

Project No: CRMMS 020

Project Name: East Rhyl Coastal Defence Scheme

BALFOUR BEATTY UK

PROJECT MANAGEMENT PLAN

(PRM-TF-0001a)

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Template Authoriser: Andrew Dodsworth

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A. APPROVAL, DISTRIBUTION, MONITORING AND REVIEW**A.1 Approval**

	Date	Signature
Prepared and Approved by Project Lead	25 Feb 20	
Approved by Project Sponsor*		

*As defined in the Gated Business Lifecycle. This signature is only required for the first issue prior to work commencing. Thereafter the Project Lead can approve changes which shall be recorded in the review section.

A.2 Distribution of Project Management Plan

Copy No	Name	Position	Location
1	Deter Goliath	Project Lead	Site based
2	Will Singleton	Project Sponsor	Manchester, M1 2HY
3	Chris Hull	Site Agent	Site based
4	Wayne Hope	Customer	Caledfryn, LL16 3RJ
5		Customers Agent/Rep. (if applicable)	
6	Jeremy Benn Associates	Principal Designer	Site based and Warrington, WA1 1WA

Copy 1 is the Master PMP and is the only controlled copy containing records of all reviews and amendments. All other copies are uncontrolled and are issued as necessary by the Project.

A.3 Description, Monitoring and Review

The Project Management Plan is the Balfour Beatty overarching high level controlling document for this project. It provides an overview on how we deliver against the project, legislative, regulatory and company requirements in order to achieve Zero Harm, Defect-free delivery and comply with our sustainability Blueprint. This document doesn't generally include the detail but will act as a sign post to the more detailed plans and controlling documents.

The PMP include the following three mandatory appendices covering Health & Safety, Quality and Sustainability as well as Design & Engineering Management Plan (when BB have Permanent Works Design responsibility)

Other plans may be produced e.g. Information Management Plan, Risk Management plan etc. where required by the Contract or the Company

Plan	Appendix	Balfour Beatty Person Responsible
Construction Phase Plan	Appendix 1	D Goliath
Project Quality Plan	Appendix 2	D Goliath
Sustainability Plan	Appendix 3	D Goliath

The Construction Phase Plan includes the relevant CDM 2015 information that is required to satisfy our duty as Principal Contractor (or Contractor) for the project. This includes:

- health and safety arrangements for the construction phase
- site rules and where relevant, specific measures concerning work that falls within any of the categories listed in Schedule 3 of the 'Managing health and safety in construction' CDM 2015 L-Series Guidance.

Our Business Management System defines the controls we will implement on this Project to control all our related activities, and will be used to:

- comply with the Conditions of Contract and Customer Requirements
- provide information to the workforce on the key management principles for the control of the Project.
- form the basis of all site-based training including Induction
- supply information to the supply chain on their respective roles and responsibilities
- Identify how the Project will comply with legal and statutory duty

The Project Lead will be formally appointed by the Project Sponsor under a Project Manager Letter of Appointment.

The Project Lead has overall responsibility for the Plan and its appendices and will review these monthly to ensure that

- the objectives and requirements of the PMP are still valid and are being met.
- forthcoming activities are reviewed and any necessary amendments to the PMP are put in place before the relevant work begins
- current Project processes continue to be suitable and effective.

A.4 Record of monthly PMP and its Appendices Monitoring Reviews and Amendments

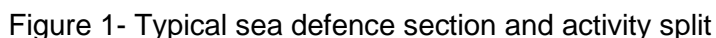
Date	Detail of Review/ Amendment	By Whom	Action Taken	Signed

B. PROJECT DESCRIPTION

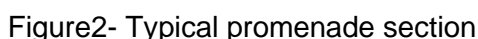
B.1 Project Context

East Rhyl on the coast of Denbighshire, North Wales is currently protected by way of a variety of different coastal defences, of which the vertical concrete seawalls have overtopped significantly during notable flood events occurring in 1990 and 2013. These flood events caused significant damage and disruption to the residential and commercial properties located behind the existing defences. The current sea defence structure remains exposed to the potential for further deterioration.

