialist designers that are appointed. The lead designer will often be the architect, however this is not necessarily the case and appointment documents for other consultants will generally offer provision for them the be nominated lead designer.

The role of lead designer might include:

- Co-ordinating site surveys.
- Co-ordinate information for the project brief, preparation of designs and specifications.
- Integrating different aspects of the design and their interfaces into the overall design.
- Co-ordinating internal and external consultations and design reviews.

- Reporting to the client on design matters and seeking approvals.
- Co-ordinating the preparation of schedules of inspections, tests.
- Co-ordinating consultations, negotiations and submissions to planning authorities and other statutory and non-statutory authorities.
- Co-ordinating the preparation of tender documentation and reviewing submissions.
- Co-ordinating quality control systems including the issue of production information to contractors and the review of designs prepared by contractors.
- Co-ordinating procedures for inspections, commissioning, testing and client training.

Team leadership is essential for ensuring the effective performance of the design team. Each team member will have their own strengths and weaknesses, specialist knowledge and experience. The way that the team works collaboratively and independently will influence the efficiency of the design process.

DESIGN MANAGEMENT PLAN

A design management plan can be used to co-ordinate design activities, and might include:

- A design responsibility matrix.
- Schedules of drawings and other information to be produced by each discipline/specialist.
- A design programme.
- Standard methods and procedures.
- Estimates of staff hours to be spent by designers on each element or drawing.
- Change control procedures.
- Monitoring and reporting procedures.

Manage Continuity of Essential Services

We recognise that continuity of essential services is critical to almost every client & project where alterations are to be carried out in an occupied space. Within a hospital setting this becomes a key project risk due to the potential impacts to life and patient wellbeing.

We feel that our offer and approach provide a key benefit to the NHS trust because a key element of the structure of our business includes skills and competencies in the design, installation and co-ordination of Building Services and we have gained considerable practical experience through delivering past projects for the Buckinghamshire Healthcare Trust. We have to date undertaken multiple asbestos removal projects within areas which contain live services including HV, LV medical Gas, HVAC, communications, fire alarm and live Hot and Cold water services and associated pipe work. In delivering these works we have proven our capability to design and deliver projects with minimal impact on the day-to-day hospital function. We have also increased the level of protection we provide by ensuring our key personnel are Cat B Asbestos trained providing safe asbestos removal while delivering a range of construction works without impact to the continuity of critical services.

Specifically, we have demonstrated continuity of critical services and asset protection by providing a joined-up Design, Install and co-ordination of construction works including Asbestos all while acting as Principal contractor for the following projects:

The key three example projects referenced throughout this tender are:

- Asbestos removal within Stoke Mandeville Hospitals energy centre and 69a HV rooms within this fiscal year 2020-2021
- Corridor 2 & 4 asbestos removal project within Stoke Mandeville Hospitals live A&E/Outpatient department in last fiscal year 2019-2020
- Ten Storey asbestos removal project and refurbishment for Fujitsu at BRA01 Bracknell (Phases 1-3 completed) 2018-going.

Asbestos removal within Stoke Mandeville Hospitals energy centre and 69a HV Rooms

This project was to safely decontaminate 6no live HV switch / transformer rooms at Stoke Mandeville Hospital. We designed and delivered this project without incident or accident or effect to any Hospital service. We provided both HV and Cat B trained management onsite throughout the works to ensure appropriate supervision was available to protect both the workforce and Hospital during day-to-day operations.

Our Cat B trained site managers/supervisors halted proceedings on multiple occasions when they felt the asbestos removal contractor needed guidance, direction or reminding of Hospital aims and objectives. EPS developed a safe start system for each task which included a daily briefing from both the EPS site manager and the Cat B trained supervisor throughout the project.

The works included the following live services:

- Lv Power & Lighting
- Lv Distribution
- HV cabling
- HV distribution equipment
- Communications cabling
- Fire Alarm
- Gas suppression system
- Ventilation systems

Continued

Corridor 2 & 4 asbestos removal project within Stoke Mandeville Hospitals live A&E / Outpatients department.

This enabling works phase included the upgrade of 2 key circulation spaces within the hospital. We successfully managed and delivered the project within a live functioning hospital environment with hospital staff, patients and visitors protected from the works with a robust segregation strategy in place. Our Cat B trained service engineers identified and protected essential live services throughout the progress and completion of the works including the almost instantaneous repair of a fire alarm cable that was accidentally damaged when the Asbestos removal contractor carried out his strip out works.

