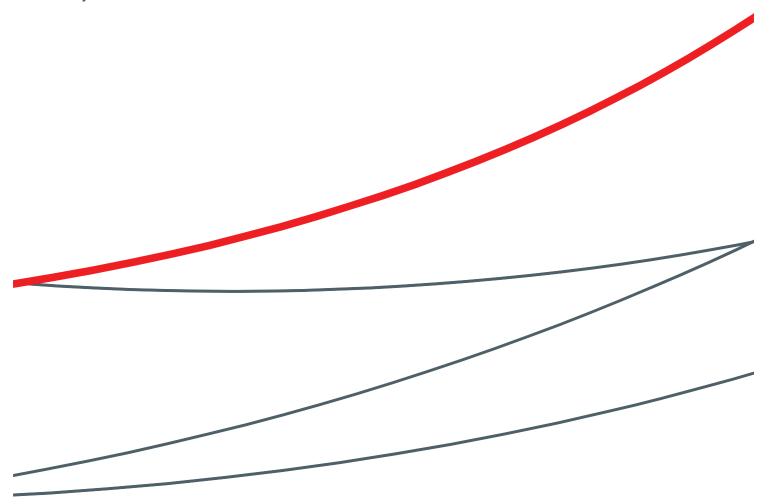# Project Execution Plan

Oxford City Council

Affordable Homes Programme (AHP) 2012-15

(Exempt Information Removed)

May 2013

Contacts

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Version control

Issue	Revision No.	Date Issued	Description of Revision: Page No.	Description of Revision: Comment	Reviewed by:
No 1	Version No 1		Initial Document		
No 2	Version No 2	16th May 2013	Pgs; 5, 6, 9, 12, 13, 14, 16	Clarification to the in scope various sites. Clarification to the source of the financial information. Removal of Steve Sprason and inclusion of Jane Winfield as Corporate Property lead.	Dominic Geoghegan

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Contents

1. Purpose of the Project Execution Plan (PEP)

The Project Execution Plan (PEP) provides the detailed plan of the work for a project or part thereof and how it is to be managed, organised and executed.

The purpose of the PEP is to demonstrate that the project team has:

- A clearly defined and properly understood strategy and plan for managing, co-ordinating and integrating all activities comprised in the project and their interfaces with other projects

- Undertaken a high level risk assessment of all of the activities comprised within the project and have appropriate responses to remove, reduce or mitigate those risks

- Identified all resource requirements

The PEP and appendices will be continually updated by the Project Manager during the project lifecycle with any deviations to be detailed in the Project Control section below.

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2. Project Definition

Background

In 2011 the City Council successfully secured HCA funding of £X towards their Affordable Homes Programme 2011-15 (AHP).

The Council's bid was for the provision of 112 new build affordable homes, mixed between affordable and social rent.

Phase 1 of the programme is the 49 unit Bradlands sheltered housing development, with the additional 63 units being achieved through various sites which together form Phase 2.

Project Benefits

The project will deliver 112 new Council houses of mixed social and affordable rent tenure. OCC has identified the following soft benefits resulting from the increased housing provision;

- Increases the Council's housing stock.
- Reduction in waiting lists.
- Proactive authority by investing in modern, efficient housing.
- Positive reputational benefits.
- Improved quality of sheltered housing.
- Improved quality of life and customer satisfaction.
- Training/job opportunities.
- Reduced carbon emissions and environmental pollution.
- More efficient use of energy and reduced consumption.

Project Scope

In scope:

This section relates to the works under this project. The new build opportunities are at the following locations only;

Phase 1 – Bradlands

This will deliver 49 new sheltered accommodation units

Phase 2 – Bulk Sites (Various)

These will deliver up to 63 of the remaining 112 dwelling unit commitment from a number of potential sites, namely;

- Balfour Road
- *Cross Street*
- Eastern House
- Former East Minchery Allotments
- High Cross Way
- *Nuffield Road*
- Sandy Lane
- Thompson Terrace
- Tucker Road
- *Ulfgar Road*

- Bury Knowle Depot
- David Walter Close Garages (2)
- *Elsfield Hall*
- *Hawksmoor Close*
- Leiden Road
- *Townsend Square*
- Warren Crescent
- Cardinal Close

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The sites identified in *italics* are those that have subsequently not made the various sites options as a result of the site status in terms of ability to deliver within the timeframe and the financial envelope.