An upgraded sea defence scheme has now been developed to improve coastal resilience in the area. The project will involve the construction of a rock revetment structure with improvements to the existing seawall and promenade area.



The main works consist of two distinct construction sections. A revetment construction of a bottom filter layer (0.3 to 1t) and top rock armour layer (3 to 6t) forms the typical sea defence section (figure 2). The main works consists of two distinct construction sections. This revetment leans itself towards a tidal working cycle due to exposure from the incoming tide. The typical promenade section (figure 2) is completely accessible above the mean high-water tideline and construction works in this area will be subject to a regular work cycle. These work elements are made up of a wave return wall at 8m AOD founded on a mass concrete buttress and retained by a wall base slab; with extended concrete pavement area.



Principal work involves:

- Mobilisation of main and satellite compound
- Creating dedicated materials handling area
- Construction of access routes to site work face
- Removal of existing groynes
- Construction of concrete buttress
- Rock revetment construction
- Construction of beach access steps
- Removal of existing sea wall
- Pre-cast wave wall placement
- Concrete wall base (heel slab to wave-wall)
- Core holes to existing promenade
- Concrete pavement
- Site demobilisation and rehabilitation on completion of construction
- Permitted development works at Rhyl golf course

A notable concern for the construction work is the proximity of the houses to the workplace. Therefore; all construction activities must be considered around low noise, limiting dust reduced vibration and a lighting strategy which limits nuisance to our neighbours.

The project is procured through the SCAPE public-sector partnership under the National Civil Engineering and Infrastructure framework. SCAPE mirrors Balfour Beatty's (BB) recognition of how we identify and address social, environmental and economic concerns on our projects. Apart from a target to deliver our projects on time and on budget, we share a notable focus on people and suppliers through our SCAPE key performance indicators (KPI's). To this end we have a key focus on;

- local supplier and local labour spend
- SME engagement and spend
- Fair payment

A variety of opportunities are presented through the technical build complexity of the project, as such it offers a combination of a very limited scope in terms of coastal specialism as far as the intertidal works are concerned and a more general civil engineering approach to the works outside the intertidal zone. The project would offer opportunity to a varied group of suppliers and subcontractors. Technical compliance, quality requirements and availability will dictate the radius of the project resource footprint.

BB envisages a peak permanent staff contingent of 25 white collar and 40 blue collar workers during the delivery of the scheme. This excludes visiting service contractors and deliveries to site.

B.2 Project Definition

Core business capabilities delivered during this project:

- Sea defence works, incorporating rock armour revetment and amenity access
- Cofferdam construction to deliver beach access steps
- Offsite manufacture relating to pre-cast concrete production
- Offsite steelwork delivery relating to stainless steel floodgate production
- Significant in-situ concrete promenade works

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- Demolition of existing unreinforced concrete wall
- Section 184 roadworks