These working areas included the following live services:

- Lv Power & Lighting
- Lv Distribution
- Communications cabling
- Medical Gas
- Fire Alarm
- Ventilation Systems
- Range of live pipe work (WET)
- AC services

EPS USE THE FOLLOWING PROCESS TO PROTECT THE INTEGRITY AND CONTINUITY OF SERVICES:

Ten Storey asbestos removal project and refurbishment for Fujitsu at BRA01 Bracknell (Phases 1-3 completed) 2018-going.

This project is currently ongoing as it includes the full refit of 10 floors of a key communication building. Works include structural repair while stripping out asbestos used liberally during the original construction of the building. As we work through each floor the remainder of the building remains operational and occupied.

We have successfully completed phases 1-3 with zero accidence or incidence and each phase has been designed and delivered by ourselves with Zero interruption to the day-to-day operations of the building including the uninterrupted function of essential services.

The works include maintaining the following live services:

- Lv Power & Lighting
- Lv Distribution
- Communications cabling
- Fire Alarm
- Ventilation Systems
- Range of live pipe work (WET)
- AC services

Continued

Surveys & Validations:

Due to the inconsistency of some historic records and schematics for previously installed essential services, we only employ engineers from our approved supply chain and/or in-house resources. Surveys and validations are carried out on all existing services by physical inspection allowing us to provide accurate information to the design team for informed decision making in terms of both design and install methodology, this is key to our success.

Stake Holder Engagement

EPS have built a strong relationship with the customers project and estates team allowing for clear and productive stakeholder engagement. This has proved vital in the creation of an accurate, safe and efficient design and install programmes when identifying, isolating and protecting critical services to ensure operational continuity for the hospital throughout the project.

Comprehensive Design

All information produced from the Surveys and the Stakeholder Engagement phase is fed into the project Design. Our design team then use the information to create installation information to highlight the current location, type and size, isolation points or redirection paths of services for the duration of the works. This is a key part of the mitigation of risk. For any operation of this type the project design is tailored to ensure continuity of all services using many of the control measures outlined below. This is also captured on the project risk register a live document constantly reviewed and updated as the project parameters change. We also create bespoke permits to work or Safe Systems of Work for the project. These range from access permits to high-risk isolation strategies. The permit to work system is constantly reviewed, updated and implemented throughout the works. We also actively engage with the facilities departments own permit to work system ensuring all client required permits are issued and in force alongside our own ensuring all potential risks are controlled.

RAMS Workshops and Review

Our approach is always preventative rather than reactive and we actively engage within the licensed asbestos removal contractor (The LARC) when risk assessments and method statements are being created. This ensures they are fully understood and appreciate all of the wider project risks including the continuity of all services. At this stage we also walk the site with the subcontractor highlighting all of the services within the defined work area. Detailed RAMS also include our bespoke permit to works system and all works are under constant monitoring and review with daily site project briefings.

Physical Identification of Live Services

During the enabling phase of works our Cat B trained engineers from each discipline walk the work area with the asbestos removal contractors and physically identify all services which cannot be isolated. At this stage all operatives are briefed by EPS on safe working practises already outlined within the RAMS with work around solution for live services. Where services are to be isolated, we complete the NHS trust isolation shutdown schedule and permit system. This is then bolstered by our own permit to works system for additional risk mitigation.

In-depth Site Inductions & Toolbox Talks

During the site induction and throughout the project we ensure that all site operatives fully understand the importance and severity of risk associated with maintaining the continuity of all services within the work area. Briefings are held as an open forum discussion with a collaborate approach our aim is to educate before dictating term and conditions.

Continued

Cat b Trained Specialist Services Supervision

During the project we use our own highly trained operatives acting as supervisors overseeing all works around or on live services. Due to the nature of asbestos removal asbestos fibres can become airborne within the sealed work area. Therefore for operates to enter these areas they must be trained to a minimum of Cat B live enclosure (or higher) and wearing approved and appropriate PPE/RPE. All EPS supervisors have training in this which allows physical supervision within the work area when working around key high-risk items elements such as plant, services, and equipment. If the supervisors notice any working practises which could impact the service in any way all works are suspended while the asbestos contractors re-briefed.