The above sites are those previously identified under the OCC site disposal work stream. These sites will need to be de-risked prior to progressing the design and submitting to market. De-risking is defined as;

- Legal title and legal searches completed (certificate of title).

- Ground investigations completed and formal report secured.

- Outline planning permission submitted and secured.

- Utility searches have been completed and subsequent recommendation report obtained.

Where there are gaps in the required information, the project team are to procure, on behalf of OCC, adequate consultant support to close the gaps and prepare the sites for mobilisation and build.

Out of scope:

This relates to services that are expressly excluded from this project or services that have been identified for future inclusion, but are not at this stage included in the project scope.

- Any identification of additional sites not handed over by OCC as part of the initial AHP pipeline.

- Any additional sites brought forward under the programme as a result of over performance against the HCA criteria and delivery within the programme schedule and associated budget.

Objectives;

The objective of the programme is to deliver 112 new Council homes by March 2015 (back stop). At present these are split 68 Social Rent tenure and 44 Affordable Rent tenure.

Unit Deliverables

The commitment made by OCC to the HCA is detailed below;

Units		Total	
Social Rent (SR)	1bed	46	
	2 bed	14	
	3 bed	8	
Social Total		*68*	*61%*
Affordable Rent (AR)	2 bed	11	
	3 bed	33	
Affordable Total		*44*	*39%*
Total		**112**	**100%**

Constraints

The City Council has identified the following project constraints;

Constraint Title	Description
Resource availability	Availability of the required resources to deliver the Project. This will include resources in Finance, Corporate Property and Community and Housing, as well as external advisers.
Timescales	The Project will be delivered on a phased basis with all units being practically completed by March 31st 2015
Cost	In house officer time will be within existing budgets and/or recharged to the capital project. External consultants will be required, also funded from the Project. Project to remain within budget.
Constraint statutory requirements	All deliverables from the Project must meet regulatory requirements.
HCA requirements	Progress must be entered timely on the HCA Investment Management System including compliance with Key Milestones, in accordance with the FDA.
Procurement	Internal procurement regulations and OJEU regulations must be understood and applied to the procurement of services and works.

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3. Finance and Commercial – See exempt information

4. Procurement Plan

Oxford City Council (OCC) has in-house procurement standing order protocols to observe. The requirements are for OCC to utilise the South East Business Portal for all contracts exceeding £10,000.

In addition to this, OCC are bound by Official Journal of the European Union (OJEU) regulations for services and goods that exceed the threshold limits contained within the European Legislation;

PUBLIC CONTRACTS REGULATIONS 2006 - FROM 1 JANUARY 2012

	SUPPLIES	SERVICES	WORKS
Entities listed in Schedule 1[1]	£113,057 (€130,000)	£113,057[2] (€130,000)	£4,348,350[3] (€5,000,000)
Other public sector contracting authorities	£173,934 (€200,000)	£173,934 (€200,000)	£4,348,350[3] (€5,000,000)
Indicative Notices	£652,253 (€750,000)	£652,253 (€750,000)	£4,348,350 (€5,000,000)
Small lots	£69,574 (€80,000)	£69,574 (€80,000)	£869,670 (€1,000,000)

1   Schedule 1 of the Public Contracts Regulations 2006 lists central government bodies subject to the World Trade Organisation's (WTO) Government Procurement Agreement (GPA). These thresholds will also apply to any successor bodies.