B.3 Project Lead

Project Complexity	Standard
PM Competency Required	Bronze

License to Practice	BLUE	BRONZE	SILVER	GOLD	PLATINUM
Project / Contract complexity	Small/Task	Standard	Major	Complex	Major Complex
Project Management Training	Induction into BB PM Methodology/APMIC	APMP	APMP / APMPQ	RPP	RPP
Indicative Formal Management Training / Qualification	BB Frontline Supervisory ILM 2/3	Certificate in Management or equivalent	Diploma in Management or equivalent ILM level 5	MSc in Management or MBA equivalent	MSc in Management or MBA equivalent
Support approach (to achieve next level)	Mentor support: Post performance reviewed	Mentor available: Independent post performance reviewed	Mentor available: Independent post performance reviewed	Coach available: Independent post performance reviewed	All post performance reviewed against improvement targets
Compass profiling / IPMA (reviewed and updated a minimum of every 12 months)	<D (29 competencies)	D (38 competencies)	C (47 Competencies)	B (48 competencies)	B/A (48 competencies)
Minimum Experience required (captured within annual PDR process)	Previous Task success preferred; or mentor essential	Demonstrate success on at least 3 Standard Projects. Successful delivery of specific workstreams within a large contract	At least 3 Major projects successfully delivered, or successful management of a small/medium contract	At least 3 Complex projects, or one programme successfully delivered, or successful management of a large contract	At least One Major complex project (or contracts) successfully delivered/ a large portfolio or programme of Projects/ Contracts delivered.
CPD commitment / commitment to developing PM competencies across BB group	Contribute to own continuous improvement and maintains CPD log	Contribute to overall BB PM improvement planning e.g. member of or contribute to COP/PEN ; CPD log	CPD log 35 hours: Add to BB PM improvement planning and/or professionalism	CPD log 35 hours +: Add to BB PM improvement planning and/or professionalism	CPD Log; 35 hours +; Major/Senior addition to BB PM community improvement

C. PROJECT DELIVERABLES

C.1 PMP structure

The PMP is an overarching plan designed with the requirements of this project taken into account. It has been developed prior to gate 3 of the Balfour Beatty Gated Project gated Lifecycle from the information detailed within the Contract Specification, Customer Requirements and Pre-Construction information. The document has been further developed throughout gates 4 and 5 and will be reviewed at the gate 6 project review meetings.



