



Amey Equality and Diversity Policy

1.0 Principles

- 1.1 Amey is committed to achieving a working environment, which provides equality of employment to all existing and potential employees/workers, regardless of service, hours, status or permanency.
- 1.2 It is the company's policy to treat all employees/workers and job applicants fairly and equally and that means treating everyone as individuals regardless of their age, gender, disabilities, marital status, race, colour, nationality, ethnic or national origins, responsibility for dependants, religion, belief, trade union activity, transsexual or sexual orientation.
- 1.3 The Equality and Diversity Policy ("the Policy") applies at all times and should influence the way we treat individuals whether they be colleagues, clients, or business contacts. The Policy impacts on recruitment, career development and training, discipline, redeployment, dismissal and redundancy, terms of employment and benefits and the way we go about our business.
- 1.4 Compliance with statutory or other requirements may create exceptions. For example:
 - Where a genuine occupational requirement is appropriate.
 - Treatment of certain ex-offenders in occupations listed by government.
- 1.5 Amey is committed to respect human rights and believe that diversity benefits and adds value to its business. A diverse workforce which reflects local community in cultural and different life experiences will enhance the potential for creativity, vitality and greater opportunity for innovation within the company.
- 1.6 Amey will therefore not tolerate any processes, attitude or behaviour that may amount to unfair discrimination, including harassment, victimisation and bullying through prejudice, ignorance, thoughtlessness or stereotyping
- 1.7 Amey will ensure that harassment of any employee is dealt with promptly and systematically according to agreed procedures.
- 1.8 Amey will ensure that our sub-contractors adhere to our Equality and Diversity Policy and have similar policies in place

2.0 Communications and Implementation

- 2.1 The senior management team have overall responsibility for ensuring that the Policy operates effectively. They will ensure that training is given where required and that this Policy is communicated to all employees/ workers. The company expects each member of staff to comply with the Policy within their respective areas and to ensure that a positive equal opportunities climate exists.
- 2.2 Amey will endeavour to develop practices to achieve equality and diversity in all its activities

3.0 Definition of terms

3.1 The following are Protected Characteristics under the Equality Act 2010:

- **Age:** A person belonging to a particular age group
- **Disability:** a person with a physical or mental impairment which has a substantial and long-term adverse effect on his/her ability to carry out normal day-to-day activities.
- **Gender reassignment:** This applies to a person who proposes to, starts or has completed the process to change his or her gender.
- **Marriage and civil partnership:** Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters.
- **Pregnancy and maternity:** A woman is protected against discrimination on the grounds of pregnancy and maternity during the period of her pregnancy and for the duration of any statutory maternity leave that she takes
- **Race:** A group of people defined by their colour, nationality (including citizenship) ethnic or national origins. A racial group can be made up of two or more different racial groups (eg Asian Britons).
- **Religion or belief:** A religion must have a clear structure and belief system. Belief includes religious and philosophical beliefs or a lack of such belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.
- **Sex:** A man or a woman.
- **Sexual orientation:** An individual's sexual attraction, either towards their own sex, the opposite sex or to both sexes i.e. bisexual, gay, heterosexual and lesbian people.

3.2 The following are different types of discrimination

- **Direct Discrimination:** This occurs when a person is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.
- **Perceptive Discrimination:** This is a form of direct discrimination against a person because they are thought to have a particular protected characteristic. It applies even if that person does not actually possess that characteristic.
- **Associative Discrimination:** This is a form of direct discrimination against a person because they associate with another person who possesses a particular protected characteristic.
- **Indirect Discrimination:** A rule, condition or policy that applies to everyone but disadvantages people who share a protected characteristic.
- **Harassment:** This can be defined as any behaviour, whether deliberate or otherwise, directed at an individual relating to a protected characteristic, which is found to be offensive or objectionable to the recipient or creates an intimidating or threatening environment. An individual can complain of offensive behaviour, even if it is not directed at them. The harassment can be by another employee or by a third party such as customers or clients.
- **Victimisation:** An individual is treated less favourably, because they have made or supported a complaint or grievance under the Equality Act 2010, or are suspected of doing so.



4.0 Monitoring and Enforcement

- 4.1 The Group HR Director will have the responsibility of ensuring that the Policy is operating effectively.
- 4.2 Amey maintains records of employees' and applicants' age, racial/ethnic origins, gender and disability. For posts in Northern Ireland we will also record and report on community background as required by statute. Records will be monitored and analysed and the company's procedures will be regularly reviewed to form the basis for appropriate action to eliminate unlawful direct and indirect discrimination and to promote equality of opportunity. Should such monitoring reveal any areas of concern, these will be investigated and the necessary action taken in line with this Policy.
- 4.3 Amey regards direct or indirect discrimination, victimisation and harassment on the grounds of age, gender, disabilities, marital status, race, colour, nationality, ethnic or national origins, responsibility for dependants, religion, belief, trade union activity, transsexual or sexual orientation as a serious matter. Employees who display such behaviour will be subject to Amey's disciplinary procedure. These acts will be deemed to constitute gross misconduct and will result in summary dismissal in the absence of mitigating circumstances.
- 4.4 Should any employee/worker of Amey feel that he or she is being treated unfairly, he or she should raise a grievance through the company's grievance procedure. If the individual feels it is inappropriate to approach his or her manager, he or she has the option to approach an independent member of management.

5.0 Training

- 5.1 All Amey employees/workers have a personal responsibility for the involvement in the practical application of this Policy.
- 5.2 Amey undertakes to provide the appropriate training advice and guidance to ensure that employees/workers actions comply with the Policy.
- 5.3 An explanation of the Policy will be included in the Employee Induction Programme.
- 5.4 Material used for training/communication and briefing purpose will be available in alternative formats such as Braille/large print where requested.
- 5.5 All managers involved in the recruitment and selection processes will undergo appropriate training in Equal Opportunity and Diversity awareness.

6.0 Employment

- 6.1 Amey will aim to:
 - Provide full and fair consideration to all job applicants
 - Maintain records in recruitment, training and employment and use this information as a means of identifying and remedying any areas of inequality
 - Regularly review all its recruitment, selection and promotion procedures to ensure that they are fair and reflect current best practice
 - Recruit talented people from all sections of the population and continue to build a culture that embraces diversity and equality
 - Assist employees/workers to realise their full potential by ensuring that they receive fair consideration of their training, career development and promotion opportunities



- Ensure that it has access to the widest appropriate labour market and secures the employee best suited to its business needs
- Ensure that all decisions are based on merit
- Ensure that no applicant or employee receives less favourable treatment on unfair grounds
- Ensure wherever possible employees/workers are given help to attain their full potential to the benefit of Amey and the individual.

6.2 Amey is working towards achieving an ability-based workforce, which is in line with the working population mix in the relevant labour market areas.

7.0 Promotion

7.1 Amey will aim to ensure that the same principles as for employment are applied to those employees seeking promotion.

7.2 Every employee will have equal access to promotional opportunities and no-one is excluded.

7.3 All vacancies are advertised in on the Amey website and are open to all applicants.

8.0 Race

8.1 Amey undertakes to:

- Strive for racial equality in employment and service provision and to promote good relations between all racial groups and organisations
- Work with other agencies and the communities to promote racial equality and eliminate racial disadvantage and harassment
- Encourage people from minority communities to take up employment and training opportunities in areas where they are under represented.
- Ensure that wherever practicably possible, services are delivered in a culturally sensitive way.

9.0 Religion & Belief

9.1 Amey will follow government guidance on applying the relevant UK legislation in regards to religion and beliefs and will strive to:

- Create an environment, which recognises and respects religions and beliefs
- Develop employment practices and services in ways which recognise and respect these beliefs
- Promote greater awareness of the need for understanding and tolerance of the differences in religions and beliefs
- Tackle prejudice and assumptions on the grounds of religion, faith and belief
- Take into account requirements wherever practicable of our clients from different religions, faiths or beliefs in delivery of our services

10.0 Disability

10.1 Amey recognises its responsibilities under the relevant legislation and will follow the appropriate Code of Practice for Employment and Premises.



- 10.2 Amey will, whenever possible, make reasonable adjustments to its procedures or equipment to make full use of an employee's ability and adapt facilities as is reasonable to accommodate their requirements.
- 10.3 Where needed, Amey will train managers and staff in awareness and confidence to support people with a disability.
- 10.4 Amey will continue to employ, whenever practicable, employees who become disabled during their employment and assist in their retraining.
- 10.5 All job advertisements will be designed to ensure that members of the disabled community do not feel marginalised or excluded.
- 10.6 All disabled applicants who meet the minimum essential criteria for job roles will be guaranteed an interview.
- 10.7 Materials used for training, communications etc. will be available in alternative formats such as Braille/large print where requested.

11.0 Gender

- 11.1 Job advertisements will be designed and developed to attract both male and female applicants by choosing gender neutral wording and imagery
- 11.2 Selection criteria will be based on skills and competencies and will be scrutinised to ensure that they are non-discriminatory.
- 11.3 Amey will assist each employee / worker to realise their full potential by ensuring that they receive fair consideration in their training, career development and promotion opportunities regardless of gender.
- 11.4 Amey will ensure that where employees are working on a flexible work arrangement they are not disadvantaged in relation to any aspect of the employment contract and that this does not prohibit them from making their full contribution to the Business.

12.0 Age / Retirement

- 12.1 Amey will ensure all selection criteria and related processes do not exclude or marginalise applicants on the basis of their age or any age related criteria
- 12.2 Amey are committed to auditing all employment practices to ensure that no employee is unfairly disadvantaged on the basis of their age
- 12.3 Information relating to an applicants age will not be taken into account during the decision making process on selection or development and all decisions relating to employment will be based on merit
- 12.4 Compensation and benefit policies and packages will exclude age discrimination and age will not in itself be factor in selection for redundancy
- 12.5 The default age for retirement is 65 (or such later date as may appear in the contract of employment of the normal retirement age for employees in the same roles as the employee in question) If an employee has a contractual retirement date before their 65th birthday, they may retire on this date should they wish. However, it may be unlawful of Amey to require them to retire on this earlier date.



- 12.6 If an employee is 65 or above they can be retired on the later of their contractual retirement date or (if one exists), or the normal retirement age for employees in the same role as the employee in question.
- 12.7 Amey will ensure that everyone receives a pre-retirement letter in good time informing them of their right to request to continue working
- 12.8 Amey will ensure that employees have a right to appeal if their request to continue working is refused

13.0 Sexual Orientation

- 13.1 Access to and provision of benefits will not exclude same sex partners or employees who have undergone a civil partnership ceremony.
- 13.2 Selection criteria and related processes will not exclude or marginalise people as a result of their sexual orientation

14.0 Gender Reassignment

- 14.1 Employment practices will be audited to ensure that no employee is unfairly disadvantaged as a consequence of gender reassignment.
- 14.2 Guidelines for managers are available to help them manage employees who are undergoing (or have undergone) gender reassignment

15.0 Review

- 15.1 This Policy will be revised annually and amended as required to ensure its continued effectiveness and compliance with current legislation.

16.0 References

- 16.1 Amey will operate this Policy in line with relevant UK legislation some of which are listed below:
- The Equality Act 2010
 - The Employment Rights Act 2002
 - The Employment Relations Act 1999
 - The Equal Pay (Amendment) regulations 2003
 - The Disability Discrimination Act 1995 (as applicable in Northern Ireland) and 2005
 - The Race Relations (Amendment) Act 2000
 - The Gender Recognition Act 2004
 - The Employment Equality (Age) Regulations 2006 (schedules 6 and 8)
 - Fair Employment and Treatment (Northern Ireland) Order 1998.
 - The Race Relations (Northern Ireland) Order 1997
 - Sex Discrimination (Northern Ireland) Order 1976
 - Employment Rights (Northern Ireland) Order 1996
 - Race Relations Order (Northern Ireland) 1997
 - Employment Equality (Age) Regulations (Northern Ireland) 2006



Mel Ewell

Mel Ewell

Chief Executive
7 September 2009

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
5	07/09/09	Consolidation of previous E&D policies	HRD - Diversity	Group HRD
6	18/11/10	Incorporated new Equality Act 2010 including updating definitions of protected characteristics and discrimination.	██████████	██████████



Harassment and Bullying Policy

Principle

Amey plc is committed to being a fair and inclusive employer and will not tolerate harassment or bullying of employees on the basis of gender, race, nationality, age, disability, religion or belief, sexual orientation, gender reassignment or any other irrelevant factor. Any breach of this principle will be treated as a disciplinary matter and may also constitute a criminal offence.

We recognise that all employees have the right to be treated with respect and dignity and to work in an environment that is free from harassment bullying and intimidation.

It is the express policy of Amey that:

- We will create a working environment where all employees are valued and respected for their unique contribution to the business and are not subject to inappropriate or unwanted behaviour by colleagues or third parties, for example a customer, client or supplier.

Guidelines are in place so that all employees are aware of the procedure for making a complaint of harassment or bullying. Any employee/worker of Amey who feels that he or she is being treated unfairly or who witnesses an incident that he/she believes to be the harassment or bullying of another employee should follow the company's grievance procedure.

- All allegations will be managed accordingly and if appropriate a full and objective investigation will take place. If any allegations are upheld this may result in disciplinary and/or criminal proceedings.
- Employees making a complaint will be protected from victimisation.
- Employees who make malicious complaints which are found to be untrue will also be subject to disciplinary action.

This policy takes into account of the provisions of the Equality Act 2010.

Relevant Definitions

Harassment is defined as any unwanted behaviour that has the effect of violating dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment. This includes jokes or banter and extends to work related environments such as work social events. Harassment can take many forms and occur for a variety of reasons. It can be persistent behaviour over a period of time, but a one-off act, providing it is serious, may also amount to harassment. Examples of harassing behaviour include:

- unwanted physical contact
- jokes, banter, offensive language, gossip, slander



- posters, graffiti, obscene gestures
- isolation or non-cooperation and exclusion from social activities
- intrusion by pestering, spying and stalking
- failure to safeguard confidential information

Bullying is defined as the abuse of power or position which results in persistent, vindictive, cruel or humiliating attempts to undermine, criticise, condemn or to hurt or humiliate an individual or group of employees.

Victimisation is defined as unfavourable treatment specifically as a result of an individual making a claim or complaint of discrimination or harassment.

Mel Ewell

Mel Ewell
Chief Executive
03 September 2009

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
0	April 2006	Drafted	[REDACTED]	[REDACTED]
1.0	June 2006	Issued for Use	[REDACTED]	[REDACTED]
2.0	Sept 2009	Amendment to document – employee should raise grievance.	HRD - Diversity	Group HRD
3.0	January 2011	Amendment to update legislation reference and includes third part harassment and complaints raised by witnesses to inappropriate behaviour	[REDACTED]	[REDACTED]



Community Involvement Policy

Principle

Amey wishes to be a responsible, valued, respected and active participant in the communities in which it operates. Amey will take a long-term and wide view of its responsibilities in the community. Such responsibilities include the protection of the environment, contributing to the infrastructure and economic well being of the communities in which we operate, and targeted support for the social and charitable activities of employees

It is the express policy of Amey:

- To seek to explain its objectives and business practices to communities in which it works and, where appropriate, to consult with representatives of those communities to establish their needs and priorities.
- That the contribution to communities will be made both by the company itself and by the enthusiasm, creativity, skills and personal time of its employees and, in some instances, those of our business partners.
- To encourage employees to be active in the community and to be involved with relevant charitable organisations. Amey will, wherever practical, support such endeavours.
- Amey takes an active role in raising funds for charities – the Duke of Edinburgh Scheme and Amey has pledged to match fund every pound raised by employees for other charities.
- Not to provide funding or other support to political organisations of any sort, organisations that discriminate on the basis of age, gender, disabilities, race, colour, nationality, ethnic or national origins, religion, belief, transsexual or sexual orientation race, religious organisations, organisations based outside the UK and organisations not registered as a charity or 'not for profit' enterprise.

Responsibilities

The Group HR Director, who will liaise as necessary with Division Managing Directors, will provide coordination and overview of the implementation of this policy. The Group HR Director will report at least annually on these matters to the Amey Executive.

Communication of the Policy

This policy is held in the Amey Document Library and will be made readily available to all employees and to representatives of the communities in which we operate.

Mel Ewell

Mel Ewell

Chief Executive

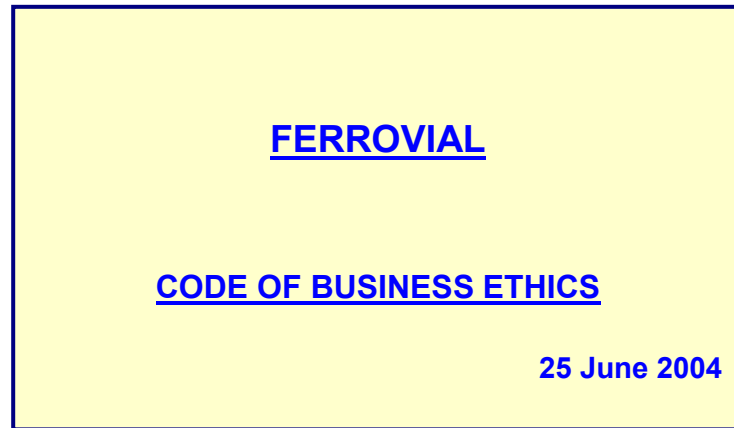


Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
1.0	Sep 00	Issued for Use	HR Director	Chief Executive
1.1	Jul 01	Logo updated	HR Director	Chief Executive
2.0	Jul 05	Major revision	██████████	██████████
3.0	Nov 06	Updated Review	██████████	██████████
3.1	Oct 07	Reviewed – no change	██████████	██████████
3.2	Nov 08	Reviewed – no change	██████████	██████████
4.0	Nov 09	Change to supported charities	██████████	██████████
4.1	Mar 11	Update to equality & diversity protected characteristics	██████████	████████████████████



Ferrovial Code of Business Ethics





FERROVIAL

CODE OF BUSINESS ETHICS

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FERROVIAL

CODE OF BUSINESS ETHICS

1.0 OBJECTIVE

The objective of this Code of Business Ethics (the “Code”) is to establish the basic principles to be followed by the companies comprising the Ferrovial group and all their employees and executives.

2.0 SCOPE OF APPLICATION

This Code binds the following persons and companies:

- Members of the Board of Directors of Grupo Ferrovial, S.A.
- Members of the Management Committee and other senior executives of Grupo Ferrovial, S.A.
- All the employees who work at any of the companies that comprise the Ferrovial group.
- Grupo Ferrovial, S.A. and all the companies comprising its group, whatever the business or location of those companies and their activities. For these purposes, the companies that are considered to form part of the group are those that, directly or indirectly, are linked to Grupo Ferrovial, S.A. as defined in article 4 of Securities Market Law 24/88, dated 28 July.

For the purposes of this Code, “Ferrovial” refers to both Group Ferrovial, S. A. and the entire business group headed by that company.

- All other companies and organisations linked to Ferrovial or any of its group companies through being controlled by Ferrovial or the management of which is carried out by Ferrovial in any other manner.

3.0 BASIC PRINCIPLES OF CONDUCT

The business and professional conduct of the companies and persons referred to in the preceding section must adhere to the following basic principles:

3.1 Respect for the law

Ferrovial’s business and professional activities shall strictly comply with the law in force in each country where they are performed.

3.2 Ethical integrity

The business and professional activities of Ferrovial and its employees shall be based on the value of integrity and shall be developed in accordance with the principles of honesty, avoidance of all forms of corruption and respect for the particular circumstances and needs of all the parties involved.

Ferrovial shall encourage its employees to acknowledge and value conduct in accordance with the principles established in this Code.



3.3 Respect for Human Rights

All the actions of Ferrovia and its employees shall scrupulously respect the Human Rights and Public Liberties enshrined in the Universal Declaration of Human Rights.

These basis principles shall entail compliance with the commitments described below.

4.0 RELATIONSHIP WITH AND AMONG EMPLOYEES

Ferrovia's relations with its employees and relationships among them shall be based on compliance with the following commitments:

4.1 Respectful treatment and non-discrimination

Ferrovia assumes the responsibility to maintain a work environment free from all types of discrimination and from any form of personal harassment.

All employees must be treated fairly and with respect by their superiors, subordinates and colleagues.

Conduct, whether verbal or physical, that is improper, hostile or offensive shall not be tolerated.

4.2 Abolition of child labour

Ferrovia does not permit child labour.

Ferrovia shall not resort to, or use products or services from, child labour and it shall monitor compliance with the provisions of the International Labour Organization (ILO) in relation to under-age workers.

Ferrovia requires all its employees and suppliers to strictly observe this principle.

4.3 Equal opportunities

All employees shall enjoy equal opportunities regarding their professional career development.

Ferrovia undertakes to establish an effective equal opportunities policy so that its employees' careers develop on the basis of merit. Promotion decisions shall always be based on objective circumstances and assessments. Ferrovia also undertakes to maintain an investment policy in personal and professional training and education for its employees.

Ferrovia's employees shall respect the equal opportunities policy in their professional environment and shall support personal and professional training of their colleagues.

4.4 Occupational health and safety

Ferrovia shall provide its employees with a safe and stable environment and it undertakes to constantly update occupational safety measures and scrupulously respect the applicable regulations wherever it operates.



All employees are responsible for rigorously complying with health and safety regulations. They shall also make responsible use of the equipment assigned to them when they perform risk activities, disclose their knowledge to colleagues and subordinates, and foster compliance with safety practices.

4.5 Respect for the privacy and confidentiality of employee information

Ferrovial undertakes to request and use only the employee data that are necessary for efficient business management or are required by the applicable legislation. Ferrovial also undertakes to take all the necessary measures to maintain the personal data in its possession confidential and to ensure that, when the data must be transferred for business reasons, it is kept confidential in accordance with current legislation.

Employees who, as a result of their professional activity, have access to information about other employees shall respect and foster the confidentiality of that information and shall use it in a responsible and professional manner.

4.6 Fostering a balance between personal and professional life

Ferrovial shall foster a balance between the personal and professional lives of its employees.

Ferrovial values the benefits for employees and the company of a balance between the professional and personal responsibilities of its employees, so it shall promote measures to reconcile both.

5.0 COMMITMENTS TO THIRD PARTIES AND THE MARKET

Ferrovial and its employees shall base their relations with customers, suppliers, competitors and partners as well as with its shareholders, investors and other market players on the principles of integrity, professionalism and transparency.

5.1 Fair competition

Ferrovial prohibits any actions that involve unfair competition practices and undertakes to monitor compliance with the competition laws applicable in the countries where it operates.

5.2 Integrity in management

Ferrovial prohibits bribes to public authorities and civil servants and it forbids its employees to give or receive from third parties undue payments of any type as well as presents, gifts or favours outside the scope of market practices or which, as a consequence of their value, characteristics or circumstances, may reasonably alter the commercial, administrative or professional relations to which its companies are a party.

5.3 Quality

Ferrovial is committed to quality in its products and services.

Ferrovial's business action guideline is to search for quality in its products and services and it shall provide employees with the necessary measures to develop the most appropriate quality management systems from time to time.



Ferrovia shall strive to meet customers' best expectations and devote efforts to anticipating their needs.

5.4 Confidentiality of third-party information

Ferrovia guarantees that it will respect the confidentiality and privacy of third-party data in its possession.

Ferrovia undertakes to maintain the confidentiality of third-party data in its possession unless legal, administrative or judicial obligations require it to deliver them to companies or persons, or make them public. Ferrovia also guarantees the rights of the third parties concerned to consult the data and have them changed or rectified as necessary.

When performing their professional activity, Ferrovia employees shall maintain the confidentiality of the data in the aforementioned terms and shall abstain from misusing such information.

5.5 Transparency, value creation and corporate governance

As the guiding principle in its business conduct towards shareholders, investors, analysts and the market in general, Ferrovia undertakes to disclose truthful and complete information that provides an accurate view of the company and Group, their corporate activities and their business strategies.

Disclosure shall always be made in accordance with the regulations and in the periods established by the legislation in force.

Ferrovia's business actions and strategic decisions shall be focused on creating shareholder value, enhancing management transparency, adopting Corporate Governance best practices in its companies and strictly observing the regulations in force on this matter.

5.6 Net worth protection

Ferrovia and its employees shall always strive to protect all the assets and rights comprising the group companies' net worth, preserving the confidentiality of information relating to it, which may only be used in relation to the company's activities.

Employees are responsible for protecting the assets of Ferrovia that have been entrusted to them and for protecting them from loss, damage, robbery and illegal or improper use.

5.7 Conflicts of interest

All Ferrovia employees must avoid situations that may lead to a conflict of interest between their personal interests and those of Ferrovia, and must abstain themselves from representing the company or intervening in or influencing decisions in which they or a third party linked to them through any type of significant economic, family or professional relationship have a direct or indirect personal interest.

Employees who are in a conflict of interest situation are obliged to inform their hierarchical superior. Conflicts between personal and business interests shall always be resolved in favour of the interests of Ferrovia Group companies.



5.8 Use of information about Ferrovial

Ferrovial requires its employees to make a discreet and professional use of the company information to which they have access during their activities and to limit that use to the activities of the company itself. Ferrovial undertakes to establish management systems focusing on respect for this principle.

6.0 COMMITMENTS TO THE COMMUNITY

6.1 Environment

Ferrovial undertakes to seek the utmost respect for the environment during its activities and to minimise any negative effects that could potentially be caused. For that purpose, Ferrovial shall make the most appropriate resources available to employees.

Ferrovial shall also contribute to conserving natural resources and areas of ecological, landscape, scientific and cultural interest. For that purpose, Ferrovial shall establish best practices and encourage its employees to its knowledge and application.

Ferrovial undertakes to comply strictly with the applicable environmental legislation.

6.2 Social commitment

Ferrovial undertakes to act in a socially responsible way, complying with the law in the countries where it operates, and, in particular, to respect the cultural diversity, customs and principles of the persons and communities affected by its activities.

7.0 INTERPRETATION AND COMPLIANCE

7.1 This Code establishes the principles and commitments for business ethics that Ferrovial and its employees must respect and comply with while performing their activities.

7.2 Any employee who is aware of, or has good reason to suspect a breach of this Code can notify his hierarchical superior or report it using the mechanisms that the company establishes for suggestions and complaints. Ferrovial shall take the necessary measures to avoid adverse consequences as a result of employee notifications in good faith as stated in this paragraph.

7.3 An infringement or breach of this Code that constitutes a labour offence shall be penalised in accordance with current regulations, without prejudice to other liabilities that the offender may have incurred.

7.4 A Monitoring Committee is created to oversee compliance with this Code, resolve incidents or doubts about its interpretation, and adopt the appropriate measures for better compliance. The Committee's composition will be determined by the Chairman of the Board of Directors of the Group's parent company.

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
01	July 2005	Issued for use		
1.1	April 2011	Content transferred to standard Amey format		



Retirement Policy

Principle

Amey plc is committed to being a fair and inclusive employer and will not unlawfully discriminate against employees on grounds of age.

We are committed to complying with the relevant employment legislation and codes of practice as a minimum benchmark. Wherever possible, we strive to exceed legislative requirements by implementing procedures that help us achieve our aim of being an Employer of Choice.

The relevant legislation applying to this policy is in particular the Equality Act 2010.

Employees reaching 65 after 1 October 2011

In line with recent legislative changes, Amey will not issue retirement notices for these employees unless we can provide 'objective justification' for the retirement. Employees of any age who wish to leave and access pension and other benefits can do so, subject to contractual notice periods and pension scheme legislation in force.

Employees over 65 or those who will reach 65 before 1 October 2011

Managers will continue to consider requests from such employees who wish to continue working for Amey beyond October 2011.

Employees who are due to reach age 65 before 1 October 2011

Provided an extension beyond age 65 has not already been agreed, managers should only agree extensions in exceptional circumstances where retention of the employee is in the interest of the business and where possible limit extensions to periods of 6 months or less. We will allow a maximum of 9 months' notice therefore Amey will not issue retirement notices from 6 April 2011.

Employees who are already age 65 or over

Employees will have been given an extension to their retirement date. If the extension date is on or after 5 April 2012, Amey will not issue retirement notices for these employees unless we can provide 'objective justification' for the retirement. Managers should refer to their HRBP if they believe this applies.

Please refer to the HR pages on AmeyWorld or Manager's guidelines in the document library for further information.

Retirement Gift

Managers have the discretion to purchase a small gift for an employee who is retiring. In normal circumstances the value of the gift will be limited to £35, however if the length of service provided by the employee is for a substantial period, people managers have the discretion to purchase a gift up to the value of £100 and claim the cost back via expenses. Further details on gifts for employees can be found in [Travel & Expenses Claim Procedures and Principles \(PLC-HR-009\)](#).

Communication of this Policy

This policy will be available to all employees via Ameyworld or from OneHR.



For any queries on this policy, please contact OneHR;

Telephone: [REDACTED]
Fax: [REDACTED]
Email: [REDACTED]
Post: [REDACTED]
[REDACTED]

Mel Ewell

Mel Ewell

Chief Executive

Forms or Documentation

Description	Reference No
Retirement Procedure – Managers Guidelines	PLC-HR-045/02
Retirement Process – Flowchart	PLC-HR-045/01

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
1.0	Oct 2006	Issued for Use	[REDACTED]	[REDACTED]
1.1	April 2008	Title change	[REDACTED]	[REDACTED]
2.0	March 2011	Revised due to abolition of Default Retirement Age	[REDACTED]	[REDACTED]
2.1	August 2011	Addition of ref to retirement gift	[REDACTED]	R Inwood



Attendance Management (Sickness Absence) Employee Guidelines

Purpose

Employees of Amey Services Limited have an obligation to attend work, however Amey are aware that there will be instances where employees will need to be absent from work due to sickness. This guide aims to outline what is expected from you as an employee in instances of sickness absence, as well as outlining the procedure as a whole.

The content is based on OneHR Self Service being implemented in your part of the business. Where you do not yet have access to OneHR Self Service please refer to the relevant Ameyworld HR page on the intranet or contact OneHR.

Short term sickness absences are those sickness absences which last between 1 day and 4 calendar weeks.

Long term sickness absences are those that last over 4 calendar weeks.

Notification of Sickness Absence

Who: It is your responsibility to telephone your **People Manager** (or a nominated deputy) to let them know that you will not be attending work due to sickness.

When: this telephone call should be made **within an hour of your normal start time**. It is not appropriate to contact the People Manager via email or text message and you should you arrange for a nominee to call on your behalf only if you are too unwell to make the telephone call yourself.

What: The call should inform your manager of:

- The **reason** for absence
- The likely **duration** of absence
- Whether the absence is as a result of an **accident or illness arising from work**.
- If you were **infectious** when last at work.
- Whether you are suffering from a reportable **work-related disease**
- If the absence is **pregnancy** related.

Keeping in Contact - Long Term Sickness Absence

Employees on long term sickness are expected to keep their People Manager notified of any changes to their circumstances, including changes to their return to work date. Where possible, you should aim to give a minimum of three days notice prior to returning to work.

Employees on long term sickness absence will be contacted by their People Manager, HR or colleague within the first 2 weeks of their sickness absence. This first contact will normally be made by telephone and if appropriate a face to face visit may be arranged also. The manager may ask to visit you at home to discuss your progress and keep you updated with any changes in the work place. If a home visit is unwelcome, you should suggest an alternative location where you feel more comfortable with meeting.



In appropriate circumstances, you may be invited to the workplace to be reacquainted with colleagues, meet new colleagues, or catch up on news. Whilst unfit for work however, you should not attend the normal workplace unless you have an official appointment there.

Certifications

Employees are expected to provide the correct certification to cover periods of sickness absence. These are listed below:

Medical Certificates – Sickness absence lasting 8 calendar days or more, has to be supported by a medical certificate from your GP and given to your People Manager.

Hospital Admittance - If you have been admitted into hospital, admittance and discharge certificates should be provided. If you cannot attend work due to hospital admittance, arrangements should be made for a nominee to contact your People Manager on your behalf.

During any period of sickness absence, you should take sensible precautions to regain good health. For example you are expected to act on medical advice and accept corrective medicine, treatment or surgery. Employees on sickness absence should not participate in activities which could undermine recovery.

Failure to Notify or Certify

Failure to comply with the Managing Attendance (Sickness Absence) procedure or any contractual requirements will be considered a disciplinary issue. The Company reserves the right to withhold sick pay due to late notification or unauthorised absence as the result of failure to notify.

Medical Appointments

It is your responsibility to ensure that appointments to see doctors, dentists or opticians are made outside the normal hours of duty. Where this is not possible you should speak to your supervisor/People Manager who will, where reasonable, seek to alter working hours on a discretionary basis. There is no statutory right to take time off for such appointments.

All pregnant employees are entitled to reasonable time off to keep appointments for antenatal care, which is covered under the Amey Maternity Policy (PLC-HR-809/2).

Planned Sick Absence

Employees that are taking planned sick absence in order to accommodate surgery, or any other planned ill health related instances, should make their People Manager aware as soon as possible so that work loads can be organised.

Return to Work after Short Term Sickness Absence

On the first day back at work, you must provide your manager with any medical certificates not previously supplied.



Return to Work Discussion

You should also attend an informal Return to Work Discussion on your first day back at work after a period of sickness absence, regardless of its length and use this time to highlight any problems or factors that have or may affect your attendance at work. A return to work discussion is mandatory following the third and subsequent instances of sickness absence within a rolling twelve months period.

You should be prepared to have an open and honest conversation with your People Manager about your sickness absence and if necessary agree on attendance targets over a period where it will be monitored.

It may be necessary to attend an occupational health appointment and you may be required to use this discussion time to fill out a referral form with your People Manager.

Return to work after Long Term Sickness Absence

Once it has been determined that you will be returning to work after a period of long term sickness it will be necessary to review the best method of reintegrating you back into work. If it is not feasible to return back to work as normal you will be invited to discuss the best approach of returning to work with your People Manager. This discussion should occur prior to the return date and you also may be asked to have an assessment with an occupational health adviser.

Following confirmation of your return to work after a period of long term sickness, a return to work plan covering a minimum of one month after the date of return and lasting a maximum period of 3 months, will be agreed and its implementation monitored.

If you are making a phased return you will be paid for the hours that you work and may also receive contractual or statutory sick pay if you meet the eligibility criteria. If you are no longer eligible for sick pay you may wish to apply to use your paid annual leave to make up the balance of your pay.

In situations where long-term absence jeopardises the performance of the Company and you are not likely to return to work in an acceptable period, the termination of your contract may be considered on the grounds of capability. This will only be considered after all other possibilities have been reviewed and considered appropriate by yourself, the company and occupational health advisers.

Standard Procedure for Managing Frequent Short Term Absence

In some cases where your absence may have exceeded levels considered acceptable by the company it may be applicable for your People Manager to investigate your sickness absence.

The investigation into your sickness absence will be the start of ongoing monitoring and a failure to improve attendance where it is considered reasonable may result in formal action being taken.

You should expect to go through the following procedure when trigger points for any/all three stages of absence management have been met, as outlined in the following table:



(Stage 1):	4 absences in rolling 12 month period OR 8 cumulative days in rolling 12 month period
(Stage 2) :	4 absences in total during the 12 month monitoring period OR 8 cumulative days during the 12 month monitoring period OR 2 absences in any 13 week period (during the 12 month monitoring period) OR 5 cumulative days in any 13 week period (during the 12 month monitoring period)
(Stage 3):	Repeat of Stage 2 trigger points, or repeat of reaching Stage 2 following reversion back to Stage 1

Stage 1 - Informal Attendance Review Meeting

If the criteria for Stage 1 are met you may be invited to an Informal Attendance Review meeting to discuss the reasons for absence

- This meeting will advise you that your attendance has triggered the start of ongoing monitoring.
- You should use this time to discuss any work-related, domestic or ongoing ill-health concerns and how likely these are to affect attendance in the foreseeable future
- It may be decided that you should attend an occupational health assessment and a referral may be completed during this time

Depending on the discussion with your People Manager, where there are genuine mitigating circumstances, your People Manager may be able to provide you with the opportunity to improve your sickness absence rather than proceeding with the formal attendance review process.

Stage 1 - Formal Attendance Review Meeting

However, your People Manager may decide that your sickness absence record merits convening the Formal Review procedure and you will be invited to attend a Formal Attendance Review meeting. You will be given the option of being accompanied by a work colleague, an employee representative or a recognised trade union representative to this meeting if you wish. Another manager or the HRBP may also be asked to attend.

- At this meeting you will be expected to discuss the reasons for poor attendance
- If you do not have satisfactory reasons for reaching the trigger point, you will be advised that an improvement is sought and close monitoring of your attendance will continue.

Following the meeting you will be advised of the decision of your People Manager which may include the issue of a first written warning. This will be confirmed in writing and your attendance will continue to be monitored. A copy of the minutes of the meeting should be attached to the letter.

If your attendance improves so that you do not reach the Stage 2 trigger point during the following 12 month monitoring period, you will be removed from the Procedure.



Stage 2 - Formal Attendance Review Meeting

Where the sickness absences continue and reach the trigger criteria for Stage 2, you will be invited again to a Formal Attendance Review meeting to discuss your sickness absence. You may be accompanied to this meeting if you wish by a work colleague, an employee representative or recognised trade union representative.

At this meeting you will be expected to discuss the reasons for your continued sickness absence. Following the meeting, unless other action is decided by your people manager, you should be issued with a second written warning letter confirming that your sickness absence will continue to be monitored. A copy of the minutes of the meeting should be attached.

If your sickness absence improves so that you do not reach the Stage 3 trigger point during the following 12 month monitoring period, you will revert back to Stage 1 trigger points i.e., your sickness absences must not exceed 8 cumulative days or 4 instances of sickness absence in the following 12 month monitoring period or 5 cumulative days or 2 instances of sickness absence over any 13 weeks during the 12 month monitoring period.

However, once reverted to Stage 1, should your sickness absence cause you to reach Stage 2 again, you will then trigger Stage 3 which may result in your dismissal.

Stage 3 - Formal Attendance Review Meeting

Where the sickness absences continue and reach the trigger criteria for Stage 3, you will be invited again to a Formal Attendance Review meeting to discuss your sickness absence. You may be accompanied to this meeting if you wish by a work colleague, an employee representative or recognised trade union representative.

At this meeting, unless there is a reason to doubt the appropriateness of further action under the procedure, or to apply action short of dismissal, you will be advised that as your attendance has not improved your contract of employment will be terminated due to unsatisfactory attendance.

You will be issued with a letter confirming the outcome of the hearing and informing you of your right of appeal.

Appeal

You have the right to appeal against the decision made at any of the Formal Absence Review meetings. The Appeal must be made in writing addressed to OneHR, within five working days of receiving the Formal Absence Review outcome letter.

You have the right to be accompanied at the Appeal if you wish by a work colleague, an employee representative or recognised trade union representative.

The Appeal will be heard by an appropriate senior manager and HRBP who has not been previously involved with the attendance review thus far. The appeal should be heard within 10 working days of receipt of the Appeal letter, although if this timescale is not achievable the employee should be notified as soon as possible. You should use this opportunity to provide any additional evidence to support your case that has not been heard previously.



You will be issued with a letter advising you of the outcome of the appeal hearing and a copy of the minutes of the meeting will be attached.

This is the end of the standard procedure and there is no further right of appeal.

Sick Pay

Sick pay will only be calculated and paid once your manager receives notification of sickness absence and this is followed up with the correct certification and OneHR Self service has been updated accordingly.

Non Authorised Sickness Absence - If the sickness absence is not authorised by the people manager due to non notification or certification, the employee will go onto nil pay. An employee will be entitled to Statutory Sick Pay (SSP) provided that they fulfil the SSP qualifying criteria. Employees will be made aware if they will not be receiving company sick pay by letter sent to their home address.

Insufficient Service - Employees must complete six months of service before being entitled to company sick pay. If an employee has not completed this period of service they will be notified by letter to their home address that the sick days will not be paid.

Authorised Sickness Absence – employees will be entitled to full sick pay if they fulfil all of the qualifying criteria.

Should you have any questions regarding any part of this procedure please direct them towards your people manager or OneHR.

Further Information

For any queries on these guidelines, please contact OneHR;

Telephone: [REDACTED]

Fax: [REDACTED]

Email: [REDACTED]

Post: [REDACTED]
[REDACTED]

[REDACTED]

Head of Internal Communications and Engagement
3 January 2012



Forms or Documentation

Description	Reference No
Attendance Policy	PLC-EXEC-041
Attendance Management (Sickness Absence) Policy	PLC-HR-002
Attendance Management (Sickness Absence) Procedure	PLC-HR-002/01
Attendance Management (Sickness Absence) Procedure – Manager’s Guide	PLC-HR-002/02
Attendance Management (Sickness Absence) Procedure – HR Guide	PLC-HR-002/04
Notification of Sickness Absence Form	PLC-HR-805/03
Return to Work Discussion Form	PLC-HR-805/02

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
1.0	9/12/09	New Procedure	██████████	██████████
1.1	12/05/2010	Clarification of trigger points & issue of outcome letter	██████████	██████████
1.2	12/01/11	Updated to reflect restructuring of HR Service & correction to wording of stage 3 outcome and appeals	██████████	██████████
1.3	21/2/11	Updated to remove restructuring HR service	██████████	██████████
2	03/01/2012	Update of trigger points and warning/monitoring periods	██████████	██████████



Attendance Management (Sickness Absence) Policy

Principle

Amey recognises the importance of a positive approach to the management of attendance to enable the organisation to operate effectively. Amey is committed to providing the necessary support to employees for them to attend work regularly and to ensure that all employees are treated in a consistent, fair and sympathetic manner.

Amey is committed to providing high quality services to its clients. In order to achieve this People Managers have a duty to secure regular staff attendance at work. Amey recognises that some level of absence due to a variety of reasons is inevitable but aims to promote and support a healthy workplace and to minimise levels of staff absence due to sickness.

As the Policy is a means of managing attendance it should not be confused with the Amey Disciplinary Procedure, and in cases of ongoing unsatisfactory levels of sickness absence or long term absence due to illness or injury where capability is questioned, Amey will consider dismissal.

To ensure consistency trigger points to instigate Disciplinary action are provided. These trigger points are indicative only and do not prevent additional managerial intervention where this is considered necessary.

An employee may be referred for an Occupational Health review, if appropriate, at any stage of the Procedure.

Amey will comply with the requirements of the Disability Discrimination Act 1995. Where employees become disabled and wish to remain in employment, every effort will be made to make reasonable adjustment.

Responsibilities

1. **Amey** - has the responsibility to ensure that the appropriate policies and conditions at work exist to promote the good health and well being of the workforce and to enable employees to provide regular and effective attendance at work.
2. **People Managers** - have the responsibility to provide good physical working conditions and maintain health and safety standards. People Managers of staff who report to them should accurately record and monitor absence levels and should manage and support their staff to ensure that sickness absence is kept to a minimum.
3. **The Human Resources Team/OneHR** - has the responsibility to monitor the implementation of this Policy and to ensure procedures are managed fairly across the organisation. OneHR Manager Advice Service will provide guidance and support to People Managers on the operation of this Policy.
4. **The Occupational Health service** - will provide a referral and reporting service to managers for staff with sickness absence problems. OH specialists will offer advice and support in order to facilitate effective sickness absence management and where appropriate advice, support and guidance on redeployment.



5. **All employees** - have a responsibility to take care of their health and give a regular and effective service to the organisation. Employees must comply with the procedure for reporting absence.

Definitions

Short Term/Frequent Sickness Absence: absences lasting between one day and four weeks

Long Term Absence: single episode absences lasting more than four weeks

Trigger Points: to ensure consistency trigger points to instigate further action are provided.

Communication

This policy will be available through a number of areas to all employees, potential employees and to our customers.

This Policy should be considered alongside the policy on Alcohol and Drug Abuse.

For any queries on these guidelines, please contact OneHR;

Telephone: [REDACTED]

Fax: [REDACTED]

Email: [REDACTED]

Post: [REDACTED]
[REDACTED]

Valerie Hughes D'Aeth

Valerie Hughes D'Aeth

Group HR Director
09 December 2009

Forms or Documentation

Description	Reference No
Attendance Policy	PLC-EXEC-041
Attendance Management (Sickness Absence) Procedure	PLC-HR-002/01
Attendance Management (Sickness Absence) Procedure – Manager's Guide	PLC-HR-002/02
Attendance Management (Sickness Absence) Procedure – Employee Guide	PLC-HR-002/03
Attendance Management (Sickness Absence) Procedure – HR Guide	PLC-HR-002/04
Notification of Sickness Absence Form	PLC-HR-805/03
Return to Work Discussion Form	PLC-HR-805/02
Self Certification Form – Absence due to Sickness	PLC-HR-805/01



Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
1.0	09/12/09	New Policy	Head of Reward & Policy	Group HR Director
1.1	12/01/11	Update to terminology and HR structure	[REDACTED]	[REDACTED]
1.2	21/2/2011	Reflect transition to OneHR Manager Advice Service	[REDACTED]	[REDACTED]



Amey Charity Policy

Scope

Amey takes its responsibility for the communities and environments in which it operates very seriously and considers charitable giving to be a key part of its commitment to the continued development of those communities. Whilst Amey may choose a corporate charity, the Company will also consider applications for support from employees who are fundraising for other charities via its Amey Foundation Match Funding Scheme. This Policy outlines both processes mentioned above and expresses Amey's approach to charitable causes.

Purpose

Amey receives numerous requests from employees requesting support or sponsorship for their chosen charity. This policy exists to accommodate this high volume of requests in a way that is fair, manageable, consistent and takes into account the requests of all Amey employees as well as Amey's position within the communities it operates in.

Amey's Charitable Contributions

Amey will contribute to charitable causes as per this Charity Policy (and through its separate Community Involvement Policy) by two main methods:

- Nominating a corporate charity; and
- allowing employees to apply for match funding support through the Amey Foundation, for charities other than those defined as the corporate charity

Corporate Charity

Duke of Edinburgh receives a £20,000 donation each year, plus around £30,000 that funds the Oxfordshire Partnership that manages the Award in Oxfordshire. Corporate support is also given to several events throughout the year.

Amey Foundation

On a quarterly basis Amey will offer the opportunity for employees to apply for monetary support for local charities/community groups or projects. The annual budget will be £120,000. This will be granted on a £ for £ basis, i.e. matched funding up to an agreed level for each approved project. Amey will match, subject to eligibility, up to the value of £3,000 per team application and £1000 per employee application.

Applications must be made via the Amey Matched Funding Application Form (reference: PLC-HR-028/01) which can be found on AmeyWorld. Applications must be fully completed and meet the Group's criteria and received by the Amey Foundation by the appropriate deadline.

Projects or charitable support requiring approval will need to provide the following information:

- > Details about the activity and level of employee involvement
- > A business case that shows how the project will support the local community and
- > Details of the value to Amey.

Proof of amount raised must be supplied to the Amey in the Community Group via a receipt of funds from the charity itself.

Detailed FAQ's (reference: PLC-HR-028/03) can be found on Ameyworld).



From time to time other charities maybe supported for a specific business reason.

Scope for Matching

Amey will not fund:

- organisations that discriminate on the basis of race, colour, gender, age, disabilities, nationality, ethnic or national origins, religion, belief, transsexual or sexual orientation;
- organisations or programs designed to influence legislation or elect candidates to public office;
- religious organisations;
- organisations based outside of the UK;
- organisations not registered as a charity or "not-for-profit" entity; and
- applications in excess of £3000

National Charity Days

Amey employees can participate in national charity days during company time, with senior manager/MD approval. Amey will not provide any monetary support and employees should be conscious of ensuring there is minimal disruption and that a professional working environment is maintained, particularly when customers are present.

The money raised from national charity days should be reported to the appropriate Amey in the Community Group representative for reporting purposes

Responsibility for this Document

The content of this document is the responsibility of the Group HR Director.

Mel Ewell

Mel Ewell

Chief Executive
03 September 2009

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
1	03/09/09	New Policy	Group HR Director	Chief Executive
1.1	16/03/11	Update to equality & diversity protected characteristics	██████████	Valerie Hughes D'Aeth



Community Involvement Policy

Principle

Amey wishes to be a responsible, valued, respected and active participant in the communities in which it operates. Amey will take a long-term and wide view of its responsibilities in the community. Such responsibilities include the protection of the environment, contributing to the infrastructure and economic well being of the communities in which we operate, and targeted support for the social and charitable activities of employees

It is the express policy of Amey:

- To seek to explain its objectives and business practices to communities in which it works and, where appropriate, to consult with representatives of those communities to establish their needs and priorities.
- That the contribution to communities will be made both by the company itself and by the enthusiasm, creativity, skills and personal time of its employees and, in some instances, those of our business partners.
- To encourage employees to be active in the community and to be involved with relevant charitable organisations. Amey will, wherever practical, support such endeavours.
- Amey takes an active role in raising funds for charities – the Duke of Edinburgh Scheme and Amey has pledged to match fund every pound raised by employees for other charities.
- Not to provide funding or other support to political organisations of any sort, organisations that discriminate on the basis of age, gender, disabilities, race, colour, nationality, ethnic or national origins, religion, belief, transsexual or sexual orientation race, religious organisations, organisations based outside the UK and organisations not registered as a charity or 'not for profit' enterprise.

Responsibilities

The Group HR Director, who will liaise as necessary with Division Managing Directors, will provide coordination and overview of the implementation of this policy. The Group HR Director will report at least annually on these matters to the Amey Executive.

Communication of the Policy

This policy is held in the Amey Document Library and will be made readily available to all employees and to representatives of the communities in which we operate.

Mel Ewell

Mel Ewell

Chief Executive



Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
1.0	Sep 00	Issued for Use	HR Director	Chief Executive
1.1	Jul 01	Logo updated	HR Director	Chief Executive
2.0	Jul 05	Major revision	[REDACTED]	M Ewell
3.0	Nov 06	Updated Review	[REDACTED]	M Ewell
3.1	Oct 07	Reviewed – no change	[REDACTED]	M Ewell
3.2	Nov 08	Reviewed – no change	[REDACTED]	M Ewell
4.0	Nov 09	Change to supported charities	[REDACTED]	M Ewell
4.1	Mar 11	Update to equality & diversity protected characteristics	[REDACTED]	Valerie Hughes D'Aeth



Amey Disciplinary Procedure – Employee Guidelines

Purpose

These guidelines detail the steps to be followed by employees when they may have to be disciplined at work.

Responsibility

Employees have a responsibility to make themselves available at all stages during the disciplinary procedure, and to ensure that any relevant information is made available during the investigation and disciplinary hearing/appeal stages of the procedure.

During the Disciplinary process, you have the right to be accompanied by an Amey work colleague, Amey employee representative or recognised trade union representative at all disciplinary hearings. You also have the right of appeal. Solicitors or family members not employed by Amey are not allowed to accompany you at any of the disciplinary hearings.

You must notify the hearing manager if you are to be accompanied to any hearing, prior to the hearing taking place.

Timescales

All stages of the disciplinary procedure will be conducted in as short a time as possible and no longer than is necessary to complete a particular stage. Where it is necessary to extend timescales, e.g., in exceptional circumstances or more complex cases, you will be informed of the timescales that are expected to apply.

Steps to managing disciplinary matters

The formal disciplinary process excludes any informal discussions between a people manager and an employee. Minor conduct issues can often be resolved informally between you and your people manager. Such discussions should be held in private and without undue delay whenever there is a cause for concern. Where appropriate a note of any such informal discussion may be placed on your file but will be ignored for the purpose of any future disciplinary hearings. In some cases an informal verbal warning may be given which will not form part of the disciplinary records. Formal steps will be taken under this procedure if the matter is not resolved, or if informal discussion is not appropriate (for example, because of the seriousness of the allegation).

There are four principal steps in the way in which Amey manages disciplinary matters:

1. Initial assessment (not always appropriate or necessary)
2. Full investigation
3. Disciplinary hearing
4. Appeal



Initial assessment

When an alleged breach of conduct has occurred, or an employee's performance at work has become unacceptable, disciplinary action may be the most appropriate course of action. To decide if this is the case, it is necessary to carry out an initial assessment of the circumstances surrounding the case.

At this stage, your people manager will meet with you on an informal basis to discuss the situation. The aim of the discussion is to determine the key facts from your perspective. In some cases the facts may be so clear, or the need for action so pressing, that an initial assessment will not be required.

When a decision has been made as to the next course of action, you will be informed. This might be:

- a) That no further disciplinary action needs to be taken. Where there has been a minor breach of company rules, you will be made aware of the required standard of conduct.

Or

- b) That further disciplinary action is required. If this is the case, you will be notified of the situation. The appeals procedure will be explained to you at this stage.

If it is clear that action is required because you are not performing to the required standard, rather than as a result of a specific incident that resulted in a breach of company rules, the Amey Improving Performance Procedure will be followed.

Where there has been an alleged breach of company rules, it may be severe enough to warrant suspending you from work, pending a formal investigation. If suspension is not considered appropriate, the disciplinary investigation can begin.

Suspension from work

Suspension will only be imposed after careful consideration. Any period of suspension will be kept to a minimum and in line with ACAS guidelines will be reviewed to ensure it is not unnecessarily protracted.

Where it has been agreed that suspension from work is appropriate, your people manager will arrange to meet with you as soon as possible to explain:

- Why you are being suspended from work
- That pay and any other benefits will be paid as usual during the period of suspension
- That you should not contact work colleagues during the period of suspension and that you must be contactable during normal working hours
- What the next steps will be

The decision to suspend you will not affect the outcome of any formal disciplinary action. Any decision to suspend will be confirmed in writing you and should be for as short a time as possible, and in any event for no longer than is necessary to investigate the allegations.



Suspension is not in itself a disciplinary penalty and does not imply that any decision has already been made about the allegations.

Where appropriate, you may be required to return any work related items to your people manager. Examples of items that might need to be returned are:

- Site security pass
- Company laptop
- Office keys/security pass(es)
- Work Mobile phone

Arrangements will be made for you to leave site. This may mean arranging for you to be escorted off site, which is essential if working on a secure site.

Full investigation

A full investigation must take place before any formal disciplinary hearing. The investigation will be conducted by an investigation manager, who could be your people manager or another Amey manager at the same broad banded level (or above) as your people manager. The investigating manager will be responsible for obtaining all the background facts relating to the case.

The investigating manager will aim to complete the investigation and write-up the findings, which will include a recommendation on how to proceed, in as short a time as possible. The amount of the investigation required will depend upon the nature of the allegations and will vary from case to case. You must co-operate fully and promptly with any investigation.

Further action

When the investigation is complete, the investigating manager will collate all the documents produced during the investigation. The report will include a summary of the findings of the investigation and recommendations for next steps. You will be given a copy of the disciplinary investigation report.

If you decide that you wish to resign from your employment, your people manager can choose to carry on with the disciplinary procedure if they wish.

Your people manager will review the completed report and decide if further action is required to resolve the case, taking into account all the evidence provided. If the findings of the investigation show that no formal disciplinary action is required, you will be informed of the outcome, and if appropriate, any period of suspension will end. This should be done immediately by telephone.

If you have been suspended, arrangements for your return to work will be discussed with you, and a suitable return date and time will be agreed. Your people manager will meet with you when you return to work to agree how you will be reintegrated into the workplace.

Your people manager will write to you formally to confirm the decision, and if appropriate, end the period of suspension.



If further action is required, the next step is to arrange a formal disciplinary hearing.

Disciplinary hearing

The disciplinary hearing should take place within in as short a time as possible following the completion of the investigation, and if you are on suspension, you will remain on suspension until the disciplinary hearing. You will be informed by your people manager in writing if the period of suspension is to be extended.

The case will be heard by another manager (not your people manager or investigating manager). The hearing manager will be someone who is the same broad banded level (or above) as your people manager, and who will ensure that the process is followed correctly.

In most cases the hearing manager and a note taker will be sufficient. However, in some cases it may be necessary to involve more than one manager, and again these people must be sufficiently senior and experienced and not have had any prior involvement in the activities leading to the decision to discipline.

It is company practice not to allow tape recordings of meetings. Minutes of every meeting will be taken, which the employee will have the opportunity to see, once typed, following the meeting.

As soon as the arrangements for the hearing have been made, you will be informed in writing of the date, time and location of the hearing, and will be provided with a copy of the Amey Disciplinary Procedure and copies of any written evidence.

Witnesses

You have the right to call relevant witnesses to the hearing. Advance notice from both sides (employee and employer) of relevant witnesses to be called is required.

Preparing for the disciplinary hearing

You have a statutory right to take someone to the meeting with you. This can be an Amey work colleague or recognised trade union representative. Your companion can take notes and speak instead of you, but may not answer questions for you. If you wish to bring a representative to the meeting, you must inform the hearing manager prior to the meeting.

Before the hearing, you should:

- Ensure that you have been provided with any paperwork relating to the investigation meeting
- Notify the hearing manager if you will be accompanied
- List the points you want to make
- At the meeting, listen to what the hearing manager has to say, before giving your side
- Remain calm, so you get your points over clearly

If you can't attend the meeting (e.g. due to sickness absence) the meeting will be rearranged. If you are unable to attend on a persistent basis, the hearing manager can choose to hold the meeting in your absence and make a decision based upon the available evidence.



If your representative can't make the meeting, e.g. because of illness, the meeting will be postponed by up to five days.

During the disciplinary hearing

A note taker will be present at the hearing, to record what has been said during the meeting. Copies of any meeting records will be given to you, although in certain circumstances some information may be withheld, for example to protect a witness.

Should you not wish to exercise your right to be accompanied by a recognised trade union representative, Amey employee representative or Amey work colleague, the hearing manager will commence the disciplinary hearing by asking you to confirm this. The hearing manager will confirm any pre-notified, relevant witnesses from both sides to be called. They will then explain to you and any representative the nature of the charge against you and the result of the investigation. You will be invited to comment on the evidence, and will be asked any relevant questions in order to obtain as much information as possible.

The disciplinary hearing can be adjourned at any time by either party, and should be adjourned for the hearing manager to make a decision.

After the disciplinary hearing has been adjourned, the hearing manager will review and assess the information obtained during the hearing. It is the responsibility of the hearing manager to reach a decision on the outcome of a disciplinary hearing.

The hearing manager will decide what course of action should be taken. If there is no case to answer, you will be informed as soon as the decision has been made.

If you are to receive a verbal warning, the hearing manager will issue the warning as soon as the disciplinary hearing is over. This will always be confirmed in writing.

If you are to receive a written warning, final written warning, or are to be dismissed, you will be informed verbally and the decision will be confirmed in writing afterwards. The hearing manager will explain to you and your representative, where appropriate, the content of the letter and also explain the right to appeal.

Your people manager and OneHR will be informed of the outcome of the disciplinary hearing.

Dismissal

If the outcome of the disciplinary hearing is that you should be dismissed, your people manager will arrange for you to leave site. This may mean arranging for you to be escorted off site. This will be essential if working on a secure site.

You will need to return all company property to your people manager as soon as you have been dismissed and left the company premises. Your people manager may arrange to meet with you to collect any company property that was not collected on your last day at work.



Appeal

All employees have the right to appeal against any decision reached during a disciplinary hearing, regardless of the outcome of the hearing. The right to appeal will have been explained prior to the disciplinary taking place, and also during the disciplinary hearing.

You must appeal in writing within five working days of the outcome of the disciplinary being known, setting out the reasons for your appeal. The appeal letter should be addressed to the chair of the disciplinary hearing.

Appeal letters must state the grounds for the appeal, which may be one or more of the following:

- The procedure was not properly followed
- New information has become available
- The sanction is inappropriate (including justification as to why this is the case)

A more senior manager, removed from the case, and one broad banded level above the manager that heard the disciplinary will be nominated to hear the appeal, and this will be done by the chair of the disciplinary hearing. The appeal hearing manager will write to you to confirm the arrangements for the appeal hearing. The appeal hearing will normally take place within ten working days after receipt of the appeal letter, although this may be extended in particular circumstances.

Where necessary, the appeal hearing manager is able to call any further witnesses or third parties to be interviewed. The hearing may be adjourned to carry out any further investigations in the light of any new points.

Preparing for the appeal hearing

You have a statutory right to take someone to the meeting with you. This can be an Amey work colleague, Amey employee representative or recognised trade union representative. Your companion can take notes and speak instead of you, but may not answer questions for you. If you wish to bring a representative to the meeting, you must inform the appeal hearing manager prior to the meeting.

Before the appeal hearing, you should:

- Ensure that you have been provided with any paperwork relating to the investigation and disciplinary hearing
- Notify the appeal hearing manager if you will be accompanied
- List the points you want to make
- At the meeting, listen to what your employer has to say, before giving your side
- Remain calm, so you get your points over clearly

If you can't attend the meeting (e.g. due to sickness absence) the meeting will be rearranged. If you are unable to attend on a persistent basis, the appeal hearing manager can choose to hold the meeting in your absence and make a decision based upon the available evidence. If your representative can't make the meeting, e.g. because of illness, the meeting will be postponed by up to five days.



The appeal hearing

Should you not wish to exercise your right to be accompanied by a recognised trade union Amey employee representative or Amey work colleague, the hearing manager will commence the appeal hearing by asking you to confirm this. You (and any representative) will then be asked to explain why you feel that you have grounds for appeal.

At the hearing, the hearing manager will:

- consider any new evidence
- allow you to comment on any new evidence
- not be afraid to overturn a previous decision

Further actions

Following the appeal hearing, the appeal hearing manager will review and assess the information obtained during the hearing. This will be done objectively and without prejudice to the individual(s) involved.

The appeal hearing manager will then decide what course of action should be taken. Options are:

- Your appeal was not justified and the outcome of the disciplinary hearing stands
- Your appeal was justified and the outcome of the disciplinary hearing is overturned
- The original penalty was too severe

The appeal hearing can either uphold the original decision, or deliver a lower sanction. The appeal hearing cannot increase the original sanction.

Whatever the outcome of the appeal hearing, you will be informed as soon as the hearing is over. The appeal hearing manager will explain to you (and any representative) the outcome of the appeal hearing, and the reason for the decision and confirm the decision in writing.

Once the appeal hearing has taken place, the appeal hearing manager will provide details of the hearing and the recommended outcome to your people manager, so that they can make any arrangements to implement the recommendations, as necessary.

If the outcome of the appeal hearing is that the decision to dismiss you has been overturned, your payroll record will be reactivated and your continuous service will not be affected.

The appeal process is the final stage in the disciplinary procedure, and the decision of the appeal hearing manager is final.

Further Information

These guidelines are designed to accompany the Amey disciplinary procedure, which is available on AmeyWorld, or from OneHR.

For any queries on these guidelines, please contact OneHR;



Telephone: [REDACTED]

Email: [REDACTED]

Fax: [REDACTED]

Post: [REDACTED] [REDACTED]
[REDACTED]

Ron Inwood

Head of Employee Relations, Legal & Group
01 March 2011

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
01	04/02/2010	General update of procedure and process together with change of Document and supporting Records references.	[REDACTED] [REDACTED]	[REDACTED]
1.1	01/03/11	Updated to reflect new HR service structure and provision for people manager to conduct investigations.	[REDACTED] [REDACTED]	Ron Inwood



Health & Safety Breaches – Guidance for Managers on Potential Disciplinary Action

Purpose

This guidance is aimed at helping managers to assess the potential impact of breaches in health and safety and non-compliance with health and safety related policies, systems or process. When investigating and assessing health and safety breaches, managers will need to consider the nature and seriousness of the breach and whether disciplinary action would be appropriate.

Responsibilities

1. **Amey** - has the responsibility to ensure compliance with relevant health and safety legislation and to take appropriate action to safeguard the health and safety of its employees, subcontractors, client staff and the wider community
2. **People Managers** - have the responsibility to manage and monitor the actions of their workforce to ensure compliance with the relevant Amey policies, systems and procedures. Where an employee is suspected of breaching an Amey policy, system or process, the people manager must conduct an investigation into the breach and assess whether or not disciplinary action may be appropriate.
3. **HSEA** – has the responsibility for supporting the business divisions to manage and develop safety management systems to support relevant policies and to assist in the investigation of potential health and safety breaches.
4. **OneHR** - has the responsibility to ensure any resultant disciplinary procedures are managed fairly across the organisation. OneHR will provide guidance and support to People Managers on the usage of this guidance.
5. **All employees** - have a responsibility to themselves, their colleagues, customers and the wider community to work safely and comply with the relevant health and safety policies, systems and procedures.

Investigating and Assessing Breaches

Where a breach or potential breach of health and safety has been identified, the people manager should ensure that an adequate investigation is conducted to establish whether or not it would be appropriate to initiate the disciplinary procedure.

The purpose of the investigation is to:

- Enquire into the circumstances surrounding the alleged breach
- Provide those involved the opportunity to offer an explanation

Based on the information collected, the investigating manager is expected to take a balanced and objective view of what action, if any would be appropriate. Whilst the initial investigation should be sufficiently adequate to enable a decision on whether more formal action may be required, the general principle is that exhaustive examination of every possible aspect is not required.



A matrix has been provided which managers can use as a tool to help them:

- Assess the seriousness of any breaches
- Decide if there are sufficient grounds for an allegation of misconduct or gross misconduct
- Consider what level of action, if any, would be appropriate

The matrix is published on Ameyworld within the HSEA guidance 'Assessing Unsafe Behaviours and Actions' ([PLC-H&S-110](#)).

The matrix is not intended to provide a prescriptive list of solutions for each type of breach and is an optional aid managers can use to assist in their deliberations.

Ron Inwood

Ron Inwood

Head of Employee Relations, Legal & Group
1 June 2011

Related Documents

Description	Reference No
Amey Health & Safety Policy Assessing Unsafe behaviours and Actions Disciplinary Procedure	PLC-EXEC-028 PLC-H&S-110 PLC-HR-1000

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
1.0	June 2011	New Guidance		Ron Inwood



Disciplinary Procedure

Purpose and scope

This procedure details the steps to be followed when an employee may have to be disciplined at work. The purpose of the procedure is to ensure consistent and fair treatment for all in the organisation, ensuring that alleged disciplinary issues are resolved within a defined timescale.

The disciplinary procedure exists primarily to provide a framework within which to help and encourage improvement amongst all employees whose conduct is unsatisfactory or whose attendance or performance at work wilfully falls below the minimum standard required. The procedure may, however, result in the imposition of sanctions that can, in cases of gross misconduct, include summary dismissal.

Issues of unsatisfactory performance due to an individual's health will be dealt with under Amey's Attendance Management (Sickness Absence) Policy (PLC-HR-002) and unsatisfactory performance will be dealt with under the Improving Performance Procedure.

This procedure applies to all Amey employees except:

- those covered by an alternative Agreement with a recognised trade union or
- those explicitly covered by other arrangements as a consequence of being employed on a joint venture contract.
- those explicitly covered as part of inherited terms and conditions.

This procedure does not form part of any employee's contract of employment and it may be amended at any time. Where appropriate this procedure including any time limits can in any event be varied.

Principles

No disciplinary action will be taken against an employee until the case has been fully investigated.

At every stage of the procedure the employee will be advised of the nature of the complaint against him/her and will be given the opportunity to state his or her case before any decision is made.

No employee will be dismissed for a first breach of discipline except in the case of gross misconduct, when the penalty will be dismissal without notice or payment in lieu of notice.

The procedure may be implemented at any stage if the employee's alleged misconduct warrants such action.

The employee will be advised of the disciplinary process and his/her rights within that process.



The employee has the right to be accompanied by an Amey work colleague, Amey employee representative or representative of a recognised trade union at any hearing that could result in the employee being dismissed given a formal warning and/or the imposition of some other disciplinary sanction or the upholding of a previous warning or sanction. This right does not therefore extend to investigatory hearings.

The employee has the right to request, with advance notification, the attendance of relevant witnesses at the Disciplinary Hearing. However, Amey will take a pragmatic view if the witness wishes to remain anonymous.

The employee has the right to clarify and raise issues in relation to statements from any individual cited as a relevant witness.

The employee will be provided with copies of notes of the Disciplinary or Appeal Hearing relating to them and has the right for records of all disciplinary matters to be stored securely. All employees must treat as confidential any information communicated to them in connection with an investigation or disciplinary matter.

An employee will have the right to appeal against any disciplinary sanction imposed.

If disciplinary action involving a trade union official is being contemplated the case will be discussed with a senior trade union representative or full-time official prior to any action being taken. At this point the OneHR Manager Advice Service must be contacted.

Industrial Disputes

Separate instructions exist in relation to industrial disputes. These should be taken into account before the disciplinary procedure is contemplated and/or implemented. In the event of an industrial dispute, the relevant HR Business Partner must be contacted.

Grievances

A separate Grievance Procedure (PLC-HR-018) exists that deals with grievances. If a grievance is raised by an employee who is already being dealt with under the Disciplinary Procedure, the grievance may be heard first or dealt with concurrently, depending upon the nature of the complaint.

Timescales

At all stages of the disciplinary procedure, it may be necessary to extend some of the timescales, for example, in exceptional circumstances or more complex cases. In any case, where this is thought to be likely, the employee will be informed and will be advised of the timescales that are expected to apply.

Misconduct/Negligence

Breaches of contractual terms or Company rules or policies will be regarded as misconduct or negligence. Such offences may result in disciplinary action being



taken. Examples of misconduct/negligence include, but are not confined to, the following:

- Disobeying reasonable instructions or non-co-operation with Management activities or requests.
- Abuse of authority.
- Unauthorised absence from duty and/or poor timekeeping.
- Negligence and/or inadequate/unsatisfactory performance or failure to achieve an acceptable standard of study or to pass examinations essential for the fulfillment of the job.
- Engaging in employment outside normal working hours in breach of any contractual requirement and/or which adversely affects their work with Amey.
- Falsification or inaccurate statements in official documentation.
- Misuse of Company Fuel Card
- Unauthorised sleeping on duty.
- Dangerous horseplay or unacceptable behavior whilst on duty.
- Breach or failure to adhere to Amey Policies and Procedures

Gross Misconduct/Negligence

Serious breaches of contractual terms or Company rules or policies will be regarded as gross misconduct or negligence. Examples of gross misconduct/negligence include, but are not confined to, the following:

- Fighting and/or physical assault
- Theft of Company or employee's property
- Deliberate and/or malicious damage
- Serious breach of safety regulations
- Falsification of records, time sheets, expenses or reports etc
- Refusal to carry out a reasonable working instruction
- Breach of site or Company rules
- Being in breach of any company or local policy relating to alcohol and drugs
- Breach of Company requirements relating to email, internet usage or computer records
- Bringing the Company into disrepute
- Disclosing confidential information to a third party
- Fraud
- Serious negligence which causes unacceptable loss, damage or injury
- Any other substantial action that is considered to be a serious breach of contractual terms, or company rules or policies.

If an employee is accused of an act of gross misconduct or negligence, they may be suspended from work on full pay for as short a time as possible, and in any event for no longer than is necessary to investigate the allegations. If, on completion of the investigation and the full disciplinary procedure, the organisation is satisfied that gross misconduct or negligence has occurred, the result will normally be summary dismissal, i.e. dismissal without notice, or payment in lieu of notice.



During suspension employees should refrain from making contact with any member of Amey staff (or agents or sub-contractors) except the suspending Manager, Trade Union Representative and/or OneHR nor should they enter any Amey premises unless invited to attend an investigation meeting/formal hearing.

Steps to managing disciplinary matters

There are four principal steps in the way in which Amey manages disciplinary matters:

1. Initial assessment (not always appropriate or necessary)
2. Full investigation
3. Disciplinary hearing
4. Appeal

The formal disciplinary process excludes any informal discussions between a people manager and an employee. Minor conduct issues can often be resolved informally between an employee and their people manager. Such discussions should be held in private and without undue delay whenever there is a cause for concern. Where appropriate a note of any such informal discussion may be placed on the employee's file but will be ignored for the purpose of any future disciplinary hearings. In some cases an informal verbal warning may be given which will not form part of the employee's disciplinary records. Formal steps will be taken under this procedure if the matter is not resolved, or if informal discussion is not appropriate (for example, because of the seriousness of the allegation).

In any case where formal disciplinary action is taken there will always be a full investigation and a disciplinary hearing. In some cases the facts may be so clear, or the need for action so pressing, that an initial assessment will be inappropriate or unnecessary.

Initial Assessment

The initial assessment is to determine whether a full investigation may be required and may be carried out by the immediate people manager (or a manager of the same level) as soon as possible after an alleged breach of conduct has been identified.

Where the breach in conduct is related to a health and safety incident and non-compliance with health and safety related policies, systems or process, additional guidance can be found in [H&S Breaches - Guidance for Managers \(PLC-HR-1000/05\)](#).

The people manager will arrange to meet with the employee on an informal basis to determine all of the key facts from the employee's perspective and to identify any mitigating factors.

Where the people manager decides that a full investigation is not required the employee will be notified. Where there has been a minor breach of Company rules the people manager will make the employee aware of the required standards and agree any actions required to prevent a recurrence.



Where the people manager considers formal disciplinary action to be necessary they will inform the employee and draw their attention to the disciplinary procedure and their rights under the procedure.

In some circumstances employees may be suspended on full pay while the full investigation is conducted. Examples of where suspension might be appropriate include:

- Alleged gross misconduct
- Where the incident has an impact on commercial security
- Where other employees at the workplace are involved and it would not be possible to continue working as usual
- If external legal action is being considered
- Where safety of the employee or others might otherwise be compromised

This list is by way of example and it is not comprehensive.

In any case, the decision to suspend will not affect the outcome of any formal disciplinary action. Any decision to suspend will be confirmed in writing and should be for as short a time as possible, and in any event for no longer than is necessary to investigate the allegations. Suspension is not in itself a disciplinary penalty and does not imply that any decision has already been made about the allegations.

Full Investigation

A full investigation must take place before any formal disciplinary hearing. The investigation will be conducted by an investigation manager, who could be the people manager or another Amey manager at the same broad banded level (or above) as the people manager. The investigating manager will be responsible for obtaining all the background facts relating to the case.

The Investigating Manager will aim to complete the investigation and write-up the findings, which will include a recommendation on how to proceed, in as short a time as possible. The amount of the investigation required will depend upon the nature of the allegations and will vary from case to case. The employee must co-operate fully and promptly with any investigation. A copy of the investigation report will be sent to the employee and the people manager.

After considering the report and taking advice, the people manager will decide what further action is required. If no formal disciplinary action is to be taken the people manager should immediately inform the employee in writing and, if they have been suspended, agree arrangements for their return to work. The ending of a period of suspension will be confirmed in writing.

The employee will be informed in writing if a formal disciplinary hearing is to be convened. The notification will

- set out clearly the nature of the alleged breach
- provide details of the date, time and location for the disciplinary hearing, which will be scheduled to allow the employee at least three working days in which to prepare



- inform the employee of the possible outcome of the disciplinary hearing including if applicable, dismissal
- advise the employee of their right to be accompanied at the disciplinary hearing by an Amey work colleague, Amey employee representative or representative of a recognised trade union
- inform the employee of their right to request relevant witnesses to the Hearing. Witnesses should be notified in advance of the hearing
- inform the employee of relevant witnesses in attendance, called by the Hearing manager who will act as chair
- where appropriate provide a summary of information gathered during the investigation and copies of any relevant documents to be used at the hearing.

Disciplinary Hearing

A suitably senior and experienced manager (at the same broad banded level (or above) as the people manager) will conduct the Disciplinary Hearing. The hearing manager will be responsible for determining the outcome. A disciplinary hearing will normally also involve a note taker. Occasionally it may be appropriate to involve another manager.

The employee and if applicable their companion should make every effort to attend any disciplinary hearing, and failure to attend without good reason may be treated as misconduct itself. If an employee fails to attend a disciplinary hearing without good reason or is persistently unable to do so (for example for health reasons) it may mean that a decision is taken based on the available evidence.

It is company practice not to allow tape recordings of meetings. Minutes of every meeting will be taken, which the employee will have the opportunity to see, once typed, following the meeting. At the hearing the responsible manager will:

- confirm that the employee understands the nature of the alleged breach, the evidence that has been gathered and is aware of their rights under the disciplinary procedure;
- ensure that the employee and/or their representative have the opportunity to present their account of events and call pre notified, relevant witnesses;
- if appropriate, call an adjournment to gather fresh material or to consider material that has been presented.
- Determine the appropriate outcome and inform the individual of their right to appeal.

Disciplinary action

Stage 1 - verbal warning (warning live for six months)

Where a minor offence or offences have been committed, a recorded verbal warning may be given. The warning will ordinarily state that any further misconduct will render the employee liable to further, more severe disciplinary action. The employee may appeal against the warning.



