



Health and Safety Policy Statement

Environmental Policy Statement

Corporate Social Responsibility Policy Statement

Organisation and Arrangements

HEALTH AND SAFETY POLICY STATEMENT

Ardmore Construction Limited is committed to working in a way that protects the health, safety and welfare of its employees and others affected by its activities. As a minimum we will comply with legislation and strive to continually improve performance. Health and safety will never be compromised for other objectives.

We will promote equally the duties of management and employees in regard to personal responsibility. All employees and those working on our projects have a duty to co-operate with supervisors and managers, to maintain health, safety and welfare provisions, to take care of their own and others health and safety, to be free of the influence of alcohol or drugs whilst at work, and to report any concerns or unsafe conditions.

The company is committed to:

- Co-operating with all parties to the construction process
- Acting as a considerate constructor
- Identifying hazards, assessing risks, and providing safe systems of work
- Providing induction, training, information and instruction
- Consulting with the workforce
- Providing competent supervision
- Providing adequate welfare facilities
- Random alcohol and drug testing


The responsibility for monitoring and reviewing this policy rests with the Health and Safety Director. However, all directors, managers and supervisors must recognise the need and accept responsibility for the health and safety of people under their control. Directors are accountable for making adequate physical and organisational resources available. Managers must ensure that safe systems of work are devised, recorded and approved. Managers and supervisors must ensure that workers are briefed and consulted on the risks and comply with safe working practices. Managers and supervisors must stop any activity where unsafe conditions exist or where unsafe behaviour is observed. Employees will be consulted on all matters that affect their health, safety or welfare, and have the right to refuse to work where they have legitimate health and safety concerns.

Ardmore has appointed health and safety managers and advisers, whose job is to provide monitoring, advice, training and instruction. They will carry out audits and inspections and bring to the attention of management any deficiency observed, and stop any operation where Ardmore’s employees or other persons are at risk.

This policy will be brought to the attention of all employees and self-employed persons. It will be reviewed annually.



Patrick Byrne
Managing Director

Cormac Byrne
Managing Director

September 2017

ENVIRONMENTAL POLICY STATEMENT

As a large design and build contractor, Ardmore recognises the influence it can have upon the built and natural environments, and its responsibility to act in a sustainable manner. We make it our mission to continually improve our environmental performance and to contribute to the regeneration of the built environment through our construction projects. We will:

- Comply with all applicable environmental legislation and maintain statutory records
- Continue to play a major role in the regeneration of derelict and brownfield sites, creating attractive and functional places for people to live and work
- Assess the environmental aspects and impacts associated with our construction and manufacturing sites, including the potential for pollution and the emission of gasses harmful to the environment, and minimise these through good management and physical controls
- Implement site waste management plans for all construction sites in accordance with the BRE SMARTWaste system; maximise the re-use of construction materials and minimise waste to landfill
- Minimise noise, vibration, dust and other nuisances, including appropriate traffic management measures; and maintain our Associate membership of the Considerate Constructors Scheme, monitor audit results and seek to improve year on year
- Progressively reduce the consumption of natural resources, including water, electricity and fuels; and champion the safeguarding of flora and fauna on and around sites
- Assess our environmental performance and investigate environmental incidents, establish KPIs against which to measure performance, and make information available to interested parties.

We will allocate adequate resources in order to fulfil our mission and policy. Through the implementation of our ISO14001 accredited environmental management system, and an on-going commitment to support the education of our workforce and that of our subcontractors, Ardmore aims to become a truly sustainable firm within the construction industry.

This policy will be reviewed annually.



Cormac Byrne
Managing Director



Patrick Byrne
Managing Director

September 2017

CORPORATE SOCIAL RESPONSIBILITY POLICY STATEMENT

Ardmore is committed to recognising our responsibilities to all our stakeholders:

- Shareholders
- Customers
- Employees
- Those with whom we do business – our suppliers, sub-contractors and business partners
- Society, especially the communities neighbouring our operation.

We will deal with all of these groups fairly and, at a minimum, in accordance with our contractual obligations to them.