Cat b trained Specialist Repair Team on Standby

Should a service be affected during the works, EPS have Cat B trained engineers on standby to quickly and effectively rectify the problem. Without this level of preparation the enclosure would have to be decontaminated and a four-stage clearance issued before entry by a standard untrained engineer. This could take an additional 24-48 hours from the fault occurring to being rectified leading to unacceptable delays to hospital's services.

Critical Timeline Management:

EPS projects are all accompanied with a critical path construction programme. It is the most effective control tool to monitor scope, progress and manage the interrelationships between the various scope dependencies. Careful and regular maintenance of the programme will ensure EPS and key project stakeholders have earliest sight of any potential project delays.

Following project appointment, our Contracts Manager updates the tender issued programme to construction revision with input from our key specialist suppliers, buy in from all involved is essential to ensure successful delivery. The critical path (minimum time required) and critical suppliers are identified as well as significant project milestones. Weekly monitoring and updates are undertaken and communicated to the client and supply chain.

Example:

A detailed construction programme greatly helped EPS's management of a poorly performing Asbestos contractor during the main Energy Centre project at Stoke Mandeville Hospital in 2019.

The Contractor was heading into a delay scenario which would have had a direct impact on the Hospital's patients. The energy's centre's Boilers, critical infrastructure for the hospitals heating network were overdue for their annual planned repairs, without which there was no alternative but to shut them down.

Due to constant monitoring and maintenance of the construction programme EPS were able to assess progress of the Asbestos contractor and determine when action had to be taken to mitigate this imminent boiler risk and failure to meet a critical deadline, EPS instructed the Asbestos contractor to change their methodology, encapsulating the boilers and concentrating works on cleaning of the boilers only. This change in approach allowed planned maintenance whilst the asbestos contractor continued their works around the boiler enclosures. Although the Asbestos works were still delayed, the critical work scope was completed in a timely manner.

Clinical and Estates team stakeholders were made aware of our activities at all times and benefitted from our intervention and swift action ensuring Patients remained warm and comfortable during the winter pressure period.

DEADLINE

Proposals for setting up and managing KPI's, benchmarking and continued improvement

EPS keeps detailed data on areas involving safety, progress, client satisfaction and public relations, using the 'GAR' system,

the data will be retained in spreadsheet format and can be presented to the NHS in a Dashboard format shown below.

SAFETY **RIDDOR incidents (per year) – Green less than 1, Amber 1-2, Red 3 or more** RIDDOR incidents within a company are a direct

indicator of the company's safety culture.

EPS has a target of zero RIDDOR reportable incidents across all projects and we continue to meet our target of zero RIDDOR accidents and incidents across the full range of our works, we are proud of our Heath, Safety and Environmental record and believe this performance is largely attributed to good quality training, good communication, consistent monitoring of progress and constructive feedback.

H&S Incidents on site (per month) – Green less than 5, Amber 5-15, Red 16 or more

All data regarding H&S accidents and incidents including near miss events are held internally on our shared drive and made available to Customers, suppliers and staff as appropriate. Any recurring events such as incidents involving PPE or near miss reporting involve a close out procedure including a review procedure with sub-contractors where appropriate and our site management team, lessons learnt are discussed and a practice note issued to amend future Safe Systems of Work to prevent recurrence on any live and future projects.

H&S Audits (per month) – Green 2 or more, Amber 1, Red 0

All audits are carried out independently by our compliance manager Gareth Wood, audits ensure that projects are maintaining compliance in regard to safety but also incorporate checks against accredited environmental and quality standards to ensure compliance and to communicate a general understanding of the culture we strive to maintain.

Wherever possible we use the audit process as an opportunity to communicate and educate rather than an opportunity to discipline.

Continued

PROGRESS

Monthly project reports – Green 4 or more, Amber 1-3, Red 0

Project reports prepared by ourselves as principal contractor include, a Progress Report issued to the customer on a monthly basis and include updates on HS&E, Customer objectives, Commercial performance, Quality reports, Programme and progress review, Design co-ordination and information required and a project risk profile update, contents vary project to project depending on the complexity of the works,

In addition, there are usually a series of supporting meetings dedicated to reviewing progress with Suppliers, Designers and potentially other key Stakeholders.