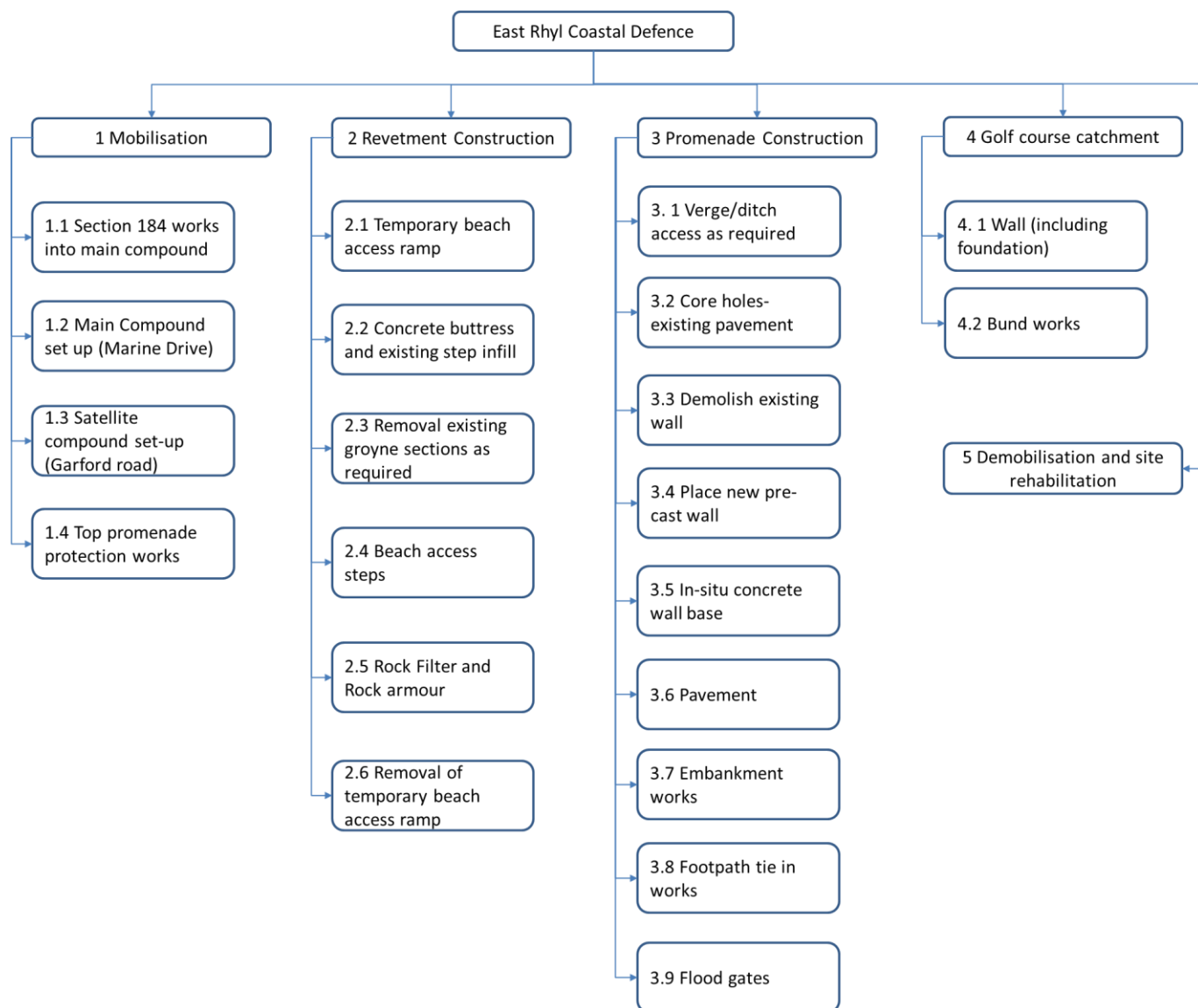
C.2 Description of the Scope

The table below details information from Tender and Contract Documents.

	Project Details
Project Name:	East Rhyl Coastal Defence Scheme
Project Number:	CRMMS 020
Project Location & Address:	<u>Main compound:</u> Balfour Beatty Compound located opposite Royal Alexandra Hospital East Parade Rhyl LL18 3AR North Wales
Customer:	Denbigshire County Council
Customer's Agent:	Wayne Hope
Principal Designer:	JBA Associated as appointed by Balfour Beatty
Principal Designer Lead:	JBA Associated as appointed by Balfour Beatty
Principal Contractor:	Balfour Beatty Ltd.
Designer(s)	JBA Associated as appointed by Balfour Beatty
Contractor(s)	Jones Brothers Civil Engineering Ltd Hollingsworth Brothers (Hollingsworth Group)
Other Consultant(s)	/
Project Notification (F10 - if applicable):	/
Contract Type:	Target contract with activity schedule
Form of Contract:	NEC 3, Option C with Scape framework amendments

	Project Details		
Contract Award Date:	January 2020	Contract Start Date:	March 2020
Works Completion Date:	Planned completion – Dec 2022; Completion - March 2023		
Phased Completion Dates:	No phased completions		
Reference Date for Standards:	/		
Defects Liability Period:	52 weeks		
Contract Documents: (Including Specifications)	As per contractor's proposal submitted 24 October 2019 and signed notice proceed dated 17 December 2019.		
Detailed Description of The Project and Programme Details Including Key Dates	<ul style="list-style-type: none"> • Full construction period- 02 March 2020 to 23 December 2022 (Planned Completion) to 3 March 2023 (Completion date, when terminal float is added on) • Mobilisation, which include compounds and haul roads- 15 April 2020 to 23 July 2020 • Shoreside Construction commencing temporary access ramp onto beach and lower promenade, concrete buttress, beach access steps and rock revetment- 11 August 2020 to 18 June 2021 • All landside activity which include top promenade and golf course- 05 October 2020 to 13 Jul 2022 • Demobilisation and handback- 18 May 2022 to 13 July 2022 		

C.3 Project Structure



C.4 Work Structure

Work Packages (note: main project structure indicated below, this will be reviewed as contractors are established)					
Reference	Work Package	Owner	Deliverables	Acceptance criteria	Dependencies (other packages)
1.1	Section 184 works into main compound	Chris Roberts	Accepted temporary works design detail	As specified by temporary works design detail and agreed in section 184 application	Temporary works design, Acceptance of section 184 application by DCC
1.2	Main compound set up (Marine Drive)	Chris Roberts	Temporary Works design and Compound	Agreed TW design. Lifting Plan.	Temporary works design, Cabin delivery and installation.