In line with this commitment we will conform to a set of core principles:

1. Legal conformance

2. Sustainability – considering economic, environmental, social, equal opportunities and ethical issues in managing our business.

- a. *Economic* – We consider the potential impact of our developments on the local economy of the communities concerned
- b. *Environmental* – We assess and manage the environmental impacts of our operations. We seek to promote best practice in design, construction and subsequent use and maintenance of the products we build.
- c. *Social* – We seek to encourage social inclusion in the communities that we help to develop and to operate in an ethical manner with all stakeholders. We strive to manage our activities in a safe manner and to protect the health of our employees and contractors. We also seek to develop the skills and experience of our employees and to offer opportunities for advancement.
- d. *Equal Opportunities* – We seek to eliminate racial discrimination and to promote equal opportunity in employment.
- e. *Ethical* – We expect our employees to avoid and resolve conflicts of interest between their private financial activities and their part in the conduct of company business. Bribery and corruption will not be tolerated.
- f. We will make every effort to use ethical supply chains, sourcing materials from local suppliers and manufacturers where practicable. We will endeavour to ensure that the source of materials we use is sustainable. Ardmore will not deal with suppliers using child labour or practices that are illegal.

3. Continual improvement – in all aspects of our business, Ardmore will strive to continually improve its performance.

This policy will be reviewed annually.