The employee should be informed that the warning will remain 'live' for 6 months. During this period, the Company may rely on such a warning in the event of further misconduct on the part of the employee.

The individual will be advised that it constitutes the first stage of the formal procedure. A record of the verbal warning should be kept but it should be disregarded for disciplinary purposes after it has lapsed.

Stage 2 – first written warning (warning live for 12 months)

Where either a more serious disciplinary offence has been committed or further minor offences have been committed by an employee following a recorded verbal warning that remains 'live', the employee will receive a first written warning. The warning will:

- (i) set out the nature of the offence committed and the change in behaviour required;
- (ii) inform the employee that further misconduct is liable to result in further disciplinary action under this procedure;
- (iii) specify that the warning will remain 'live' for a period of 12 months, and that after this period the warning will automatically lapse; and
- (iv) state that the employee may appeal against the warning.

A record of the warning should be kept, but it should be disregarded for disciplinary purposes after it has lapsed.

Stage 3: final written warning (warning live for 18 months)

Where a serious disciplinary offence amounting to gross misconduct has been committed, thereby justifying summary dismissal, but the Company decides, after taking into account all appropriate circumstances, that a lesser penalty is appropriate, or, where an employee commits further disciplinary offences after a first written warning has been issued and remains 'live', or where the misconduct is sufficiently serious to warrant it, a final (or combined first and final) written warning may be given. Such a warning will:

- (i) set out the nature of the offence committed and the change in behaviour required;
- (ii) inform the employee that further misconduct is liable to result in further disciplinary action under this procedure;
- (iii) specify that the warning will remain 'live' for a period of 18 months, and that after this period the warning will automatically lapse; and
- (iv) state that the employee may appeal against the warning.

It will also warn that failure to improve may lead to action under Stage 4 of the procedure, and will refer to the right of appeal. A copy of this written warning will be kept on the employees personnel file but will be disregarded for disciplinary purposes after it has lapsed.



Stage 4 – dismissal or other sanction short of dismissal (warning live for 18 months)

Where the employee has committed further acts of misconduct (these being acts of misconduct other than gross misconduct) following a final written warning, the employee may be dismissed with notice or with pay in lieu of notice.

Dismissal decisions can only be taken by the appropriate senior manager, and the employee will be provided, as soon as reasonably practicable, with written reasons for dismissal, the date on which the employment will terminate, and the right of appeal.

Where the Company establishes that an employee has committed an act of gross misconduct, the employee may be summarily dismissed without notice or pay in lieu of notice.

Alternatives to dismissal

In some cases and at the Company's discretion alternatives to dismissal may be considered. Such alternatives may include by way of example demotion, disciplinary suspension or transfer. This will usually be in conjunction with a final written warning which will remain live for 18 months.

If some sanction short of dismissal is imposed, the employee will receive details of the sanction, will be warned in writing that dismissal may still be an outcome if no satisfactory improvement is seen and be advised of the right to appeal. A copy of the final written warning will be kept on file but will be disregarded for disciplinary purposes after it has lapsed.

Disciplinary hearing outcome

The hearing manager will decide upon one of the following outcomes from the Disciplinary Hearing:

- No case to answer
- Verbal warning
- Written warning/final written warning
- Redeployment, downgrading, period of unpaid suspension
- Dismissal
- Other business specific sanctions e.g. withdrawal of travel facilities in Rail

The employee will be advised of the outcome as soon as the hearing manager has reached a decision and without unreasonable delay. Where a sanction is being imposed the employee will be advised of their right of appeal at the same time. All outcomes from a disciplinary hearing will be confirmed in writing and, where appropriate, will include details of the appeal process.



Appeal

Employees have the right to appeal against the outcome of formal disciplinary action. Appeals must be lodged in writing within five working days of receiving notification of the outcome of the Disciplinary Hearing and should be addressed to the hearing manager. Appeal letters must state the grounds for the appeal, which may be one or more of the following:

- The procedure was not properly followed
- New information has become available
- The sanction is inappropriate (including justification as to why this is the case)

The hearing manager will appoint a senior manager of greater seniority than the manager that heard the disciplinary to hear the appeal. The employee will be informed of the time and location for the appeal hearing and will be reminded of their right to be accompanied by a work colleague, employee representative or representative of a recognised trade union. The appeal hearing will normally take place within ten working days after receipt of the appeal letter, although this may be extended in particular circumstances. The hearing may be adjourned to carry out any further investigations in the light of any new points.

Options for courses of action are:

- The employee's appeal was not justified and the outcome of the disciplinary hearing stands
- The employee's appeal was justified and the outcome of the disciplinary hearing is overturned
- The original penalty was too severe

The decision of the appeal hearing manager will be final and will be communicated to the employee as quickly as possible and will be confirmed in writing. No further internal appeal process exists.

Record Retention

It is unfair to keep details of warnings on an employee's file indefinitely. To this end, the following guidelines will be followed regarding 'spent' warnings on an employee's file and SAP record:

- Formal verbal warning – disregarded after 6 months subject to satisfactory conduct
- Written warning – disregarded after 12 months subject to satisfactory conduct (2 years within Amey Rail)
- Final written warning – disregarded after 18 months subject to satisfactory conduct (4 years within Amey Rail)

These guidelines may be exceeded where warnings relate to incidents with a safety connotation. There may also be variations due to industry practice in some sectors in which Amey operates. You will be informed if a warning issued to you is to be retained for longer than the normal guidelines.



Paper records of disciplinary proceedings will be maintained in secure surroundings, within OneHR.

Further Information

Further guidance for managers, together with template letters and forms to support the process can be found on Ameyworld. For any queries on these procedures, please contact OneHR;

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Associated Documents

Description	Reference No
Amey Discipline Procedure – Employees Guide	PLC-HR-1000/02
Discipline – Tips for Managers	PLC-HR-1000/04
H&S Breaches – Guidance for Managers	PLC-HR-1000/05

Ron Inwood

Ron Inwood

Head of Employee Relations, Legal & Group
01 March 2011

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
03	09/12/09	General update of procedure and process together with change of Document and supporting Records references.	HR Director - Diversity	Group HR Director
04	04/02/ 2010	Updated to clarify timelines.	HR Director - Diversity	Group HR Director
4.1	13/05/10	Version with correct appeal timelines	[REDACTED]	[REDACTED]
4.2	01/03/11	Updated to reflect new HR service structure	[REDACTED]	Ron Inwood
4.3	June 2011	Addition of link to H&S breach guidance	[REDACTED]	Ron Inwood



Dress and Appearance Policy

Principle

1. This policy sets out the requirements of Amey staff in relation to dress and appearance. These requirements reflect current legislation and best practice with regard to suitable dress and appearance.
2. The way that our staff dress is of the utmost importance to our business. The professional image presented by our staff is integral to how Amey is regarded by internal and external clients and the public. Amey's reputation of delivering consistently great customer service is enhanced by staff appearance. Amey is a professional organisation and our staff should dress accordingly. In general, people often use appearance as a proxy measure of competence.

Scope

3. This policy applies to all staff employed by Amey, temporary agency staff, consultants, contractors and any other individual who is engaged in Amey work activities. The policy is applicable during the individual's working hours and/or whilst representing Amey on company business.

Purpose

- To ensure that staff project a professional image that encourages client and public trust and confidence in Amey.
- Contributes to health, safety and security requirements in the work place.
- To ensure a consistent approach to dress and appearance, whilst respecting the diverse nature of Amey's workforce and work locations.

Responsibilities

- All those in scope are individually responsible for following the standards of dress and appearance laid down in this policy and must understand how this policy relates to their working environment.
 - Staff who present themselves for work, or whilst on company business, who do not appear neat, clean and tidy or who are unsuitably dressed will be asked to rectify this. This may require going home and if so, the individual will be expected to make up the time or take unpaid leave.
 - Repeated failure to adhere to Amey's standards of dress and appearance may constitute misconduct and result in formal disciplinary action.
4. Managers
 - Managers are responsible for ensuring the policy is adhered to at all times. This includes staff that they may not directly line manage.



- Managers must also ensure that all new staff are aware of the requirements of this policy during the local induction process.

Dress and Appearance Code

5. Staff must dress in a manner that supports the professional image of Amey. This can take on a variety of appearances depending upon the particular role and duties, working environment, health, safety and security requirements, direct contact with clients, or where clients and other visitors are frequently (or infrequently) present. All staff should present themselves for work in a neat, clean, tidy and well groomed manner.
6. As a minimum, for those working in an Amey office, visiting an Amey office or a client; the following standards of business dress and appearance should be adhered to:
 - Traditional business suit, or tailored trousers/skirt or dress, tailored shirt or blouse/top.
 - Male staff who work in an Amey Corporate office (e.g. Sherard Building, Winchester House, Waterhouse Square, IDH Birmingham), or are visiting an Amey Corporate office or a client must also wear a tie. In extreme hot weather conditions and where there is no air conditioning provision, male staff may remove their tie.
 - Staff who are based on a site or at a contract site office, must dress appropriately to meet local health, safety and security requirements. This will include Personal Protective Equipment (PPE) arrangements and Amey/contract specific, branded uniform.
 - Where provided, PPE and uniforms must be worn and maintained in a manner acceptable to Amey.
 - Management discretion on dress and appearance will apply where staff are required to work outside of their normal working pattern, e.g., bid teams working into the night or at weekends.
7. On Friday's employees will be able to adopt a more relaxed approach to what they wear to work, for example male staff will not be required to wear a tie in corporate offices, unless they are going to be in an office where there is client interface/meetings. Office-based employees are still required to dress smartly and meet the requirements of paragraph 8 below.
8. Regardless of work location, it is unacceptable to wear the following:
 - Any item of clothing that may draw untoward attention or cause offence. For example, those that are excessively revealing (too short, too tight or too low); or contain inappropriate or offensive words or pictures.
 - Any item of clothing that could present a health and safety risk.
 - Dirty, wrinkled, ripped or frayed clothing.
 - Denim, combat trousers, cords, tracksuits and general sports wear.
 - Rolled up trousers or shorts.
 - Trainers or flip-flops.



9. In addition:

- Tattoos must remain covered if extensive or deemed offensive.
- Jewellery and any piercings must be in keeping with a professional appearance and with health, safety and security requirements.

10. These lists are not exhaustive. The people manager will provide clarity where a staff member is uncertain as to whether or not an item of clothing/jewellery is suitable.

Variations

11. Amey recognises the diversity of cultures, religions and special needs of its staff and will take a sensitive approach when this affects dress and appearance requirements. Priority is at all times given to health and safety requirements.

References or Associated Documents

Description	Reference No
Disciplinary Procedure	PLC-HR-1000

Valerie Hughes D'Aeth

Valerie Hughes D'Aeth

Group HR Director
03 September 2009

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
01	03/09/09	New Policy	HR Director - Diversity	Group HR Director
1.1	12/5/2010	Removal of track changes and formatting	██████████	██████████
1.2	06/12/10	Update to reflect new terminology for line manager	██████████	██████████
1.3	27/6/11	Trial period for relaxed dress on Fridays	██████████	██████████
1.4	06/07/11	Relaxation of dress code on Fridays incorporated	██████████	██████████



Employee Communications Policy

Principle

It is the Company's policy to adopt an open and honest approach with all employees, listening to their viewpoint and sharing information, which aids their understanding of the Group's objectives and progress.

Policy

Communications strategy with employees will be managed at Group level; however detailed communications with employees will be handled at business/site level. The exception to this is where information needs to be communicated on a Group-wide basis when the Internal Communications function will take the lead in terms of both content and media used.

Where a business wishes to communicate information to its employees that either a) needs wider circulation or b) could impact on another part of the Group, then it is the responsibility of that business to involve the Head of Internal Communications.

Line management, supported by OneHR, will be responsible for communications with employees on an individual basis related to terms and conditions of employment, performance management and other issues that are particular to that individual. Where the issue may have an implication on, or set a precedent for, employees or groups of employees in another business, authorisation for the substance of the communication should be sought at Group HR level.

Amey will not focus on one particular media over all others to communicate with its employees, given their wide geographic spread and varying standard of access to technology. It will continually explore the most effective methods of communicating with its employees by the use of surveys, focus groups etc.

Responsibility

The responsibility for this policy is held at Chief Executive level and will be implemented through the Head of Internal Communications and Business Heads.

Communication of this Policy

This policy is issued on the Ameyworld Document Library and will be made available to all employees through all appropriate media.

This Policy should be read in conjunction with a number of other Amey Policies on related matters.

Mel Ewell

Mel Ewell
Chief Executive
September 2003



Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
0	May 2000	Drafted.		
1	Sept. 2000	Issued for Use	██████████	██████████
02	Sept. 2003	Annual Review. Change of CEO to M. Ewell.	██████████	M. Ewell
2.1	Mar 2011	Update to HR structure and re-formatted	██████████	Valerie Hughes D'Aeth



Employee Representation Policy

Principle

The Amey Group recognises that effective and efficient working within its various business sectors will be achieved by having a fully involved and committed workforce. To achieve this objective, good communication, both to and from employees and any recognised employee representatives, is required and the Group will strive to put in place the mechanisms to achieve this objective.

Where a Trade Union is formally recognised, the Company's aim is to develop a partnership culture that reflects the mutual benefit to both parties. Appropriate mechanisms will be developed to allow the relationship to develop effectively.

It is the express policy of Amey:

- To promote open and honest communication with all its employees about matters which affect the business and the people working within it.
- To work closely with employees and, as appropriate, their representatives to achieve the objectives of the Group and to provide the best environment for efficient and effective working and fairness at work.
- Where appropriate, consult and/or communicate with employees on an individual basis, in addition to and irrespective of any legal or trade union requirement, on matters which affect them within the business.
- To work in partnership with recognised Trade Unions to agree the most effective arrangements to support and encourage productive and progressive negotiation, consultation and communication.

Responsibilities

Overall responsibility for this Policy rests with the Chief Executive. Business Managing Directors and Heads of Group Functions are responsible for ensuring that this policy is implemented within their own area, assisted as appropriate by the HR function.

The Group Human Resources Director is responsible for the monitoring and review of this policy and for ensuring via the Business HR Directors that it is fully implemented and that it is maintained in line with current legislation and good practice.

Communication

This policy is held in the Amey Document Library and will be made readily available to all employees.

Mel Ewell

Chief Executive

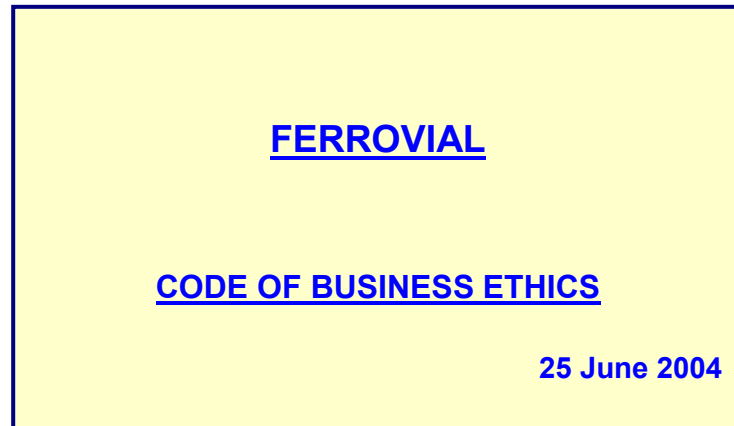


Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
1	Sept 2000	Issued for use	HR Director	CEO
01-02	Sept 2000-2003	Previous History of documents are held on old EDM Server.	████████	M Ewell
03	July 2005	Annual Review	████████	M Ewell
4.0	Nov 2006	Updated Review – no changes	████████	M Ewell
4.1	Feb 2011	Updated review – addition of 'consultation' to dialogue with TU	████████████████	Ron Inwood



Ferrovial Code of Business Ethics





FERROVIAL

CODE OF BUSINESS ETHICS

1.0 OBJECTIVE

2.0 SCOPE OF APPLICATION

3.0 BASIC PRINCIPLES OF CONDUCT

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- 3.2 Ethical integrity
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- 4.1 Respectful treatment and non-discrimination
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- 4.5 Respect for the privacy and confidentiality of employee information
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5.0 COMMITMENTS TO THIRD PARTIES AND THE MARKET

- 5.1 Fair competition
- 5.2 Integrity in management
- 5.3 Quality
- 5.4 Confidentiality of third-party information
- 5.5 Transparency, value creation and corporate governance
- 5.6 Net worth protection
- 5.7 Conflicts of interest
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- 6.1 Environment
- 6.2 Social commitment

7.0 INTERPRETATION AND COMPLIANCE



FERROVIAL

CODE OF BUSINESS ETHICS

1.0 OBJECTIVE

The objective of this Code of Business Ethics (the “Code”) is to establish the basic principles to be followed by the companies comprising the Ferrovial group and all their employees and executives.

2.0 SCOPE OF APPLICATION

This Code binds the following persons and companies:

- Members of the Board of Directors of Grupo Ferrovial, S.A.
- Members of the Management Committee and other senior executives of Grupo Ferrovial, S.A.
- All the employees who work at any of the companies that comprise the Ferrovial group.
- Grupo Ferrovial, S.A. and all the companies comprising its group, whatever the business or location of those companies and their activities. For these purposes, the companies that are considered to form part of the group are those that, directly or indirectly, are linked to Grupo Ferrovial, S.A. as defined in article 4 of Securities Market Law 24/88, dated 28 July.

For the purposes of this Code, “Ferrovial” refers to both Group Ferrovial, S. A. and the entire business group headed by that company.

- All other companies and organisations linked to Ferrovial or any of its group companies through being controlled by Ferrovial or the management of which is carried out by Ferrovial in any other manner.

3.0 BASIC PRINCIPLES OF CONDUCT

The business and professional conduct of the companies and persons referred to in the preceding section must adhere to the following basic principles:

3.1 Respect for the law

Ferrovial’s business and professional activities shall strictly comply with the law in force in each country where they are performed.

3.2 Ethical integrity

The business and professional activities of Ferrovial and its employees shall be based on the value of integrity and shall be developed in accordance with the principles of honesty, avoidance of all forms of corruption and respect for the particular circumstances and needs of all the parties involved.

Ferrovial shall encourage its employees to acknowledge and value conduct in accordance with the principles established in this Code.



3.3 Respect for Human Rights

All the actions of Ferrovia and its employees shall scrupulously respect the Human Rights and Public Liberties enshrined in the Universal Declaration of Human Rights.

These basis principles shall entail compliance with the commitments described below.

4.0 RELATIONSHIP WITH AND AMONG EMPLOYEES

Ferrovia's relations with its employees and relationships among them shall be based on compliance with the following commitments:

4.1 Respectful treatment and non-discrimination

Ferrovia assumes the responsibility to maintain a work environment free from all types of discrimination and from any form of personal harassment.

All employees must be treated fairly and with respect by their superiors, subordinates and colleagues.

Conduct, whether verbal or physical, that is improper, hostile or offensive shall not be tolerated.

4.2 Abolition of child labour

Ferrovia does not permit child labour.

Ferrovia shall not resort to, or use products or services from, child labour and it shall monitor compliance with the provisions of the International Labour Organization (ILO) in relation to under-age workers.

Ferrovia requires all its employees and suppliers to strictly observe this principle.

4.3 Equal opportunities

All employees shall enjoy equal opportunities regarding their professional career development.

Ferrovia undertakes to establish an effective equal opportunities policy so that its employees' careers develop on the basis of merit. Promotion decisions shall always be based on objective circumstances and assessments. Ferrovia also undertakes to maintain an investment policy in personal and professional training and education for its employees.

Ferrovia's employees shall respect the equal opportunities policy in their professional environment and shall support personal and professional training of their colleagues.

4.4 Occupational health and safety

Ferrovia shall provide its employees with a safe and stable environment and it undertakes to constantly update occupational safety measures and scrupulously respect the applicable regulations wherever it operates.



All employees are responsible for rigorously complying with health and safety regulations. They shall also make responsible use of the equipment assigned to them when they perform risk activities, disclose their knowledge to colleagues and subordinates, and foster compliance with safety practices.

4.5 Respect for the privacy and confidentiality of employee information

Ferrovial undertakes to request and use only the employee data that are necessary for efficient business management or are required by the applicable legislation. Ferrovial also undertakes to take all the necessary measures to maintain the personal data in its possession confidential and to ensure that, when the data must be transferred for business reasons, it is kept confidential in accordance with current legislation.

Employees who, as a result of their professional activity, have access to information about other employees shall respect and foster the confidentiality of that information and shall use it in a responsible and professional manner.

4.6 Fostering a balance between personal and professional life

Ferrovial shall foster a balance between the personal and professional lives of its employees.

Ferrovial values the benefits for employees and the company of a balance between the professional and personal responsibilities of its employees, so it shall promote measures to reconcile both.

5.0 COMMITMENTS TO THIRD PARTIES AND THE MARKET

Ferrovial and its employees shall base their relations with customers, suppliers, competitors and partners as well as with its shareholders, investors and other market players on the principles of integrity, professionalism and transparency.

5.1 Fair competition

Ferrovial prohibits any actions that involve unfair competition practices and undertakes to monitor compliance with the competition laws applicable in the countries where it operates.

5.2 Integrity in management

Ferrovial prohibits bribes to public authorities and civil servants and it forbids its employees to give or receive from third parties undue payments of any type as well as presents, gifts or favours outside the scope of market practices or which, as a consequence of their value, characteristics or circumstances, may reasonably alter the commercial, administrative or professional relations to which its companies are a party.

5.3 Quality

Ferrovial is committed to quality in its products and services.

Ferrovial's business action guideline is to search for quality in its products and services and it shall provide employees with the necessary measures to develop the most appropriate quality management systems from time to time.



Ferrovial shall strive to meet customers' best expectations and devote efforts to anticipating their needs.

5.4 Confidentiality of third-party information

Ferrovial guarantees that it will respect the confidentiality and privacy of third-party data in its possession.

Ferrovial undertakes to maintain the confidentiality of third-party data in its possession unless legal, administrative or judicial obligations require it to deliver them to companies or persons, or make them public. Ferrovia also guarantees the rights of the third parties concerned to consult the data and have them changed or rectified as necessary.

When performing their professional activity, Ferrovia employees shall maintain the confidentiality of the data in the aforementioned terms and shall abstain from misusing such information.

5.5 Transparency, value creation and corporate governance

As the guiding principle in its business conduct towards shareholders, investors, analysts and the market in general, Ferrovia undertakes to disclose truthful and complete information that provides an accurate view of the company and Group, their corporate activities and their business strategies.

Disclosure shall always be made in accordance with the regulations and in the periods established by the legislation in force.

Ferrovia's business actions and strategic decisions shall be focused on creating shareholder value, enhancing management transparency, adopting Corporate Governance best practices in its companies and strictly observing the regulations in force on this matter.

5.6 Net worth protection

Ferrovia and its employees shall always strive to protect all the assets and rights comprising the group companies' net worth, preserving the confidentiality of information relating to it, which may only be used in relation to the company's activities.

Employees are responsible for protecting the assets of Ferrovia that have been entrusted to them and for protecting them from loss, damage, robbery and illegal or improper use.

5.7 Conflicts of interest

All Ferrovia employees must avoid situations that may lead to a conflict of interest between their personal interests and those of Ferrovia, and must abstain themselves from representing the company or intervening in or influencing decisions in which they or a third party linked to them through any type of significant economic, family or professional relationship have a direct or indirect personal interest.

Employees who are in a conflict of interest situation are obliged to inform their hierarchical superior. Conflicts between personal and business interests shall always be resolved in favour of the interests of Ferrovia Group companies.



5.8 Use of information about Ferroviaal

Ferroviaal requires its employees to make a discreet and professional use of the company information to which they have access during their activities and to limit that use to the activities of the company itself. Ferroviaal undertakes to establish management systems focusing on respect for this principle.

6.0 COMMITMENTS TO THE COMMUNITY

6.1 Environment

Ferroviaal undertakes to seek the utmost respect for the environment during its activities and to minimise any negative effects that could potentially be caused. For that purpose, Ferroviaal shall make the most appropriate resources available to employees.

Ferroviaal shall also contribute to conserving natural resources and areas of ecological, landscape, scientific and cultural interest. For that purpose, Ferroviaal shall establish best practices and encourage its employees to its knowledge and application.

Ferroviaal undertakes to comply strictly with the applicable environmental legislation.

6.2 Social commitment

Ferroviaal undertakes to act in a socially responsible way, complying with the law in the countries where it operates, and, in particular, to respect the cultural diversity, customs and principles of the persons and communities affected by its activities.

7.0 INTERPRETATION AND COMPLIANCE

7.1 This Code establishes the principles and commitments for business ethics that Ferroviaal and its employees must respect and comply with while performing their activities.

7.2 Any employee who is aware of, or has good reason to suspect a breach of this Code can notify his hierarchical superior or report it using the mechanisms that the company establishes for suggestions and complaints. Ferroviaal shall take the necessary measures to avoid adverse consequences as a result of employee notifications in good faith as stated in this paragraph.

7.3 An infringement or breach of this Code that constitutes a labour offence shall be penalised in accordance with current regulations, without prejudice to other liabilities that the offender may have incurred.

7.4 A Monitoring Committee is created to oversee compliance with this Code, resolve incidents or doubts about its interpretation, and adopt the appropriate measures for better compliance. The Committee's composition will be determined by the Chairman of the Board of Directors of the Group's parent company.

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
01	July 2005	Issued for use		
1.1	April 2011	Content transferred to standard Amey format	V Hughes D'Aeth	



Flexible Working Policy

Principle

Amey recognises that properly managed flexibility of the workforce can result in benefits for both the organisation and the individual.

The purpose of this flexible working policy is to help people achieve a balance between personal and career commitments.

Scope

This policy applies to all Amey employees except:

- Those explicitly covered by other arrangements as a consequence of joining the Company under the provisions of the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) or
- Those covered by an alternative Agreement with a recognised trade union

Eligibility

Employees have the right to apply for flexible working if they have worked for Amey continuously for a minimum of 26 weeks, have not made another application to work flexibly under the right during the previous 12 months and:

- have or expect to have parental responsibility of a child aged under 17
- have or expect to have parental responsibility of a disabled child under 18 who receives Disability Living Allowance (DLA)
- are the parent/guardian/special guardian/foster parent/private foster carer or as the holder of a residence order or the spouse, partner or civil partner of one of these and are applying to care for the child
- are a carer who cares, or expects to be caring, for an adult who is a spouse, partner, civil partner or relative; or who although not related to you, lives at the same address as you

Employees who do not meet the eligibility criteria can still apply to work flexibly. Managers are not required to follow the statutory process in considering non statutory requests but should aim to follow the same timescales.

Types of Flexible Working

Amey will consider all requests for flexible working and the following are examples of the most common working patterns which may be requested:

Part time working	Condensed Hours	Home working
Job Sharing	Staggered Hours	Term Time working



Applying for flexible working

Eligible employees are required to follow the statutory process for making an application. Managers receiving a request must consider and respond to the request in line with the statutory process. Full guidance is available on Ameyworld or from OneHR.

Consideration of requests

Neither the legislation nor this policy gives individuals the right for their request to work flexibly to be approved and therefore there may be circumstances when a request cannot be accommodated. Requests for flexible working should be considered in a sympathetic and supportive way. The aim is to facilitate discussion and encourage both the employee and their manager to consider flexible working patterns and where possible find a solution to suit the needs of both the individual and the business.

Communication

This policy will be available to all employees via Ameyworld or from OneHR.

For any queries on these guidelines, please contact OneHR;

[Redacted contact information]

[Redacted signature]

HR Director Reward & Wellbeing
5 May 2011

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
1	05/05/11	Issued for use	[Redacted]	[Redacted]



Amey Grievance Procedure – Employee Guide

1.0 Purpose

- 1.1 This guide provides advice to employees who wish to raise a grievance on how to do so in accordance with the [Amey Grievance Procedure \(PLC-HR-018\)](#) (“the Procedure”) and should be used in conjunction with the Procedure.
- 1.2 Should you require guidance on the processes and procedures, OneHR is available to assist on [REDACTED].

2.0 Scope of the Grievance Procedure

- 2.1 The Procedure and this Guide apply to all Amey employees except those covered by:
 - An alternative Agreement with a recognised trade union; or
 - Other explicit arrangements as a consequence of being employed on a joint venture contract; or
 - Another explicit grievance procedure due to inherited terms and conditions arising, for example, from a business transfer.

3.0 Informal Stage

- 3.1 Every effort should first be made to deal with your grievance on an informal basis. Where possible you should speak with your people manager to see whether the issue can be resolved. The Amey Employee Assistance Programme (EAP), details of which are available from OneHR, can help support you with that.
- 3.2 Notify your people manager of a grievance as soon as is practicable either verbally or by e-mail or letter. There is a *Grievance Form (PLC-HR-018/04)* which you can use if you prefer. If it is not appropriate to raise a grievance with your immediate people manager you should refer the matter to your manager’s people manager.
 - You will be invited to attend an informal meeting with your people manager (or manager’s people manager if appropriate).
 - The purpose of the informal discussion is to obtain all the facts and to try to resolve the grievance without using the formal procedure. During the informal discussion you will agree with your manager whether any actions need to be taken, and these will be recorded on the form *Grievance Form*.
 - You and/or your people manager need to carry out the actions agreed from the informal discussion. You should notify your people manager as soon as possible of any actions which fall to you and you cannot complete within the agreed timescale.
 - The manager with whom you have discussed your grievance informally may invite you to attend a further meeting to discuss whether your grievance has been resolved to the satisfaction of both parties.



- If you are satisfied that the grievance has been resolved the process is brought to a close, the manager will record the outcome on the *Grievance Form* and you will need to sign this.
- If you are not happy that your grievance has been resolved satisfactorily you can raise a formal grievance.

4.0 Formal Stage One – Notify your grievance in writing

- 4.1 To raise your grievance formally, you should send the *Grievance Form* back to your people manager, informing him/her you wish to raise a formal Grievance. If you wish, a work colleague, trade union representative or employee representative may assist you to complete this.
- 4.2 You do not need to use the *Grievance Form* and can submit your formal grievance in any written format but you should provide as much detail as possible. The more details you provide, the more efficiently your manager will be able to deal with it. Key facts such as dates, times and names of any witnesses would be helpful
- 4.3 Post, e-mail or hand deliver the formal grievance to your people manager. If it is not appropriate to involve your manager at this stage, send the formal grievance to your manager's own people manager who will then deal with your grievance.
- 4.4 You will then receive a Formal Grievance Confirmation Letter.

5.0 Formal Stage Two – Attend a grievance hearing

- 5.1 The manager dealing with your grievance will decide if an investigation is required. This may not be necessary in all cases as enough information may already be available from the Informal Stage, or from information you supply.
- 5.2 If an investigation is required, this will normally take place in as short a time as possible following receipt of your formal grievance. However if this will not be possible you will receive written confirmation that the timescale has been extended and the reason(s) for this. It may also be necessary to conduct an independent investigation by a manager from another team/part of the business, for example: cases concerning alleged bullying or discrimination.
- 5.3 You will receive a letter from the hearing manager inviting you to attend a Grievance Hearing at which you may be accompanied by a work colleague or trade union representative. The hearing will be held as soon as possible following receipt of your formal grievance. However if this will not be possible you will receive written confirmation that the timescale has been extended and the reason(s) for this. If your companion is unavailable on the proposed date you can suggest another date as long as it is reasonable and not more than five working days after the date originally proposed
- 5.4 Prepare for the Hearing by notifying the hearing manager if you will be accompanied. Collect together all the information you need to explain your grievance and, if possible, send this to the hearing manager in advance of the hearing. Such information may include copies of witness statements etc.



5.5 At the Grievance Hearing you will be invited to start the meeting by giving your reasons for the grievance. The appropriate manager, note taker and your companion (if applicable) will be in attendance at the meeting. Once you have been given a fair opportunity to state your case the manager may adjourn the Hearing to consider his / her decision, which may be given verbally on the day or in writing afterwards. Either way you will receive a written Formal Grievance Outcome Letter.

6.0 Formal Stage Three – Submit an appeal

6.1 On receipt of the Formal Grievance Outcome Letter you may decide if you wish to appeal against the decision taken about your grievance. If you do not wish to appeal no further action is required and your grievance will be closed.

6.2 Appeals must state the grounds for the appeal which may be one or more of the following:

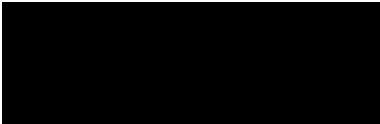
- The procedure was not properly followed; and/or
- New information has become available.

If you do wish to appeal you need to fill out a *Grievance Appeal Form* and submit this to the hearing manager within five working days of receiving the Formal Grievance Outcome Letter.

6.3 You will be invited to attend a Grievance Appeal Hearing chaired by a manager of greater seniority than the manager who heard your grievance. The appeal hearing will normally take place within ten working days after receipt of the appeal letter, although this may be extended in particular circumstances. You should notify the appeal hearing manager if you will be accompanied to the Hearing and prepare by putting together all the relevant information. If this includes new information, if possible, send this to the appeal hearing manager in advance of the hearing.

6.3 The Grievance Appeal Hearing will include a suitably senior manager and a note taker. You will be asked to state your case and should be prepared to answer questions. As for Formal Stage Two the manager may adjourn the Hearing to consider his / her decision, which may be given verbally on the day or in writing afterwards. Either way you will receive a Grievance Appeal Outcome Letter.

6.4 This marks the end of the Amey Grievance Procedure and there is no further right of appeal.


Head of Reward & Wellbeing
03 December 2010



Related Forms or Documentation

Description	Reference No
Amey Grievance Procedure	PLC-HR-018
Grievance – Tips for Managers	PLC-HR-018/03
Grievance Form	PLC-HR-018/04
Grievance Appeal Form	PLC-HR-018/05

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
01	Nov 2008	New document	████████	████████
02	2/02/2010	Updated following legal revision of policy.	████████	████████
03	19/3/2010	Amendments	████████	████████
04	03/12/10	Updated to reflect change in terminology and HR structure	████████	████████
4.1	01/03/11	Update to reflect change to HR Services	████████	████████



Grievance Procedure

1.0 Summary

- 1.1 This document details the Amey Grievance Procedure (“the Procedure”) to be followed by both the employee and their manager in dealing with a grievance raised by an employee.
- 1.2 The Procedure provides a structured approach to the raising of a grievance to ensure that both the employee and their people manager fully understand the correct grievance process, and that they comply with it. This should ensure that any grievance raised is dealt with efficiently, fairly and in accordance with all relevant legislation.
- 1.3 The Procedure is a mechanism through which employees can raise individual concerns or problems which management can then investigate and, subsequently, respond upon to the employee concerned.

2.0 Scope

- 2.1 The Procedure applies to all Amey employees except those covered by:
 - An alternative Agreement with a recognised trade union; or
 - Other explicit arrangements as a consequence of being employed on a joint venture contract; or
 - Another explicit grievance procedure due to inherited terms and conditions arising, for example, from a business transfer.
- 2.2 The Procedure does not form part of any employee’s contract of employment. It may be amended at any time and the Company may depart from it depending on the circumstances of any case.

3.0 Definition

- 3.1 A grievance is any concern, problem or complaint that relates to the employment of the employee and which he / she feels is in breach of their contractual or statutory rights.

4.0 Important Notes

The right to be accompanied

- 4.1 The employee has the right to be accompanied at all formal stages of the Procedure by an Amey work colleague, trade union representative or Amey employee representative. This right does not extend to investigatory meetings but the investigating manager has the discretion to allow an employee to be accompanied if this will aid the investigation. The manager can also be accompanied by a fellow Amey manager at both investigation meetings and formal hearings.
- 4.2 It is company practice not to allow tape recordings of meetings at any stage during the grievance process. Minutes of meetings will be taken, which the employee will have the opportunity to see and make comment on (once typed) following the meeting.

Timescales

- 4.3 All stages of the Procedure will be conducted in as short a time as possible and no longer than is necessary to complete a particular stage. Where it is necessary to extend timescales, for example, in exceptional circumstances or more complex cases, the Company will aim to advise the employee of the timescales that are expected to apply.

The outcome of the Procedure

- 4.4 The resolution of a grievance does not necessarily imply that the employee automatically gets the response that they expect, require or deem suitable. Even at the end of the Procedure it is still possible for the employee to feel that the grievance has not been resolved to their satisfaction.

Participation in the Procedure

- 4.5 In most cases the immediate people manager will deal with the Informal Stage and Formal Stages One and Two of the Procedure. In cases where this is not possible, for example where the grievance is related to the immediate people manager, a substitute manager of equivalent or greater seniority than the immediate people manager will deal with Formal Stages One and Two.
- 4.6 At Formal Stage Three, a manager of greater seniority than the hearing manager will conduct the appeal.

5.0 Procedure Overview

- 5.1 In addition to the following procedure overview, detailed step by step guides for employees are available through the AmeyWorld document library or OneHR. Managers can refer to the OneHR Manager Advice pages on Ameyworld for guidance and contact OneHR Manager Advice Line on [REDACTED] if they receive a formal grievance..

Informal Stage

- 5.2 Most complaints and grievances can usually, and are best, resolved informally in discussion between the employee and their immediate people manager, or if the concerns are about the people manager, a substitute manager of equivalent or greater seniority than the immediate people manager. If this proves unsuccessful or, by the nature of the grievance is not possible, a formal approach may be necessary.

Formal Stage One

- 5.3 If, following the completion of the Informal Stage, the employee is not satisfied with the response they have received then they can proceed to Formal Stage One. This requires them to detail their grievance in writing and to send it to their immediate people manager, or a substitute manager of equivalent or greater seniority than their immediate people manager if the former is not appropriate (e.g. the grievance is related to the immediate people manager).

Formal Stage Two

- 5.4 A grievance hearing will be arranged in order for the people manager or substitute manager to discuss the grievance with the employee. The employee has the right to be accompanied at the grievance hearing by an Amey work colleague, trade union representative or Amey employee representative during the discussion.
- 5.5 If the employee's companion is unable to attend on the proposed date, the employee can suggest another date as long as it is reasonable and if possible, not more than five working days after the date originally proposed by the Company.

- 5.6 If the grievance requires an investigation (including meeting with and/or taking statements from other appropriate staff members) this should ideally be completed in as short a time as possible. Should this not prove possible because of staff holidays or other significant problems (excepting workload which is not an acceptable reason), then the employee should be notified of the problem in writing and given a firm date by which the investigation will be complete. Timescales may also be extended when the investigation is particularly complex.
- 5.7 Following completion of the investigation and grievance hearing the hearing manager will decide on what action, if any, is appropriate and advise the employee accordingly. The outcome will be confirmed in writing to the employee by the hearing manager and a copy retained on their personal records held by OneHR.

Formal Stage Three

- 5.8 If the employee has gone through the Informal Stage and Formal Stages One and Two and they are still not satisfied with the outcome, they have the right to appeal.
- 5.9 Appeals must be lodged in writing within five working days of receiving notification of the outcome of Formal Stage Two and should be addressed to OneHR.
- 5.10 Appeals must state the grounds for the appeal which may be one or more of the following:
- The procedure was not properly followed; and / or
 - New information has become available.
- 5.11 A manager of greater seniority than the employee's immediate people manager or substitute manager will be appointed to hear the appeal. The employee will be informed of the time and location for the appeal hearing and reminded of their right to be accompanied by an Amey work colleague, trade union representative or Amey employee representative. The appeal hearing will normally take place within ten working days after receipt of the appeal letter, although this may be extended in particular circumstances.
- 5.12 The decision of the manager hearing the appeal will be final, will be communicated to the employee as quickly as possible, and be confirmed in writing. No further appeal process exists.

6.0 Exemptions to the Grievance Procedure

- 6.1 The Procedure will not apply in any of the following cases:
- The employee wishes to complain about an actual or threatened dismissal.
 - The employee wishes to complain about (actual or threatened) action short of dismissal to which the standard disciplinary procedure applies, unless the grievance is that this involves unlawful discrimination or is not genuinely on grounds of capability and conduct.
 - The employee raises a concern as a „protected disclosure“ in compliance with the public interest disclosure provisions of the 1996 Act.



Communication

This procedure will be available through a number of areas to all employees and potential employees. For any queries on these procedures, please contact OneHR;

[REDACTED] [REDACTED]
 [REDACTED] [REDACTED]
 [REDACTED] [REDACTED]
 [REDACTED] [REDACTED]

Valerie Hughes D'Aeth

Valerie Hughes D'Aeth

Group HR Director
09 December 2009

Associated Documents

Description	Reference No
Amey Grievance Procedure – Employees Guide	PLC-HR-018/02
Grievance – Tips for Managers	PLC-HR-018/03
Grievance Form	PLC-HR-018/04
Grievance Appeal Form	PLC-HR-018/05

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
02	01/12/08	General rewrite and incorporation of HR OneHR	[REDACTED]	[REDACTED]
03	2/02/2010	Deletion of Modified Procedure following changes in employment law, inclusion of 4.1.1 re: tape recordings, and change of Document and supporting Records references, also updated to clarify timelines.	HR Director - Diversity	Group HR Director
4	3/12/10	Update to reflect new HR structure and terminology	[REDACTED]	[REDACTED]
4.1	01/03/11	Updated to reflect changes to HR services	[REDACTED]	[REDACTED]



Improving Performance Procedure

1.0 Summary

1.1 Amey aims to provide the highest quality performance and customer service in all aspects of its business dealings and operations. To achieve this, Amey expects the highest standards of performance, conduct and integrity from all its employees at all times in all aspects of their work. These include:

- Work performance
- Customer service
- Flexibility and Co-operation (within the bounds of reasonableness)
- General conduct
- Time keeping and Attendance

1.2 This document describes the procedure to be followed when dealing with poor performance of Amey employees. The purpose of the procedure is to provide a fair, consistent and effective approach for dealing with and resolving cases of unsatisfactory performance.

2.0 Scope

2.1 This procedure applies to all Amey employees except:

- Those explicitly covered by other arrangements as a consequence of joining the Company under the provisions of the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) or
- Those covered by an alternative Agreement with a recognised trade union

3.0 Definition

3.1 The poor performance procedure exists primarily to provide a framework within which to help and encourage improvement amongst employees whose standard of work falls below the minimum standard required. The procedure may, however, result in sanctions, which can, in cases where little or no improvement is attained within a pre-determined timeframe, include dismissal.

4.0 Procedures

Employee Rights

4.1 Throughout the poor performance procedure the employee has the following rights:

- To be clearly advised of the complaint against him/her as regards their performance
- To be advised of the poor performance process and his/her rights within that process
- To be given the opportunity to state his/her case and be given adequate time and assistance to improve their performance

- To be accompanied by a work colleague, employee representative or representative of a recognised trade union at any stage of the formal process
- To receive copies of records of any poor performance meetings and for all records regarding such matters to be stored securely
- To be advised of their right to appeal against the sanction awarded at Stage 4

Negligence or Deliberate Poor Performance

- 4.2 In cases where an employees sub standard performance is found to be due to negligence with serious actual or potential consequences, or is due to a lack of application i.e. it lies within the employees power to remedy the inefficiency, the case will be dealt with under the formal disciplinary procedure.

Summary

- 4.3 There are five principal steps in the way in which Amey manages poor performance issues:
1. Stage One – Informal Discussion
 2. Stage Two – First Formal Meeting
 3. Stage Three – Second Formal Meeting
 4. Stage Four – Final Formal Meeting
 5. Stage Five – Appeal Hearing
- 4.4 The formal poor performance process excludes any informal discussions held between a manager and an employee and only commences when the decision is made to take formal action. Employees will be advised in writing when this decision is taken.

Probationers

- 4.5 If a probationer is not performing to a satisfactory standard the same principles will apply but there is a shortened process to follow which removes the need for a stage three – second formal meeting. People managers can find more detailed guidance in the probation page on Ameyworld and by contacting the OneHR Manager Advice Line on [REDACTED].

Stage One

- 4.6 Where an employee's performance is unacceptable his/her people manager will informally discuss the issue with them to try and establish the reason.
- 4.7 Should the interview establish that the performance problems are related to the employee's personal life or working relationships, the necessary assistance will be provided.
- 4.8 If it becomes apparent that the poor performance constitutes misconduct, i.e. will not do rather than cannot do, the disciplinary procedure will be considered.
- 4.9 Should it emerge that the poor performance arises from a change in the company's standards, those standards will be explained to the employee and help will be offered to attain those standards.
- 4.10 At this stage only the manager and the individual should be present.

Stage Two

- 4.11 In the event that the employee shows no improvement during an agreed period a formal meeting will be arranged between him/her and his/her people manager.
- 4.12 The employee must be advised that they can be accompanied at this and subsequent meetings, if they so wish, by a work colleague, employee representative or representative of a recognised trade union.
- 4.13 The aim of the meeting will be to:
- Explain the shortfall between the employee's performance and the required standard.
 - Identify the cause of the poor performance and to determine remedial action (e.g. training, support etc.). This will include a planned course of action by the Manager.
 - Obtain the employee's commitment to reaching that standard.
 - Set a reasonable period for the employee to reach that standard.
 - Agree on a monitoring system during that period.
 - Give the employee a Written Warning, if required.
 - Inform the employee what will happen if the standard is not met.
- 4.14 During the meeting careful notes must be taken indicating what was said, a copy of which should be sent to the individual concerned with the letter confirming the outcome of the meeting.
- 4.15 The outcome letter should also inform the employee that they can appeal the review meeting outcome provided they do so within five working days of receipt of the outcome letter.

Stage Three

- 4.16 At the end of the review period the manager will consider the performance of the employee.
- 4.17 If the required improvement has been made the employee will be told of this and encouraged to maintain the improvement; this will be confirmed in writing.
- 4.18 If performance is still not meeting the required standard a further formal meeting will be held at which time the manager will discuss with the employee those areas which are still not to the required standard and explore ways in which this can be addressed
- 4.19 At the end of the meeting the manager may inform the employee that:
- some improvement has been made but as the required standard has not yet been met there will be a further review period.
 - there has been no discernible improvement and he/she has failed to reach the required standard and there will be a further review period and he/she will receive a Final Written Warning.
- 4.20 During the meeting careful notes must be taken indicating what was said, a copy of which should be sent to the individual concerned with the letter confirming the outcome of the meeting.

- 4.21 The outcome letter should also inform the employee that they can appeal the review meeting outcome provided they do so within five working days of receipt of the outcome letter.

Stage Four

- 4.22 At the end of the third review a further formal meeting will be held at which time if the performance is still unsatisfactory the employee will be able to discuss the situation with assistance from a trade union representative or fellow employee if he/she so wishes.
- 4.23 Assuming that no improvement can be expected, the employee may be:
- dismissed under the notice to which he/she is contractually entitled, or
 - transferred to another suitably available post commensurate with his/her experience or abilities. In such instances an employee would not have to go through the normal interview and selection process. Dependant on an employee's contract of employment this may be at another location. In such circumstances, an employee will be paid at the rate of pay or in the range of the post in which they are placed. No payments are to be made to reflect changes in location, but travel facilities may be considered, or
 - Offered a post at a lower banding on the pay, terms and conditions appropriate to the lower banded role.
- 4.24 During the meeting careful notes must be taken indicating what was said, a copy of which should be sent to the individual concerned with the letter confirming the outcome of the meeting.
- 4.25 The outcome letter should also inform the employee that they can appeal against the dismissal or removal from the post and that any appeal must be made in writing within five working days.

Appeals

- 4.26 Employees have the right to appeal against the outcome of all formal review meetings. Appeals must be made in writing within five working days of receiving notification of the outcome of the review meeting and should be addressed to the manager who held the review meeting.
- 4.27 Appeal letters must state the grounds for the appeal, which may be for one of the following:
- The procedure was not properly followed
 - The sanction was inappropriate
 - The interpretation of the facts of the case
- 4.28 A manager sufficiently removed from the case as to be completely impartial must arrange a meeting to hear the appeal as soon as possible.
- 4.29 During the meeting careful notes must be taken indicating what was said, a copy of which should be sent to the individual concerned with the letter confirming the outcome of the appeal meeting.
- 4.30 The decision of the Manager hearing the appeal will be final and will be communicated to the employee as quickly as possible and will be confirmed in writing.

Timescale

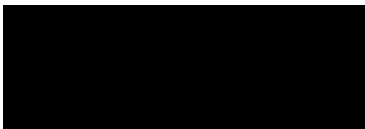
4.31 The length of the review periods at Stages 1, 2 and 3 may vary depending on the complexity and seriousness of the issues involved.

Record Retention

- 4.32 It can be unfair to refer to details of warnings on an employee's file indefinitely. To this end, the following guidelines will be followed regarding 'spent' warnings on employee records:
- Written Warning – disregarded for poor performance purposes after 6 months subject to satisfactory conduct
 - Final Written Warning – disregarded for poor performance purposes after 12 months subject to satisfactory conduct.
- 4.33 These guidelines may be exceeded where warnings relate to incidents with a safety connotation or involved breaches a drug or alcohol policy. There may also be variations due to industry practice in some sectors in which Amey operates. Employees will be informed if a warning issued is to be retained for longer than the normal guidelines.
- 4.34 Paper records of poor performance proceedings will be maintained in secure surroundings, within OneHR.

Further Guidance

4.35 Managers can obtain letter templates and further guidance on how to manage the improving performance procedure from OneHR Manager Advice Line on [REDACTED].



HR Director, Reward, Wellbeing & Policy
11 October 2010

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
1.0				
2.0	November 2004			
2.1	October 2010	Title changed, reference to obsolete supporting documentation removed and content transferred to new style and format	[REDACTED]	[REDACTED]
2.2	01/03/11	Updated to take account of changes to HR Services	[REDACTED]	[REDACTED]
2.3	July 2011	Updated to take account of probation	[REDACTED]	[REDACTED]

Title: Amey Pandemic Flu (Influenza) Policy

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Guidance
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PLC-HR-016/01 Amey Pandemic Flu Policy

1.0 Purpose

1.1 The ‘Amey Pandemic Flu Policy’ (“the Policy”) provides advice to managers on how to:

- Minimise the spread of pandemic flu in the workplace.
- Handle the issues that can arise when staff become infected.
- Help staff obtain further information.

1.2 For further information about pandemic flu a list of useful contacts is given in Section 6.0. For further guidance and support about specific staffing issues contact [REDACTED].

1.3 Separate advice will be issued on how to manage the operational impact in the event a significant proportion of the workforce is, or is expected to be, absent from work due to pandemic flu, or if the ability of staff to attend for work is curtailed due to disrupted public or other transport.

2.0 Scope

2.1 This Policy applies to all Amey employees including those employed on a joint venture contract.

3.0 Contents

- 1.0 Purpose
- 2.0 Scope
- 3.0 Contents
- 4.0 Overview
- 5.0 Advice
- 6.0 Useful Contacts
- 7.0 References or Associated Documents
- 8.0 Records and Retention
- 9.0 Forms or Documentation
- 10.0 Revision Status

4.0 Overview

4.1 In the event of a flu pandemic, businesses have a key role to play in reducing the risk to employee’s health and safety as far as possible, as well as maintaining essential operations.

5.0 Advice

Minimising the spread of pandemic flu in the workplace

5.1 Encourage staff to follow good hygiene practices to slow the spread of the virus by following the recommended Catch It, Bin It, Kill approach which entails:

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- Carrying tissues.
- Using clean tissues to cover the mouth and nose when coughing and sneezing.
- Binning the tissues after one use.
- Washing hands with soap and hot water or a sanitiser gel often.

5.2 You are also advised to:

- Be aware of the increased risk that expectant mothers and those individuals with underlying medical conditions face during a flu pandemic. Both pregnant employees and those with underlying health conditions are advised to contact their GP to discuss the additional risks and put in place a health plan for managing these risks. These individuals should follow the hygiene recommendations provided in 5.1 and 5.2 (above) scrupulously. Colleagues should also be aware of the additional risk that expectant mothers face. Where possible the individual concerned should keep their distance from colleagues and avoid situations that may put them at any additional risk. If colleagues have been in contact with a relative or friend who has pandemic flu then they must recognise that they could be carrying the virus but not yet showing symptoms and should therefore also follow the hygiene recommendations in 5.1 and 5.2 above scrupulously.
- Try to avoid large groups of staff congregating in confined areas, for example at the beginning or end of shifts.
- Review the need for meetings involving large numbers. If unavoidable, make sure attendees are reminded at the start of the meeting about the importance of the measures in 5.2, and consider making a supply of clean tissues available.
- If staff must travel in groups, make sure the person in charge also gives suitable guidance.
- If known that an employee is travelling to a high risk area on holiday for example, ask them to remain vigilant regarding the symptoms of pandemic flu (see 5.5) at the time they are due to return to work.
- Decide if staff with the capability and opportunity to work from home should do so more frequently while the risk of infection remains high.
- As a general approach to reducing the spread of infection across the country, assess the need for continued face-to-face contact with Amey colleagues, clients and suppliers, and use alternatives like video or tele-conferencing where practicable.

5.3 The available scientific evidence shows that the use of basic face masks doesn't protect people from becoming infected, and that the steps in 5.2 are most effective. However, face masks maybe beneficial when used following a diagnosis of pandemic flu to stop the transfer of droplets, when in contact with other people. They may also be beneficial for healthy people who are caring for a patient with pandemic flu.

5.4 If your staff share a building with another organisation (both clients and non-clients), share information about the measures being taken to create a joined-up approach to reducing the risk of infection throughout the building.

Managing infection

5.5 Some of the symptoms of pandemic flu are the sudden onset of fever, cough or shortness of breath, Other symptoms can include headache, sore throat, tiredness, aching muscles,

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chills, sneezing, runny nose or loss of appetite. If you and / or the employee believe they may have pandemic flu, advise them to:

- Stay at home
- Check their symptoms on www.nhs.uk (or help them to do this if they do not have access to the internet)
- Call NHS Direct on [0845 4647](tel:08454647) for the latest advice.

5.6 More detailed guidance is contained in Appendix 1 so this can be easily updated if required, and you are advised to check the HR document library in Amey World for the latest version of this document at the time you need to use it.

5.7 Normal sickness reporting procedures continue to apply, but please:

- Report suspected or confirmed cases by e-mail or telephone OneHR (together with your HSEA representatives) as soon as they are known; and
- Enter Return to Work Information promptly on OneHR Self-Service when staff return.

This will enable Amey to maintain an accurate and timely picture of staff absence due to Pandemic flu within divisions / functions and across Amey as a whole.

6.0 Useful Contacts

6.1 Please check Amey World regularly for the latest updates regarding the Company's advice regarding the flu pandemic. In addition the following contacts may be helpful to staff who may not already have the information:

England	NHS Direct 0845 4647 www.nhs.uk
Scotland	NHS 24 08454 24 24 24 www.nhs24.com
Wales	NHS Direct Wales 0845 4647 www.nhsdirect.wales.nhs.uk www.wales.gov.uk/health
Northern Ireland	NI Direct 028 90520500 (9am - 5pm Mon - Fri). www.dhsspsni.gov.uk www.nidirect.gov.uk
FCO Travel Advice	0845 850 2829 www.fco.gov.uk/travel
Essential information *	www.direct.gov.uk

* In relation to travel, schools / colleges, and the workplace.

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7.0 References or Associated Documents

7.1 See Section 7.0 – Useful Contacts.

8.0 Records and Retention

Contact: Group HR – Reward & Policy					
Description of Record	Location Held	Role Responsible for Records	Medium: Hard/Soft Copy: SAP	Retention Period	Statutory / Commercial

9.0 Forms or Documentation

Description	Reference No

10.0 Revision Status

5.0	2/2/2011	Insert reference to HR Self-Service	██████	██████████
4.0	13/1/11	Removed reference to Swine Flu leaflet on Amey World	██████	██████████
3.0	23/12/10	Removed Pandemic Flu contact centre details as now closed and made Policy generic - relevant to any flu pandemic.	██████	██████████
2.0	24/07/09	Expectant mothers / underlying health conditions / National Pandemic Flu Centre	Head of R&P	Group HRD
1.0	06/05/09	New guidance	Head of R&P	Group HRD
Rev.	Date	Amendment	Content Owner	Use Mandated By

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Appendix 1

If you suspect an employee has pandemic flu and is showing symptoms in the workplace

- Ask the individual to return home and check their symptoms by using the appropriate contact(s) set out in 6.1 above.
- Ensure that the individual concerned is aware of the additional support networks in place, including Amey's Employee Assistance Programme, for which the confidential 24 hour freephone number is [REDACTED].
- If checking symptoms with NHS Direct, individuals may have their symptoms assessed either on-line or by telephone. During Pandemic Flu an authorisation code may be provided to collect anti-viral medication from a local collection point. The person undergoing the assessment will be required to assign a „flu buddy“ who will be required to provide ID in the form of a passport or a driving license for example, in order to be able to collect the anti-viral medication.
- If individuals have a serious underlying medical condition, are pregnant, or if their condition suddenly gets worse or is still getting worse after five days, then they should immediately call their GP.
- In a small number of cases where a health professional decides that they should undergo a test for pandemic flu, the individual should where possible avoid contact with other people until they have received the test results. If a person is required to undergo a test for pandemic flu they may be given a course of anti-viral medication. The anti-virals currently being used in the UK are oseltamavir (Tamiflu) and zanamivir (Relenza).
- Arrange for the infected work area to be immediately spray cleaned with an anti-viral cleaning agent, paying particular attention to door handles - this will help to stop secondary infection. (Droplets can remain on some surfaces for up to 48 hours). Arrange for frequency of cleaning of areas to be increased. Check with the HR Business Manager - WellBeing for the latest advice on regularity.
- Immediately notify OneHR and your HSEA representatives that you have a suspected case of pandemic flu.
- Issue an email communication using the template in Appendix 2 to inform colleagues about the situation (see Appendix 2), what additional measures you are putting in place to help to stop the spread of infection and where to go for additional support ie access to the Employee Assistance Programme. This email may be issued locally but must be approved by the HRD / Head of HSEA and copied to the HR Business Manager – WellBeing at Winchester House, Oxford.
- Continue to liaise with OneHR and HSEA representatives, who will provide further guidance on how to manage the situation.

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Appendix 2

Dear Colleague,

In case you don't already know, I am writing to advise that a case of pandemic flu has been identified in the vicinity in which you work.

The employee in question is now of course on sick leave and precautionary measures are being taken to minimize the spread of infection, including [site to complete]. You can help by reading the current guidance on Swine Flu available on Amey World. If you need another please print one off Amey World or ask your people manager or OneHR for a copy.

Your people manager has been provided with separate guidance to help manage the situation, and will be pleased to assist with any queries you may have.

Regards.



Performance Management Policy

Principle

The Amey Group recognises that a key aspect of its success depends upon the ability and commitment of every employee to support the business in reaching its objectives. It is therefore essential that everyone has the opportunity to work to achieve their full potential. The objective of the performance management process is to support a culture of continuous improvement through clarity of objectives and behaviours, open and constructive dialogue, support and regular feedback

An effective, fit-for-purpose performance management process is essential to achieve this, helping to drive individual performance to high standards which are aligned across the business.

It is the express policy of Amey that:

- Employees should be made fully aware of what is expected of them personally, of their team and of their business, at the start of each budget year. Objective setting should align to Amey and business unit Key Performance Indicators.
- Employees should highlight both at the point of work allocation and at Performance and Development Review time, the resources they will need to enable them to achieve targets set and any barriers or other arrangements that will make achievement of their targets difficult. Target setting will take account of the equal opportunities policy.
- Regular discussions about individual performance between People Managers and their direct reports will take place throughout the year.
- There will be a documented formal review annually as part of the Performance Management process. This review will be recorded on OneHR Self Service and should include comments from both parties.
- This review will consider the previous years' performance in terms of objectives and behaviours demonstrated, and will also focus on future plans, development and expectations for that individual.
- Where there are specific performance issues, these should be raised as a part of ongoing management of an individual
- When individuals fail to meet performance standards they may be dealt with under the Improving Performance Procedure and/or may be offered support to improve their performance through a performance improvement plan
- Data will be taken from performance reviews for key individuals for incorporation into succession planning.
- Where possible, standard processes and documentation will be utilised. There may be circumstances where an alternative approach is adopted e.g. where there are Union agreements.
- People Managers have an obligation to consider whether or not any of the actions of colleagues or the practices of Amey are hindering colleagues achieving targets.



Training

Appropriate training and support will be available for every People Manager or supervisor who is required to conduct a performance review discussion.

Full and appropriate training and guidance will be provided to all employees, via Ameyworld, to maximise the effectiveness of the PDR process.

Monitoring

It is the responsibility of People Managers to ensure that their direct reports are participating in the agreed performance management programme.

Information will be collated from the reviews for inclusion in Business Training and Succession Plans.

Responsibilities

The overall responsibility for this Policy rests with the Chief Executive, Directors and Department Heads.

The Group Human Resources Director is responsible for the monitoring and review of this Policy and its associated processes.

Business Managing Directors are responsible for ensuring that the Policy is implemented.

Communication of this Policy

This policy is held in the Amey document library and will be made readily available to all employees.

For any queries on this policy, please contact OneHR;

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Mel Ewell
Chief Executive

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
0	May 2000	Drafted.		
01	Sept. 2000	Issued for Use	[REDACTED]	[REDACTED]
02	July 2001	New Amey logo used.		
03	Sept 2003	Revised and updated	[REDACTED]	M Ewell
04	July 2005	Annual review	[REDACTED]	M Ewell
5.0	July 2011	Revised and updated	[REDACTED]	[REDACTED]



Relocation Policy

1.0 Summary

1.1 This document details the financial assistance which may be provided when an employee's principal place of work changes on a permanent basis as a result of his/her employment with Amey, which includes:

- Taking up a new job on recruitment
- Taking up new duties at a different location
- Relocation of existing role to a different location

2.0 Scope

2.1 The Policy applies to all Amey employees except those covered by:

- An alternative Agreement with a recognised trade union; or
- Other explicit arrangements as a consequence of being employed on a joint venture contract; or
- Another explicit travel assistance policy due for example to the nature of their employment (e.g. Leadership Graduates), or to inherited terms and conditions arising from a business transfer.

2.2 Relocation expenses are judged on a case-by-case basis and each employee's situation and circumstance will be unique. The Company therefore retains discretion to tailor the relocation package to suit the particular circumstances and needs of each employee. However, the Company will always act fairly and in a non-discriminatory manner.

2.3 The relocation assistance covered in this policy is discretionary. It is not a contractual entitlement and Amey reserves the right to withdraw this policy at any time.

3.0 Overview

Relocation of Office/Depot

3.1 In the event it becomes necessary to ask an existing employee to change permanently their principal place of work and it is agreed during consultation about the move that the employee will incur additional home-to-work location travel costs, the Company will provide financial assistance with additional travel costs that may be incurred for a period to be determined in light of the prevailing business situation, but in any event for not less than six months following the move, as set out in the travel assistance section of this document.

3.2 A 'Workplace Relocation – Record of 121 Consultation Meetings' (PLC-HR-001/02) must be completed to record the calculation of how much, if any, financial assistance will be



provided, and the employee will receive written confirmation of the net amount that will be paid once this has been approved.

Taking up a New Post

- 3.3 When advertising a post, managers should consider whether or not they will need to offer some form of relocation assistance to attract the candidate with the skills, knowledge and experience they require. Relocation assistance should only be offered in exceptional circumstances where, due to the nature or location of the post, Amey would have extreme difficulty in attracting and appointing a suitable candidate without offering this type of package. When a suitable candidate has been identified the manager of the post will need to decide whether relocation assistance is appropriate and what format it will take i.e travel assistance or relocation of home costs.

Before agreeing any relocation package the manager must ensure the appropriate approvals have been given in line with the [Amey Authorities Schedule \(PLC-L&S-016\)](#).

4.0 Travel Assistance

For employees who drive their own car or motorbike to their place of work and do not receive a company car allowance (Option 1)

- 4.1 Calculate the difference between return mileage from home to old place of work and return mileage from home to new place of work to give the 'Additional return mileage':

Additional return mileage x Average number of days per week on site x 24 weeks x Mileage rate

Note - Mileage rates are published in [Travel & Expenses Claim Procedure & Principles \(PLC-HR-009\)](#)

For employees with a company car or car allowance but who do not have a company fuel card (Option 2)

- 4.2 Calculate the difference between return mileage from home to old place of work and return mileage from home to new place of work to give the 'additional return mileage':

Additional return mileage x Average number of days per week on site x 24 weeks x Fuel rate

Note - Fuel rates are published in [Company Car, Car Allowance & Fuel Card Guidelines \(PLC-HR-013\)](#)

For employees who use (or will now use) public transport (Option 3)

- 4.3 Calculate the difference between the return cost of travel from home to old place of work and return cost of travel from home to new place of work to give the 'Additional return cost':

Additional return cost x Average number of days per week on site x 24 weeks

- 4.4 The total additional cost in each of the above cases will be grossed-up for tax and paid as an allowance in six monthly instalments (or other agreed period) through payroll commencing from the first payroll immediately following the move if practicable. However

the instalments will stop if the new place of work ceases to be the employee's principal place of work during this period.

For employees with a company car or car allowance who use a company fuel card

- 4.5 No eligibility for financial assistance as no additional travel costs will be incurred.

5.0 Relocation of Home

- 5.1 The decision on whether or not a home relocation package will be offered will be based on business needs. Managers should only consider offering a relocation package in exceptional circumstances where it is judged necessary to enable the role to be filled.

Eligibility

- 5.2 To be eligible for home relocation assistance, the employee must live beyond reasonable travelling distance (broadly defined as a maximum of 50 miles or one and a half hour's travel time each way) of his/her new work location. Where the employee is already at a location which is a similar distance from home to the new location, home relocation assistance will not apply.
- 5.3 The employee must be moving to a permanent residence that will be his/her main residence and this can be either purchased or rented.

Amount available

- 5.4 The level of relocation assistance provided by Amey will be decided on a case-by-case basis subject to the HMRC tax-free limit of [REDACTED]. In exceptional circumstances and subject to Band G approval, packages in excess of [REDACTED] can be offered but only where there are clear business reasons for doing so. The amount made available is not a lump sum but can be reimbursed for eligible expenditure as set out below against valid receipts and invoices.
- 5.5 Employees are required to mitigate all expenses involved in their relocation and expenses will be reimbursed only if they are deemed to be reasonable. This policy provides for a contribution to the cost of relocation only and is not intended to meet fully all costs associated with relocation, although it may do so in some circumstances.

Taxation

- 5.6 All offers of relocation are subject to HM Revenue & Customs (HMRC) regulations. The employee is responsible for any statutory income tax and national insurance liability incurred as a result of receiving relocation expenses. As the relocation is job related, the first [REDACTED] is exempt from tax provided that certain conditions are met, including that the new property is the employee's main residence. Relocation costs above [REDACTED] are a taxable benefit.
- 5.7 For more information on taxation of relocation expenses go to www.hmrc.gov.uk



Repayment of relocation assistance

- 5.8 Employees will be offered relocation assistance only if they agree to repay some, or all, of the amount given by Amey in the event that their employment terminates for whatever reason within two years from the date of payment of the relocation expenses.
- 5.9 Repayment will not, however, be required if the reason for termination of the employee's employment is redundancy.
- 5.10 Those offered relocation assistance will be required to sign an agreement to this effect. The amount payable is reduced proportionally and is as follows:

Period of service (from date of payment of expenses)	Amount to be repaid (as % of total expenses)
Leaving 0-12 months from date of expenses paid	██████████
Leaving 13-18 months from date of expenses paid	██████████
Leaving 19-24 months from date of expenses paid	██████████

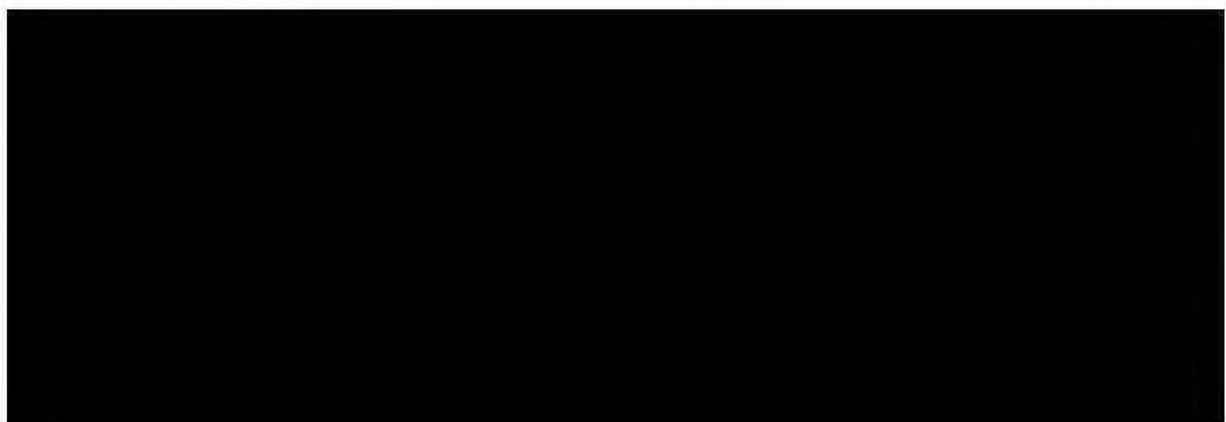
- 5.11 In the event that the employee does not complete their home relocation, within 12 months of taking up the new post for which the relocation package has been agreed he/she will be asked to repay all or part of any relocation assistance given.

House hunting

- 5.12 Amey will reimburse reasonable travelling and accommodation costs incurred by the employee in respect of a maximum of 4 visits to the area; or up to a maximum of ██████████ including VAT. The costs will be deducted from the agreed overall maximum relocation allowance which in normal circumstances will not exceed ██████████.

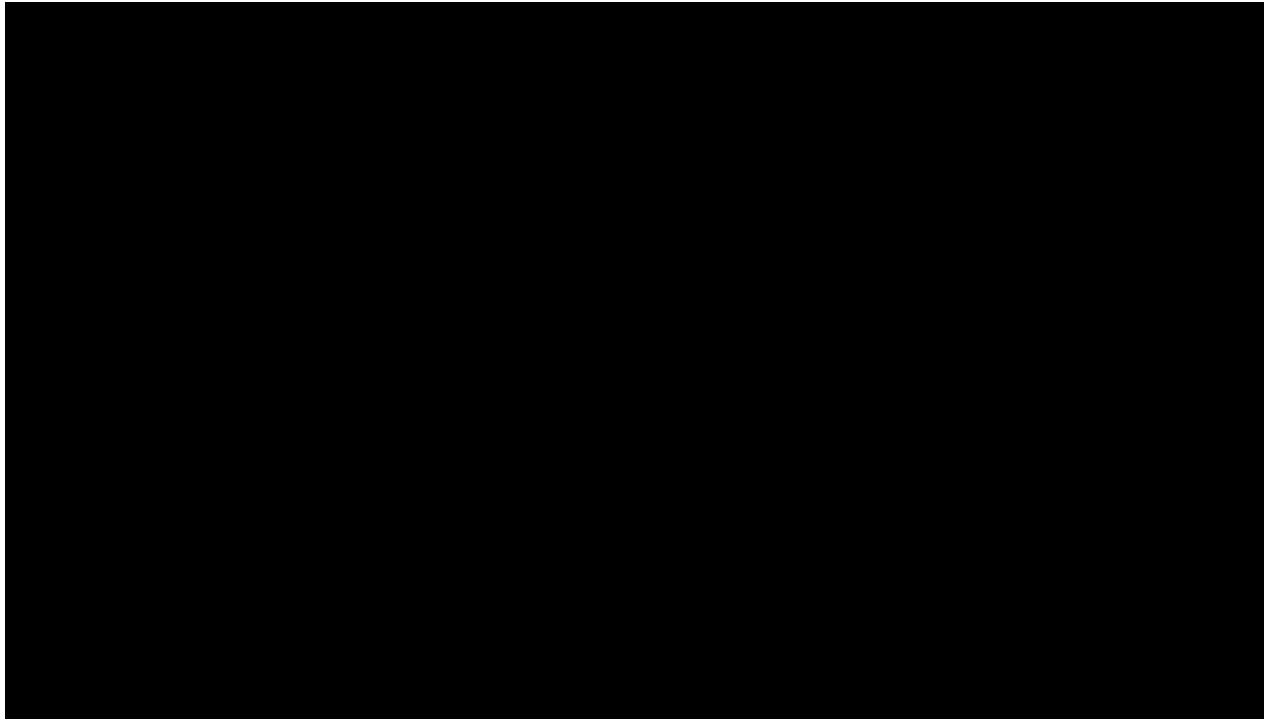
Buying and selling property

- 5.13 Subject to the overall maximum amount agreed as a relocation allowance, Amey will reimburse the following costs reasonably incurred by the employee in the selling and buying of property to relocate:



Rented to rented accommodation

- 5.14 If the employee is living in rented accommodation and intends to live permanently in rented accommodation in the new work location, the relocation allowance is more limited. If approved and subject to the overall maximum amount agreed as a relocation allowance, Amey will reimburse the following costs reasonably incurred in moving from rented to rented accommodation:



Rented to purchased accommodation

- 5.15 If the employee is living in rented accommodation but intends to purchase a property in the new work location, relocation allowance is limited to the costs reasonably incurred in moving from the rented accommodation as set out above subject to the agreed overall maximum relocation allowance. No contribution will be made towards the purchase of the new property. Property purchase expenses will be paid only where an existing property has been sold. This is because employees should not gain financially as a result of the relocation.

Temporary accommodation

- 5.16 In circumstances where the employee has not been able to move to a new permanent property (whether purchased or rented) by the time of starting work in the new work location, Amey will give consideration to the reimbursement of the costs of temporary hotel, bed and breakfast or rental accommodation. Temporary hotel or bed and breakfast accommodation costs contribute towards the overall maximum relocation allowance agreed with the employee.
- 5.17 If the employee is renting out his/her existing property before or while trying to sell it, any rent received on the rented out property must be offset against the cost of temporary accommodation. The difference only will be covered by the relocation allowance.



Travel expenses

- 5.18 If the employee is travelling from his/her existing property to the new work location, rather than staying in temporary accommodation, prior to relocating, the mileage can be claimed from the relocation allowance. Likewise, if the work move is after the home move, mileage can be claimed from the relocation allowance for travelling between the new property and the old work location. Until relocation has been completed, mileage can also be claimed from the relocation allowance for the cost of travelling between the temporary accommodation and the property being sold.
- 5.19 Mileage from temporary accommodation to the new work location is not eligible for reimbursement.

6.0 References or Associated Documents

Description	Reference No
Workplace Relocation – Record of 121 Consultation Meetings form	PLC-HR-001/02

Valerie Hughes D'Aeth

Valerie Hughes D'Aeth

Group HR Director
03 September 2009

Revision Status

Rev.	Date	Amendment	Content Owner	Use Mandated By
1.0	30/04/09	New document	Head of R&P	Group HRD
2.0	30/11/09	Changes to 2.0, 4.2 and change of Policy title	Head of R&P	Group HRD
2.1	16/11/10	Update to fuel rates	██████████	██████████
3.0	May 2011	Expanded to include home relocation packages	██████████	██████████



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Amey plc and its associated companies are
not liable for the contents of this document.

This document is applicable throughout
Amey plc.

T I T L E

REMUNERATION AND REWARD POLICY

03	July 2005	Review –Ferrovial Code of Business Ethics	█	M. Ewell
02	Sept. 2003	Annual Review. Changed CEO.	█	M. Ewell
01	Sept. 2000	Issued for Use	█	█
0	May 2000	Drafted.		
Rev.	Date	Amendment	Approved By:	Authorised By:

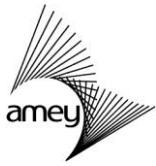


Principle

Amey's objective is to have a remuneration and reward policy that supports its aim to be an employer of choice. Amey's aim to be an employer of choice is reflected in a number of policies, and the remuneration and reward policy supports that by ensuring fairness between comparable roles, competitiveness within areas in which Amey operates, and reward packages which are benchmarked against the market rate for the industry.