			and office layout		Service connections
1.3	<i>Satellite compound set-up (Garford Road)</i>	Chris Roberts	Accepted TW design and Compound and office layout	Agreed TW design. Lifting Plan.	Temporary works design, Cabin delivery and installation. Service connections
1.4	<i>Top promenade protection works</i>	Michael Heyes			
2.1	<i>Temporary beach access ramp</i>	Michael Heyes			
2.2	<i>Concrete buttress and existing step infill</i>	Michael Heyes			
2.3	<i>Removal of existing Groyne sections as required</i>	Michael Heyes			
2.4	<i>Beach access steps</i>	Michael Heyes			
2.5	<i>Rock filter and rock armour</i>	Michael Heyes			
2.6	<i>Removal of temporary beach access ramp</i>	Michael Heyes			
3.1	<i>Verge/ditch access as required</i>	Chris Roberts	Temporary access to Garford Road Compound	Constructed to agreed TW Design	Access to Garford Road compound and working area on Promenade as work progresses along Promenade
3.2	<i>Core holes-existing pavement</i>	Chris Roberts	Perforate existing Promenade slab	Agreed method of work. Holes at required spacings/ depths	Placing new PCC walls. Concrete works to Promenade.
3.3	<i>Demolish existing wall</i>	Chris Roberts	Cut and remove existing sea wall.	Agreed method of work. Maintain sea defence level Monitor noise, vibration and dust.	Placing Pre-cast walls and in-situ concrete to Promenade

3.4	<i>Place new pre-cast wall</i>	Chris Roberts	Take delivery and place PCC walls into position on Promenade	Agreed TW Design. Lift Plan. Agreed method of work. Walls placed to correct line and level	Grouting under the PCC Units. In-situ concrete base
3.5	<i>In-situ concrete wall base</i>	Chris Roberts	Install Rebar and place concrete to PCC wall base slab	Agreed method of work including method of placing concrete. Agreed concrete mix design. Concrete testing. Agreed formwork design.	In-situ concrete pavement
3.6	<i>Pavement</i>	Chris Roberts	Place concrete to Promenade slab.	Agreed method of work including method of placing concrete. Agreed concrete mix design. Concrete testing. Agreed formwork design. Provide acceptable finish to concrete.	Embankment and finishing works
3.7	<i>Embankment works</i>	Chris Roberts	Build up embankments to suit new level of Promenade	Agreed method of working. Approved topsoil, and	Site Demobilisation

				seeding suppliers. Area reinstated to an acceptable condition and signed off by DCC	
3.8	<i>Footpath tie in works</i>	Chris Roberts			
3.9	<i>Floodgates</i>	Chris Roberts	Cast frame for new flood gates into new wall. Install floodgates into new concrete walls	Agreed method of works. Lift plans required for installing gates Gate frame and fixings cast into wall to correct line and level. Floodgate installed into frame.	Floodgates work as designed.
4.1	<i>Wall (including foundation)</i>	Chris Roberts	Wall at Rhyl Golf Club strengthened and raised to provide flood defence level	Agreed method of work. Agreed TW design for formwork. Wall rebuilt to correct line and level. Consultation with Golf Club to minimise disruption	
4.2	<i>Bund works</i>	Chris Roberts	Raise level of existing bund to provide increased flood protection.	Agreed method of work. Bund constructed to correct line and level. Golf Club consulted on works	

5	Demobilisation and site rehabilitation	Chris Roberts	Remove compound areas and reinstate site to the pre-construction state	Site area returned to pre-construction condition. Client accepts compound areas back.	