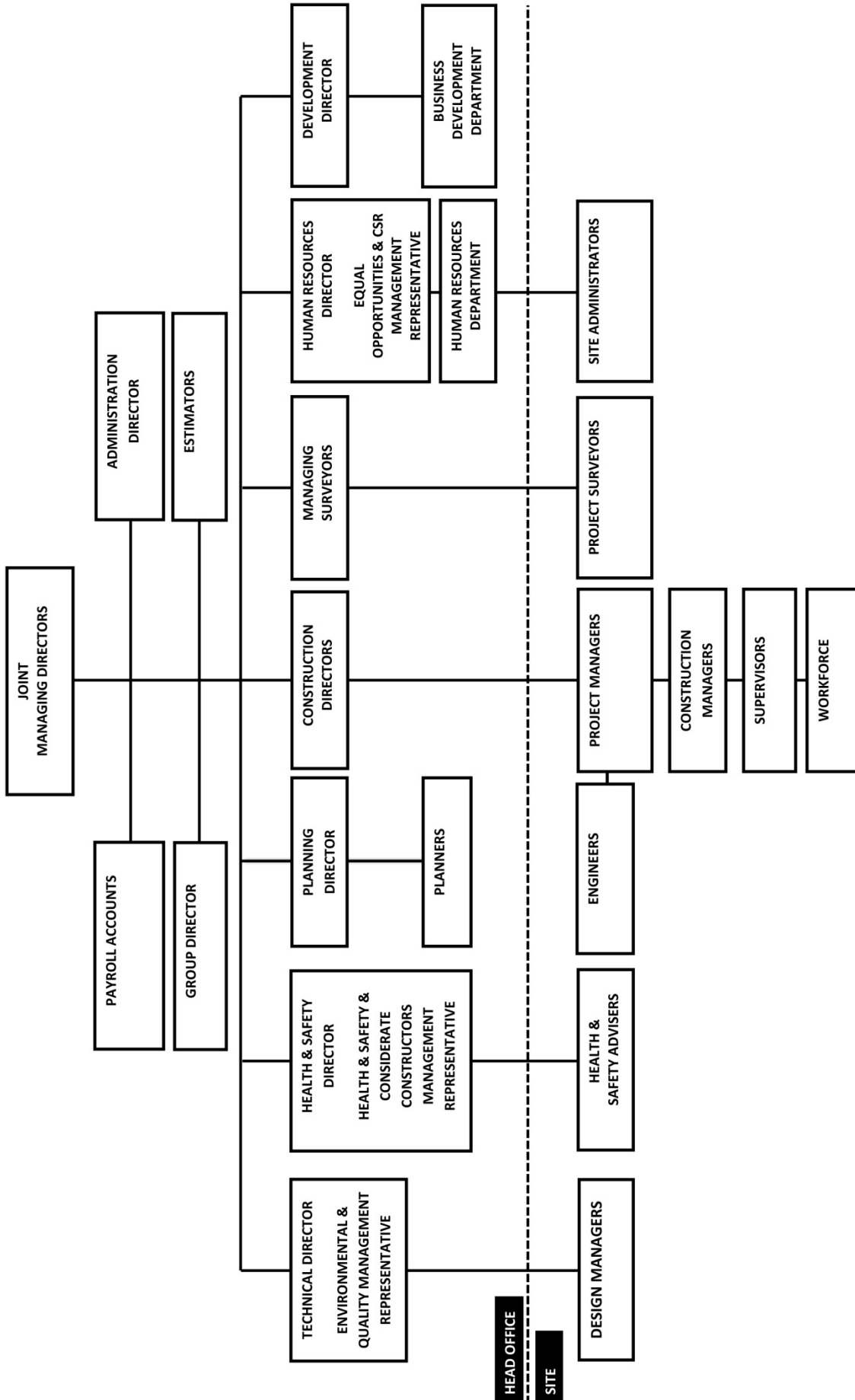
Patrick Byrne
Managing Director



Cormac Byrne
Managing Director

September 2017

ORGANISATION CHART



ORGANISATION – DUTIES OF PERSONNEL

Introduction

The directors of Ardmore are determined that its excellent health, safety and environmental record is maintained and progressively improved. Every single employee and self-employed person working on our sites and in our offices or yards has a contribution to make. Everybody has a duty to work safely and to ensure that they have the necessary knowledge and training in order to understand what is safe and unsafe, and to make a contribution towards improvement. The purpose of these notes is to outline the responsibilities that each employee has taken care of himself or herself and others. This is not just a priority; it is part of our business philosophy that must be projected in everything that we do.

The directors and senior managers of the company are fully committed to the health, safety and welfare of their employees, and fully accept responsibility for other persons who may be affected by the company activities.

Our goals are simply stated

- To manage an injury free project
- To conduct our work in the spirit of 'respect for people'
- To provide equal employment opportunities regardless of colour, race, nationality, ethnic or national origin, sex or disability.

Policy statements for health, safety and environment, corporate social responsibility and equal opportunities are included within this document.

Responsibilities of all personnel

The law places specific responsibilities on all personnel whilst at work:

- To take reasonable care to safeguard their own health and safety and that of others who may be affected by their acts or omissions whilst at work
- To co-operate with the company in order that it can comply with its legal duties
- To not intentionally or recklessly interfere with or misuse anything provided in the interests of health, safety and welfare

DIRECTORS

Directors are responsible for making adequate physical and organisational resources available to execute the health, safety and environment policy and the health and safety plan for each project.

Directors have the following duties:

- Establish a health, safety and environmental culture within each project and department that establishes health, safety and environment as a core value of the company
- Review the health and safety plan for each project and ensure that the physical resources required to execute the plan are in place
- Ensure that adequate competent staff is available to execute the health and safety plan for each project under their control
- Support the health, safety and environmental training programme by allowing personnel the time to complete training programmes and by providing the financial resources to pay for the training
- Take an overview of the construction methods for each project ensuring that in each case the safest way of executing the works is adopted, both physically and organisationally
- Support the health, safety and environment director and department in promoting a positive safety culture and attitude throughout the company
- Ensure that projects are planned with an adequate lead time to commencement and an adequate construction period so that the works can be executed logically and safely
- Support a good standard of welfare facilities on site and promote the concept of respect for people
- Assist with accident investigations where appropriate. Where be prepared to give evidence to the health and safety executive representing the company.

HEALTH, SAFETY AND ENVIRONMENT DIRECTOR

The Health Safety and Environment director is responsible for establishing the company health, safety and environmental policies and for setting in place an organisation and arrangement for monitoring and reviewing the execution of the policy.