2   With the exception of the following services, which have a threshold of £173,934 (€200,000)

  *[*Source; http://www.ojec.com/Threshholds.aspx]*

Owing to OCC's status as a Local Authority, they have the ability to utilise frameworks for the appointment of consultants and or contractors that are OJEU compliant. This enables OCC to have a range of procurement options at their disposal whilst remaining compliant with their in-house standing order process and European Legislation.

A procurement report and associated recommendation will be undertaken separately to this execution plan by EC Harris.

The process being undertaken to complete the procurement assessment is;

1   Establish a procurement profile of OCC through the completion of a procurement questionnaire.

2   Create and agree with OCC the procurement route assessment criteria resulting from the procurement profile.

3   Agree procurement route

4   Agree procurement implementation plan

5   Review and agree contract strategy to suit procurement route

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5. Project Monitoring & Control

In order to successfully control the project, a number of key processes / documentation and procedures are put in place and set out in this project execution plan. These are to be adhered to throughout the life of the project.

The key features of the controls are around roles and responsibilities, communication, programming, risks, time, cost, quality, change, reporting, health & safety.

The principle tool in the management of this project is through the use of EC Harris' intranet based portal known as 'Project in a Box' (PiaB).

PiaB is set up as a project management tool for the use of the entire team. Attributes associated with PiaB are;

- It is a central depositary for all project information.

- Acts as the form of electronic communication between the team members.

- It enables broadcasting of key information, milestone achievements, updates and the like.

- It holds the central meeting schedule for team meetings for all members to access.

- It holds and aids management of the 'live' risk events.

- It enables open management of actions of all team members.

Project Organisation

Purpose

The purpose of the project organisation structure is to describe and define the management roles, responsibilities, reporting lines and expectations of the project.

Content

This section looks to identify and provide detail on the following items;

- Organisation chart.

- Scope of each group or board.

- Members of the structure.

- Delegated Authority levels for each group or board.

- Terms of reference for the group or board.

Organisation Structure;

Project Board; LEVEL 3
- **David Edwards (Executive Sponsor),(Chair)**
- **Nigel Kennedy (Senior User Finance),**
- **Jane Winfield (Corporate Property Lead)**
- **Lindsay Cane (Senior Supplier Legal)**
- **Stephen Clarke (Senior User Housing)**
- **Jane Lubbock (Senior Supplier Procurement)**
- **Richard Hawkes (Project Assurance)**
- **Dominic Geoghegan (Project Manager)**
- **Alison Dalton (Project Support)**

Project Team; Implementation - LEVEL 2
- **Jane Winfield (Corporate Property Lead)**
- **Richard Hawkes (Project Assurance)**
- **Rob Kindon (Supplier CP)**
- **Dominic Geoghegan ECH (Project Manager)**
- **EC Harris (Cost Manager TBA)**
- **EC Harris (Affordable Homes Sector Expert)**
- **Lead designer TBA**

Project Environment; Delivery - LEVEL 1

Sub-project Team; Bradlands
- **Employer's Agent TBA**
- **Monitoring team TBA**

Sub-project team; 63 units various sites
- **Employer's Agent**
- **Monitoring Team TBA**

Corporate Boards; (monthly)
- **Housing Board**
- **Corporate Asset Management & Capital Board (CAMAC)**

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Project Board; LEVEL 3

Scope;

- Approvals to proceed through each gateway.

- Sign off the business case and overall financial commitment.

- Approves any changes to the business case, the financial envelope, or material change to; the design principles for the projects, the financial envelope, timescales for delivery and to the

- Approves any changes to Funding Agreement with the HCA.

- Resolve strategic and directional issues associated with the progress of the project which need input and agreement of senior stakeholders.

- Provide continued commitment and endorsement to the project.

- Authorise delivery, gateway approvals and sign-off at the closure of the project.