In particular:

- Amey's policy is to position its reward package against the market rates in the labour markets, (geographic, role and sector specific), in which it operates. Amey's intention is to construct a reward package which attracts and retains the calibre of staff appropriate to Amey's aim to be a market leader within its areas of operation.
- A key part of this policy, in addition to competitive placement of the reward package within the areas of operation, is that salary and benefits will take into account individual performance. Where the reward packages for comparable roles are different, the reason for the difference should be clear.
- In support of the policy Group HR operates a broad banded structure (Bands A – D) for Amey's management grades.
- Amey's bonus schemes apply to employees in the broad banded structure and contract managers. The recognised bonus scheme is the Ferrovia approved scheme. The bonus scheme will be clearly defined for employees and payments will be related to either personal or business performance, or a combination of the two. The percentage of bonus related to personal performance and that related to overall department, business unit or Amey group-wide performance must be clearly established. Where bonus is related to personal performance, payments under the scheme will be linked to performance against pre-defined SMART objectives. Where bonus is linked to the performance of the business, then payments must be linked to clearly defined financial performance targets. Remuneration will be made in line with the equal opportunities policy and adhere to current legislation. To ensure that reward packages support the aim to be an employer of choice, Amey will periodically benchmark roles internally and externally, as appropriate.
- Pay should be reviewed annually, usually in April and reviews will be subject to approval by both the line manager and the manager recommending the review (i.e. a two-level approval process). A pay review does not imply a right to a pay increase.
- Pay reviews subject to collective bargaining or which are subject to obligations under TUPE will be dealt with in the parameters agreed.
- Within the principle of employer of choice Amey will provide access to a pension scheme for all employees.
- Amey also seeks to implement optional benefits which are appropriate to employees' lifestyles and which are appropriate to those provided by an employer of choice.



Title: Remuneration and Reward Policy

Ref.: PLC-EXEC-015

Rev.: 03 Date: July 2005

Responsibility

Group HR and the HR Teams at the Business Units are responsible for ensuring that this policy operates effectively at all levels.

Communication of this Policy

This policy is held in the Amey Document Library and will be available through a number of areas to all employees, potential employees and to our customers.

Mel Ewell
Chief Executive

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Amey

Sheffield Streets Ahead Contract

Service, Design, Health and Safety Plan

Declaration

This Service, Design, Health and Safety Plan is a statement of intent to ensure that the management of the Contract delivers the Client's requirements and those of PAS 99, BS EN ISO 9001:2008, and OHSAS 18001:2007. It is a unique working document to provide guidance and direction for the effective management of the above Project.

This Service, Design and Health & Safety Plan is a unique working document to provide guidance and direction for the effective management of Service, Design, Health and Safety on the Project.

The Service, Design, Health and Safety Plan identifies those practices, resources, activities, controls and procedures to be used on the Contract to deliver customer satisfaction and comply with the corporate management system.

Produced:	Quality Manager	Date:
Agreed:	Design Manager	Date:
Approved:	Project Director	Date:

Record of Revisions

This Service, Design, Health and Safety Plan shall be reviewed at six monthly intervals and updated as appropriate. The reviews, including no changes, are noted in the following table.

Date	Topic of Change	Section(s) Changed	Rev No.	Approved (Project Director)	Authorised (Quality Manager)
May 2012	Initial Draft Copy	All	01	N/a	N/a
June 2012	Second Draft Copy	All	02	N/a	N/a
June 2012	Document References revised	Section 2.2	03	N/a	N/a
June 2012	CDM Nominations revised	All	04	N/a	N/a
June 2012	Design Section revised	Section 9.0	05	N/a	N/a
June 2012	Client Role clarified	Section 2.1			
July 2012	Organisation Chart revised, and PFI References removed	Appendix A	06	N/a	N/a
July 2012	Re-formatted to show Track Changes, as per Authorities Request, plus general mobilization update	All	07	N/a	N/a
July 2012	Revised following Authority Review 26/07/12:	As below	08	N/a	N/a
	References to Eyre Lane Highways Depot re-added	Sections 1.0, 1.3, 2.0, 5.4.7 & Appendix A			
	██████████ CDM added to Page 16	Section 1.3			
	Organisation Chart Revised	Appendix G			
	Emergency contact List enhanced	Appendix L			
	Schedule of Contract Documents revised	Appendix P			
July 2012	Commencement Date changed to 20 th Aug 2012	Section 1.3	09	N/a	N/a
	Project Agreement added	Appendix P			

Amey

Title: Service, Design, Health and Safety Plan for Sheffield Streets Ahead Contract

Contents	
1	Introduction
	1.1 Scope of work
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	5.4.5 Control of documents
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	5.5.5 Internal audit
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App. B	Hazard identification, risk assessment and risk control
App. C	Environmental aspects, impacts & significance
App. D	Legal & other requirements registers
App. E	Environmental objectives
App. F	Objectives, targets & programmes
App. G	Organisational structure
App. H	Delegated responsibilities
App. I	Training requirement matrix
App. J	Meetings schedule
App. K	List of contractors and suppliers
App. L	Emergency contact list
App. M	Fire Safety Plan - Delegated responsibilities
App. N	Checklist of H&S and environmental records

Amey

Title: Service, Design, Health and Safety Plan for Sheffield Streets Ahead Contract

App. O	Minimum H&S content of plan to satisfy the requirements of CDM Regulations 2007
App. P	Contract Documents
App. Q	Emergency, First Aid and Welfare Facilities
App. R	Plant, Equipment and Machinery Schedule of tests and inspections
App. S	SHARC (Permit to Dig) Procedure Nominations and Site Specific Definitions of High, Medium and Low Risk

1.0 Introduction

This document describes the Integrated Service, Design and Health & Safety Plan (SDHSP) adopted by Amey Hallam Highways Ltd which is structured to be consistent with Amey's Integrated Management System manual, OHSAS 18001, ISO 14001, ISO 9001. The Sheffield Streets Ahead Contract will also have EMAS recognition. The relevant policies, procedures, guidance and forms contained within the SDHSP are identified and hyperlinks to the document are provided.

This SDHSP is devised to:

- Provide all persons, having legitimate access, details of the necessary arrangements, and other information, for the running of the Amey managed work location.
- Describe the health & safety practices, resources and other arrangements, determined by the Sheffield Project management team as necessary for the management of the contract and to ensure compliance with regulation, legislation, contract requirements and Amey & Industry standards.
- Implement the management commitment to continual improvement, in accordance with the policy statements.
- Confirm the Health, Safety, Environment and Assurance (HSEA) management arrangements.
- Comply with the requirements of the Construction Design and Management (CDM) Regulations 2007

This SDHSP is supported by a variety of other Management Plans, including:

See: LG-SHEF-ENV-002 Environment Management Plan
LG-SHEF-ENV-006 Annual Environmental / Carbon Reduction Plan
LG-SHEF-NS-006 Annual Highway Emergency Plan
LG-SHEF-NS-007 Service Provider Emergency Plan
LG-SHEF-NS-014 Asset Management Plan
LG-SHEF-NS-017 Annual Grounds Maintenance Action Plan
LG-SHEF-NS-021 Grounds Maintenance Development Plan
LG-SHEF-NS-022 Grounds Maintenance Plan

National Highway Sector Scheme (NHSS) Quality Plans:

See: LG-SHEF-MS-NHSS-001 Quality Plan for NHSS 2A – General Fencing
LG-SHEF-MS-NHSS-003 Quality Plan for NHSS 7 – Road Marking
LG-SHEF-MS-NHSS-004 Quality Plan for NHSS 8 – Highway Electrical
LG-SHEF-MS-NHSS-005 Quality Plan for NHSS 9A – Sign Manufacture
LG-SHEF-MS-NHSS-006 Quality Plan for NHSS 12A/B – High Speed TM
LG-SHEF-MS-NHSS-007 Quality Plan for NHSS 12D – Rural and Urban TM
LG-SHEF-MS-NHSS-008 Quality Plan for NHSS 16 - Surfacing
LG-SHEF-MS-NHSS-009 Quality Plan for NHSS 18 – Landscape and Environment
LG-SHEF-MS-NHSS-010 Quality Plan for NHSS 18 - Cleaning

Office and Depot Management Plans:

See: LG-SHEF-DP-001 Olive Grove Highways Office and Depot Management Plan
LG-SHEF-DP-002 Ecclesfield Highways Office and Depot Management Plan
LG-SHEF-DP-004 Eyre Lane Highways Office and Depot Management Plan

1.1 Scope of Work

Amey will work with our key supply chain partners to provide a range of highway maintenance and management services to the Authority and the people of Sheffield. The 25-year contract will see Amey take responsibility for the maintenance and management

of fence to fence highway services within Sheffield. The contract covers the routine inspection and maintenance of the road network and its associated structures, highways, footways, street lighting, traffic signals, grounds maintenance, drainage and street cleaning.

During the Core Investment Period (CIP) Amey will provide a renewal and replacement programme for the existing infrastructure. This includes highway pavements and footways, structures rehabilitation, upgrading of the Urban Traffic Control System to UTM standards and street lighting upgrade and renewal.

The service includes the general routine maintenance function, life cycle replacement works and a 24-hour call out response to infrastructure emergencies within the Project Area, a manned Operational Control Room and a comprehensive customer and asset management system. This SDHSP is accessible to the Authority via the Amey Integrated Management System (IMS – see Appendix A).

Amey Hallam Highways Ltd.'s Contract obligations are detailed in the Output Specification, and include provision of services whilst meeting all HSEA requirements as detailed in the Output Specification, contract Method Statements and statutory requirements. These services comprise:

1. General Requirements
2. Carriageway and Footway rehabilitation
3. Maintenance of Structures
4. Replacement and maintenance of Street Lighting
5. Replacement and maintenance of Traffic Signals
6. Grounds and Tree Maintenance
7. Winter Maintenance
8. Street Cleaning
9. Miscellaneous Assets
10. Strategic Assistance
11. Non-core Services

These main headings listed in the output specification are further sub-divided below:

1. Service Standard 1 - General requirements including:
 - Highways Emergencies, urgent defects and category 1 defects
 - Temporary Traffic Management and control
 - Programming
 - Quality Assurance and Performance Monitoring
 - A dedicated Management Information System
 - A 24 hour Operational Control Room
 - Abnormal Loads
 - Customer Experience and communications
 - Street Works in accordance with NRSWA
 - Environmental Requirements including a Carbon Model with carbon reduction strategy
 - Health and Safety Requirements
2. Service Standard 2 - Carriageways and Footways
 - Rehabilitation of Roads and Footways
 - Road Drainage Rehabilitation
 - Refurbishment of Highway Drainage systems
 - Kerbs/edgings reinstatement
 - Condition Surveys

3. Service Standard 3 - Structures
 - Strengthening of Structures
 - Bridges compliance with current load assessment
 - Maintenance of retaining walls
 - Maintenance of subways
 - Maintenance of other structures and gantries
 - Third Party structures assessments
 - Inspections

4. Service Standard 4 – Street Lighting and Signs
 - Street lighting Renewal and Replacement
 - Maintenance of traffic signs
 - Road markings Renewal and replacement
 - Street name plates – renewal and maintenance

5. Service Standard 5 – Traffic Signal/Control Infrastructure and Intelligent Transport Systems (ITS) Infrastructure
 - Upgrade UTC to Urban Traffic Management and Control Standards
 - Traffic Signals Renewal and Replacement

6. Service Standard 6 – Grounds Maintenance (including Tree Maintenance)
 - Grounds maintenance
 - Tree replacement and renewal
 - Weed control

7. Service Standard 7 – Winter Maintenance
 - Precautionary Gritting
 - Reactionary treatments
 - Grit Bins are filled to correct levels

8. Service Standard 8 - Street Cleaning
 - Routine street cleaning maintenance
 - Litter removal and detritus
 - Removal of graffiti, fly posting and Fly tipping in accordance with NI 195 requirements
 - Litter bins maintained

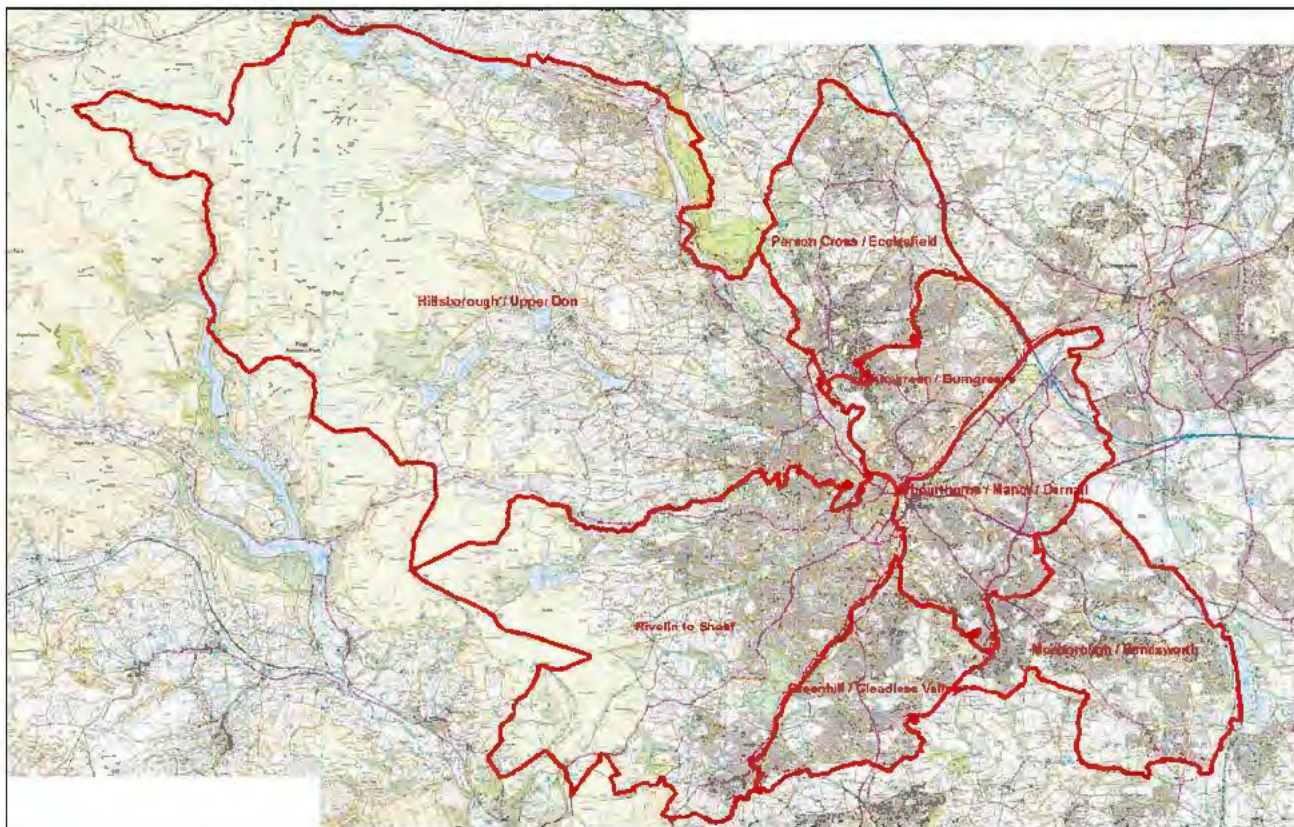
9. Service Standard 9 – Miscellaneous Assets
 - Project network parts are kept in good repair

10. Service Standard 10 – Strategic Assistance
 - Provide assistance to the Authority with safety assessments, accident investigation and inspection and surveys

11. Service Standard 11 – Non-core Services
 - Design and build Improvement Schemes
 - Work for community Assemblies
 - In Bloom Operations

1.2 Work Location

The Project location covers the area of Sheffield City Council Highways Network, as shown on the diagram below:



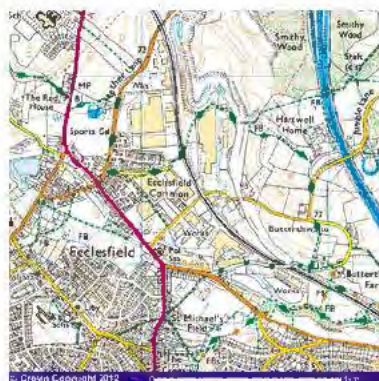
This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office. Crown Copyright. All rights reserved. No part of this publication may be reproduced without the prior written permission of Ordnance Survey. Licence Number: 1001816. 2012



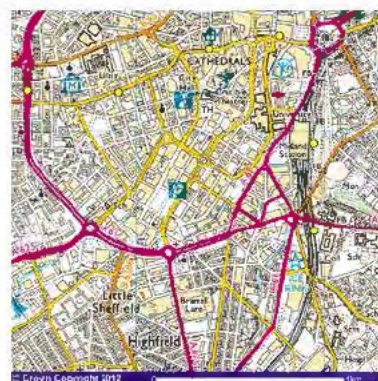
Location of Main Offices and Highways Depots:



Olive Grove Highways Depot



Ecclesfield Highways Depot



Eyre Lane Highways Depot

1.3 Contract Information

Amey

Title: Service, Design, Health and Safety Plan for Sheffield Streets Ahead Contract

Contract Name:	Sheffield Streets Ahead Contract	
Depot / Office Address(es):	Amey LG Ltd., Olive Grove Highways Depot	Olive Grove Highways Depot, Olive Grove Road, Heeley, Sheffield, S2 3GE.
	Amey LG Ltd. Ecclesfield Highways Depot	Ecclesfield Highways Depot, Station Road, Ecclesfield, Sheffield, S35 9YR.
	Amey LG Ltd. Eyre Lane Highways Depot	Eyre Lane Highways Depot, Eyre Lane, Sheffield, S1 3GF
Company Responsibilities:		
LG Managing Director	[REDACTED]	
LG HSEA Director	[REDACTED]	
LG Principal HSEA Advisor	[REDACTED]	
LG Senior Environmental Advisor	[REDACTED]	
Contract Responsibilities:		See also Appendix A
Project Director	[REDACTED]	
Mobilisation Manager	[REDACTED]	
HR Manager	TBA	
Commercial Director	[REDACTED]	
Fleet Manager	TBA	
Business Support Manager	TBA	
Senior Commercial Manager	TBA	
Third Party Claims Manager	TBA	
Operations Director	[REDACTED]	
Street Scene Manager	TBA	
Highway Maintenance Manager	TBA	
CIP Manager	TBA	
Structures Manager	TBA	
Powered Apparatus Manager	TBA	
Highways Technology Manager	TBA	
Electrical Maintenance Manager	TBA	
Street Lighting CIP Manager	TBA	
Depot Manager	TBA	
Network Director	[REDACTED]	
MIS Manager	TBA	
Community Services Manager	TBA	
Network Manager	TBA	
Senior Planning Manager	TBA	

Amey

Title: Service, Design, Health and Safety Plan for Sheffield Streets Ahead Contract

Design Director	[REDACTED]
Design Manager	TBA
Street Lighting Design Manager	TBA
Delegated responsibilities	
Quality Manager:	[REDACTED]
Environmental Manager	TBA
Performance Manager	[REDACTED]
CDM Co-ordinator	[REDACTED]
HSEA Advisor	TBA
First Aider(s) – Olive Grove Depot	TBA
First Aider(s) – Ecclesfield Road Depot	TBA
First Aider(s) – Eyre Lane Depot	TBA
Fire Warden(s) - Olive Grove Depot	TBA
Fire Warden(s) - Ecclesfield Road Depot	TBA
Fire Warden(s) – Eyre Lane Depot	TBA
Asbestos Duty Holder	TBA
Temporary Works Co-ordinator (TWC)	TBA
Traffic Safety Control Officer (TSCO)	TBA
Crane Lift Co-ordinator	TBA
Excavations Competent Person	TBA
Scaffold Competent Person	TBA
COSHH Co-ordinator	TBA
AIRSWEB Co-ordinator	TBA
Workrite (DSE Assessment) Co-ordinator	TBA
Nominees Responsible for Procedures:	See Appendix A
Duties and Responsibilities of Key Staff	
In addition to the delegated responsibilities detailed above, responsibilities of key staff are delegated to competent staff as required and will be listed in this section as the Plan develops.	

Schedule of Contract Documents

A schedule of the documents forming the Contract and Specification is included in Appendix P Schedule of Contract Documents of this Plan.

Programme Dates

Contract Commencement: 20th Aug. 2012

Duration: 25 Years

Contract Structure for the Whole Project

A **Special Purpose Vehicle (SPV) – Amey Hallam Highways Ltd** has been created for the Project, and the contract is between the Authority and **Amey Hallam Highways Ltd**. Amey will also use the expertise of its key supply chain partners, including Aggregate Industries and Henry Boot

Other Information

Authority:

Amey

Title: Service, Design, Health and Safety Plan for Sheffield Streets Ahead Contract

Name: Sheffield City Council

Address: Town Hall
Pinstone Street
Sheffield
S1 2HH

Phone: 0114 272 6444

Email: firstpoint@sheffield.gov.uk

Client (Service Provider):

Under Clause 38 of the Contract, the Service Provider – Amey Hallam Highways Ltd. is to be treated as the only Client, in respect of the Project pursuant to Regulation 8 of the CDM Regulations.

Name: **Amey Hallam Highways Ltd.**

Address: Olive Grove Highways Depot,
Olive Grove Road
Heeley
Sheffield
S2 3GE

Phone:

Email:

CDM Co-ordinator (CDM Regs) for the Contract:

Name: **Amey Consulting - [REDACTED]**

Address: Olive Grove Highways Depot,
Olive Grove Road
Heeley
Sheffield
S2 3GE

Phone:

Fax:

Email:

Principal Contractor (CDM Regs) for the Contract (Principal Service Provider):

Name: **Amey LG**

Address: Olive Grove Highways Depot,
Olive Grove Road
Heeley
Sheffield
S2 3GE

Phone

Fax:

E-mail @amey.co.uk

Designer for the Contract:

Name: **Amey Consulting**

Address: Olive Grove Highways Depot,
Olive Grove Road
Heeley
Sheffield
S2 3GE

Phone:

Fax:

E-mail

1.4 Location Plan (for Emergency Services)

Highway Depot / Office Plans will be displayed at each depot/office on the Health and Safety Notice boards indicating the following:

- Emergency exits / access,
- Fire assembly point,
- First aid provision
- Fire extinguishers/ equipment,
- Dangerous areas
- Reception

2.0 Scope of Plan

This Plan describes the specific HSEA policies, resources and activities applicable to Sheffield Streets Ahead Contract.

The Project services involve the Highways Maintenance and Management of the Sheffield City Council Highway Network (including, but not limited to):

Depot and Office Management:

- Olive Grove Highways Office and Depot,
- Ecclesfield Highways Office and Depot,
- Eyre Lane Highways Office and Depot

General Activities:

- Safety and Service Inspections,
- Streetworks,
- Programming,
- Temporary Traffic Management,
- Abnormal Loads,
- Customer Experience,
- Communications and consultation,

Carriageway and Footway Activities:

- Carriageways,
- Footways,
- Drainage,
- Kerbs and Edgings,
- Condition Surveys,

Structures Activities:

- Bridges,
- Retaining Walls,
- Other Authority Structures,
- Assessment of 3rd Party Structures,
- Structures Inspections,

Street Lighting and Signs Activities:

- Street Lighting and High Mast Lighting,
- Illuminated Signs,
- Non-illuminated Signs,
- Road Markings,
- Street Name Plates,
- Inspections Monitoring and Testing,

Traffic Signals / Control Infrastructures and ITS Activities:

- Traffic Signal and Control Infrastructure,
- Intelligent Transport Systems,
- Inspections Monitoring and Testing,

Grounds Maintenance Activities:

- Grounds Maintenance Management Strategy,
- Grassed Areas,
- Shrubs and Rose Beds / Boxes and Planters,
- Hedges,
- Tree Management and Maintenance,
- Weed Killing,

Winter Maintenance Activities:

- Determination of Daily Action Proposals, and subsequent amendments,

- Resources,
- Management Arrangements,
- Forecasting Proposals,
- Route Planning,
- Liaison and Communications,
- Performance Monitoring,
- Record Keeping,
- Grit Bin Strategy

Street Cleaning Activities:

- Litter – city centre,
- Graffiti, Fly Posting and Fly Tipping,
- Litter – other Priority Areas,
- Litter – rest of city,
- Detritus – city centre,
- Detritus – rest of city,
- Litter Bins,

Miscellaneous Assets Activities:

- Barriers, Fences, and Guard Rails,
- Seats, Artwork and Artefacts,
- Bollards,

Strategic Assistance Activities:

- Assistance with National / Regional Surveys BV Plans and Audits,
- Network Integrity Inspections,
- Service Improvement Plan,
- Miscellaneous Strategic Assistance,
- Accident Investigations,
- Deposits on the Highway,

Non Core Services Activities:

- Design Services (including Inspection Services),
- Construction Services,
- Call Off Services (including Work for Community Assemblies and In-bloom Operations).

Appendix O is a checklist of the minimum H&S content of plan to satisfy the requirements of CDM Regulations for a construction phase plan, items listed are included in the Sheffield PFI Construction Phase Health & Safety Plan. This plan is made available to all staff through briefings and periodic updates.

Where separate notifiable CDM schemes are delivered a scheme specific construction phase plan will be compiled by the Schemes Manager prior to construction commencing.

3.0 References

- PAS 99 Integrated Management System
- ISO 9001:2000 Quality Management
- ISO 14001:2006 Environmental Management
- OHSAS 18001:2007 Occupational Health & Safety
- EMAS Eco-Management and Audit Scheme

4.0 Definitions

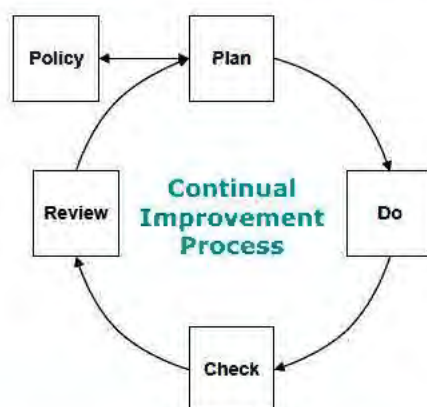
- IMS – Integrated Management System
- HSEA – Health, Safety Environment and Assurance
- SDHSP – Service, Design and Health & Safety Plan
- SMT – Senior Management Team
- VFL – Visible Felt Leadership

5.0 Safety Management System Elements

5.1 General

This SDHSP has been prepared specifically for the project to describe: the contract requirements, how the team is organised, how specific systems, processes, procedures, work statements and risk assessments will be used and how the team will monitor performance. The plan is a summary of the service provided acting as a signpost to supporting detailed documents and other controls.

This Plan is based on the framework of BS OHSAS 18001 and uses a “Plan-Do-Check-Review” management model to achieve the ongoing process of **continual** improvement.



Our Integrated Management System manual (IMS) will be implemented, in accordance with the provisions of this SDHSP and will be subject to third party accreditation and registration with BSI. The contract will be seeking accreditation and registration in a timescale not exceeding eighteen months of the contract start date.

The system will be supported by the Amey IMS manual that is accredited to BS EN ISO 9001:2000, BS EN ISO 14001:2004, BS OHSAS 18001:2007, PAS 99 and EMAS by BSI. Each employee will receive an induction into the SDHSP and IMS.

5.2 Policy

Amey is committed to continually improving the management of its activities, products and services.

This ongoing commitment is reflected in the Amey policies and the annual Compliance and Improvement Plan and is demonstrated by achieving compliance with ISO 9001, ISO 14001 and BS OHSAS 18001 and EMAS International Standards. The following are the main Amey Policies.

See:

- LG-SHEF-MS-001 Sheffield Streets Ahead Quality Policy
- LG-SHEF-ENV-001 Sheffield Streets Ahead Environmental Policy
- PLC-EXEC-002: Vision and values
- PLC-EXEC-047: Management and Quality Policy
- PLC-EXEC-028: Health and Safety Policy
- PLC-EXEC-017: Group Operational Policy Drug and Alcohol Abuse
- PLC-EXEC-026: Environmental Policy Statement
- PLC-H&S-006: Working Hours – Policy Arrangements

These policies, together with other Amey Corporate Policies are referenced in Appendix A – Sheffield Streets Ahead Contract IMS

Sheffield PFI Statement of Intent:

The Management of the Project will fulfill the requirements of Amey plc and Sheffield City Council's policy statements by considering all operations in advance and determining the best way of carrying them out.

During the mobilisation period for the project, inductions and briefings will be carried out for all new and transferring employees. Any new staff will be inducted as a matter of course.

Management will identify the aspects and impacts of its' activities, products and services relevant to the scope of the operations, evaluate the risks and develop control arrangements to mitigate them, providing the framework for all employees to identify risks and take adequate precautions. Amey are committed to keeping their staff safe at all times and to not undertake tasks that are not safe and/or for which they are not competent.

The control arrangements developed from these assessments will be briefed out to employees before work commences and confirmation of understanding will be assessed.

Management shall ensure that customer requirements are determined and are met with the aim of enhancing customer satisfaction.

Regular inspections of the workplace will be carried by Service Delivery Managers, supervisors, Safety Advisor and the Environmental Manager checking that work activities are planned and carried out in accordance with the SDHSP and IMS.

Suitable training will be provided to all personnel so that they have adequate level of knowledge and skills necessary for carrying out the tasks required. Staff will not be permitted to operate plant or equipment without appropriate training or assessment.

Objectives are set by the Senior Management team to ensure that Health and Safety is treated as high profile and everybody's first priority.

5.3 Planning

5.3.1 Hazard/Aspect Identification, Risk Assessment & Determining Controls

Health and Safety Hazards and Risk Assessments

Generic and contract specific risk assessments for routine activities will be carried out in accordance with operational activities for the project. The assessments and resulting risk control arrangements will be given a unique number and incorporated in the table in [Appendix B](#). The assessments will be reviewed when new or altered hazards are identified or at a frequency determined by the overall risk rating of the assessment.

See *LG-HSEQ-300 Risk Management Process*

For emergency/non-routine work it may not be possible for the normal process to be applied. A competent person will carry a location-specific risk assessment on arrival at site, before beginning work. Upon completion of the work the resultant risk control arrangements will be filed

Control arrangements for hazards identified in the pre-tender stage health and safety plan, required under the Construction (Design and Management) Regulations 2007, are also included.

Permits to Work and Method Statements/Safe Working Procedures will be developed and implemented for the Contract and will be listed in table [Appendix B](#).

Facilities at the Workplace

Details of welfare facilities are provided on the site plan in the Office and Depot Management Plans, and included in the induction briefings.

Service / Product Related Requirements

Amey has identified aspects of operations that have the potential to have a significant impact on the services we will be providing to Sheffield and have planned them in order to ensure that they are carried out under specified conditions by establishing and maintaining documented processes to control them. These processes include:

- customer requirements
- commitment to supply
- design & development of the product
- purchased product
- product & service provision
- Third Party risk – Members of public, emergency services
- validation of processes for production & service provision
- identification and traceability – including identification of the product
- customer property – care is taken to identify, verify, protect and safeguard
- preservation of product – including identification, handling, packaging, storage and protection

The controls will be selected from formal plans, procedures and work instructions. The processes will be subject to constant review and improvement, based upon feedback from users, Client, Customers and Amey Best Practice developed elsewhere.

Core processes can be found in the Sheffield Streets Ahead IMS in [Appendix A](#).

5.3.2 Legal & Other Requirements

Legal and Other Requirements Registers

Access is provided for all staff to information services giving regulatory requirements, industry standards, codes of practice and the like as follows:

- an on-line subscription to Barbour Index for health, safety and environmental matters and related British Standards
- an on-line subscription to IHS Technical Indexes for Construction Information Services, Network Rail Standards & Hazard Directory and related British Standards
- links from the intranet to
 - Health & Safety Executive
 - Environment Agency
 - NetRegs for guidance on environmental issues
 - HMSO for legislation
 - Government departments including DEFRA, English Heritage etc

Amey also subscribes to various trade / industry services, professional institutions and information services including:

- ENDS Reports and Compliance Manager (Environmental Data Services)
- British Safety Council
- RoSPA
- Institute of Environmental Management and Assessment (IEMA)
- Institute of Safety & Health (IOSH)

Health and Safety and Environmental Legal Requirements Registers are maintained in documents PLC-ENV-002 Register of Environmental Legislation and Other Requirements, and PLC-H&S-002 Health and Safety Legislation and Other Requirements by the Amey Group Principal HSEA Advisor.

Legal compliance in depots will be ensured by the implementation of Procedure PLC-HSEQ-023 Legal Compliance in Premises, and its associated Legal Compliance Checklist.

Appendix D lists the Project Specific Legal and other requirements relevant to the operation and reference the applicable procedures / documents. They are maintained using technical Indices including Croner and Barbour Index subscription services amongst others, as the source of information.

See *PLC-H&S-002 Health and Safety Legislation and Other Requirements*,
PLC-ENV-002 Environmental Legislation and Other Requirements
PLC-HSEQ-023 Legal Compliance in Premises

5.3.3 Objectives and Programme(s)

The Project is committed to continually improving its environmental performance, and shall develop objectives and targets that align with the Authority's Corporate Plan - "Protecting and Enhancing the Environment" and the Project's own environmental objectives.

It is the responsibility of the Project Director to ensure that Service, Design and Health & Safety objectives are defined and documented, with the following details

- each objective
- the targets/timescale for achievement
- the means to be employed
- the manager responsible
- progress
- ownership

When establishing and reviewing objectives, the following are considered:

- legal and other requirements
- significant environmental aspects
- Client requirements
- C&I Plan
- technological options
- the views of interested parties

It is the functional responsibility of each nominated Manager, to ensure that the objectives within their scope of control:

- are regularly reviewed
- that progress is documented against the targets set
- that the objectives continue to reflect the business
- that they are suitably amended if necessary, and
- that any additional resources necessary for their achievement are provided.
- that objectives are Specific, Measurable, Achievable, Realistic, Timely

Client Objectives

'The overall aim of the Project is to refurbish and maintain the Highway Network so that it complies with the Authority's statutory obligations and meets user needs for safety, cleanliness and general appearance, facilitates the use of all forms of transport links and improves customer satisfaction.'

The Project's key messages, which are those concepts that Project wants the Project's stakeholders to remember. These key messages reflect the Project's and the Authority's core values, ambitions and priorities.

The Key Message Matrix, illustrated below, supports Project staff in developing consistent and engaging communications that focus on the interests and priorities of each key stakeholder group.

Sheffield Highway Maintenance PFI					<i>Contract Proposition</i>
The PFI Project will improve the highway network	We provide an effective and efficient, value for money service	We improve services to benefit the lives of the public	We work with Sheffield City Council to put the customer first	We help to make Sheffield a safer place	<i>General Public</i>
We listen to communities and keep them informed	We support the local community / economy	We promote the accessibility of our services	We provide guidance and support to communities	We provide services in an environmentally friendly way	<i>Community and Special Interest groups</i>
We work with local businesses to develop our supply chain	We listen to local businesses and keep them informed	We improve local communities	We operate an efficient and effective service	We work flexibly to minimise congestion	<i>Local Businesses</i>
We are a sustainable and socially responsible organisation delivering positive impacts in the communities we operate	We will improve the highway network so that communities in Sheffield will feel the benefits everyday	We provide timely and accurate information to support the Authority in delivering excellent customer service and achieving objectives	We are accountable to the Authority for the performance of the PFI project	We focus on continuous improvement to deliver an efficient and high quality service	<i>Authority</i>
Our highway service delivers through innovation and investment	We listen to local communities and keep them informed	We are responsive to your input and value your opinions	We can better plan for long term outcomes	We support the local community / economy	<i>Members / Politicians</i>
We work flexibly to minimise congestion	The PFI Project will improve the highway network	We provide services in an environmentally friendly way	We listen to local communities and keep them informed	We provide an effective and efficient, value for money service	<i>Media</i>
We use innovative solutions to maintain Sheffield's roads	We are a long term service provider for Sheffield City Council		We are leaders in the industry		<i>Partner Organisations</i>

Amey LG Objectives

Amey

Title: Service, Design, Health and Safety Plan for Sheffield Streets Ahead Contract

Continuing the "SILENCE IS CONSENT" approach and in support of PLC 'Target Zero Every Day', the Amey Local Government initiatives are:

- Visible Felt Leadership
- Proactive Incident management
- Supporting Supervisors
- Waste Monitoring
- Supply Chain Health and Safety Performance






Initiative	Description	Metric	Data Required each Month
Embedding VFL	To monitor and promote the behavioural safety training programme	Compliance with a pre-determined programme for 2012 Senior Management Team (SMT) to complete minimum of 4 hrs per month per person <u>No. of actual VFL Hours per month</u> No. VFL hours planned per month	No. of SMT required to carry out VFLs No. of actual VFL Hours per month by SMT No. VFL hours planned per month by SMT
Proactive Management of all incidents	Ensuring quality of the investigation activity and relevance and effectiveness of the Actions.	All investigations to be completed and approved by Business Directors within 3 weeks of the incident	Investigations not approved and closed out in period
		All actions resulting from the investigation to be completed in good time and no more than 3 months from the date of incident	Number of actions open after 3 months
Supporting Supervisors	Supporting our frontline supervision in improving all our behaviours	All supervisors allocated a supporting senior manager	List of Manager / Supervisor supporters
		Record of supporting hours per month	No of hours spent with supervisor
Waste	Monitoring compliance with Waste (England & Wales) Regulations 2011	Each Contract to submit (to HSEA) Waste Stream Register by 1 st March 2012	Waste Stream Register (template PLC-ENV-WASTE-200/01)
		Monthly waste returns to include overall tonnage and tonnages reused, recycled and disposed to landfill	Total Tonnages of waste generated and Waste: <ul style="list-style-type: none"> • Re-used, Re-cycled, Recovery to Landfill:
Supply Chain	Ensuring that Supply Chain works in line with Amey Values	Reported incidents thro Airsweb and calculated as: Injury Frequency Rate* Injury Severity Rate*	Number of Subcontract employees in month Number of "Close Calls", Property Damage; Environmental Incidents: Accidents; in month

* as Balanced Scorecard

Amey Objectives

In order to ensure that we remain on track to reach our long-term goal of £2.5 billion

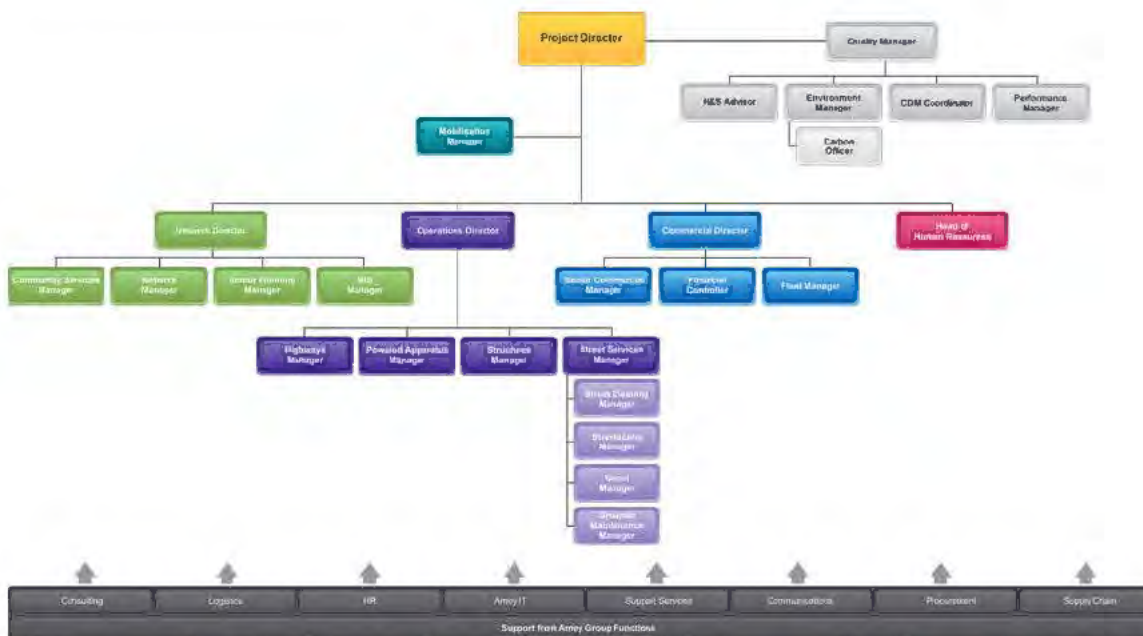
annual sales by 2016, Amey has five Company-wide Objectives for 2012; these are as follows:

Value	2012 Objectives	How we will measure progress
	Increase customer satisfaction to an average of 7.5 or greater by year end	Customer satisfaction with service from quarterly survey, target >7.5
	Improve employee engagement to an excess of 88% by year end	Average of employee satisfaction, talent retention and staff wellness
	Achieve a balanced safety score of +2 by year end and reduce our carbon footprint by 5%	Balanced Safety Score which is based on a number of safety KPIs Carbon footprint reduction by the end of 2012 compared to 2011 year end
	Achieve budgeted profit and cashflow throughout 2012	Gross profit measured in monetary terms and % of turnover Cash collection to terms Disputed Work-in-Progress reduction by 10% year on year
	Secure additional turnover of at least £250m pa during 2012	Bid strike rate by number and value Strategic bid gap (required versus secured for 2013 in £m)

5.4 Implementation & Operation

5.4.1 Resources, Roles, Responsibility, Accountability and Authority

Organisational Structure



The organisation chart for dealing with the SDHSP elements for the project is shown in [Appendix G](#).

A list of staff with nominated with Policy, Plan, Process, or Procedure Implementation or Ownership, is contained in Appendix A of this document,

Roles and Responsibilities

The Project Director is responsible for ensuring this SDHSP is correctly established, administered, effectively monitored and that reviewed annually.

See section 5.7 of this plan, Management Review

A list of staff with responsibilities delegated is contained in [Appendix H](#) and Section 1.3 of this document, including those specifically required by the Construction (Design and Management) Regulations where applicable.

Resources

The Amey Executive are responsible for the provision of resources essential to the implementation, control and improvement of the integrated management system.

Note:- Resources include human resources, specialised skills, technology and financial resources.

5.4.2 Competence, Training and Awareness

Personnel shall be competent to perform tasks that may impact on health, safety, environment or quality of the product or service in the workplace.

Competence is defined in terms of appropriate education, training, skills and/or experience.

Induction

All employees and contractors will receive appropriate induction(s) before they commence work. Sheffield Streets Ahead Contract specific inductions are referenced in Appendix N.

Persons who are visiting or attending meetings at the premises will be given basic safety information concerning the risks and emergency arrangements, in terms of fire safety

Near Miss Reporting – Silence is Consent DVD will be included in the new starter induction as part of our commitment to report as many near misses as possible and reduce the likelihood of serious incidents in our high risk working environment.

All new employees will also be requested to attend the 'Welcome to Amey' corporate induction, it is a mandatory requirement within the first 3 months.

Note: special arrangements may need to be made for those employees with reading, writing or hearing difficulties and the records annotated accordingly

Employee Briefings

All employees and contractors are given a briefing to ensure their understanding of the safe systems of work for carrying out their allocated duties. Briefings will be given in the following circumstances:

- Before carrying out the work activity for the first time, or if the work process/environment changes.
- Important generic and any site/work-specific issues must be briefed out before work commences.
- Generic topics are briefed out monthly as Employee Briefings to ensure the workforce are kept up to date with legislation, Safety Health & Environment (SHE) updates and initiatives and Management Plan changes.
- Safety alerts or bulletins that are issued; accidents/incidents/near misses which have occurred; Accident Incidence Rate; these are briefed monthly.
- General awareness topics relevant to the business area are also briefed as topical subjects may be chosen. These are briefed out monthly.

Sheffield Contract specific briefings will be developed where identified from the risk management process and after accidents/incidents/near misses and environmental incidents.

Note: special arrangements may need to be made for those employees with reading, writing or hearing difficulties, provision will be made for those whose first language is not English and the records annotated accordingly.

See: LG-SHEF-HR-002 Briefings and Induction Talks

Training

Adequate resources are made available to provide suitable training for all personnel to ensure they have an adequate level of competency necessary for carrying out the work required, taking into account differing levels of responsibility, ability, literacy and risk.

It is the responsibility of Line Managers to ensure that all employees are properly and effectively trained, relevant to the tasks they are to perform, by:

- determining the necessary competence for personnel performing work affecting health, safety, environment or product quality,
- providing training or take other actions to satisfy these needs,
- evaluating the effectiveness of the actions taken,
- ensuring that their staff are aware of the relevance and importance of their activities and how they contribute to the achievement of company objectives, and
- maintaining centrally, appropriate records of education, training, skills and experience

A location / Project training / competence requirement matrix is contained in Appendix N, copies of all formal training records will be retained on file through Group HR One Gateway.

See: *PLC-EXEC-010 – Learning & Development Policy*

Safety Critical or Safety-Related work

The competence of all employees engaged in Safety Critical or Safety-Related Work will be assessed on a regular basis in accordance with the requirements of the Amey Competence Management System.

See: *PLC-SCP-300 Policy and Arrangements for Safety Critical Plant*
PLC-CMS-001 Appointment to Safety Related Role (CDM & Temporary Works)

5.4.3 Communication, Participation and Consultation

Consultation

Employees are:

- involved in the development and review of policies and procedures to manage risks via their Safety Representatives who attend the monthly Health & Safety Group Meeting;
- consulted where there are any changes that affect workplace health and safety via emails, notice boards, briefings, specific ad hoc meetings and also via their Safety Representatives who attend the monthly Health & Safety Group Meeting;
- represented on health and safety matters by their Safety Representatives who attend the monthly Health & Safety Group Meeting; and
- informed as to who is their employee representative(s) and specified management appointee (Health & Safety Advisor) via Health & safety at Law Posters held on all notice boards.

The views of all employees at the work location on any safety or environmental related item will always be considered. Any such item should be communicated either through the union appointed 'Safety Representatives' or the elected 'Representatives of Employee Safety' or, where applicable, through line management and addressed at the monthly Health, Safety and Environmental Review Meetings.

See: *PLC-H&S-373- Employee Consultation*

Work Safe Procedure

Any direct or indirectly employed person (employee), who considers their safety to be compromised should cease work immediately, ensuring that doing so does not endanger others, and contact their Line Manager immediately, explaining why.

Line Managers must record the reasons given by the employee, satisfy himself or herself that the situation is safe (seeking guidance if they are unsure) or introduce appropriate control measures, before instructing work to restart

See: *PLC-H&S-202- Work Safe Procedure*

Internal Communication

The following processes have been established throughout the company for communicating matters relating to the effectiveness of the management system:

- Management meetings
- Departmental meetings
- Operations Meeting
- Health & Safety Group Meeting
- Management / Departmental reviews
- Notice boards
- E-mail
- Inductions
- Briefings
- Toolbox talks
- Employee surveys & suggestion schemes
- Newsletters

Note: A schedule of Contract meetings for the Project will be established during the mobilisation period and will be attached at [Appendix J](#)

Construction (Design and Management) Regulations

For contracts covered by the Construction (Design and Management) Regulations, Contractors' Safety Review Meetings are held monthly, chaired by the Principal Contractor or Amey as appropriate. The meeting is attended by representatives of contractors involved in the operations currently underway or being reviewed. This meeting provides a forum to ensure information is shared with all contractors and arrangements are made to secure co-operation between all contractors on health and safety matters. These meetings also provide a consultation forum for all contractor representatives on any health and safety matters. Principal Contractor/CDM Coordinator Meetings are held at suitable intervals to ensure adequate liaison between both parties and to ensure that the Health and Safety File and the Health and Safety Plan are kept up-to-date as far as is reasonably practicable.

Notice Board Information

The Sheffield Contract will have a dedicated HSEQ notice board at each office and depot, displaying the following statutory and company information:

Statutory Information:

- Employer's liability insurance certificate.
- Health and Safety Law Poster (what you should know)
- Contract F10
- Emergency arrangements and contacts
- Names and location of first aiders
- Fire Evacuation Procedure
- Fire Location Plan
- Names and location of fire wardens

Company Information:

- a copy of this document: Service Design and Health & Safety Plan for Sheffield Highways PFI Contract

-
- minutes of Health & Safety Review meetings
 - Amey policy statements
 - monthly accident statistics
 - Group Significant Incidents
 - the latest SHE update
 - any other information deemed relevant

The notice board will be kept up-to-date as and when information changes or new information is made available.

Customer Communication

Amey has determined and implemented effective arrangements for communicating with customers as follows:

- product / services information
- enquiries, contracts or order handling, including amendments
- customer feedback, including customer complaints

Client Requirements – Liaison with Various Client Representatives, Relevant Authorities or Other Interested Parties

We will start the process of clarifying these arrangements at Preferred Bidder stage, by which time there will be greater clarity of the Authority's Retained Team's roles and responsibilities. We want to make the arrangements simple and effective, and will use electronic access where feasible. We will cooperate with the various parties to achieve these objectives.

General Public

Any complaints from the general public are recorded and processed in the same way as all other customer feedback.

If the complaints relate to H&S or environmental matters they are considered in the risk management or environmental impacts assessment process. Any such complaints are copied to the H&S Advisor or Environment Manager, who will liaise with and consult operational staff to review the relevant assessment.

5.4.4 Documentation

This SDHSP describes the core elements of the Integrated Management System and provides direction to related documentation.

The Integrated Management System and other related documentation are available in electronic form in the Amey Document Library accessible to all staff through the AMEYWORLD. Hard copies are uncontrolled (unless marked as Controlled Documents).

The hierarchy of documentation used in this plan is:

- Amey Group (PLC prefixed documents)
- Amey Local Government (LG prefixed documents)
- Contract-specific (LG-SHEF prefixed documents)

See: PLC-MS-024 Publishing in Document Library
PLC-MS-025 Control of Documents & Records
PLC-MS-026 Document Formatting and Referencing

Construction, Design and Management Regulations 2007 (CDM)

Communications and Co-operation

For contracts covered by the Construction (Design and Management) Regulations, Contractors' Safety Review Meetings are held monthly, chaired by the Principal Contractor as appropriate. The meeting is attended by representatives of contractors involved in the operations currently underway or being reviewed.

This meeting provides a forum to ensure information is shared with all contractors and arrangements are made to secure co-operation between all contractors on health and safety matters. These meetings also provide a consultation forum for all contractor representatives on any health and safety matters. Principal Contractor / CDM Coordinator Meetings are held at suitable intervals to ensure adequate liaison between both parties and to ensure that the Health and Safety File and the Health and Safety Plan are kept up-to-date as far as is reasonably practicable.

The Health & Safety File

In relation to Clause 38 in the Project Agreement and the Construction Design and Management Regulations 2007, a health and safety file will be developed, completed and handed over to the client.

The CDM Coordinator for the Project is responsible for ensuring that a Health and Safety File is compiled. There is a legal obligation to ensure that any information requested for such purposes is made available, to enable a Health and Safety File to be developed.

Health and Safety File Contents

Information contained in the file will include that which is relevant to assist anyone carrying out construction, maintenance and demolition work on the infrastructure at any time after completion of the current project and may foreseeably include:

- Record of 'as built' information including dimensions and level information to be provided in drawing format and based on manually amended copies of the Contract Drawings, and any plans used and produced throughout the construction process along with the design criteria.
- General details of the construction methods and material used in the project.
- Details of the structure's equipment and maintenance facilities.
- Maintenance procedures and requirements for the structure.
- Manuals produced by specialist contractors and suppliers that outline operating and maintenance procedures and schedules for plant and equipment installed as part of the structure.
- Details on the location and nature of utilities and services, including emergency and fire-fighting systems.
- Any residual hazards which remain and how they have been dealt with (for example surveys or other information concerning asbestos, contaminated land, water bearing strata, buried services etc.)
- Hazardous materials used (for example lead paint, pesticides, special coatings which should not be burnt off etc.)

We will regularly review responsibility in respect of the Health and Safety file with regard to both the CDM Regulations and contractual obligations.

See: *PLC-H&S-200 CDM Regulations 2007*
PLC-H&S-201 CDM - Hazard Management for Designers

5.4.5 Control of Documents

The Integrated Management System and other related documentation is only available in electronic form in the Amey Document Library accessible to all staff through the AmeyWeb. Hard copies are uncontrolled.

Any requests for changes to documents should be addressed to the Performance Manager.

Obsolete documents and data are promptly removed from view, archived and retained for legal or knowledge preservation purposes or both, within the Amey Document Library. Archiving will be managed by the Performance Managers Team.

Documents are regularly updated and reviewed therefore some of the references for procedures may have changed.

See: PLC-MS-024 Publishing in Document Library
PLC-MS-025 Control of Documents & Records
PLC-MS-026 Document Formatting and Referencing

5.4.6 Operational Control

Amey has identified those operations and activities that are associated with identified risks and product realisation in order to ensure that they are carried out under specified conditions by establishing and maintaining documented procedures:

See: Procedures, work instructions & method statements listed in the IMS Document Index in Appendix A and B

Occupational Health

Amey have a group-wide contract with Medigold to act as our Service Provider for Occupational Health provision and delivery of service

Medigold supplies the full range of health management services (pre-employment medicals, statutory medicals, statutory health surveillance, absence case management, etc) to the Amey Group and provides regular statistics to monitor both the delivery of the service and the health outcomes.

See: *PLC-HEALTH-001 Provision of Occupational Health & Medical services*

Selection and Control of Suppliers.

Suppliers are evaluated and selected based on their ability to supply product / services in accordance with the requirements.

A table will be included in this plan, Appendix I, listing the Key suppliers to be used by Sheffield PFI detailing the scope of work / product line, spend profile where available, and confirmation that they / their products have been appropriately vetted.

Amey has robust procedures in place to ensure that our suppliers deliver the service to the standards required by the Authority. In addition, we will actively help companies improve their quality documentation, especially those smaller local firms who deliver a good service, resulting in improved submissions.

See : *PLC-PROC-005 – Identifying and Evaluating Subcontractors & Suppliers*

We will monitor, inspect, audit and report on the operations and activities of our suppliers.

5.4.7 Emergency Preparedness & Response

Amey has plans and procedures in place to identify the potential for, and responses to, incidents and emergency situations (health, safety and environment), and for preventing and mitigating the impacts associated with them, along with arrangements for testing the procedures. The HSEA Advisor for the Contract will co-ordinate any testing, and maintains records.

Generic and site-specific risk assessments identify potential health, safety and environmental emergency situations and appropriate control measures.

See: *PLC-ENV-207 – Environmental Emergency Preparedness*
PLC-H&S-475 – Fire Risk Assessment and Fire Plan Development
PLC-HSEQ-112 Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies
PLC-SCP-301 – Safety Critical Plant Policy

Incident Reporting

All injuries, disease and dangerous occurrences are to be investigated, monitored, recorded and reported (as appropriate):

- to the enforcing authorities in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations by the Health & Safety Advisor.
- to facilitate subsequent investigation, corrective and preventative action and recording of safety statistics. All staff report to their Line Manager who then informs the HSEQ Department who log details on AIRSWEB and co-ordinate follow up actions.

See: *PLC-HSEQ-112 Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies*
PLC-HSE-752 – AIRSWEB user Manual

Client Requirement - Clause 37 1.3.1

The Service Provider shall ensure that all accidents to Personnel and/or members of the public which ordinarily require reporting or notification in accordance with the Health and Safety at Work Act 1974 and/or under RIDDOR shall also be reported, as soon as practicable, to the Authority where such relates in any way to the Service or the performance thereof;

The HSEA Advisor shall be responsible for providing this notification to the Authority.

Incident Investigation

Health, safety and environmental incidents are investigated immediately, or as soon as practicably possible, after the event.

Findings detailing the nature of the incident and any subsequent actions taken are documented and attached to Amey's electronic Accident Incident Reporting web based system, namely AIRSWEB. Hard copy records are retained and upon request will be forwarded to the Authority's representative either electronically or by hard copy.

See: *PLC-HSE-752 – AIRSWEB user Manual*
PLC-HSEQ-112 Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies
PLC-HSEQ-113 Investigation of Incidents and Events

Near Miss / Close Call Reporting

The Project will encourage near-miss / close call reporting, provide feedback to the workforce, apply lessons learnt and reduce the likelihood of repeat or more serious incidents in the working environment.

The Project will implement its established near-miss process to increase the number of near miss reports received, including providing inductions into the 'Silence is Consent' DVD.

The purpose of near miss reporting is to provide feedback to all employees, apply lessons learnt and reduce the likelihood of serious incidents in our high risk working environment. Compliance with the process will improve the number of near miss reports received and ensure that lessons are learnt, acted upon and used to influence future policy and procedures

See: PLC-HSEQ-112 Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies

Location and Emergency Plans (for emergency services)

These are located in Specific Office and Depot Management Plans (or Specific Scheme Construction Phase Health and Safety Plans), and will include the following information:

- Depot / office Plans will be displayed at each depot/office on the Health and Safety
- Notice boards indicating the following:
 - Emergency exits / access,
 - Fire assembly point,
 - First aid provision
 - Fire extinguishers/ equipment,
 - Dangerous areas
 - Reception

Emergency Contact List

See Appendix L for details, and in Specific Office and Depot Management Plans (or Specific Scheme Construction Phase Health and Safety Plans).

Fire Safety Plan

The location Fire Safety Plan will be displayed in a convenient location (usually an office foyer) and contained in the Depot Management Plans, and all staff will be inducted.

Employees with delegated responsibilities for fire safety will be developed during the contract and will be available in Appendix M, and contained in the Depot Management Plans

*See: PLC-H&S-475 – Fire Risk Assessment and Fire Plan Development
LG-SHEF-DP-001 Olive Grove Highways Office and Depot Management Plan
LG-SHEF-DP-002 Ecclesfield Highways Office and Depot Management Plan
LG-SHEF-DP-004 Eyre Lane Highways Office and Depot Management Plan*

5.5 Checking

5.5.1 Performance Measurement and Monitoring

Amey has procedures in place to monitor and measure performance and evaluate legal and regulatory compliance on a regular basis.

HSEQ Inspections:

All work activities planned and carried out in accordance with the SDHSP are monitored for compliance, operational criteria, applicable legislation and regulatory requirements by carrying out inspections on a regular basis.

Audit and Inspection Type	Auditor	Frequency
HSEA Advisor Inspections	HSEA Advisor	Monthly
Project Environmental Inspections	Environmental Manager	Monthly
Self Cert Quality / Performance Inspections	Self Certification Inspectors	Various

See: *PLC-H&S-113 – SHE Inspection*
PLC-HSEQ-109 – Directors SHE Tours, and Behavioral Leadership

Customer Perception:

The Project will monitor information relating to customer perception by logging customer compliments and complaints and by means of Customer Satisfaction Surveys. The Customer Services Manager will be responsible for implementing the following procedures:

See: *PLC-HSEQ-204 – Client and Customer Care*
PLC-HSEQ-204/05– Customer Complaints

Analysis of Data: The Project determines, collects and analyses appropriate data to demonstrate the suitability and effectiveness of the system and to evaluate where continual improvement can be made

Statistical Techniques (General):

Amey recognises the value of statistical techniques for monitoring, controlling and improving its management system and processes. Statistics are used to show performance indicator targets and information relating to: customer satisfaction, conformity to product requirements, characteristics and trends of processes and products, including opportunities for preventive action. The Performance Manager will be responsible for producing these statistics.

Client Requirements (Annexure 3 to Service Standard 1)

Annual Service Report to the Authority shall include details of NIs and LPIs showing trend analysis over the previous 12 months; health and safety data including written reports of all accidents and incidents involving users of the Project Network

There are a number of performance measures within the Output Specification for the project. Each of these will need to show an indication of the extent to which we are delivering the services. The Performance Manager will measure the performance requirements within our Management Information System in the form of a Dashboard.

Control of Monitoring and Measuring Devices:

Our plant and equipment will be calibrated or checked at specific intervals (or before being used) against traceable national or international standards, adjusted or re-adjusted as required, identified in a way that the calibration status can be traced and protected from damage and deterioration in line with PUWER (Provision and Use of Working Equipment Regulations)

See: *PLC-HSEQ-201 Measurement Devices*

Monitoring and Measurement of Processes:

The Project will carry out monitoring and measurement of the system to demonstrate that processes meet requirements. When planned results are not achieved, correction and corrective action are taken, as appropriate, to ensure conformity of the product.

5.5.2 Evaluation of Compliance

Amey has established legal and other requirements registers which can be found at Appendix D. These registers indicate the procedures/other documentation used for operational control.

Our internal audit and inspection programme is the means of periodic evaluation of compliance. Records of the results of the periodic evaluations are kept and will be reported by the Performance Manager in the appropriate monthly and annual reports and Dashboards:

See: *PLC-MS-035 – Group Policy for Management System Audits*
PLC-HSEQ-110 – Monitoring Audits and Inspections

**5.5.3 Non-Conformity, Corrective Action and Preventive Action
Non-Conformities and Corrective Action**

Amey has established and maintains a documented procedure to deal with nonconforming product / materials / service to ensure that it is identified and controlled, to prevent its unintended use or delivery, including records of the nature of the nonconformity and any subsequent actions taken.

All non-conformances and the output of investigations (including customer complaints) are reviewed regularly to ensure that action plans for corrective actions are put in place. Records of the nature of non-conformities and any subsequent actions taken, including any concessions obtained, are maintained by the Performance Manager.

See: *LPC-MS-007 Preventive Action, Non-Conformance and Corrective Action*
PLC-HSE-752 – AIRSWEB user Manual
PLC-HSEQ-110 – Monitoring Audits and Inspecting
PLC-HSE-700 – Investigation of Incidents
PLC-HSE-750 – Group Significant Incidents

Reporting of Accidents and Incidents are covered in 4.4.7 Emergency Preparedness & Response

5.5.4 Control of Records

Records are maintained, in either hard or electronic format as required by the individual procedure that the records relate to, in such a way that they are readily identifiable, retrievable and protected against damage, deterioration or loss.

The procedure that the records relate to specifies the retention time for the records and who has the authority to dispose of them.

A checklist of Health, Safety and Environmental records kept can be found in Appendix N
 See: *PLC-MS-025- Control of Documents*
PLC-CMRC-052 – Documents and Archiving

5.5.5 Internal Audit

Amey will implement an audit programme for the Project and a contract specific procedure for periodic audits to be carried out in order to determine whether or not the IMS conforms to the planned arrangements, including the requirements of BS EN ISO 9001:2000, BS EN ISO 14001:2004, BS OHSAS 18001:2007 and EMAS standards. To determine it has been properly implemented and maintained; and is effective in meeting the organisation’s policy, objectives and legal & other requirements.

The frequency of these audits and inspections is dependent on risk and will change dependant on inspection results, accidents and perceived risk, and are based on a schedule of:

Audit and Inspection Type	Auditor	Frequency
Third Party –		
• Third Party Accreditation Audits	BSI Auditor	Six Monthly
• HEA Accreditation Audits	Highways Electrical Association	Annually
• NICEIC Accreditation Audits	NICEIC Auditor	Annually
Second Party –		
• Amey Local Government HSEA Audits	LG HSEA Auditor	Generally Monthly
• Amey Consulting HSEA Audits	Consulting HSEA Auditor	Generally Four Monthly
• HSEA Advisor Audits	HSEA Advisor or Nominee	Monthly
First Party -		
• Project Quality Audits	Quality Manager or Nominee	Fortnightly
• Project Environmental Audits	Environmental Manager or Nominee	Monthly
• Performance Validation Audits	Performance Validation Officers	Various

The Manager responsible for the area being audited shall ensure that corrective actions are taken without undue delay to eliminate detected nonconformities and their causes.

See: *PLC-HSEQ-110 Monitoring - Audits & Inspections*

5.6 Management Review

The outputs from section 5.5 of this document, Checking and Corrective Action, will be

reviewed on an ongoing basis at regular location meetings to ensure continual improvement in accordance with the BS EN ISO 9001:2000, BS EN ISO 14001:2004, OHSAS 18001:1999 and EMAS models. See Appendix J – Meeting Schedule.

A summary of all non-conformances and corrective actions, including details of matters not closed out at the monthly location meetings (HSEA, Contract Review, Progress, Management meetings etc) are carried forward to the Business Stream Management Meetings.

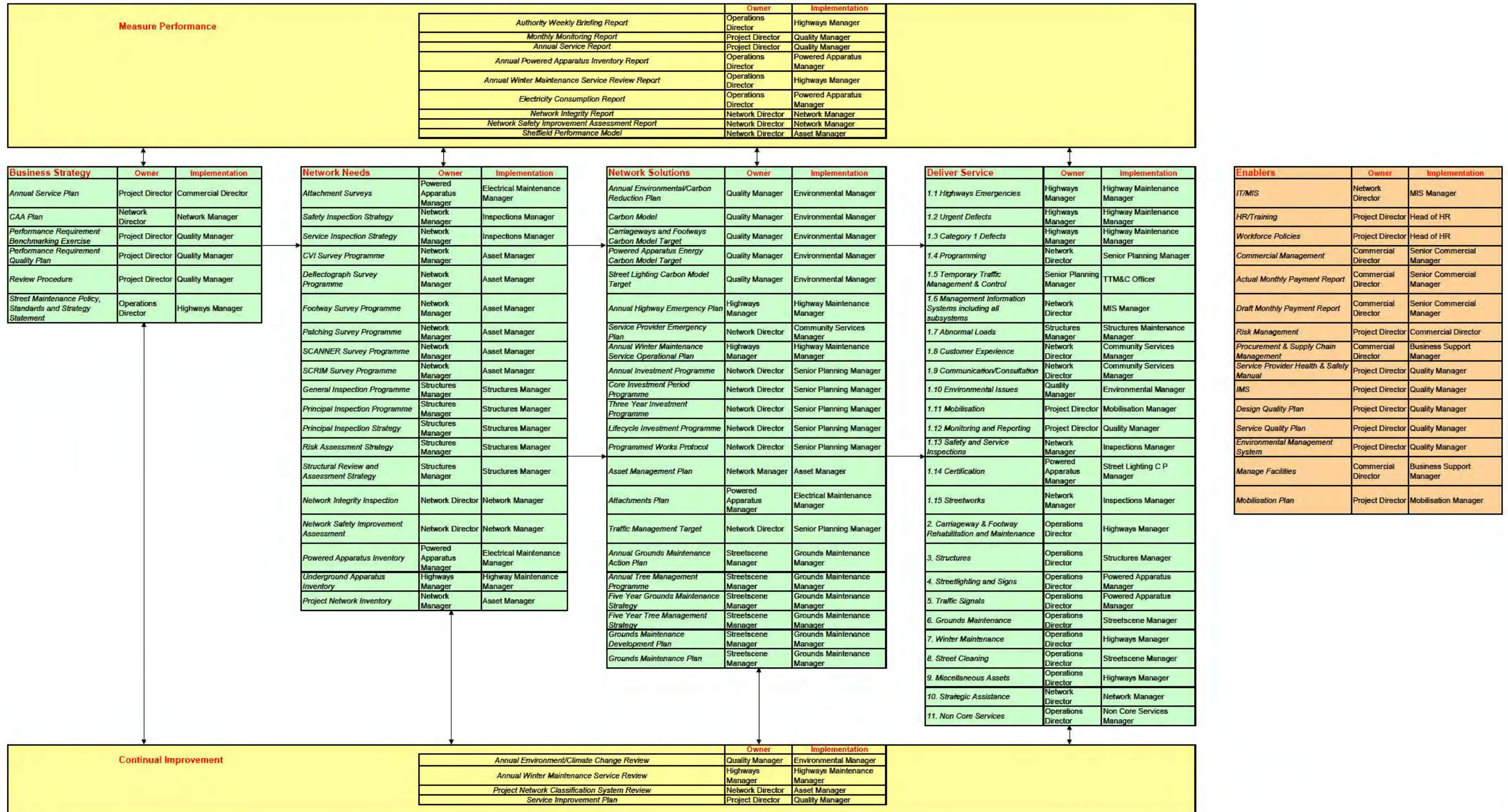
Matters not closed out at the Business Stream Management Meetings are carried forward to the Amey Management Review meeting, along with the aggregated output of the location management review reports.

At the Amey Management Review meeting(s) the Project Director and a senior management team shall, at least annually, review this SDHSP, to ensure its continuing suitability, adequacy and effectiveness. The review process shall ensure that the necessary information is collected to allow management to carry out this evaluation.

At the Amey Management Review meeting(s) the Project Director and a senior management team shall, at least annually, review this SDHSP, to ensure its continuing suitability, adequacy and effectiveness. The review process shall ensure that the necessary information is collected to allow management to carry out this evaluation. An EMAS statement is also conducted at this stage of the review process and is documented.

Appendix A – Sheffield Streets Ahead Contract IMS

SHEFFIELD HIGHWAYS MAINTENANCE PFI SERVICE IMS STRUCTURE



Integrated Management System (IMS) Structure

The European Foundation for Quality Management (EFQM) Excellence Model and common wisdom on business process management require that all activity be focused on meeting the needs and expectations of the customer. By being process orientated there will be assurance that there are systems in place that ensure that customer needs are addressed and exceptions are effectively handled.



Figure 1: Amey Processes

Amey has examined its business in accordance with the EFQM Model resulting in the process map in Figure 1.

Process 4; *Plan and deliver services and products* is the process where Amey identifies niches and needs in its chosen market places and delivers services. Process 4 sub processes are:

- Assemble team – mobilise
- Review contract and operating strategy
- Implement contract deliverables
- Manage contract service delivery
- Review contract service delivery
- Exit / handover
- Post completion review

These sub-processes work well within the framework shown in Figure 1 but do not reflect that process interfaces there are on individual project / contracts. Working with major clients Amey has developed the model shown in Figure 2.

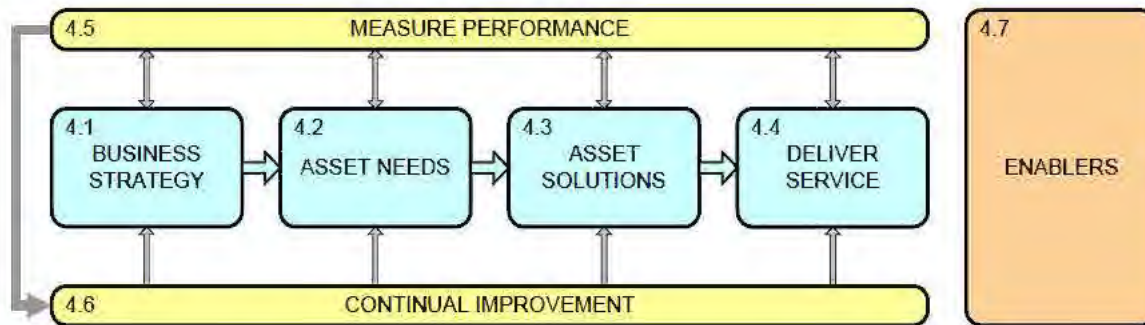


Figure 2: Process 4 - Plan and Deliver Services & Products

This model recognises that the client has a role in service delivery that will vary from day to day involvement (such as that found on a highway Term Maintenance Contract) to a hands-off involvement (such as a PFI Project).

The model allows for the accurate identification of interfaces between the varying parties involved in service delivery greatly reducing the inefficiencies that can occur.

The requirements of the Sheffield Highways Maintenance PFI have been mapped onto this model starting with the method statements (MS1 General to MS 11 Non Core Services) in the “Deliver Service” sub process. In addition the owner and the implementer have been identified for each of these sub sub-processes. For example:

Sub-process: → Business Strategy
 Sub Sub-process → Annual Service Plan
 Owner → Project Director
 Implementation → Commercial Director

Supporting these processes and sub- processes are the other support processes in Figure 1:

Process 6: Communication - ensure effective communication of information and ideas both internally and externally

Process 7: Develop and maintain management systems - implement, support, audit and control of our management systems including health, safety and environmental responsibilities

Process 8: Manage financial resources and assets - comply with external requirements, identify safeguard and value our financial assets & liabilities, understand and enable the management of capital and liquid resources and accurately forecast financial flows

Process 9: Manage and develop people – create Amey culture with sufficient competent and motivated people.

Process 10: Manage and develop suppliers - identify and obtain an appropriate and cost effective supply chain.

This model establishes the basis on which contract services will be provided and allows assurance of the service standards to be readily provided. The diagram can be described as the “quality plan” for the project as it identifies the processes (and, by reference, the other controls such procedures and work methods) and resources to be applied by whom and when.