The health, safety and environment director has the following duties:

- Review the health and safety policy annually and make recommendations for continual improvement.
- Maintain an up-to-date knowledge of health, safety and environmental legislation and best practice, and bring this to the attention of the directors and senior management for implementation as appropriate
- To maintain a health, safety and environmental library and sources of information
- To establish and maintain a health and safety and environmental department with the aim of carrying out inspections of each construction site on a weekly basis, and each premises on a three monthly basis
- Establish a series of audits on a two-monthly basis that give a comprehensive overview of the current safety performance of the company and each site and location within it
- Stop activities or projects where there is an imminent risk of an accident occurring or where there is a serious contravention of legislation or company policy
- Establish and maintain an accident and incident reporting strategy, maintain records of injuries and organise investigations of HSE reportable and other relevant accidents as appropriate.
- Implement management and employee training schemes as appropriate to the activities of the construction company using both in-house and external resources
- Organise a recognition and award scheme promoting health, safety and environmental awareness
- Act as a consistent champion for health, safety and the environment within the company with all levels of employee and the directors
- Ensure that all projects are notified to the Health and Safety Executive and that each project has a comprehensive health and safety plan in place prior to the start of works on site
- Ensure that each project is established with a starter pack comprising the working section files and other information such that they are able to organise health and safety provision from the outset

PROJECT MANAGER

The project manager is responsible to the construction director for the implementation of the company's health and safety policy on site.

The project manager has the following duties:

- Review the construction phase health and safety plan produced by safety department and provide adequate staffing of the project to enable all of the functions identified in the plan to be satisfactorily discharged
- Brief all construction managers and supervisors on their role within the health and safety plan and ensure that all supervisors sign the supervisors' declaration in respect of their health and safety responsibilities
- Plan the strategy for the construction of the project in a way that will minimise safety hazards to the workforce. Be aware that the safest method of proceeding must always be used
- Organise any sub-contracting in a way that minimises risk and maximises the ability of the available site team to control the sub-contractor
- Ensure that the Part I and Part II prequalification of sub-contractors is carried out including the pre start meeting, and that this is documented and that all insurances are checked and in place
- Carry out the Ardmore in house pre-start meeting for packages of work to be carried out by Ardmore or CMP agency personnel. Ensure adequate competent supervision and an appropriate risk assessment and method statement for the package activities
- Ensure that scaffolds and temporary works (propping, shoring etc.) are properly designed by a competent engineer and drawings produced that show clearly the requirements of the scheme, including the allowable loadings
- Brief construction managers, site managers and supervisors so that they gain a clear understanding of the proposed working methods and procedures
- Assist with risk assessments particularly developing those indicated in the project health and safety plan and ensure that those supervising high risk items understand the requirements of the method statements
- Always make the time to discuss safety issues with the safety adviser, review with him or her safety inspection reports, and ensure that the items on the report are actioned in a timely manner. Once completed the report should be signed off and faxed to safety department for verification
- Lead by example and by a determination not to tolerate poor safety performance. Always consider safety ahead of production.

CONSTRUCTION MANAGER

The construction manager or site manager is responsible to the project manager for the practical implementation of the project health and safety plan on site.

The construction manager may be designated as the project health and safety co-ordinator within the health and safety plan. In such a case the construction manager must ensure that all of the roles within the plan are satisfactorily discharged.

The construction manager has the following duties:

- Maintain the working section files 1 – 20 in good order, up to date and ready for inspection at any time
- Implement the provision and maintenance of a safe working environments and systems of work. Ensure compliance with statutory and company regulations and all other regulations applicable to construction and related industries, duties associated to the company's appointment of duty holders under the various Construction Regulations
- Control all contractors and sub-contractors. To establish safe and healthy systems of work, provide written instructions to establish working methods to clearly define the sequence of operations, make assessments, and outline potential hazards at each stage of the operations. Monitor records, registers and other documentation as required
- Control all Ardmore based activities and packages including the adequate supervision of such works by suitably trained and competent persons
- Ensure that all site plant and equipment is safe to use, mechanically sound, free from defects, properly

maintained and where applicable, copies of the statutory, test and/or thorough examination certificates are up to date and available while the plant or equipment remains on site