Members;

- David Edwards, Executive Sponsor (Chair)

- Jane Winfield, Corporate Property Lead

- Nigel Kennedy, Senior User Finance

- Lindsay Cane, Senior Supplier Legal

- Stephen Clarke, Senior User Housing

- Jane Lubbock, Senior Supplier Procurement

- Richard Hawkes, Project Assurance

- Dominic Geoghegan, Project Manager

- Alison Dalton, Project Support

Quorum; 3 members incl one of; Executive Sponsor, Senior User Finance and Senior User Housing

Form of communication; Receive copies of flash reports for information from the programme board. Receive monthly wrap up report tabled 1 week prior to the meeting, previously reported at the programme board with an exception update (or flash report) if required.

Meeting frequency; Every 5 weeks; Project update with exceptions on project programme (schedule), cost and risk/issues. Email communication and holding a conference call is acceptable to achieve urgent decisions and sign off as a form of issue and crisis management.

Authority levels (Tolerance); Fully accountable for the project. All authority for major change and decision and associated gateway approvals are to be sought from the sponsoring group.

Project Team; Implementation; LEVEL 2

Scope;

- Recommendation to proceed through each gateway.

- Sign off of design and any associated changes within the agreed business case, financial envelope and design principles.

- Define and agree acceptable risk profile and associated thresholds for the project.

- Resolve strategic and directional issues between projects which need input and agreement of senior stakeholders.

Members;

- Jane Winfield (Corporate Property Lead)

- Richard Hawkes (Project Assurance)

- Rob Kindon (Supplier CP)

- Dominic Geoghegan (EC Harris) Project Manager

- Darren Clarke (EC Harris) Affordable Homes Adviser

- EC Harris Cost Manager – Natalie Jean-Marie

- Lead Designer - TBA

Quorum; 3 members incl Project Assurance, Supplier CP and Project Manager

Form of communication; Receive copies of flash reports for information from the project team. Receive monthly wrap up report tabled one week prior to the meeting focusing on an exception update from the flash reports previously issued. Email communication and holding a conference call is acceptable to achieve urgent decisions and sign off as a form of crisis management.

Meeting frequency; Weekly conference call with face to face arranged as required. Project update with exceptions in time, cost and risk/issues that need executive board influence and or sign off.

Delegated Authority levels (Tolerance); The project team has the ability to manage the project within the agreed project budget. A monthly forecast of project budget performance must be undertaken and submitted to the Sponsoring Group. Any change to the scope, financial envelope of the project or increase to the project timescale must be escalated to the Sponsoring Group.

Project Environment; Delivery; LEVEL 1 (Day to Day Project Management)

Scope;

- Delivery of the sub-projects within the identified project schedule.

- Sign off of detailed design within the agreed business case, financial envelope and design principles.

- Manage project risk within the acceptable risk profile and associated thresholds for the project.

- Escalate any strategic issues which need input and agreement of senior stakeholders.

- Resolve project level challenges and activities in order to deliver on time, within the budget and to the desired quality.

Members;

- Employer's Agent EC Harris

- Monitoring Team TBA

Quorum; TBA

Form of communication; Receive copies of flash reports for information from the project team. Receive monthly wrap up report tabled one week prior to the meeting focusing on an exception update from the flash reports previously issued. Email communication and holding a conference call is acceptable to achieve urgent decisions and sign off as a form of crisis management.

Meeting frequency; Conference call held weekly with a face to face meeting held monthly; Project update with key/immediate actions, next period activities, progress (performance) assessment against project time, cost and risk/issues, reported with project impact that need executive board influence and or sign off.

Delegated Authority levels (Tolerance); The project team has the ability to manage the project within the agreed cost plan and or agreed tender price. An allowance of 10% of the project contingency can be approved without sign off of the Project Board. Where the contingency spend is in excess of 10% of the contingency sum, prior approval is to be sought from the Project Board. Any change to the scope, financial envelope of the project (overall project budget) or increase to the project timescale must be escalated to the Project Board.

Roles and Responsibilities

The various parties to the project, their roles, responsibilities and relationships are described in appendices of this PEP as the responsibilities, accountable, consulted and informed (RACI) matrix. ***Refer to Appendix C (not available).***

- **Executive Sponsor (Chair): : David Edwards**; is ultimately accountable for the City Councils capital investment, performance and project delivery. Has accountability for the scope, budget and timescale commitment.   The Exec Sponsor is to be party to all key decisions and approvals. Chairs the Project Board.