C.5 Project Objectives & Success Criteria

	Performance Indicators	Measured by	Framework Targets (Column will be used to set minimum targets in the subcontract agreement where no further targets have been entered)
1.	Fair Payment Terms		
1.1	Tier 3 suppliers to be paid within 23 days of main contract certification	Monthly report submitted to Project Lead and QS detailing all payments due, dates made, reference numbers and contact details for supplier should an audit be undertaken.	100%
2.	Supply Chain Labour		
2.1	Labour from within 10 miles	Monthly labour returns issued by the subcontractor to Project Lead and QS and Balfour Beatty signing in process	20%
2.2	Labour from within 20 miles		40%
2.3	Labour from within 40 miles		75%
3.	Supply Chain Spend		
3.1	Tier 3 supplier spend within 10 miles	Monthly report of predicted final supplier spend submitted to Project QS	20%
	Tier 3 supplier spend within 20 miles		40%
	Tier 3 supplier spend within 40 miles		75%
4.	Tier 3 suppliers*		
4.1	Tier 3 Supply Chain who are classified as a SME	Monthly report of predicted final supplier spend submitted to Project QS	85%
4.2	Tier 3 supply chain spend with SME's		85%
6.	Employment and Skills		
6.1	All work opportunities will be advertised with		JobCentre Plus
6.2	Work Experience Under 16 years old (min 5 days each)	Copy of work placement diaries or evidence to be provided to Project Lead and QS	1
6.3	Work Experience Over 16 years old (min 2 weeks each)		2
6.4	Adult Employment opportunities advertised locally	Copy of adverts to be provided to Project Lead and QS	100%
6.5	Adult Opportunities filled by individuals not in employment, education or training, unemployed or leaving education (min of 13weeks of employment)	Copy of letters of employment or confirmation from JobCentre Plus (or similar) along with labour records	4
6.6	Intern, Trainee, Apprentice or Graduate, New Starts and or Completions plus (minimum number of weeks per apprentice)	Copy of letter of employment / registration with college or university along with labour returns	2 (52 weeks)
6.7	Vocational Qualifications Starts or Finishes (eg/ NVQ)	Copy of registration and or training certificate along with labour returns	4
6.8	Professional Qualifications Starts or Finishes (eg/ CIOB, ICE, MRICS)		1
6.9	Academic Qualifications Starts or Finishes (eg/ GCSE, HNC or Degree)		1
6.10	Training days for Health and Safety	Copy of training records	6 days

6.11	Training days for Professional Development		2 days
6.12	Training days for Sustainability and Innovation		2 days
7.	Supply Chain Satisfaction		
7.1	Complete the Supply Chain Satisfaction Survey with the Project Team within 1 week of Project Completion.	Copy of supplier satisfaction survey to be returned to Project Lead and QS within 1 week of completing works on site.	100%

Project Objectives	Success Criteria
<i>Health and safety</i>	
<i>Sustainability and environment</i>	
<i>Quality</i>	
<i>Technical</i>	
<i>Time</i>	
<i>Cost</i>	
<i>Specific stakeholder requirements</i>	
<i>Business objectives</i>	
<i>Customer objectives</i>	
<i>Contractual KPI's</i>	
<i>Benefits Strategy - Customer</i>	

D. PROJECT PROGRAMMES AND SCHEDULES

D.1 Monitoring and Control Strategy

Requirement	Yes or No	Comment
Mobilisation Programme Required	Yes	Short term programme required by responsible person; in line with main works programme
Design Programme Required	No	Design phase complete once construction commence
Procurement Programme Required	Yes	In line with main works programme. Short term interval programme to be produced to monitor works
Programme Development Required	No	Integrated programme developed in line with subcontractors' delivery strategies
Short Term Weekly Programmes Required	Yes	To be produced with input from package managers
Stage or Section Programmes Required	No	

Requirement	Yes or No	Comment
Completion Programme Required	Yes	
Work Package Programme Management Required	Yes	Developed by package manager who will provide input into short term programme

D.2 Supply Chain & Procurement Strategy

The Procurement Strategy must be documented within accordance of [Commercial](#), [Supply Chain and Procurement](#) Procedures.