- Ensure that all users of plant and equipment are adequately trained and authorised to use the equipment
- Ensure that all personal protective equipment identified by risk assessment is available and used, and that where necessary training in the maintenance and use of the equipment is provided
- Establish procedures for fire and emergency action to be taken in the event of serious and imminent danger, to appoint a competent person to implement the procedures laid down and ensure that the competent person(s) nominated, have received sufficient training to undertake those duties
- Establish a good working relationship with any appointed workforce safety representative, attend the safety committee meetings and site safety meetings whenever possible, co-operate with the Safety Adviser in the assimilation of information related to all safety matters, ensure that copies of any correspondence, reports etc., concerning any safety issues on projects, are forwarded to the Safety Director and project Safety Adviser, for information and where appropriate, action
- Ensure that all accidents, injuries and dangerous occurrences are promptly reported to the safety department. Fully complete and sign the accident report provided in the accident book and return to safety department. Investigate accidents and dangerous occurrences and co-operate fully with the project safety adviser as required in the accident investigation
- Ensure that all registers, records, and certificates are kept up to date and available for examination, that all statutory abstracts, notices, posters, safety information placards and site responsible persons names and emergency telephone numbers are displayed at the appropriate location on site
- Cooperate with the safety adviser at all times, accompany him or her on their site inspection tours, and ensure that items recorded on safety inspection reports are actioned in a timely manner
- Lead by example and by a determination not to tolerate poor safety performance. Always consider safety ahead of production

HEALTH AND SAFETY ADVISER

Accountable to the Health, Safety and Environment Director for the monitoring and assessment of the company Health & Safety policy. Provide training, enhance the company's reputation in accident prevention, and create within the company a positive safety and health awareness and attitude at all levels of employees from Directors to Operatives.

Health and safety advisers have the following duties:

- Provide advice to project and company management and supervision in respect of health and safety legislation and company health, safety and environmental procedures
- Carry out site inspections in association with site management and supervisors to ensure that all company procedures are being observed, statutory notices have been posted, canteens, washing facilities and other welfare amenities have been provided and are properly maintained
- Stop activities or projects where there is an imminent risk of an accident occurring or where there is a serious contravention of legislation or company policy
- Investigate the cause of accidents or dangerous occurrences and recommend means of preventing recurrence. Provide comprehensive written investigation reports in relation to all HSE reportable accidents
- Carry out detailed audits of systems and paperwork and provide reports at regular intervals
- Consult with project managers to review and assess the health and safety training requirements for all supervisors and operatives
- Assist with training for all levels of employees, and suggest methods to promote general awareness of injury prevention and damage control
- Liaise with official and professional institutions e.g. HSE, EMAS, Fire Authority, Local Authority, Local Government Authorities, and Professional Institutes
- Assist project managers and construction managers in identifying hazards and undertaking risk assessments for tasks highlighted in the Safety Plan or those that are subsequently identified. Review method statements developed by site management or sub-contractors to ensure that adequate control measures have been incorporated
- Assist project managers and construction managers in writing lifting plans, fire and emergency plans, traffic management plans and schemes, etc.
- Seek to provide continual on site learning and education for managers and workers by providing

- advice and guidance and showing how to perform the various safety functions
- Foster within the company at all levels an understanding that good health, safety and environment are a core business value of the company.

SUPERVISOR/FOREMAN

Responsible to the construction manager for implementing the requirements of the project health and safety plan under his or her control.