- **Senior User Finance: Nigel Kennedy**; is accountable for the investment decision and the underwriting of the capital and revenue implications of the project..

- **Corporate Property Lead: Jane Winfield**; is responsible for the performance and delivery of the project in terms of time, cost and quality as manager of Corporate Property. Can act within pre-determined delegated authority of the Exec Sponsor on all non key decisions or approvals.

- **Law & Governance: Lindsay Cane**; is responsible for the legal compliance with the HCA Framework Delivery Agreement, and advising the Project Board/Team on all procurement, and construction legal advice required or procuring suitable legal representation thereof where required.

- **Senior User Housing: Stephen Clarke**; is responsible for defining Council and tenant demand and approving the specification and transition of the new stock into the Council's Business As Usual (BAU) housing stock portfolio.

- **Senior Supplier Procurement: Jane Lubbock**; is lead adviser to the project on the public sector procurement process and implementation thereof for all phases of the project.

- **Project Assurance: Richard Hawkes**; is responsible for ensuring that the project is correctly resourced, on target, and that governance of the project is adhered to throughout. Is responsible for appropriate escalation to Exec User and Senior User CP if the project or governance thereof is off track or there is an elevated risk of being off track in the future.

- **Project Support: Alison Dalton**; is responsible for the timely issuing of board papers, taking minutes of board meetings, and issuing update reports to the wider project team. Is responsible, in conjunction with the Project Manager, for all timetabled HCA system updates using IMF platform etc.

- **Supplier CP: Rob Kindon**; is responsible for the engagement, contract and performance management of the external Project Manager and directly appointed Professional Team.   Is the primary Council contact with the HCA and ultimately responsible for all HCA updates, day to day compliance and relationship management with the HCA.

- **Project Manager: Dominic Geoghegan (EC Harris)**; is an external consultant. Their recruitment is to deliver all phases (Phase 1 & 2) of theAHP project. They are responsible for the performance of the team and managing the delivery of the project to meet the success criteria established. The PM works closely with the Supplier CP and supports the drafting of documents for issue to the project board. The PM establishes the delivery approach and control framework the project will be managed and communicated this to the team and manages the associated actions.

- **Sector Expert: Darren Clarke (EC Harris)**; is an external consultant. Their recruitment is to deliver sector specialist support through the project. They are responsible for sharing their previous knowledge of the HCA and to help set the project up and deliver the projects successfully.

- **Wider team members if required;**

  o **Cost Manager**; Quantity surveyor; to assess the 'should cost' of the project at outline feasibility stage using benchmark criteria. To compile a cost plan based on the high level design information present and assessed against benchmark data. To complete a pretender cost estimate prior to tender. To support the drafting of the tender documents, input into the contract clause amendments and compile the final contract documents. To undertake monthly valuations. Report to the PM the assessed cost impact of risk events identified and or change requests to the project.
  o **Lead designer**; to lead the design team in the development of a design solution for the project. Meeting the project brief and the identified success criteria. A design to budget approach will be adopted. Development of a master plan and completion of planning documents will be the primary activity, likely to be RIBA Stage A/B with aspects of C where conservation or detailed planning is required. The Procurement route will determine the point of design responsibility moving from OCC to the contractor partner.
  o **Civil & Structural Engineer**; to contribute to the de-risking phase of the projects by managing (or undertaking directly) the required environment and ground surveys. Produce associated report and recommendations towards the viability of the site. Contribute to the civil and structural design solution, for the client and or the contractor (depending on the time and type of procurement).
  o **Building Services Engineer**; to contribute to the de-risking phase of the projects by managing (or undertaking directly) the required utility searches and capacity checks. Produce associated report and recommendations towards the viability of the site. Contribute to the building services design solution, for the client and or the contractor (depending on the time and type of procurement).
  o **CDM Coordinator**; Manage on behalf of the client, the clients responsibilities for CDM where there are able under the CDM regulations 2007 amendments.
  o **Code for Sustainable Homes (CFSH) Assessor**; to complete a CFSH pre-assessment for the sites and progress with the collation and completion of the CFSH assessment form. To advise the design team of opportunities for maximising the achievement of the Code 5 level requirement. Submit necessary form for approval and sign off at the appropriate stage.
  o **Contractor**; To design and build the required project.