CLIENT SATISFACTION Governance Meetings (per year) – Green 12, Amber 6-11, Red 5 or less

We periodically meet with our customers to discuss our general overall performance and operate this review on the basis of a 360-degree survey that includes differing perspectives on our performance and conduct from a pre agreed group of project stakeholders.

It is usual to meet with our client and other representatives to discuss live projects, performance against our KPI's, discuss the results of a variety of interim audits, a framework risk management review, commercial performance, and any other high level project issues that may have an impact on the way that the Framework is managed. This represents an extra layer of high-level communication that supports continued improvement and improved customer / contractor relationships.

Continued

PUBLIC RELATIONS

Customer/ 3rd party feedback and complaints – Green less than 1, Amber 1-4, Red 5+

We pride ourselves on our ability to communicate openly with our key Stakeholders, to listen to their feedback including critique and complaints and to act on anything that threatens to undermine our integration into our customers day to day operations, the ability to carry out our works without impacting our customers own operations is key to a good and productive working relationship.

There is a separate and full explanation of how we engage with our Customers and other key Stakeholders included within our Section 9 responses. We are an agile contractor, able to adapt and respond to feedback, we listen we learn, and we improve from the responses we receive from others.

We strive to maintain good relationships with client's, their staff and representatives, members of the public and anyone affected by our construction works. We encourage contact with our Project Manager as a first point of contact to ensure that any action needed receives a quick response, one of our primary objectives is to complete projects with a minimal amount of disruption to any stakeholder and to an optimum timeline.

We carry out Post Contract Reviews on all completed works as an internal exercise scoring the performance of ourselves and our suppliers across a range of project specific benchmarks including an exercise on lessons learnt usually involving our operations director, project commercial manager, site manager and SHEQ manager as a minimum, these are open and honest discussions of all areas of the project, from the design and planning stage through to the implementation and construction phase until project completion and handover to the client.

KPI's are a positive measure allowing EPS on a company wide basis to learn from our experiences, put measures in place to prevent recurrence and avoid the reoccurrence of negative events on future projects we encourage our Customers to co-develop KPI's at project commencement to ensure that are relevant to the project and protect our customers own aims and objectives.

Creating Best Value

Best value is predominantly recognised as the price of a project. However, best value can also be recognised in other equally significant ways such as minimum disruption to critical business operations, minimum impact to patient care and wellbeing or construction activities delivered and completed in the shortest possible time period.

Best Value should be quantified by the scale of cost when measured against the benefits offered to the customer.

EPS believe Best Value = A balance between Cost and Maximum Customer Benefits

EPS have been consistent in delivering Best Value for Buckinghamshire Health Care NHS Trust for over 2 years. This is evidenced in the number of successful Asbestos Removal projects competively won and delivered as well as a raft of design, fit out and services projects undertaken.

Continued

EPS's approach to added value commences from the very outset. Our primary objective is a happy customer. If we cannot add value resulting in benefits to the customer we have not done our job as well as we might. More often than not we will decline an opportunity to tender a construction project if we feel we cannot add value which may also create the best opportunity for us to win the works.

We have won several competitive tenders at Stoke Mandeville over the last 18-24 months. This is more than enough evidence to deomstrate our best value from a commercial perspective. However, alongside this commercial edge we have also delivered best value by maximising customer benefits;

- Our strength and depth in supply chain ensures we can resolve most issues the trust encouters e.g. whilst working outside of normal working hours on an asbestos removal project i a pipe leak on a large header pipe was discovered within the live enclosure. EPS was able to quickly call upon suitable qualified engineers to resolve the leak without the need to shut down the system. The issue was resolve without any impact to the trust, its services and ultimately its patients.
- The team structure we use on the Asbestos Removal projects has been tried and tested for other large clients that have required our services, managing asbestos removal works. Not only do we require under CDM a suitably trained construction manager, we ensure the manager has enough asbestos training to enter the enclosures to do spot checks and ensure the LARC is performing. We also insist the inclusion of suitably trained specialist management to be onsite during works in and around live services.

During the Asbestos Removal works in the Energy centre, EPS had full time site management accompanied by full time Mechanical and Electrical management. All 3 managers were suitable trained to enter the live asbestos enclosure. They monitored progress from the CCTV systems in place but on several occasions entered the enclosure preventing incidents where the LARC was undertaking works in very close proximity to live electrical and mechanical services. The inclusion of this specialist management when required results in a safer delivery of the works and prevents unnecessary incident that has the potential for severe adverse impact to the Trust.