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Enablers

IT / MIS

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-MIS-001	Management Information System (MIS) Manual	See also MS 1.6 Management Information Systems including all subsystems
See Also IT Procedures and Processes on Amey]World		

HR / Training

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-HR-001	CSCS / CPCS Competence Card Procedure	TBA
LG-SHEF-HR-002	Briefings and Induction Talks	TBA
See Also HR and Training Procedures and Processes on Amey]World		

Workforce Policies

Document Ref	Title	Implementation Owner and Comments
PLC-EXEC-002	<u>Vision and Values</u>	Project Director
PLC-EXEC-004	<u>Business Ethics Policy</u>	Project Director
PLC-EXEC-007	<u>Recruitment and Selection Policy</u>	Project Director
PLC-EXEC-008	<u>Inclusion Policy</u>	Project Director
PLC-EXEC-009	<u>Performance Management Policy</u>	Project Director
PLC-EXEC-010	<u>Learning and Development Policy</u>	Project Director
PLC-EXEC-012	<u>Succession Planning and Career Development Policy</u>	Project Director
PLC-EXEC-013	<u>Ferrovial Code of Ethics</u>	Project Director
PLC-EXEC-014	<u>Employee Communications Operational Policy</u>	Project Director
PLC-EXEC-015	<u>Remuneration and Reward Policy</u>	Project Director
PLC-EXEC-017	<u>Alcohol and Drugs Policy</u>	Project Director
PLC-EXEC-018	<u>Smoking at Work Policy</u>	Project Director
PLC-EXEC-019	<u>Employee Representation Policy</u>	Project Director
PLC-EXEC-020	<u>Data Protection Policy</u>	Project Director
PLC-EXEC-022	<u>Corporate Identity Policy</u>	Project Director
PLC-EXEC-024	<u>Amey Community Involvement Policy</u>	Project Director
PLC-EXEC-025	<u>Harassment and Bullying</u>	Project Director
PLC-EXEC-026	<u>Amey PLC Environment Policy</u>	Project Director
PLC-EXEC-027	<u>External Communications Policy</u>	Project Director
PLC-EXEC-028	<u>Amey Plc Health and Safety Policy</u>	Project Director
PLC-EXEC-029	<u>Intellectual Property Policy</u>	Project Director
PLC-EXEC-031	<u>Group Procurement Policy</u>	Project Director
PLC-EXEC-032	<u>Royal Bank of Scotland Purchasing Card Policy</u>	Project Director
PLC-EXEC-034	<u>Corporate Security Policy</u>	Project Director
PLC-EXEC-039	<u>Information Security Policy</u>	Project Director
PLC-EXEC-041	<u>Attendance Policy</u>	Project Director
PLC-EXEC-043	<u>Group Commercial Policy</u>	Project Director

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PLC-EXEC-044	<u>Mobile Phone Usage Policy</u>	Project Director
PLC-EXEC-045	<u>Retirement Policy</u>	Project Director
PLC-EXEC-046	<u>Asset Procurement and Software Compliance Policy</u>	Project Director
PLC-EXEC-047	<u>Amey plc Management and Quality Policy</u>	Project Director
PLC-EXEC-049	<u>Anti-Corruption Policy</u>	Project Director
PLC-EXEC-050	<u>Gifts and Hospitality Policy</u>	Project Director
PLC-EXEC-051	<u>Amey Sustainability Policy</u>	Project Director
PLC-EXEC-099	<u>Corporate Document Index</u>	Project Director
PLC-HR-042	<u>Recruitment of Ex-Offenders Policy & Guide</u>	Project Director
PLC-EXEC-026	<u>Amey Environmental Policy</u>	Project Director
PLC-EXEC-051	<u>Amey Sustainability Policy</u>	Project Director
PLC-MS-005	<u>Continual Improvement Policy</u>	Project Director
PLC-HSEQ-024	<u>Policy for Sanctions against the Supply Chain for HSE Violations</u>	Project Director
PLC-H&S-106	<u>Occupational Health Policy</u>	Project Director
PLC-H&S-472	<u>Group Operational Policy on HAVS</u>	Project Director
PLC-H&S-483	<u>Policy on the Use of Mobile Phones whilst Driving and Workin</u>	Project Director
PLC-SCY-044	<u>Operational Policy for Dealing with Fraud</u>	Project Director
PLC-SCY-048	<u>Security Breaches, Threats and Emergencies Policy</u>	Project Director
PLC-PROC-001	<u>Ethical Trading policy</u>	Project Director
LG-SHEF-HSEA-001	<u>Sheffield Streets Ahead Contract Quality Policy</u>	Project Director
LG-SHEF-ENV-001	<u>Sheffield Streets Ahead Contract Environmental Policy</u>	Project Director

Commercial

Document Ref	Title	Implementation Owner and Comments
PLC-SCY-045	Fraud Response Procedure	TBA
PLC-CMRC-019	Raise Subcontractor Order and execute	TBA
PLC-CMRC-060	Subcontractor Payments and controls - Subcontractor Liability statement	TBA
PLC-CMRC-061	Subcontractor Payments - Raise the Final Account	TBA
PLC-CMRC-062	Income Tax in Respect of Subcontractors - Finance Act 2004 - Section 74	TBA
PLC-CMRC-063	VAT in Respect of Sub-contractors Paid by the Certificate Method	TBA
PLC-CMRC-066	Create Subcontractor Amendment Order	TBA
PLC-CMRC-070	Processing the Certificate for payment (or reversal)	TBA
PLC-CMRC-071	Guidance Note on Communicating Failing standards to Subcontractors	TBA
PLC-CMRC-131	Guidelines for Complying with Changes to the HGCR Act 1996	TBA
PLC-CMRC-132	Guidelines For the Management of HMRC Construction Industry Scheme (CIS)	TBA
PLC-CMRC-134	ZAPL - Subcontractor Application For Payment	TBA
PLC-CMRC-135	ZAPLREV - Subcontract Application for	TBA

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	Payment Reversal	
PLC-CMRC-136	ZCERT - Subcontract Certificate of Work	TBA
PLC-CMRC-137	ZCERTREV - Reverse a Subcontract Certificate of work	TBA
PLC-INS-036	Amey's procedure for dealing with Public Liability claims	TBA
See Also Commercial and Finance Procedures and Processes on AmeyWorld		

Actual Monthly Report

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-PERF-002	Monthly Monitoring Report	See also MS 1.12 Monitoring and Reporting

Draft Monthly Report

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-PERF-002	Monthly Monitoring Report	See also MS 1.12 Monitoring and Reporting

Risk Management

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-CM-050	Risk Management Procedure	TBA

Procurement Management

Document Ref	Title	Implementation Owner and Comments
PLC-PROC-005	Identify and Evaluate Suppliers	TBA
PLC-PROC-005/04	Specialist questions CDM	TBA
PLC-PROC-005/05	Identify and Evaluate Suppliers - Work on Railway infrastructure	TBA
PLC-PROC-005/06	Identify and Evaluate Suppliers - Specialist Environmental Services	TBA
PLC-PROC-005/008	Safety critical plant questions	TBA
PLC-PROC-005/009	Identify & evaluate suppliers - Inclusion/Delivery	TBA
PLC-PROC-005/010	Guidance Notes on Inclusion - Supplier Evaluation Stages 1&2	TBA
PLC-PROC-006	Select Suppliers, Issue Tenders and Evaluate Tenders	TBA
PLC-PROC-006/01	Procurement Schedule	TBA
PLC-PROC-006/02	Tender report and recommendations	TBA
PLC-PROC-006/05	Request for quotation for subcontractor services	TBA
PLC-PROC-006/06	Request for quotation for the provision of Materials	TBA
PLC-PROC-007/02	Record of tender opening	TBA
PLC-PROC-009	Guidance Notes on Requisition for	TBA

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	Subcontracts/Services Agreements	
PLC-PROC-009/002	Requisition for subcontractor services	TBA
PLC-PROC-010	A Manual for The Procurement of Contractors and Subcontractors	TBA
PLC-PROC-011	Review of Amey and Supplier Performance	TBA
PLC-PROC-011/01	Supplier Performance Review Agenda & Notes of Meeting	TBA
PLC-PROC-011/02	Amey & Supplier Performance Review	TBA
PLC-PROC-011/03	Amey & Supplier Consolidated Performance Report	TBA
PLC-PROC-012	Place Order/Contract with Contractor or Subcontractor - Process 10: Step 6	TBA
PLC-PROC-016	Negotiate contract terms	TBA
PLC-PROC-023	Guidance Notes on Subcontract Order Placement Financial Summary (KPI 8)	TBA
PLC-PROC-023/01	Subcontract Order Placement Financial Summary	TBA
PLC-PROC-104	Raise Purchase order	TBA
PLC-PROC-106	Receipt of goods	TBA
PLC-PROC-107	Raise Emergency Purchase Order	TBA
See Also Procurement Procedures and Processes on AmeyWorld		

Health and Safety Management

Document Ref	Title	Implementation Owner and Comments
PLC-HEALTH-001	Provision of Occupational Health & Medical services	TBA
PLC-HSE-497	<u>Home Working - Training & Risk Assessment</u>	TBA
PLC-CMS-001	<u>Appointment to Safety Related Role (CDM & Temporary Works)</u>	TBA
PLC-H&S-003	<u>Organisation and Arrangements for the Management of Health & Safety</u>	TBA
PLC-H&S-006	<u>Working Hours - Policy and Arrangements</u>	TBA
PLC-H&S-009	<u>Personal Protective Equipment</u>	TBA
PLC-H&S-101	<u>Consultation and Communication With the Workforce</u>	TBA
PLC-H&S-107	<u>Alcohol and Drugs - Implementation of Policy</u>	TBA
PLC-H&S-111	<u>New and Expectant Mothers - Risk Analysis Procedure</u>	TBA
PLC-H&S-112	<u>Implementation of Smoke Free Legislation</u>	TBA
PLC-H&S-116	<u>Prevention of Danger from and Damage to Services (SHARC)</u>	TBA
PLC-H&S-126	<u>Welfare Arrangements</u>	TBA
PLC-H&S-200	<u>Construction Design and Management Regulations (CDM)</u>	TBA
PLC-H&S-201	<u>CDM - Hazard Management for Designers</u>	TBA
PLC-H&S-202	<u>Work Safe - Policy and Arrangements</u>	TBA
PLC-H&S-204	<u>Manual Handling</u>	TBA
PLC-H&S-205a	<u>Noise at Work Procedure</u>	TBA
PLC-H&S-206	<u>Managing Work Equipment</u>	TBA

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PLC-H&S-207	<u>Working at Height</u>	TBA
PLC-H&S-208	<u>Lone Worker Process</u>	TBA
PLC-H&S-209	<u>Biological Hazards</u>	TBA
PLC-H&S-210	<u>Group Policy - Display Screen Equipment and Workstations for Office and Home Working</u>	TBA
PLC-H&S-211	<u>Control of Hot Works</u>	TBA
PLC-H&S-218	<u>COSHH Assessments Procedure</u>	TBA
PLC-H&S-220	<u>Temporary Works Design, Installation and Coordination</u>	TBA
PLC-H&S-222	<u>Policy And Arrangements for Dealing with Asbestos</u>	TBA
PLC-H&S-224	<u>Young People in the Workplace</u>	TBA
PLC-H&S-225	<u>WorkRite On-Line Training - Policy and Arrangements</u>	TBA
PLC-H&S-226	<u>WorkRite Online Management System - User Manual</u>	TBA
PLC-H&S-227	<u>SHE Review Meetings</u>	TBA
PLC-H&S-228	<u>Electricity at Work</u>	TBA
PLC-H&S-229	<u>Guidance Note on HSE Responsibilities of Amey's Supply Chain</u>	TBA
PLC-H&S-473	<u>Group Procedure on the Control of Hand Held Vibrating Tools</u>	TBA
PLC-H&S-476	<u>Group Procedure on Fire Risk Assessment and Fire Plan Development</u>	TBA
PLC-H&S-480	<u>Group Guidance on Maintaining Portable Electrical Equipment</u>	TBA
PLC-HSE-488	<u>Group Procedure for the management of water systems for the prevention of Legionnaire's Disease</u>	TBA

Integrated Management System

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-HSEA-002	Service, Design, Health and Safety Plan (SDHSP)	TBA
LG-SHEF-MS-NHSS-001	Quality Plan for NHSS 2A – General Fencing	TBA
LG-SHEF-MS-NHSS-003	Quality Plan for NHSS 7 – Road Marking	TBA
LG-SHEF-MS-NHSS-004	Quality Plan for NHSS 8 – Highway Electrical	TBA
LG-SHEF-MS-NHSS-005	Quality Plan for NHSS 9A – Sign Manufacture	TBA
LG-SHEF-MS-NHSS-007	Quality Plan for NHSS 12D – Rural and Urban TM	TBA
LG-SHEF-MS-NHSS-008	Quality Plan for NHSS 16 - Surfacing	TBA
LG-SHEF-MS-NHSS-009	Quality Plan for NHSS 18 –Landscape and Environment	TBA
LG-SHEF-MS-NHSS-010	Quality Plan for NHSS 18 - Cleaning	TBA
PLC-MS-007	Non-Preventive Action, Non-Conformance and Corrective Action	TBA

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PLC-MS-024	Publishing in Document Library	TBA
PLC-MS-025	Control of Documents & Records	TBA
PLC-MS-026	Document Formatting and Referencing	TBA
PLC-HSEQ-002	Legal and Other Requirements	TBA
PLC-HSEQ-108	Monitoring Performance - Policy & Arrangements	TBA
PLC-HSEQ-109	Monitoring Performance - Visible Felt Leadership	TBA
PLC-HSEQ-110	Monitoring - Audits & Inspections	TBA
PLC-HSEQ-112	Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies	TBA
PLC-HSEQ-113	Investigation of Incidents and Events	TBA
PLC-HSEQ-118	Safety Alerts and Urgent Bulletins	TBA
PLC-HSEQ-201	Measurement Devices	TBA
PLC-HSEQ-203	Method Statements	TBA
PLC-HSEQ-204	Client & Customer Care	TBA
PLC-HSEQ-300	Risk Management Process	TBA
PLC-HSEQ-903	Review of Effectiveness of the Management System	TBA

Service, Design, Health and Safety Plan

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-HSEA-001	Sheffield Streets Ahead Service Quality Policy	TBA
LG-SHEF-HSEA-002	Sheffield Streets Ahead Service, Design, Health and Safety Plan	TBA
LG-SHEF-MS-003	Contract Report Submission Programme	TBA
LG-SHEF-MS-004	Contract Meeting Programme	TBA
LG-SHEF-MS-010	Sheffield Streets Ahead Highways Induction	TBA
LG-SHEF-MS-011	Sheffield Streets Ahead Cleaning Induction	TBA
LG-SHEF-MS-012	Sheffield Streets Ahead Office Induction	TBA
LG-SHEF-MS-100	Sheffield Highways Maintenance PFI - Audit Programme 2012	TBA

Environmental Management

Document Ref	Title	Implementation Owner and Comments
PLC-ENV-103	Environmental Aspects and Impacts: Procedure for Rating Significance	TBA
PLC-ENV-104	Preparation of an Environmental Plan	TBA
PLC-ENV-206	Management & Storage of Fuel & Oil	TBA
PLC-ENV-207	Preparation for Environmental Incidents and Response	TBA
PLC-ENV-208	Contaminated Land	TBA
PLC-ENV-209	Design - Environment & Sustainability Considerations	TBA
PLC-ENV-210	Soft Estates & Biodiversity	TBA
PLC-ENV-211	Designated Sites, Protected & Invasive Species and Pests	TBA

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PLC-ENV-WASTE-200	The Management of Waste	TBA
PLC-ENV-WASTE-203	Site Waste Management Plans	TBA
LG-SHEF-ENV-002	Sheffield Streets Ahead Contract Environmental Management Plan	TBA
LG-SHEF-ENV-003	Local Biodiversity Action Plan (LBAP)	TBA
LG-SHEF-ENV-004	Waste Strategy Plan	TBA
LG-SHEF-ENV-005	Fleet Sustainability Plan	TBA
LG-SHEF-NT-050	Annual Environmental / Carbon Reduction Plan	TBA
LG-SHEF-ENV-006	Climate Change Adoption Plan (CCAP)	TBA
LG-SHEF-ENV-007	Grounds and Verge Maintenance Inventory	TBA
LG-SHEF-ENV-008	Five Year Grounds Maintenance Strategy	TBA
LG-SHEF-ENV-009	Annual Grounds Maintenance Strategy	TBA
LG-SHEF-ENV-010	Olive Grove Depot Travel Plan	TBA
LG-SHEF-ENV-011	Ecclesfield Depot Travel Plan	TBA

Design Management

Document Ref	Title	Implementation Owner and Comments
CON-HW/DESIGN-001	Design	TBA
CON-HW/Project Mgt-003	Contract Review and Management	TBA
CON-HW/SchemeCosts-04a	Scheme Costs Estimates Major	TBA
CON-HW/Streetlight-001	Street Light Design	TBA
CON-HW/Survey-003	Traffic Surveys Procedure	TBA
CON-HW/TopoSurvey-010	Topographical Survey	TBA
CON-HW/Traff Ass-004	Transport Assessment	TBA
CON-HW/TrafficSig-002	Traffic Signal Design	TBA
CON-HW/Doc Control-05a	Technical Document Control	TBA
CON-HW/ElecData-28	Electronic Data	TBA
CON-HW/GeoTech-02a	Geological Project Planning and Control	TBA
CON-HW/Land Ref-043	Land Referencing	TBA
CON-HW/RE SiteFile-023	Resident engineers Site Filing	TBA
CON-AutoCAD-001	AUTOCAD Manual	TBA
CON-HW/KPI-031	Performance Measurement	TBA
PLC-H&S-200	Construction Design and Management Regulations (CDM)	TBA
PLC-H&S-201	CDM - Hazard Management for Designers	TBA
PLC-ENV-103	Environmental Aspects and Impacts	TBA
CON-HW/RSA-042	Road Safety Audit Process	TBA
CON-HW/Site Mgmt-022	Management of Construction Site Supervision	TBA

Facilities Management

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Document Ref	Title	Implementation Owner and Comments
PLC-HSEQ-023	Legal Compliance in Premises	TBA
LG-SHEF-DP-001	Olive Grove Highways Office and Depot Management Plan	TBA
LG-SHEF-DP-002	Ecclesfield Highways Office and Depot Management Plan	TBA
LG-SHEF-DP-004	Eyre Lane Highways Office and Depot Management Plan	TBA
LG-SHEF-DP-003	Sign Shop Fabrication Procedure	
LG-SHEF-FS-001	Blacksmiths / Fabrication Shop Quality Plan	TBA

Fleet Management

Document Ref	Title	Implementation Owner and Comments
PLC-P&T-300	Road Transport Law, Discharge of Duties	TBA
PLC-P&T-301	Driving Licences	TBA
PLC-P&T-302	Various Forms	TBA
PLC-P&T-305	Drivers - Practices and Procedures for the use of Road Vehicles	TBA
PLC-P&T-306	Lift Trucks	TBA
PLC-P&T-307	Drivers Hours and Records	TBA
PLC-SCP-300	Policy and Arrangements for Safety Critical Plant	TBA
PLC-SCP-301	Compliance Controls for Safety Critical Plant	TBA

Business Strategy

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-STRAT-001	Annual Service Plan	TBA
LG-SHEF-STRAT-002	CAA Plan	TBA
LG-SHEF-STRAT-003	Performance Requirement Bench Marking Exercise	TBA
LG-SHEF-STRAT-004	Performance Requirement Quality Plan	TBA
LG-SHEF-STRAT-005	Review Procedure	TBA
LG-SHEF-STRAT-006	Street Maintenance Policy, Standards and Strategy Statement	TBA

Network Needs

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-NN-001	Attachment Surveys	TBA
LG-SHEF-NN-002	Safety Inspection Strategy	TBA
LG-SHEF-NN-003	Service Inspection Strategy	TBA
LG-SHEF-NN-004	CVI Survey Programme	TBA
LG-SHEF-NN-005	Deflectograph Survey Programme	TBA
LG-SHEF-NN-006	Network Safety Improvement Assessment	TBA

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LG-SHEF-NN-007	Footway Survey Programme	TBA
LG-SHEF-NN-008	Patching Survey Programme	TBA
LG-SHEF-NN-009	SCANNER Survey Programme	TBA
LG-SHEF-NN-010	SCRIMM Survey Programme	TBA
LG-SHEF-NN-011	General Inspection Programme	TBA
LG-SHEF-NN-012	Principal Inspection Programme	TBA
LG-SHEF-NN-013	Special Inspection Strategy	TBA
LG-SHEF-NN-014	Risk Assessment Strategy	TBA
LG-SHEF-NN-015	Structural Review and Assessment Programme	TBA
LG-SHEF-NN-016	Network Integrity Inspection	TBA
LG-SHEF-NN-017	Network Safety Improvement Assessment	TBA
LG-SHEF-NN-018	Powered Apparatus Inventory	TBA
LG-SHEF-NN-019	Underground Apparatus Inventory	TBA
LG-SHEF-NN-020	Project Network Inventory	TBA

Network Solutions

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-NS-001	Annual Environmental / Carbon Reduction Plan	TBA
LG-SHEF-NS-002	Carbon Model	TBA
LG-SHEF-NS-003	Carriageways and Footways Carbon Model	TBA
LG-SHEF-NS-004	Powered Apparatus Energy Carbon Model Target	TBA
LG-SHEF-NS-005	Street Lighting Carbon Model Target	TBA
LG-SHEF-NS-006	Annual Highway Emergency Plan	TBA
LG-SHEF-NS-007	Service Provider Emergency Plan (Major Incident Plan liaison)	TBA
LG-SHEF-NS-008	Annual Winter Maintenance Service Operational Plan (AWMSOP)	TBA
LG-SHEF-NS-009	Annual Investment programme	TBA
LG-SHEF-NS-010	Core Investment Period Programme	TBA
LG-SHEF-NS-011	Three Year Investment Programme	TBA
LG-SHEF-NS-012	Lifecycle investment programme	TBA
LG-SHEF-NS-013	Programmed Works Protocol	TBA
LG-SHEF-NS-014	Asset Management Plan	TBA
LG-SHEF-NS-015	Attachments Plan	TBA
LG-SHEF-NS-016	Traffic Management Target	TBA
LG-SHEF-NS-017	Annual Grounds Maintenance Action Plan	TBA
LG-SHEF-NS-018	Annual Tree Management Programme	TBA
LG-SHEF-NS-019	Five Year Grounds Maintenance Programme	TBA
LG-SHEF-NS-020	Five Year Tree Management Strategy	TBA
LG-SHEF-NS-021	Grounds Maintenance Development Plan	TBA
LG-SHEF-NS-022	Grounds Maintenance Plan	TBA
LG-SHEF-NS-023	Business Continuity Plan	TBA

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MS 1.1 Highways Emergencies

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-NS-006	Annual Highway Emergency Plan	See also Network Solutions
LG-SHEF-NS-007	Service Provider Emergency Plan (Major Incident Plan liaison)	

MS 1.2 Urgent Defects

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-HM-010	Urgent Defects Procedure	TBA

MS 1.3 Category 1 Defects

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-SERV-020	Category 1 Defect Procedure	TBA

MS 1.4 Programming

Document Ref	Title	Implementation Owner and Comments

MS 1.5 Temporary Traffic Management & Control

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-NET-001	Traffic Management Design Procedure	TBA
LG-SHEF-NET-003	Traffic Management Implementation, Maintenance and Removal Procedure	TBA
LG-SHEF-NET-004	Traffic Management Programming	TBA
LG-SHEF-NET-005	Dealing with Parked Vehicle Procedure	TBA
LG-SHEF-NET-006	Traffic Management Requirements for Sheffield SuperTram Procedure	TBA

MS 1.6 Management Information Systems including all subsystems

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-MIS-001	Management Information System (MIS) Manual	TBA See also Enablers IT / MIS
LG-SHEF-MIS-002	Performance Requirements Monitoring System (PRMS) Manual	TBA

MS 1.7 Abnormal Loads

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Document Ref	Title	Implementation Owner and Comments
LG-SHEF-ST-001	Management of Abnormal Loads Procedure	TBA

MS 1.8 Customer Experience

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-SERV-070	Operating Control Room (OCR) Manual	TBA

MS 1.9 Communication / Consultation

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-COM-001	Annual Communications Plan	TBA

MS 1.10 Environmental Issues

Document Ref	Title	Implementation Owner and Comments
See Enablers Environmental Management	See Enablers Environmental Management	See Enablers Environmental Management

MS 1.11 Mobilisation

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-MOB-001	Mobilisation Plan	TBA

MS 1.12 Monitoring and Reporting

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-PERF-003	Annual Service Report	TBA
LG-SHEF-PERF-002	Monthly Monitoring Report	TBA
LG-SHEF-PERF-001	Authority Weekly Briefing Report	TBA

MS 1.13 Safety and Service Inspections

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-NN-003	Service Inspection Strategy	TBA
LG-SHEF-HM-031	Highway Inspection Manual	TBA

MS 1.14 Certification

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Title: Service, Design, Health and Safety Plan for Sheffield Streets Ahead Contract

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-SL-011	Independent Certifier – Street Lighting Procedure	TBA
LG-SHEF-SL-002	Independent Certifier –Traffic Signals (CIP) Procedure	TBA

MS 1.15 Streetworks

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-NET-020	New Roads and Street Works Act 1991 (NRSWA)	TBA
LG-SHEF-NET-021	Traffic Management Act 2004 (TMA) Procedure	TBA See also MS 1.5 Temporary Traffic Management & Control

MS 2 Carriageway & Footway Rehabilitation and Maintenance

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-HM-041	Carriageway Maintenance Procedure	TBA
LG-SHEF-HM-042	Footway Maintenance Procedure	TBA
LG-SHEF-HM-043	Highway Culvert Maintenance Procedure	TBA
LG-SHEF-NN-019	Underground Apparatus Inventory	TBA
LG-SHEF-HM-045	Routine Maintenance – Gully Cleaning Procedure	TBA
LG-SHEF-HM-046	Highways Drainage Systems Routine Maintenance	TBA
LG-SHEF-HM-047	Standing Water and Flowing Water Procedure	TBA
LG-SHEF-HM-048	Kerbs and Edgings Maintenance Procedure	TBA
LG-SHEF-HM-049	Highways Drainage Systems Programmed Maintenance	TBA
LG-SHEF-HM-050	Highway Drainage Priority Feature check	TBA
LG-SHEF-HM-051	Road Marking Procedure	TBA

MS 3 Structures

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-ST-013	Bridge Maintenance Procedure	TBA
LG-SHEF-ST-014	Retaining Wall Maintenance Procedure	TBA
LG-SHEF-ST-015	Other Authority Structures Maintenance Procedures	TBA
LG-SHEF-ST-016	Assessment of Third Party Structure Procedures	TBA
LG-SHEF-PRST-002	Highway Structures – Including Bridges, Culverts, Retaining / Burr Walls, Gantries etc	TBA

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LG-SHEF-PRST-001	Pre-Works Traffic Management Risk Assessment Process	TBA
LG-SHEF-PRST-003	Sheffield Structures Inspection Planning Work Pack	TBA
LG-SHEF-PRST-004	Pre-works Health, Safety and Environment Check for Planned Maintenance	TBA

MS 4 Streetlighting and Signs

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-SL-001	Procedure for Non-Emergency Faults	TBA
LG-SHEF-SL-002	Procedure for Emergency Faults	TBA
LG-SHEF-SL-003	Procedure for Scouting	TBA
LG-SHEF-SL-004	Procedure for Street Lighting Design	TBA
LG-SHEF-SL-005	Procedure for Illuminated Sign Design Procedure	TBA
LG-SHEF-SL-006	Procedure for Illuminated Signs Maintenance Procedure	TBA
LG-SHEF-SL-007	Illuminated Signs - Inspection - Monitoring - Testing Procedure	TBA
LG-SHEF-SL-008	Street Name Plates Procedure	TBA
LG-SHEF-SL-010	Procedure for Street Lighting Setting Out	TBA
LG-SHEF-SL-011	Procedure for Certification of Street Lighting	TBA
LG-SHEF-SL-012	Procedure for Installation (concept to completion)	TBA

MS 5 Traffic Signals

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-SL-052	Inspection, Monitoring and Testing of Traffic Signal/Control Infrastructure (TS/CI) and ITS Infrastructure Procedure	TBA
LG-SHEF-SL-053	Traffic Signal/Control Infrastructure (TS/CI) and Intelligent Transport Systems (ITS) Infrastructure Factory Acceptance Test procedure	TBA
LG-SHEF-SL-054	Traffic Signal/Control Infrastructure (TS/CI) and Intelligent Transport Systems (ITS) Infrastructure Site Acceptance Test procedure	TBA

MS 6 Grounds Maintenance

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-GM-001	Shrubs and Rose Beds, Boxes and Planters Procedure	TBA
LG-SHEF-GM-002	Hedge Management and Maintenance Procedure	TBA
LG-SHEF-GM-003	Tree Management and Maintenance Procedure	TBA

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LG-SHEF-GM-004	Weed Killing Procedure	TBA
LG-SHEF-GM-005	Grassed Area Procedure	TBA
LG-SHEF-GM-006	Five Year Grounds Maintenance Strategy (GMS)	TBA
LG-SHEF-GM-007	Tree Replacement Policy (TRP).	TBA
LG-SHEF-GM-008	Grounds Maintenance Inventory (GMI)	TBA
LG-SHEF-GM-009-01	Birds Nest Check Form	TBA See also Network Solutions
LG-SHEF-NS-017	Annual Grounds Maintenance Action Plan	TBA See also Network Solutions
LG-SHEF-NS-018	Annual Tree Management Programme	TBA See also Network Solutions
LG-SHEF-NS-019	Five Year Grounds Maintenance Programme	TBA See also Network Solutions
LG-SHEF-NS-020	Five Year Tree Management Strategy	TBA See also Network Solutions
LG-SHEF-NS-021	Grounds Maintenance Development Plan	TBA See also Network Solutions
LG-SHEF-NS-022	Grounds Maintenance Plan	TBA

MS 7 Winter Maintenance

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-NS-008	Annual Winter Maintenance Service Operational Plan (AWMSOP)	TBA
LG-SHEF-PERF-005	Annual Winter Maintenance Service Review Report	TBA See also Continual Improvement and Performance

MS 8 Street Cleaning

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-SC-001	City Centre Litter Cleaning Plan	TBA

MS 9 Miscellaneous Assets

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-HM-071	Pedestrian Barriers, Highway Fences Procedure	TBA
LG-SHEF-HM-072	Safety Fences and Vehicle Barriers Procedure	TBA
LG-SHEF-HM-073	Cycle Barriers, Cycle Stands, Tree Grilles Seats, Highway Artwork and Highway Artefacts Procedure	TBA
LG-SHEF-HM-074	Non-illuminated Bollards Procedure	TBA

MS 10 Strategic Assistance

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Document Ref	Title	Implementation Owner and Comments
LG-SHEF-NET-031	Network Integrity Inspection (NII) Procedure	TBA
LG-SHEF-NET-032	Service Improvement Plan (SIP)	TBA
LG-SHEF-NET-033	Assistance to the Authority in meeting its obligations under Section 17 of the Crime and Disorder Act 1998 Procedure	TBA
LG-SHEF-NET-034	Notification of the Authority and relevant Third Parties about the presence of any unlawful blockage, closure, partial closure or restrictions of passage of the Project Network Procedure	TBA
LG-SHEF-NET-035	Undertaking Customer Satisfaction Surveys Procedure	TBA
LG-SHEF-NET-036	Accident Investigation Inspection Report Procedure	TBA
LG-SHEF-NET-037	Abandoned Vehicles Procedure	TBA
LG-SHEF-NET-038	Unauthorised Specified Licence Items Procedure	TBA
LG-SHEF-NET-039	Items and Spillages on the Highway Procedure	TBA
LG-SHEF-NET-040	Temporary Storage of Collected Waste Procedure	TBA
LG-SHEF-NET-041	Carcasses on the Highway Procedure	TBA

MS 11 Non Core Services

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-HM-081	Non-Core Scheme Construction Procedure	TBA
LG-SHEF-HM-083	Call-Off Services (Including Works for Community Assemblies and In Bloom Operations) Procedure	TBA

Measure Performance

Document Ref	Title	Implementation Owner and Comments
LG-SHEF-PERF-001	Authority Weekly Briefing Report	TBA
LG-SHEF-PERF-002	Monthly Monitoring Report	TBA
LG-SHEF-PERF-003	Annual Service Report	TBA
LG-SHEF-PERF-004	Annual Powered Apparatus Inventory Report	TBA
LG-SHEF-PERF-005	Annual Winter Maintenance Service Review Report	TBA See also MS 7 Winter Maintenance
LG-SHEF-PERF-006	Electricity Consumption Report	TBA
LG-SHEF-PERF-007	Network Integrity Report	TBA
LG-SHEF-PERF-008	Network Safety Improvement Assessment Report	TBA
LG-SHEF-PERF-009	Sheffield Performance Model	TBA
LG-SHEF-PERF-010	PVO (Performance Validation Officers)	TBA

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	Manual	

Continual Improvement

Document Ref	Title	Implementation Owner and Comments
PLC-BI-005	Core innovation process	TBA
LG-SHEF-IMPROV-001	Annual Environment / Climate Change Review	TBA
LG-SHEF-PERF-005	Annual Winter Maintenance Service Review Report	TBA See also MS 7 Winter Maintenance
LG-SHEF-IMPROV-003	Project Network Classification System Review	TBA
LG-SHEF-IMPROV-004	Service Improvement Plan	TBA
LG-SHEF-IMPROV-005	Service Improvement / Stewardship Form Procedure	TBA

Please note the documents listed above are constantly changing and are regularly updated, therefore some of the references in this Plan may have changed

Appendix B –Hazard Identification, Risk Assessment and Risk Control

1.0	Risk control arrangements for location-specific routine activities	
Document Reference	Description	
LG-H&S-HL1-300/01	<u>Manual Handling</u>	
LG-H&S-HL2-300/01	<u>Hazardous Substances</u>	
LG-H&S-HL3-300/01	<u>Noise</u>	
LG-H&S-HL4-300/01	<u>Vibration</u>	
LG-H&S-HL5-300/01	<u>Working at Height</u>	
LG-H&S-HL6-300/01	<u>Mechanical Lifting</u>	
LG-H&S-HL7-300/01	<u>First Aid and Welfare</u>	
LG-H&S-HL8-300/01	<u>Access and Egress</u>	
LG-H&S-HL9-300/01	<u>Lone Working</u>	
LG-H&S-HL10-300/01	<u>Electrical</u>	
LG-H&S-HL11-300/01	<u>Fire (Lower Risk Sites)</u>	
LG-H&S-HL12-300/01	<u>Poor Lighting and Weather Conditions</u>	
LG-H&S-HL13-300/01	<u>Excavation</u>	
LG-H&S-HL14-300/01	<u>Vehicles, Plant and Equipment</u>	
LG-H&S-HL15-300/01	<u>Confined Spaces</u>	
LG-H&S-HL16-300/01	<u>Emergency Controls</u>	
LG-H&S-HL17-300/01	<u>Proximity to Other Transport Modes(E.g. Road/Rail Interface)</u>	
LG-H&S-HL18-300/01	<u>Working Over or Near a Watercourse or Body of Water</u>	
LG-H&S-HL19-300/01	<u>Underground and Overhead services</u>	
LG-H&S-HL20-300/01	<u>Traffic and Pedestrians</u>	
LG-H&S-HL21-300/01	<u>Environmental</u>	
LG-H&S-HL22-300/01	<u>Subcontractors</u>	
LG-H&S-HL23-300/01	<u>Waste Management</u>	
LG-H&S-HL24-300/01	<u>Health Risks</u>	
LG-H&S-G1-300/01	<u>Bitumen Boilers</u>	
LG-H&S-G2-300/01	<u>Breakers, Air Compressors and Hydraulic Packs</u>	
LG-H&S-G3-300/01	<u>Cartridge Operated Tools</u>	
LG-H&S-G4-300/01	<u>Cement Mixers</u>	
LG-H&S-G5-300/01	<u>Floor Saws and Petrol Cut Off Saws</u>	
LG-H&S-G6-300/01	<u>Generators</u>	
LG-H&S-G7-300/01	<u>Gully Emptiers</u>	
LG-H&S-G8-300/01	<u>Hand Excavation</u>	
LG-H&S-G9-300/01	<u>Hand Held Strimmers and Attachments</u>	
LG-H&S-G10-300/01	<u>Hand Operated Tools</u>	
LG-H&S-G11-300/01	<u>Hand Tools</u>	
LG-H&S-G12-300/01	<u>Hi-ab and Lorry Loader</u>	
LG-H&S-G13-300/01	<u>Highway Emergency Incident Response</u>	
LG-H&S-G14-300/01	<u>Ladders and Step Ladders Working at Height</u>	
LG-H&S-G15-300/01	<u>Lifting Equipment and Lifting Accessories</u>	
LG-H&S-G16-300/01	<u>Light Weight Mobile Tower Scaffold</u>	
LG-H&S-G17-300/01	<u>Lighting Towers</u>	
LG-H&S-G18-300/01	<u>Loading Shovels and Telehandlers</u>	
LG-H&S-G19-300/01	<u>LPG Storage Handling and Use</u>	
LG-H&S-G20-300/01	<u>Machine Excavation</u>	
LG-H&S-G21-300/01	<u>Mechanical Dumpers</u>	
LG-H&S-G22-300/01	<u>Mechanical Rollers</u>	
LG-H&S-G23-300/01	<u>Mechanical Sweepers</u>	
LG-H&S-G24-300/01	<u>Mini Excavator</u>	
LG-H&S-G25-300/01	<u>Mobile Cranes</u>	
LG-H&S-G26-300/01	<u>Mobile Elevated Working Platform (MEWP)</u>	
LG-H&S-G27-300/01	<u>Mowers</u>	
LG-H&S-G28-300/01	<u>Painting and Preparation</u>	

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LG-H&S-G29-300/01	Pallet Truck
LG-H&S-G30-300/01	Petrol Diesel and Oils, Storage Handling and Use
LG-H&S-G31-300/01	Poker Vibrations
LG-H&S-G32-300/01	Portable Traffic Signals
LG-H&S-G33-300/01	Pressure Washers
LG-H&S-G34-300/01	Pumping Equipment
LG-H&S-G35-300/01	Reversing and Manoeuvring Vehicles
LG-H&S-G36-300/01	Road Planers
LG-H&S-G37-300/01	Safe Handling and Disposal of Needles and Sharps
LG-H&S-G38-300/01	Scaffolds
LG-H&S-G39-300/01	Storage of Loose and Palletised Materials on Site and in Depots
LG-H&S-G40-300/01	Towed Chipper Units
LG-H&S-G41-300/01	Tractor Mounted Hedge and Grass Cutting Attachments
LG-H&S-G42-300/01	Transport over 7.5 Tonnes
LG-H&S-G43-300/01	Trench Compactors
LG-H&S-G44-300/01	Welding and Cutting Operations
LG-H&S-G45-300/01	Working on Slopes and Batters
LG-H&S-G46-300/01	Young Persons and Children
LG-H&S-G47-300/01	Mounting and Demounting a Demountable Spreader
LG-H&S-G48-300/01	Pedestrian Operated De-icing Spreader
LG-H&S-G49-300/01	Salt Hopper
LG-H&S-G50-300/01	Snow Blower
LG-H&S-G51-300/01	Snow Ploughing
LG-H&S-G52-300/01	Unibody Spreader and Distributor
LG-H&S-G53-300/01	Washing off Vehicles, Gritters, Plant and Equipment
LG-H&S-G54-300/01	Winter Maintenance Gritters
LG-H&S-G55-300/01	Not Used
LG-H&S-G56-300/01	Pre-Coated Stone Chippings Spreader
LG-SHEF-RADP-001	Sign Shop Risk Assessment
LG-SHEF-RAGM-001	Chainsaw
LG-SHEF-RAGM-002	Fence & Post Installation
LG-SHEF-RAGM-003	Hand Held petrol strimmer
LG-SHEF-RAGM-004	Commercial Arboricultural
LG-SHEF-RAGM-005	Hand Saw
LG-SHEF-RAGM-006	
LG-SHEF-RAGM-007	Leaf Blowers
LG-SHEF-RAGM-008	Mowers Operation and use
LG-SHEF-RAGM-009	Petrol Driven Hedge Strimmer
LG-SHEF-RAGM-010	Rope access - tree climbing
LG-SHEF-RAGM-011	Stump Grinder operation and use
LG-SHEF-RAGM-012	Tractor Flail
LG-SHEF-RAGM-013	Tree Works Landrover
LG-SHEF-RAGM-014	Weed Spraying Operations
LG-SHEF-RAGM-015	Woodchipper
LG-SHEF-RAST-001	PPE Assessment: Working Near the Highway (Structures)
LG-SHEF-RAST-002	Bridge Inspections
LG-SHEF-RAST-003	Working in Hot Weather
LG-SHEF-RAST-004	Working on grassed verges
LG-SHEF-RAST-005	Visual Inspection and collection of samples from dangerous structures
LG-SHEF-RAST-006	Demolition of Structures
LG-SHEF-RAST-007	Structures Maintenance
LG-SHEF-RAST-008	Structures Inspections
LG-SHEF-RASC-001	Litter Picking
LG-SHEF-RASC-002	Graffiti, fly-poster and general detritus removal

LG-SHEF-RASC-003	Removal of Fly-Tipped Waste

Note: See also Risk Assessments attached to Method Statements in Section 3 of this Appendix.

2.0 Activities requiring permits to work		
Reference No.	Activity	Form No.
PLC-H&S-212	Confined Space Entry	02
PLC-H&S-116	Permit to Dig (SHARC Permit)	01
PLC-H&S-211	Control of Hot Works	01
PLC-H&S-228	Electrical Permit to Work	01

3.0 Activities requiring method statements		
Document Reference	Trade Activity /	Description
IUH-LG-H&S-MS-218	TM	Implementing and Managing Emergency Traffic Management
IUH-LG-H&S-MS-221	TM	Short, Medium and Long Duration Stops on Verges
IUH-LG-H&S-MS-230	TM	Crossing Live Carriageways on Foot
IUH-LG-H&S-MS-231	TM	Use of VMS, Matrix and Workforce in Carriageway Signs
IUH-LG-H&S-MS-233	TM	Implementation and Removal of Advance Signs (without hardshoulder)
IUH-LG-H&S-MS-235	TM	Implementation and Removal of Offside Tapers by Crash Cushion Protection
IUH-LG-H&S-MS-236	TM	Implementation and Removal of Offside Tapers by Foot
IUH-LG-H&S-MS-237	TM	Implementation and Removal of Nearside Tapers by Foot
IUH-LG-H&S-MS-238	TM	Implementation and Removal of Pre-set Tapers
IUH-LG-H&S-MS-239	TM	Implementation and Removal of Changeovers and Guide Islands
IUH-LG-H&S-MS-240	TM	Implementation and Removal of Longitudinal Coning
IUH-LG-H&S-MS-241	TM	Traffic Management for Exit Slip Roads
IUH-LG-H&S-MS-242	TM	Traffic Management for Exit Link Roads
IUH-LG-H&S-MS-243	TM	Traffic Management for Building in Exit and Entry Slip Roads
IUH-LG-H&S-MS-245	TM	Traffic Management for Dual Carriageway X-overs
IUH-LG-H&S-MS-247	TM	Use of Priority and Give Way Signage at Entry Slip Roads
IUH-LG-H&S-MS-248	TM	IAN163-12 Innovative Taper Installation
IUH-LG-H&S-MS-254	TM	Traffic Control Stop and Go Boards
IUH-LG-H&S-MS-255	TM	Traffic Control by Temporary Multi Phase Traffic Lights (3 or 4 way)
IUH-LG-H&S-MS-256	TM	Traffic Management at Roundabouts
IUH-LG-H&S-MS-257	TM	Traffic Management Multiple Lane Single Carriageways
IUH-LG-H&S-MS-260	TM	Traffic Management on Transitions Single Carriageway to or from Dual Carriageway
IUH-LG-H&S-MS-266	TM	Single vehicle works and inspection stops – Two Lane (insufficient width for Works and Two Way Traffic)
IUH-LG-H&S-MS-267	TM	Single vehicle works and inspection stops on Dual Carriageways below 40mph
IUH-LG-H&S-MS-268	TM	Single vehicle works and inspection stops – With Mobile Stop and Go Traffic Control
IUH-LG-H&S-MS-275	TM	Pedestrian Management and Diversions
IUH-LG-H&S-MS-280	TM	Traffic Management Maintenance
IUH-LG-H&S-MS-285	TM	Convoy Working on Single Carriageways and Dual Carriageways
IUH-LG-H&S-MS-286	TM	Use of Temporary Speed Limits
IUH-LG-H&S-MS-287	TM	Demarcation of Lateral Safety Zones
IUH-LG-H&S-MS-289	TM	Total Motorway or Dual Carriageway Closures

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IUH-LG-H&S-MS-290	TM	Total Slip Road Entry or Exit Closures
IUH-LG-H&S-MS-291	TM	Traffic Diversions
IUH-LG-H&S-MS-292	TM	Switching of lane closures
IUH-LG-H&S-MS-299	TM	Traffic Management in Severe Weather
LG-SHEF-MSHM-001	Civils	PCC or Stone Kerb Laying
LG-SHEF-MSHM-002	Civils	PCC or Stone Flag Laying
LG-SHEF-MSHM-003	Civils	Construction of Footway Vehicle Crossing Points
LG-SHEF-MSHM-004	Civils	Trial Hole and Hand Excavation
LG-SHEF-MSHM-005	Civils	Excavating Around Tree Roots
LG-SHEF-MSHM-006	Civils	Installation of Bollards
LG-SHEF-MSHM-007	Civils	Making a Gully Connection to an Existing Pipeline
LG-SHEF-MSHM-008	Civils	Installation of Manholes and Catchpits
LG-SHEF-MSHM-009	Civils	Installation of Drainage Pipes
LG-SHEF-MSHM-010	Civils	In-situ Repairs of Existing Blocked / Damaged Ducts
LG-SHEF-MSHM-011	Civils	Carriageway and Footway Ducting
LG-SHEF-MSHM-012		
LG-SHEF-MSHM-013		
LG-SHEF-MSHM-014		
LG-SHEF-MSHM-015		
LG-SHEF-MSHM-016		
LG-SHEF-MSHM-017	Road Mark	Hand Application of Road Markings
LG-SHEF-MSHM-018	Road Mark	Hand Application of Road Studs
LG-SHEF-MSHM-019	Road Mark	Removal of Road Markings
LG-SHEF-MSHM-020	Road Mark	Specific Traffic Management for Road Markings
LG-SHEF-MSHM-021		
LG-SHEF-MSHM-022		
LG-SHEF-MSHM-023		
LG-SHEF-MSHM-024	Surface	Temporary Reinstatement of Carriageway Defects
LG-SHEF-MSHM-025	Surface	Permanent Reinstatement of Carriageway Defects
LG-SHEF-MSHM-026	Surface	Raising and Replacing Ironwork
LG-SHEF-MSHM-027		
LG-SHEF-MSHM-028		
LG-SHEF-MSHM-029		
LG-SHEF-MSHM-030		
LG-SHEF-MSHM-031		
LG-SHEF-MSHM-032	Fence	Pedestrian Guard Rail Repairs and Minor Installation
LG-SHEF-MSHM-033	Fence	Boundary Fence Repairs and Minor Installation
LG-SHEF-MSHM-034	Fence	Stone Walling Repairs and Minor Construction
LG-SHEF-MSHM-035	Fence	Re-tensioning and Inspection of TCB
LG-SHEF-MSHM-036		
LG-SHEF-MSHM-037		
LG-SHEF-MSHM-038		
LG-SHEF-MSHM-038		
LG-SHEF-MSHM-040		
LG-SHEF-MSHM-041	Inspections	Network Safety and Other Inspections
LG-SHEF-MSHM-042		
LG-SHEF-MSHM-043		
LG-SHEF-MSHM-044		
LG-SHEF-MSHM-045		
LG-SHEF-MSHM-046	Emergency	Driving to Emergency Incidents
LG-SHEF-MSHM-047	Emergency	Arrival at Emergency Incidents
LG-SHEF-MSHM-048	Emergency	Treatment of Spillages on the Carriageway
LG-SHEF-MSHM-049	Emergency	Temporary Vehicle Restraint Safety Fence Repairs
LG-SHEF-MSHM-050	Emergency	Manual Drain Clearance
LG-SHEF-MSHM-051		
LG-SHEF-MSHM-052		
LG-SHEF-MSHM-053		

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LG-SHEF-MSHM-054		
LG-SHEF-MSHM-055		
LG-SHEF-MSHM-056	Winter	Winter Maintenance – Carriageway Operations
LG-SHEF-MSHM-057	Winter	Winter Maintenance – Footway Operations
LG-SHEF-MSHM-058	Winter	Winter Maintenance – Grit Bin Maintenance
LG-SHEF-MSHM-059		
LG-SHEF-MSHM-060		
LG-SHEF-MSHM-061	Work Equip	Use of a Petrol Disc Cutter
LG-SHEF-MSHM-062	Work Equip	Use of a Compacting Equipment
LG-SHEF-MSHM-063	Work Equip	Use of a Mini Excavator
LG-SHEF-MSHM-064	Work Equip	Use of a Telehandler
LG-SHEF-MSHM-065	Work Equip	Use of Hydraulic and Pneumatic Tools
LG-SHEF-MSHM-066	Work Equip	Use of a Mobile Elevated Work Platform
LG-SHEF-MSHM-067	Work Equip	Use of a Lorry Loader
LG-SHEF-MSHM-068	Work Equip	Use of a Mechanical Road Sweeper
LG-SHEF-MSHM-069	Work Equip	Use of a Mechanical Footway Sweeper
LG-SHEF-MSHM-070	Work Equip	Use of a Pedestrian Road Sweeper
LG-SHEF-MSHM-071	Work Equip	Use of a Swing Lift Mini Lorry Loader
LG-SHEF-MSHM-072	Work Equip	Use of a Gully Sucker
LG-SHEF-MSHM-073	Work Equip	Use of a Tractor Mower
LG-SHEF-MSHM-074	Work Equip	Use of a Ride on Mower
LG-SHEF-MSHM-075	Work Equip	Use of a Pedestrian Mower
LG-SHEF-MSHM-076	Work Equip	Use of a Vegetation Shredder
LG-SHEF-MSHM-077	Work Equip	Use of a Vegetation Strimmer
LG-SHEF-MSHM-078	Work Equip	Use and Towing of Trailers
LG-SHEF-MSHM-079	Work Equip	Use of Ladders
LG-SHEF-MSHM-080	Work Equip	Use of a Surfacing Hotbox
LG-SHEF-MSHM-081		
LG-SHEF-MSHM-082		
LG-SHEF-MSHM-083		
LG-SHEF-MSHM-084		
LG-SHEF-MSHM-085		
LG-SHEF-MSHM-086		
LG-SHEF-MSHM-087		
LG-SHEF-MSHM-088		
LG-SHEF-MSHM-089		
LG-SHEF-MSHM-090		
LG-SHEF-MSHM-091	General	Visits to Work Sites
LG-SHEF-MSHM-092	General	Visits to Non-work Sites
LG-SHEF-MSHM-093	General	Driving on Company Business
LG-SHEF-MSHM-094	General	Routine and Planned Works in Severe Weather Conditions
LG-SHEF-MSHM-095	General	On and Off Loading Delivery or Collection Vehicles
LG-SHEF-MSHM-096		
LG-SHEF-MSHM-097		
LG-SHEF-MSHM-098		
LG-SHEF-MSHM-099		
LG-SHEF-MSHM-100		
LG-SHEF-MSSL-001	High Elect	Mobile Elevated Work Platform
LG-SHEF-MSSL-002	High Elect	Call Out
LG-SHEF-MSSL-003	High Elect	Fault Repair
LG-SHEF-MSSL-004	High Elect	Scouting
LG-SHEF-MSSL-005	High Elect	Bulk Lamp Clean and Change
LG-SHEF-MSSL-006	High Elect	Disposal of Lamps
LG-SHEF-MSSL-007	High Elect	Handling of Capacitors that may contain PCBs
LG-SHEF-MSSL-008	High Elect	Bulk Storage of Capacitors that may contain PCBs
LG-SHEF-MSSL-009	High Elect	Bollard Installation
LG-SHEF-MSSL-010	High Elect	Sign Post and Column Installation

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LG-SHEF-MSSL-011	High Elect	Lantern and Bracket Arm Installation
LG-SHEF-MSSL-012	High Elect	Lantern and Bracket Arm Removal
LG-SHEF-MSSL-013	High Elect	Metal Column and Sign Post Removal
LG-SHEF-MSSL-014	High Elect	Concrete Column Removal
LG-SHEF-MSSL-015	High Elect	Work on Columns located on footpaths
LG-SHEF-MSSL-016	High Elect	Working upto 2.5m high on soft verges
LG-SHEF-MSSL-017	High Elect	Removal of columns – burning off
LG-SHEF-MSSL-018	High Elect	Sign Post and Column Installation on Footpaths
LG-SHEF-MSSL-019	High Elect	Removal of Sign Posts and Columns on Footpaths
LG-SHEF-MSSL-020	High Elect	Work on Column with Mobile Phone Immitter
LG-SHEF-MSSL-021	High Elect	Terminating Cables
LG-SHEF-MSSL-022	High Elect	Jointing
LG-SHEF-MSSL-023	High Elect	Pulling Cable Through Duct
LG-SHEF-MSSL-024	High Elect	Electrical Testing
LG-SHEF-MSSL-025	High Elect	HIAB – Lorry Loader
LG-SHEF-MSSL-026	High Elect	Excavation for Cable Trenching & Connection Pits
LG-SHEF-MSSL-027	High Elect	Reinstatement for Trenching and Connection Pits
LG-SHEF-MSSL-028	High Elect	Excavation for Trenching and Connection Pit Using a Mini Excavator
LG-SHEF-MSSL-029	High Elect	Working Adjacent to Canals ;Planned Maintenance
LG-SHEF-MSSL-030	High Elect	Working Adjacent to Canals ;Installation of New Columns / Trenching and Excavation works
LG-SHEF-MSSL-031	High Elect	Working Adjacent to Canals ;Emergency Call Out
LG-SHEF-MSSL-032	High Elect	Metrolink Works
LG-SHEF-MSSL-033	High Elect	Unloading Columns and Stacking Columns
LG-SHEF-MSSL-034	High Elect	Slinging Columns
LG-SHEF-MSSL-035	High Elect	Column Inspections
LG-SHEF-MSSL-036	High Elect	As built drawing and information collection
LG-SHEF-MSSL-037	High Elect	Feeder Pillar Removal
LG-SHEF-MSSL-038	High Elect	Installation of Feeder Pillars
LG-SHEF-MSSL-039	High Elect	Sign Face and Bollard Cleaning
LG-SHEF-MSSL-040	High Elect	Disposal of street Lighting Equipment
LG-SHEF-MSSL-041	High Elect	Traffic Management
LG-SHEF-MSSL-042	High Elect	Photometric Testing
LG-SHEF-MSSL-043	High Elect	High Mast Repairs
LG-SHEF-MSSL-044	High Elect	Mail Drop
LG-SHEF-MSSL-045	High Elect	Decorations, Erection & Removal
LG-SHEF-MSSL-046	High Elect	Callout and Attendance of the DNO in the event of a RTA
LG-SHEF-MSSL-047	High Elect	Street Lighting Works under/adjacent to Overhead Cables
LG-SHEF-MSSL-048	High Elect	Street Lighting Works adjacent to Railways
LG-SHEF-MSSL-049		
LG-SHEF-MSSL-050	High Elect	Installation of Street Name Plates
LG-SHEF-MSSL-051	High Elect	Traffic Signals
LG-SHEF-MSSL-052	High Elect	Traffic Signal - Daytime & Out of Hours Emergency
LG-SHEF-MSSL-053	High Elect	Working in Tunnels, Subways & Bridges BLCC & Repairs
LG-SHEF-MSSC-001	Street Cleansing	Litter Picking
LG-SHEF-MSSC-002	Street Cleansing	Removal of Graffiti and Fly Posters
LG-SHEF-MSSC-003	Street Cleansing	Removal of Fly Tipping
LG-SHEF-MSSC-004	Street Cleansing	Collection of Sharps / Syringes
LG-SHEF-MSSC-005	Street Cleansing	Collection of Debris and Carcasses
LG-SHEF-MSSC-006	Street Cleansing	Power Washing of Footways

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LG-SHEF-MSGM-001	Grounds Maintenance	Shrub and Rose Bed, Box and Planter Maintenance Operations
LG-SHEF-MSGM-002	Grounds Maintenance	Hedge Maintenance Operations
LG-SHEF-MSGM-003	Grounds Maintenance	Grass Maintenance Operations
LG-SHEF-MSGM-004	Grounds Maintenance	Weed Killing Operations
LG-SHEF-MSGM-005	Grounds Maintenance	Tree Maintenance Operations
LG-SHEF-MSGM-006	Grounds Maintenance	Tree Felling Operations
LG-SHEF-MSGM-007	Grounds Maintenance	Emergency Tree Felling / Clearance Operations
LG-SHEF-MSDR-001	Drainage	Gully and Catchpit Cleaning
LG-SHEF-MSDR-002	Drainage	Beany and Drainage Block Cleaning
LG-SHEF-MSDR-003	Drainage	Drainage Culverts Cleaning
LG-SHEF-MSDR-004	Drainage	Confined Space Entry
LG-SHEF-MSDR-005	Drainage	Grip and Ditch Cleaning
LG-SHEF-MSDR-006	Drainage	Clearing Drainage Blockages
LG-SHEF-MSST-001	Structures	Structures Maintenance
LG-SHEF-MSST-002	Structures	Structures Inspections
LG-SHEF-MSDP-001	Depot	Steel Fabrication Shop Operations
LG-SHEF-MSDP-001	Depot	Sign Shop Operations
LG-SHEF-MSDP-001	Depot	Batching Plant Operations
LG-SHEF-MSDP-001	Depot	Vehicle Workshop Operations
LG-SHEF-MSDS-001	Design	Surveying on Site

Appendix C – Environmental Aspects, Impacts & Significance

See LG-SHEF-ENV-002 Environmental Management Plan

Appendix D – Legal Requirements Registers**D1 Health & Safety Legal and Other Requirements Register**

Subject / Legislation	Relevant Documentation
Method Statement 11.1	<u>The HSEQ Advisor shall ensure that the Service Quality Plan shall incorporate the requirement to notify the Authority of all RIDDOR Reportable accidents and incidents within ten (10) Business Days.</u> <u>The HSEQ Advisor shall be responsible for providing this notification.</u>
Sheffield City Stage Coach Super Tram	Specific Competence and Notification requirements to work in the vicinity of the Sheffield City Stage Coach Super Tram network or apparatus.

Health and Safety and Environmental Legal Requirements are maintained in document PLC-ENV-002 Register of Environmental Legislation and Other Requirements, and PLC-H&S-002 Health and Safety Legislation and Other Requirements by the Amey Group Principal HSEA Advisor.

Legal compliance in depots will be ensured by the implementation of Procedure PLC-HSEQ-023 Legal Compliance in Premises, and its associated Legal Compliance Checklist.

Appendix E - Environmental Objectives

See LG-SHEF-ENV-002 Environmental Management Plan

Appendix F – Performance Indicators

Amey Specific Service, Design, Health and Safety Performance Indicators

A Balanced Safety Scorecard is used to measure and benchmark, various Contracts and Divisions Performance, these measures, include:

- Indicator A - Injury Frequency Rate
- Indicator B - Injury Severity Rate
- Indicator C - VFL Planned verses Actual
- Indicator D - Late Audit Action Requests as % of Total Due in Month
- Indicator E - Average HSEA Advisor Inspection Score
- Indicator F - Average HSEA Assurance Audit Score

Project Specific Service, Design, Health and Safety Performance Indicators

TBA

Client Specific Service, Design, Health and Safety Performance Indicators

As per required Performance Requirements, in Service Standard 1, which includes Service Delivery Outputs Elements:

- Abnormal Loads
- Accident Investigation
- Apparatus
- Assistance with Surveys and Plans
- Bollards
- Box, Planters and Planted Areas
- Bridges
- Bridges, Retaining Walls and other Structures
- Bridges, Retaining Walls and other Structures - Health and Safety
- Bridges, Retaining Walls and other Structures - Structure File
- Carriageway
- Category 1 Defects
- Communication and Consultation
- Customer Experience
- Cycle Barrier, Cycle Stand and Tree Grille
- Daily Action List - Heavy Snow Clearing Operations
- Daily Action List - Precautionary Treatments on Carriageways
- Daily Action List - Reactive Gritting Operations
- Daily Action List - Reactive Treatments on Pedestrian Routes
- Daily Action List - Residual Snow Clearing Operations
- Daily Action List - Snow Clearing Operations
- Daily Action List - Urgent Reactive Treatments
- Deposits on the Highway
- Detritus
- Drainage
- Environmental Issues
- Footway
- Forecasting
- Graffiti, Flyposting and Flytipping
- Grassed Areas
- Grit Bins
- Grounds Maintenance Management Strategy
- Health and Safety
- Hedges
- Highway Artwork and Artefacts
- Highway Emergencies

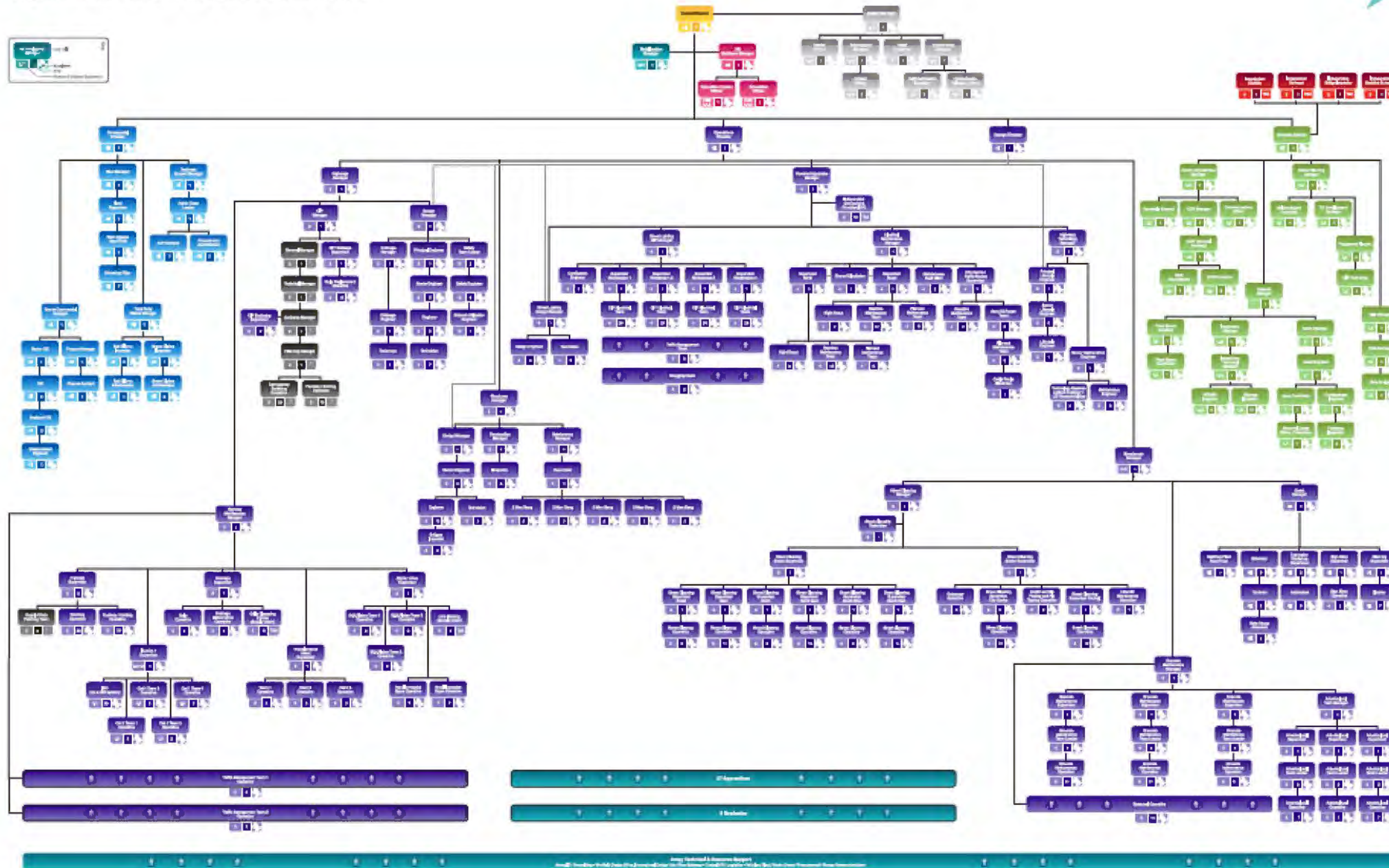
- Highway Fencing
- Inflammable Plants and Materials
- Intelligent Transport Systems (ITS) Infrastructure
- Kerbs and Edgings
- Liaison and Communications
- Litter
- Litter Bins
- Management Arrangements
- Management Information System
- Management Information System - Performance Requirements Monitoring System
- Management Information System - Project Network Inventory
- Method Statements
- Miscellaneous Strategic Assistance
- Monitoring and Reporting
- Network Integrity Inspection
- Other SCC Structures
- Other SCC Structures - Earthworks, Cuttings and Embankments
- Other SCC Structures – Gabions
- Other SCC Structures – Gantries
- Other SCC Structures - Reinforced Earth Structures/ Anchored Earth Structures/ Ground Anchors
- Other SCC Structures – Subways
- Pedestrian Barriers
- Performance Monitoring -Annual Winter Maintenance Service Operational Report
- Performance Monitoring -Annual Winter Maintenance Service Review
- Performance Monitoring -Daily Actions Report
- Performance Monitoring, Liaison and Communications - Annual Winter Maintenance Service Review
- Retaining Walls
- Road Markings
- Road Markings and Traffic Signs
- Road Studs
- Safety and Service Inspections
- Safety Fences and Vehicle Barriers
- Seats
- Service Improvement Plan
- Shrubs and Roses
- Shrubs and Roses and Boxes, Planters and Planted Areas
- Street Lighting
- Street Lighting and Traffic Signs
- Street Nameplates
- Street Works
- Temporary Traffic Management and Control
- Third Party Structures
- Traffic Management Targets
- Traffic Signal / Control Infrastructure
- Traffic Signal / Control Infrastructure and Intelligent Transport Systems (ITS) Infrastructure
- Trees
- Urban Traffic Control (UTC) and Urban Traffic Management and Control (UTMC)
- Urgent Defects
- Weed Killing

With the Performance Requirements being measured by the Management Information System (MIS), and monitored via the Performance Requirements Monitoring System (PRMS).

Appendix G – Organisation Chart

Sheffield City Council Highways Maintenance PFI Project
2012

Organisation Chart - Core Investment Period



Appendix H - Delegated Responsibilities –

The roles and responsibilities of nominated persons:

Role	Responsibilities
Project Director	<ul style="list-style-type: none"> • The Provider's Project Director shall hold overall accountability for ensuring: <ul style="list-style-type: none"> • Services are delivered in accordance with the Authority's Performance Requirements, • Responsibilities are effectively discharged to the Service delivery teams, • The Project Reports on its Service delivery in a timely manner through the Annual Service Report, the Monthly Monitoring Report and the Authority Weekly Briefing Report. • The Project Director shall identify and appoint a Quality Team with the appropriate skills and relevant experience to fulfil their role effectively on the Project. The Quality Team will act as the 'conscience of the contract', and will: <ul style="list-style-type: none"> • Give advice and guidance to the Service delivery teams and supply chain • Review the content received from the Senior Management Team and Service Area teams for the Monthly Monitoring Reports and Annual Service Report • Provide assurance that the Service is delivered in compliance with regulation, Legislation, best practice and in line with the Authority's Performance Requirements. • The Project Director is responsible for ensuring this SDHSP is correctly established, administered, effectively monitored and that reviewed annually.
Quality Manager	<ul style="list-style-type: none"> • The Quality Team shall be led by the Quality Manager, who will be part of the Senior Management Team (SMT), and who will be accountable to the Project Director. The Quality Manager shall be responsible for the ten (10) members of the Quality Team: <ul style="list-style-type: none"> • Health, Safety, Environment and Quality (HSEQ) Advisor; • Environment Manager; • Carbon Officer; CDM Coordinator; • Performance Manager, • two (2) Self Certification Inspectors, and three (3) Performance Validation Officers. • The Quality Manager shall be ultimately responsible for ensuring that performance information is fed into the MIS, and for collating the Data required for the Annual Service Report and Monthly Monitoring Report. In addition to this, and to the other responsibilities outlined throughout this Method Statement, the Quality Manager shall ensure that a two-way communications channel is maintained between himself and the Authority. • The Quality Manager shall also be ultimately responsible for the Service Provider's IMS, but shall delegate areas of responsibility to each member of the Quality Team. In this way, the Quality Team will ensure that all forms, plans, programmes, report templates, procedures and other documentation relevant to the delivery of the Service (including the non-compliance register), are maintained and up to date. • The Quality Manager shall also be responsible, for: <ul style="list-style-type: none"> • Ensuring the effective operation of the Quality Management System • Auditing the Quality Management System at regular intervals and reporting the findings of such audits to the Project Director and the Authority Representative • Reviewing the Quality Management System, at intervals agreed with the Project Director and the Authority Representative, regarding its continued suitability and effectiveness • Liaising with the Authority Representative on all matters relating to the Quality Management System.

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<p>Performance Manager</p>	<ul style="list-style-type: none"> • The Project's Performance Manager shall report to the Quality Manager and shall support the Quality Manager in every aspect of his role. The Performance Manager shall cover for the Quality Manager in the event of his absence. • The Performance Manager shall be responsible for managing and maintaining the performance dashboard within the MIS, and for using this to monitor the Service Provider's day-to-day performance on the Project. • The Performance Manager shall also assist the Quality Manager in vetting Data received from the Service Provider staff employed on the Project and the Data uploaded to the MIS, and shall aid the Quality Manager in coordinating the input of performance data into the Annual Service Report and Monthly Monitoring Report. • The Performance Manager will also be responsible for drafting the Actions of Others Process, ensuring this is submitted for Authority Approval, and overseeing its implementation and appropriate reporting (as per the Actions of Others section of this Method Statement). • The Performance Manager will also make sure that all appropriate forms are available on the Project IMS to allow Service Provider staff to undertake their work, and will undertake accident and incident reviews as required.
<p>Self Certification Officer</p>	<ul style="list-style-type: none"> • The Project's two (2) Self Certification Inspectors will report to the Performance Manager, and shall be responsible for undertaking on-site audits relating to the Performance Requirements and the quality of workmanship of the Project's activities. • The Quality Manager shall derive the programme of these audits during the Mobilisation Period, and shall ensure that levels of these audits are increased accordingly throughout the Term wherever failures to achieve Performance Requirements are identified. • In accordance with the Quality Manager's audit programme, the Self Certification Inspectors shall use the MIS's performance monitoring module to audit works undertaken by the Service Provider. The Project shall ensure that the performance monitoring module allows the Self Certification Inspector to independently audit works completed by the Service Provider, recording in the MIS all works which have not been completed to a satisfactory standard.
<p>Performance Validation Officers</p>	<ul style="list-style-type: none"> • The Project's three (3) Performance Validation Officers will also report to the Performance Manager, and will provide an internal audit function, with responsibility for monitoring and validating the accuracy and completeness of performance Data within the MIS, checking it against the Performance Requirements where necessary. The Performance Validation Officers will: <ul style="list-style-type: none"> • Audit the Data on the MIS to confirm that it has been entered accurately, completely, on time, and in accordance with the Performance Requirements and Method Statements • Undertake continual audits of the Service Quality Plan • Check that the Project works in compliance with the certification of the IMS • Check that the Project works are undertaken in accordance with CDM regulations • Undertake sample checks of the certifications for staff qualifications and training • Provide a transparent audit trail of the reporting of the Project's performance against the Performance Requirements, particularly those that have been entered manually.
<p>HSEA Advisor</p>	<ul style="list-style-type: none"> • The HSEA Advisor shall be responsible for carrying out regular health and safety audits and inspection across the Project. The HSEA Advisor shall ensure that the programme includes, as a minimum, the: <ul style="list-style-type: none"> • Type of audit • Frequency of audit • Service Provider employee lead / auditor • Month the audit is planned • Date the notification is issued, if appropriate • Scope of the audit

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	<ul style="list-style-type: none"> • Service Area to be audited • Date the audit is completed. • The HSEA Advisor will ensure that these audits and inspections extend across each Service Area and, following each audit, will submit a report to the appropriate Service Delivery Manager, detailing both the good and bad practices identified, and any actions necessary to improve Health and Safety standards to an acceptable level. The Project shall then ensure that these are added to a non-conformity log, with progress against deadlines monitored at both Contract and Group level. In addition, the HSEA Advisor shall be responsible for: <ul style="list-style-type: none"> • The health and safety training of all Providers managers across the Project • Becoming an AIRSWEB 'super user' • The cascade of health and safety information down to all Project staff • The establishment of a health and safety ethos among all staff – where health and safety is the responsibility of every individual. • The HSEA Advisor will ensure that the Project notifies the Authority of all RIDDOR Reportable accidents and incidents within ten (10) Business Days. The HSEQ Advisor shall be responsible for providing this notification.
<p>Environment Manager</p>	<ul style="list-style-type: none"> • The Environment Manager shall be responsible for carrying out regular environmental audits across the Project. • The Environment Manager shall ensure that this programme of audits covers a wide range of Service Areas, and will also support the Carbon Officer in maintaining the Carbon Model. • This will require monitoring usage levels as required within the Contract specifications, and devising methods to reduce the carbon output of Service provision – aiding the Authority in its aim to meet its targets, such as those in line with National Indicator 185 (CO₂ reduction from local authority operations) – or any future carbon targets the Authority is required to meet.
<p>Senior Management Team</p>	<ul style="list-style-type: none"> • Members of the Project's Senior Management Team (SMT), namely the Commercial Director, Network Director, Operations Director and HR Business Manager, shall be responsible for ensuring the performance monitoring and reporting requirements of the Contract are met for each of their areas of responsibility each month, • Members of the SMT shall ensure that this information is fed through to the Project Director via the Quality Manager. In addition to the responsibilities detailed throughout this Method Statement, individual members of the SMT will have the following responsibilities: • The Commercial Director shall take performance information provided by the Quality Team and analyse the impact on the Payment Mechanism. This will allow the Commercial Team to compare the monthly cost incurred and value applied for in the form of the Unitary Charge. • The Network Director shall be responsible for maintaining an ongoing best practice and innovation process across the Project and will use the Project's established company-wide best practice and innovation process to share examples of good practice from across the business. The Project shall designate an Innovation Champion to encourage submission of ideas from members of the workforce, and, where appropriate, discuss trials or implementation with the Authority and the appropriate Service delivery teams.
<p>Service Delivery Management Team</p>	<ul style="list-style-type: none"> • The Project's Service delivery management team (namely the Highways Manager, Highways Maintenance Manager, Structures Manager, Powered Apparatus Manager, Streetscene Manager, Senior Planning Manager, and Network Director) will be responsible for ensuring monitoring and reporting data is fed into the MIS. • Each of these managers will be supported by at least one (1) additional manager or supervisor, who will assist them in ensuring that Data from their relevant Service Area is fed into the MIS, and who will provide cover for them in the event of any absence.

Appendix I – Training Requirement Matrix

The relevant Health and Safety qualifications, training and competence of Sheffield Ahead Contract Personnel: -

Health and Induction Training												
	Project SMT	Designers	Environmental Manager	Carbon Officer	PV Officers and Self Certification Inspectors	Administrative Staff	Operational Supervisors and Managers	Landscape and Enviro Operatives	Non-landscape and Enviro Operatives	LGV Drivers (Drivers CPC Holders)	Supply Chain Partners	Comments
Project Office Health and Safety Induction Talk	M	M	M	M	M	M	M				O	
Project Highways Health and Safety Induction Talk	M	M	M	M	M	M	M	M	M		M	
Project Cleaners Health and Safety Induction Talk		O										
Supervisors and Managers SDHSP, IMS and SMS Induction	M	O	M	M	M	O	M	M	O		O	
Periodic Process / Procedure Inductions	M / O	M / O	M / O	M / O	M / O	M / O	M / O	M / O	M / O		M / O	Optional contents relevant where not
Periodic Method Statement Inductions	M / O	M / O	M / O	M / O	M / O	M / O	M / O	M / O	M / O		M / O	Optional contents relevant where not
Periodic Risk Assessment Inductions	M / O	M / O	M / O	M / O	M / O	M / O	M / O	M / O	M / O		M / O	Optional contents relevant where not
Periodic Health and Safety Management System Alerts and Briefings	M / O	M / O	M / O	M / O	M / O	M / O	M / O	M / O	M / O		M / O	Optional contents relevant where not

• Key - M = Mandatory, O = Optional

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Formal Health and Safety Training												
	Project SMT	Designers	Environmental Manager	Carbon Officer	PV Officers and Self Certification Inspectors	Administrative Staff	Operational Supervisors and Managers	Landscape and Enviro Operatives	Non-landscape and Enviro Operatives	LGV Drivers (Drivers CPC Holders)	Supply Chain Partners	Comments
CITB Site Managers Safety Training Scheme Course (SMSTS)	M			M	M		O					Five Day Course
CITB Site Supervisors Safety Training Scheme Course (SMSTS)							M					Two Day Course
Personal Highways Safety (PHS) Course	M	M	M	M	M	M	M	M	M	M		One Day Course
WorkRite Office Safety and DSE Assessment	M	M	M	M	M	M						
First Aid at Work	O	O	O	O	O	O	O	O	O	O		Three / Two Day Course
Pointed Persons First Aid	O	O	O	O	O	O	O	O	O	O		One Day Course
Pristine Condition – Manual Handling Training and Assessment							O	M	M			
Fire Extinguisher	O	O	O	O	O	O	O	O	O			Half Day Course
Fire Warden	O	O	O	O	O	O	O					One Day Course
Welcome to Amey' corporate induction	M	M	M	M	M	M	M	M	M			Mandatory for all new Employees
FISS Health, Safety and Environmental Awareness Course								O				Dependent on NHSS 2A, 2B & 2C Requirements
BALI Health, Safety and Environmental Awareness Course									O			Dependent on NHSS 18 Requirements
Amey Drivers CPC Training Modules 2							O	O	O	M	O	One Day Course
Amey Drivers CPC Training Modules 1							O	O	O	M	O	One Day Course

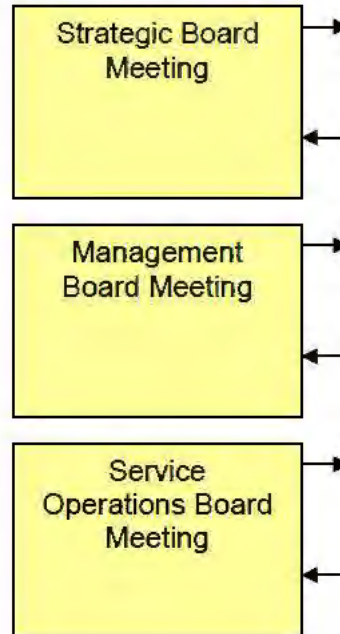
* Key - M = Mandatory, O = Optional

- Staff on the Project engaged in achieving the Project's environmental objectives, targets, and programmes, shall ensure that line managers acknowledge the importance of these issues in the objectives they set with staff during annual performance development reviews (PDRs)

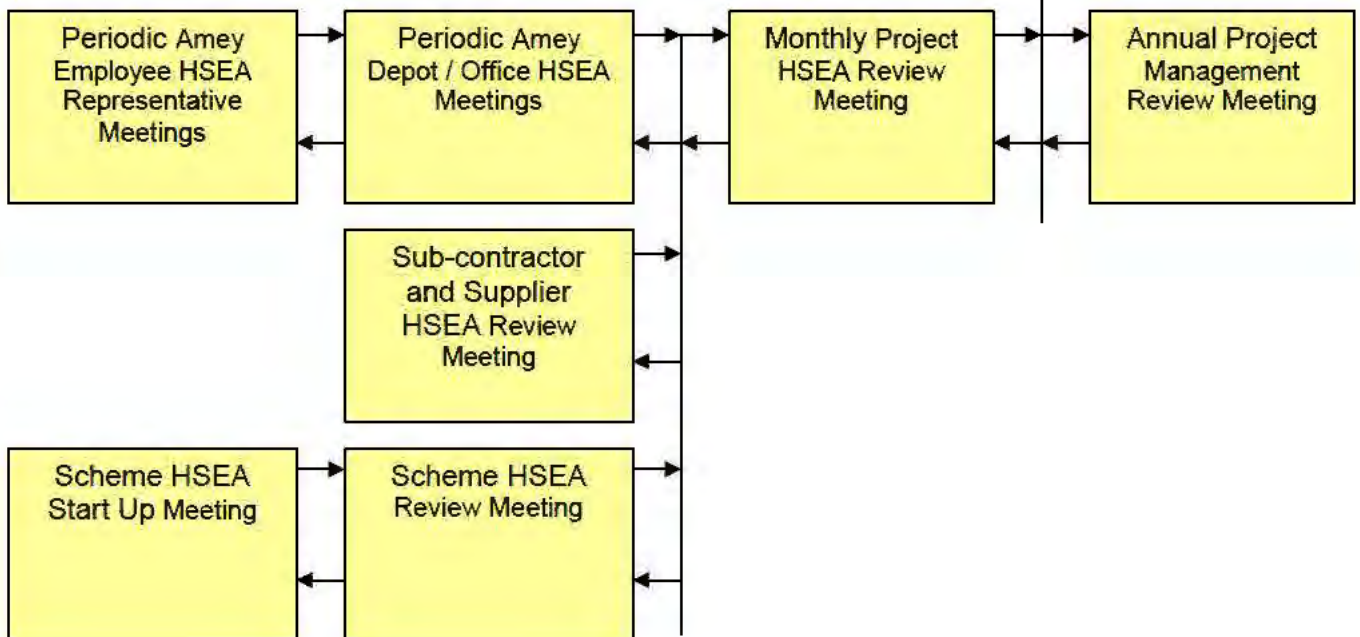
Appendix J – Meetings Schedule

The following meetings are scheduled at which Service, Design or Health and Safety is on the agenda.