Stakeholder Engagement Strategy

The stakeholder engagement strategy is designed to create an effective framework to enable effective stakeholder engagement and communication.

- How the stakeholders will be identified, grouped and tracked through the programme (individuals and groups)

- Explanation of the process for adding to or changing the programme communications plan.

- How the importance, influence, interest and impact of a stakeholder to a programme will be measured and assessed.

- How stakeholder analysis information will be processed and stored, with reference to confidentiality

- Description of how the programme will engage with stakeholders, including appropriate channels and mechanisms for encouraging, receiving, and responding to feedback from stakeholders.

Stakeholder profiles/register;

- Stakeholder map showing stakeholders and their area of interest

- Stakeholders area for concern/sensitivity

- Level of support for the programme

- Areas of the programme that stakeholder are interested in and why

- Levels of stakeholder influence on the programme and why; do we need them or do they need us?

- Influence/interest matrix showing current and target positions for each stakeholder engagement

- Benefits distribution – Which stakeholders will receive what benefits and which stakeholder will receive dis-benefit.

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Communication Strategy

General Communication

Conversations either direct or by telephone between the parties involved will be encouraged to expedite progress of the projects. However, the Project Manager must be made aware, without delay, of the content of the conversation by telephone, and then by written communication or sketch, if such discussion has an impact on the projects (time, quality or cost).

It must be stressed that the outcome of verbal communications at any level will not relieve the parties of their formal responsibilities; a follow up of any verbal instructions must be completed in written form for clarity.

No instructions should be progressed without formal written instruction or approval from the Project Manager.

General Reporting

The Project Manager shall provide a regular weekly flash report to Oxford City Council (OCC) in the format agreed and template included as Appendix B. This will be supported by a formal monthly Project Managers Report.

This reporting will be supplemented by the weekly conference calls held between OCC and the project team to review progress and matters/issues of pressing concern.

The programme board is to escalate reports and associated concerns through to the sponsoring group.

Meeting log

In order to ensure meetings are organised, occur in a timely manner, and at agreed frequency, a project calendar is included on the PiaB portal. This acts as a live meeting schedule and will be populated by the project manager. Adjustments to any proposed meetings should be highlighted in advance to the project manager.

Project Directory - PiaB

A project directory has been developed and will be owned by EC Harris. It is imperative all personnel changes are notified to the project manager prior to and throughout the project (via e mail is acceptable). Refer to Appendix D.

Actions and Request for information- PiaB

It is likely with a project of this size, complexity and nature, that there will be a significant number of meetings with associated actions. In order to easily manage the actions, EC Harris has compiled an action log which should be updated following all meetings by an EC Harris representative. This will be structured as part of the intranet project tool 'Project in a Box (PiaB).

In addition to general project and project actions, it is likely information requests will be made. For ease of use and clarity across the project, all requests for information between parties will be raised as actions within the PiaB portal.

Risk and Issue Management Strategy - PiaB

All projects contain risk as they are unique in their nature. Projects may appear the same, however they are only ever very similar. All projects are individual and are constrained and complex to the surrounds they are undertaken in.

This project will be no different to the above, there are risks associated with the venture and it is important to register those risks and engage all parties to identify, assess, plan a response and implement a form of mitigation to attempt to either remove, reduce, avoid, accept or transfer the risk. This is seen and set out below.