 Whist residing onsite undertaken substantial asbestos removal contracts we have undertaken multiple non-asbestos projects. When these other works are delivered concurrently we offer the works at zero preliminary costs where possible e.g. shared site management and shared site accommodation. By offering such value to our client we are also developing trust and building long standing relationships.

Ensuring Compliance with Health, Safety and Environmental standards (Minimum 300 words)

EPS ensure all projects meet and comply with the Health and Safety at Work Act 1974. It places duties and responsibilities on us that as employers we must protect the health, safety, and welfare of all employees / sub-contractors, clients, visitors, and any members of the public such as NHS staff or members of the public visiting patients.

We recognise as a company that workplace health and safety requirements are in place to protect us, and anyone affected by our works, from harm. EPS employs competent managers and supervisors that have undertaken SMSTS / SSSTS training as a minimum with the addition of experience and knowledge from past projects on high-risk areas such as asbestos removal. We employ dedicated in-house Health and Safety manager to ensure the company meets CDM 2015 compliance in the principle contractor role, and also under the Management of Health and Safety at Work regulations as an employer. The EPS health and safety manager is involved in all stages of EPS projects, initial planning to construction and finally where lessons learnt are conducted for the benefit of all involved with the project.

Continued

As part of our duties to ensure any sub-contractor who will be working on projects is competent and able to carry out the works requested by us, safely, we have processes in place. Before being used by EPS, any sub-contractor must submit in advance:

- Details of insurance held and limits of cover
- Health and policy statement
- Accreditation details such as memberships for professional organisations or quality and environmental standards such as ISO 9001 / 14001 certification
- Who is responsible for health and safety within the sub-contractors company, their contact details, relevant qualifications and who the person responsible on site will be for health and safety?
- If a waste carriers license is held
- Accident history or loss event records and details of any prohibition / improvement notices received

- Training and qualification data such as CSCS
- Sample RAMS pack requested at the time of our sub-contractor questionnaire

To ensure our projects remain compliant throughout the construction phase the health and safety manager will carry out a 142-point audit of EPS projects, looking at areas such as the following:

- Statutory documentation Is the site displaying the H&S at law poster? Certificates of insurance? H&S policy statement? F10? Can the accident book be seen? Are there contact details on display for emergencies such as first aid?
- COVID 19 Ensuring the site remains COVID safe as best possible, allowing social distancing where possible, washing facilities available, temperature checks, regular documented cleaning

- Monitoring of the site by the project manager Are issues raised by the site manager being closed out?
- Permits to work Ensuring any works requiring a permit under our safe systems of work, such as hot works, have been filled out correctly.
- Fire Ensuring fire provisions are adequate for the project.
- First aid Ensuring there is adequate first aid cover for the site in relation to the project such as the first aid box, site first aiders etc.
- Ensuring emergencies are planned for, nearest hospital is displayed.
- Are we meeting our welfare duties and requirements under CDM 2015? And are they adequate for site numbers?

Continued

- Risk assessments and method statements / Safe systems of work – Are all works on site covered under relevant RAMS and any other SSOW?
 Do they accurately reflect the site? For example, are powered tools seen in use when RAMS only state non-powered tools? Have the RAMS been reviewed and accepted by EPS management?
 Have all on site accepted and signed on to relevant RAMS?
- Have all on site received an induction by EPS site management and filled out the relevant paperwork?
- Are all temporary works held within the temporary works register?
- Are pedestrians and vehicles effectively segregated on site?
- Construction Phase Plan Is it on site? Does it require revision?

- As a company, EPS holds ISO 14001 certification. Are we meeting the standard on this project? Are waste transfer notices held and submitted to the client within a reasonable time? Are any potential pollutants identified, stored carefully, and protected against damage?
- Working at height Selection of equipment / use of ladders
- PPE / RPE / HAVS / TBTs / Material handling / Manual Handling / Material Delivery
- Asbestos and/or Hazardous Substances (if applicable to the project)
- Work equipment / Lifting equipment Ensuring compliance with PUWER and LOLER where possible, such as weekly documented checks by site management in the work equipment register and certificates of annual inspection.
- Housekeeping / Lighting / Confined spaces / Electrical safety Are isolation procedures being followed?
- Public Safety / Site security / Access and egress / Safety signage

Ensuring Quality control measures are in place and monitored

With EPS holding ISO 9001 certification, we are committed as a company to delivering quality construction products and services within the agreed timeframe, whilst meeting the expectations of the client. We achieve compliance to the 9001 standard with our quality management system, ensuring continual improvement to achieve our quality goals and objectives.