Where pre-Tender agreements have been established then these must be maintained unless there is specific approval in place with the appropriate Commercial Director to depart from the pre-tender agreement. List any pre-tender agreements applicable to this project:

Package	Supplier / Subcontractor	Contact Details of Supplier /Subcontractor Lead
No pre-tender agreement in place		

D.3 Supplier/Subcontractor Performance Management

The frequency of supplier/subcontractor performance scoring will be quarterly unless defined otherwise below:

Frequency of scoring: Quarterly

Detail below those project personnel responsible for completing supplier/subcontractor performance assessments:

Name	Title	Contact Details
Deter Goliath	Project Manager	07783 149378
Simon Williams	Commercial Manager	07795 806254
QS	Quantity Surveyor	-
Chris Hull	Agent	07845 052860
Michael Heyes	Agent	07513 484258
Chris Roberts	Sub-Agent	07521 195712

D.4 Risk & Opportunity Management Strategy

Risk Management will be carried out in accordance with [RSK-PR-0001 Opportunity and Risk Management Procedure](#). A project Specific Risk Management Plan (RMP) must be developed for all projects where the project is classed as Major or above and/or is a JV and/or has to complete their project Risk Register in any system mandated by the Client or JV processes other than thinkRisk. A template for the RMP is available here for this purpose [RSK-TF-0001a Risk Management Plan](#)

E.1 Organisation Breakdown Structure



Project Lead	
Name(s)	Deter Goliath
Deputy Name(s)	Chris Hull
Contact Number:	07783 149378, 07845 052860
Area of Designated Responsibility	
Health, Safety, Environmental, Quality & Sustainability Responsibilities <ul style="list-style-type: none"> • Overall responsibility for management of HSEQS matters • Preparation of Project Management Plan and supporting documentation • Monthly review of Project Management Plan and its appendices • Allocation of sufficient resources • Production of monthly reports • Resolution of findings from functional inspections • Chair monthly site HSEQS meeting(s) 	

- Review & approval of direct & sub-contract documentation (including Work Package Plans/Method Statements, Risk Assessments & ITPs etc)
- Completion of Site Safety Organisation and Emergency Arrangements Chart
- Signing of all Licenses, Consents and Authorisations
- Main point of contact with Regulatory bodies
- Ensuring the Balfour Beatty Permanent Works Fire Safety requirements are met
- Liaison with design team
- Designated approval authority for contractors' submissions
- Customer satisfaction
- Establishment and monitoring of Health, Safety, Environment, Sustainability and Quality Performance Indicators
- Production and review of Site Waste Management Plan
- Ensures the project has a relentless focus on Zero Harm, Defect free delivery and Our Sustainability Blueprint

Managerial, Supervisory and Engineering Staff	
Name(s)	Chris Hull, Michael Heyes, Chris Roberts
Deputy Name(s)	
Contact Number	07845 052860, 07513 484258, 07521 195712
Area of Designated Responsibility	
Health, Safety, Environmental, Quality & Sustainability Responsibilities <ul style="list-style-type: none"> • Undertaking inductions and briefings • Promoting site HSEQS initiatives • Reporting accident, incidents, near misses, corrective actions and unsafe conditions • Management of day to day construction works including associated HSEQS issues. • Ensure all works constructed to required quality • Management of specialists • Preparation of Consents, Licenses and Exemptions • Review of Risk Register • Co-ordination of monitoring • Co-ordination of the site files • Reporting of accidents, incidents, near misses and/or • Managing logistics including material handling, communications, transport, plant and equipment • Assistance with review of Project Risk Register • Conducting buildability reviews (as required) • Managing production of As Built records 	

- Obtain design information from sub-contractors
- Assessing material samples for compliance with the Specification
- Producing ITPs
- Reviewing sub-contractor and supplier documentation
- Ensures the project has a relentless focus on Zero Harm, Defect free delivery and Our Sustainability Blueprint