Management Board Meetings



Health and Safety Meetings



Strategic Board Meeting

The Strategic Board is not involved in the management of the Contract (with the exception of any matters of a serious nature that are escalated to it), and that Strategic Board meetings will involve:

- Forming and maintaining a secure working relationship and assisting effective communications between the Parties
- Providing leadership, and strategic direction, to achieve mutually beneficial outcomes; considering and resolving longer term issues

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- Discussing the potential impact of proposed changes to the Contract, and ensuring that the objectives of the Contract are achieved over the Term
- Resolving any serious matters escalated by the Service Operations Board or Management Board
- Agreeing annual improvement targets and a joint action plan for year-on-year improvements
- Any other matter of relevance to the Project, the Contract or the Service, and the Terms of Reference Policy.

The Strategic Board meeting with the Authority will be held within twenty (20) Business Days of the date of this Contract, and every three (3) months thereafter.

Management Board Meetings

The purpose of the Management Board Meeting will be to: review and discuss any matters relating to Draft Monthly Payment Report; issues relating to payment; or any other issues pursuant to the Terms of Reference, including:

- Reviewing KPIs, agreeing and monitoring improvement plans where necessary
- Agreeing that payments due were linked to performance
- Resolving issues escalated from the Service Operations Board, or escalating issues to the Strategic Board where appropriate
- Ensuring the proper governance structures are in place within all Parties across the Contract.

The Project shall meet with the Authority at the Management Board Meeting no later than five (5) Business Days after the Service Provider has received the Authority's response to the Draft Monthly Payment Report.

Service Operations Board

At each Service Operations Board Meeting, the Project shall discuss with the Authority the content of the previous Monthly Monitoring Report (splitting into sub-meetings to review particular areas if requested to do so by the Authority) and take on the objectives and functions as set out in the Terms of Reference, which will include:

- Reviewing Service-specific performance indicators and management reports, agreeing and monitoring improvement plans where necessary
- Agree on the performance-related Payment Mechanism outcomes and make payment recommendations to the Management Board
- Ensure proper governance and Service assurance processes and checks are in place, resolve any operational issues, variations etc, and escalate matters to the Management Board as necessary.

The meeting with the Authority at the Service Operations Board Meeting no later than ten (10) Business Days after the Authority has received the Monthly Monitoring Report from the Project.

Appendix K - List of Contractors and Suppliers

List of Sub Contractors –

Company	Service
Aggregate Industries	Carriageway surfacing and cold milling
	Carriageway rejuvenation
	Road marking and studs
	Carriageway re texturing
Henry Boot	Civils Works
	Structures

List of Suppliers –

Company Service	Providing Service
Cromwell's	Miscellaneous Tools and Consumables
A Plant	Miscellaneous Hired Work Equipment
Morelock	Miscellaneous Signs and Traffic Management Equipment

Appendix L- Emergency Contact List

Emergency Services & Enforcing Authorities			
Fire: }	999		
Ambulance: }	999		
Police: }	999		
Health and Safety Executive (HSE) – Duty Officer 24 hour	0151 922 9235		
Health and Safety Executive (HSE)	0845 3450055	(Sheffield)	
Employment Medical Advisory Service (EMAS)	Tel. [REDACTED]	Fax: [REDACTED]	(Sheffield)
Health Protection Service (Sheffield)	(0114) 273 5774 / 273 4415		
Environment Agency (EA) - 24 hr Emergency Line	0800 80 70 60		
Environment Agency (EA) – Local Region	Sheffield Region		
Environment Agency (EA) – General Enquiries	0645 333111		
Internal Contacts			
Amey Hallam Highways:	Name:	Tel:	Mobile:
Project Director	[REDACTED]	[REDACTED]	[REDACTED]
Operations Director	[REDACTED]	[REDACTED]	[REDACTED]
Network Director	[REDACTED]	N/a	[REDACTED]
Design Director	[REDACTED]	[REDACTED]	[REDACTED]
Quality Manager	[REDACTED]	N/a	[REDACTED]
Health & Safety Advisor	TBA	TBA	TBA
Environment Manager	TBA	TBA	TBA
Performance Manager	[REDACTED]	TBA	TBA
Amey LG Contact :	Name:	Tel:	Mobile:
LG Business Director	[REDACTED]	[REDACTED]	[REDACTED]
LG HSEA Director	[REDACTED]	N/a	[REDACTED]
Health & Safety Advisor	[REDACTED]	[REDACTED]	[REDACTED]
Environmental Advisor	[REDACTED]	N/a	[REDACTED]
Amey PLC Contact	Name:	Tel:	Mobile:
Group HSEA Director	[REDACTED]	[REDACTED]	[REDACTED]
Group Principal HSEA Advisor	[REDACTED]	[REDACTED]	[REDACTED]
Group Environmental Advisor	[REDACTED]	[REDACTED]	[REDACTED]
Group Significant Incident	APC	[REDACTED]	N/a
Professional Contacts			
For matters relating to all legal actions, third party actions, Statutory Nuisance, issues concerning interpretation of law and Authorisations under the Environmental Protection Act 1990 contact the LG HSEA Director.			

Appendix M - Fire Safety Plan - Delegated responsibilities

See Office and Highways Depot Management Plans for Copies

Appendix N - Checklist of H&S and Environmental Records

Checklist of H&S and Environmental Records	
Inductions	Where filed
<ul style="list-style-type: none"> Location/site rules 	Scheme / Depot / Office Management Plans and Associated Files
<ul style="list-style-type: none"> H&S Plan 	Amey and Sheffield Streets Ahead Contract Document Library
<ul style="list-style-type: none"> SMS 	Amey and Sheffield Streets Ahead Contract Document Library
Records of Briefings	Where filed
<ul style="list-style-type: none"> Team briefings/workbox talks 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> SHE updates 	Amey Sheffield Streets Ahead Contract Document Library
Safe Systems of Work	Where filed
<ul style="list-style-type: none"> Risk assessments/control arrangements 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> COSHH assessments 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> Noise assessments 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> Manual handling assessments 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> Method statements 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> Permit to work 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> Permit to enter 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> Permit to dig 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> Hot work permit 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
Inspections	Where filed
<ul style="list-style-type: none"> SHE inspections 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> Directors SHE tours 	Amey AIRSWEB System
<ul style="list-style-type: none"> Behavioural leadership VFL Tours 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
Audits	Where filed
<ul style="list-style-type: none"> Reports 	HSEA Assurance Audits held on Amey AIRSWEB System
<ul style="list-style-type: none"> NCR's 	HSEA Assurance Audits held on Amey

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	AIRSWEB System
Meetings	Where filed
<ul style="list-style-type: none"> Monthly H&S Meetings 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
Accident Reporting	
<ul style="list-style-type: none"> Hard copy accident reports 	Amey AIRSWEB System and Sheffield Streets Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> F2508A 	Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
<ul style="list-style-type: none"> Investigations 	Amey AIRSWEB System and Sheffield Streets Sheffield Streets Ahead Contract Shared Drive – Health and Safety Folders
Training/Competency	Where filed
<ul style="list-style-type: none"> Training records 	Amey ESS / MSS System and Sheffield Streets Sheffield Streets Ahead Contract Shared Drive – Human Resources Folder
<ul style="list-style-type: none"> Training matrix 	Amey and Sheffield Streets Ahead Contract Document Library
<ul style="list-style-type: none"> Competency matrix 	Amey and Sheffield Streets Ahead Contract Document Library
Plant & Equipment	Where filed
<ul style="list-style-type: none"> Lifting equipment (cranes, excavators, MEWPS etc.) 	Sheffield Streets Ahead Contract Shared Drive – Fleet Folders
<ul style="list-style-type: none"> Lifting tackle (chains, slings, hooks etc.) 	Sheffield Streets Ahead Contract Shared Drive – Fleet Folders
<ul style="list-style-type: none"> Work equipment checks 	Sheffield Streets Ahead Contract Shared Drive – Fleet Folders
<ul style="list-style-type: none"> Scaffold checks 	Sheffield Streets Ahead Contract Shared Drive – Fleet Folders
<ul style="list-style-type: none"> Drivers defect books 	Sheffield Streets Ahead Contract Shared Drive – Fleet Folders
Electrical	Where filed
<ul style="list-style-type: none"> Installation records 	Depot / Office Management Plans and Associated Files
<ul style="list-style-type: none"> PAT testing 	Depot / Office Management Plans and Associated Files
Waste	Where filed
<ul style="list-style-type: none"> Waste Transfer Notes 	Sheffield Streets Ahead Contract Shared Drive – Environmental Folders
<ul style="list-style-type: none"> Waste Consignment Notes 	Sheffield Streets Ahead Contract Shared Drive – Environmental Folders
<ul style="list-style-type: none"> Copies of Waste Management Licenses of facilities used 	Sheffield Streets Ahead Contract Shared Drive – Environmental Folders
<ul style="list-style-type: none"> Copies of Carrier Certificates of companies used 	Sheffield Streets Ahead Contract Shared Drive – Environmental Folders

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<ul style="list-style-type: none"> Waste Stream Register 	Sheffield Streets Ahead Contract Shared Drive – Environmental Folders
Drainage	Where filed
<ul style="list-style-type: none"> Drainage plan 	Sheffield Streets Ahead Contract Shared Drive – Environmental Folders
<ul style="list-style-type: none"> Discharge consents/permissions 	Sheffield Streets Ahead Contract Shared Drive – Environmental Folders
Fuel Storage	Where filed
<ul style="list-style-type: none"> Interceptor inspections/cleaning 	Depot / Office Management Plans and Associated Files
<ul style="list-style-type: none"> Tank checks/inspections 	Depot / Office Management Plans and Associated Files
Emergency Procedures	Where filed
<ul style="list-style-type: none"> Fire 	Depot / Office Management Plans and Associated Files
<ul style="list-style-type: none"> Spills 	Depot / Office Management Plans and Associated Files
Other	Where filed
<ul style="list-style-type: none"> Environmental Complaints 	Sheffield Streets Ahead Contract Shared Drive – Environmental Folders

Appendix O – Minimum H&S Content of Plan to Satisfy the Requirements of CDM Regulations 2007 for a Construction Phase Plan – Checklist

CDM Regulations 2007 - Checklist for the Contents of a Construction Phase Plan	
Description of Project	Plan Reference
Project description and programme including key dates	0.1 of this document 'Scope of Work'
Details of client, other duty holders and consultants	0.3 of this document 'Contract information'.
Extent and location of existing records and plans	0.2 of this document 'Work Location' 4.1 of this document 'General' 4.4.5 of this document 'Control of Documents'.
Management of the Work	Plan Reference
Management structure and responsibilities	Section 4.4.1 of this document 'Resources, Roles, Responsibilities, Accountability and authority' Section 0.3 of this document 'Contract information' Appendix G of this document 'Organisation Chart' Appendix H of this document 'Delegated Responsibilities'
Health and safety goals for the project, arrangements for monitoring and review	Section 4.2 of this document 'Policy' Section 4.3.3 of this document 'Objectives & Programmes' Appendix F of this document 'Objectives, Targets & Programmes.' Section 4.5.1 of this document 'Performance, Measurement and Monitoring' Section 4.5.2 of this document 'Evaluation of Compliance' Appendix D of this document 'Legal Requirement Register' Section 4.5.5 of this document ' Internal Record' Section 4.6 of this document 'Management Review'
Arrangements for:	
regular liaison	Section 4.4.3 of this document 'Communication, Participation and Consultation' Section 4.4.2 of this document 'Competence, Training and Awareness' Appendix J of this document 'Meetings Schedule'
consultation with the work force	Section 4.4.3 of this document 'Communication, Participation and Consultation' Appendix D1 of this document ' Legal Requirements Register' Section 4.4.2 of this document 'Competence, Training and Awareness'
exchange of design information	Section 4.4.2 of this document 'Competence, Training and Awareness' Appendix J of this document 'Meetings Schedule' Section 4.4.4 of this document ' Documentation'
handling design changes	Section 4.4.3 of this document 'Communication, Participation and Consultation'
selection and control of contractors	Section 4.4.6 of this document 'Operational control'

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	Appendix K of this document 'list of Contractors and Suppliers' Appendix D1 of this document ' Legal Requirements Register' Section 4.4.2 of this document 'Competence, Training and Awareness'
exchange of information between contractors	Section 4.4.3 of this document 'Communication, Participation and Consultation' Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls' Section 4.5.2 of this document 'Evaluation of Compliance' Appendix D of this document 'Legal Requirement Register'
site security	Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls'
site induction and site training	Section 4.4.2 of this document 'Competence, Training and Awareness'
	Section 4.3.2 of this document 'Legal and Other Requirements' Appendix D1 of this document ' Legal Requirements Register'
welfare facilities and first aid	Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls' Section 4.4.2 of this document 'Competence, Training and Awareness' Section 4.3.2 of this document 'Legal and Other Requirements' Appendix D1 of this document ' Legal Requirements Register'
reporting and investigating incidents and near misses	Section 4.5.3 of this document ' Non-conformity, Corrective Action and Preventive action' Section 4.3.2 of this document 'Legal and Other Requirements' Appendix D1 of this document ' Legal Requirements Register'
Production and approval of risk assessments and written systems of work	Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls' Section 4.3.2 of this document 'Legal and Other Requirements' Appendix D1 of this document ' Legal Requirements Register' Section 4.4.1 of this document 'Resources, Roles, Responsibilities, Accountability and Authority.' Appendix G of this document 'Organisation Chart' Appendix N of this document 'Checklist of Health and Safety and Environmental Records' Section 4.4.2 of this document 'Competence, Training and Awareness'
Site rules	Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls'
Fire and emergency procedures	Section 0.4 of this document 'Location Plan for Emergency Services' Appendix D1 of this document ' Legal Requirements Register' Section 4.4.2 of this document 'Competence, Training and Awareness' Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls'

	<p>Section 4.4.7 of this document 'Emergency Preparedness and Response'</p> <p>Appendix L of this document 'Emergency Contact List'</p> <p>Appendix H of this document delegated responsibilities</p>
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Arrangements for Controlling Significant Risk	Plan Reference
<p>Safety risks including:</p> <p>Delivery and removal of materials, taking into account public risks</p> <p>Dealing with services including overhead and temporary power installations</p> <p>Accommodating adjacent land use</p> <p>Stability of structures during construction including temporary ones</p> <p>Preventing falls</p> <p>Controlling lifting operations</p>	<p>Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls</p> <p>Section 4.3.2 of this document 'Legal and Other Requirements'</p> <p>Appendix D1 of this document ' Legal Requirements Register'</p> <p>Section 4.4.2 of this document 'Competence, Training and Awareness'</p> <p>Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls</p> <p>Section 4.3.2 of this document 'Legal and Other Requirements'</p> <p>Appendix D1 of this document ' Legal Requirements Register'</p> <p>Section 4.4.2 of this document 'Competence, Training and Awareness'</p> <p>Appendix H of this document 'delegated responsibilities</p> <p>Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls</p> <p>Section 4.4.3 of this document 'Communication, Participation and Consultation'</p> <p>Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls</p> <p>Section 4.3.2 of this document 'Legal and Other Requirements'</p> <p>Appendix D1 of this document ' Legal Requirements Register'</p> <p>Section 4.4.2 of this document 'Competence, Training and Awareness'</p> <p>Appendix H of this document delegated responsibilities</p> <p>Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls</p> <p>Section 4.3.2 of this document 'Legal and Other Requirements'</p> <p>Appendix D1 of this document ' Legal Requirements Register'</p> <p>Section 4.4.2 of this document 'Competence, Training and Awareness'</p> <p>Appendix H of this document delegated responsibilities</p> <p>Section 4.3.1 of this document ' Hazard / Aspect Identification, Risk Assessment & Determining Controls</p> <p>Section 4.3.2 of this document 'Legal and Other Requirements'</p>

<p>Work on excavations especially where there are poor ground conditions</p>	<p>Appendix D1 of this document 'Legal Requirements Register'</p> <p>Section 4.4.2 of this document 'Competence, Training and Awareness'</p> <p>Appendix H of this document delegated responsibilities</p>
<p>Work on tunnels, near water, involving diving, explosives,</p>	<p>Section 4.3.1 of this document 'Hazard / Aspect Identification, Risk Assessment & Determining Controls'</p> <p>Section 4.3.2 of this document 'Legal and Other Requirements'</p> <p>Appendix D1 of this document 'Legal Requirements Register'</p> <p>Section 4.4.2 of this document 'Competence, Training and Awareness'</p> <p>Appendix H of this document delegated responsibilities</p>
<p>Traffic routes and segregation of vehicles and pedestrians</p>	<p>Section 4.3.1 of this document 'Hazard / Aspect Identification, Risk Assessment & Determining Controls'</p> <p>Section 4.3.2 of this document 'Legal and Other Requirements'</p> <p>Appendix D1 of this document 'Legal Requirements Register'</p> <p>Section 4.4.2 of this document 'Competence, Training and Awareness'</p> <p>Appendix H of this document delegated responsibilities</p>
<p>Any other significant risks.</p>	<p>Section 4.3.1 of this document 'Hazard / Aspect Identification, Risk Assessment & Determining Controls'</p> <p>Section 4.3.2 of this document 'Legal and Other Requirements'</p> <p>Appendix D1 of this document 'Legal Requirements Register'</p> <p>Section 4.4.2 of this document 'Competence, Training and Awareness'</p> <p>Appendix H of this document delegated responsibilities</p>

Health and Safety File	Plan Reference
<p>Layout and format</p>	<p>4.4.5 of this document 'Control of Documents'.</p> <p>4.4.4 of this document 'Documentation'</p>
<p>Arrangements for the collection and gathering of information</p>	<p>4.5.4 of this document 'Control of Records'</p>
<p>Storage of information</p>	<p>4.5.4 of this document 'Control of Records'</p>

Appendix P – Schedule of Contract Documents

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Title: Service, Design, Health and Safety Plan for Sheffield Streets Ahead Contract

Document Ref	Title
Project Agreement	
Schedule 1	Definitions
Schedule 2	Output Specification
Schedule 3	Method Statements
Schedule 4	Payment Mechanism
Schedule 5	Base Case
Schedule 6	Schedule 6 Insurance
Schedule 7	Schedule 7 Non-Core Services
Schedule 8	Attachments and Advertising
Schedule 9	Electricity Market Test
Schedule 10	Forecast Unmetered Electricity Consumption
Schedule 11	Emergency Planning and Response
Schedule 12	Monitoring and Reporting
Schedule 13	Mobilisation
Schedule 14	Demobilisation
Schedule 15	Technical Specification Document
Schedule 16	Agreed Non-Compliant Project Network Parts
Schedule 17	Original Non-Contestable Works Prices
Schedule 18	Change Protocol
Schedule 19	Accrual and De-Accrual of Project Network Parts
Schedule 20	Project Network Information
Schedule 21	Review Procedure
Schedule 22	Workforce Policies, Health and Safety Manual and Quality Plans
Schedule 23	Third Party Agreements
Schedule 24	Livery and Uniform
Schedule 25	Investment Programmes
Schedule 26	Administration of Third Party Claims
Schedule 27	Service Provider's Details
Schedule 28	Trade Marks
Schedule 29	Authority Policies
Schedule 30	Commercially Sensitive Information
Schedule 31	Employee Information Part 1 : Service Provider Employee Information Part 2 : First Employee List Part 3 : Final Employee List
Schedule 32	Strategic Board
Schedule 33	Best Value
Schedule 34	Key Financial Indicators
Schedule 35	Milestones
Schedule 36	Depot Strategy
Schedule 37	Inspection and Certification Proformas Part 1 : Principal Inspection Report Part 2 : Special Inspection Report Part 3 : Structural Assessment Report
Schedule 38	Training and Development Proformas
Schedule 39	Business Continuity Plan
Schedule 40	Carbon Model
Schedule 41	Audit Document
Schedule 42	Statutory Powers Protocol
Annexure 1	Form of Senior Lenders' Direct Agreement
Annexure 2	Project Documents, Ancillary Documents and Financing Agreements Part 1: Project Documents

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Title: Service, Design, Health and Safety Plan for Sheffield Streets Ahead Contract

Part 2 : Ancillary Documents

Part 3 : Financing Agreements

Annexure 3	Form of Independent Certifier's Appointment, Independent Surveyor's Appointment, Independent Machine Surveyor's Appointment and Independent Bridge Inspector's Appointment
Annexure 4	Form of Property Documents
Annexure 5	Form of Custody Agreement
Annexure 6	Form of First Tier Sub-Contractor Direct Agreement
Annexure 7	Form of Collateral Warranty
Annexure 8	Form of Pensions Admission Agreement
Annexure 9	Form of Pensions Admission Agreement Bond
Annexure 10	(Not Used)
Annexure 11	Business Transfer Agreement
Annexure 12	Routine Maintenance Protocol
Annexure 13	Programmed Works Protocol
Annexure 14	Inspection Strategies

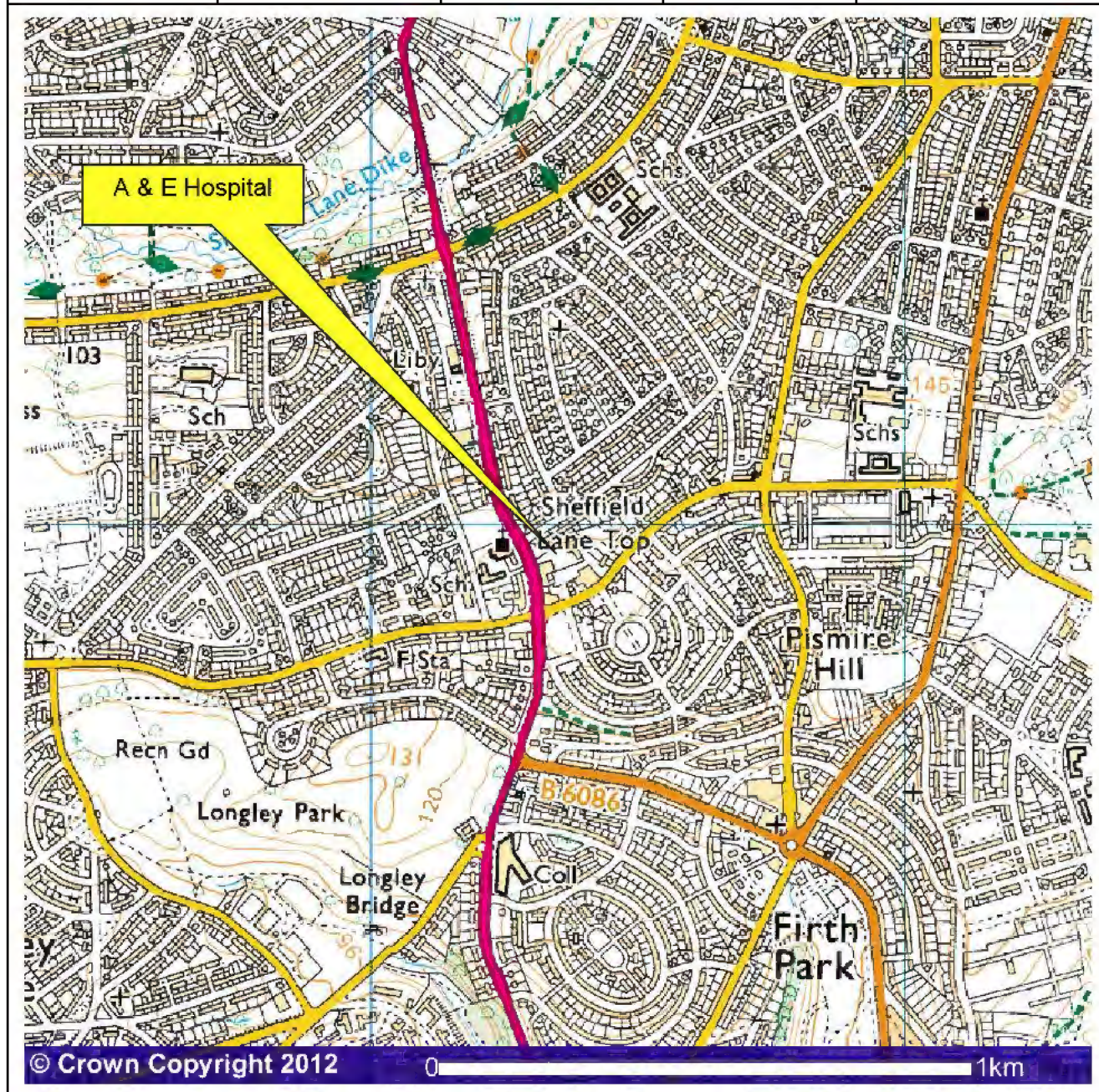
Appendix Q – Emergency, First Aid and Welfare Facilities

Hospitals

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Name	Address	Telephone No.	Other	Comments
Northern General Hospital,	Herries Road, Sheffield, S5 7AU.	Main Switchboard 0114 243 4343 Accident and Emergency 0114 271 4743 Admissions 0114 271 5015		24 hour A & E



First Aid Facilities				
Name	Address	Telephone No.	Other	Comments
Olive Grove Highways	Olive Grove Road	TBA		Includes First Aid Facilities

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Depot,	Heeley Sheffield S2 3GE			
Highways Depot,	Station Road, Ecclesfield, Sheffield, S35 9YR.	TBA		Includes First Aid Facilities
Transient Facilities: <ul style="list-style-type: none"> • Each Amey Works Vehicle carries a First Aid Kit • Each Amey Works Team, will contain at least one Appointed Persons First Aid 				
Temporary Facilities: <ul style="list-style-type: none"> • Longer Term Works, will have Risk Assessed First Aid Equipment, and level of either Full First Aiders, or Appointed Persons First Aid 				

Amey Welfare Facilities				
Name	Address	Telephone No.	Other	Comments
Olive Grove Highways Depot,	Olive Grove Road Heeley Sheffield S2 3GE	TBA		Includes First Aid Facilities
Ecclesfield Highways Depot,	Station Road, Ecclesfield, Sheffield, S35 9YR.	TBA		Includes First Aid Facilities

Public Welfare Facilities				
The following table is a list of all our public conveniences, their opening times and the facilities available.				
Location	Facilities	Normal Hours	Other Hours	Comments
The Town Hall	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • Ladies and Gent's baby changing room. • Ladies and Gent's showers. • Wash hand basins 	Monday to Saturday - 8.00am to 5.45pm.	Sunday and Bank Holidays - 10.00am to 3.45pm.	20 Pence Admission Charge
Moorfoot Public Toilets	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • Ladies baby changing room. • RADAR key wheelchair accessible WC. • Wash hand 	Monday to Saturday - 8.30am to 5.45pm	Sunday and Bank Holidays - Closed.	

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	basins.			
Angel Street (Superloo)	<ul style="list-style-type: none"> • WC. • RADAR key wheelchair accessible. • Baby changing facility. • Automatic wash hand basin with warm air hand dryer. • Heated. 	Open 24 hours	Open 24 hours	20 Pence Admission Charge
Exchange Street (Superloo)	<ul style="list-style-type: none"> • WC. • Automatic wash hand basin with warm air hand dryer. • Heated. 	Open 24 hours	Open 24 hours	10 Pence Admission Charge
The Moor (Superloo)	<ul style="list-style-type: none"> • WC. • Automatic wash hand basin with warm air hand dryer. • Heated. 	Open 24 hours	Open 24 hours	10 Pence Admission Charge
Bradfield	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • Wheelchair accessible toilet in the Parish Offices nearby (follow the signs), open 8.00am to 9.30pm. • Automatic hand washing / drying machines in Ladies and Gent's toilets. 	Open 24 hours.	Open 24 hours.	
Endcliffe Park	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • RADAR key wheelchair accessible toilet. 	9.00am - 5.00pm (to coincide with the opening times of the cafe)		
Forge Dam	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • RADAR key wheelchair accessible toilet. • Baby Changing Facilities 	10.00am to 5.00pm		
Fox House	<ul style="list-style-type: none"> • Ladies and Gent's toilets. 	Open 24 hours,		

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	<ul style="list-style-type: none"> • RADAR key wheelchair accessible toilet. • Automatic hand washing and drying machines in all toilets. • Recycled toilet tissue. 	7 days per week.		
Glen Howe Park	<ul style="list-style-type: none"> • Ladies and Gent's WC's. 	Dawn to Dusk		
Graves Park	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • Wheelchair accessible toilet. • Baby changing facilities 	Dawn to Dusk		
Hillsborough Park	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • RADAR key wheelchair accessible toilet. • Baby changing facilities 	Dawn to Dusk		
Millhouses Park	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • RADAR key wheelchair accessible toilet. • Baby changing facilities. 	Dawn to Dusk		
Rivelin Valley Park	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • RADAR key wheelchair accessible toilet. • Baby Changing Facilities 	Park Opening Times		
Whirlow Brook Park	<ul style="list-style-type: none"> • Ladies and Gent's WC's. 	Park opening times		
Bolsterstone	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • Automatic hand washing / drying machines. 	9.00am to 5.00pm	Open longer during the summer	
Burngreave	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • RADAR key wheelchair accessible WC • Automatic hand washing / drying 	Saturday - 8.00am to 5.15pm	Sunday and Bank Holidays - Closed. Wheelchair accessible toilet - open 24 hours	

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	<p>machines in all toilets.</p> <ul style="list-style-type: none"> • Toilet tissue dispensers 			
Chapelton	<ul style="list-style-type: none"> • 2 unisex toilets. • 1 toilet accessible with RADAR key at night. • Automatic hand washing and drying machines in both toilets. • Toilet tissue dispensers. • Sharps disposal. • Baby change benches. 	Unisex toilet is open every day from dawn to dusk.	The wheelchair accessible unisex toilet is open to all from dawn to dusk and by RADAR key during the night	
Meadowhead	<ul style="list-style-type: none"> • Ladies and Gent's WC's. • RADAR key wheelchair accessible WC • Automatic hand washing / drying machines. • Toilet tissue dispensers. • Air fresheners 	Monday to Saturday - 8.00am to 5.15pm.	Sunday and Bank Holidays - Closed. Wheelchair accessible toilet - open 24 hours.	
Rivelin Valley	<ul style="list-style-type: none"> • Ladies and Gent's unisex toilet. • RADAR key, wheelchair accessible toilet. • Automatic hand washing and drying machines in both toilets. • Toilet tissue dispensers. • Sharps disposal. • Baby change bench. 	Open every day from 8.00 am to dusk.	RADAR key accessible 24 hours.	
Birley Moor Road (Superloo)	<ul style="list-style-type: none"> • WC. • Automatic wash hand basin with warm air hand dryer. • Heated 	Open 24 hours.		10 Pence Admission Charge
Darnall (Superloo)	<ul style="list-style-type: none"> • WC. • Automatic 	Open 24 hours.		10 Pence Admission Charge

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	<p>wash hand basin with warm air hand dryer.</p> <ul style="list-style-type: none"> • Heated. 			
Deeprcarr (Superloo)	<ul style="list-style-type: none"> • WC. • Automatic wash hand basin with warm air hand dryer. • Heated. 	Open 24 hours.		10 Pence Admission Charge
Stocksbridge (Superloo)	<ul style="list-style-type: none"> • WC. • RADAR key wheelchair accessible. • Baby changing facility. • Automatic wash hand basin with soap and warm air hand dryer. • Heated. 	7.30am to 5.30pm		10 Pence Admission Charge

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Appendix R – Plant, Equipment and Machinery Schedule of Tests and inspections

Item of Plant, Equipment and Machinery	Operator		PATS Testing		Gas Appliance Testing	Pressure Vessel Inspection / Testing	Equipment Service and Inspection	Road Vehicle			LOLER		Comments
	Visual Pre-use Operator Check	Weekly Recorded Operator Inspection	3 Month Test	12 Month Test				Driver Vehicle Defect Check	Vehicle Service / Inspection	12 Month Vehicle MOT	6 Month Thorough LOLER Inspection	12 Month Thorough LOLER Inspection	
Small Hand Tools	Yes												
Mechanical Hand Equipment (Electric)	Yes		Yes				As per Supplier Guidance						
Mechanical Fixed Equipment (Electric)				Yes			As per Supplier Guidance						
Mechanical Hand Equipment (Other)	Yes						As per Supplier Guidance						
Air Compressors	Yes						As per Scheme Requirements	As per Supplier Guidance					
Lorry Loaders (Road Vehicle Mounted)	Yes	Yes					As per Supplier Guidance	Yes	Eight Weekly	Yes		Yes	

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Item of Plant, Equipment and Machinery	Operator		PATs Testing		Gas Appliance Testing	Pressure Vessel Inspection / Testing	Equipment Service and Inspection	Road Vehicle			LOLER		Comments
	Visual Pre-use Operator Check	Weekly Recorded Operator Inspection	3 Month Test	12 Month Test				Driver Vehicle Defect Check	Vehicle Service / Inspection	12 Month Vehicle MOT	6 Month Thorough LOLER Inspection	12 Month Thorough LOLER Inspection	
Mobile Elevated Work Platforms (Road Vehicle Mounted)	Yes	Yes					As per Supplier Guidance	Yes	Eight Weekly	Yes	Yes		
Telehandler	Yes	Yes					As per Supplier Guidance					Yes	
Tail Lifts (Road Vehicle Mounted)	Yes	Yes					As per Supplier Guidance	Yes	Eight Weekly	Yes	Yes		
Fork Lift	Yes	Yes					As per Supplier Guidance					Yes	
Wheeled Loading Shovel	Yes	Yes					As per Supplier Guidance					Yes	
Mini or Midi Excavator (Tracked)	Yes	Yes					As per Supplier Guidance					Yes	
Gully Sucker (Road Vehicle Mounted)	Yes					As per Scheme Requirements	As per Supplier Guidance	Yes	Eight Weekly	Yes			

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Item of Plant, Equipment and Machinery	Operator		PATS Testing		Gas Appliance Testing	Pressure Vessel Inspection / Testing	Equipment Service and Inspection	Road Vehicle			LOLER		Comments
	Visual Pre-use Operator Check	Weekly Recorded Operator Inspection	3 Month Test	12 Month Test				Driver Vehicle Defect Check	Vehicle Service / Inspection	12 Month Vehicle MOT	6 Month Thorough LOLER Inspection	12 Month Thorough LOLER Inspection	
Mechanical Sweeper – Road Areas (Road Vehicle Mounted)	Yes						As per Supplier Guidance	Yes	Eight Weekly	Yes			
Mechanical Sweeper – Pedestrian Areas (Road Vehicle Mounted)	Yes						As per Supplier Guidance	Yes	Eight Weekly	Yes			
Mechanical Sweeper - Pedestrian	Yes						As per Supplier Guidance						
Road Marking Boilers / Heaters (Road Vehicle Mounted)	Yes	Yes			Yes		As per Supplier Guidance	Yes	Eight Weekly	Yes			
Surfacing Hot Boxes (Road Vehicle Mounted)	Yes	Yes			Yes		As per Supplier Guidance	Yes	Eight Weekly	Yes			

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Item of Plant, Equipment and Machinery	Operator		PATS Testing		Gas Appliance Testing	Pressure Vessel Inspection / Testing	Equipment Service and Inspection	Road Vehicle			LOLER		Comments
	Visual Pre-use Operator Check	Weekly Recorded Operator Inspection	3 Month Test	12 Month Test				Driver Vehicle Defect Check	Vehicle Service / Inspection	12 Month Vehicle MOT	6 Month Thorough LOLER Inspection	12 Month Thorough LOLER Inspection	
Cars and Car Derived Vans								Yes	As per Supplier Guidance	Yes			
3.5t and below Vehicles								Yes	Eight Weekly	Yes			
Above 3.5t Vehicles								Yes	Eight Weekly	Yes			
Concrete Batching Plant	Yes	Yes							As per Supplier Guidance				
Ride on Mowers	Yes								As per Supplier Guidance				
Gantry Crane	Yes	Yes							As per Supplier Guidance				Yes
Lifting Jacks	Yes	Yes							As per Supplier Guidance				Yes
Chains, Slings, and Lifting Accessories (Material)	Yes								As per Supplier Guidance				Yes

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Item of Plant, Equipment and Machinery	Operator		PATs Testing		Gas Appliance Testing	Pressure Vessel Inspection / Testing	Equipment Service and Inspection	Road Vehicle			LOLER		Comments
	Visual Pre-use Operator Check	Weekly Recorded Operator Inspection	3 Month Test	12 Month Test				Driver Vehicle Defect Check	Vehicle Service / Inspection	12 Month Vehicle MOT	6 Month Thorough LOLER Inspection	12 Month Thorough LOLER Inspection	
Chains, Slings, and Lifting Accessories (Man)	Yes						As per Supplier Guidance				Yes		

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Appendix S – SHARC (Permit to Dig) Procedure Nominations

Commission Name:	Sheffield Streets Ahead Contract						
SHARC Responsible Person Nominations							
	Senior Management Team	CIP Operations	Olive Grove Depot Operations	Ecclesfield Depot Operations	Highway Electrical Operations	Structures Operations	Emergency Response Operations
Senior Nominated Persons	• TBA	• TBA	• TBA	• TBA	• TBA	• TBA	• TBA
Nominated Persons	• TBA	• TBA	• TBA	• TBA	• TBA	• TBA	• TBA
CAT Users	<i>A person competent in the use of approved cable and pipe locating devices such as a CAT and Genny. A Specialist CAT User is a person who has attended Specialist CAT Tool Course(s), such as the use of ground radar or other specialist detection equipment, and is competent in the use of a variety of cable and pipe locating devices.</i>						
Machine Operators or Team Leaders	<i>The competent and diligent person responsible for the implementation of the requirements of the permit. He can approve the start of works covered by a Low Risk Permit if nominated to do so by the Nominated or Senior Nominated Person. This person may also be known as Ganger or Subcontractor's Supervisor.</i>						

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Amey
Sheffield Streets Ahead Contract
Environmental Management Plan

Declaration

This Environmental Management Plan is a statement of intent to ensure that the management of the above contract meets the environmental requirements of Legislation, the Authority, BS-EN-ISO 14001:2004, and EMAS.

It is a unique working document to provide guidance and direction for the effective management of the above contract.

The Plan identifies the procedures, practices, resources, activities and controls to be used on the contract as required and established by the Environmental Management System to which reference is made.

Produced:

Date: _____
Environment Manager

Agreed:

Date: _____
Quality Manager

Approved:

Date: _____
Project Director

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2	Scope
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4	Environmental Management System Elements
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4.3.2	Legal and other requirements
4.3.3	Objectives, targets and programmes
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4.4.2	Competence, training and awareness
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4.4.6	Operational control
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4.5	Checking
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4.5.4	Control of records
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ENVIRONMENTAL MANAGEMENT PLAN

1.0 Introduction

- 1.1 This Environmental Management Plan forms part of an overall integrated management system and should be read in conjunction with other Plans for Amey staff and contractors working on this Project.
- 1.2 This Environmental Plan is intended to satisfy the requirements of the principles set down in international environmental management system standard ISO 14001:2004, EMAS, Volume 2; the Method Statement 1.10 – Environmental Issues submitted at CFT, and any new standards that are adopted throughout the Project.
- 1.3 The Method Statement describes how Amey's environmental processes for the Project shall align with the Authority's Environmental Policy requirements, and adapt to climate change.
- 1.4 The procedures contained within this Plan do not prejudice any statutory/contract requirements and guidelines that may be in force at any time during the contract life.

2.0 Scope

- 2.1 This Environment Management Plan (EMP), in conjunction with Amey procedures, forms the basis of the Environment Management System (EMS) that shall be applied on all activities that Amey has direct control or influence.
- 2.2 The Project Services may involve the Highways Maintenance and Management of the Sheffield City Council Highway Network (including, but not limited to):
 - Depot and Office Management:
 - Olive Grove Depot,
 - Ecclesfield Depot,
 - Eyre Lane Depot,
 - General Activities:
 - Safety and Service Inspections,
 - Streetworks,
 - Programming,
 - Temporary Traffic Management,
 - Abnormal Loads,
 - Customer Experience,
 - Communications and consultation,
 - Carriageway and Footway Activities:
 - Carriageways,
 - Footways,
 - Drainage,
 - Kerbs and Edgings,
 - Condition Surveys,
 - Structures Activities:
 - Bridges,
 - Retaining Walls,
 - Other Authority Structures,
 - Assessment of 3rd Party Structures,
 - Structures Inspections,
 - Street Lighting and Signs Activities:
 - Street Lighting and High Mast Lighting,

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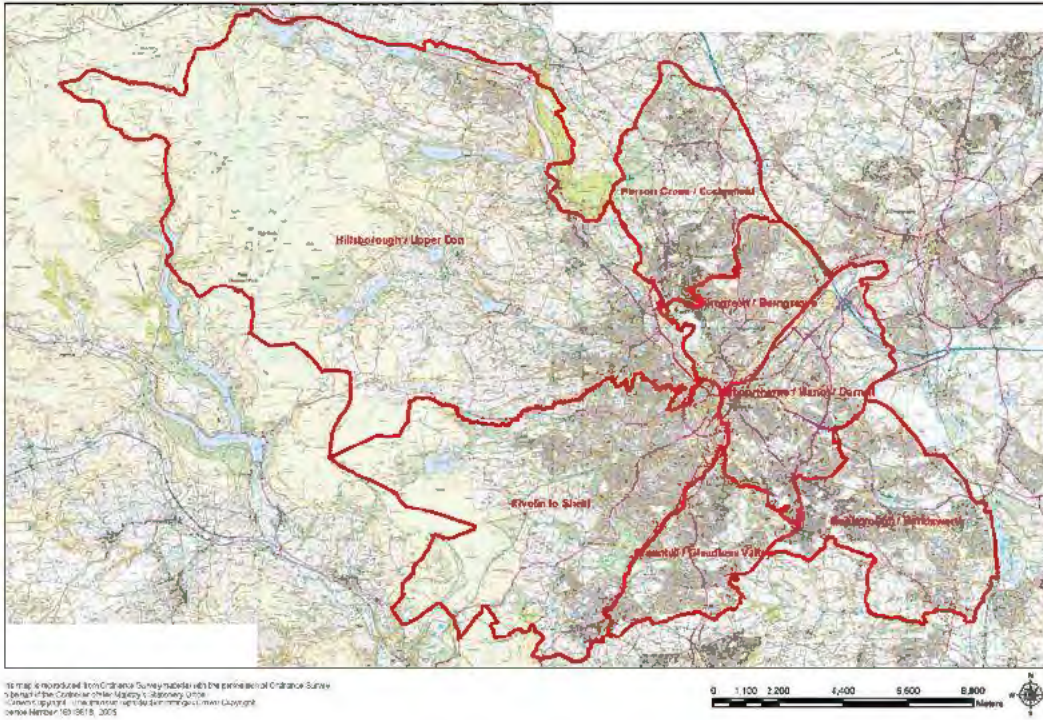
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- Illuminated Signs,
 - Non-illuminated Signs,
 - Road Markings,
 - Street Name Plates,
 - Inspections Monitoring and Testing,
- **Traffic Signals / Control Infrastructures and ITS Activities:**
 - Traffic Signal and Control Infrastructure,
 - Intelligent Transport Systems,
 - Inspections Monitoring and Testing,
- **Grounds Maintenance Activities:**
 - Grounds Maintenance Management Strategy,
 - Grassed Areas,
 - Shrubs and Rose Beds / Boxes and Planters,
 - Hedges,
 - Tree Management and Maintenance,
 - Weed Control,
- **Winter Maintenance Activities:**
 - Determination of Daily Action Proposals, and subsequent amendments,
 - Resources,
 - Management Arrangements,
 - Forecasting Proposals,
 - Route Planning,
 - Liaison and Communications,
 - Performance Monitoring,
 - Record Keeping,
 - Grit Bin Strategy
- **Street Cleaning Activities:**
 - Litter – city centre,
 - Graffiti, Fly Posting and Fly Tipping,
 - Litter – other Priority Areas,
 - Litter – rest of city,
 - Detritus – city centre,
 - Detritus – rest of city,
 - Litter Bins,
- **Miscellaneous Assets Activities:**
 - Barriers, Fences, and Guard Rails,
 - Seats, Artwork and Artefacts,
 - Bollards,
- **Strategic Assistance Activities:**
 - Assistance with National / Regional Surveys BV Plans and Audits,
 - Network Integrity Inspections,
 - Service Improvement Plan,
 - Miscellaneous Strategic Assistance,
 - Accident Investigations,
 - Deposits on the Highway,
- **None Core Services Activities:**
 - Design Services (including Inspection Services),
 - Construction Services,
 - Call Off Services (including Work for Community Assemblies and In-bloom Operations).

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- 2.3 The Project location covers the area of Sheffield City Council Highways Network, as shown on the diagram below:



3.0 The Purpose and Benefits of the Environment Management Plan

3.1 The purpose of this EMP is to set out the specific environmental practices, resources and activities necessary to ensure compliance of the above contract with the Amey Environmental Management System, current legislation, and to implement the commitment to continual improvement. All activities are carried out in accordance with the Amey Sheffield Streets Ahead Contract Environmental Policy.

3.2 The EMP will provide the framework for the procedures and processes Amey shall implement to manage environmental performance on the Project.

The Environment Management Plan will:

- record the scope of environmental issues, together with the requirements for action and control by Amey. These are detailed in method statements and separate control procedures as necessary.
- set out the individual responsibilities of directors, managers, supervisors and operatives, with their respective roles defined in a clear system of managerial control.
- establish the arrangements to monitor compliance and performance.
- establish the process for reporting environmental information required by the Authority and Amey
- ensure that environmental issues are firmly on the agenda of review meetings with the relevant managers.
- ensure that complete documented records are kept for easy, accessible reference.
- provides evidence to statutory, regulatory and local authorities that Amey is taking effective action to work safely, comply with all statutory provisions and protect the environment

3.3 The EMP will act as a central focal point for the Project's EMS from the Service Commencement Date, which will:

- Implement Amey's and the Projects Environmental Policies and Environmental Statement,
- Comply with legislative, Authority and other applicable requirements,
- Establish an Environmental Legislation Register,
- Establish an Environmental Aspects and Impacts Register, including an initial Environmental Review in line with the Environmental Aspects and Impacts Procedure,
- Provide environmental based training to the employees and supply chain staff using a training and competencies matrix using the Service Provider's bespoke educational facility at the Olive Grove Offices,
- Deliver the required Service while complying with control measures (operational procedures),
- Inspect and audit compliance through a performance monitoring regime,
- Carry out an annual management review, identifying areas for improvement,
- Produce an environmental statement (in accordance with the requirements of EMAS) based on the outcome of the management review,
- Help the Authority to realise its aspiration for the city to be an environmentally responsible city, placing the environment at the heart of all natural and built assets, as contained in the Corporate Plan,

- Reduce carbon emissions, through a combination of energy-efficient processes and use of sustainable products, materials and equipment,
- Promote climate change adaptation within the scope of Services provided for the Project.

3.5 The EMP, is supplemented by the following associated Environmental Management Plans:

3.5.1 Local Biodiversity Action Plan (LBAP)

- The LBAP provides guidance to staff on the necessary procedures and processes required to ensure that negative impacts upon biodiversity are reduced, and positive impacts are encouraged (depending on cost)

3.5.2 Waste Strategy

- The waste strategy is aligned with the waste hierarchy whereby waste is managed sustainably to minimise waste, maximise reuse and recycling and where disposal to landfill is the last option.

3.5.3 Fleet Sustainability Plan

- The Fleet Sustainability Plan strategically documents and targets a reduction in the Project's emissions. The key themes of the strategy are to:
 - Drive Less,
 - Drive Differently,
 - Drive Better Vehicles,

3.5.4 Annual Environment / Carbon Reduction Plan

- This is a forward-facing Annual Environmental / Carbon Reduction Plan pursuant to the Authority's review procedure. The Annual Environmental / Carbon Reduction Plan sets objectives and targets against which to measure the environmental and carbon performance of the Project.

3.5.5 Climate Change Adaption Plan (CCAP)

- This is a Project-specific Climate Change Adaptation Plan (CCAP), supporting the Authority's Local Climate Impacts Profile (LCIP). The Project will use this approach to identify opportunities for the Project and to assist the Authority's adaptation strategy and climate change risk assessment.

3.5.6 Depot Travel Plans

- The Travel Plans will form a package of measures tailored to meet the needs of each of the Project's Olive Grove, Ecclesfield, and Eyre Lane Depots for staff (commuting to the site and visitors), with a focus on promoting greener, cleaner travel choices while reducing reliance on the private car. Grounds and Verge Maintenance Inventory.

3.5.7 Five Year Grounds Maintenance Strategy

- The Grounds Maintenance Manager and Environment Manager for the Project shall add all of the relevant biodiversity elements of these Plans into the Project's Environmental Plan.

3.5.8 Grounds and Verge Maintenance Inventory

- The inventory shall encompass the grounds estate and comprise the:
 - Amenity Grassed Areas

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- Verges containing bulbs and wildflowers
 - Shrub Areas, Rose Areas, Boxes and Planters, and Planted Areas
 - Trees, tree clusters and woodland areas
 - Hedges and hedgerows.
- The Project Network inventory will be linked to a GIS layer, which can be overlaid to show all special designations (eg Sites of Special Scientific Interest), areas classed as Living Landscape Areas by Sheffield Wildlife Trust and Conservation Areas on or adjacent to the Project Network.
 - This inventory will be built up over time as the Service Provider progresses through the Project Network, using its zonal approach in Service delivery.

3.5.9 Annual Grounds Maintenance Strategy

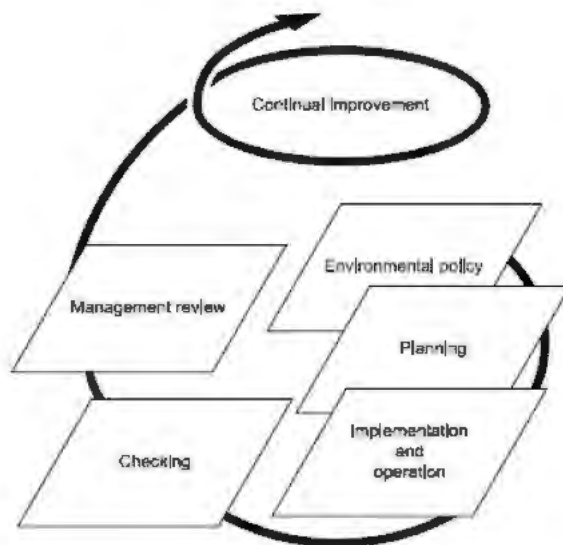
- The Project shall consult with local environmental groups (eg Sheffield Wildlife Trust) on its management strategy and shall discuss the Annual Grounds Maintenance Action Plan with them for the Project Network adjacent to areas of special interest before seeking Authority Approval.
- The Service Provider shall cut areas of wildflower or naturalised bulbs in line with its Annual Grounds Maintenance Action Plan, where the Service Provider identifies wildflower areas on the Project Network as detailed on the GIS layer provided, the Project shall ensure that cutting is restricted to a frequency that enhances the ecological value of the site.

Reference	Description	Comments
LG-SHEF-ENV-003	Local Biodiversity Action Plan (LBAP)	
LG-SHEF-ENV-004	Waste Strategy Plan	
LG-SHEF-ENV-005	Fleet Sustainability Plan	
LG-SHEF-NS-001	Annual Environmental / Carbon Reduction Plan	
LG-SHEF-ENV-006	Climate Change Adaptation Plan (CCAP)	
LG-SHEF-ENV-009	Annual Grounds Maintenance Strategy	
LG-SHEF-GM-006	Five Year Grounds Maintenance Strategy	
LG-SHEF-ENV-007	Grounds and Verge Maintenance Inventory	
LG-SHEF-ENV-010	Olive Grove Depot Travel Plan	
LG-SHEF-ENV-011	Ecclesfield Depot Travel Plan	
LG-SHEF-ENV-012	Eyre Lane Depot Travel Plan	

4.0 Environmental Management System Elements

4.1 General

- 4.1.1 This Plan describes the processes and procedures that are to be used, and acts as a signpost to supporting detailed documents and other controls.
- 4.1.2 This Plan is based on the framework of ISO14001 and uses the Plan-Do-Check-Act process approach to achieve the ongoing process of continual improvement.



4.2 Environmental Policy

4.2.1 Amey is committed to continually improve the management of its activities, products and services. This ongoing commitment is reflected in the Amey Environmental Policy (PLC-EXEC-026), Amey Sustainability Policy (PLC-EXEC-051) the annual Compliance and Improvement Plan and ongoing accredited third party certification against the ISO 14001.

Amey plc Environment Policy



Principle

Amey recognises that many of its activities provide an important opportunity to protect and improve the environment in which we work and serve, adopting wherever practicable the principles of sustainable development. We therefore give high priority to the development and use of materials, products, processes and services that seek to prevent pollution, reduce environmental impact and waste, and to optimise the use of resources.

Working with our clients and partners we aim to progressively improve our practices in environmental management. We believe that such a commitment will deliver whole life cost benefits to our clients and new business opportunities for Amey.

We operate a management system that will ensure compliance with legislation and support continuous improvement in our performance.

In particular, throughout our business and in all our activities, we will:

- Consider the efficient use of energy, water and materials, employing environmentally sound waste management techniques such as source reduction, improved specification, re-use, re-cycling and safe disposal.
- Contribute to the enhancement, conservation and protection of the natural environment.
- Search for, propose and, wherever reasonably practical, adopt low-polluting technologies, processes and practices that encourage sustainable use of renewable resources and the reduction of adverse environmental impacts.
- Ensure that we comply with all national, local or sectoral environmental regulations, working closely and positively with the appropriate regulatory agencies, interest groups and others concerned with business in the environment.
- Identify areas of particular environmental risk and, in co-operation with our clients, the relevant external agencies and local community, prepare measures to mitigate those risks and respond to any emergency.
- Regularly measure key aspects of our environmental performance and periodically report progress against benchmarks and targets to all stakeholders, in particular Ferrovial Servicios, the Amey Board, Customers, employees and the communities within which we operate.
- Have particular regard to this policy in the procurement, operation, maintenance and disposal of our vehicle and plant fleet.
- Promote environmental awareness among all our staff and encourage their involvement and suggestions.
- Ensure staff with specific environmental responsibilities are provided with appropriate training and personal development.
- Seek to apply the principles of sustainable development in the provision of services.
- Expect our partners, key suppliers and contractors to share our concern for the environment and to work with us in identifying and applying best practice.

Comment [A1]: This is in twice?



1 Amey Sustainability Policy

Amey acknowledges that a company will be judged not solely on its financial performance, but increasingly on its wider impact and role within society. As such Amey has chosen to adopt a sustainable business approach - defined as one that:

'Creates shareholder value, whilst also embracing opportunities and managing risks from social, economic and environmental impacts'.

OUR COMMITMENTS

Amey has made **Nine** Commitments. They are based on the key areas within which we can make the most positive impact towards sustainable development.

1. Amey will protect and enhance the local natural environment
2. Amey will strive to minimise the climate change impacts of our activities and services
3. Amey will responsibly source and efficiently manage all materials and resources we use
4. Amey will invest in people to provide them with the skills to thrive in an adapting world
5. Amey will support the communities in which we operate and those impacted upon by our activities
6. Amey will ensure the health and safety of all those who work for us, and those that can be affected by our services.
7. Amey will provide value for money
8. Amey will run an ethical business
9. Amey will receive a fair return for the services provided

KEY PRINCIPLES

In addition to the nine sustainability commitments, Amey consider strong governance, stakeholder engagement and transparency essential elements of sustainability and as such will further operate in accordance with the following principles:

- We will develop an annual sustainability plan explaining what actions we will take against each of the nine sustainability commitments. These will include both qualitative and quantitative targets.
- We will review data and targets and agree actions as appropriate to feedback into and improve the sustainability plan.
- We will undertake an annual formal stakeholder identification and engagement programme, to seek feedback on our sustainability plan and encourage other organisation to adopt sound sustainability management practices
- We will communicate and annually report on our sustainability performance
- We will embed the sustainability commitments throughout the company so they become the essence of everything we do.

- 4.2.2 The Amey Plc Environmental and Sustainability Policy Statements will be on display at all Offices and Depots associated with the contract.
- 4.2.3 The Sheffield Streets Ahead Contract Environmental Policy Statement, reference LG-SHEF-ENV-001 is shown below:

Sheffield Streets Ahead Contract Environmental Policy



Principle

The Amey Sheffield Streets Ahead Contract recognises that many of its activities provide an important opportunity to protect, enhance and improve the environment in which we work, and live.

Working with Sheffield City Council, Stakeholders and our Supply Chain Partners, we aim to progressively improve our practices in environmental management. We believe that such a commitment will deliver whole life cost, and environmental benefits to Sheffield City Council and its Stakeholders.

This Environmental Policy and associated Environmental Management System aligns with the requirements of the Authority's own Environmental Policy aims and objectives, of:

- Reducing Carbon Emissions,
- Improving Energy Security and Affordability,
- Improving Resilience to Climate Change,
- Reducing Waste.

We operate a management system that will ensure compliance with legislation, and support continuous improvement in our performance, this will drive the environmental management for the Project. In particular, in all our activities, we will:

- Minimise the amount of electricity used by the Street Lighting and Powered Apparatus on the Project Network
- Minimise waste and increasing re-use, recycling and composting of waste generated on the Project
- Manage congestion on the Project Network to minimise the impact of the Project's activities
- Improve the environmental quality of the landscape, including enhancing biodiversity
- Lower carbon emissions across the Services delivered
- Use sustainable products
- Provide a robust Highway network that will maximise the city's resilience to the predicted impacts of climate change.

Responsibilities

Ultimate responsibility for implementation of this policy rests with the Project Director, supported directly by the Projects Environment Manager and Carbon Officer.

He has nominated the Environment Manager to monitor on his behalf the implementation and effective operation of this Policy throughout the Sheffield Streets Ahead Contract, to report regularly on compliance and to undertake audits or site inspections.

Communication of the Policy

The Environment Manager shall cascade the Environmental Policy to all staff on the Project as part of their Health, Safety, Environment and Assurance (HSEA) induction to the Project. Amey shall communicate the Policy through the Project webpage, and provide it to any other external stakeholders or interested parties as appropriate, through a number of channels as outlined in the Strategic Communications Schedule

This policy should be read in conjunction with a number of other Amey policies on related matters.

4.3 Planning

4.3.1 Environmental Aspects and Impacts

4.3.1.1 Environmental aspects, impacts and significance of the activities, products and services that the Contract can control and over which it may have an influence have been established and are identified in accordance with PLC-ENV-103 - Environmental Aspects and Significant Impacts and are located in Appendix A.

4.3.1.2 In addition to the PLC-ENV-103 procedure the Project's Environment Manager, together with the Project's Operational Managers (including the Service Provider's Powered Apparatus Manager, Highways Manager, Streetscene Manager and Structures Manager), shall undertake a lifecycle assessment (LCA) to identify elements of activities in each of the Services that have an environmental impact.

The significant environmental aspects identified are taken into account when establishing and reviewing environmental objectives.

4.3.1.3 Aspects and impacts will be reviewed by the Environment Manager when changes to the scope of works / service takes place. They will also be reviewed annually as a minimum. This will be carried out by the Environment Manager via unplanned reviews due to changes in legislation / best practice, or during periodic Environmental Management Plan reviews.

4.3.1.4 Operational control of the Projects Environmental Impacts set out in Appendix A will be a mix of formal plans, procedures and work instructions. The processes/procedures will be subject to regular review and improvement, based upon feedback from users, the Authority and Amey Best Practice developed elsewhere. The core processes developed to control the potential significant impacts of operational activities on services can be found in the Integrated Management System.

4.3.1.5 The Environment Manager shall update the Environmental Aspects and Impacts Register to reflect any changes in Service delivery. This information will be provided by the Operational Managers stated in 4.3.1.2 and any other relevant interested parties (eg Regulatory authorities or supply chain parties). The Project shall identify changes and improvements as part of its annual management review of the EMS.

Reference	Description	Comments
PLC-ENV-103	Environmental Aspects and Significant Impacts	
LG-SHEF-ENV-015	Sheffield CC Highways Maintenance – Aspects and Impacts Register	

4.3.2 Legal and other requirements

Legal compliance of premises

4.3.2.1 In order to give assurance of legal compliance, a formal inspection of premises and facilities, has been carried out before the start of a contract or occupancy of a premise using form PLC-HSEQ-023/01 - Legal Compliance Checklist for Premises. The completed checklist will be held in the Contract Environmental Files and reviewed annually by the nominated Environment Manager.

Reference	Description	Comments
PLC-HSEQ-023	Legal Compliance in Premises	

Environmental legal and other requirements

4.3.2.2 Procedure PLC-HSEQ-002 describes how legal and other requirements are identified and managed. The environmental, legal & other requirements relevant to the Sheffield Streets Ahead Contract have been identified using the environmental legal and other requirements database (PLC-ENV-002) and are included in Appendix B. These will be reviewed and updated by the Group HSEA Advisor, and the Environment Manager.

4.3.2.3 The Environment Manager shall monitor changes and developments in environmental legislation and other regulatory requirements, and shall update the project's Environmental Legislation Register regularly.

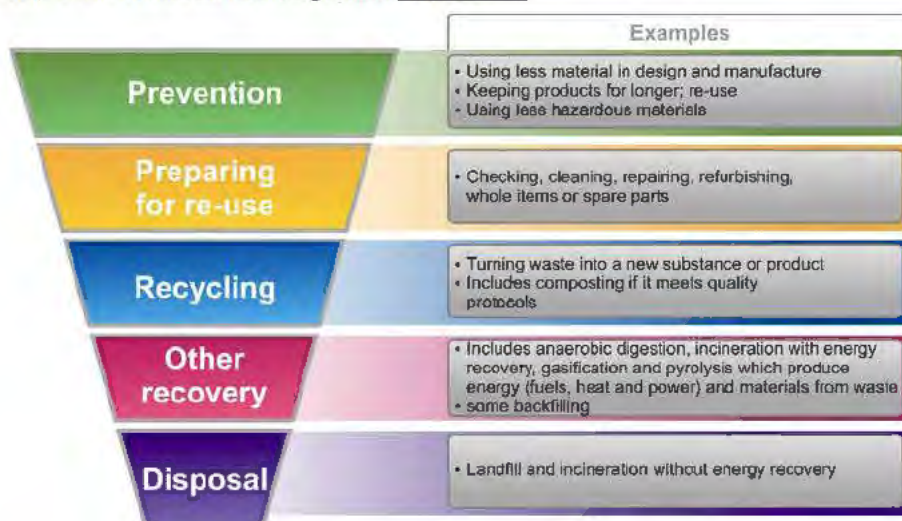
4.3.2.4 The Environment Manager shall update associated documents, such as the Environmental Aspects and Impacts Register, at the same time. Amey shall keep up to date with best practice and legislative change in a number of ways, including subscribing to the Barbour Index (an information database that provides guidance and information on legislative updates) and other professional publications.

4.3.2.5 Amey shall disseminate changes and developments with an analysis of likely implications to Project staff via 'Environmental Alert' bulletins and toolbox talks.

Reference	Description	Comments
PLC-ENV-002	Legal Register: Environmental legislation and other requirements	

Waste Management

4.3.2.6 The Waste Management Procedure PLC-ENV-WASTE-200 defines the process for the responsibility, identification, classification and disposal methods of waste produced on premises. The waste streams generated at the Sheffield Streets Ahead Contract are listed in the Waste Stream Register in [Appendix C](#).



4.3.2.7 The waste stream register will be reviewed where changes to the scope of works/ service takes place. It will also be reviewed annually as a minimum, by the Environment Manager.

4.3.2.8 Site Waste Management Plan Procedure PLC-ENV-WASTE-203 and template PLC-ENV-WASTE-203/01 are to be used on construction projects with a value exceeding £300,000.

4.3.2.9 Amey will consider ways of reducing and managing waste in line with the 'waste hierarchy' as part of the site management process.

4.3.2.10 The Project has a waste strategy which determines the waste management option for all contract waste. The Project will ensure that the waste strategy is aligned with a waste hierarchy whereby waste is managed in the least environmentally-damaging manner, with disposal to landfill as the last option.

Reference	Description	Comments
LG-SHEF-ENV-004	Waste Strategy	
PLC-ENV-WASTE-200	The Management of Waste	
PLC-ENV-WASTE-203	Site Waste Management Plans	

Design

- 4.3.2.11 For all planned maintenance and improvement works, a design input is required. This will include assessment of potential environmental impacts of works and document mitigation measures and potential improvements on an environmental basis in line with PLC-ENV-209.
- 4.3.2.12 The Project shall appropriately manage congestion as a result of highway works to ensure the associated negative environmental impacts are minimised. The Project shall ensure that pollution, carbon emissions, driver and pedestrian delay, and disruption to residents, as a result of congestion, is minimised through:
- Consideration of congestion minimisation during the design stage and planning works to avoid unnecessary congestion (ie minimising the amount of time taken to carry out maintenance works through combining activities),
 - Early and effective communication with the public to ensure awareness of the commencement and location of planned works,
 - Early planning to ensure that congested routes identified by SCC and The South Yorkshire LTP3 are avoided,
 - The use of traffic modelling to ensure that the least disruptive traffic management options are selected,
 - Adapting works to take account of seasonal considerations (avoiding works during busy periods such as seasonal holidays),
 - Carrying out night working, to avoid traffic congestion during the day.
- 4.3.2.13 The Project recognises that the most sustainable method of managing waste is to avoid producing waste at all. The Project shall train all Project design teams to identify processes that will result in the generation of waste during Works. Where possible, the Project shall ensure that such wastage is 'designed out', reducing the tonnage of waste material that requires further management. This may include leaving materials in situ, specifying materials in bespoke sizes, and specifying pre-fabricated construction components.
- 4.3.2.14 The Project shall undertake environmental assessment to a level commensurate with the likelihood and severity of significant environmental impact. The Project shall address the level of assessment by separating its activities into three distinct categories:
- Significant Schemes on the Project Network
 - Activities being undertaken within designated sites
 - Routine Maintenance Works not occurring in designated sites
- 4.3.2.15 The Project's design team leader shall be responsible for ensuring this process is implemented as part of an annual audit and inspections regime, and shall seek advice from environmental specialists as required.
- 4.3.2.16 The Project shall ensure that, for all Significant Schemes it undertakes on the Project Network, it will follow the guidance set out in the EMS.

Reference	Description	Comments
PLC-ENV-209	Design - Environment & Sustainability Considerations	

Procurement

- 4.3.2.17 The Project shall select its supply chain in accordance with its established IMS procedures, drawing on its extensive knowledge of the marketplace on both national and local levels.
- 4.3.2.18 The Project shall procure material and services for the Project from SMEs that demonstrate high sustainability credentials and work to continually improve their performance. The Project shall use 'Buy4Sheffield' to aid in the selection of SMEs from the local area. The Service Provider shall also ensure that its chosen Suppliers and sub-contractors work to support local communities, assist local employment and boost the local economy.
- 4.3.2.19 The Project shall align its procurement policies with those of the Authority. In particular, the Service Provider shall:
- Procure using processes and procedures that have a low environmental impact
 - Consider 'whole life' costs throughout procurement
 - Through procurement make efficient use of resources for example through reduced energy consumption and reduced packaging
 - Procure materials and equipment which reduce the need to rely on virgin material and, where appropriate, re-use or recycle existing products
 - Favour the use of recycled material over new material
 - Comply with national and European purchasing legislation
 - Comply with the Authority's corporate procurement strategy.
- 4.3.2.20 The Project will pre-qualify all approved supply chain members on the basis of their financial, technical, health, safety and environmental performance, which will be at least equal to the Amey's own standards. The Project shall evaluate supply chain organisations using the following criteria:
- Significance of product or service to delivery of the Services
 - Health and safety performance, policies and practices
 - Quality and environmental performance
 - Financial standing
 - Experience and local knowledge
 - Design capability, where relevant
 - Supply chain management and capability
 - Local links to the Project area.
- 4.3.2.21 The Project shall balance the results of this evaluation with price, and give specific emphasis to each supply chain member's sustainability development agenda. The Project shall encourage the participation of a diverse supply chain, to create a strong, able and inclusive resource.
- 4.3.2.22 Once engaged, the Project shall provide its supply chain with Project inductions and shall require that supply chain members provide method statements and risk assessments for approval, and training details of staff that will help deliver the Service.
- 4.3.2.23 If the Project's supply chain members have no established EMS, they will be required to accord with the Service Provider's EMS.
- 4.3.2.24 The Project shall induct supply chain members into the environmental procedures associated with the Works and Services they will deliver.

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- 4.3.2.25 Material will be procured in suitable amounts so as to minimise wastage on the contract. This will especially apply to office materials and those resources identified as being responsible for contributing to the majority of waste for the Project.

Reference	Description	Comments
PLC-PROC-005	Identify and Evaluate Suppliers	
PLC-PROC-006	Select Suppliers, Issue Tenders and Evaluate Tenders	
PLC-PROC-011	Review of Amey and Supplier Performance	

4.3.3 Objectives, targets and programmes

4.3.3.1 The Project is committed to continually improving its environmental performance, and shall develop objectives and targets that align with the Authority's Corporate Plan - "Protecting and Enhancing the Environment" and the Project's own environmental objectives.

4.3.3.2 The Project's indicative objectives and actions for the Project are contained in Appendix D; this describes how the Project shall support the Authority's Corporate Plan 2010 - 2013.

4.3.3.3 It is the responsibility of the Project Director to ensure that environmental objectives are defined and documented in Appendix D, which details

- each objective
- the targets/timescale for achievement
- the means to be employed
- the manager responsible
- progress

4.3.3.4 When establishing and reviewing objectives, the following are considered:

- legal and other requirements
- significant environmental aspects
- Client requirements
- C&I Plan
- technological options
- the views of interested parties

4.3.3.5 It is the functional responsibility of the Environment Manager, to ensure that the objectives within their scope of control:

- are regularly reviewed
- that progress is documented against the targets set
- that the objectives continue to reflect the business
- that they are suitably amended if necessary, and
- that any additional resources necessary for their achievement are provided.
- that objectives are Specific, Measurable, Achievable, Realistic, Timely

Reference	Description	Comments

4.4 Implementation and Operation

4.4.1 Resources, Roles and Responsibility

- 4.4.1.1 The organisation chart for dealing with the environmental management system issues for the Sheffield Streets Ahead Contract is shown in Appendix E.
- 4.4.1.2 Appendix F contains a list of roles together with the environmental management responsibilities at Contract level.
- 4.4.1.3 The Environment Manager is responsible for ensuring this Environmental Management Plan is correctly established, administered, effectively monitored and that reports on the performance of the system are presented to top management for review. This will be via standardised Amey or Divisional KPI's, and Group or Divisional Audit / Inspection Scores.

4.4.2 Competence, Training and Awareness

- 4.4.2.1 Personnel shall be competent to perform tasks that may impact on the environment. Competence is defined in terms of appropriate education, training, skills and/or experience.
- 4.4.2.2 Appendix G Environmental Qualifications, Training and Competence details the relevant environmental qualifications, training and experience of persons having specific environmental responsibilities within this plan.
- 4.4.2.3 A confirmation of formal training records will be maintained and available via the 'One HR Self Service' system, informal training and briefing records will be held by the Sheffield Streets Ahead Contract in the form of Briefing Matrices and Confirmation Sheets.

Reference	Description	Comments

4.4.3 Communication

Internal communication

4.4.3.1 Processes have been established throughout the company for communicating matters relating to the effectiveness of the management system. The Project shall use a variety of communication tools and documents to engage and inform internal stakeholders, including:

- Annual Environment / Climate Change Review Report
- Annual Environmental / Carbon Reduction Plan
- High-level management meetings
- Trade and Depot meetings
- HSEA quarterly meetings
- Monthly SHE meetings
- Employee briefings / team meetings
- Notice boards
- Newsletters
- Environmental bulletins
- Inductions
- Briefings and Toolbox talks
- Intranet
- Group and internal communications programmes.
- Employee surveys & suggestion schemes

4.4.3.2 The Project shall ensure its communications activities within the Environmental Plan are aligned with the Annual Communication Plan, which includes arrangements for communicating with all stakeholders.

4.4.3.3 The contents of the Project's Environmental Management Plan will be cascaded via line management down to and including supervisor level upon issue and following review. Records of briefings into the plan will be maintained. The Environmental Plan will be made available at all offices and Depots associated with the contract.

Reference	Description	Comments
PLC-HSEQ-118	Safety Alerts and Urgent Bulletins	

External Communication

4.4.3.4 All communications received from outside parties regarding environmental issues are notified to Group Communications. Significant environmental incidents are managed within the Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies (PLC-HSEQ-112) to ensure clarity of communication and management.

4.4.3.5 With the approval of the Authority, the Service Provider shall assist, support, and advise existing local environmental networks.

4.4.3.6 The Project shall use a variety of communications tools to engage and inform external stakeholders (for example Environment Agency, members of the public, local environment groups, including:

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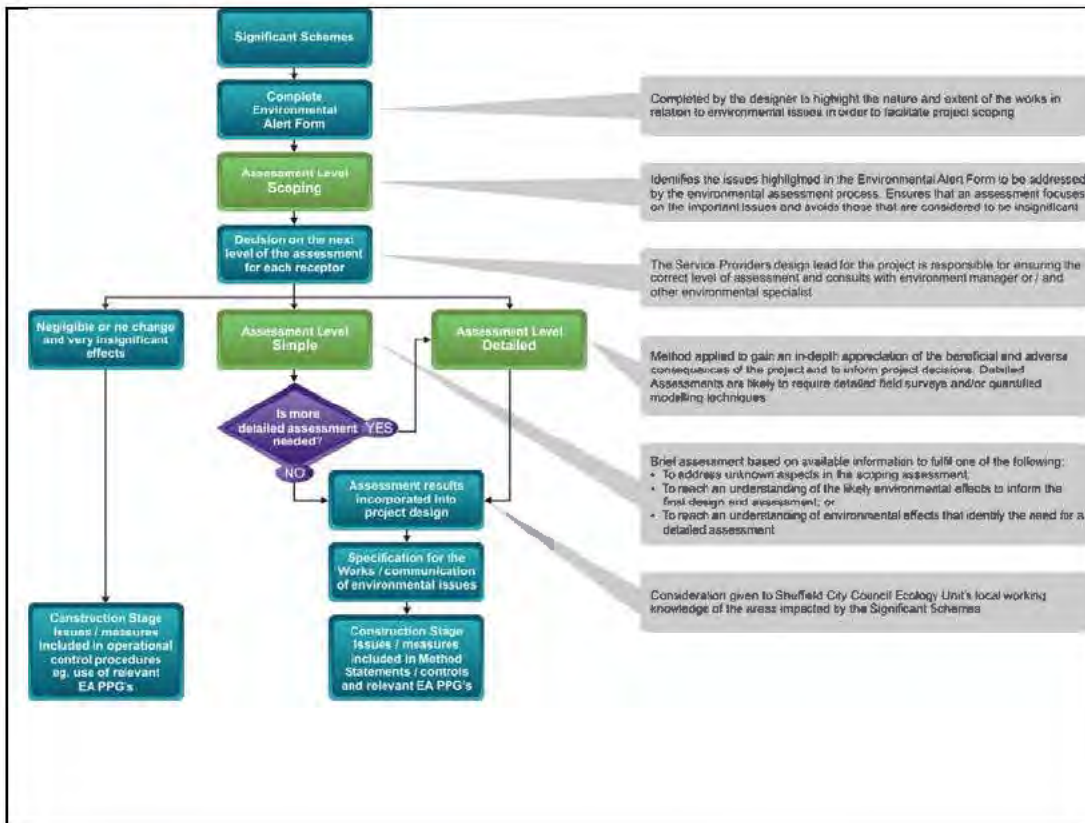
- The use of the Service Provider's bespoke educational facility at the Olive Grove Offices and associated environment based campaigns eg Litter Awareness Day and support of the Authority's environmental initiatives such as "Eco Schools"
- Creating and maintaining dedicated Project webpages on the Authority's website to communicate key Project information and performance
- Publishing hard copies of environmental performance information in various formats, including leaflets, letters and newsletters
- Participation at relevant 'Sheffield is My Planet' events, eg Climate Change Adaption Events
- Holding an annual road show and attending relevant exhibitions
- Attending public meetings, including Community Assembly and Group 2 Stakeholder group meetings, where requested
- Undertaking Customer Satisfaction Surveys
- Issuing press releases in local, community, regional and trade media, linked with national environmental initiatives and sharing Good Industry Practice and community involvement stories.