The Company's Quality Manual defines the quality objectives and procedures that make up our quality system. To ensure the Company maintains the standard of ISO 9001, the Quality System is regularly reviewed by the Senior Management Team to ensure it remains appropriate and suitable to our business. The Quality System is subject to both internal and external 9001 audits.

EPS QUALITY MANAGEMENT SYSTEM

Quality planning and improvement via the 'plan – do – check – act' model will ensure EPS maintains performance through the monitoring and review of the quality system by management. EPS as a company works closely with all levels of the supply chain and customers, to ensure both parties reach a mutual satisfaction:

Continued

As part of the continual improvement process, and a quality objective, the company seeks to carry out lessons learnt on all projects with a value over £200,000. In these, all aspect of the project will be captured from the design and planning stage, construction phase through to the handover phase. These will be an open and honest documented conversation about what went well, what did not go well, and more importantly, how can we mitigate the negative points from happening again on future projects?

Alongside this is our company's continual improvement log. With the lessons learnt, this is a documented process that details actionable events made within our company so that we may deliver a better service to customers in future projects. It can also be used to identify non-conformities and any actual or potential shortfalls in quality standards or internal processes/procedures, suggest improvements and track any actions to ensure improvements have taken place, or potential problems are avoided for future projects.

EPS as a company collects and collates information regarding customer satisfaction on an ongoing basis. Everyone within EPS is aware of the procedure for collecting customer feedback and this is collated by the Office Manager and reported monthly at the Board Meeting. Each project has a folder on our shared drive, within the document management system, with Customer Complaint and Customer Feedback forms; Contract Manager and Site Foreman collect this information. Customer satisfaction is also measured using the repeat business metric and data is collected and analysed regarding this.

Co-ordination Techniques

The single most powerful management technique for ensuring successful co-ordination is communication. Co-ordination and communication must be constant during the lifecycle of any project, whether co-ordination of client stakeholders, various design disciplines or onsite construction activities. Without regular informed communication, co-ordination is simply not possible.

Carefully planned co-ordination ensures scope and client expectation is clear from the outset and risks from both design and construction perspective can be mitigated very early on in the project.

The identification and engagement of key project stakeholders is paramount for successful co-ordination. Whether lead designers, client project manager, clinical department heads or supply chain management, they all have vital roles to play in co-ordinating critical project activities resulting in smoother delivery with minimised disruption and a predictable and satisfactory outcome. Risk workshops, design reviews, stakeholder engagement meetings, site meetings, project progress meetings etc I all include discussion and involve co-ordination that ultimately benefit the end result and the journey to get there. Drawings, programmes, project plans, meeting minutes are all used as control measures to ensure project activities are co-ordinated whether this is occupant moves or critical construction activities such as services shutdowns.

Example:

During 2020 EPS were engaged to manage critical asbestos removal works within the Accident and Emergency department. This essential works was holding up overdue refurbishment works including hospital critical services. However, even more challenging was the works were being planned in and around operational clinical departments. EPS's management team lead by James Poffley worked tirelessly with clinical stakeholders lead by Gillian Elwood, Clinical Project Manager to ensure key work activities were possible e.g. contaminated waste had to be transitioned through these clinical spaces without disruption to patients, staff, visitors etc.

The construction activities were seamlessly delivered whilst the A&E department's staff, patients and visitors continued without interruption.

Signage and secure hoarding were used to ensure that all non-construction personnel. Management and operatives were all briefed that their work faces would be adjoining operational areas and their onsite conduct had to be mindful and sensitive to their general surroundings.

Planning meetings, stakeholder engagement workshops ,multiple site-walk downs, daily briefing and weekly progress meetings all enabled this multi phased project to be delivered successfully permitting the overdue refurbishment to continue without further delay.

Stakeholder Management Process

During the mobilization phase of a project delivered under this Framework we will develop with NHS Trust Managers, the wider project management and professional design team, a Stakeholder Engagement Plan.