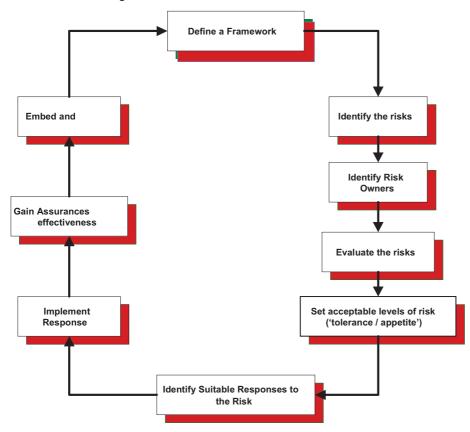## Approach to Risk and Risk Management

Risk Management is 'a structured approach that allows individual risk events to be understood and managed proactively, optimising project success by minimising threats and maximising opportunities'.

In effect, the above definition identifies the fact that a risk can be a threat or an opportunity to the project objectives and deliverables. A risk management process is identified below, demonstrating how the above process can work:

- **Setting the process & objectives**

- **Risk Review:**
    - Identification
    - Assessment
    - Prioritise & Plan
    - Mitigate

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- **Risk Response:**
  - o Remove
  - o Reduce
  - o Avoid
  - o Accept
  - o Transfer

Risks will be captured on the PiaB portal and managed proactively by the team, and associated risk owners. The risk events will be considered in the context of contingency and potential for additional funding support if the risk profile exceeds the contingency amount contained within the budget.

Change Control Management

A change control procedure has been created (refer to Appendix C) and is to be followed in all change occurrences following tender action. The procedure comprises a four-stage process (see below). This is for information only at this stage and will be implemented following sign off of the design prior to Tender Issue:

Stage 1

Definition of the change proposal by the originator, as set out in the Change Order Request (COR).

Stage 2

An appraisal against time, cost, quality, health & safety, design and any environmental concerns, such as sustainability, code for sustainable homes, by the relevant consultant team and as appropriate, by the Contractor. All responses are managed by the change originator, collected and forwarded to the Project Manager for submission to the Programme Board.

Stage 3

Recommendations by the Project Manager to the Senior Responsible Owner (SRO) for their acceptance followed by recommendation to the Programme Board and or the Sponsoring Group (if required). Note that these groups are authorised to reject any proposals as necessary.

Stage 4

Recommendation or rejection by the Programme Board or the Sponsoring Group will be required for all changes depending on the level of impact. The delegated authority levels are stipulated in the organisation structure section of this report and must be implemented throughout the project.

Cost Management

Cost control is the responsibility of the entire project team, although a lead will be taken by EC Harris. The Cost Manager will be responsible for development of the cost control process, associated cost plans, pre-tender estimate and post contract cost reporting.

Pre-contract cost control will be undertaken by the cost manager through regular updates to the cost plan, as the design develops, to enable potential cost risks to be flagged and managed.

Post contract, cost control will be both the cost manager and with information supplied by the contractor. The cost manager will provide monthly updates on; forecast cost, implemented changes, forecast changes, contingency levels and forecast cashflow.

EC Harris cost management will produce an elemental cost plan at RIBA Stage C. This cost plan will provide an estimate of cost based upon the design to date, materials identified and floor areas. This will provide a baseline to test the budget for the projects. This can then be used to seek approval to proceed with the project through the next gateway.

The cost manager will provide periodical reports indicating the cost position of the project at various stages and a record of the financial movement in the period assessed against the previous period or gateway approval.

The cost manager will be in attendance at design team and project team meetings.

Programming (Scheduling)

The project manager will develop a strategic master programme to summarise the key milestones throughout the life of the project. Progress against the master programme will be reported at high level on a weekly basis in the flash report and in more detail in the monthly report.

As the project develops the programme will be kept up to date and will be supplemented from time to time with more detailed programme, for instance during the construction phases of the various projects.

The assumptions made by the project manager in producing the master programme will be tested with OCC and once appointed the design team members and main contractor.