Reference	Description	Comments
PLC-HSEQ-112	Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies	
BPL-8015ce88	Best Practice Case Study	

4.4.4 Documentation

4.4.4.1 This document, together with the environmental procedures and associated forms and records which form Amey's EMS, and all documents signposted from this Plan and/or used by the Sheffield Streets Ahead Contract are available via the Amey Document Library.

The Diagram below summarises the Service Provider's environmental assessment process:



Reference	Description	Comments
PLC-MS-024	Publishing in Document Library	

4.4.5 Control of Documents

4.4.5.1 The Management System and other related documentation is only available in electronic form in the Amey Document Library and is accessible to all staff through the Amey World intranet site. Hard copies are uncontrolled.

- 4.4.5.2 Amey has document control procedures in place to ensure that documents are easily accessible, readable and identifiable, via Document Formatting and Referencing Procedure (PLC-MS-025).
- 4.4.5.3 Amey shall set a review date for all documents to ensure the contents are current / still required. At this date, or before, the contents shall be reviewed in light of current knowledge and practice and the document updated and approved. The changes shall be clearly identifiable (normally either highlighted or described in a 'revisions box').
- 4.4.5.4 Superseded documents shall be withdrawn from circulation and clearly mark as obsolete so that they cannot mistakenly be used. The identification may take the form of annotating with 'Superseded'; removing to a specific location for obsolete documents; removing from view if electronic; or other such suitable method.
- 4.4.5.5 Documents are to be approved for adequacy prior to issue. Where appropriate, Amey shall also seek approval from an individual from the Amey's Group HSEQ function
- 4.4.5.7 All external documents (eg standards, specifications) shall be controlled in a similar manner.

Reference	Description	Comments
PLC-MS-025	Control of Documents & Records	
PLC-MS-026	Document Formatting and Referencing	

4.4.6 Operational control

- 4.4.6.1 Operational control is established and maintained by the preparation and operation of the contract specific Environmental Plan.
- 4.4.6.2 A number of procedures have been compiled to support the control of common significant environmental aspects. Operational control is established by implementing these and the local control measures relating to local aspects within the Environmental Plan (See Appendix A – Aspect & Impacts, column X).
- 4.4.6.3 A number of procedures have also been compiled to support the control of common significant environmental aspects. Operational control is established by implementing these and the local control measures relating to local aspects within the Environmental Plan (See Appendix A – Aspects & Impacts, column X).

Reference	Description	Comments
PLC-ENV-206	Management & Storage of Fuel & Oil	
PLC-ENV-208	Contaminated Land	
PLC-ENV-210	Soft Estates & Biodiversity	
PLC-ENV-211	Designated Sites, Protected & Invasive Species and Pests	
LG-SHEF-ENV-008	Grounds and Verge Maintenance Inventory	
LG-SHEF-ENV-009	Five Year Grounds Maintenance Strategy	
LG-SHEF-ENV-010	Annual Grounds Maintenance Strategy	
LG-SHEF-ENV-032	Storage of Hazardous Materials Procedure	
LG-SHEF-ENV-034	Injurious Weeds and Invasive Plants	

4.4.7 Emergency preparedness and response

4.4.7.1 This section of the Plan is to identify the potential for accidents and emergency situations and include procedures for response, prevention and mitigation of the associated environmental impacts. See: PLC-ENV-207 – Preparation for Environmental Incidents and Response

4.4.7.2 The Project has established an Emergency preparedness and response procedure as part of the operational control procedures which provides processes to address:

- Correct storage of materials to prevent spills into water or onto land
- Correct storage of materials to prevent nuisance odours and emissions to air
- Communication with the Environment Agency and other stakeholders
- Planning of containment techniques and waste management methods in the event of Emergencies

The Project has integrated a selection of pollution prevention measures into the Emergency preparedness and response procedure, which align with the Environment Agency's Pollution Prevention Guidance notes (PPGs).

4.4.7.3 Significant incidents and those with a potentially high public profile or company impact are reported in accordance with the company GSI procedure (PLC-HSE-750) which cascades the report to senior management.

4.4.7.4 Environmental incidents are investigated in accordance with the Investigation of Incidents and Events Procedure (PLC-HSEQ-113) and reported in the on-line database known as AIRSWEB. This will be carried out by staff in the Contracts 24 / 7 Sheffield City Council OCR, or by the Environment Manager.

4.4.7.5 The Project shall use its EMS operational control procedures to implement PPGs. The Project shall ensure that its EMS operational control procedures are updated as necessary to reflect any changes made to the PPGs.

Reference	Description	Comments
PLC-ENV-207	Preparation for Environmental Incidents and Response	
LG-SHEF-ENV-031	Environmental Emergency Preparedness and Response	
PLC-HSEQ-112	Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies	
PLC-HSEQ-113	Investigation of Incidents and Events	

Emergency Plan

4.4.7.4 Emergency situations identified in relation to the Sheffield Streets Ahead Contract include:

- Accidental spillage, potentially from vehicles or plant
Should accidental spillage occur in the depot or works, from vehicles or plant, this will be treated with Spillage Kits or sand, with the contaminated materials being disposed of as contaminated waste.
- Accidental spillage, potentially from Fuel or Oil Storage Facilities

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Should accidental spillage occur in the depot or works, from vehicles or plant, this will be treated with Spillage Kits or sand, with the contaminated materials being disposed of as contaminated waste.

- Accidental spillage, potentially from damaged services
Should accidental spillage occur in the depot or works, from damaged services, this will be treated appropriately, depending on the type of spillage.

Should the accidental spillage require additional resources, including specialist contractors, these are available via the Contracts 24 / 7 Sheffield City Council OCR.

And in all cases the Service Owner will be informed as soon as possible, directly or via Contracts 24 / 7 Sheffield City Council OCR for additional resource to contain, or repair the service.

EMERGENCY CONTACTS

Environmental Agency Hotline	0800 807060 (24hr)	
	Office Hours	Out of Hours
Specialist Clean Up Contractors		
Specialist Advice		
Waste Disposal Contractor		
Sewage Undertaker		
Water Undertaker		
Gas Supplier	British Gas Transco plc [REDACTED]	
Electricity Supply		

- 4.4.7.5 Emergency response procedures are reviewed at appropriate times to ensure they remain current and effective and have not been affected by changing processes and/or circumstances, by the Environment Manager.
- 4.4.7.6 Emergency response procedures will be periodically tested where this is practicable, or if not practical will be communicated via Briefings to Staff and Operatives.

Reference	Description	Comments

4.5 Checking

4.5.1 Monitoring and measurement

- 4.5.1.1 As part of Amey's commitment to continuous improvement, monitoring and measurement are carried out on an ongoing basis within Group, Divisions and contracts. This includes processes associated with environmental performance and the achievement of environmental objectives and targets.
- 4.5.1.2 Contract reporting – via the Amey Dashboard, Local Government HSEA Reporting or AIRSWEB Electronic Incident Reporting System.
- 4.5.1.3 Certain environmental data to be provided quarterly to the Group HSEA team for consolidation into Group reporting.

Reference	Description	Comments
PLC-HSEQ-110	Monitoring - Audits & Inspections	
PLC-HSEQ-112	Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies	
PLC-HSEQ-113	Investigation of Incidents and Events	

4.5.2 Evaluation of compliance

- 4.5.2.1 It is the responsibility of the Environment Manager to ensure legal and other requirements specific to the contract are identified and communicated. (Advice and Guidance should be sought from HSEA in the event of any ambiguity).
- 4.5.2.2 Group, Divisional and local managers will arrange inspections and audits to check compliance with legal, company and client environmental performance and operational requirements.

Reference	Description	Comments
PLC-HSEQ-110	Monitoring - Audits & Inspections	

4.5.3 Nonconformity, corrective action and preventative action

- 4.5.3.1 Any nonconformity brought to light by audit, monitoring or by an occurrence of an incident is subject to a structured review and investigation of the cause and circumstances of the nonconformity (in line with mandated procedures).
- 4.5.3.2 If an inspection or audit identifies non-compliance, Amey shall implement corrective actions to resolve the non-conformity and shall also make and implement recommendations to avoid any recurrence. Amey shall track non-conformities and the associated close out actions using AIRSWEB (the Service Provider's system for reporting accidents and incidents) and report them at the monthly and quarterly SHE (safety, health and environment) meeting and quarterly at EAG meetings.

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How likely to reoccur	Negligible				Assessing Significance of an Environmental Incident
	V Unlikely				
	Unlikely				
	Likely				
	Certain				
	Negligible	Low	Moderate	High	
Severity of Non Conformity					
Severity of Non Conformity		Description of Non Conformity			Severity of Non Conformity
Negligible		No or imperceptible damage to the environment, property or human health.			
Low		Minor pollution incident capable of straightforward and immediate clean up, minor damage to other property, minor human injury treatable by first aid.			
Moderate		Moderate pollution incident naturally treatable or meaning clean up Works necessary in groundwater or surface water, serious landscape damage, moderate injury to humans.			
High		Major pollution incident to surface water / soil, partial destruction of property, major injury to humans.			
How Likely to Reoccur		Description of Reoccurrence			Description of Likelihood
Negligible		There is a limited exposure pathway and / or receptors are not within a distance where they could be seriously affected.			
V. Unlikely		The pathway is available, and receptors are within a distance where the potential hazard could have an impact on them.			
Unlikely		The receptor is within a distance where the potential hazard could have an impact but the pathway is not always available from the source to the receptor			
Likely		Pathway is connected to the site, and receptors are in close proximity.			
Certain		Pathway is available and is connected directly between activity / hazard and receptor, or receptors are extremely close.			

4.5.3.3 Amey shall assess non-conformities using assessment matrices to measure their significance. Amey shall use the EMS and IMS to set the timescales for correction of the non-conformities which will be validated by the Service Provider's Senior Management Team.

4.5.3.4 Amey shall review and analyse non-conformities as they appear, to determine trends, and shall detail the nature and cause of all non-conformities annually as part of the EMS management review.

4.5.3.5 The environmental audits and inspections will follow the Amey's monitoring and reporting regime roadmap process. The Authority will have full visibility of the results of the audit and inspection reports pursuant to the Service Provider's Monitoring and Reporting Roadmap process.

Reference	Description	Comments
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Amey

Title: Environment Management Plan for Sheffield Streets Ahead Contract

PLC-MS-007	Non-Preventive Action, Non-Conformance and Corrective Action	
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4.5.4 Control of Records

- 4.5.4.1 Records are maintained, in either hard or electronic format as required by the individual procedure that the records relate to, in such a way that they are readily identifiable, retrievable and protected against damage, deterioration or loss.
- 4.5.4.2 The procedure that the records relate to specifies the retention time for the records and who has the authority to dispose of them.
- 4.5.4.3 Appendix I includes a checklist of environmental records to be maintained.

Reference	Description	Comments
PLC-CMRC-052	Documents and Archiving	

4.5.5 Internal Audit

- 4.5.5.1 The Project has in place an Audit and Inspection programme and procedure for periodic audits to be carried out in order to determine whether or not the management system conforms to the planned arrangements, including:
- Meeting the requirements for EMS certification to ISO 14001:2004 and EMAS,
 - Meeting the requirements of the Projects Policy, objectives and legal & other requirements.
 - Verifying conformance with the Authority's Performance Requirements
 - Contributes to the improvement of the EMS.
- 4.5.5.2 The Project's Quality Manager shall be responsible for managing the audit programme. The Projects Audit / Inspection Audit schedule covering Environmental Management System, is detailed below:

Audits	Frequency	Scope	Comments
Third Party Audits – BSI Audits	Initially Twice Yearly	ISO 14001 Accreditation Audits	
Second Party Audits – Amey Group Audits	Periodically	Generally Risk Based Audits	
Second Party Audits – Local Government HSEA Assurance Audits	Annually	Assurance Audit of Environmental Management System	
First Party Audits – Project Environmental Audits	Monthly	Various Sections of the Projects EMS	

Inspections	Frequency	Scope	Comments
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HSEA Advisor Inspections (Depots)	Bi-Monthly Basis	Depot Environmental Management	
HSEA Advisor Inspections (Work Sites)	Bi-Monthly Basis	Operational Environmental Management	
Project Environmental Inspections (Depots)	Bi-Monthly Basis	Depot Environmental Management	
Project Environmental Inspections (Work Sites)	Bi-Monthly Basis	Operational Environmental Management	

VFL	Frequency	Scope	Comments
SMT VFL Tours	Bi-annual Basis	Operations	
Project VFL Tours	4 hours per Manager or Supervisor each Month	Operations	

4.5.5.3 Third Party Audits

- During Contract Year 1, BSI will visit the Project twice to audit its EMS. The first visit will be a surveillance audit of the progress of the EMS to ISO 14001:2004 & EMAS while the second visit will be for certification of the EMS to ISO 14001:2004 & EMAS. During the remaining years of the Term, BSI will audit annually.

4.5.5.4 Second Party Audits

- Local Government HSEA Assurance Managers, will carry out an Annual Assurance Audit on the Projects EMS.

4.5.5.5 Third Party Audits

- The Environment Manager, Carbon Officer and the Project's Group HSEA team shall conduct formal, monthly audits where they will check:
 - Depots and Facilities are being managed and controlled within the requirements of the EMS,
 - Work activities (including Sub-contractors) are being managed and controlled within the requirements of the EMS,
 - The Carbon Model is being correctly used and Data collated both by the Project and by the CCFSP members is correct.
 - EMS Performance and Identify Improvements.
- The audits will also highlight best practice, as well as areas requiring improvement. The Project shall undertake root cause analysis for areas requiring improvement, and shall specify corrective actions.

4.5.5.6 Inspections

HSEA Advisor Inspections

- The Project's Group HSEA team shall carry out inspections on a monthly basis. The Project shall ensure that inspections provide a 'health check' of activities concerning the Carbon Model

Project Inspections

- The Environment Manager, Carbon Officer and the Project's Group HSEA team shall carry out inspections on a monthly basis. The Project shall ensure that inspections provide a 'health check' of activities concerning the Carbon Model.

Analysis

- The Project shall analyse the results of the inspections in a number of ways, including identification of instances where:
 - Repeated non-compliance by an individual site / gang / person shows a weakness that could be overcome by training
 - Non-compliance of the same item at many locations shows that the system / process itself may need to be improved
 - Good Industry Practice, including from other Service Provider contracts, can be implemented.

4.5.5.7 Visible Felt Leadership Tours (VFL)

- The Project shall ensure that, in addition to their other monitoring and reporting responsibilities, the Senior Management Team and all appropriate Service Area managers conduct visible felt leadership (VFL) tours.
- These VFL tours will involve management Personnel visiting Projects Depots and the sites of Works to talk to the staff undertaking activities there. The Project shall ensure that managers use these visits as an opportunity to:
 - Engage with staff rather than auditing,
 - Discuss safe acts so that best practice can be identified and shared,
 - Observe activities being undertaken on site and prevent any unsafe acts or conditions,
 - Increase awareness and learning of individuals, influencing behaviour through management examples and actions,
 - Use analysis of trends to identify and rectify unsafe acts before an accident can occur.
- The Project shall require that each supervisor and manager undertakes four (4) hours of VFL each Month - both with frontline employees and Sub-contractor staff, within and outside of normal working hours. The Project shall also arrange for senior managers from the Service Provider's other contracts and members of the Projects board of directors to undertake VFL visits on the Project. Similarly, the Project shall ensure managers from the Project undertake VFL both on the Project and across other contracts. This will allow the Project to share best practice and learning nationally, across several service disciplines and sectors.
- Once a VFL visit has been completed, the supervisor or manager who carried out the visit shall write up their findings on a proforma, and provide a copy of this to the members of staff visited (and their line manager). The Project shall ensure that a copy is also sent to the Quality Manager, who shall retain all copies and monitor the amount of time each supervisor or manager has spent undertaking VFL visits.

4.5.5.8 Audit Programme Review

- The implementation of the audit programme will be monitored and, at appropriate intervals, reviewed by the Performance Manager to assess whether its objectives have been met and to identify opportunities for improvement. The Performance Manager shall report the results to the Quality Manager on a monthly basis. The results of the completed audits will be available to the Authority on the Project's Collaborative Working Platform.

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- The Quality Manager shall set performance indicators for the audits and the overall audit programme of the EMS. These shall include:
 - Ability of the audit teams to implement the audit plan
 - Conformity with audit programmes and schedules
 - Feedback from audit clients, those being audited and auditors.
- The Project shall review the results of the audit programme review and implement corrective and preventive actions to ensure the continual improvement of the audit programme. The Project shall ensure that the Annual Environment / Climate Change Review is updated to include details of any significant changes to the audit programme.
- The Performance Manager and Environment Manager will analyse the audit programme as part of the EMS management review. The review will include the following key topics:
 - Results and trends from monitoring
 - Conformity with procedures
 - Evolving needs and expectations of interested parties
 - Audit programme records
 - Alternative or new auditing practices
 - Consistency in performance between audit teams in similar situations.

Reference	Description	Comments
PLC-HSEQ-110	Monitoring - Audits & Inspections	

4.6 Reporting

4.6.1 Annual Environment / Climate Change Review Report

- As part of the overall reporting mechanisms of the EMS, the Project shall produce an Annual Environment / Climate Change Review Report. This will be submitted to the Authority, no later than ten (10) Business Days after the end of each Contract Year.
- The Environment Manager shall:
 - Generate the Annual Environment / Climate Change Review Report. The Environment Manager will review the content each year to add any future changes to the report, for example Global Reporting Initiative (GRI).
 - Liaise with the Service Provider's Operations, Commercial and Network Teams to gather the information required to formulate the Annual Environment / Climate Change Review.
 - Finalise the final Annual Environment / Climate Change Review structure on receipt of all the relevant Data and information. At this stage, the Project shall hold the Management Review Meeting.
- Following the management review meeting, the Environment Manager shall draft the Annual Environment / Climate Change Review Report and send it for review and comment by the Operations, Commercial, and Network Teams.
- Following the review of the draft Annual Environment / Climate Change Review Report, the Environment Manager shall take into account all the comments and produce a final report for sign-off by the Service Provider's Project Director. The Service Provider shall ensure that the final report is issued to the Authority no later than ten (10) Business Days after the end of each Contract Year.
- The Project shall publish and communicate the report to key stakeholders and interested parties via the Project webpages and also distribute hard copies of the report to the Project premises, public buildings, and the Community Assemblies.

4.6.2 Monthly Report on the Carbon Model

- The Carbon Officer shall generate a monthly report on the Carbon Model and will ensure this is made available to the Authority. The Carbon Officer shall ensure that this report includes:
 - An update on progress against the carbon target
 - A review of the completeness of the Data gathered
 - An analysis of areas of uncertainty in the Carbon Model (to help prioritise Data collection and improve accuracy).
- The Environment Manager and Carbon Officer will regularly review the Carbon Model. The findings from the reviews will be cascaded formally in the Project's quarterly EAG meetings as an agenda item. The Service Provider will invite CCFSP members to provide additional comments on their carbon outturn. The Authority will be given the opportunity to provide input into the quarterly EAG meetings. The Project shall ensure that the Carbon Model reviews cover:
 - Scope of Data collected: the Data collected in the Carbon Model will reflect the scope of emissions agreed with the Authority
 - Completeness of Data in the Carbon Model: the Project shall disclose assumptions made, and justify any Data exclusions to the Authority
 - Consistency of the Data: the Service Provider shall undertake a review of the methodologies used to collect emissions Data
 - Transparency of collection methodologies: the Project shall disclose any changes to Data sources, inventory boundaries, calculation methods, or any other relevant factors

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- Results of Data collected.

Reference	Description	Comments
PLC-HSEQ-112	Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies	

4.7 Management Review

4.7.1 The Projects Senior Management Team shall conduct an annual review of the progression of the Project's EMS. The content of the review will include the following areas of the EMS:

- Status of Project environmental objectives and targets
- Status of Project environmental performance
- Audit / Inspection results
- Environmental incidents reported
- Level of compliance with environmental Legislation
- Customer feedback – any relevant complaints or compliments gathered from stakeholder meetings
- Operational performance relating to environmental issues
- Impact of any anticipated changes (Legislation, Authority requirements, organisation change, new activities, process changes) Level of staff environmental training
- Recommendations for improvement of the EMS to ensure continual improvement
- Internal communication – Analysis of staff involvement
- External communication – Analysis of media coverage / external facing documents e.g. Environmental Statement

4.7.1 The Performance Manager and Environment Manager will analyse the audit programme as part of the EMS management review. The review will include the following key topics:

- Results and trends from monitoring
- Conformity with procedures
- Evolving needs and expectations of interested parties
- Audit programme records
- Alternative or new auditing practices
- Consistency in performance between audit teams in similar situations.

4.7.2 Amey shall ensure that the management review addresses the ongoing suitability, adequacy and effectiveness of the EMS and performance against environmental and carbon reduction targets.

4.7.3 Amey shall generate an action plan following the review for implementation during the following Contract Year. Amey shall ensure that the actions from the management review specifically include reference to:

- Progress against carbon reduction targets and proposals for future targets
- Policy changes from the Authority and the Service Provider
- Legislative changes, and how these will be managed
- Recommendations for improvement to the EMS
- Recommendations for improvement of Service delivery
- Objectives and targets
- Identification of any additional training requirements
- Additional resource requirements.

4.7.4 Amey shall ensure that the management review also addresses carbon reduction, and reports progress against carbon reduction targets. Amey shall ensure the review considers development and utilisation of the Carbon Model, and proposes new targets for the following Contract Year

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- 4.7.5 To demonstrate the progress made against relevant national indicators (eg NI 188 and NI 185), Amey shall ensure that the management review reports on activities Amey has undertaken in respect of climate change adaptation and carbon emissions reduction.
- 4.7.6 The content of the Management review forms part of the Amey's Annual Environment and Climate Review report the relevant sections of the review.

Reference	Description	Comments
LG-SHEF-ENV-030	Environmental Management Review	

5.0 Environmental Plan approval and review

- 5.1 The Environment Manager with the Contract Senior Management Team, shall undertake a review of the Contract Environmental Plan for adequacy annually as a minimum, or more regularly in line with legislation or required change.
- 5.2 Where there are changes to the operations carried out in the Contract, the Environmental Manager will arrange for the effects of these changes or modifications to be identified. The Aspects Register will be updated and the Environmental Plan amended as necessary.
- 5.3 The Environment Manager shall have overall responsibility for the Environmental Plan, which shall be approved and accepted by the Project Director and Quality Manager.

Appendix A – Environmental Aspects, Impacts and Significance Register

The document outlines the process to be followed to identify, control and minimise any adverse effects on the environment caused by Amey's activities. The associated procedure guides managers through the stages of:

- Identifying which activities could have an impact on the natural environment
- Determining which activities have the potential to cause the greatest harm
- Ranking the potentially harmful activities according to our ability to control impact
- Prioritising management to minimise the impact of activities ranked as Critical

Definition

- Environmental Aspect – an Amey activity or service that interacts with the natural environment.
- Activity, product or service – this includes any activity over which Amey may control and have an influence, such as activities within an office environment, site work, or project design.
- Environmental Impact – any change to the environment, whether adverse or beneficial, wholly or partially resulting from Amey's activities or services.
- Significant Environmental Impact - an environmental impact which meets the Critical or High level significance criteria described in this procedure

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Appendix B Environmental Legal and other requirements

Legislation Title	Description
Sheffield Streets Ahead Contract Method Statement 1 – General	Section 1.10 – Environmental Issues
Discharge Consents Licences (to be added)	Discharge Consents Licences (to be added)
Environmental Permits (to be added)	Waste Management Permits (to be added)

See document **PLC-ENV-002 Register: Environmental Legislation and Other Requirements**, for full list of **Generic Environmental Legal and Other Requirements**.

PLC-ENV-002 Register: Environmental Legislation and Other Requirements, is owned and updated by the Amey Group Principal HSEA Advisor.

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Appendix C – Arrangements for Waste

(see PLC-ENV-WASTE series of documents for guidance)

Waste Type	European Waste Description	Waste Code	Class	Disposal Route for Waste Stream	Carrier Licence No.	Expiry date	Taken to	Permit No
General Waste	Mixed municipal	20 03 01	Controlled	Waste is segregated and recycling is maximised				
Coal Tar	Tar bound aggregates	17 03 03	Hazardous	Dealt with in situ or as hazardous waste if excavation is required				
Office Paper	Paper & Cardboard	20 01 01	Controlled	Recycled				
Office Plastics	Plastics	20 01 39	Controlled	Recycled				
Office cans / tins	Metals	20 01 40	Controlled	Recycled				
Cardboard	Paper & Cardboard Packaging	15 01 01	Controlled	Recycled				
Green waste / vegetation/Injurious Weeds/Grass Cuttings/ Shredded Green Waste	Biodegradable waste	20 02 01	Controlled	Re-used in situ, composted off site or used to generate heat and power in CHP processes				
Wood	Wood	15 01 03	Controlled	Recycled/Reuse				
Mixed Metals	Mixed metals	17 04 07	Controlled	Recycled				
Aluminium	Aluminium	17 04 02	Controlled	Recycled				
Aerosol Cans* 16 05 04	Mixed metals – following piercing	17 04 07	Controlled	Cans are degassed and then recycled/reuse				
Used spill kits / spill granules	Absorbents, filter materials, wiping cloths	15 02 02	Hazardous	Disposed as hazardous waste				
Concrete (columns)	Concrete	17 01 01	Controlled	Recycled/Reuse,				
Bricks	Bricks	17 01 02	Controlled	Recycled/Reuse				
Soil & Stone	Soil and stones	17 05 03	Controlled	Recycled/Reuse				
Road Planings	Bituminous Materials	17 03 02	Controlled	Recycled/Reuse				
Mixed clean construction waste	Mixed clean construction waste	17 09 04	Controlled	Recycled/Reuse				
Street Sweepings	Street Cleaning Residues	20 03 03	Controlled	Recycled/Reuse				
Gully Arisings	Street Cleaning Residues	20 03 03	Controlled	Recycled/Reuse				
Interceptor Arisings	Mixtures of wastes from grit chambers and oil/water separators	13 05 08	Hazardous					
Fridges & Freezers	Discarded equipment containing chlorofluorocarbons	20 01 23	Hazardous	Sent to Approved Authorised Treatment Facilities (AATFs) component parts				

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Waste Type	European Waste Description	Waste Code	Class	Disposal Route for Waste Stream	Carrier Licence No.	Expiry date	Taken to	Permit No
				broken down and either reused or recycled or disposed of as Hazardous waste				
Empty Plastic tubs / containers	Plastic Packaging	15 01 02	Controlled	Returned to suppliers and reused				
Batteries	Lead batteries Ni-cd batteries Mercury containing Alkaline batteries	16 06 01* 16 06 02* 16 06 03* 16 06 04	Hazardous	Returned to suppliers and recycled				
Sharps	Sharps	18 01 01 18 01 03	Hazardous	Incineration (likely to be Veolia)				
Road Kill	Road kill		Controlled	Incineration – (likely to be Veolia)				
Street Lighting Lanterns	Discarded equipment containing hazardous components	16 02 13	Hazardous	Lanterns broken down into component parts and sent for specialised disposal				
Street Lighting lamps	Fluorescent tubes and other mercury containing waste	20 01 21	Hazardous	Sent for specialised disposal, at present 97% of lamp is recycled				
Waste cabling and other street lighting waste	Discarded equipment containing hazardous components	16 02 13 16 02 14	Hazardous	Reused and Recycled and stored at depot for onward transfer				
Office food waste	Biodegradable kitchen and canteen waste	20 01 08	Controlled	Composted				
IT Equipment / WEEE	Discarded equipment containing hazardous components	16 02 13	Hazardous	Component parts broken down – recycled or reused				
Signs (metal/plastic)	Signs which have reached the end of their life	(depends on material type)	Controlled	Recycled and reused				
Asbestos	Insulation materials containing asbestos	17 06 01	Hazardous	Contractor disposal				

Appendix D - Objectives and Targets

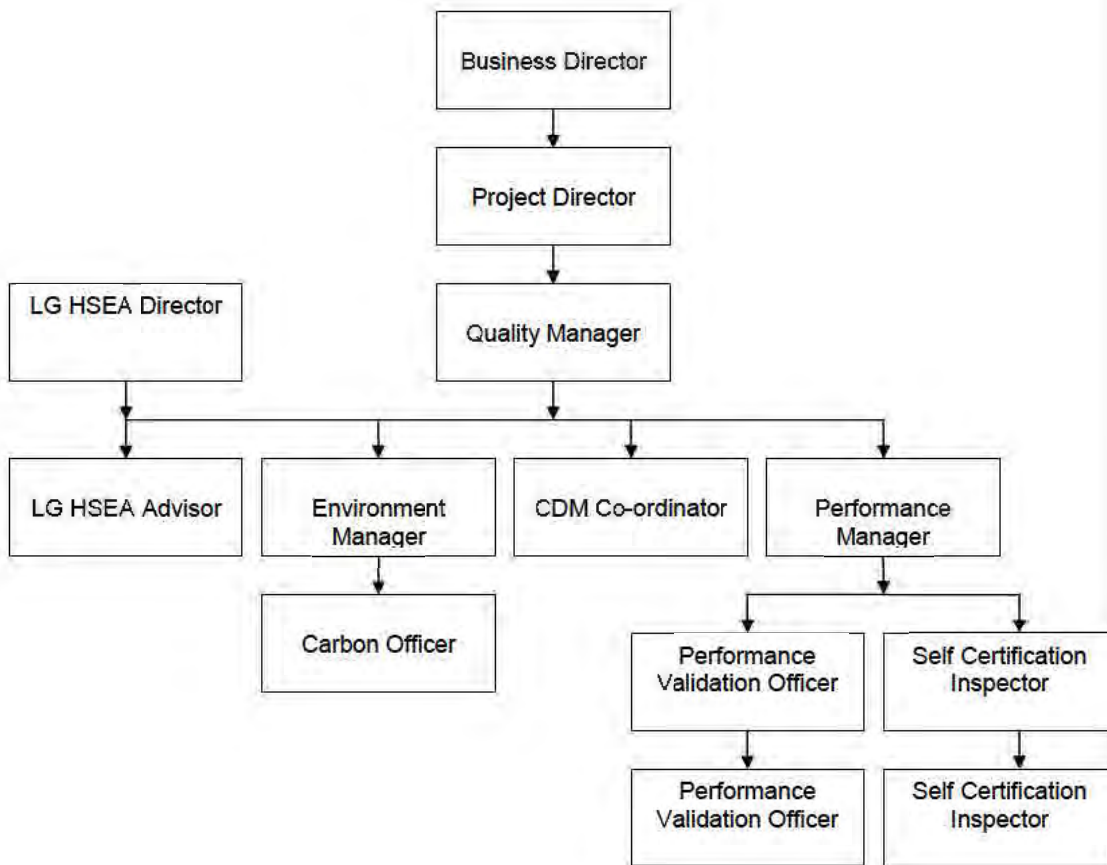
Improvement	Target	Time-scale for implementation	Evidence Outputs	Progress
The Contract will have a certified EMS to ISO 14001:2004 & EMAS	Established an Environmental Management System for the Project which conforms with the International Standards ISO 14001 and the European Eco-Management and Audit Scheme (EMAS) PR 1.125	By the end of the first year of the Term. PR 1.125	Certification by BSI by end of the first year of the Term PR 1.125 The Service Provider shall at all times comply with the Environmental Management System. PR 1.126 Ongoing certification of EMS to ISO 14001:2004 & EMAS throughout the Contract Term	
The Contract will have an auditable and transparent Carbon Model monitoring mechanism	Full implementation of PAS 2050 carbon footprint methodology for areas in PA Sch 40	End of Q1 of first Contract Year	Audit evidence	
Minimisation of the environmental impact and carbon footprint of the energy used by Powered Apparatus on the Project Network	Year on year reductions in energy consumption of Powered Apparatus on the Project Network during the Core Investment Period (CIP)	Year on year targets set	Data from CMS Data from carbon footprint	
Reducing light pollution generated by Street Lighting on the Project Network	Comply with relevant standards	Throughout Contract Term	Audit and inspections	
Minimise the Traffic congestion caused by undertaking the Project	Minimising congestion through early planning and identification of 'congestion hotspots' Providing advance warning to stakeholders and road users of Planned Road Closures Undertaking traffic modelling Maximising traffic flows while operating Manual Traffic Control Systems Maximising traffic flows when Temporary	Year on year targets set	Audit and inspections	

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	Traffic Signals are not operating			
Minimise the impact of resource consumption	% of material bought with recycled content in scope of PA Sch 40	Annually	Audit and inspections	
Use sustainable sourcing techniques to lower the impact of resource consumption	% of supply chain passing the Service Provider's sustainability procurement requirements (reference para 1.10.396)	Annually	Audit and inspections Annual climate change and Environment review	
Mitigate the potential impacts of climate change on the Project Network	NI 188 Level 3 and 4 SYCA requirements	Aligned with Authority target dates for achievement	Design considerations which highlight climate change adaption techniques as part of design	
Minimise the amount of waste generated by the Project	% recycling rates for individual waste streams detailed in PA Sch 40 (see carbon model)	First Contract Year	Waste Data / Carbon Model	
Protect and improve biodiversity on the Project Network	% increase in coverage / improvement of highway network, eg creating a new wildflower meadow within the Project Network	Aligned with Local Biodiversity Action Plan (LBAP)	Post work surveys and baseline Data sets	
Reduce the fuel consumption of the fleet of vehicles through the carbon footprint activities	One hundred percent (100%) of staff undertaking driver training as part of their daily duties	End of Contract Year 1 New starters - first six (6) months of joining the contract	Staff training records	
Divert organic waste produced by the Project from landfill	One hundred percent (100%) diverted organic waste from landfill	Contract start	Waste records and associated documents SLA with associated composter	
Minimise the quantity of material to landfill	Ninety percent (90%) of waste diverted from landfill	Contract Year 1 and annually	Waste records and associated documents	
Reduce the environmental impact / carbon footprint of the Project's commuting staff	See Table 1.10.26	See Table 1.10.26	See Table 1.10.26	

Appendix E - Contract Environmental Management Organisation Chart



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Appendix F - Roles and Responsibilities

The roles and responsibilities of nominated persons:

Role	Responsibilities
Project Director	The Project Director shall have ultimate responsibility for the Environmental Management System and any Environment issues on the Project.
Quality Manager	The Quality Manager shall be responsible for providing adequate resources to ensure that the EMS aligns with relevant standards. The Quality Manager shall have overall responsibility for the Quality Team.
Performance Manager	The Performance Manager shall report directly to the Quality Manager, and have responsibility for: <ul style="list-style-type: none"> • Developing, implementing and managing the IMS • Working with the Authority to develop and agree KPIs for the Project • Coordinating performance measurement results from the Project and providing review and feedback.
Environment Manager	The Environment Manager shall report directly to the Quality Manager and have responsibility for: <ul style="list-style-type: none"> • Establishing liaison procedures, and arranging regular high-level meetings with the Authority's Environment Officer to assist and enable the Authority to achieve its strategic environmental aims for the Project • Producing the Annual Environment / Climate Change Review report • Liaising with the Education Officer to deliver environmental education initiatives • Controlling the interface between those responsible for environmental aspects of the Project Network and those responsible for design, construction and maintenance aspects • Obtaining advice and assistance, as required, for reports, assessments, appraisals and budget submissions • Procuring the maintenance requirements contained in the Environmental Plan and ensuring compliance • Annually reviewing the Environmental Plan and Carbon Model, and making recommendations for necessary revisions so that they comply with environmental practices • Investigating significant environmental incidents • Continually developing the EMS • Helping the Authority achieve its objectives • Underfaking the role of line manager to the Carbon Officer • Providing adequate resources to implement and manage the EMS operationally • Undertaking a proactive role during the development stage to ensure environmental issues, including carbon and climate change adaptation, are taken into account • Raising awareness of sustainability within the Service Provider's Project team.
Carbon Officer	The Carbon Officer shall report directly to the Environment Manager and have responsibility for: <ul style="list-style-type: none"> • Collating carbon Data for the Carbon Model, with the aim of reducing carbon emissions • Producing monthly reports for the Authority • Producing the Annual Environmental / Carbon Reduction Plan • Highlighting any areas requiring further improvement • Coordinating all carbon Data collection • Undertaking a proactive role in ensuring carbon impacts are understood and

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	minimised throughout all design and planning activities.
Operations Team	The Operations team shall have responsibility for: <ul style="list-style-type: none">• Complying with the Authority's Environmental Policy and Amey's Environmental Policy(s)• Complying with the EMS• Providing carbon Data to the Carbon Officer on a monthly basis• Monitoring and auditing operational Amey teams' compliance with Legislation and relevant standards• Monitoring and auditing the Amey's supply chain's compliance with Legislation and relevant standards.
Design Teams	Amey's Design teams shall have responsibility for: <ul style="list-style-type: none">• Complying with the Authority's Environmental Policy and the Amey's Environmental Policy(s)• Complying with the EMS• Evaluating and minimising the environmental impacts of proposed Schemes• Mitigating environmental impacts and reducing carbon emissions through innovative designs and intelligent programming.
Supply Chain	Amey shall require that its supply chain members shall, as a minimum: <ul style="list-style-type: none">• Comply with the EMS in line with the Services they will be providing for the Project• Be inducted into the Service Quality Plan, including all IMS procedures• Be regularly monitored by the Amey's Project management team for compliance

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Appendix G - Environmental Qualifications, Training and Competence

The relevant environmental qualifications, training and competence of Sheffield Streets Ahead Contract Personnel: -

Induction Training												Comments
Project SMT	Designers	Environment Manager	Carbon Officer	PV Officers and Self Certification Inspectors	Administrative Staff	Operational Supervisors and Managers	Landscape and Environmental Operatives	Non-landscape and Environmental Operatives	LGV Drivers (Drivers CPC Holders)	Supply Chain Partners		
Project Office Environmental Induction Talk	M	M	M	M	M	M	M					
Project Operational Environmental Induction Talk	M	M	M	M	M	O	M	M	M		M	
Project Designers Environmental Induction Talk		M	M	M	M		O				O	
Supervisors and Managers EP, EMP and EMS Induction	M	O	M	M	M	O	M	M	O		O	Annual Training Refresher
Carbon Footprint Induction Talk	M	M	M	M	M	M	M				O	Annual Training Refresher
Periodic Environmental Alerts and Briefings	M		M	M	M	O	M	M	O		M	Optional where contents not relevant
PAS 2050 or suitable system Briefing Talks	O	O	M	M	O	O	O				O	Carried out by Carbon Officer

* Key - M = Mandatory, O = Optional

Project Office Environmental Induction Talk, for all Project Office Based Employees, summary of contents:

- Understanding the key environmental issues relevant to the city and the Project
- Considering the environmental impact of the Services to be delivered
- Minimising the use of energy in their offices
- Reducing the carbon impact of their Service Area activities
- Discussing ways to reduce the Service Provider's environmental impact
- Sharing Good Industry Practice.

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Project Operational Environmental Induction Talk, for all Project Site Based Employees summary of contents:

- Understanding the key environmental issues relevant to the city and the Project
- Considering the environmental impact of the Services to be delivered
- Correctly segregating and storing waste
- Reducing the carbon impact of their Service Area activities
- Discussing ways to reduce the Service Provider's environmental impact
- Sharing Good Industry Practice.

Project Designers Environmental Induction Talk, for Project Designers to appreciate the environmental implications of their work, and to understand the simple measures that can be adopted to support the Service Provider's objectives and targets relating to:

- Environmental management, including use of recycled products / materials
- Sustainable waste management, including waste minimisation, maximising re-use and recycling with the use of Site Waste Management Plans (SWMPs)
- Carbon reduction
- Biodiversity
- Climate change adaptation
- Traffic congestion.

Supervisors and Managers EP, EMP and EMS Induction Talk, for all Project Managers and Supervisors, summary of contents:

- Environmental Policies,
- Environmental Management Plan,
- Environmental Management System.

Carbon Footprint Induction Talk, will provide attendees with an overview of:

- Raise the profile of Authority commitments to become an environmentally responsible city
- Carbon footprinting from Data collection
- Carbon reporting
- How to reduce carbon emissions through sustainable resourcing.

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Formal Environmental Training

	Project SMT	Designers	Environment Manager	Carbon Officer	PV Officers and Self Certification Inspectors	Administrative Staff	Operational Supervisors and Managers	Landscape and Environmental Operatives	Non-landscape and Environmental Operatives	LGV Drivers (Drivers CPC Holders)	Supply Chain Partners	Comments
Associate Membership of IEMA, or other Professional Qualification / Experience			M				O					
Affiliate Membership of IEMA, or other Professional Qualification / Experience				M	O		O					
CITB Site Managers Safety Training Scheme Course (SMSTS)	M			M	M		O					Five Day Course
CITB Site Supervisors Safety Training Scheme Course (SMSTS)							O					Two Day Course
Sheffield Streets Ahead Contract Carbon Footprint Course	M	O	M	M	M		O					One Day Course
Sheffield Streets Ahead Contract Carbon Foot Environmental Awareness Course	M	M	M	M	M	O	M	M	O		O	One Day Course
FISS Health, Safety and Environmental Awareness Course								O				Dependent on NHSS 2A, 2B & 2C Requirements
BALI Health, Safety and Environmental Awareness Course									O			Dependent on NHSS 18 Requirements
Amey Drivers CPC Training Module 2 – Safe and Environmental Driving, Accident Procedures and Defect Reporting							O	O	O	M	O	One Day Course

* Key - M = Mandatory, O = Optional

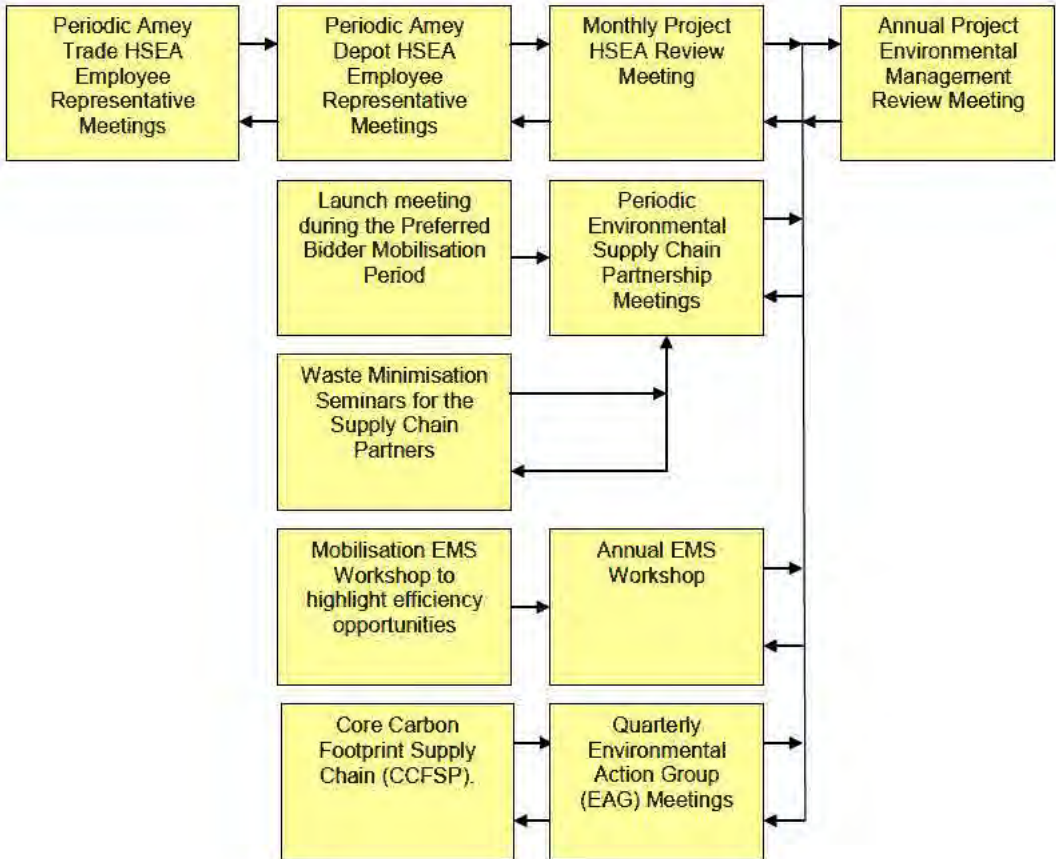
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- Staff on the Project engaged in achieving the Project's environmental objectives, targets, and programmes, shall ensure that line managers acknowledge the importance of these issues in the objectives they set with staff during annual performance development reviews (PDRs).
- The Environment Manager and HR team shall assess each role and create appropriate environmental objectives that support and align with the Authority's strategic environmental objectives.

Appendix H - Meetings schedule

The following meetings are scheduled at which 'environment' is on the agenda.



Annual Project Environmental Management Review Meeting

- The Project's Senior Management Team shall conduct an annual review of the progression of the Project's EMS. The content of the review will include the following areas of the EMS:
 - Status of Project environmental objectives and targets
 - Inspection results
 - Environmental incidents reported
 - Level of compliance with environmental Legislation
 - Customer feedback – any relevant complaints or compliments gathered from Group 2 stakeholder meetings
 - Operational performance relating to environmental issues
 - Impact of any anticipated changes (Legislation, Authority requirements, organisation change, new activities, process changes) Level of staff environmental training
 - Recommendations for improvement of the EMS to ensure continual improvement
 - External communication - Analysis of media coverage

Monthly Project HSEA Review Meeting

- Monthly Review Meeting to review the Projects Operational Health, Safety, Environmental or Assurance Issues, and Changes.

Trade and Depot HSEA Employee Representative Meetings

- Periodic Review Meeting to review Trade or Depot Operational Health, Safety, Environmental or Assurance Issues, and Changes.

Environmental Supply Chain Partnership

- Environmental supply chain partnership for the Project, with the objective of reducing the environmental impact and carbon footprint of the Project's supply chain.
- A launch meeting during the Preferred Bidder Mobilisation Period, with all Project supply chain partners, each supply chain member to:
 - Obtain commitment from their senior management for participation on the Project
 - Appoint their own champion to represent their business
 - Identify their own key environmental and waste issues, which can help achieve the partnership objective.

Waste Minimisation Seminars

- Amey shall hold waste minimisation seminars for the supply chain partners, and shall incentivise them through the demonstration of the cost savings to be made by operating in a sustainable manner.

Annual EMS Workshop

- The Project Director, the Performance Director and the Environment Manager shall facilitate an annual workshop as part of the EMS.
- Amey shall ensure that this workshop is attended by representatives from the Service Provider's Structures, Highways, Powered Apparatus, Grounds Maintenance and Commercial teams, as well as external representatives from community groups and the Service Provider's supply chain.
- This Annual Workshop will be preceded by an initial separate workshop during the Mobilisation Period to highlight efficiency opportunities, and shall include:
 - Awareness session – providing an overview of the Project, and introducing the principles of 'designing out waste'
 - Creativity session – focusing on ideas generation by exploring how to design out waste
 - Reasoning session – focusing on ideas prioritisation by categorising ideas using opportunities matrices
 - A review of any ideas and best practice generated from the Service Provider's Stewardship Forms

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- During the Term, the Service Provider's annual workshops will encompass similar topics as detailed above but will also include a review of the previous year's performance and challenges in the coming year.

Periodic Environmental Action Group (EAG) Meetings

- Environmental Action Group (EAG) set up by the Environment Manager to develop the LCA (Life Cycle Assessment), and to manage environmental performance amongst the supply chain.
- The Environment Manager shall cross-reference the results of the LCA with the aspects and impacts procedure, and generate relevant operational control procedures to ensure that all significant environmental aspects and impacts will be controlled and managed.
- The Project's Commercial Director, Operations Director, Design Director, and Network Director shall nominate a person from each of the operational teams to support the EAG. This will enable each team to contribute feedback on the effectiveness of operational controls, which can be developed accordingly to manage the Project's potential environmental aspects and impacts.
- The Environment Manager shall chair the EAG meetings, which will be held quarterly, and to which the Authority will be invited. The Environment Manager shall review feedback from the meeting. Action points generated in the meeting will contribute to the Service Provider's continual improvement of the EMS.
- The Environment Manager shall then identify each member of staff involved with the LCA, raising awareness of the importance of environmental protection through toolbox talks, training sessions and one-to-one meetings. This information will be cascaded to the relevant members of staff by the Service Provider's Environment Manager.
- Amey shall ensure that outputs from the EAG inform the Environmental Aspects and Impacts Register, which in turn will identify the operational control procedures required for successful implementation of the EMS, and ensure compliance with Legislation and non-statutory requirements.

Appendix I - Checklist of Records

The Contract shall maintain an environmental file, on the Project MIS, and/or either hard copy or electronic files in the central Project Record Storage System.

The file will contain a copy of the Environmental Plan for the contract and each subsequent update or amendment. It will also contain or indicate where to find the following records to verify environmental compliance:-

- Details of any reported failures to comply with the Environmental Plan, and corrective actions taken
- Environmental Aspects for:
 - Where Amey has direct control and influence
 - Where Amey operates within the clients own environmental management systems
 - Where Amey manage contractors that operate within their own environmental management systems
- Environmental Management Plan
- Details of significant environmental legislation applicable to the contract.
- Environmental accident and incident reports, and corrective actions taken
- Controlled waste transfer notes
- Special waste consignment notes
- Details of any reported complaints and follow up actions taken
- Correspondence with enforcing authorities
- Consignment notes for the disposal of material for recycling or refurbishment
- Notifications to the public of general disturbance
- Contract Environmental Aspects Impacts identification and determination file.

All records shall be retained during the life of the contract and archived with the contract files.

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Appendix J - Registration Details**Waste Carriers Registration:**

Registration Number	Business Name	Business Address	Application Validity Start Date
CBMM3280CB	Amey LG Ltd.	The Sherard Building, Edmund Halley Road, Oxford, OX4 4DQ	11/11/2011 to 10/11/2014

Hazardous Waste Registration Details:

Registration Number	Business Name	Business Address	Application Validity Start Date
	Amey LG Ltd., Olive Grove Highways Depot	Olive Grove Road Heeley Sheffield S2 3GE	
	Amey LG Ltd. Ecclesfield Highways Maintenance Depot	Station Road Ecclesfield Sheffield S35 9YR	

Environmental Permit Details:

Registration Number	Business Name	Business Address	Application Validity Start Date
TBA	Amey LG Ltd., Olive Grove Highways Depot	Olive Grove Road Heeley Sheffield S2 3GE	

Discharge Consent Details:

Registration Number	Business Name	Business Address	Application Validity Start Date
TBA	Amey LG Ltd., Olive Grove Highways Depot	Olive Grove Road Heeley Sheffield S2 3GE	
TBA	Amey LG Ltd. Ecclesfield Highways Maintenance Depot	Station Road Ecclesfield Sheffield S35 9YR	

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Appendix K – Summary of EMS Policies, Plans and Procedures

Policies

Reference	Description	Implementation Owner	Comments
PLC-EXEC-026	Amey Environmental Policy	Project Director	Document Owned by Amey Group
PLC-EXEC-051	Amey Sustainability Policy	Project Director	Document Owned by Amey Group
LG-SHEF-ENV-001	Sheffield Streets Ahead Contract Environmental Policy	Project Director	

Plans

Reference	Description	Implementation Owner	Comments
LG-SHEF-ENV-002	Sheffield Streets Ahead Contract Environmental Management Plan	Environment Manager	
LG-SHEF-ENV-003	Local Biodiversity Action Plan (LBAP)	Environmental Manager	
LG-SHEF-ENV-004	Waste Strategy	Environment Manager	
LG-SHEF-ENV-005	Fleet Sustainability Plan	Environment Manager	
LG-SHEF-NS-001	Annual Environmental / Carbon Reduction Plan	Environment Manager	
LG-SHEF-ENV-006	Climate Change Adoption Plan (CCAP)	Environment Manager	
LG-SHEF-ENV-007	Grounds and Verge Maintenance Inventory	Grounds Manager	
LG-SHEF-GM-006	Five Year Grounds Maintenance Strategy	Grounds Manager	
LG-SHEF-ENV-009	Annual Grounds Maintenance Strategy	Grounds Manager	
LG-SHEF-ENV-010	Olive Grove Depot Travel Plan	Environment Manager	
LG-SHEF-ENV-011	Ecclesfield Depot Travel Plan	Environment Manager	
LG-SHEF-ENV-012	Eyre Lane Depot Travel Plan	Environment Manager	

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Miscellaneous

Reference	Description	Implementation Owner	Comments
PLC-ENV-002	Legal Register: Environmental legislation and other requirements	Environment Manager	Document Owned by Amey Group
LG-SHEF-ENV-015	Sheffield CC Highways Maintenance – Aspects and Impacts Register	Environment Manager	
LG-SHEF-ENV-020	Project Office Environmental Induction Talk	All Office Managers / Supervisors	
LG-SHEF-ENV-021	Project Operational Environmental Induction Talk	All Operational Managers / Supervisors	
LG-SHEF-ENV-022	Project Designers Environmental Induction Talk	All Design Managers / Supervisors	
LG-SHEF-ENV-023	Supervisors and Managers EP, EMP and EMS Induction	Environment Manager	
LG-SHEF-ENV-024	Carbon Foot Print Induction Talk	Environment Manager	

Procedures

Reference	Description	Implementation Owner	Comments
PLC-ENV-103	Environmental Aspects and Impacts: Procedure for Rating Significance	Environmental Manager	Document Owned by Amey Group
PLC-ENV-104	Preparation of an Environmental Plan	Environmental Manager	Document Owned by Amey Group
PLC-ENV-206	Management & Storage of Fuel & Oil		Document Owned by Amey Group
PLC-ENV-207	Preparation for Environmental Incidents and Response		Document Owned by Amey Group
PLC-ENV-208	Contaminated Land		Document Owned by Amey Group
PLC-ENV-209	Design – Environment & Sustainability Considerations		Document Owned by Amey Group
PLC-ENV-210	Soft Estates & Biodiversity		Document Owned by Amey Group
PLC-ENV-211	Designated Sites, Protected & Invasive Species and Pests		Document Owned by Amey Group
PLC-ENV-WASTE-	The Management of Waste		Document Owned by

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200			Amey Group
PLC-ENV-WASTE-203	Site Waste Management Plans		Document Owned by Amey Group
PLC-HSEQ-023	Legal Compliance in Premises		Document Owned by Amey Group
PLC-HSEQ-110	Monitoring - Audits & Inspections	Environment Manager	Document Owned by Amey Group
PLC-HSEQ-112	Reporting GSIs, Incidents, Close Calls / Near Misses and Contact by Regulatory Bodies	Environment Manager	Document Owned by Amey Group
PLC-HSEQ-113	Investigation of Incidents and Events	Environment Manager	Document Owned by Amey Group
PLC-HSEQ-118	Safety Alerts and Urgent Bulletins	Environment Manager	Document Owned by Amey Group
PLC-MS-024	Publishing in Document Library		Document Owned by Amey Group
PLC-MS-025	Control of Documents & Records		Document Owned by Amey Group
PLC-MS-026	Document Formatting and Referencing		Document Owned by Amey Group
PLC-MS-007	Non-Preventive Action, Non-Conformance and Corrective Action		Document Owned by Amey Group
PLC-PROC-005	Identify and Evaluate Suppliers		Document Owned by Amey Group Procurement
PLC-PROC-006	Select Suppliers, Issue Tenders and Evaluate Tenders		Document Owned by Amey Group Procurement
PLC-PROC-011	Review of Amey and Supplier Performance		Document Owned by Amey Group Procurement
PLC-CMRC-052	Documents and Archiving		Document Owned by Amey Group Commercial
PLC-BI-005	Core innovation process		Document Owned by Amey Group Business Improvement
LG-SHEF-ENV-030	Environmental Management Review		
LG-SHEF-ENV-031	Environmental Emergency Preparedness and Response		
LG-SHEF-ENV-032	Storage of Hazardous Materials Procedure		
LG-SHEF-ENV-033	Energy Management Procedure		
LG-SHEF-ENV-034	Injurious Weeds and Invasive Plants		

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Appendix L – Performance Monitoring

No	Service Delivery Output Element	Performance Requirement	Monitoring Methodology	Identifying Non compliance (1)	Monitoring to confirm compliance (following rectification where appropriate) (2)	Audit of (1)	Audit of (2)	Owner	Implementer
1.120	Traffic Management Targets	The Service Provider shall submit, by no later than ten (10) Working Days after the end of each Contract Year, the Actual Traffic Management Calculation for the previous Contract Year.	Inspect		Senior Planning Manager to submit ATMC within timescale as per MS 1.4, recording submission in MIS.		Network Director to review MIS annual and audit compliance, recording results in MIS.	Network Director	Senior Planning Manager
1.121	Traffic Management Targets	The Service Provider shall not exceed the Traffic Management Targets in respect of any Contract Year.	Inspect		Network Manager to monitor performance against TM target figures monthly as per MS 1.4, with results recorded on MIS		Network Director to review performance against TM target quarterly, recording results in MIS.	Network Director	Senior Planning Manager
1.122	Method Statements	The Service Provider shall comply with each Method Statement except insofar as such non-compliance is a breach of another Performance Requirement.	Sample Inspect		Self Certification Inspectors to audit 10 works instructions each month selected at random, and record results in MIS.		Quality Manager to review 100% of the 10 randomly selected works instruction audits, to identify non-conformity, and record findings in MIS.	Operations Director	Quality Manager

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1.123	Environmental Issues	The Service Provider shall submit, by no later than ten (10) Working Days after the end of each Contract Year, an Actual Populated Carbon Model in respect of the Services carried out in the previous Contract Year.	Inspect		Environment Manager to submit APCM within timescale as per MS 1.10, recording submission in MIS. The Carbon Officer, will review the data input pursuant to the performance requirement. The monthly section of the Annual Carbon Report and/or the full Annual Carbon Report will be uploaded onto the Collaborative Working Platform by the required date.		Quality Manager to review MIS annually and record the results in MIS.	Quality Manager	Environment Manager
1.124 (a)	Environmental Issues	The Service Provider shall not exceed the Carriageways and Footways Carbon Model Target in respect of any Contract Year.	Inspect		Highways Manager to monitor performance against Carbon Model target figures monthly, recording results on MIS.		Operations Director to review performance against Carbon Model target figures quarterly, recording results on MIS. Quality Manager to review monthly target figures	Quality Manager	Environment Manager
1.124 (b)	Environmental Issues	The Service Provider shall not exceed the Street Lighting Carbon Model in respect of any Contract Year.	Inspect		Street Lighting CIP Manager/Street Lighting Manager to monitor performance against Carbon Model target figures monthly, recording results on MIS.		Powered Apparatus Manager to review performance against Carbon Model target figures quarterly, recording results on MIS. Quality Manager to review monthly target figures	Quality Manager	Environment Manager

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1.124 (c)	Environmental Issues	The Service Provider shall not exceed the Powered Apparatus Energy Carbon Model Target in respect of any Contract Year.	Inspect		Highway Technology Manager to monitor performance against Carbon Model target figures monthly, recording results on MIS.		Powered Apparatus Manager to review performance against Carbon Model target figures quarterly, recording results on MIS. Quality Manager to review monthly target figures	Quality Manager	Environment Manager
1.125	Environmental Issues	By the end of the first year of the Term, the Service Provider shall have established an Environmental Management System for the Project which conforms with the International Standards ISO 14001 and the European Eco-Management and Audit Scheme (EMAS)	Inspect		Environment Manager to review EMS system's compliance with required standards, and record in MIS by deadline. Quality Manager closes out any Action Requests generated by Audit & Inspections. The EMS ISO 14001:2004 & EMAS certificate will be uploaded onto the Collaborative Working Platform by the required date.		Performance Manager to review and confirm compliance in MIS. Quality Manager to review monthly target figures. The Quality Manager will review the effectiveness of the close out actions generate by the scheduled Environmental Audit	Quality Manager	Environment Manager
1.126	Environmental Issues	The Service Provider shall at all times comply with the Environmental Management System.	Inspect		Environment Manager to review EMS monthly as per MS 1.10, and Group HSEQ to review six monthly, and record results in MIS. The monthly EMS review and Group HSEQ review will be uploaded onto the Collaborative Working Platform by the required date.		Project Director to review EMS annually, and take remedial actions, recording all results in MIS.	Quality Manager	Environment Manager

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1.127	Environmental Issues	The Service Provider shall prepare (and following the first Contract Year, update) and submit to the Authority the Service Provider's Annual Environmental / Carbon Reduction Plan, the first of which has been submitted to and agreed with the Authority as at the date of this Contract, and thereafter to be submitted by 1st April in every Contract Year pursuant to the Review Procedure.	Inspect		In accordance with MS 10, Environment Manager to update and monitor plan monthly, and submit to Authority by deadline, recording submission date on MIS. The updated monitor plan will be uploaded onto the Collaborative Working Platform by the required date.		Quality Manager to review and confirm compliance in MIS. Commercial Director to review effectiveness of KPI's stated in the Carbon Reduction Plan	Quality Manager	Environment Manager
1.128	Environmental Issues	The Service Provider shall prepare and submit to the Authority the findings of its Annual Environment/Climate Change Review pursuant to the Review Procedure, no later than eight Months after the end of each Contract Year.	Inspect		In accordance with MS 10, Environment Manager to update and monitor Review monthly, and submit by deadline, recording submission date on MIS. The updated monitor plan will be uploaded onto the Collaborative Working Platform by the required date.		Quality Manager to review and confirm compliance in MIS.	Quality Manager	Environment Manager

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Appendix M - Method Statement and Specification Compliance Matrix

Method Statement / Specification Heading	Method Statement / Specification Sub-Heading	Environmental Management Plan Reference	Comments
1.10 Environmental Issues	1 Overview		
	2 Carbon Emissions	Annual Environmental / Carbon Reduction Plan	
	3 Carbon Forecast	Annual Environmental / Carbon Reduction Plan	
1.10 Carriageways and Footways	4 100% Recycling of aggregates	Waste Strategy Plan	
	5 Rail Head	CIP / Service Commitment	
	6 Local Facility	CIP / Service Commitment	
	7 Minimisation of Traffic Congestion Impacts	Environmental Design Procedures	
1.10 Street Lighting and Powered Apparatus	8 LED	CIP / Service Commitment	
	9 Central Management System	CIP / Service Commitment	
	10 Recycling of Waste Materials	Waste Strategy Plan	
1.10 Smart Operational Energy	11 Smart Routeing	Fleet Sustainability Plan	
	12 Euro 5 / 6 Emissions	Fleet Sustainability Plan	
	13 Use of Hybrids for Inspections	Fleet Sustainability Plan	
	14 Combining Inspections	CIP / Service Commitment	
1.10 Biodiversity	15 Local Biodiversity action Plan	Local Biodiversity Action Plan (LBAP)	
	16 Local Biodiversity action Plan	Local Biodiversity Action Plan (LBAP)	
	17 Planning to avoid Biodiversity Impact	Local Biodiversity Action Plan (LBAP)	
	18 Materials and Operations	Local Biodiversity Action Plan (LBAP)	
	19 Environmental / Biodiversity Awareness	EMP Section 4.4.2 Competence, training and awareness	
1.10 Sustainable Waste Management	20 Waste Strategy	Waste Strategy Plan	
	21 Focus on Waste Elimination	Environmental Design Procedures	
	22 Maximise Recycling	Waste Strategy Plan	
	23 Street Cleaning	CIP / Service Commitment	
	23 Street Cleaning	Waste Strategy Plan	
	24 Grounds Maintenance Recycling	Waste Strategy Plan	
	25 Proactive Recycling of Depot Waste	Waste Strategy Plan	
1.10 Employees and Subcontractors	26 Sustainable Procurement – Environmental Supply Chain Partnership	EMP Section 4.4.3 Communication	
	27 Sustainable Procurement – Mobilisation	EMP Section 4.4.3 Communication	

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	Period Launch Meeting		
	28 Sustainable Procurement – Waste minimisation Seminars for supply chain partners	Waste Strategy Plan	
	29 Sustainable Procurement – Project Inductions	EMP Section 4.4.2 Competence, training and awareness	
	29 Sustainable Procurement – approval of Supply Chain Partners	Group Procurement Procedures	
	29 Sustainable Procurement – approval of Supply Chain Partners	EMP Section 4.4.2 Competence, training and awareness	
1.10 Sustainable Depots	30 Sustainable Depot Design	Depot / Service Commitment	
1.10 Water Reduction (Rainwater Harvesting)	31 Depot Rainwater Harvesting	Depot / Service Commitment	
1.10 Staff Travel Plans	32, 33, 34, 35 Travel Plans	Olive Grove Depot Travel Plan	Within First Year
	32, 33, 34, 35 Travel Plans	Ecclesfield Depot Travel Plan	Within First Year
	32, 33, 34, 35 Travel Plans	Eyre Lane Depot Travel Plan	Within First Year
1.10 Environmental Awareness	36 Training Matrix	EMP Section 4.4.2 Competence, training and awareness	
	37 Local Environmental Training Awareness	EMP Section 4.4.2 Competence, training and awareness	
	38 Personal Development Reviews	EMP Section 4.4.2 Competence, training and awareness	
1.10	39 Fleet Sustainability Plan	Fleet Sustainability Plan	
	40 Video Conferencing / Travel Plans	Olive Grove Depot Travel Plan	Within First Year
	40 Video Conferencing / Travel Plans	Ecclesfield Depot Travel Plan	Within First Year
	40 Video Conferencing / Travel Plans	Ecclesfield Depot Travel Plan	Within First Year
1.10 Drive Differently	41 GIS Vehicles	Fleet Sustainability Plan	
	41 Driver Training	EMP Section 4.4.2 Competence, training and awareness	
	41 Speed Limiters	Fleet Sustainability Plan	
1.10 Drive Better Vehicles	42 Fleet Maintenance	Fleet Sustainability Plan	
1.10 Introduction	43 Introduction	N/a	
	44 Introduction	N/a	
	45 Alignment with the Authority's Environmental Policy requirements	EMP Section 1.0 Introduction	
	46 Environment Document Map	EMP Section 3.0 The Purpose and Benefits of the Environment Management Plan	

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	47 Organisation	EMP Appendix E EMS Org Chart
	48 Organisation	EMP Appendix E EMS Org Chart
	49 Environmental Manager and Carbon Officer	EMP Appendix E EMS Org Chart
1.10 Implementing an EMS	50 IMS	N/a
	51 Bespoke IMS for the Project	N/a
	52 Service Providers IMS – PAS 99, 9001, 14001 and 18001	EMP Section 1.0 Introduction
	53 Comprehensive Procedures for all aspects of EMS	EMP Section Various
	54 Timescales for Certification	Appendix D - Objectives and Targets
	55 Use of EMS	EMP Section 3.0 The Purpose and Benefits of the Environment Management Plan
1.10 Environmental Policy	56 Environmental Policy	EMP Section 4.2 Environmental Policy
	57 SHEF Specific Environmental Policy	EMP Section 4.2 Environmental Policy
	58 Environmental Policy meeting the Authorities Environmental Policy	EMP Section 4.2 Environmental Policy
	59 Environmental Policy Communication	EMP Section 4.2 Environmental Policy
	60 Environmental Policy Communication	EMP Section 4.4.2 Competence, training and awareness
1.10 Environmental Plan	61 Project Specific EMP	EMP
	62 EMP	EMP
	63 EMP Ownership by Environmental Manager	EMP
	64 EMS Procedures	EMP
	65 Environmental Performance	EMP Section 4.5.1 Monitoring and measurement
1.10 Environmental Aspects and Impacts	66 Environmental Aspects and Impacts	EMP Section 4.3.1 Aspects and Impacts
	67 Environmental Aspects and Impacts	EMP Section 4.3.1 Aspects and Impacts
	68 Environmental Aspects and Impacts	EMP Section 4.3.1 Aspects and Impacts
	69 Environmental Manager to update Environmental Aspects and Impacts	EMP Section 4.3.1 Aspects and Impacts
1.10 Legal and Other Requirements	70 Legal and Other Requirements	EMP Section 4.4.2 Legal and other requirements
	70 Environmental Alerts	EMP Section 4.4.3 Communication

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	70 Discharge Consents	EMP Appendix J Registration Details	
	70 Exemptions	EMP Appendix J Registration Details	
	70 Premises registration for hazardous waste	EMP Appendix J Registration Details	
	70 Competent Resources	EMP Section 4.4.2 Competence, training and awareness	
1.10 Objectives, Targets and Programmes	71 Alignment to Authorities Corporate Plan	EMP Section 4.4.3 Objectives, targets and programmes	
	72 Indicative Objectives	EMP Section 4.4.3 Objectives, targets and programmes	
	73 Annual Communications Plan to all Stakeholders	EMP Section 4.4.3 Communication	
	74 Assist, support and advise existing local environmental networks	EMP Section 4.4.3 Communication	
1.10 External Stakeholders	75 External Stakeholders	EMP Section 4.4.3 Communication	
1.10 Internal Stakeholders	76 Communication Tools and Documents	EMP Section 4.4.3 Communication	
1.10 Training	77 Environmental Induction	EMP Section 4.4.2 Competence, training and awareness	
	78 Training	EMP Section 4.4.2 Competence, training and awareness	
	79 Training	EMP Section 4.4.2 Competence, training and awareness	
1.10 Carbon Foot Printing Training	80 Carbon Foot Printing Course	EMP Section 4.4.2 Competence, training and awareness	Within First Three Months
	81 Refresher Training	EMP Section 4.4.2 Competence, training and awareness	
	82 Courses approved by IEMA	EMP Section 4.4.2 Competence, training and awareness	
1.10 General Awareness Course	83 Enviro Awareness Course	EMP Section 4.4.2 Competence, training and awareness	
	84 Objectives of Course	EMP Section 4.4.2 Competence, training and awareness	
	85 Topics of Course	EMP Section 4.4.2 Competence, training and awareness	
	86 Personal Development Reviews	EMP Section 4.4.2 Competence, training and awareness	
1.10 Engaging and Involving Local Communities	87 Local Community Responsibility commitments	CIP / Service Commitment	

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	88 Educational Facility at Olive Grove and Education Officer	CIP / Service Commitment	After Depot Refurbishment Works, and within 6 months of the Contract
	89 Programme for Supply of Education Centre	CIP / Service Commitment	After Depot Refurbishment Works, and within 6 months of the Contract
	90 Education Centre role of	CIP / Service Commitment	After Depot Refurbishment Works, and within 6 months of the Contract
	91 Education Centre size of	CIP / Service Commitment	After Depot Refurbishment Works, and within 6 months of the Contract
1.10 Document Control	92 Document Control Procedures	EMP Section 4.5.4 Control of records	
	93 Document Approval	EMP Section 4.5.4 Control of records	
	94 Document Reviews	EMP Section 4.5.4 Control of records	
	95 Revision Status and Date	EMP Section 4.5.4 Control of records	
	96 Superseded Documents	EMP Section 4.5.4 Control of records	
	97 External Documents	EMP Section 4.5.4 Control of records	
1.10 Operational Control	98 Lifecycle Assessment	EMP Section 4.3.1 Environmental aspects	
	99 Environmental Action Group	EMP Section 4.3.1 Environmental aspects	
	100 Environmental Action Group Nominations	EMP Section 4.3.1 Environmental aspects	
	101 Environmental Manager to Chair, Client to be invited	EMP Section 4.3.1 Environmental aspects	
	102 Communication	EMP Section 4.3.1 Environmental aspects	
	103 Update of Aspects Register	EMP Section 4.3.1 Environmental aspects	
	104 Biodiversity Protection Procedure	PLC-ENV-210 Soft Estates & Biodiversity	
	104 Biodiversity Protection Procedure	PLC-ENV-211 Designated Sites, Protected & Invasive Species and Pests	
	104 Environmental Design Procedure	PLC-ENV-209 Design - Environment & Sustainability Considerations	
	104 Storage of Hazardous Materials Procedure	LG-SHEF-ENV-032 Storage of Hazardous Materials Procedure	
	104 Contaminated Land Procedure	PLC-ENV-208 Contaminated Land	
	104 Emergency Preparedness and response Procedure	LG-SHEF-ENV-031 Environmental Emergency Preparedness and Response	

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	104 Waste Management Procedure	PLC-ENV-WASTE-200 The Management of Waste	
	104 Energy Management Procedure	LG-SHEF-ENV-033 Energy Management Procedure	
	105 Control for Procedures for Identification of applicable legislation	PLC-ENV-002 Legal Register: Environmental legislation and other requirements	
	105 Control for Procedures for Aspects which could affect the environment	PLC-ENV-103 Environmental Aspects and Impacts: Procedure for Rating Significance	
	105 Control for Procedures for control measures to ensure compliance with legislation and minimise any adverse effects on the environment	PLC-HSEQ-110 Monitoring - Audits & Inspections	
	105 Control for Procedures for methodologies to monitor Service Providers activities	PLC-HSEQ-110 Monitoring - Audits & Inspections	
1.10 Emergency Preparedness and Response	106 Emergency Preparedness and Response Procedure	EMP Section 4.4.7 Emergency preparedness and response	
	107 Pollution Prevention Measures	EMP Section 4.4.7 Emergency preparedness and response	
	108 PPGs referenced	EMP Section 4.4.7 Emergency preparedness and response	
	109 EMS Operational Control Measures	EMP Section 4.4.7 Emergency preparedness and response	
1.10 Inspection and Auditing	110 Audit Programme for each Contract Year	EMP Section 4.4.5 Internal audit	
1.10 Audit Programme	111 Audit Programme	EMP Section 4.4.5 Internal audit	
	112 BSI	EMP Section 4.4.5 Internal audit	
	113 Inspections	EMP Section 4.4.5 Internal audit	
1.10 Audit Programme Objective and Target	114 Audit Objectives	EMP Section 4.4.5 Internal audit	
1.10 Audit Programme Responsibilities	115 Audit Programme Responsibilities	EMP Section 4.4.5 Internal audit	
1.10 Audit Programme Monitoring and Reviewing	116 Review of Audit Programme	EMP Section 4.4.5 Internal audit	
	117 Performance Indicators for Audits	EMP Section 4.4.5 Internal audit	
	118 EMS Management Reviews	EMP Section 4.6 Management review	
	119 Corrective Actions	EMP Section 4.5.3 Nonconformity, corrective action and preventative action	