This will identify WHO might be affected by the execution of the works, WHEN and WHERE the effect might take place and HOW we plan to manage, communicate, and mitigate the risk of poor stakeholder perception of our combined performance. We will take sole responsibility for the construction phase of a project making ourselves the first point of contact for Stakeholder feedback or complaint.

There are a wide-ranging group of stakeholders potentially affected by the execution of the works that fall under the Principal contractor framework. A snapshot of such stakeholders include; Buckinghamshire Health care NHS Trust Estate teams, the Various Clinical departments, Hospital visitors, Hospital deliveries, other onsite specialist contractors, their suppliers and consultants, The Ambulance Service, Buckinghamshire County Highways, Highways users, Thames Valley Police, the General Public including those using roads, pavements, footpaths and cycleways adjacent to the Hospital site etc.

Our Framework Manager James Poffley in collaboration with other key framework managers will develop the Stakeholder Engagement plan and ownership will fall to the specific Project Manager in charge of the works to manage all Stakeholder communication.

Continued

We have attached an example of a five stage Stakeholder Register taken from a previous project (a Highways Scheme) and chosen this example for its diverse range of stakeholders.

The register is a working document and shaped by the processes described in this narrative.

• **Stages 1 and 2;** Mapping a high-level review of the stakeholder groups potentially affected by the works. Establishing early contact with them to identify key people, potential impacts generated by the works, the causes and effects, the timing of when the potential impacts might take place and developing a workable mitigation strategy. Any mitigation strategy should include how stakeholder feed-back can be captured, actioned and stakeholder concerns or satisfaction logged.

A fundamental element is to develop a comprehensive communication plan looking at What we need to communicate, Why we need to communicate it, Where and When the communication should take place, How best to communicate a 2-way interaction capturing feedback and Who is going to be responsible for what.

• **Stage 3;** Communication is the key and with such a diverse range of stakeholder groups contact and communication will employ a number of delivery methods as i.e. Letter drops, regular Surgery type reviews, pre-contract meetings, design meetings, site inductions, posted site information boards, co-ordination and progress meetings, logistics plan development and implementation, general email communications etc.

Despite the above non-exhaustive list of examples, best communication is always detailed, relevant, delivered in advance and kept up to date. Those Stakeholders who are well informed and feel included are less likely to complain or have concerns because they understand the event, its potential impacts, duration, current progress and the benefits of the project being completed.

- **Stage 4;** Collection of detailed information following stakeholder engagement and consultation. A detailed plan will be then developed of those risks (real or perceived) deemed to impact either ours or the Trust's reputation or perhaps for the contentment of stakeholder groups during the day-to-day delivery of the project. The collection of this information will use the same communication methods mentioned above.
- **Stage 5;** Constantly reviewing feedback from stakeholders, developing a mitigation plan ensuring that Stakeholders feel valued and engaged and being prepared to review and amend the planned works where appropriate changing project delivery plans and or deliverables.

Principle Contractor, Roles and Responsibilities

As principle Contractor under CDM 2015, the law requires that we must undertake the duties associated with the role.

These are set out below and for the purposes of clarity we confirm that following contract award we will implement the following as required for any project for which we take responsibility as Principal contractor.

Our own efforts relating to Health, Safety and the Environmental management are supported by our own in-house compliance officer Gareth Wood. He assists in every aspect of SHE management carrying out independent Audit/Inspections that we share through the process of formal monthly site meetings as part of our Contractors Progress Report.

Develop a construction phase Health and Safety management plan

This we develop, manage, update and monitor the construction phase of the works, This ensures the works are carried out safely and without risk to the health and wellbeing of anyone involved in or affected by the works including the local and wider environment.

Active contractor engagement

We provide information and directions whilst facilitating co-operation and co-ordination between other contractors and key suppliers.

Workforce engagement

Part of the Health safety and Security of any project will include an induction process. This informs the workforce of the Site Rules, current site conditions and requirements. Maintaining a training register and register of competency certificates (i.e. CSCS registration) and tool box talks, we further inform the workforce of any changes to the site wide environment including any changes in risk profile or legislation.

Project management

We undertake to plan, manage and monitor the construction phase of the project as follows.

Planning:

Preparing a construction phase programme of the works Supported by an Activity Schedule that ensures the work is planned and carried out without risk to health or safety or the environment.

Implementing:

Arranging for the CPHSP and supporting documentation to be implemented. Including facilitating co-operation and co-ordination between all persons on the project and by ensuring that key documents relating to Heath and Safety form a part of any Contract Order or instruction including detailed Method statements and Risk Assessments.