The supervisor/foreman has the following duties:

- Ensure that all activities under his control are adequately assessed and all foreseeable hazards are eliminated or controlled to establish and maintain places and systems of work that are safe and without risk to health and that safety devices, equipment and protective clothing are provided and correctly used
- Give health and safety instructions, and see they are obeyed. Do not permit individuals to take unnecessary risks, encourage them to report any defects or other problems that may adversely affect their health and safety, or that of others
- Co-ordinate with the sub-contractors and all others affected by the works, in the exchange of information and co-ordination of measures and procedures, to be taken in the event of emergency, dangerous occurrences or risks arising from or connected to any site undertakings
- Establish procedures for daily and weekly safety inspections, and monitor that all activities are undertaken in a safe manner
- Satisfy themselves that the employees under their control are properly supervised and have received information and instructions on risks associated with the tasks being undertaken, see the necessary certificates of training or suitable certificates of competence
- Undertake induction training, toolbox talks and task briefings ensuring that all workers under their control have been given an appropriate task briefing that explains the relevant method statement. Select appropriate toolbox talks that reinforce the task briefing and provide these to the work force in a careful and sincere manner
- Co-operate with the safety adviser at all times; accompany him or her on site tours and action items on the inspection reports in a timely manner
- Set a good example at all times, by adopting safe systems of work, pass on information and instruction at task allocation briefings. Discourage improvisation, encourage the correct wearing and use of personal protective equipment. Ensure that only trained and authorised personnel operate items of plant.

PROJECT SURVEYOR

The project surveyor is responsible to the project manager and managing surveyor for the procurement of competent and properly resourced subcontractors.

The project surveyor has the following duties:

- Help the project manager organise any sub-contracting in a way that minimises risk and maximises the ability of the available site team to control the sub-contractor
- Ensure that the Part I and Part II prequalification of subcontractors is carried out including the pre start meeting, and that this is documented and that all insurances are checked and in place. Ensure adequate competent supervision and an appropriate risk assessment and method statement for the package activities
- Help the project manager carry out the Ardmore in house pre-start meeting for packages of work to be carried out by Ardmore or CMP agency personnel. Ensure adequate competent supervision and an appropriate risk assessment and method statement for the package activities.

SITE WORKER

Accountable through the chain of line management to their respective site manager, to co-operate with him or any other persons in so far as is necessary to enable them to comply with any duty or requirement imposed on them by any legal provisions and policy requirements.

Workers on site have the following duties:

- To take reasonable care for the health and safety of themselves and others who may be affected by their activities, to avoid improvisation that involves risk and where appropriate make suggestions on ways of eliminating hazards.
- Comply with the instructions from their supervisor or foreman, given at task allocation or toolbox talks, on the safe systems of work and correct use of tools, plant and equipment.
- Use correctly and take care of any personnel protective clothing and safety equipment supplied to them and report and defects to their immediate supervisor.
- Do not operate any items of plant or equipment unless they have been specifically trained, instructed or authorised to do so.
- Refrain from horseplay, the misuse of safety equipment and abuse of welfare facilities and to obey warning signs and notices.
- Co-operate in the investigation of accidents with the objective of introducing methods to prevent a recurrence.

PLANT MANAGER

- Have a detailed knowledge of the obligations relating to the Provision and Use of Work Equipment regulations 1998 and other relevant legislation and the company policy, advise the contracts and site manager on the selection, suitability and use of work equipment
- In co-operation with the company safety advisor, resolve any differences of opinion related to the suitability and safe use of work equipment
- Ensure that all work equipment sent to sites, or used in work places is suitable, safe, guarded and equipped with safety devices, tested in accordance with the relevant construction and other regulations
- Ensure that all work equipment (whether owned or hired by the company), is safe and without risk to health when properly used
- Establish safe systems, for the maintenance, repair and servicing of work equipment as necessary, with mandatory records and documentation being maintained and made available
- Advise the managers of work places of any modifications or changes to work equipment. Ensure that plant and transport operators are competent and in possession of current licenses or certificates of training achievements
- Provide plant certificates of test or maintenance, as appropriate, with the machines when hired.

COMPANY BUYER

- Responsible for implementing the safety policy requirements and all health and safety statutory requirements in the procurement of materials and equipment
- Ensure that all orders for purchases or hire take account of any health and safety requirements specified on the relevant requisition and that requisitions for health and safety equipment, publication and protective clothing and equipment are processed expeditiously
- Ensure that all equipment and personal protective equipment purchased is CE marked where appropriate
- Ensure that adequate information is supplied on the safe use of such articles and substances.