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1.10 Inspections	120 Environmental Inspections	EMP Section 4.4.5 Internal audit	
	121 Environmental Inspections one per month	EMP Section 4.4.5 Internal audit	
1.10 audit and Inspection – Management of Non-compliance and non-conformities	122 Corrective Actions	EMP Section 4.5.3 Nonconformity, corrective action and preventative action	
	123 Assess significance	EMP Section 4.5.3 Nonconformity, corrective action and preventative action	
	124 Trends	EMP Section 4.5.3 Nonconformity, corrective action and preventative action	
	125 Monitoring and Reporting Roadmap Process	EMP Section 4.5.3 Nonconformity, corrective action and preventative action	
1.10 Management Review	126 Annual Management Review	EMP Section 4.6 Management review	
	127 Content	EMP Section 4.6 Management review	
	128 Management Review	EMP Section 4.6 Management review	
	129 Addresses EMS	EMP Section 4.6 Management review	
	130 Management review Action Plan	EMP Section 4.6 Management review	
	131 Management review Carbon Reduction	EMP Section 4.6 Management review	
	132 Management review National Indicators	EMP Section 4.6 Management review	
Implementation of EMAS	133 EMAS additional requirements	CIP / Service Commitment	In First Contract Year
	134 Comply with EMS	EMP Section 1 Induction	
1.10 Carbon Model and Carbon Monitoring	135 Carbon Model	Annual Environmental / Carbon Reduction Plan	
	136 Scope	Annual Environmental / Carbon Reduction Plan	
	137 Data	Annual Environmental / Carbon Reduction Plan	
	138 Monitor and Measure Co2	Annual Environmental / Carbon Reduction Plan	
	139 Populate Carbon Model	Annual Environmental / Carbon Reduction Plan	
	140 Carbon Officer	Annual Environmental / Carbon Reduction Plan	
	141 Raw Data	Annual Environmental / Carbon Reduction Plan	
	142 Calculate Carbon Emissions	Annual Environmental / Carbon Reduction Plan	
	143 CCFSP Members	Annual Environmental / Carbon Reduction Plan	
	144 CCFSP Members	Annual Environmental / Carbon Reduction Plan	
	145 Monthly Report	Annual Environmental / Carbon Reduction Plan	
	146 Review Carbon Model	Annual Environmental / Carbon Reduction Plan	
	147 Bench marking	Annual Environmental / Carbon Reduction Plan	
	148 Anomalies in data	Annual Environmental / Carbon Reduction Plan	
	149 Kelvin Top Set	Annual Environmental / Carbon Reduction Plan	

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	150 Root Cause Analysis	Annual Environmental / Carbon Reduction Plan	
	151 Update Carbon Model	Annual Environmental / Carbon Reduction Plan	
	152 Carbon Officer Training	EMP Section 4.4.2 Competence, training and awareness	
	153 Annual Carbon Report	Annual Environmental / Carbon Reduction Plan	
	154 Use of Group HSEA Staff	Annual Environmental / Carbon Reduction Plan	
	155 Verification	Annual Environmental / Carbon Reduction Plan	
1.10 Inspections	156 Inspections on a Monthly Basis	EMP Section 4.4.5 Internal audit	
	157 Analysis of Inspections	EMP Section 4.4.5 Internal audit	
1.10 Audits	158 Monthly Audits	EMP Section 4.4.5 Internal audit	
1.10 Leadership Involvement	159 VFL Tours	EMP Section 4.4.5 Internal audit	
	160 VFL Tours	EMP Section 4.4.5 Internal audit	
	161 VFL Tours	EMP Section 4.4.5 Internal audit	
1.10 Annual Environment / Climate Change Review Report	162 Annual Environment / Climate Change Review Report	EMP Section 4.7 Reporting	
	163 Report Structure	EMP Section 4.7 Reporting	
	164 Future changes to the report	EMP Section 4.7 Reporting	
	165 Gather Information	EMP Section 4.7 Reporting	
	166 Management Review	EMP Section 4.7 Reporting	
	167 Drafting Annual Environment / Climate Change Review Report	EMP Section 4.7 Reporting	
	168 Issue no later than 10 days after end of each Contract Year	EMP Section 4.7 Reporting	
	169 Publish and communicate	EMP Section 4.7 Reporting	
1.10 Annual Environmental / Carbon Reduction Plan	170 Annual Environmental / Carbon Reduction Plan	Annual Environmental / Carbon Reduction Plan	
	171 Report Progress	Annual Environmental / Carbon Reduction Plan	
	172 Monthly Reporting Regime	Annual Environmental / Carbon Reduction Plan	
	173 Objectives and Targets	Annual Environmental / Carbon Reduction Plan	
	174 KPIs	Annual Environmental / Carbon Reduction Plan	
	175 KPIs	Annual Environmental / Carbon Reduction Plan	
	176 NCR Action Plan	Annual Environmental / Carbon Reduction Plan	
1.10 Street Lighting	177 Light Pollution	CIP / Service Commitment	
	178 ILP Guidance Note	CIP / Service Commitment	
	179 Design standards	CIP / Service Commitment	
	180 Light sources	CIP / Service Commitment	
	181 Luminaires	CIP / Service Commitment	

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	182 LED	CIP / Service Commitment	
	183 Upright Light Ratios	CIP / Service Commitment	
	184 Disability Glare	CIP / Service Commitment	
	185 conform to Class G3	CIP / Service Commitment	
	186 Design and Installation	CIP / Service Commitment	
	187 Optimise column spacing	CIP / Service Commitment	
	188 light pollution	CIP / Service Commitment	
	189 Minimise glare	CIP / Service Commitment	
	190 Cost Evaluation Model	CIP / Service Commitment	
	191 LED	CIP / Service Commitment	
	192 Control Systems	CIP / Service Commitment	
	193 Control Systems	CIP / Service Commitment	
	194 Control Systems	CIP / Service Commitment	
	195 Control Systems	CIP / Service Commitment	
	196 Control Systems	CIP / Service Commitment	
	197 Control Systems	CIP / Service Commitment	
	198 Control Systems	CIP / Service Commitment	
	199 Control Systems	CIP / Service Commitment	
	200 Control Systems	CIP / Service Commitment	
1.10 Carbon Reduction and Electrical Apparatus	201 Carbon Reduction and Electrical Apparatus	CIP / Service Commitment	
1.10 LED Solution	202 LED Solution	CIP / Service Commitment	
	203 Carbon Model	CIP / Service Commitment	
	204 Enviro Impact and Carbon footprint	CIP / Service Commitment	
1.10 Central Management System	205 Central Management System	CIP / Service Commitment	
1.10 Experienced, Competent Designers	206 Experienced, Competent Designers	CIP / Service Commitment	
1.10 Supply Chain Management	207 Work with Supply Chain	CIP / Service Commitment	
1.10 Combined Surface Delivery	208 Combining Inspections	CIP / Service Commitment	
1.10 Illuminated Traffic signs and Bollards	209 Information	CIP / Service Commitment	
	210 Life expired	CIP / Service Commitment	
	211 Carbon Model	CIP / Service Commitment	
1.10 Traffic Signal / Control Infrastructure (TS / CI) and Intelligent Transport Systems (ITS)	212 Enviro Impact and carbon footprint	CIP / Service Commitment	

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	213 Advances in technology	CIP / Service Commitment	
	214 ELV / LED	CIP / Service Commitment	
	215 Review of TS/CI Sites	CIP / Service Commitment	
	216 Change out period	CIP / Service Commitment	
	217 Combing Maintenance activities	CIP / Service Commitment	
	218 Increased Energy Efficiency	CIP / Service Commitment	
	219 Efficient Approach to Maintenance	CIP / Service Commitment	
1.10 Carbon Model Performance (Street Lighting and Powered apparatus)	220 Carbon Model	CIP / Service Commitment	
	221 LED Solution	CIP / Service Commitment	
1.10 Minimise the Street Lighting Environmental Impact and Carbon footprint of Work on the Highway Network	222 Energy Consumption	CIP / Service Commitment	
	223 Outage Reports	CIP / Service Commitment	
	224 sustainable levels of Energy Consumption	CIP / Service Commitment	
	225 Actively control the lighting network	CIP / Service Commitment	
	226 CMS	CIP / Service Commitment	
	227 CMS	CIP / Service Commitment	
	228 PDAs	CIP / Service Commitment	
	229 Faults recorded on PDAs	CIP / Service Commitment	
	230 Prioritise repairs	CIP / Service Commitment	
	231 Bulk Lamp changes	CIP / Service Commitment	
	232 Cleaning	CIP / Service Commitment	
	233 CIP apparatus	CIP / Service Commitment	
	234 Pre coated columns	CIP / Service Commitment	
1.10 Traffic Management	235	CIP / Service Commitment	
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	238	CIP / Service Commitment	
	239	CIP / Service Commitment	
1.10 Minimising Traffic Congestion	240	CIP / Service Commitment	
	241	CIP / Service Commitment	
1.10 Managing Traffic Congestion	242	CIP / Service Commitment	

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1.10 Benefits of the Zonal Approach	243	CIP / Service Commitment	
	244	CIP / Service Commitment	
	245	CIP / Service Commitment	
1.10 Maximise Coordination Opportunities	246	CIP / Service Commitment	
	247	CIP / Service Commitment	
1.10 Effective Communication	248	CIP / Service Commitment	
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	257	CIP / Service Commitment	
1.10 Managing Environmental Impacts Related to Congestion	258	CIP / Service Commitment	
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1.10 Carbon Emissions and Pollution	260	CIP / Service Commitment	
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	263	CIP / Service Commitment	
	264	CIP / Service Commitment	
	265	CIP / Service Commitment	
	266	CIP / Service Commitment	
1.10 Undertaking Traffic Modelling	267	CIP / Service Commitment	
	268	CIP / Service Commitment	
	269	CIP / Service Commitment	
	270	CIP / Service Commitment	
	271	CIP / Service Commitment	
	272	CIP / Service Commitment	
	273	CIP / Service Commitment	
1.10 Noise and Vibration	274	CIP / Service Commitment	

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	275	CIP / Service Commitment	
1.10 Driver and Pedestrian Delay	276	CIP / Service Commitment	
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1.10 Maximising Traffic Flows when Traffic Signals are not operating	293	CIP / Service Commitment	
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	297	CIP / Service Commitment	
1.10 Site Specific Considerations to Minimise Congestion	298	CIP / Service Commitment	
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1.10 Seasonal Considerations	301	CIP / Service Commitment	
	302	CIP / Service Commitment	
1.10 Night Working	303	CIP / Service Commitment	
	304	CIP / Service Commitment	
1.10 Combing Works	305	CIP / Service Commitment	
1.10 Winter Maintenance Sensor	306	CIP / Service Commitment	
1.10 Community Engagement	307	CIP / Service Commitment	

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	308	CIP / Service Commitment	
	309	CIP / Service Commitment	
1.10 Summary	310	CIP / Service Commitment	
1.10 Reducing Operational Energy – A Sustainable Fleet	311 Fleet Sustainability Plan	Fleet Sustainability Plan	
	312 Implementation	Fleet Sustainability Plan	
1.10 Minimising the Carbon Footprint of the Service Providers Vehicle Usage	313 Driving Less	Fleet Sustainability Plan	
	314 Video Conferencing	Fleet Sustainability Plan	
	315 Monitoring Carbon Reduction by VC	Fleet Sustainability Plan	
	316 HD Enabled	Fleet Sustainability Plan	Installed within Six Months of Commencement Date
	317 Travel Plan for the Project	Oliver Grove Depot Travel Plan	
	317 Travel Plan for the Project	Ecclesfield Depot Travel Plan	
	317 Travel Plan for the Project	Eyre Lane Depot Travel Plan	
1.10 Drive Differently	318 GIS Technology	Fleet Sustainability Plan	
	319 Masternaut	Fleet Sustainability Plan	
	320 Used across all Service Provision	Fleet Sustainability Plan	
	321 AI fleet Carbon Footprint	Fleet Sustainability Plan	
	322 Collection of Relevant Enviro Data	Fleet Sustainability Plan	
	323 Fuel Card / Mileage Claims	Fleet Sustainability Plan	
	324 Carbon Model	Fleet Sustainability Plan	
	325 Check Efficiency of Actions	Fleet Sustainability Plan	
	326 Carbon Model	Fleet Sustainability Plan	
1.10 Masternaut in Practice – Winter Maintenance	327 Winter Maintenance Activities	Fleet Sustainability Plan	
1.10 Fleet Management System	328 Key 2	Fleet Sustainability Plan	
1.10 Innovations	329 Vehicle Specification Working Group	Fleet Sustainability Plan	
	330 Enviro considerations	Fleet Sustainability Plan	
	331 Speed Limiters	Fleet Sustainability Plan	
	332 Alternatively Powered Vehicles	Fleet Sustainability Plan	
	333 Alternatively Powered Vehicles	Fleet Sustainability Plan	
1.10 Training and Awareness	334 Green Fleet Day	Fleet Sustainability Plan	
	335 PDR Process	Fleet Sustainability Plan	
	336 Road Safety Campaigns	CIP / Service Commitment	
	337 Annual Programme of Events	CIP / Service Commitment	

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	338 Press Releases	CIP / Service Commitment	
1.10 Drive Better Vehicles	339 Most appropriate vehicles	Fleet Sustainability Plan	
	340 7.5 tonne	Fleet Sustainability Plan	
	341 3.5 to 7.5 tonne	Fleet Sustainability Plan	
	342 Up to 3.5 tonne	Fleet Sustainability Plan	
1.10 Operational Energy Carbon Performance	343 Carbon Model	Annual Environmental / Carbon Reduction Plan	
	344 Fuel Used	Annual Environmental / Carbon Reduction Plan	
	345 Carbon Emissions	Annual Environmental / Carbon Reduction Plan	
	346 Estimate Mileages	Annual Environmental / Carbon Reduction Plan	
1.10 Resilience to Climate Change	347 Introduction	EMP Section 1 Introduction	
1.10 Adapting to climate change	348 Project Specific Climate Change Adaption Plan (CCAP)	Climate Change Adaption Plan (CCAP)	
	349 Authority's Risk Assessment	Climate Change Adaption Plan (CCAP)	
	350 Risk Register	Climate Change Adaption Plan (CCAP)	
	351 Flooding	Climate Change Adaption Plan (CCAP)	
1.10 Planning to Adopt to Climate Change	352 Climate change Risk Appraisal	Climate Change Adaption Plan (CCAP)	
	353 Adaption Action Plans	Climate Change Adaption Plan (CCAP)	
1.10 Bio-diversity – Local Bio-diversity Action Plan (LBAP)	354 Introduction	Local Biodiversity Action Plan (LBAP)	
	355 Local Biodiversity Action Plan (LBAP)	Local Biodiversity Action Plan (LBAP)	
	356 Authority's Ecology Unit	Local Biodiversity Action Plan (LBAP)	
	357 Grounds Maintenance Inventory (GMI)	Local Biodiversity Action Plan (LBAP)	
	357 Grounds Maintenance Inventory (GMI)	Grounds and Verge Maintenance Inventory	
	358 Work with Authority's Ecology Unit	Local Biodiversity Action Plan (LBAP)	
1.10 Grounds and Verge Maintenance Inventory	359 Accurate Inventory of Project Network	Grounds and Verge Maintenance Inventory	
	360 GIS Layer	Grounds and Verge Maintenance Inventory	
	361 Five Year Grounds Maintenance Strategy	Five Year Grounds Maintenance Strategy	
	361 Annual Grounds Maintenance Strategy	Annual Grounds Maintenance Strategy	
1.10 Understand the Existing Biodiversity on the Project Network	362 Protect and improve biodiversity	Local Biodiversity Action Plan (LBAP)	
	363 Data collection exercise	Local Biodiversity Action Plan (LBAP)	

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	364 GIS Layer	Local Biodiversity Action Plan (LBAP)	
	365 Environmental Assessment	Environmental Design Procedures	
	366 Design	Environmental Design Procedures	
1.10 Significant Schemes on the Project Network	367 Enviro Assessment Process	Environmental Design Procedures	
1.10 Activities within Designated Sites, Protected & Invasive Species and Pests	368 Working in designated sites	PLC-ENV-211 Designated Sites, Protected & Invasive Species and Pests	
1.10 Routine and Maintenance Works not occurring within Designated Sites, Protected & Invasive Species and Pests	369 Works not occurring within Designated Sites, Protected & Invasive Species and Pests	PLC-ENV-211 Designated Sites, Protected & Invasive Species and Pests	
	370 Training Package	EMP Section 4.4.2 Competence, training and awareness	
	371 Environmental Briefings	EMP Section 4.4.2 Competence, training and awareness	
10.1 Enhancing Biodiversity on the Project Network	372 Enhance Biodiversity	Local Biodiversity Action Plan (LBAP)	
	373 Long Term Objectives	Annual Grounds Maintenance Strategy	
	374 Wildflower Areas	Annual Grounds Maintenance Strategy	
	375 Grassed Areas	Annual Grounds Maintenance Strategy	
	376 Wildflower Areas to be created	Local Biodiversity Action Plan (LBAP)	
	377 Minimising damage and disturbance to habitats	CIP / Service Commitment	
	378 Maintain Performance Levels	CIP / Service Commitment	
	379 Environmental Features	Grounds and Verge Maintenance Inventory	
	380 Local Biodiversity Action Plan (LBAP)	Local Biodiversity Action Plan (LBAP)	
	381 Action Plan of LBAP	Local Biodiversity Action Plan (LBAP)	
	382 Works in order to maintain existing biodiversity	Local Biodiversity Action Plan (LBAP)	
	383 Action Plan	Local Biodiversity Action Plan (LBAP)	
1.10 Injurious Weeds and Invasive Plants	384 Record Works Undertaken	LG-SHEF-ENV-034 Injurious Weeds and Invasive Plants	
	385 Risk Management Register	LG-SHEF-ENV-034 Injurious Weeds and Invasive Plants	
	386 Survey of Project Network	LG-SHEF-ENV-034 Injurious Weeds and Invasive Plants	

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1.10 Biodiversity Awareness	387 Enviro Awareness Training	EMP Section 4.4.2 Competence, training and awareness
	388 Seasonal Watch Notes	EMP Section 4.4.2 Competence, training and awareness
	389 Community Involvement Day	CIP / Service Commitment
1.10 Promoting Sustainable Development	390 Holistic Approach to sustainability	EMP
	391 Sustainability Framework	EMP
	392 N/a	N/a
1.10 Sustainable Resourcing	393 Procure materials and services	EMP Section 4.3.2 Procurement
	394 Procurement Policies	EMP Section 4.3.2 Procurement
	395 Aligned to Sheffield CC	EMP Section 4.3.2 Procurement
	396 Whole life costs	EMP Section 4.3.2 Procurement
	397 UK Government Sustainable Procurement Action Plan	EMP Section 4.3.2 Procurement
1.10 Service Providers Approach in Action	398 AI	N/a
	399 Carbon Model	N/a
1.10 Improving the Environmental Impact / Carbon Footprint of the Supply Chain	400 Supply Chain Partnership	Annual Environmental / Carbon Reduction Plan
	401 Long Term Commitment	Annual Environmental / Carbon Reduction Plan
1.10 Stage 1 – Developing the Partnership	402 Launch Meeting	Annual Environmental / Carbon Reduction Plan
	403 Programme to Progress	Annual Environmental / Carbon Reduction Plan
1.10 Stage 2 – Implementation of Waste Minimisation Programme	404 Waste minimisation programme	Annual Environmental / Carbon Reduction Plan
	405 Mentor to Supply Chain	Annual Environmental / Carbon Reduction Plan
	406 Waste Minimisation Seminars	Annual Environmental / Carbon Reduction Plan
1.10 Stage 3 – Continual Improvement	407 Manage Supply Chain Partnership	Annual Environmental / Carbon Reduction Plan
	408 Feed into EMS Management Review	Annual Environmental / Carbon Reduction Plan
1.10 Supply Chain Selection and Sustainability	409 IMS Procedures	EMP Section 4.3.2 Legal and other requirements
	410 Balance results with price	EMP Section 4.3.2 Legal and other requirements
	411 Method Statements	EMP Section 4.3.2 Legal and other requirements
1.10 Sustainable Depot	412 New Enviro Offices	Depot / Service Commitment

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	413 New Enviro Offices	Depot / Service Commitment	
	414 New Enviro Offices	Depot / Service Commitment	
1.10 Sustainable Waste Management	415 Minimise waste	Waste Strategy Plan	
	416 Diverting Waste from Landfill	Waste Strategy Plan	
	417 Waste Strategy	Waste Strategy Plan	
1.10 Waste Policy	418 Waste Related Policy	Waste Strategy Plan	
1.10 Waste Reduction, Minimisation and Baseline Review	419 Base line review	Waste Strategy Plan	
	420 Contents	Waste Strategy Plan	
	421 Waste Facility information	Waste Strategy Plan	
	422 SWMPs	Waste Strategy Plan	
	423 Review SWMPs	Waste Strategy Plan	
	424 Waste Stream Register	Waste Strategy Plan	
	425 Depot Manager responsible for maintaining Waste Stream Register	Waste Strategy Plan	
1.10 Designing Out Waste	426 Consider waste and resource use during option development	Waste Strategy Plan	
	427 Reduce Waste	Waste Strategy Plan	
	428 Design Review	Waste Strategy Plan	
1.10 Design Review	429 Annual Workshop	EMP Appendix H Meetings schedule	
	430 Annual Workshop	EMP Appendix H Meetings schedule	
	431 Best Practice Case Studies	Best Practice Template	
	432 Best Practice Case Studies	Annual Environmental / Carbon Reduction Plan	
1.10 Step 1 : Identify	433 Opportunities Matrix	Waste Strategy Plan	
1.10 Step 2 - Investigate	434 Review	Waste Strategy Plan	
1.10 Step 3 – Implement	435 Develop	Waste Strategy Plan	
1.10 Specific Waste Minimisation Measures	436	Waste Strategy Plan	
	437	Waste Strategy Plan	
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1.10 Minimising the environmental	444	Waste Strategy Plan	

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	445	Waste Strategy Plan	
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1.10 Minimising the environmental impact of Winter Maintenance Activities	461 Hardstanding, Drainage	Depot / Service Commitment	
	462 Salt Wastage	Depot / Service Commitment	
10.1 Opportunities for reuse and recycling of Contract Waste	463 Opportunities for reuse and recycling of Contract Waste	Waste Strategy Plan	
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	473 Organic Waste	Waste Strategy Plan	
	474 Performance	Waste Strategy Plan	
	475 Performance	Waste Strategy Plan	

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1.10 Minimising the Environmental Impact / Carbon Footprint of the contracts commuting staff	476 Reducing Enviro Impact from staff and vehicle movements	Grove Depot Travel Plan	
	476 Reducing Enviro Impact from staff and vehicle movements	Ecclesfield Depot Travel Plan	
1.10 Overview of the Travel Plans	477, 478, 479, 480 and 481 Travel Plans	Grove Depot Travel Plan	
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1.10 Key aims and Objectives of the Travel Plans	482 Objectives	Grove Depot Travel Plan	
	482 Objectives	Ecclesfield Depot Travel Plan	
1.10 Implementation of Travel Plans	483 Service Provider audits of Depot transport links	Grove Depot Travel Plan	
	483 Service Provider audits of Depot transport links	Ecclesfield Depot Travel Plan	
1.10 Travel Surveys	484, 485, 486, 487 Travel Survey	Grove Depot Travel Plan	
	484, 485, 486, 487 Travel Survey	Ecclesfield Depot Travel Plan	
	488 Travel Plan Co-ordinator	Grove Depot Travel Plan	
	488 Travel Plan Co-ordinator	Ecclesfield Depot Travel Plan	
	489 Greener Travel Roadshow	Grove Depot Travel Plan	
	489 Greener Travel Roadshow	Ecclesfield Depot Travel Plan	
1.10 Objectives and Targets	490, 491, 492 Objectives	Grove Depot Travel Plan	
	490, 491, 492 Objectives	Ecclesfield Depot Travel Plan	
1.10 Management and Coordination	493 Management and Coordination	Grove Depot Travel Plan	
	493 Management and Coordination	Ecclesfield Depot Travel Plan	
1.10 Monitoring	494 Monitoring	Grove Depot Travel Plan	
	494 Monitoring	Ecclesfield Depot Travel Plan	
1.10 Resources	495 N/a	EMP Appendix F Roles and Responsibilities	
	496 Project Director	EMP Appendix F Roles and Responsibilities	
	497 Project Director	EMP Appendix F Roles and Responsibilities	
	498 Quality Manager	EMP Appendix F Roles and Responsibilities	
	499 Performance Manager	EMP Appendix F Roles and Responsibilities	
	500 Environment Manager	EMP Appendix F Roles and Responsibilities	
	501 Carbon Officer	EMP Appendix F Roles and Responsibilities	
	502 Operations Team	EMP Appendix F Roles and Responsibilities	
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1.10 Performance Monitoring	506 Performance Requirements Table	EMP Section 4.5.1 Monitoring and measurement
	507 Measure Performance against and demonstrate compliance	EMP Section 4.5.1 Monitoring and measurement
	508 MIS	EMP Section 4.5.1 Monitoring and measurement
1.10 Perf Req 1.120	509	EMP Section 4.5.1 Monitoring and measurement
	510	EMP Section 4.5.1 Monitoring and measurement
	511	EMP Section 4.5.1 Monitoring and measurement
1.10 Perf Req 1.121	512	EMP Section 4.5.1 Monitoring and measurement
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1.10 Perf Req 1.124a	521	EMP Section 4.5.1 Monitoring and measurement
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1.10 Perf Req 1.124b	524	EMP Section 4.5.1 Monitoring and measurement
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1.10 Perf Req 1.124c	527	EMP Section 4.5.1 Monitoring and measurement
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1.10 Perf Req 1.125	530	EMP Section 4.5.1 Monitoring and measurement
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1.10 Perf Req 1.126	533	EMP Section 4.5.1 Monitoring and measurement
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1.10 Perf Req 1.127	536	EMP Section 4.5.1 Monitoring and measurement
	537	EMP Section 4.5.1 Monitoring and measurement
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1.10 Perf Req 1.128	539	EMP Section 4.5.1 Monitoring and measurement
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1.10 Process Map 1.10.1 – EMS	542	Environmental Policy
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1.10 Process Map 1.10.2 – Annual Environment Climate Change Review	556	Climate Change Adaption Plan (CCAP)
	557	Climate Change Adaption Plan (CCAP)
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1.10 Process Map 1.10.3 – Carbon Modelling Data Collection and Reporting	562	Annual Environmental / Carbon Reduction Plan
	563	Annual Environmental / Carbon Reduction Plan
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	568	Annual Environmental / Carbon Reduction Plan	
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1.10 Process Map 1.10.4 – Carbon Reduction Plan	573	Annual Environmental / Carbon Reduction Plan	
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Introduction

As an organisation, we recognise the importance of recruiting and retaining young people to fulfil both the short term and long term requirements of the business. As a Hiring Manager your responsibility is to offer vision and direction, to coach and support and to manage business and individual performance to deliver the best possible outcomes for the customers and for the employees of the business.

Placements usually follow one of the following three formats:

1. School Holidays – 1 – 2 weeks
2. Summer – between 4 - 12 weeks during the summer months
3. Industrial – up to 12 months “year in industry” prior to final year study

Apart from the obvious benefit of additional skilled manpower, placement students may contribute in the following ways:

- The energy and freshness of an enthusiastic staff member
- The ability to pick up sidelined projects and see them through to completion
- The introduction of up-to-date ideas into the organisation
- Offset a deficiency in the company’s skill/knowledge base
- The opportunity to assess the student as a potential permanent employee
- Enable links to be made between the company at Academic Institutions

This document is a Guide for Managers to help you ensure that the mandatory and legislative requirements when offering opportunities to students during their work experience as well as providing work placements for undergraduate students.

Section One deals with School Students and Section Two with University undergraduates Students.

Section 1 – School Students

1. An Introduction

You may receive applications at local contract level direct from either educational establishments or school students seeking work experience opportunities. If you wish to provide work experience to school students then there are some basic steps and processes to be followed to ensure that the person gets the most out of the experience but also crucially to ensure that all parties, the school student, the manager, Amey and the school or college are following safe, and legal practices. The following pages explain what needs to happen.

2. Terms of Reference

What is a School Student?

In this context a child means someone aged under 14 and young person means someone aged 14 or over but under 18.

A Parent / Guardian mean someone with official parental responsibility.

Why provide work experience to school aged pupils?

Work experience is intended to give school students an understanding of working life and the discipline and skills needed in the workplace.

Before starting the work experience programme, you will inform the school student of the code of conduct expected of them throughout their placement. This may include dress code, time management and a good understanding of the Amey values.

Who is eligible to take part in work experience?

School students in the last two years of compulsory schooling can take part in work experience (from the start of year 10 - i.e. a minimum of 14 years of age).

What school students do while on work experience?

As far as possible school students should undertake real tasks to give them an idea of the work carried out by you. They should learn how the company is organised.

What is the role of the parents / guardians?

You need to obtain written consent from the parent / guardian before a placement can begin. In addition, parents / guardians must provide you with any medical information that could affect the health, safety or welfare of the student while on their work placement. You will provide information about the placement in advance to ensure this meets the expectations of the school and parents / guardians. You will need to obtain contact details of the school and parents / guardian should the school student have any problems with their placement.

3. Things you need to know before you provide a work experience placement

There are some procedures which must be followed. In the main placements for school students will be organised through their school which should help and supply much of the documentation such as parental consent, medical information, risk assessments etc.

What about Health and safety at work?

Employment regulations require that all school students must receive the same training and protection as employees. Also, the Health and Safety at Work Act and other relevant statutory provisions will apply.

The importance of health and safety at work must be explained to the student by you before the work experience starts.

You are also required to inform parent / guardian of the outcome of their risk assessment is under the Management of Health and Safety at Work Regulations 1999. The approval and consent form must be completed.

You must explain fire, first aid and accident reporting procedures to the school student during their site induction. In addition, you must explain to the school student any hazards associated with the work area and the work to be done. The importance of following safe working practices must be emphasised.

Where needed, safety equipment, protective clothing and health and safety training must be made available to the school student.

Do I need medical information on school students?

Yes, the parent / guardian or school needs to provide you with any medical information about the school student ahead of their placement that could affect their welfare while they are on placement. Typically this may include; asthma, panic attacks, allergies etc. equally you must be informed if a school student is on any prescribed medication.

Reporting of accidents, incidents and dangerous occurrences

You have a duty to report any accidents, incidents or dangerous occurrences involving the school student using the relevant Amey accident reporting procedure. This must be reported to the school and parent / guardian.

What about Child protection issues?

Schools prepare school students to deal with and report incidents that they feel uncomfortable with during their work placement. You also need to take account of child protection issues under the Criminal Justice and Court Services Act 2000. You need to familiarise yourself with the Amey bullying and harassment policy and if an incident arises, please contact OneHR.

Any such incidents need to also be reported back to the school however before doing so, please contact the press office.

Photographs - Parental Consent

If a photograph of a school student is required for publishing in internal / external publications, you will need to obtain written consent from the parent / guardian or the School.

For further information - The Press Complaints Commission publishes a Code of Practice which contains useful guidelines for photographing children, see www.pcc.org.uk/cop.

Insurance arrangements

The Amey Group Employers Liability insurance policy provides cover to Amey in respect of its legal liability to its employees arising out of personal injury and disease. The scope of cover under the Amey Group Employers Liability insurance policy extends to include persons gaining work experience within Amey and who are acting under the control and direction of Amey employees.

Amey's Employers Liability insurance policy does not impose any kind of restriction on the age of persons gaining work experience. The policy does, therefore, provide cover to Amey in respect of its legal liability to persons of any age.

However, if Amey was to take on a school student below the age of 16 for the purposes of their gaining work experience, **the activities in which they participate should be restricted to an office environment**. Working in an office environment carries less risks than, for instance, working on a construction site (i.e. the risk of the person gaining work experience being injured is significantly reduced if they are confined to working in an office environment).

School Visits

The school teacher may wish to visit the school student during their work experience placement. This enables the teacher to monitor and review the progress of the school student. The school teacher needs to contact you to agree dates and times of the visit.

What are the hours of work?

The school student will be expected to work the same core hours as the department. These will need to be communicated to the school and or parent / guardian prior to the commencement of the placement.

Young Person - Over Fourteen

Although children over the age of thirteen are legally permitted to work, there are still strict rules about how they may do so. Working children in this age group are not permitted to be employed in industrial settings such as factories where they may face significant health and safety risks. **To ensure you are covered by the Amey Employer liability's insurance the work placement must take place in an office environment.**

For further information refer to the following web page <http://www.hse.gov.uk/youngpeople/law/child.htm>

What about pay, tax and national insurance?

School students taking part in work experience do so voluntarily and are **not** paid. You can assist with travelling or lunch costs if you wish. This needs to be agreed locally.

How long should the work experience period last?

There are no fixed requirements for the duration of the work experience placement. A block of five to ten days is the average length of stay to be beneficial.

Lunch and break periods

Parents / guardians should make suitable arrangements for lunch and break periods synchronising with the work placement programme. Liability cannot be accepted for any school student leaving the premises during these periods.

Who to contact at the school if there is a problem?

You can contact the school at all times throughout the placement. These details need to be obtained by you before the commencement of the placement.

Do we need Criminal Records Bureau (CRB) checks?

Yes we do - CRB Checks are carried out - and must be carried out - for anyone who wishes to work with school students in accordance to the Amey Staff vetting policy.

The CRB disclosure falls into two categories:

- Basic Disclosure
- Enhanced Disclosure

For school students participating in their work experience placement programmes, you will need to apply for the enhanced disclosure via OneHR.

Enhanced Disclosure

An enhanced disclosure will show everything relating to arrests and convictions and any other information that the police or other law enforcement agencies may hold in relation to you. It is worth remembering as well that if you were cautioned by the police for whatever reason - should it even have been a caution received as a minor - this too will show up on your CRB disclosure.

For further information refer to this web address
<http://www.criminalrecordsservices.co.uk/>.

4. Summary - Things you need to do

Prior to school student's arrival

- Define the placement programme and the necessary resources (departmental function) to facilitate this programme for the school student
- Obtain written consent from the parents / guardian before a placement begins
- You must provide parents / guardian or the school with a paper copy of the outcome of the risk assessment
- Access to a working area e.g. a computer

Specimen School Student – Work Experience Programme

Work Experience Placement								
School Student	Timetable - Week 1 W/C 12.0X.XX -16.0X.XX							
	9.30	10.00	11.00	12.00	LUNCH	13.00	14.00	15.00
Monday	Induct on and overview of Amey					Overview of OneHR		
Tuesday	Overview of the Bidding funct on				Placement w th the OneHR Recru tning team			
Wednesay	Overview of the Finance function				Placementw th the OneHR Learning team			
Thursday	Overview of HSEA, H&S Policy, Near Miss Reporting, Quiz		Overview of the Graduate programme and meet w th current graduates		Overview of the Apprentice / Duke of Edinburgh Business Scheme and meet with the current Apprentice / work w th the team			
Fr day	Amey Corporate Induction		Project Time - write up & gather evidence		Personal development - Interview skills [prepare for a mock interview, and receive feedback]			

Timetable - Week 1 W/C 19.0X.XX -23.0X.XX									
School Student	9.30	10.00	11.00	12.00	LUNCH	13.00	14.00	15.00	16.00
	Monday	Senior Manager Interview to undertsand role and responsibilities		Project Time - write up & gather evidence		School Student to support the department with tasks in office.			
Tuesday	Communications Team [Internal and External]- Overview of internal and external communication. AmeyWorld, HUB, summary of business division. Student to compile document in report format, to critically evaluate current methods of communication used within Amey, with recommendations.				Coomunications Team Placement [Internal and External] - continued		Project Time - write up & gather evidence		
Wednesday	School Student to support the department with tasks in office.				School Student to support the department with tasks in office.		Finance, provide an overview of structure of team, and role in the Business Division		
Thursday	Time spent with IT, overview of process.		PDR process, and overview of Talent Tracker [TT]. School Student to outline main benefits of TT and identify any potential challenges with the programme.		Personal Development - Introduction to Project Management - skills and techniques in planning			Project Time - write up & gather evidence	
Friday	School Student to compile 1 page document to summarise Amey key customers, description of SLAs/ KPIs		Prep for presentation		Wrap-up, feedback with presentation - ensure all evidence has been gathered				

Section 2 – Undergraduate Students (18 & over)

Employing a work experience Undergraduate Student?

As an organisation, we must recognise the importance of recruiting and retaining young people to fulfil both the short term and long term requirements of the business. As a Hiring manager, your responsibility is to offer vision and direction, to coach and support and to manage business and individual performance to deliver the best possible outcomes for the customers and for the employees of the business.

Placements usually follow one of the following two formats

- Summer – between 4 - 12 weeks during the summer months
- Industrial – up to 12 months “year in industry” prior to final year study

Apart from the obvious benefit of additional skilled manpower, placement students may contribute in the following ways:

- The energy and freshness of an enthusiastic staff member
- The ability to pick up sidelined projects and see them through to completion
- The introduction of up-to-date ideas into the organisation
- Offset a deficiency in the company’s skill/knowledge base
- The opportunity to assess the student as a potential permanent employee
- Enable links to be made between the company at Academic Institutions

As with most students the people joining you still have a lot to learn and you are the person who is best able to teach them. For example:

- they may not have any previous work experience – so don’t understand the rules inside the business and the kind of culture and politics that they have let themselves in for.
- they won’t be used to having to find work for themselves and to being a self-starter – to begin with they will need their hand held a little in order to ease them in to work.
- there will also still be a number of development issues, both personal and professional, that we will need to enhance on an ongoing basis.

The Amey Group Employers Liability insurance policy provides cover to Amey in respect of its legal liability to its employees arising out of personal injury and disease. The scope of cover under the Amey Group Employers Liability insurance policy extends to include persons gaining work experience within Amey and who are acting under the control and direction of Amey employees.

Amey’s Employers Liability insurance policy does not impose any kind of restriction on the age of persons gaining work experience. The policy does, therefore, provide cover to Amey in respect of its legal liability to persons of any age.

However, if Amey was to take on a school student below the age of 16 for the purposes of their gaining work experience, **the activities in which they participate should be restricted to an office environment.** Working in an office environment carries less risks than, for instance, working on a construction site (i.e. the risk of the person gaining work experience being injured is significantly reduced if they are confined to working in an office environment).

How are they recruited?

Placement opportunities are advertised directly with local Universities and Education faculties or more generically through the Amey website. In addition, you may receive applications at local contract level direct from either educational establishments or students seeking work experience opportunities.

Applications should be screened and if considered suitable, it is advisable to arrange a telephone interview to understand what the candidate expectations are and to ascertain their suitability to join the organisation.

If a student successfully meets the criteria, a face to face interview should be arranged by the local contract.

Irrespective of the source, the hiring manager will need to raise an ATR on I-Grasp, state the length of the placement and get the appropriate approval. Once obtained, complete an EOC form and send to One HR for an official offer to be made. If the placement is to be unpaid, the hiring manager is required to issue the school student an offer letter prior to the start date, covering all the relevant details of the placement (attached to this document).

How is the placement structured?

The work to be done by the student is normally discussed before or at the start of the placement, though naturally there may be some changes during the course of the placement. There are no special requirements for the work a student should do, except that it has to be relevant to their course and it must provide learning opportunities and challenges to the student.

In some cases, students will be completing a Professional Practice Module of study which contributes to their degree mark. This is designed to link theory and practice whilst encouraging them to learn and understand in addition to actually performing the tasks associated with the job.

At the start of the Placement, a supervisor should be identified and allocated to the student (this can be you or a delegated person). The Supervisor is normally the person who reviews progress with the student at regular intervals and meets with the University tutor when they visit (if applicable).

For best practice, it is always advisable to devise a placement timetable in advance which communicates to the student the areas of work they will be involved with, and what the key learning objectives are.

What development should they get?

The development of a student is ongoing throughout the duration of the time they are with us. In some cases, the student may have never previously experienced the work environment, so provisions should be made from day one of the Placement to ensure they are welcomed and inducted appropriately.

Induction Process

It is imperative that the student receives a thorough local induction to include office procedures, Health & Safety, Fire & Evacuation, toilets, amenities etc. Where possible, the student should also be introduced to key personnel within the office/contract (Department Leaders, General Management etc).

As a new hire into the business, where it is possible they should be encouraged to attend a Corporate Induction (this will depend on the Induction timetable and logistics). This induction will help the student to familiarise themselves with Amey business services and culture, which should in turn ease their transition into the work environment. The Supervisor responsible for the student should make contact with OneHR to arrange this.

If an undergraduate, in addition to the Induction process, the option of attending a Graduate Community Workshop Day should be considered by the Supervisor. These are facilitated by the Graduate Recruitment & Development Manager, and although they are designed for permanent graduate hires, they do support the induction process and enable the graduate to network with other graduates from other locations/business streams. The content of these days is to discuss personal & professional development, self awareness/personal impact etc. The workshop day also helps the graduates acquire a shared sense of identity and make friendships, and often form the basis for future networking contacts. For more details, please contact the Group HR Talent team.

Setting Learning Objectives

Setting learning objectives will not only help focus the student but will also enable the business to assess and measure their performance.

A Student Placement Log Form (refer to Appendix 2) should be completed at the start of the placement, and should be completed by the student and reviewed by the supervisor at regular intervals

Prior to the placement ending, the student should complete the summary comments section and pass this to the supervisor for final review. The supervisor should then complete their summary section.

This form will not only act as a record of achievement to be referred to if/when the student re-applies to join the organisation, but it also forms the platform for assessing the key benefits to the organisation and how the Placement experience can be further improved.

Sponsoring

Sponsoring students is a financial commitment, but the benefits and return on investment include the opportunity to evaluate a potential employee at an early stage in his/her career and to be able to contribute to their personal and professional development. Sponsorship also improves retention of students, enhances student motivation, and enables fruitful contacts to be developed with the academic institutions.

If you are considering Sponsorship for a Placement Student, you would have had the opportunity during the Placement to judge if the individual “fits-in” to the organisation. To reinforce the decision, it is advisable to request the individual(s) to prepare and deliver a Presentation based on their Placement experience, justifying why they would be an ideal Sponsorship student. This method of selection also ensures the student feels they have worked hard and deserve the sponsorship opportunity, which over time will increase the loyalty and performance of the individual.

Example Sponsorship – In addition to paid work, the student would receive £500 per semester (£1500 per year) to help towards the cost of their study. The student would sign a contract to tie them in to working for Amey on completion of the course (an example sponsorship letter is attached to this document).

How much should they get paid?

The salary package offered to a student may vary depending on geographical location. The following guidelines are here for Managers to follow when determining the correct pay level.



The above rates have been set above the minimum wage to ensure we remain competitive in the marketplace. For further information on National Minimum Wage rates, please visit:

http://www.direct.gov.uk/en/Employment/Employees/TheNationalMinimumWage/DG_10027201

What do I need to do before they join me?

You will likely identify the following steps as part of the standard procedure for inducting new starters into the business. However, this is being stressed here due to the need to make a positive impression and in the longer term to retain talented individuals. We need to minimise the risk of a negative experience. It is not intended that they be given special treatment, but more around the transition from student to working life is understood and managed accordingly. We want to stretch them, certainly, to challenge them and for them to challenge us, but while simultaneously

delivering a positive experience which fires their passion to work for Amey and retains the talent in the business

Checklist:

- Do they need a pass?
- ATR raised and approved at the right level
- Complete the employee offer checklist (EOC) and return to OneHR
- Offer letter sent to student (if an unpaid placement, the hiring manager should issue, if a paid placement, then HR will need to issue)
- Book a date for their induction
- Apply for ESS access
- Do they have they a desk?
- Do they have a laptop / desktop computer?
- Have they been set up on Outlook?
- Do they have a direct number?
- Do they need a mobile?
- Do they require access to any specific I.T. systems?
- Do they require access to any specific shared drives?
- Complete and send the Undergraduate Student Sponsorship Offer Letter Template to the Undergraduate Student [refer to Appendix 3].
- Organise a member of the team to be present on their arrival if you are not able to meet them in person.
- Familiarise yourself with their background and any special requirements. Read through their CV and the comments made throughout their selection to understand the potential we saw in the individual and why they hired.

How can I help the student integrate into the business?

Successful integration is a key factor in ensuring a positive placement experience and in retaining new employees and this is especially important with the Graduate population.

- Arrange a site/office visit before arrival (for school students, invite the teacher and/or parents along too, this will ensure all parties are engaged and any concerns can be addressed). If no visit is arranged – ensure the following steps are completed.
- Ensure they are introduced to everyone in the team and the department.
- Introduce them to key managers in the organisation where possible
- Spread the introductions out to avoid information overload.
- Introduce them to a member of the team who will be able to show them round for the first day or two while they are still disorientated.
- Ensure expectations set are reasonable and that the Student clearly understands what is expected of them. Aside from their main objectives they will no doubt have routine administrative tasks to carry out. They need to be aware from the start that, while identified as potential leaders, there is a learning curve and there is certain level of administration required at all levels.

Appendices

1. School Student and Undergraduate Student Placement Offer Letter Template (unpaid placements) 16
2. Undergraduate Student Placement Log Form Template 17
3. Undergraduate Student Sponsorship Offer Letter Template 19

School Student and Undergraduate Placement Offer Letter Template - (unpaid placements)



Recipients name

Their position (if known)
Their Company Name
Their Address

Amey

The Sherard Building
Edmund Halley Road
Oxford
OX4 4DQ

Tel: +44 (0)1865 713 100
Fax:

Our reference: Our reference
Your reference: Your reference

RE: Work Experience Placement Offer

Dear xxxxx

It is with great pleasure that I am writing to offer you a [insert number of weeks] week work experience placement with Amey.

At Amey, we value the participants of our Work Experience Programme, and very much look forward to offering you a range of experiences that will benefit you with future career decisions.

Summary Details of Placement Offer:

Start Date: [insert start date]
Duration: [insert length of placement]
Salary: [insert whether salaried pro rate or unpaid]
Start Time: [insert start time]
Hours of work: [insert normal working hours]
Department: [insert department]
Location: [insert location]
Reporting to: [insert line manager name and contact details]
Dress Code: [insert expected dress code for role]

I would be grateful if you could confirm that the above details are correct by [insert return date] at [telephone number or email address]. Please do not hesitate to contact me should you wish to discuss your work experience placement with me prior to the start date. I look forward to hearing from you.

Yours faithfully,

Sender's name

Position

For and on behalf of Amey plc

Direct line: [enter contact landline telephone number]

Mobile: [enter contact telephone number]

Email: [enter contact email address]

Undergraduate Student Placement Log Form

Name		Business Stream / Location:	
Placement Dates:		Supervisor / Reviewer	

Placement Objectives

Summary of objectives	
<i>Graduate</i>	<i>Manager</i>
<i>What do I hope to gain from my Placement?</i>	<i>What are my expectations of the student?</i>

Evidence Record – Summary of work I have done	
<i>Date</i>	<i>Activity</i>

Feedback received by the Undergraduate Student

Please log any feedback – positive or otherwise that you received that was meaningful to you.

<i>Date</i>	<i>Feedback</i>

Performance Summary Review**Performance Summary**

Please summarise your comments – positive or otherwise, on how beneficial the Placement experience has been to you and whether expectations were met.

<i>Undergraduate Student</i>	<i>Manager</i>
<p>Rating (1=poor / 5=very good)</p> <p>Signed:</p>	<p>Rating (1=poor / 5=very good)</p> <p>Signed:</p>

When completed, a copy should be retained on file.

Undergraduate Student Sponsorship Offer Letter Template



Recipients name

Their position (if known)
Their Company Name
Their Address

Amey

The Sherard Building
Edmund Halley Road
Oxford
OX4 4DQ

Tel: +44 (0)1865 713 100

Fax:

Our reference: Our reference
Your reference: Your reference

Dear xxxxx

RE: Sponsorship Offer

I am pleased to offer you sponsorship through your *[enter degree]* course at *[enter University]* from *[enter dates]*.

The sponsorship will be based on a contribution payment of *[enter amount]* per academic year, paid in three instalments of *[enter amount]* at the start of each academic term.

On completion of your degree, you will be offered a formal position of *[enter job title]*, subject to the receipt of satisfactory references and proof of the achievement of a minimum of 2:2 attainment in your degree.

Your exact start date is yet to be confirmed, however, it is anticipated that it will be *[proposed start date]* or earlier and you will report to *[enter line manager]*.

The main features of this offer are set out below whilst the complete list of terms and conditions are incorporated within the Contract of Employment Statement, which you will receive, once your start date has been confirmed.

- Your starting salary will be at the market rate which is currently at *[enter proposed start date]*, gross, per annum, based on a 37.5 hour week and paid monthly by direct transfer to your bank account. You will also receive Life Assurance Cover of 4 times your annual salary on commencement of employment.
- Your salary will first be reviewed upon your commencement, in line with market rate and annually thereafter, or in cases of promotion or merit, may be reviewed prior to that date.
- Your role will fit within the Amey Graduate Pathways Programme, with support towards your professional training via our approved *[enter training scheme]*, upon acceptance of formal employment.
- Your leave entitlement for your first calendar year of service, excluding statutory holidays, is 24 days calculated pro-rata for the number of completed months worked.

- The Company operates a contributory pension scheme which employees under the age of 63 are eligible to join upon successful completion of 3 months of probationary employment. The Company will contribute double the employee contribution up to a maximum of 8%. Contributions to the company pension scheme will not be backdated.
- It is company policy that all new appointments are subject to a 3 month probation period.

This conditional offer of sponsorship and employment is also subject to the following:

- That you attend work at Amey Consulting in *[enter location]* on a temporary basis during the summer months on vacation placements as and when required, the minimum being 6 weeks. Terms and Conditions for these periods of work experience will be communicated to you in a separate offer at the appropriate time.
- That you remain employed by Amey for a minimum of 2 years after your official start date of permanent employment.

Should you decide not to join Amey on the above basis, you will be liable to re-pay all training costs incurred, including the full sponsorship sum over the period of (no of years sponsored) years to Amey in full.

Please indicate your acceptance of this offer by signing and returning a copy. If we have not heard from you within two weeks of the date of this letter, we shall assume that you do not wish to accept the job offer.

I look forward to welcoming you to the organisation and wish you every success in your career with us.

Yours faithfully

Sender's name
 Position
 For and on behalf of Amey plc
 Direct line: [enter contact landline telephone number]
 Mobile: [enter contact telephone number]
 Email: [enter contact email address]

Signed by Undergraduate Student:.....

Dated:.....



Succession Planning and Career Development

Principle

The Amey Group recognises that business continuity and growth is crucial to our continued success and is a clear requirement of its commitment to continuous improvement. A key element of ensuring this continuity is having plans in place for succession to key posts within the organisation.

In order to manage, develop and retain talent in the business this policy encompasses career development activities and complements other strategic HR activities including management development, performance management, resourcing plans and improving internal fill rates.

All succession planning activities will support and flow from medium to long term business strategy.

It is the express policy of Amey

- To develop, at Group level, succession plans where one or more successors are identified for all critical posts, Band F posts reporting directly to Business Unit MDs / Functional Group Unit leads, and Executive Committee posts with associated career moves and/ or development activities established.
- To identify other key positions where continuity is crucial to Group performance, for example where scarce skills are involved in a business critical operation, and to include these in the Group succession planning process.
- To recognise that the inter-relations with individual career and recruitment planning, will require a degree of Group ownership of incumbents and potential successors across Amey, and plans will be in part formed by information collected from the performance management processes.
- To require the MD / Functional lead of each Amey business unit or Group function to examine the need for local succession planning for posts below the levels embraced by the Group exercise.
- In all levels of succession planning, to take every cost-effective opportunity to provide career development opportunities (including considered risk) for existing employees, in particular those nominated as either 'high potential' candidates, whilst recognising the business value and necessity in some cases for external recruitment
- Career development discussions will take place at least annually as part of the performance management plan and all those identified in the succession planning process will have a career development plan in place, aligning individual aspirations with business needs and strategic priorities.
- When career discussions take place the company commits to give open and honest feedback about each individual's potential and opportunities and where appropriate their inclusion in the succession plans.
- To prepare employees, in particular, those deemed to have the potential to progress to senior leadership roles within Amey, for greater and new demands which may be placed upon them and the business as they progress and move to different roles across the Amey Group.

Talent Tracker 2010 – Guidance for Candidates

What is Talent Tracker?

Amey is keen to identify individuals who demonstrate the capability, aspiration and engagement to progress into more senior, critical roles. We want to understand the skills you possess and the potential you have to learn new skills, progress and play a bigger part in its future success.

To do this, we first need to understand what your individual strengths are as well as your current development needs. This is achieved through an objective assessment of you by senior managers from across Amey. The assessment criteria are based on the Amey values (customers; powerful team; protecting people; performance & profit; and winning) and focus on your potential to progress further in your career at Amey.

Changes to Talent Tracker

Just as Amey needs to change and adapt to remain competitive and continue to be successful, Talent Tracker is also changing to ensure it best supports Amey in meeting its objectives.

- We now have **one programme** instead of three. Previously candidates were allocated to either the Fast Track, On-Track or Emerging Talent programme with varying degrees of formal development offered within each. Now up to **thirty employees** may be selected annually to participate in the programme. Those employees who are assessed but not selected for Talent Tracker will receive developmental feedback.
- Application based on self-nomination however an endorsement from your line manager and final 'sign off' from your line manager's manager (i.e. manager+1) is mandatory. A copy of the **Manager Authorisation Form** is available on AmeyWorld or you can request a paper application by contacting HR One Gateway.
- You must have been employed by Amey for a minimum of **six months** by the end of the application period (Friday 2nd July). Candidates will therefore need to have started with Amey before the 1st January 2010. This allows time for new starters to gain experience in their new role and for their managers to understand the individual's strengths, areas of development and develop a view of the individual's potential. Ultimately this will allow both employee and manager to make a more informed decision as to whether Talent Tracker is appropriate at the current time.

Development is critical

Everyone develops at a different pace and has different development needs. Your personal development plan (PDP) should therefore be tailored to your individual needs and driven by you, with the support of your line manager and other resources where necessary. To help you progress in your career you first need to tackle any immediate development needs that may hold you back. You can then increase your focus on your career by, for example, building relationships (networking) across Amey, strengthening your professional reputation, and letting people know the type of work you enjoy doing and the types of opportunities you are looking for.

Guiding Principles

There are three principles at the core of Talent Tracker which are a combination of the benefits and requirements of being on the programme:

1. Self-Awareness: Gain a greater understanding of your strengths, skills and capabilities as well as your current development needs. This is not a one off exercise!
2. Self-Directed: Build on your existing strengths, learn new skills and address key development areas that will help to improve your current performance and best equip you for future roles. Above all, take responsibility for your own development.
3. Career Focused: Understand how to effectively manage your career and acquire practical tools that can enable you to progress in your career at Amey. Make your career urgent!

What happens if I am selected?

Candidates selected to participate in the Talent Tracker programme will receive the following benefits:

- Objective feedback on strengths and development areas
- Career Guidance
- 1-2-1 mentoring from a member of the senior management team
- Broad range of training modules focusing on career development
- Networking events and exposure to the senior management team

(For a description of what each training module entails please refer to the Appendix)

How am I selected for Talent Tracker?

Individuals who wish to participate in the Talent Tracker programme must successfully pass a four-stage selection process:

- Stage 1: Application
- Stage 2: 360° Feedback
- Stage 3: Psychometric Profile
- Stage 4: Development Centre

The diagram on the page 3 provides an overview of the selection process including key dates.



Stage 1: Application

Key Points:

- The application form will be available from **Tuesday 1st June** and the deadline for submission of completed forms is **Friday 2nd July**.
- Applications will need to be endorsed by your line manager by completing separate Manager Authorisation Form. This will then need to be countersigned by your manager's manager i.e. manager+1.
- Applications to be completed online via AmeyWorld or paper application available on request.
- You must include with your application, a copy of your CV, a completed manager authorisation form and your PDR rating.

- You will be notified of the result of your application and advised of next steps on **Tuesday 27th July**.

Why do I need to complete an application form?

The application form helps us understand how you live the Amey values and gives you an opportunity to explain what your strengths are and why you think you have potential. Completion of the form is essential if you wish your application to progress through to the next stage.

Personal Information

Throughout the selection process we will need to get in touch with you and it is therefore important we have your correct contact details. Where you would prefer to have information sent to you by post rather than e-mail, we can send application forms and other information to your home or work address.

Work Information

Your manager will have been briefed on how best to advise and support your application. If you are unsure of whom your contract or department manager is please ask your line manager to confirm.

How do you demonstrate the Amey values?

For each of the value related questions you are asked to explain how you live the Amey values. You should consider the following in your answers:

- Include as much detail as possible - we need to understand exactly how you plan, implement and measure your successes.
- Give a specific example from your work experience which demonstrates how you live each of the Amey values: Customers, Winning, Performance & Profit; Protecting People and Powerful Team:
- Remember 'customers' can refer to both external clients (e.g. Highways Agency; Network Rail) and internal customers i.e. other Amey departments or employees.
- Where possible write your examples from a commercial perspective and include metrics which quantify the effects of your actions.

Personal Review

This section provides you with the opportunity to put across in your own words what you believe to be your current strengths; key skills and achievements, and your current development areas.

You are also asked to explain why you believe you have potential and where you see yourself in five years. You should use this opportunity to explain why you think you are capable of assuming a more challenging role within the business. Do you know where you are aiming to be in five years time and how you plan to get there?

Mobility

While we do ask for information on your mobility this does not form part of the criteria for participation in the programme. Your mobility may however have an impact on the speed at which you progress as the greater your mobility, the greater the number of opportunities may be open to you.

Manager Authorisation

Your manager plays a crucial role in your development and can provide a view on your current performance and potential to progress. Your line manager must complete the Manager Authorisation Form providing an endorsement of your application. Your line manager's manager (manager+1) must also provide their authorisation in a separate section on the same form.

What do I need to do now?

Complete the application form and double check you have completed every section of the form as it will not be considered if incomplete.

Stage 2: 360° Feedback

In order to build up a more rounded picture of how you perform in their day-to-day activities we need to understand the perception your line manager has of you as well as from your colleagues, customers and team members.

You will be asked to nominate at least five people to provide feedback linked to the competencies listed on page 6.

Stage 3: Psychometric Profile

While the 360° feedback is collated you will be asked to complete a psychometric profile online allowing us to understand you better and you yourself.

This is **not** an ability test and there are no right or wrong responses. The value of this tool will be dependent on the frankness of your responses.

Stage 4: Development Centre

How will I be assessed?

Our assessment focuses on three key aspects – your **capability** i.e. our perception of your *potential* ability in the future; your **aspiration**, what does career progression mean to you; and your level of **engagement**, how do you see your future at Amey.

We assess your ability against competencies linked to the Amey Values – competencies are a combination of skills and behaviours – in a range of exercises. The exercises you will be asked to participate in include an interview, presentation, role play and group task. You will also be required to undertake some background reading and complete preparation work before attending the development centre.

The competency framework is detailed on page 6.

What happens after the development centre?

After you have been assessed you will be contacted to arrange a follow up meeting where one of your assessors will provide you with feedback on your performance. Your line manager will also be required to attend the feedback meeting and you will both be given a copy of the feedback report. The feedback report highlights your areas of strength and development within the competency framework. You can use the report to help put a development plan in place to build on your areas of strength and address areas of development.

The feedback sessions will take place in November.



Frequently Asked Questions

Will Talent Tracker find me a new job?

Being on the programme is not a golden ticket to your next promotion but it does provide the practical tools and opportunities which can help you to drive your own career and progress.

I've heard it's only for graduates or senior managers, can I apply?

Absolutely, with the exception of senior managers and graduates on the Leadership programme, all Amey employees are eligible to apply for Talent Tracker. It is a self-nomination process however you are required to inform your manager and ask them to provide supporting comments for your application.

If I'm successful will I need to change jobs?

The majority of people who apply for the programme do wish to progress however it is up to you to decide the direction you wish your career to take and the roles you want to work in. As we continue to identify talent across Amey our ability to recognise the skills of our workforce and fill roles internally increases. As a result, while on Talent Tracker, you may be alerted to new opportunities however it is up to you to follow these up.

Will I need to move to another part of the country?

While we do ask for information on your mobility this does not form part of the criteria for participation in the programme. Your mobility may however have an impact on the speed at which you progress as the less mobile you are, the fewer jobs will be open to you. This will depend very much on the number of roles in your area and your career aspirations, and is something you will need to consider when looking for new roles. It is therefore important to keep up to date with the new work Amey has won and the locations we operate in.

Appendix A

Launch Event

The purpose of the day is for you to:

- be able to meet members of the Amey executive team,
- establish networks amongst the Talent Tracker population,
- hear and understand the vision for the future of Amey,
- contribute ideas and thoughts about Amey's current position,
- further understand the wider picture of what goes on in the various areas of the business.

Building your Professional Reputation

This is an excellent module designed to help you think through the personal impact that you have and the impression that you create when you meet new people and people you already know. This issue becomes increasingly important as you develop and want to progress your career to best take advantage of opportunities that you may be offered.

Drive your Career

This module is aimed at people who want practical help and advice about what they can do to get their talent recognised, and drive a successful internal career. The workshop gives you all the information and tools you need to take control of your career, so that you are self-reliant in finding the right opportunities to progress your career.

Effective Networking

In winning business, there are technical skills needed to get the job done e.g. creating a business plan or pricing a bid. However, business is actually won and lost through the successful application of the 'softer', interpersonal skills that can get overlooked. This module focuses on the art and science of effective networking and is relevant not only to winning new business but to you winning your next role.

Strategic Influencing

This module is designed to be run using participants' real-life case examples. Each participant comes to the programme with a real situation in mind in which they want to have greater influence. As well as the programme materials, participants are equipped with a work book which, by the end of the day, has become a fully mapped-out influencing strategy to achieve their particular objective.

Business Fundamentals

This practical and highly interactive commercial awareness workshop has been specifically designed for Amey to give delegates an understanding of the commercial, economic, strategic and financial principles that drive our business today. The workshop culminates in a lively competitive bidding simulation where delegates compete in teams to win contracts on price whilst optimising profitability relative to their competitors.

Future Success

This module takes the format of a 'career surgery' and follows on from the *Drive your Career* module. It is 12 months since you started on the Talent Tracker process, and time to take stock, assess your progress, and acquire some tools and techniques that will enable you to drive your development and career in the future.

Title: Group Operational Policy on Health, Safety and Environmental Training & Competency

Mandatory

Generic

Guidance

Contract Specific

PLC-HSEQ-100 Group Operational Policy on Health, Safety and Environmental Training & Competency

Principle

A trained and competent workforce is a fundamental building block towards ensuring that our activities are performed effectively and efficiently. Within a Health, Safety and Environmental context there is a specific legal duty to provide employees with suitable and sufficient information, instruction and training to ensure their health and safety.

Equally our operation of Safety and Environmental Management systems, to ISO 14001 and OHSAS 18001, requires that: -

- ❖ Personnel shall be competent to perform tasks that may impact on occupational health and safety in the workplace. Competency shall be defined in terms of appropriate education, training and/or experience.
- ❖ All personnel whose work may have a significant impact on the environment have received appropriate training.

Policy

- ❖ All employees will be formally inducted into HSE matters upon their recruitment, as part of their overall formal induction process. As a minimum that induction will cover:-
 - Risks to their health and safety, or to the wider environment, arising from their work activity.
 - First aid, fire and evacuation.
 - Action in the event of an accident or environmental incident.
- ❖ Each business should analyse and document the HSE training and competency requirements associated with each of their organisational roles.
- ❖ That process should be clearly linked to the output of the risk assessment process and the identification of significant environmental aspects and impacts.
- ❖ Where necessary a formal appointment process should be introduced for Safety Critical roles.
- ❖ Where possible and relevant, the competency standards should be linked to credible 3rd party industry standards. e.g. CSCS, GasSafe, etc.
- ❖ Critical HSE competencies should be clearly documented in job descriptions.
- ❖ A regular 'competency review' should be undertaken to address any changes in activity, role, legislation etc.
- ❖ Records shall be kept of any formal training associated with competency development.
- ❖ Consideration should be given to the issue of individual 'training and competency' cards to allow checking at site level.
- ❖ Where external training providers are used, the course content is to be approved and authorised by a nominated Amey 'course sponsor'.
- ❖ Where competency is achieved via a formal training process that is time limited (e.g. first-aid, PTS) a process should be in place to flag up imminent expiry.
- ❖ The effectiveness of any training, and the retention of any specific competencies, shall where necessary be evaluated. This should be both at the end of the training event, as part of ongoing operations and as a specific element of any investigation into any accident or incident.

Title: Group Operational Policy on Health, Safety and Environmental Training & Competency

Mandatory
Generic
Guidance
Contract Specific

Responsibility

To reflect the differing regulatory regimes and Industry schemes the responsibility for detailed implementation of this policy is held at a Divisional level. The policy will be implemented throughout the Amey Group.

Communication of this Policy

This policy is issued on the Amey Document Library and will be made available to all employees through appropriate media.

This Policy should be read in conjunction with a number of other Amey Policies on related matters.

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
3.0	Aug 08	Annual Review – Corgi changed to GAS Safe and Ref changed from PLC-HSE-300 to PLC-HSEQ-100	██████████	██████████
02	Dec 04	Annual Review – No Changes	██████████	██████████
01	Oct 03	Issued for Use	██████████	██████████
0	Sept 03	Issued for Comments	██████████	██████████

Process: Manage and Develop People
 Title: Employee Induction Procedure

Mandatory	Process 9
Generic	
Guidance	
Contract Specific	

PLC-HR-003 Employee Induction Procedure

1.0 Summary

This document details the procedure to be followed to ensure that new Amey employees or those who have transferred to a new location or job internally are made aware of the new job requirements, current working practices and processes, legislation and any restrictions. Induction has benefits for both the employee and employer by helping the employee to adjust easily to the new situation and quickly become effective and efficient.

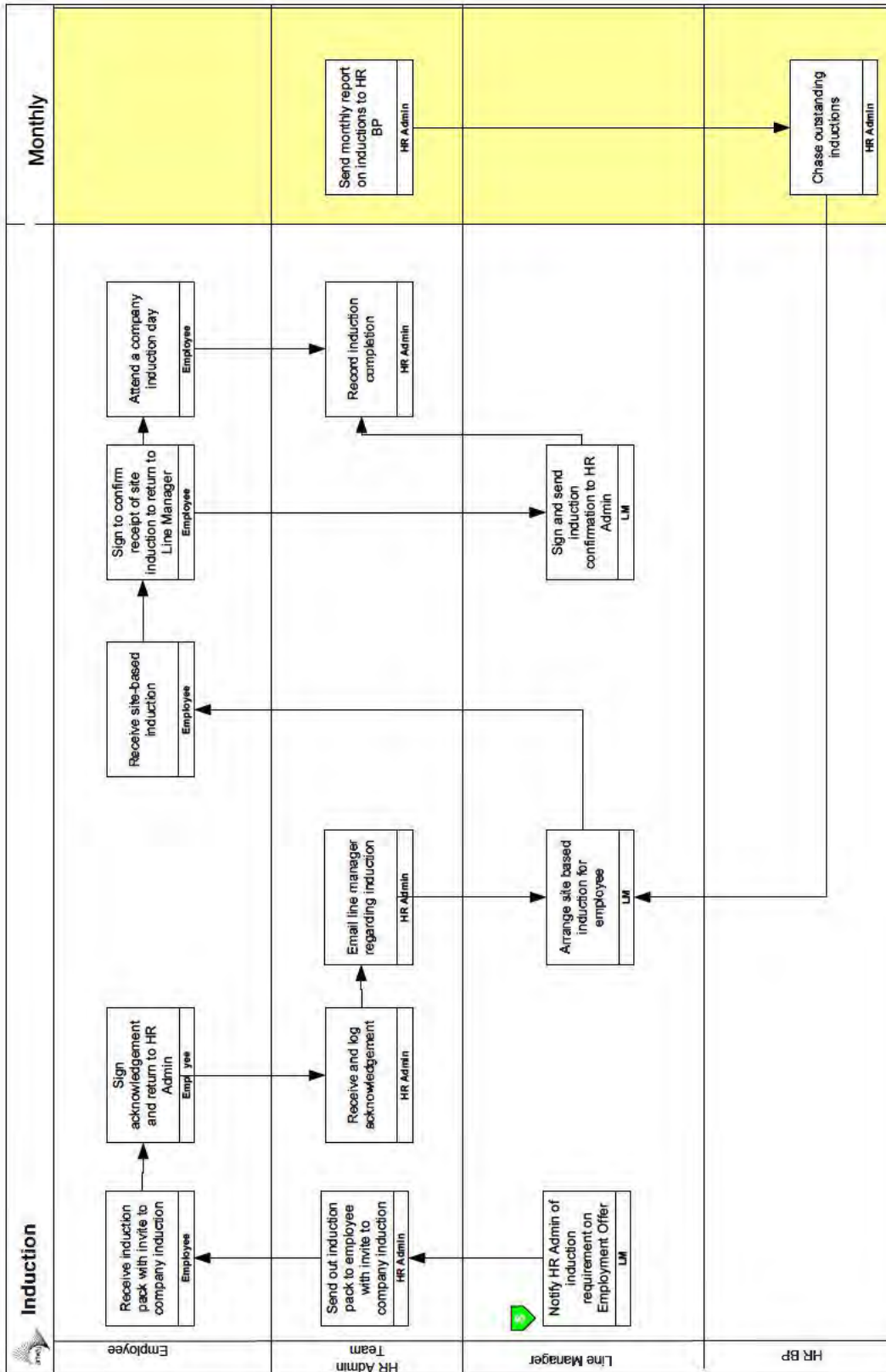
This document covers all employees within Amey Plc including permanent, contract and temporary staff. It applies to new recruits, staff transferring into Amey (TUPE'd) and those being transferred or seconded.

2.0 Contents

1.0	Summary	1
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3.0 Overview (New Permanent Staff)





4.0 Procedure

4.1 New Permanent Staff

On selection of a new member of staff, the Line Manager will complete the Employment Offer Checklist (see Recruitment and Selection Procedure) and indicate whether the employee will require a Manager's or Non-Managerial Employee's Amey Induction. The Line Manager will send this form to the HR Admin Team who will:

- Book the employee on the next Manager's or Non-Managerial Employee Company Induction Day in their area
- Send an Induction Pack to the employee
- Send joining instructions for the ABS Induction Day to the employee
- Send a copy of the joining instructions to the Line Manager

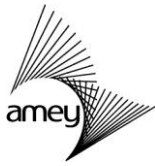
The employee is required to send an acknowledgement that they have received the induction pack to the HR Admin Team who will log the acknowledgement and send an email to the Line Manager to remind them of the required site induction activities.

Prior to the employee's work commencement, the Line Manager will, where appropriate:

- Assign induction responsibilities to one or more members of staff, who are competent to address the induction needs of the new joiner, for the first day, week and month of employment
- Arrange for the issue of site, building and car park passes
- Allocate work equipment (such as desk, chair, phone)
- Order/allocate appropriate IT equipment
- Arrange access to relevant systems (Email, AmeyWeb, SAP, EDM, shared drives, other department or role specific systems)
- Arrange provision of uniform
- Arrange inclusion of the new joiner in local and specialist group information distribution and contacts lists
- Book essential job-related training through the L & D Team
- Order business cards
- Ensure they have access to the latest Induction Pack in case the employee does not bring it with them

On work commencement, the Line Manager will, where applicable:

- Issue IT equipment
- Issue mobile phone/pager
- Issue uniform
- Issue badges and passes
- Issue other work equipment
- Confirm that the new joiner has received an Induction Pack and, if not, obtain a copy for the employee from the EDM or the HR Admin Team
- Ensure that the new joiner receives an induction in accordance with the checklist in the Induction Pack
- Arrange a date for setting objectives and an initial Performance Review as defined in the Offer Letter
- Confirm that the employee will be attending the Induction Day and arrange an alternative date, if necessary, with the L & D Team.



Title: Employee Induction

Ref.: 1000 PLC-HR-003

Rev.:1.0 Date: Apr 2007

On completion of the site induction, the Line Manager and the employee will sign the checklist. The Line Manager will confirm that the employee has read the Amey plc Internet and Email Operational Policy included in the Induction Pack. The employee is required to sign to confirm that they have read and accept this policy. The Line Manager will then send the signed sheet to the HR Admin team, who will log the completion of the site induction.

Within the first month of employment, the new joiners will be invited to attend an Induction Day. This induction will cover:

- Introduction to Amey
- Introduction to relevant business areas
- Employee Safety, Environmental and Management Systems
- Customer Care
- Information about working in relevant business units

As mentioned above, the Learning & Development Team will invite the new joiner to attend the Amey or Manager's Induction Day within their region. The Line Manager is responsible for releasing the new joiner to attend this course. Failure for the employee to attend the course will result in a cancellation charge being applied to the employee's cost centre. The Induction Day trainer will provide the L & D Team with a list of attendees. The L & D team will update the employee's record accordingly.

Each month, the HR Admin Team will produce a report for each HR Business Partner details of new joiners, receipt of signed induction completion forms and attendance at the Managers Induction Day. The HR Admin Team will chase the Line Manager and notify the HR Business Partner if they receive no response. The HR Business Partner will then chase any outstanding actions with the Line Manager.

4.2 Transfers into Amey (TUPE'd staff)

For staff transferring into Amey under TUPE, the HR Business Partner will coordinate the induction process with the new Contract Manager/Director. They will ensure that the new employees undergo the same induction as new direct permanent employees but this will be done on a group basis as opposed to individually. Contract and Temporary Staff Contract and Temporary Staff will receive a cut-down version of the new permanent staff induction process as appropriate for their roles and planned length of employment.

Prior to the contract or temporary employee's work commencement, the Line Manager will, where appropriate:

- Assign induction responsibilities to one or more members of staff, who are competent to address the induction needs of the new joiner, for the first day, week and month of employment
- Arrange for the issue of site, building and car park passes as applicable
- Allocate work equipment (such as desk, chair, phone)
- Order/allocate IT equipment
- Arrange access to relevant systems (Email, AmeyWeb, SAP, EDM, shared drives, other department or role specific systems)
- Arrange provision of uniform
- Arrange inclusion of the new joiner in local and specialist group information distribution and contacts lists
- Book essential job-related training



On work commencement, the Line Manager will, where applicable:

- Issue IT equipment
- Issue mobile phone/page
- Issue other work equipment
- Issue uniform
- Issue badges and passes
- Ensure the completion of a site induction to cover the site facilities, working arrangements, health and safety and environment, security, and communications. It is recommended that the Line Manager uses the permanent employee Induction Pack checklist as a guide and retains a signed copy locally whilst the contractor or temporary employee is employed.

Where the employee will have access to IT equipment, the Line Manager will provide a copy of the Amey plc Internet and Email Operational Policy to the employee. The employee is required to sign the last page of the policy to confirm that they have read and accept this policy. The Line Manager will retain the signed copy locally whilst the contractor or temporary employee is employed.

4.3 Transfers and Promotions within Amey

Where an employee is transferred or promoted within Amey , the Line Manager is responsible for determining whether attendance at an Amey Induction Day is required. If it is, the Line Manager will notify the L & D Team who will make the necessary arrangements.

The Line Manager is responsible for arranging a site induction appropriate to the individual's needs, which will vary dependant upon the type of move the employee has made. For example, an employee promoted within the same contract **will need an induction** focussed on the new role but will already be familiar with the site arrangements and will probably already have access to relevant equipment, systems etc. An employee transferring from another location and a different area of the business will require a similar induction to a new permanent employee. The Line Manager will select the appropriate parts of the New Permanent Employee's Induction (see 4.1 above) and it is recommended that they utilise the checklist in the Induction Pack. Where this is used, the Line Manager will send the signed copy to the HR Admin Team for inclusion in the employee's record.

In all instances, the Line Manager must arrange a date to set objectives for the new role.

5.0 Accountabilities

Line Manager to ensure employee receives the business area induction.

L& D Team to include employee in the Company Induction Training within 3 months of commencement of employment.

HR Admin Team to ensure induction records are regularly maintained.

6.0 Associated Documents

Induction Check List PLC- HR – 003/01

New Starter Set up Procedure PLC – HR – 709



Title: Employee Induction

Ref.: 1000 PLC-HR-003

Rev.:1.0

Date: Apr 2007

7.0 Records

Reference (If applicable - Hyperlink to relevant templates or forms)	Title / Description	Responsibility for Retention of Records	Location Held/ Storage Medium Electronic (E), Hard Copy (H)	Retention Period Years (Y) Months (M)	Statutory (S) Commercial (C)
Contract and Temporary Employee induction documents	Induction Confirmation Signed Amey plc Email and Internet Usage Policy	Line Manager	H	Whilst employed	C
All forms and letters for current employees	Employee File	HR Admin	H/E	Whilst employed	S

8.0 Revision Status

1.0	Apr 2007	Initial	[Redacted]	[Redacted]
Rev	Date	Amendment	Approved By	Authorised By



Leadership Graduate Programme

Guidelines for Managers

September 2011

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What is the Leadership Graduate Programme?

This programme has been designed to expose a small number of very high calibre graduates to rotational placements and core modules of training, to grow people capable of taking up future general and operational management roles.