Continued

Reviewing:

As appropriate we update, review, revise and refine the plan.

Site access:

We take steps to prevent unauthorised access to the site by Hoardings, fencing, gates and other security controls. We also develop a detailed site plan including Traffic and Pedestrian Management, Fire evacuation and waste management.

Welfare facilities:

We ensure that facilities are sufficient throughout the construction phase and will provide hot and cold running water, a site canteen, drying room, office accommodation and adequate toilet facilities. All have heat, light and power including the provision of a refrigerator and cooker. We will also provide hand barrier and sun creams for skin protection and hygiene

Site rules:

We draw up rules that are appropriate to the site and the activities to be undertaken.

Notification:

We display the required formal H&S notice's on site including the F10.

Design:

We liaise with the Principle Designer regarding any design or change to a design to reduce or mitigate risk

Time for planning:

We inform contractors of the minimum of time allowed for their planning and preparation before their work begins

Consultation on the plan:

We consult with contractors before finalising relevant parts of the plan.

Access to the plan:

We give every contractor access to relevant parts of the plan and any other information needed to carry out their work safely and with proper welfare facilities

Directions:

We give directions to contractors to enable the Contractors to comply with their own duties

Health and safety file, O&M Manuals & Building File:

We let contractors know what information is required for the files and provide that information to the Principle Designer

Induction:

We provide a suitable site induction on all health, safety and environmental matters relating to the site.

Information and training:

We provide/assist with all information and training needed to ensure that the works are carried out safely and without risk to anyone either involved or affected by the works.

Co-operation:

We make appropriate arrangements to ensure that workers can cooperate on devising and implementing safety measures and check that they are effective.

Consultation:

We consult the workforce on health, safety, Environmental and welfare matters where they have not been so consulted by the employer.

Q10

Principal Contractor Schedule of Rates

PLEA

Note: the various resources detailed below may not be required on every project but will be required at some point. Apart from the Framework director, all of the below resources have been trained for CAT B Asbestos, Live Enclosure Training.

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PLEASE INCLUDE THE PRINCIPAL CONTRACTOR'S PROPOSED RATE PER SHIFT TO BE CHARGED TO THE TRUST AGAINST EACH OF THE REQUIRED DISCIPLINES BELOW

| Discipline | Cat B & Live Enclosure Compliant (Y/N) | Day Rate (8hr shift) | Night Shift Rate (8hrs shift) | Saturday Rate (8 hrs shift) | Sunday Rate (8hr Shift) |
|--|---|-------------------------|----------------------------------|--------------------------------|----------------------------|
| Health & Safety Manager | Yes | £375.00 | £500.00 | £550.00 | £600.00 |
| Framework Director | No | incld in Overhead | incld in Overhead | incld in Overhead | incld in Overhead |
| Framework, Commercial and Supply Chain Manager | No | £425.00 | N\A | N\A | N\A |
| Project Manager | Yes | £425.00 | £550.00 | £600.00 | £650.00 |
| Compliance Officer | Yes | £375.00 | £500.00 | £550.00 | £600.00 |
| Mechanical Manager | Yes | £425.00 | £550.00 | £600.00 | £650.00 |
| Electrical & Communication Manager | Yes | £425.00 | £550.00 | £600.00 | £650.00 |
| High Voltage Authorised Person (SAP) | Yes | £600.00 | £800.00 | £900.00 | £1,200.00 |
| Civil and Structural Design Engineer | Yes | £825.00 | N\A | N\A | N\A |
| Mechanical Design Engineer | Yes | £825.00 | N\A | N\A | N\A |
| Electrical Design Engineer | Yes | £825.00 | N\A | N\A | N\A |
| Mechanical Supervisor | Yes | £350.00 | £465.00 | £520.00 | £600.00 |
| Electrical and Communication Supervisor | Yes | £350.00 | £465.00 | £520.00 | £600.00 |

Ants are intelligent and productive, industrious and extremely collaborative, they create communities without conflict and despite their diminutive size punch well above their weight. A single ant is capable of carrying up to 50 times its own weight, so by working together as a colony means they're able to accomplish the seemingly impossible, in fact within a week an army of worker ants can construct an underground city big enough to house millions of their kind.

EPS Construction Management Ltd

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