ARRANGEMENTS

The Construction (Design and Management) Regulations 2007

These arrangements are designed to comply with the letter and spirit of the Construction (Design and Management) Regulations 2007; the Health and Safety at Work etc. Act 1974; and all applicable legislation as listed in Procedure 1.3 Legislation.

Health and Safety Plans

The Health, Safety and Environment Director will prepare a health, safety and environmental plan that is customised to the risks of each project. The plan is a statutory document in accordance with the Construction (Design & Management) Regulations 2007 (CDM Regulations). Each project-based employee must familiarise themselves with the contents of the plan and ensure that they carry out in full their duties. The plan is a living document that is developed throughout the duration of the project by the inclusion of risk assessments, method statements and record keeping as outlined below. It is expanded through a series of nineteen 'Working Section' files, which become part of the plan as work progresses. The contents of these files are as follows:

1. **REFERENCE SECTION** – Paper copies of toolbox talks and generic risk assessments
2. **WORKING SECTION** - Blank Forms for use in sections 3 - 20
3. **PLANS** - Notification of Project FORM F10, Construction Phase Plan, Fire & Emergency Plan, Pre-construction information, Risk assessment – Prevention of Unauthorised Access
4. **INSPECTION REPORTS / CORRESPONDENCE / SUPERVISION** – Weekly inspection reports/audits, Young Persons register, Correspondence/Alerts/HSE visits, H&S Meeting Minutes, Management/Supervision Competence Certificates/Cards, Supervisors Register, Supervisors Safety Declaration, End of Shift Handover Check Sheet, Safety Improvement Notice / Accident Investigation Report
5. **ARDMORE METHOD STATEMENTS** - Method Statement Register Sheet / Method Statement, Risk Assessment and Task Briefing / Risk Assessment, COSHH & Method Statement Check Sheet / Task Briefing and Method Statement Record Sheet
6. **CONTRACTORS METHOD STATEMENTS** – Sub-contractors Method Statement Register Sheet / Contractors Method Statements and Risk Assessments / Risk Assessment, COSHH & Method Statement Check Sheet / Task Briefing and Method Statement Record Sheet
7. **RECORDS OF SITE INDUCTIONS** – Site Induction Register / Induction forms (in various languages)/ Induction Form – Supervisors Supplement / Copies of competence cards / PPE Register (Group) / PPE Register (Individual)
8. **RECORDS OF TOOLBOX TALKS** – Ardmore / Sub-Contractors / Toolbox Talk Register
9. **LIFTING** - Crane Operator cards, Slinger/Signaller cards, 12 monthly thorough examination of crane / 6 monthly thorough examination of lifting tackle / Weekly inspection register for crane / Weekly inspection register for hoists, lifting equipment, lifting tackle / Lifting Plan for Single Lifts / Project Lifting Plan / Schedule of Common Lifts / Crane Register
10. **DRIVEN PLANT** - Operator cards / Training certificates / 6 monthly thorough examination of MEWPs, Forklifts / 12 monthly thorough examination of excavators used as cranes / 6 monthly maintenance record of all driven plant / Weekly inspection register for all driven plant / Driven Plant Service Register / Work Equipment Authorised Person Register / Concrete Crushing Plant Operator Checklist
11. **FIRE AND EMERGENCY** - Floor plans / Record of nominated fire wardens / Fire warden training / Quarterly evacuation drills / Weekly fire points inspections / Record of nominated first aiders / First Aider training certificates
12. **HOT WORKS PERMITS** – Ardmore and Sub-Contractors - Hot Works Permit