The format of the programme will be completed in Microsoft Project and reformatted in Microsoft Excel if required for senior stakeholder communication.

The master programme is included as appendix D. Any variations to this will be raised and agreed by the Project Board.

Where gateways are identified, these are based around key information or investment sign off, where the programme board need to approve and authorise.

Health & Safety

At this stage a CDM Coordinator has not been instructed on the project. We recommend the appointment of a CDM Coordinator immediately. This is to ensure that the CDM Co-ordinator will be actively involved in all stages of the design development to confirm that adequate safety reviews are conducted and safety is inherent in the design of the new homes.

Adequate design risk assessments must be undertaken by the design team and these will be monitored and reviewed by the CDM Co-ordinator.

The CDM Co-ordinator will fulfil their duties under the Construction (Design and Management) Regulation and Approved Code of Practice – "Managing Health & Safety in Construction"

The CDM Co-ordinator will produce a pre-tender Health & Safety Plan for each construction contract (i.e. Enabling Works / Main Contract), with input and assistance from the client and the design team as required.

Using the information contained within the Pre – Tender Health & Safety Plan, the appointed Contractor will be required to develop Construction Phase Health & Safety plan prior to commencement of operations. This will be in accordance with the CDM regulations and subject to CDM Co-ordinator and Client agreement.

The file will be compiled as work progresses and following approval by the CDM Co-ordinator, the completed file will be issued to the Client on completion of the construction works.
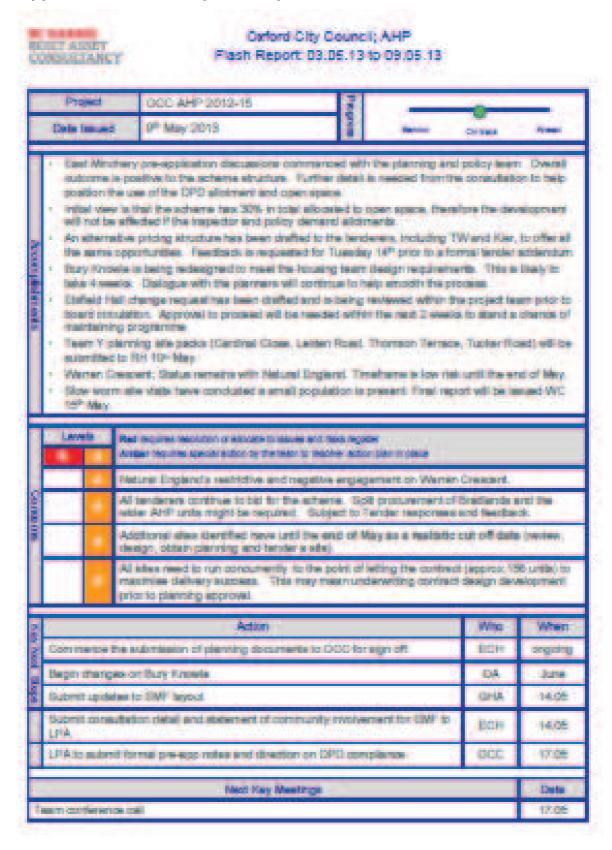
The Contractor will be responsible for instigating procedures for the reporting of accidents, incidents and dangerous occurrences.

All such incidents shall be reported to the Project Manager at the regular progress meetings and recorded in the minutes.

The contractor will be responsible for instigating procedures for the control and monitoring of safety on site. Regular safety audits should form part of the construction phase health & safety plan, and copies of audits and inspections should be provided to the Project Manager at the progress meetings.

Appendices

Appendix A - Flash Report Template

Oxford City Council; AHP
Flash Report: 03.05.13 to 09.05.13

| Project | OCC AHP 2013-15 |
| Date Issued | 9th May 2013 |

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Appendix B - Responsible, Accountable, Consulted, Informed (RACI) Chart

This is a live document and will be updated throughout the project - Not Available

Appendix C - Change Control Process

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Appendix D – Master Project Programme

Separate Attachment