E.3 Specific Project Accountabilities

Permanent Works – Fire Safety Co-ordinator (required for all projects with Building Works)	
Name(s)	Chris Roberts
Deputy Name(s)	Michael Heyes
Contact Number	07521 195712, 07513 484258
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Has the responsibility for ensuring the Buildings Permanent Works Fire Safety is maintained throughout the design and build phases of the works • Ensure an overall Permanent works Fire Safety Inspection and Test Plan is created that oversees the management, control and delivery of the works that meets the requirements of the strategy • Ensure that impacted trades include Permanent Works Fire Safety control details in their specific ITPs. • Ensure that records are progressively created to demonstrate that all aspects of permanent works fire safety – both passive and active – are met. • Ensure fire safety information is collated for issue to the nominated 'responsible person' at practical completion • Ensure all requirements of the BB Permanent Works Fire Safety Guide QUA-RM-0202a are met 	
I confirm that I understand and accept the designated duties and responsibilities	
Designated Signature:	
I confirm that I understand and accept the designated duties and responsibilities	
Deputy(s) Signature(s):	

Public Liaison Officer (Community liaison)	
Name(s)	TBC
Deputy Name(s)	
Contact Number	
Area of Designated Responsibility	
<ul style="list-style-type: none"> • Ensure project social value portal criteria are reported and met, update and maintain KPI's relating to community benefits and local economy • Arrange and manage site drop in centre • Arrange public drop-in session as required to inform public of key activities as the site progress through the various key stages. • Daily liaison as required with project neighbours and local community • Dealing with enquiries from the public and local businesses • Maintain a schedule of any enquiries/complaints from local community and neighbours. • Maintain a schedule of community engagement and work we do involving the community (developing connections with local schools, job centreplus, work placement, and driving BB's diversity agenda) • Produce a once every six weeks case study (1page) using agreed SCAPE template • Maintain daily diary • Analysing local media coverage • Designing, writing and/or producing presentation, articles, leaflets, reports, publicity and information for project web site • Maintain project website • Attend weekly site meetings where required • Employment skills steering group - regular meetings through the project lifecycle 	
I confirm that I understand and accept the designated duties and responsibilities	
Designated Signature:	
I confirm that I understand and accept the designated duties and responsibilities	
Deputy(s) Signature(s):	

E.4 Stakeholder & Communications Management Strategy

Key Stakeholders	How we manage /inform	Who by	How often
Denbighshire County Council	Regular site meetings	PM and site team	Weekly, Monthly as assessed
Public	Public notice board on site; Public Liason Officer (PLO) engagement. Visitor drop in facility near site	PLO	Continuous through project
Emergency services	Invitations to site Updates on how site change through the build process to make	Agent and site team	As site conditions change

	them aware of ; e.g. access arrangements		
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Refer to the BMS core controls on [Stakeholder Management and Soft Landings](#) for further guidance

E.5 Location of the Team(s)

Below is the project specific directory containing contact and location details of the key project team members.

Designated Parties	Company Name	Address	Contact Name	E-mail	Mobile
Customer	Denbighshire CC	Caledfryn Smithfield Road Denbigh LL16 3RJ	Wayne Hope	wayne.hope@denbighshire.gov.uk	
Customer's Representative	Denbighshire CC	Caledfryn Smithfield Road Denbigh LL16 3RJ	Wayne Hope	wayne.hope@denbighshire.gov.uk	
Project Sponsor					
Project Lead	Balfour Beatty	Balfour Beatty Chaddock Lane Worsley Manchester M28 1XW	Deter Goliath	deter.goliath@balfourbeatty.com	07783149378
Principle Designer	Jeremy Benn Associates	Warrington WA1 1WA	TBA		
HSES contact					

F. CONSTRUCTION PHASE PLAN

G. QUALITY PLAN

H. SUSTAINABILITY PLAN