13. **STATUTORY WEEKLY INSPECTIONS and PERMITS** – Weekly Inspection Form (Scaffolds, etc.) / Weekly Podium Steps Inspection / BUSCO Letter of Appointment / Permit to dig / Confined Space Permit / Permit to work PODS / Safety harness weekly inspection register.
14. **TEMPORARY WORKS** – Temporary works permit to load / Temporary works permit to strike / Temporary Works Co-ordinator Appointment Letter / Temporary Works Supervisor Appointment Letter / CantiDeck Inspection
15. **ELECTRICAL** – PAT test records, Permit to enter (live equipment), Permit to work on electrical apparatus 240v and above / List of authorised persons to operate permits/lock off / Electricians skills cards
16. **HEALTH** – Manual handling assessments / Noise assessments / Vibration registers and assessments / COSHH assessments / Example of completed vibration register / Vibration levels of Ardmore plant
17. **LOGISTICS** – Logistics / Traffic management plan / Pedestrian segregation / Handover phasing plans / Clean up notices / Disciplinary notices / Delivery Checklist / Security Guard Duties
18. **ENVIRONMENT** – Site Waste Management Plan / Waste disposal certificates / External noise monitoring records / Dust suppression records / Records of EHO visits, Other
19. **CONSIDERATE CONSTRUCTORS**
20. **SAFE START MEETINGS** – Ardmore and Sub-Contractors - Safe Start Form

HEALTH & SAFETY MANAGEMENT AND ENVIRONMENT SYSTEMS AND INTRANET

The company operates a Health & Safety Management System that provides a comprehensive range of policies and procedures for all construction activities. In addition there is a corresponding Environmental Management System. Both management systems, toolbox talks and training guidelines, and electronic copies of the forms detailed in 2 -20 above are available to all projects through the company intranet. The use of the intranet to access policy and procedures documents is made available at every location and everybody is encouraged to familiarise themselves with its contents and use.

The following sections are available within the company Intranet – these document in detail the arrangements the company has for managing health, safety and environment.

- Working section (see above for contents)
- Safety alerts
- Risk assessments
- Toolbox talks
- Safety management system
- Environmental management system
- Training records and authorisation

Competence and Resources

Ardmore Construction Ltd undertakes projects using both its own labour and supervision and sub-contractors. These are known as Ardmore packages and sub-contract packages.

There is a sub-contractor procurement process (detailed in the safety management system) that sets out Part I and Part II pre-qualification of sub-contractors. The Part I form is sent with the initial enquiry and requires the bidding contractor to comply with the high health and safety standards set by Ardmore Construction Limited. The Part II form is a more detailed health and safety competency questionnaire that is then reviewed at a pre-start post-tender interview with the potential sub-contractor. At this interview the sub-contractor must convince Ardmore Construction Ltd that it has the competence and resources to undertake the work safely.

This includes a review of the contractor's method statement and the actual personnel to manage the works on site.

Ardmore packages are treated in a similar manner to sub-contract packages. An Ardmore in-house pre-start meeting is held between the project manager, project surveyor and supervisors for the package. A package method statement is discussed and the competence of the supervisors reviewed. The resources needed to undertake the work safely within the required time scale are also identified.

Both of the above processes form the foundation of Ardmore Construction Limited safety management system based on competence and resources.

Design Management - Arrangements for the exchange of design information between the client, designers, Principal Designer and contractors on site

Ardmore Construction Limited will appoint a design manager to co-ordinate the design development to produce design drawings in a timely manner. The design manager will co-ordinate contractors drawings with those of the architect and consulting engineers to ensure compliance with the employer's requirements.

Design team meetings will be held every two weeks chaired by the Ardmore project manager and attended by the design manager. The Principal Designer will be invited to attend these meetings.

Contractors will be invited to these meetings as required to discuss their designs and to co-ordinate with the scheme drawings and employers requirements, and to review the designs for health and safety issues.

Design work on-going during the construction phase will be subject to risk assessment by the designers to eliminate hazards during construction and maintenance and provide information for the health and safety file. ACL will co-ordinate this process and pass information from the design team to the Principal Designer for review and to contractors for information on the risks.

The design manager will be responsible for liaison with the Principal Designer and for the production of the health and safety file.

Ardmore will use a suite of tools to facilitate the timely receipt of design information from designers and contractors. These will include the following:

- Design information required programme
- Information release schedule
- RFI tracking schedule
- Drawing review sheet
- Design status summary
- Document control procedure
- Drawing approval sheet
- Drawing register
- Tracking schedule for design change proposals