Overview

- Graduates from within Amey nominated by the business to join the scheme
- Small number of external candidates recruited once a year by the Group Talent Team
- External hires to be from Business/Management/Engineering disciplines **and** show exceptional leadership qualities
- Supported to follow a professional path if desired
- Assigned a mentor from senior management
- 2 year programme with September start
- 3 pre-planned placements in Commercial (6 months), Bidding / Project Management (6 months), Operations (12 Months). Operations placement may entail several roles but one must include some people management responsibilities.
- Typically placements will operate across 2 divisions
- Selection interviews conducted to determine roles post-completion of the programme

Entry Requirements

- Self-starters with significant potential
- External hires to have proven extra-curricular achievements and a minimum 2:1 from Top 20 Universities in their field of study
- Completed Industrial Placement or Year in industry
- Geographically mobile

How it works

- Placements pre-determined and rotations are managed centrally by the Group Talent Team
- Placement reviews conducted by business people managers with the Group Talent Team
- All core modules of training coordinated by the Group Talent Team working with the business
- The placements can be completed in any order. The duration is a suggested guide, but we can be flexible to ensure graduates get as much exposure and experiences as possible to aid their career development.

What development do they get and how often?

- Core modules of training for all focusing on management and business fundamentals
- Typically 2-3 days every quarter
- Attendance is mandatory

This document provides guidance on how they should be integrated into the business, how they should be continually developed, and the support needed to achieve both personal and business success.

Why Does Amey Recruit Leadership Graduates?

The role of leadership within an organisation is to offer vision and direction, to coach and support and to manage business and individual performance to deliver the best possible outcomes for the customers and for the employees of the business.

It is only by having good leaders in place that Amey can meet its growth ambitions.

This doesn't mean that to be a leader in Amey you have to have completed the Leadership Graduate Programme or that all of the people who come through this scheme will automatically become the next Managing Director or Chief Executive.

One of the long term solutions is to try to hire people into Amey who already are showing, at a very early stage of their career, that they have the potential to be a leader within the company and develop them and raise them within our culture so that when we need more leaders to support growth, we already have them in place.

As with most graduates, the people joining you still have a lot to learn. **You are now a critical part of the process of helping them learn.** For example:

- > They haven't got a lot of work experience – so they don't understand the unwritten business rules and culture / politics of the organisation.

- > Through the selection process, some raw and future potential has been identified. This doesn't mean that you will see that future leader in all of them from the start. There will still be a number of development areas that need to be worked on during their time on the scheme.

The Leadership Graduate Recruitment Process

The recruitment process consists of three stages.



1. Online Application

All applicants will complete an extensive online application form via the Amey Graduate website: www.amey.co.uk/graduates.

Once we have received the application form, a number of sifts are applied to the CV – including basic elements like whether they have a 2.1 degree classification through to whether their skills and their future role expectations are compatible with the business.

2. Telephone Interview

During their telephone interview, we ask them a number of questions about some of their work / university experiences. Their interpersonal skills are being examined at this point as well as their drive, enthusiasm and understanding of the business. Questions are also posed that highlight some of the highs and lows of their life experience to date, helping us to understand how they assimilate feedback and take it on board.

3. Assessment Centre

The assessment centres are designed to recreate the 'normal working day' of a manager. They include a number of tasks e.g. a group discussion, a presentation, a role play and a competency-based interview. Individuals are assessed against the behaviours and competencies we would expect a manager at Amey to exhibit, underpinned by the company values, including how they interact with others.

Process for transferring to the Leadership Graduate Programme

The Talent team seek to fill half of the current places available on the programme with internal transferees. Exceptional graduates demonstrating high potential, with a minimum 6 months Amey service and a maximum of 2 years post-graduate work experience, can be nominated to join the Leadership Programme.

They need to supply:

- An up-to-date CV
- A statement written by them outlining why they would like to be considered and to confirm full mobility/flexibility to relocate. This should include any notable successes & achievements.
- Their application will need to be approved by their manager and they will also need endorsement from their HR Director and Business Director

The Talent Team will review all nominations and will invite shortlisted people to attend a competency based interview and to deliver a short presentation.

Development

Graduates on the Leadership Programme receive training sessions over the two years, ranging from 1 day courses to 2 or 3 days training events. These sessions are delivered both in-house and by using external consultants at various locations around the UK.

Modules of training include (subject to change):

- ILM Level 3 Award in First Line Management
 - Leading and Developing Others
 - Managing Teams and Performance
 - Effective Communication
- Commercial/Financial Training
- Change Management
- Bidding / Presentation skills
- Drive Your Career!
- Creativity

Attendance at these training days is mandatory for all Leadership Graduates

The graduate team regularly review this offering in line with business need and based on the ongoing feedback of existing leadership graduates.

Aside from attending formal training events, they are also expected to direct their own learning, seizing opportunities to expand their knowledge of the contract they are working on, other business divisions, the wider Amey business and the markets within which it operates. This self-directed learning can be in the form of site visits, attending forums/conferences or networking with senior managers.

Graduate Community

In addition to learning more about the company and their leadership training, we also recognise the importance of establishing a Graduate Community as part of their development. This allows our Graduates to build up a social network with their peers, to share experiences, offer each other advice and to support one another. These relationships are often lasting and will continue as they progress through the company together.

The relationships that are formed in the earlier stages of their career are also useful when they are required to work together, directly or indirectly, later in their career and in terms of accessing resources and support from other business areas.

Community days are scheduled throughout the year and their attendance will be at the manager's discretion, depending on any other critical deadlines they are working towards.

The Programme

Each graduate should experience the following placements over their 2 year programme:

- **Commercial** – 6 months
- **Operations** – 9 - 12 months
- **Bidding / Project Management** – 3 - 6 months

Graduates from an engineering discipline may also need exposure to Design and Site placements to enable them to complete elements of their Chartership professional qualification. This will mean that their time in Bidding and Operations may be shorter to allow for these extra placements.

Graduates are entitled to a relocation allowance of up to ██████ (as per policy) each year which supports their move to their new placement. This can be claimed via an expense claim form with receipts, and are incurred by the receiving business unit.

Graduates can also claim up to █ nights' hotel accommodation in the area they are relocating to in order to view properties and make arrangements for their move. This can be claimed via an expense claim form with receipts, and are incurred by the receiving business unit.

Criteria for each placement

For both the Graduate and your contract to reap the benefits of the placement, we have outlined a set of criteria for each type of placement:

Commercial Activities

- Some level of Client contact
- Compliance with the Amey systems, processes and procedures
- Work within the strict deadlines required
- Involvement with preparing commercial reports
- Understanding of cost control of project(s) including budgets and forecasts
- Assist in producing cost and value forecasts
- Assist in subcontract procurement and payment
- Support the tender processes and strategy as required

By the end of the placement, should demonstrate:

- Good Health & Safety awareness
- Strong commercial and financial acumen
- Sound knowledge of contracts
- Awareness of industry issues
- Ability to time-manage, set priorities and work to strict deadlines
- Methodical style of working
- Ability to work under pressure

Operations Activities

- People management
- Be aware of annual contract objectives, plans and budgets
- Manage the work schedule
- Ensure compliance with Health and Safety
- Ensure teams have a consistent understanding of systems and processes
- Understand, anticipate and deliver client requirements
- Support and implement a culture of customer centricity
- Manage supplier relationships (often outsourced / sub contractors)
- Manage direct reports
- Devise and present simple local training documents
- Support and reflect the 'One Amey' culture within the business

By the end of the placement, should demonstrate:

- Ability to implement and meet targets
- Support and contribution to continuous improvement
- Ability to take and be accountable for decisions
- Understanding of contract and related market dynamics
- Ability to support a customer-centric approach
- Ability to manage, develop and motivate a team
- Developed communication, relationship management and influencing skills

Bidding Activities

- Provide day-to-day administrative support for Bid activities
- Attend introduction to bidding and PURSUIT workshops
- Gather and evaluate information to provide complete and accurate presentations or reports
- Provide effective management services to the Bid, ensuring that decisions are recorded, risks and issues documented and plans are maintained
- Understand and manage the Approvals process
- Understand bid requirements, translate and present them in a structured format and articulate them to team members
- Understand the bid budget.
- Ensure knowledge management is promoted in the team and knowledge tools are updated, reviewed and utilised efficiently and effectively
- Translate complex information including bid requirements and produce detailed summaries, including highlight reports.
- Understand and implement the bid programme, monitor progress and identify any deviation
- Use of PURSUIT and bidding methodology
- Identify what is to be assured and establish a quality approach for the Programme using accepted methodology.
- Provide and monitor day-to-day support for bid activities with a specialism in one or more of the following: change control, quality management, risk and issue management, Project knowledge and reporting and leader board management
- Understand bid cost tracker and the bid pipeline

Project Management Activities

- Involvement with creation of Project / Programme Brief, Project Initiation Document (PID), Communication Plan and Project Quality Plan
- Help to define the business case, project objectives and scope
- Ensure that logs are set up for managing and tracking issues, risks, decisions and lessons learned
- Oversee quality control throughout the project cycle
- Project planning and management; change management
- Define products / specific deliverables to be delivered by the project
- Plan, execute and finalise projects according to agreed deadlines and within budget
- Apply PRINCE2 principles to the management of projects in line with agreed Amey standards if appropriate
- Ensure project compliance with Health and Safety, Environmental and other appropriate regulations
- Involvement in forecasting and monitoring the financial performance of the project, giving regular (minimum monthly) reports, comparing actual and forecast performance to plan and explaining variations
- Maintain regular liaison with all stakeholders and employees on the progress of projects
- Maintain risk, issues and decisions logs and all other required project documentation. Manage requests for change
- Manage, develop and motivate members of the project team
- Preparing reports for meetings with relevant project stakeholders
- Ensure that the project / programme is able to deliver to the required quality, on time and to budget
- Where appropriate, ensure that Lean Six Sigma tools and techniques are applied
- Create a formal Handover Plan / Control Plan to transition the ongoing ownership of project-related activities
- Document any relevant case studies that can be used to support future bids and follow-on actions and recommendations
- Identify opportunities to transfer programme deliverables / best practices to other parts of the business in order to maximise return on programme investment
- Obtain sign off from relevant stakeholders that the project deliverables meet the stated requirements
- Develop regular reporting format to stakeholders at relevant stages of the project.
- Develop and implement effective communications plans to engage with stakeholders impacted by change or improvement initiatives

By the end of the placement, should demonstrate:

- Good understanding of bidding process
- Ability to challenge existing processes, responding positively to change and able to work flexibly. Also control and implementation of a process of change and to document and track emerging issues.
- Ability to work and consult with internal/external contacts at a range of levels in a constructive and helpful way. This will involve developing relationships with key stakeholders to establish trust, credibility and respect.
- Knowledge of Bid management tools and techniques such as Bid Cost Tracker and the Bid Pipeline to schedule, plan, track and correct bid programme performance
- Effective communication in writing and orally. Producing and coordinating clear reports that convey an understanding of the key issues surrounding the Bid progress, to provide information in a way that is accessible and easily understood.
- Ability to motivate other Bid team members, set achievable objectives and take responsibility for providing constructive feedback.

By the end of placement, should demonstrate:

- Innovation - challenge existing processes, introducing new approaches to improve quality, enhancing efficiency and effectiveness, actively encouraging and supporting creativity in the project team
- Ability to develop effective relationships with key stakeholders. Working and consulting with internal stakeholders contacts in a constructive and helpful way. Developing relationships with stakeholders to establish trust, credibility and respect.
- Ability to effectively deploy project management tools and techniques and using the relevant tools available to schedule, plan, track and correct project performance.
- Understanding of how to obtain and ensure quality results to achieve total customer satisfaction, challenging accepted practices which may inhibit the quality and timeliness of Deliverables and implement acceptable solutions to meet Client and internal stakeholder needs.
- Learning from experience, monitoring project outcomes and acting on feedback.
- Effective communication, having the ability to translate complex information including Client requirements to provide information in a way that is accessible and easily understood. Influence stakeholders/customers to accept a particular way forward, sometimes dealing with resistance to the proposals.
- Ability to direct, manage and motivate the project team, setting achievable objectives and taking responsibility for making decisions and for providing constructive feedback.
- Ability to create and communicate suite of programmes, spreadsheets, systems, management tools and documentation to be utilised in similar workstreams and projects.
- Understanding and knowledge of how to share information effectively and delegate where appropriate.

Your Responsibilities as their People Manager

As a people manager you are perfectly positioned to support the development of the individual and to stretch them. Your experience will offer graduates a wealth of insights into both general working practices and the Amey culture. We have recruited the Leadership Graduates on the basis that they are potential high-fliers. This is our first chance to see what they are capable of.

Like any new team member, initially they will require support. Your aim should be to get them to be self-sufficient as quickly as possible. They will bring enthusiasm, drive and ambition and you should find working with them a positive experience.

- Set objectives for their placement period.
- Understand and identify specific development objectives for them to work on during their placement.
- Direct their work to meet those objectives.
- Ensure their work commitments do not affect their ability to attend their formal training events.
- Hold a meeting to discuss what they have learned following a training event.
- Encourage and support the graduates in their self-directed learning as much as the business will allow in terms of time and resources.
- Drive the process of having their performance reviewed – through the mid placement and end of placement review process.
- Ensure that they have the required equipment and training for them to undertake their role.
- Support their integration into your team / area of the business.

Expect them to question, challenge and suggest alternative methods for doing things. These individuals were chosen partly on their ability to design and deliver innovative solutions.

Performance Management

- Provide regular informal feedback.
- Keep the Talent Team up-to-date of any problems with performance or any other issues the graduate may be facing. The Talent Team should be notified of any problems which you deem to be outside of the normal performance management process.
- Carry out formal Mid and End of Placement reviews.
- Forward the completed End of Placement review to the Talent Team and, in particular, raise any concerns you have not already highlighted.

Monthly Reviews

Each graduate MUST complete a monthly review, unless a Mid/ End of Placement review has just taken place. People Managers can complete their sections on a monthly basis, but these are now optional. This report must be submitted to Talent Team by the 5th of each month.

Preparing for your Leadership Graduate's arrival

Before they start:

- We ask all managers to prepare a list of objectives (which can be added to later).
- Order any additional equipment the graduate will need –Mobile Phone etc. A laptop will be provided by the Talent team.
- Ensure that you have made contact with the graduate either by email or phone to welcome them to the team and provide them with details for arrival on their first day.

Checklist:

- Do they need a pass?
- Do they have they a desk?
- Set them up with a IT user account
- Do they have a direct phone number?
- Do they need a mobile phone?
- Do they require access to any specific I.T. systems e.g. SAP?
- Do they require access to any specific shared drives?

* Induction checklist attached

What to do when they first arrive

Please ensure that you integrate the graduate into the business by ensuring they are introduced to everyone in the team and the department. Introduce them to key managers in the organisation where possible. Spread the introductions out to avoid information overload.

Week one

- Spend time getting to know the graduate
- Discuss objectives – see below
- Set up meetings with key members of staff
- Tour of the office/depot
- Shadow team members to learn systems/procedures
- Introduction and overview of the division
- Inform them about any projects taking place, especially if they are likely to be involved in them
- Identify key dates for their diary
- Meet them at the end of their first week to discuss what they've learned and set expectations for the next few weeks.

By the end of month one

- They should have their expectations set in terms of their role and their objectives for the next 3 months – and for the next 6 months where feasible.
- They will have met all key contacts within their division and across the business that they will be liaising with to complete work/projects.
- Any training identified to support them in their role.

Ensure that the objectives set are SMART (Specific, Measurable, Attainable, Relevant & Timely) and that the graduate clearly understands what is expected of them. Make sure there are plenty of opportunities for them to discuss and raise any concerns. Avoid overselling the graduate's capabilities or raising the expectations of others in the department/contract before their arrival – they are 'developing as leaders'.

Setting realistic expectations is important in building a good working relationship and will help to reinforce the graduate's decision that they made the right decision in choosing Amey as their employer.

How to get the most value from a graduate placement

We asked our current graduates to send us their thoughts on how to get the most out of them and add the maximum value to the business:

1. Ensure the graduate has the necessary contacts/knowledge to tackle their work
2. Give constructive feedback
3. Put them out of their comfort zone but still support them as required
4. Get them involved in meetings/projects/decisions above their level just for the experience
5. Spend time with them one to one - even if it's for 30 minutes a week
6. Provide them with projects to manage themselves
7. Give them time to visit other sites/depots to gain knowledge of the business
8. Give them the opportunity to shadow contract managers/senior managers for a day
9. Allocate time to set objectives, conduct monthly reviews and for them to raise concerns. Being available and approachable is invaluable
10. Share your experiences. Discuss situations you have been in ranging from when you were first starting out to ones when you have had to overcome major issues. Managers have a wealth of experience that should be shared with the graduate so they can either learn from it or incorporate it into their behaviours

Plus 5 things managers could improve:

1. Challenge them. Work is sometimes at too low-level and not stretching enough.
2. Find out what the graduate has done up until now so that you make the most of their experience and skills. This is why the handover sessions are important.
3. Understand what the graduate wants to achieve. A meeting/conversation with the graduate prior to them starting their placement will help with this and will also help you set appropriate objectives/targets.
4. Make time. Managers are sometimes so busy they are unable to fully support the graduate and be involved in their day-to-day work.
5. Don't make promises you can't keep – be realistic when setting their expectations.

Reviews

Leadership Graduates do not take part in the Amey annual PDR process while they are on the programme. Instead they have the following:

Monthly Reviews

- > All Leadership Graduates are required to complete a monthly review, which you can use as a tool to give constructive feedback if you wish – a template is attached.
- > This enables them to record their activities, log any feedback they have received and think about any development needs going forward.
- > We ask that people managers make a contribution to this document when required but as a minimum aim to have a short discussion on a monthly basis.
- > This document will be sent to the Talent Team in HR and should also be filed in the graduate's portfolio.

Mid Placement Reviews

- > People managers should carry out a mid-placement review – a template is attached.
- > This will ensure that the graduate is working towards meeting their objectives and performing well. It will also provide the opportunity to recognise any training needs and also provide an opportunity for you to give them feedback on their contribution and recognise successes.
- > The Talent Team will have regular contact with each graduate to maintain good relations and offer support through their placement.

We endeavour to do the following;

- Conduct a monthly conversation with all graduates. This will be a short meeting or phone call to enable us to check that everything is going well, provide them with any updates and to address any issues or concerns.
- We will also aim to arrange to visit the graduates in their working environment from time to time. This will strengthen the relationship between the graduates and the Talent Team and is a chance for a more detailed catch up.

The End of the Placement

- At the end of the placement, each Graduate should have an End of Placement review conducted – a template is attached.
- This review is a full debrief with the graduate looking at how they have performed and what they have learned about the contract/function and their role within it.
- Should you wish, it is a chance for you to ask for feedback on which projects or experiences they particularly enjoyed or found valuable and which areas they didn't find quite as useful. This is helpful if you plan to have graduates working for you in the future.

Each manager and graduate should ensure they produce a pack of information ready to hand across to the new line manager of the next placement.

The Handover Pack should contain

- The completed End of Placement review form
- Copies of the monthly reviews

It is useful to conduct a Handover Session involving

- People manager from previous placement
- People manager for next placement
- Graduate

Performance Related Pay (PRP)

We operate a performance related pay system for Leadership Graduates which is reviewed at 6, 12 and 18 months, subject to performance. They are exempt from the Amey annual pay review while they are on the programme.

- The final rating awarded in the Mid or End of Placement review will determine the increase awarded.
- A matrix is attached which calculates the amount depending on the duration of the placement (if not 6 months exactly) and the extent to which they have achieved their objectives.
- Following the review, a member of the Talent Team will instruct OneHR to implement the pay increase.
- Their final PRP increase will be awarded in the March of the year their 2 year programme finishes.
- Any increment from the end of their programme in September will be determined by their first appointment post-completion of the programme and will be in line with the level of the role they move into. There is no guarantee of an increase at this stage.
- Once the individual has moved into their first appointment post-completion of the programme, PRP will be removed from their T&C's and they will be eligible for a review in the following April, in line with Company policy.

Costs

The table below defines who is responsible for associated costs.

Group	Business Unit
The cost of the formal development training modules	The graduate's salary
Laptop	The costs associated with travel to and from the development sessions and any hotel stays
	The cost of any site visits or days away to work on Graduate Community projects
	The relocation costs associated with moving between placements *
	Any additional equipment – mobile phone etc

* Relocation policy attached.

The End of the Programme

- The Graduate should be using the contacts and the people that they have met during their time at Amey to identify future opportunities.
- The Talent Team will also use their contacts and network to investigate potential roles.
- CV's and profiles will be sent to the leadership teams in each business division to help them support the strategic placement of these valuable resources.
- CV's and profiles are sent to OneHR to ensure that all of the available roles are being considered within the business.

Please note:

- The Graduate should not be encouraged to apply for permanent roles within Amey until their final six months – with a view to starting a role no more than two months before the end of their programme in September.

Leadership Graduate Programme Key Contacts

██████████ - HR Manager – Talent

██████████ ██████████
██████████ ████████████████████

Michelle Connolly – HR Business Partner – Talent

██████████ ██████████
██████████ ████████████████████

██████████ - HR Director - Talent & Learning

██████████ ██████████
██████████ ████████████████████

AmeyWorld

Support Functions > Human Resources > Graduate Schemes

HR Business Partners – Learning & Development

██████████	Local Government	██████████
██████████	Consulting	██████████
██████████	Inter Urban	██████████

Appendix 1

Amey plc Graduate Travel / Relocation Policy

1. Graduate trainees are required to be mobile and flexible in taking up assignments during the training programme. For planning purposes it is expected that each graduate is likely to undertake two or three assignments in each calendar year.
2. It is Amey plc Policy to fund reasonable out of pocket expenses incurred as a result of the assignments potentially being in different locations and away from the Graduate's home base so long as the distance is in excess of 25 miles from the home location.
3. It is always the Amey preference that graduates temporarily relocate to the place of assignment as this ensures a more acceptable work life balance and minimises the health and safety issues around long distance daily commutes. Agreement to commute to assignments where appropriate must be gained from the business unit HR director and the Head of Talent and Graduate Development.
4. The maximum payable to each graduate is ██████████ against agreed expenditure. Any expenditure in excess of this amount is the sole responsibility of the graduate except in exceptional circumstances and approved in advance by the business unit HR director and the Head of Talent and Graduate Development.
5. Allowances and Expenses

- a. Relocation

For each new assignment / relocation Amey plc will reimburse the following receipted expenses:

- rental agency fees;
- legal fees for tenancy agreements;
- removal costs for furnishings / personal effects;
- travel and hotel accommodation for up to 7 nights for house/flat search purposes;
- Amey plc will pay any required deposit subject to the individual agreeing to repay over an agreed time period.

- b. Travel

Where agreement is made for the graduate to claim for commuting to assignments the following terms apply for reimbursements of costs:

- when using public transport standard class travel only;
 - mileage allowance based on actual miles travelled and to be paid at the prevailing Company mileage rate and in compliance with Inland Revenue rules.
6. This policy can be amended or varied at the discretion of the Company and graduates will be given one month' notice of any change. This policy does not form part of the employee's contract of employment.

Appendix 2

Monthly Review

Name		People Manager	
Role		Division	
Placement (delete as necessary)	Operational Commercial Bidding/Project Management Site Design	Date	

I have got objectives	Y/N	Monthly 1-2-1 taken place with manager?	Y/N
------------------------------	-----	------------------------------------------------	-----

Performance Review

Summary of the work that I have undertaken this month

--

Development Review

Key Development Activities this month

e.g. any projects started, training programmes undertaken, 1-2-1 coaching etc.

<i>Date</i>	<i>Activity</i>

Feedback I received

Please log any feedback – positive or constructive that you received that was meaningful to you.

<i>Date</i>	<i>Feedback</i>

Summary

<i>Graduate</i>	<i>Manager (optional)</i>

Appendix 3

Mid & End of Placement Review

Name		Line Manager	
Role		Placement No	
Intake Year		Placement Dates	

Performance Objectives

No:	Objective set	Mid placement review	End of placement review
1.			
2.			
3.			
4.			
5.			

Development Objectives

No:	Objective set	Mid placement review	End of placement review
1.			
2.			
3.			
4.			
5.			

People Manager Summary

Mid Placement

End of Placement

Graduate Personal Statement

Mid Placement

End of Placement

Competency Summary

How you do your job is measured against the Amey Values.

Use this section to record how you think you did. Your manager will then record their rating after discussing and agreeing it with you.
The overall rating along with the completion of your objectives will determine the level of PRP awarded.

MID PLACEMENT REVIEW

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Key: 1 = Exceptional: excellent performance – consistently outstanding achievements.</p> <p>2 = High: exceeds expectations and goes beyond requirements of the role.</p> <p>3 = Good: All round good performance on a regular basis.</p> | <p>4 = Developing: satisfactory performance but has some gaps in knowledge, skills or effort (may be new to role).</p> <p>5 = Poor: performance is unsatisfactory and requires improvement.</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

		Your rating					Manager's rating				
		1	2	3	4	5	1	2	3	4	5
Customers Service so good our customers become and stay loyal Amey fans.	Listens to and understands what the customer wants. Does what we agreed with the customer. Delivers a great customer experience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Powerful Team On our own, we're good. As a team we're outstanding.	Thinks about what effect they have on others. Brings out the best in co-workers. Works with others to find solutions, not blame.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Protecting People Caring for our people, the public and the environment.	Always starts a job with asking "is it safe?" Is careful with materials and resources. Makes a positive impact on their environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance and profit Achieving unbeatable performance and results, aiming to do even better.	Knows why they are doing what they do. Works to improve performance. Contributes to profitability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Winning Winning for me, the team, the company. Above all winning for our customers.	Is passionate about doing a great job. Starts with the end result in mind. Actions today will help to win business in the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Performance Rating		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

END OF PLACEMENT REVIEW

		Your rating					Manager's rating				
		1	2	3	4	5	1	2	3	4	5
Customers Service so good our customers become and stay loyal Amey fans.	Listens to and understands what the customer wants. Does what we agreed with the customer. Delivers a great customer experience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Powerful Team On our own, we're good. As a team we're outstanding.	Thinks about what effect they have on others. Brings out the best in co-workers. Works with others to find solutions, not blame.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Protecting People Caring for our people, the public and the environment.	Always starts a job with asking "is it safe?" Is careful with materials and resources. Makes a positive impact on their environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance and profit Achieving unbeatable performance and results, aiming to do even better.	Knows why they are doing what they do. Works to improve performance. Contributes to profitability.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Winning Winning for me, the team, the company. Above all winning for our customers.	Is passionate about doing a great job. Starts with the end result in mind. Actions today will help to win business in the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Performance Rating		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Leadership Graduate Programme



Personal Development Plan

Development Need	Actions	Milestones/Completion Date	Owner/Key Players	Comments



Appendix 4 Induction Checklist

Please see the Induction page on the OneHR pages of AmeyWorld.

Click the link below for the up-to-date induction checklist:

http://ameydocuments.ameygroup.int/Amey%20Documents/1%20Divisions/1.%20Consulting/2%20Support%20Functions/PLC%20HR-/Forms/PLC-HR-003_01.doc



Learning and Development Policy

Principle

Amey is committed to investing in the learning and development of all employees and recognises that this investment is crucial to its long term business success. Considered investment in meeting development needs will help to retain key skills within the business **and will enhance our reputation as an employer and outsourcer of choice.**

We aim to develop a culture of continuous learning and improvement within Amey, which maximises employee performance and growth aligned to business needs. We recognise that to improve the capability of our people, we must continue to invest in targeted training and development – as identified in our training plans, key business initiatives and personal development plans.

The skills, knowledge and experience required by Amey will alter over time as our market or client needs change. We acknowledge our responsibility to help our employees meet these challenges by supporting appropriate development, whether for their current position or for other roles in the organisation.

Policy

Both Amey and the employee have responsibility for ensuring this policy is successfully implemented. The attainment of nationally recognised qualifications relevant to business needs will be encouraged and supported in conjunction with Learning Agreements.

- We are committed to providing equal opportunities for all employees to develop and use their skills and capabilities, so that they are able to fully contribute to the success of the business;
- We aim to engender a culture of constructive feedback to enable employees to recognise their strengths and areas where they can improve performance, and to understand the areas in which change and development would be beneficial to them and to Amey.
- Employees can expect to have development plans: to be trained to meet the requirements of their current role and where appropriate, developed in order to meet future business challenges and priorities;
- We will encourage and assist our employees to take personal responsibility for the development of their skills, and to take ownership of their personal development plan, both maintaining the plan and progressing it;
- We aim to develop our capabilities internally, linking identification of development needs to the performance management system, succession plans and career development;
- We will ensure that expenditure on training and development is directly linked to the strategic priorities of the business at the appropriate levels.
- Learning outcomes will be agreed with the employees people manager prior to development actions and employees will review their learning with their people manager after the event;
- Employees will apply what they have learned back into the workplace and share appropriate learning with colleagues.



Communication

This policy is held in the Amey Document Library and will be made readily available to all employees.

For any queries on these guidelines, please contact OneHR:

[REDACTED]

Mel Ewell
Chief Executive

Valerie Hughes D'Aeth

Valerie Hughes D'Aeth
Group HR Director
09 December 2009

Revision Status

Rev	Date	Amendment	Content Owner	Use Mandated By
01	Sept. 2000	Issued for Use	HR Director	CEO
02-03	July 2001 Sept 2003	Previous history of these versions are held on the old EDM Server.	HR Director	CEO
04	July 2005	Annual review	[REDACTED]	M Ewell
4.1	Nov 2006	Updated Review	[REDACTED]	M Ewell
4.2	Feb 2011	Updated review	[REDACTED]	M Ewell

A Manager's Guide to Apprenticeships

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1. Introduction

As an organisation, we recognise the importance of recruiting and retaining young people to fulfil both the short term and long term requirements of the business. As a Hiring Manager your responsibility is to offer vision and direction, to coach and support and to manage business and individual performance, ensuring all elements of the Apprentice framework are satisfied.



Amey CEO Mel Ewell with representatives of the Duke of Edinburgh and some of our Amey apprentices.

2. Scope

This guide is a resource for People Managers who are looking to employ such young people falling into the following categories:

- **Trainee** - To support school leavers with lower academic qualifications to develop trade skills [S/NVQ Level 2] knowledge and life skills so that they have the opportunity of a rewarding career.
- **Apprentice** - To support school leavers in gaining recognised trade qualifications [S/NVQ Level 3] and to develop their personal and business skills to enable them to become Supervisors / Operations Managers of the future.
- **Technician** - To provide individuals with the required academic base and work experience to progress their professional qualifications [HNC and HND / Foundation degree] in line with the recognised Professional Institutions.

This guide is intended to be used as a reference and information resource for Managers.

3. What is an Apprenticeship?

Apprenticeships are work-based training programmes, which allow our newly recruited Young People to earn and learn at the same time, by combining on and off the job training.

Apprenticeships are designed by employers for employers and are created to meet specific needs of industry.

There is a common misconception that Apprenticeships are only for young people. School Student leavers will clearly benefit from the training and qualifications offered through Apprenticeships, but older and established employees can also benefit from developing their skills and so can people who are unemployed and looking for work.

Apprenticeships are for:

- People of all ages, from school leavers to experienced workers. The Amey Apprenticeship Academy will focus on the 18 to 23½ age group
- People new to the industry and who need job-specific training for the first time
- People who are unemployed and who are looking to learn new skills to get into work
- Existing employees who need retraining or up-skilling
- Existing employees as a means of continual professional development

Companies often want their employees to train for new roles or up-skill to deliver the demands of new working systems, especially in harder times when restructuring is common. Apprenticeships offer these people an unrivalled framework to help their development into new or changed roles, and monitoring their continual professional development and help them to adapt to changing technology.

4. What Skills do Apprentices Learn?

Each Apprenticeship framework is different and is designed to develop a range of skills, including technical abilities relevant to a specific job role.

Each Apprentice is assessed in four different ways to make sure that they build a rounded set of skills:

1. On their competence, usually through a qualification such as a **National Vocational Qualification [S/NVQ]** or other assessment of their performance
2. On their knowledge, usually through a **technical qualification / certificate** or other training
3. On their **'key and functional skills'** which can include communications, application of number, information and communications technology, working with others and problem solving
4. On their knowledge of employment rights and responsibilities and relevant health and safety requirements.

Amey is committed to helping our people realise their full potential and is actively assisting their personal development by supporting the Duke of Edinburgh's Award charity.



Amey has been working closely with the DofE to design a personal development opportunity for our Young People, to allow them to benefit from the unique learning experience that a Duke of Edinburgh's Award programme delivers. With the DofE, Amey has designed a flexible programme which will enable participants to develop a range of broader personal development skills such as:

<ul style="list-style-type: none">➤ Business and IT➤ Communication➤ Team Working➤ Leadership➤ Confidence	<ul style="list-style-type: none">➤ Problem Solving➤ Planning and Prioritisation➤ Time management➤ Self understanding
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Those Amey apprentices who complete the Programme by their 25th birthday will have a fantastic opportunity to work towards achieving a Duke of Edinburgh's Gold Award.

The Programme comprises the following modules:

Activity	Timescales
Residential	Undertake a shared activity in a residential setting, comprising of five days and four nights away from home. The Orientation Days opens the Programme will count towards two of these days.
Business Skills	These courses – a minimum of 3 days plus supporting coursework - will be delivered over 6 months from the start of the programme. This equates to 48 hours.
Physical	Over the 18 months duration of the Programme. Activity of the participant's choice. This equates to 72 hours or 4 hours per month. Please see the AAA award guide for the activities that can be undertaken to complete this section.
Volunteering	Over 12 months within the Programme. Activity of the participant's choice. This equates to 48 hours or 4 hours per month. Please see the AAA award guide for the activities that can be undertaken to complete this section.
Expedition	Plan, prepare and undertake an adventure within the Scheme. This will involve two separate periods of five days and four nights away from home.

5. The Different Levels of Apprenticeships

Apprenticeships are increasingly recognised as the gold standard for work-based training. There are approximately 200 Apprenticeships suitable for hundreds of job roles. There are three levels of Apprenticeship available:

5.1 **Trainee- Intermediate Level Apprenticeships [Level 2]**

Intermediate apprentices work towards work-based learning qualifications such as an NVQ Level 2, Key Skills and, in some cases, a relevant knowledge-base qualification such as a technical qualification.

These provide the skills the trainee needs to progress onto the Advanced Level Apprenticeship.

5.2 **Apprentice - Advanced Level Apprenticeships [Level 3]**

Advanced level apprentices work towards work-based learning qualifications such as S/NVQ Level 3, Key Skills and, in most cases, a relevant knowledgebase certificate such as a technical qualification.

To start this programme, an Apprentice should ideally have four GCSEs (grade C or above) or have completed an Intermediate Level Apprenticeship. Individual cases will be considered on their merits for those who do not match the above prerequisites.

5.3 **Technician - Higher Apprenticeships [Level 4]**

Higher Apprenticeships work towards work-based learning qualifications such as S/NVQ Level 4 and, in some cases, a knowledge-based qualification such as a Foundation degree.

The table below summaries the key academic studies for each level of the Apprenticeships:

Apprenticeship Level	Entry Requirements
S/NVQ Level 2 - Trainee Intermediate Level Apprenticeships can include:	A minimum of 2 GCSEs grade C and above Or BTEC First Diplomas and Certificates Oxford and Cambridge Examination board Functional Skills Level 2
S/NVQ Level 3 - Apprentice Advanced Apprenticeships can include:	A minimum 4 GCSE's A-C including English, Maths, and a Science. Or Advanced Extension Awards GCE in applied subjects International Baccalaureate Functional Skills Level 3
S/NVQ Level 4 – Technician Higher Apprenticeships can include:	A minimum 4 GCSE's A-C including English, Maths, and a Science. Or BTEC Professional Diplomas, Certificates and Awards BTEC Nationals Oxford and Cambridge Examination board

6. The Costs and Funding of Apprenticeships

The National Apprenticeship Service covers the training of apprentices depending on their age.

Age	National Apprenticeship Service contribution
16 -18	up to 100%
19 - 24	up to 50%
25 +	Contribution for specified places

The government provides the funds to cover the full cost of the mandatory training required to complete the framework as determined by the relevant Sector Scheme Council [SCC] for a young person aged 16-18 on an Apprenticeship. If employers or providers choose to deliver additional qualifications or courses as part of the delivery of the overall framework then these courses will not be funded and will need to be paid for by the training provider or Amey.

The Apprenticeship team works with a range of Training Providers to deliver vocational and technical skills requirements for the Apprenticeship. If you have recruited an apprentice and require advice please contact the Apprenticeship team.

Like all employees, apprentices must still receive a wage. For details of the national minimum wage please refer to <http://www.apprenticeships.org.uk/Employers/The-Basics.aspx>.

As a people manager, you will be required to supervise support and mentor the young person through their development programme.

7. The Business Case for offering Apprenticeships

'All the evidence shows that organisations offering Apprenticeships are seen as good places to work'

The Facts:

The Learning and Skills Council recently surveyed businesses throughout the UK on the benefits of hiring an Apprentice. [Populus January 2009]. Of those surveyed:

- 81% said employing Apprentices generated higher overall productivity for their company
- 66% said that their Apprenticeship Programme made them more competitive in their industry
- 92% said their Apprenticeship Programme better motivated staff better and increased job satisfaction
- 74% said that Apprentices tended to be more loyal, remaining at their company longer than non-apprentices

Apprenticeships make good business sense. Skills shortages are still one of the biggest threats in the UK businesses. Amey recognises this and are investing in Apprenticeships as route to harness fresh talent. If you wish to recruit an apprentice, please contact the Amey Apprenticeship team.

Costs and Benefits

Taking on an apprentice is cost effective because people can learn while they are on-the-job and the Government contributes to the costs of learning.

There are clear financial benefits for Amey as it invests in Apprentices as this will be repaid many times over.

A recent study by the University of Warwick's Institute of Employment Research found that the costs of Apprenticeship training are recouped relatively quickly – in some cases within one year and that if the investment is nurtured, the returns are significant. The report found that, *'the evidence points to employers obtaining a range of qualitative benefits from the Apprenticeship training in which they invest, but more importantly is recouped in monetary terms within two to three years in most instances'*¹

¹ Net Benefit to Employer Investment in Apprenticeship Training Warwick IER [November 2008]

Another case study by Sheffield University measured the long term financial benefit of investing in Apprenticeships. A level 3 advanced apprentice will generate an additional lifetime benefit to themselves and to their employer of £105,000 compared to someone who does not gain an Apprenticeship. The Level 2 additional benefit is £73,000. This represents a gain of £16.00 for every £1.00 of tax payers' money.

8. What are the Benefits of Apprentices?

The Amey Apprenticeship Programmes help to:

- Improve productivity and competitiveness by making sure our young people have the right skills for their jobs
- Motivate our young people through recognising and developing both technical and personal skills
- Ensure a 'talent pipe line' of young people who demonstrate loyalty and commitment to our Company with understanding of our culture.
- Provide a cost effective way of recruiting fresh talent into Amey

Apprenticeships are thought of very highly by companies who use them:

- 77% believe Apprenticeships make their businesses more competitive
- 76% say that Apprenticeships help develop higher productivity
- 80% feel Apprenticeships reduce staff turnover
- 83% of employers rely on Apprenticeships to provide skilled employees for the future
- 65% of employers believe that Apprentices help fill vacancies more quickly
- 88% believe that Apprenticeships lead to a more motivated and satisfied workforce

9. Will Apprentices take up a lot my time and money?

No more than employing any other member of staff and the long term rewards are much greater. A lot of the management of training for Apprentices is done by Training Providers – your responsibility as a people manager will mainly be to provide:

- An induction specific to your depot or premises and into the Apprentices specific role
- Time for on-the-job training relevant to their NVQ qualification
- Suitable supervision, including Health and Safety instruction information and training
- Flexibility for the Apprentice to attend off-site training and participate on the Duke of Edinburgh Award as required
- Mentoring / coaching of the Apprentices

Apprentices will be employed by Amey in full time equivalent jobs and will be paid a salary that reflects their skills, age and ability.

10. Funded Apprenticeship Frameworks

'There are approximately 200 frameworks currently available. The number is constantly growing as new frameworks are developed in different sectors.'

Within the sector headings below are Apprenticeships in everything from horticulture to business administration. Apprenticeship frameworks are devised and accredited by Sector Skills Councils.

The main sector groups are:

<ul style="list-style-type: none">➤ Business and IT➤ Construction➤ Creative➤ Customer service➤ Energy➤ Engineering & Electrical➤ Land-based industries	<ul style="list-style-type: none">➤ Manufacturing & Logistics➤ Marine➤ Money➤ Public services➤ Sport & fitness➤ Travel & Leisure➤ Vehicles & Transport
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To obtain further information on the range of frameworks under these main categories go to <http://www.apprenticeships.org.uk/Types-of-Apprenticeships.aspx>.

11. Mentoring

'Mentoring is an effective way of helping people to progress in their careers and is becoming increasingly popular. It is a partnership between two people [mentor and mentee] normally working in a similar field sharing similar experiences'

A mentor is a guide who can help the mentee to find the right direction and can help them to develop solutions to career issues.

Mentoring is particularly important for the apprentices as they are often young people entering the workplace for the first time. A mentor should be someone from outside the apprentice's direct line management chain. It is also essential that issues between the mentor and mentee are confidential.

Ideally a mentor should have experience of the following skills:

<ul style="list-style-type: none">➤ Active listening➤ Questioning➤ Building rapport➤ Offering constructive feedback	<ul style="list-style-type: none">➤ Setting targets➤ Offering support and guidance➤ Signposting➤ Acting as a role model
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The Apprenticeship team can provide support for the Mentor if required.

12. The Recruitment Process

The table below highlights the key accountabilities in the hiring process for Young People joining the business.

Recruitment Process	Business / People Manager	Group Talent	OneHR / Resourcing
Forecasting resource requirements	☐		
Creating an Authority To Recruit	☐		
Select a Job Specification from the Career Path Framework	☐		
Advertising & candidate attraction		☐	☐
Source candidates		☐	
Screening candidates	☐	☐	
Managing campaigns for volume intake		☐	
Assessment centre design and delivery	☐	☐	
Interview and selection	☐		
Creating / processing offer paperwork	☐		☐

As soon as the Authority To Recruit has been processed, the recruitment of young people will typically follow two key stages:

Stage One – Advertising and Online Application

Young People will complete an on-line application via our Apprentice website: <http://www.amey.co.uk/Careers/AmeyApprenticeshipAcademy.aspx>. The information from their application goes straight through to our internal recruitment system. Part of this process [branching questions] enables the Group Talent and HR Resourcing teams to efficiently identify search criteria such as qualifications / discipline; location preference; and availability.

Stage Two – Assessment Centre and Interview

If a number of hires are required in one contract or division, assessment centres can be facilitated by the Amey Apprenticeship Team. We ask applicants to complete a number of tasks which are specifically designed to assess their skills against our competency framework. We observe their interaction with others and make some judgements concerning the likelihood of their fitting in to Amey. Assessment Centres reduce costs per hire and also reduces the risk of appointing the wrong candidate.

The final selection of candidates will be undertaken by the hiring manager and can take the form of 1-2-1 interviews.

13. Contacts

If you require any support please contact either:-

██████████ Group HR - Talent – adrian.barrett@amey.co.uk ██████████

██████████ Group HR - Talent – daphne.nyanga@amey.co.uk ██████████

Or the AmeyWorld webpage –

<http://ameyworld.ameygroup.int/SupportFunctions/HumanResources/Apprenticeships.aspx>

Useful websites:

- <http://apprenticeships.org.uk>
- <http://www.equalityhumanrights.com>
- <http://www.theukrc.org>
- <http://www.employersforapprentices.gov.uk>



Graduate Pathways Programme

Guidelines for Managers

June 2011

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Introduction

As an organisation, we recognise the importance of recruiting and retaining graduate level resource to fulfil both the short term and longer term requirements of the business. As a People Manager, you have a key part to play in the development and retention of this resource.

Apart from the obvious benefit of additional skilled manpower, graduates may contribute in the following ways:

- The energy and freshness of an enthusiastic staff member
- The ability to pick up sidelined projects and see them through to completion
- The introduction of up-to-date ideas into the organisation
- Offset a deficiency in the company's skill/knowledge base
- The opportunity to assess the student as a potential permanent employee
- Enable links to be made between the company at Academic Institutions

This document is a Guide for Managers to help you understand how the graduate(s) hired into your teams fit within the Amey Graduate Pathways Programme. The document provides guidance on how they should be integrated into the business, how they should be continually developed, and the support needed to achieve both personal and business success.

What are Graduate Pathways?

Graduate Pathways is an umbrella structure which brings together graduate hires from a range of disciplines and from across the business and offers the individuals a structured personal development structure in addition to creating a wider graduate community feel. Pathways is made up of a number of recognised Professional Training schemes (e.g. ICE, IET, RICS etc) which enables the graduate to follow a relevant professional qualification whilst fulfilling the requirements of a permanent role.

In addition to professional qualifications, graduates will develop their skills through on-the-job learning and relevant job specific / technical training needed to fulfil the job specification. They will also be offered an enhanced personal development deal over the two year programme including key business skills and more generic career building tactics.

Key Facts

- Programme launch event Sept/Oct each year
- Recruited directly into a permanent role throughout the year to meet business needs.
- Function specific hires – e.g: Engineering, Commercial, Finance, etc.
- Starting salary [REDACTED] for all pathways (+/- variable geographical allowance)
- Salary reviewed annually and increments are capped at [REDACTED] per annum throughout the duration of the programme, depending on performance criteria
- Encouraged to follow professional qualification
- Invited to central graduate events for a period of two years, after such time, the business should support their career advancement into a suitable role
- High performing graduates demonstrating high potential after 6 months, can be nominated by the business to join the Graduate Leadership Programme

Eligibility Criteria to Join Programme

- Has been recruited into a permanent graduate level position
- Must hold a minimum 2:2 degree classification
- Has a degree that is a necessity for the job specification
- Less than 2 years since degree was attained
- Less than 2 years work experience

To maximise the graduates exposure to the wider business, it is encouraged (where possible) to offer the graduate a mix of experiences to ensure they obtain a sound breadth of experience and a solid base from which to spring-board their career. If possible, rotation placements or secondments into other business areas should be explored by the People Manager (i.e. site visits, design/delivery projects, commercial exposure etc). With each placement they may find themselves working in the department next door or in a different part of the contract.

Why Recruit Graduates?

As an organisation, we must recognise the importance of developing our future talent pipeline to ensure we achieve ongoing business success through the organic growth of our people. We have committed to government that we will retain 1% of our employee population on a Graduate Programme.

Graduates offer the organisation a dynamic, innovative approach to the way in which we do things. They are usually highly self motivated, full of energy and drive, and help challenge and continually improve our services to maintain a competitive market advantage.

In a competitive market place, where recruiting experienced and skilled professionals into the business can be very expensive and challenging, an investment in graduate resource can realise the business huge benefits over a period of time.

As with most graduates, they still have a lot to learn and you are the person who is best able to teach them. For example:

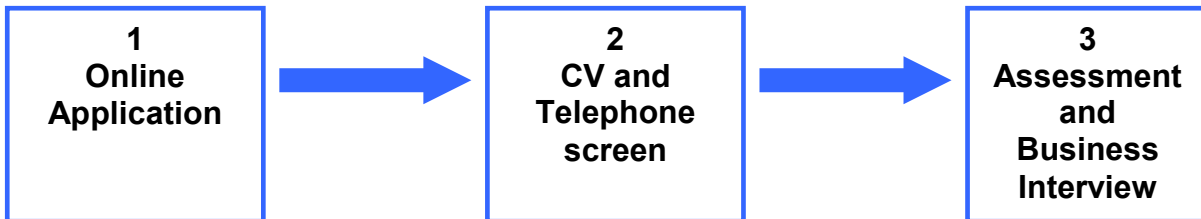
- they have not got very much work experience – so don't understand the rules inside the business and the kind of culture and politics that they have let themselves in for.
- they won't be used to having to find work for themselves and to being a self-starter – to begin with they will need their hand held a little in order to ease them in to Amey.
- through the selection process, some raw and future potential has been identified. There will also still be a number of development issues, both personal and professional, that we will need to enhance on an ongoing basis

The Recruitment Process

The table below highlights the key accountabilities in the hiring process for graduates joining the business under the Pathways Programme.

Recruitment Process	Business / Line Manager	Group Talent	OneHR / Resourcing
Forecasting resource requirements	⊙		
Creating ATR	⊙		
Creating Job Spec	⊙		
Advertising & Candidate Attraction		⊙	⊙
Sourcing candidates		⊙	
Screening candidates	⊙	⊙	
Managing campaigns for volume intakes		⊙	
Assessment centre design and delivery	⊙	⊙	
Interview & Selection	⊙		
Creating/Processing offer paperwork	⊙		⊙

As soon as the ATR has been processed, the recruitment of graduates will typically follow three key stages:



Stage One – Advertising and Online CV Application

Graduates will complete an extensive on-line application via our Graduate website: www.amey.co.uk/graduates. The information from their application goes straight through to our internal recruitment system. Part of this process (branching questions) enables the Group Talent and HR Resourcing teams to efficiently identify search criteria such as degree/discipline; location preference; and availability.

Once the online application is complete, a number of screening exercises are applied to the CV – including basic elements like whether they have achieved a minimum 2:2 degree classification through to whether their skills and job expectations are compatible with the needs of the business.

Graduate Pathways Programme

Stage Two – CV and Telephone Screening

During their telephone interview, we ask them a number of questions designed to get some basic information from them about some of their work / university experiences. Their interpersonal skills are being examined at this point as well as their drive, enthusiasm and understanding of the business. Questions are also posed that highlight some of the highs and lows of their life experience to date, particularly helping us to understand how they assimilate feedback and take it on board.

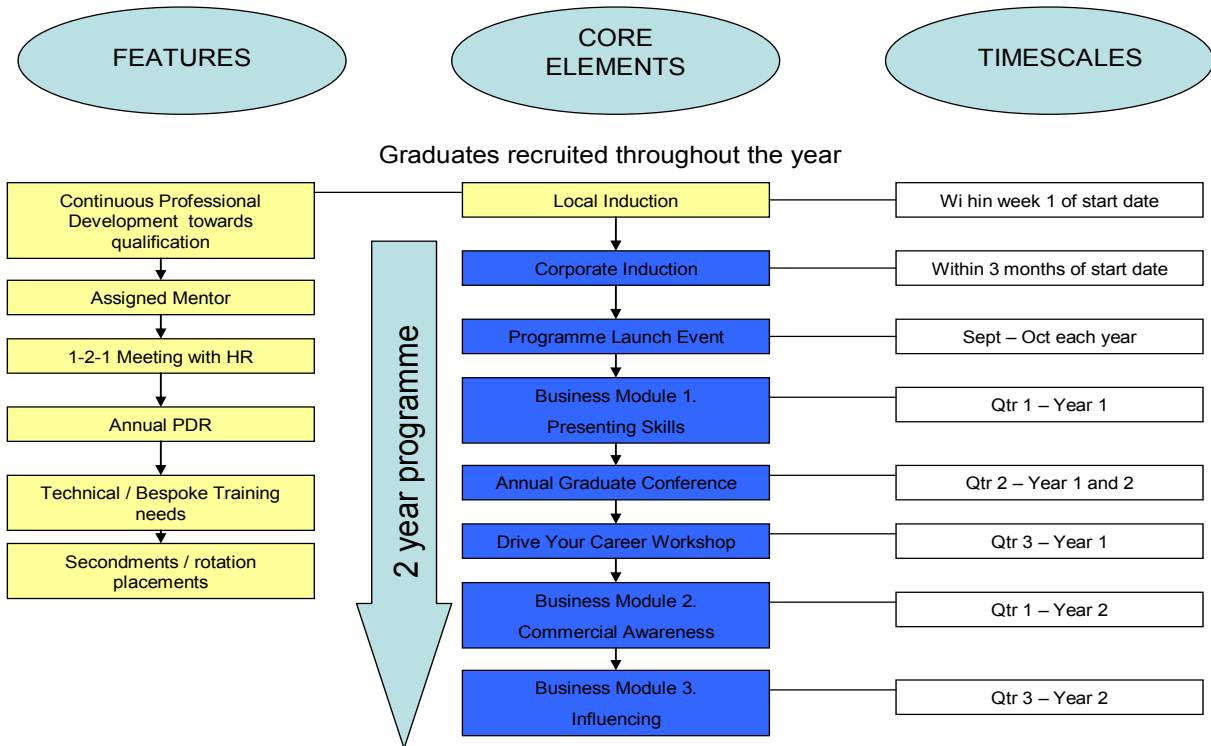
Stage Three (i) – Assessment and Business Interview

If a number of hires are required in one contract or division, assessment centres can be facilitated by the Group HR Talent team. We ask applicants to complete a number of tasks which are specifically designed to assess their skills against our competency and behavioural framework. We observe their interaction with others and make some judgements concerning the likelihood of their fitting in to Amey. Assessment Centres reduce costs per hire and also reduces the risk of appointing the wrong candidate.

The final stage of the process is owned by the contract, and takes the form of a 1-2-1 interview.

The Programme Content

Graduate Pathways Programme



Yellow boxes denote locally run programmes, blue boxes denote corporately run programmes

Induction

The induction process is key to integrating the graduates into the business. It provides them with an excellent opportunity to network with colleagues from across the business and gain a greater understanding of the end to end service capability Amey offers.

You should ensure that the graduate is inducted at both a local/contract level and Company level. During the first few days, graduates should receive an office induction that covers key operating information (i.e. Health & Safety, fire procedure, toilets, canteen etc). Where possible, they should also be introduced to the management team (i.e. Department Leaders, Contract/General Manager etc).

Additionally, as a new hire into Amey, they must attend a Corporate induction within the first three months of starting. Group Learning and Development department will make contact to advise of dates and locations etc, but as People Manager this is something you should ensure happens.

Graduate Pathways Programme

1-2-1 Meeting With HR

Within the first 3 months, the People Manager should arrange a meeting for the graduate to meet with their HR representative. This informal review should discuss how satisfied the graduate is in their new job. It will provide the graduate with an opportunity to address any concerns and identify areas of improvement.

Programme Launch

The Graduate Pathways programme will be launched each year during October. The launch event must be attended by any graduates recruited into the business during the year.

The launch event will offer the graduates an overview of the 2 year programme, training modules, delivery dates etc, and outline what the business expects from them in return (linked to the behaviours framework). In addition, the event will act as an excellent networking opportunity and create a cross divisional Graduate Community, which will allow graduates to build up a social network with their graduate peers, to share experiences, offering advice and support for one another.

The relationships that are formed in these early stages of their career may come in to play when they are required to work, directly or in-directly, with these individuals further on in their career.

Graduate Conference

Graduates on the Pathways Programme are expected to attend the annual Graduate Conference during the time they are on the 2 year programme.

The graduate conference acts as an effective communication platform for graduates to receive valuable and up to date business information. The Conference will address the most urgent development areas identified by the Amey Executive. The event also encourages graduates to network with both their peer group and senior business leaders from across Amey.

Business Skills 1 - Presenting With Confidence

Graduates often state Presenting as a key skill having presented at University, but the reality of presenting information in the workplace is very different. This module will provide the graduate with a platform to increase confidence etc and provides useful tips for when they have to deliver presentations in the workplace.

Graduate Pathways Programme

Drive Your Career Workshop

This workshop has a strong internal focus and provides the graduates with useful career tactics to help them formulate their career strategies to achieve their future career aspirations. Based on extensive research, conducted with successful graduates 3-7 years into their careers, delegates will use a variety of tools to explore career focus & motivation, career research, and personal branding.

Business Skills 2 - Commercial & Contractual Awareness

Graduates rarely get exposure to commercial activity early on in their careers. However, it is a necessary skill to support career progression and early training helps create a more rounded individual which can benefit Amey (i.e. working on projects, bids etc). This workshop is based around an Amey maintenance contract and will explore the make up of a contract, Penalties, P&L, and cash flow.

Business Skills 3 - Influencing

Graduates represent our short term middle managers and longer term senior managers. They bring to the business a fresh outlook on how things can be done, and should be encouraged/supported to challenge the ways in which we operate to ensure we remain innovative with our solutions. Therefore, it is important that they are able to influence at all levels to ensure their ideas are heard.

PDR

As an employee, graduates should receive an annual PDR to review job performance, development, and future needs. People Managers need to be aware that personal development is a key priority to the graduate as part of their "development deal". The development package should ultimately be owned by the individual and supported closely by the People Manager through the PDR process.

In all cases, where independent advice is needed, the People Manager should contact the Group talent team who will offer guidance support towards the individuals PDR.

Professional & Technical Development

People Managers are encouraged to support the professional development of graduates, including extending the academic base (i.e. Masters) or attainment of recognised professional qualifications within the identified career pathway.

As an organisation, we have a number of accredited training schemes in place. Additionally, we also support other professional training qualifications if they are relevant to the pathway and continued development of the individual and business area.

The Management of Professional Training Schemes Document on Amey World provides details of the appointed Scheme Managers and indicative duration and costs associated with each of the professional training pathways.

People Manager Responsibilities

Awareness that the graduate will join your team with little or no previous work experience must be given. They will probably require additional support compared to an experienced hire, and during their first six months you should be meeting with them regularly to support their integration into the business.

As a Hiring/People Manager, your responsibility is to offer vision and direction, to coach and support and to manage business and individual performance to deliver the best possible outcomes for the customers and for the employees of the business.

What is my role?

As their People Manager, you are perfectly positioned to support the development of the individual and to stretch them. The following is a guide on what you can do to ensure you get the most value out of the graduate resource:

- Ensure that the nature of work is both challenging and relevant
- Provide regular and constructive feedback on performance
- Agree learning objectives and make use of this information during their PDR
- Put them out of their comfort zone but still support them as required
- Get them involved in meetings/projects/decisions above their level just for the experience
- Spend time with them one to one - even if it's for 30 minutes a week
- Provide them with projects to manage themselves
- Give them time to visit other sites/depots to gain knowledge of the business
- Share your experiences. Discuss situations you have been in ranging from when you were first starting out to ones when you have had to overcome major issues. Managers have a wealth of experience that should be shared with the graduate so they can either learn from it or incorporate it into their behaviours

Identifying High Potential:

Exceptional graduates demonstrating high potential, with a minimum 6 months Amey service and a maximum of 2 years post-graduate work experience, can be nominated to join the Leadership Programme.

They need to supply:

- An up-to-date CV
- A statement written by them outlining why they would like to be considered and to confirm full mobility/flexibility to relocate. This should include any notable successes & achievements.
- Their application will need to be approved by their manager and they will also need endorsement from their HR Director and Business Director

Graduate Pathways Programme

Costs

All costs associated with developing technical or job specific skills (travel to and from events; site visits etc) are incurred by the business unit. Costs for the personal development modules within the Programme will be covered by Group L&D (except for accommodation and travel). It is important to consider the longer term benefit to both the individual and Organisation when costs are likely to be incurred.

Preparing For Their Arrival?

You will likely identify the following steps as part of the standard procedure for inducting new starters into the business. However, this is being stressed here due the current nature of the graduate market and for the need to retain talented individuals. We need to minimise the risk of negative experiences, particularly in the initial stage of the Graduate's career. It is not intended that they be given special treatment, far from it, it is more around the transition from student to working life is understood and managed accordingly. We want to stretch them, certainly, to challenge them and for them to challenge us, but while simultaneously delivering a positive experience which fires their passion to work for Amey and retains the talent in the business.

Checklist:

- Do they need a pass?
- Do they have a desk?
- Do they have a laptop / desktop computer?
- Have they been set up on Outlook?
- Do they have a direct number?
- Do they need a mobile?
- Do they require access to any specific I.T. systems e.g. sap?
- Do they require access to any specific shared drives?
- Confirm their Start Date and time of arrival with HR.
- Organise a member of the team to be present on their arrival if you are not able to meet them in person.
- Familiarise yourself with their background and any special requirements. Read through their CV and the comments made throughout their selection to understand the potential we saw in the individual and why they were hired. The selection data will give you a good understanding of where their strengths lie, where you can best use their abilities, and the areas which will stretch them and move them out of their comfort zone.

Graduate Pathways Programme

How can I help the Graduate integrate into the team?

Successful integration is a key factor in retaining new employees and this is especially important with the Graduate population.

- Liaise with your HR contact and/or the Group Talent Team to arrange a site visit before arrival. If no site visit is arranged – ensure the following steps are completed.
- Ensure they are introduced to everyone in the team and the department.
- Introduce them to key managers in the organisation where possible
- Spread the introductions out to avoid information overload.
- Introduce them to a member of the team who will be able to show them round for the first day or two while they are still disorientated.

What expectations should I set for the Graduate?

Setting realistic expectations is important in building a good working relationship and will help to reinforce the Graduate's decision that they made the right decision in choosing Amey as their employer.

- Set your expectations with regards to dress code, working hours, flexibility etc so the graduate is clear on how the business area best operates.
- Ensure expectations set are reasonable and that the Graduate clearly understands what is expected of them. Aside from their main objectives, they will no doubt have routine administrative tasks to carry out.
- Make sure there are plenty of opportunities for them to discuss and raise any concerns.
- Refer them to the Behavioural Framework and Career Path Framework on Amey World. They should spend some time understanding what behaviours are expected from them. Allocate 1-2-1 time to ensure they are clear on what the business expects.
- They should also be fully aware of the Amey Values, and how they impact on their graduate role.

Performance Management

Provide regular/informal feedback on performance (both positive and constructive).

It is advisable to hold a 1-2-1 six monthly performance review update meeting to discuss progress.

The annual PDR process will enable you to review their performance/behaviours, and set expectations for the following 12 month period.

Graduate Pathways Programme

The End of the Programme

- Graduates employed within the Pathways Programme are hired on a permanent contract.
- On completion of the 2 year programme, the graduate should ideally be moved into a suitable business role at a similar/higher level (i.e. Graduate Engineer moves into Assistant Engineer role).
- The People Manager and/or Contract is responsible for managing the career progression of the graduate.
- Graduates should be encouraged to use their contacts and network to investigate potential roles.

Graduate Pathways Programme

Contact Details

OneHR

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

Group HR Talent Manager – Graduate Pathways

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

HR Business Partner – Young People

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

Head of Talent and Learning Development

[REDACTED]
[REDACTED]
[REDACTED]

AmeyWorld

Support Functions > Human Resources > Graduate Schemes

Appendix

Graduate Expenses / Travel / Relocation Policy

Graduates attending assessment selection days should be re-imbursed upto a maximum £150 for travel costs / accommodation if they have commuted more than 1 hours travel distance.

Graduate trainees are required to be mobile and flexible in taking up assignments during the training programme. For planning purposes it is expected that each graduate is likely to undertake a minimum two or three assignments over the duration of the programme.

It is Amey plc Policy to fund reasonable out of pocket expenses incurred as a result of the assignments potentially being in different locations and away from the Graduate's home base so long as the distance is in excess of 25 miles from the home location.

It is always the Amey preference that graduates temporarily relocate to the place of assignment as this ensures a more acceptable work life balance and minimises the health and safety issues around long distance daily commutes. Agreement to commute to assignments where appropriate must be gained from the business unit HR director and the Head of Talent and Graduate Development.

The maximum payable to each graduate is ██████ per annum against agreed expenditure. Any expenditure in excess of this amount is the sole responsibility of the graduate except in exceptional circumstances and approved in advance by the business unit HR director and the Head of Talent and Graduate Development.

Allowances and Expenses

Relocation

For each new assignment / relocation Amey plc will reimburse the following receipted expenses:

- rental agency fees;
- legal fees for tenancy agreements;
- removal costs for furnishings / personal effects;
- travel and hotel accommodation for up to 7 nights for house/flat search purposes;
- Amey plc will pay any required deposit subject to the individual agreeing to repay over an agreed time period.

Travel

Where agreement is for the graduate to commute to assignments the following terms apply for reimbursements of costs:

- when using public transport standard class travel only;
- mileage allowance based on actual miles travelled and to be paid at the prevailing Company mileage rate and in compliance with Inland Revenue rules.

This policy can be amended or varied at the discretion of the Company and graduates will be given one month' notice of any change. This policy does not form part of the employee's contract of employment.

Mandatory
Generic
Guidance
Contract Specific

PLC-TRAINING-001 Role of the People Manager in Learning and Development

1.0 Purpose of the Document

This guide has been developed to help people managers understand their role in the learning and development of their individual team members and corresponding teams.

It defines the minimum core competences that should be exhibited by people managers and lists the minimum attendance requirements at learning and development events considered necessary to enable them to function effectively.

It also lists items that people managers should consider when discussing personal development with their team members, together with actions that should be taken before and after any learning and development activity. Please note that this list should not be considered an exhaustive list to be considered as part of the review.

2.0 The role of the Manager

The role of the manager covers many different aspects; amongst these are:

- to direct, guide and oversee the work or activities of another individual or group of individuals
- responsible for directing, monitoring and controlling the work and personnel of a business, or of a particular department within a business

A good people manager should:

- inspire people and help them to develop, and to develop people to the maximum built on a relationship of trust and respect and be a model of commitment and integrity
- focus activities to ensure that people do the right things, and do things right, one without the other isn't effective.
- understand that leadership and management are not the same. They must therefore consider in each situation whether it's time to lead or to manage.
- provide the vision and values they want people to work to and allow people to work to them in their own way by helping them translate the "vision, mission and values" into a range of tangible and effective personal behaviours.

3.0 Amey Vision

Transforming the nature of services to the public.

4.0 Amey Mission

- We are an end to end service provider managing the assets of the UK public sector.

5.0 Values



Customers	Service so good our customers become and stay loyal Amey fans.
Powerful team	On our own we're good. As a team we're outstanding
Protecting people	Caring for our people, the public and the environment.
Performance & profit	Achieving unbeatable performance and results, aiming to do even better
Winning	Winning for me, for the team, for our company, Above all, winning for our customers

6.0 Core Competences/Behaviours

People managers have a vital role to perform in the development of their teams and the individuals within those teams. Although each individual has their own task to perform, a team will only become a team when there is synergy within the group. To ensure that a people manager is able to develop individuals and their corresponding teams, they should be able to evidence certain core behaviours, aligned to the Amey Values which can be found on AmeyWorld.

7.0 Minimum Learning & Development Activities

The following areas of learning are considered to be the minimum that people managers should attend consider to ensure that they can meet their obligations relating to learning and development of their staff by exhibiting the relevant core competencies.

- Ability to coach and mentor
- Manage diversity
- Basic management skills
- Manage Performance including PDRs
- Ability to communicate with confidence
- HSE Training as specified for job role
- Team Briefing

The individual should be competent in these areas within six months of any promotion and may need to request and attend specific training courses; these can be found on OneHR Self Service or by contacting OneHR.

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8.0 People Management Activities

Principal Issue	Evidence Required	Assistance Needed
PRE-EMPLOYMENT		
Structure exists before employment to allow an individual to understand his/her role within the organisation and the competence requirements for that position	Up to date Organisation Chart Job Description for every position Minimum competence requirements of position (both Technical and People skills)	Regular provision of updated Organisation Chart Standard format for Job Descriptions Guidance and training in how to complete Job Description and identify competence requirements Create "shared directory" for managers, which includes all the material they need to be a good LM, e.g. latest version of organisation charts, Job Description templates & instructions etc.
INDUCTION		
Ensure individual is welcomed and given information to aid their understanding of how L&D is taken forward e.g. regular one to ones, team meetings, publications	Induction checklist	Provision of Induction checklist on "shared directory" Provide Amey literature Access to Amey Intranet and Internet
Identify competence gaps of individual versus requirements on Job Description and source solution via OneHR Self Service	Confirmation in Induction checklist List of training requirements.	OneHR Self Service
Understand Company - its overall organisation, its core values, its culture and future plans	Attendance of individual at Company Induction	Provision of Induction programme
COMMUNICATION		
Continued cascade of Company plans and values to understand the best way in which to communicate with their staff, and encourage two-way communications.	Team Briefs / Cascades Attendance of individual at Team Meetings	Communication strategy (consistent message for all levels) Amey Academy and Amey conference attendance and cascade (depending on Band) Training in team briefing, presentation skills and two-way communication.
Share successes of achievement of L&D Plan impacting on service delivery	Team Briefs / Cascades Attendance of individual at Team Meetings	
Receive objectives and understand their impact to the Company and the team	Attendance at PDR with Manager	Maintain monitor of PDR carried out
Understand training costs and training budgets, so that realistic L&D activities can be progressed	Identification of training budget at local level	Provision of training budget

Title: Role of the People Manager in Learning and Development

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PERFORMANCE DEVELOPMENT REVIEW PDR's		
Understand the importance of PDR in relation to L&D and fulfilment of team objectives	Briefing in content of this document	Training in PDR process and screen completion on OneHR Self Service
Agree and document objectives and L&D Plan from PDR	Copy of PDR List of prioritised training requirements, and booked via OneHR Self Service Set objectives around team development	Training in PDR process and screen completion on OneHR Self Service
Review PDR and progress against objectives and L&D Plan	Confirmation of review of PDR taking place	Review PDR carried out via OneHR Self Service Review L&D activity
LEARNING AND DEVELOPMENT (L&D)		
Fulfil local L&D identified at PDR e.g. coaching, mentoring, access to internet, self-help books / guides		Training in Coaching and Mentoring Recommended self-help books / guides.
Give additional responsibility to individuals you know are ready to handle it e.g. allowing individuals to run team meetings, delegating responsibility for parts of projects to different individuals.		Build capabilities to do so through training, coaching and mentoring.
Individuals to be released to attend agreed events following completion of checks that individual is suitable and any pre-course requirements are met.	Pre-course check list and briefing Attendance at Training Event	Pre-course briefing form on intranet Clear policy on incidental expenses for training events e.g. hotel accommodation, travel costs, meals etc
Understanding of knowledge gained from the training event and how that will be used to achieve individual/team objectives	Checklist of post-course discussion	Post-course briefing form on intranet Training in how to conduct this interview as part of PDR training
SUCCESSION PLANS		
Identify personnel who are capable of taking on additional responsibilities	Succession plan completion for input to the business plan	Template for succession plan on intranet.

9.0 Personal Development Planning

A people manager should discuss personal development needs with their teams members as part of the Performance Management process – with formal sessions in the first six months of the year (full year) and approximately six months later (interim) each year. Many people managers also talk regularly with their team members about personal development and so may wish to refer to this guide at other times as well.

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10.0 What is the Personal Development Review?

The Personal Development Review is a component of the Performance Management documentation at Group and Business Unit level. Its' basis is a review of performance against both personal objectives / responsibilities for the year and the competencies that were demonstrated by the employee. Once these have been reviewed, and with the proceeding year's objectives in mind, then identification of what knowledge, skills and behaviours will be required to allow the employee to meet the new objectives can be considered. Any anticipated short falls are a potential development need.

These needs and the proposed development action (along with owners) will be recorded in Performance Management documentation on OneHR Self Service. Remember – the development actions could be either internally or externally delivered development, as listed. If a training course is seen as the appropriate mechanism for delivery then please try to be as specific as possible (ideally the name of the course) as this will help you when booking, to ensure you find the most appropriate programme on OneHR Self Service (each course there has a description of content and aims)

It is important to include a target date for completion of the development action as this will encourage the employee to ensure that it is completed. Progress checks should also be made during reviews throughout the year.

10.1 Why is it important?

The Personal Development Review is important because it:

- Allows the people manager and the employee to have a formal discussion about development and for agreed actions to be captured and managed appropriately.
- Enables SMART objectives to be set to monitor progress against the agreed PDP (SMART - Specific, Measurable, Achievable, Realistic, Time-bound)
- Enables the employee to take responsibility for their own development.
- Allows the Business Unit to budget appropriately for people development activities.
- Allows Amey L&D to schedule training courses that meet the needs of the whole Group.

10.2 What is meant by Personal Development?

Personal development covers a wide range of activities, some of which are managed internally and, others managed externally. Examples of each include:

External Development	Internal Development
<ul style="list-style-type: none"> • Technical Training Courses • Management / Interpersonal Skills courses • Leadership Development programmes • Further Education Courses • Professional Development events 	<ul style="list-style-type: none"> • On-job development, including exposure to particularly challenging situations • Project work • Personal learning, including reading • Work shadowing • Coaching and mentoring • Receiving regular feedback from managers / peers • Secondments or exchanges

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10.3 What do I need to think about before the personal development discussion?

If you are working within the Performance Management process, then you will review performance with each of your team and will need to consider each of their development needs against skill gaps identified as part of this process – and in relation to their achievement of objectives for the current year in relation to the Amey / Ferrovial Competencies or Business Unit / Role-related Competencies.

If you are working to a business unit performance management process with locally developed competencies, you should consider these instead.

You should also think more broadly about any significant strategic initiatives being planned within your business unit for the coming year, as these will impact on your objectives and those agreed with your team for the forthcoming year.

10.4 What do I need to consider when talking to my people?

There are a number of areas that you could ask about. For instance:

Work issues

Valuable training needs information can be gained by discussing work performance over the previous year. Questions you could ask include:

- *Were there any occasions that you were unable to complete a task set for you because you had difficulties doing the task? If so, can you describe what happened and what you would need to be able to do to be successful in future?*
- *Have you had any feedback that the quality or quantity of your work has fallen below expectation? If so, can you explain what happened and what you would need to do to allow you to meet expectations?*

Career Development

As part of the career planning discussion associated with the PDR you should identify the aspirations of the employee, and what skill gaps exist between the employee's present situation and their aspiration.

Required Certification

Some roles require statutory certification of competence. Expiry dates for these should be automatically notified to the individual and their people manager provided this information has been provided to OneHR.

Interpersonal skills

After you have rated your people on their behaviours/competencies as part of the performance review, it would be useful to identify what development activities would be useful to improve their overall performance. You can also ask in what areas they think that they can develop. For instance you could ask:

- *What do you see as your key areas for personal improvement?*
- *What are your thoughts about how you could best make these improvements?*
- *Having discussed your competency ratings, how do you think you could improve on this for next year? What can I do to help you make this improvement?*

Title: Role of the People Manager in Learning and Development

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11.0 Record of Revisions

Rev.	Date	Comment	Document Owner
1.0	Feb 07	Initial Issue	HR Director
1.1	Sept 09	Re-referencing project	HR Director
1.2	March 11	Updated for One HR Self Service and other changes	



Training Method Statement

Introduction

As a Silver Status Investors in People Award recipient, the Service Provider is recognised as being in the top 1% of organisations assessed against the Investors in People Standard. The Service Provider makes a significant financial commitment to training and development, investing more than £3.4m per annum in learning and development activities. This equates to the equivalent of at least five days training per annum per employee.

In addition, the Service Provider has significant experience developing targeted Employment Programmes that meet the employment priorities of its clients. The Service Provider will utilise its experiences and lessons learnt from developing previous programmes to partner with the Authority to deliver against the Sheffield Employment, Education and Young Peoples agenda.

This document sets out the Service Provider's approach to meeting the commitments of Volume 1 Schedules 7 and 8 – Employment and Skills plan template, including the Service Provider's approach to:

- Work Experience and Schools Liaison
- Graduate employment and apprenticeship programmes
- Approaches to Employment and working in partnership to achieve objectives of the Sheffield Children and Young People's plan
- Approach to offering training for the current workforce
- Approach to review and assessment of training
- Equality Issues.

SECTION A – Unwaged Work Experience

Work Experience and Schools Liaison

The Service Provider recognises the strategic importance of work experience to inspire a young person's career and build their confidence.

The Service Provider will offer a minimum of six work experience placements each year for 14–16 year olds. An additional eight work experience placements per year will be offered to students older than 16.

The Service Provider will partner with the Business and Education, South Yorkshire, Construction Skills Work Experience, Sheffield College, schools, Sheffield University and Sheffield Hallam University to ensure its work experience programme supports the objectives of the individual education provider and student while helping to meet the Authority's priorities.

Work experience placements will be advertised via Business and Education, South Yorkshire. The Service Provider will also promote these placements during coaching and mentoring sessions with teachers and at careers events.

Work Experience students will utilise the Service Provider's Work Experience Reflection tool, which provides a framework for students to consider the skills that they have developed in the workplace and the skills that they should focus on developing for the future.

An individual work experience programme will be developed by the Service Provider for each individual based on the completion of general learning activities completed by all participants,



such as a Health and Safety induction. The Service Provider will then customise activities based on the interests and experience of each student, their area of study and qualification requirements and any additional school requirements.

Examples of work experience activities available will include:

- An induction to the work place, covering Health and Safety
- An overview of the Service Provider's business, and the Project
- Time spent with various operational teams within the Project to include Commercial, Network Management, and the Operational Control Room among others
- Completion of a mini-project such as putting together a theoretical project plan to improve a road in their local area. To complete the project, students spend time with different team members over the two weeks to get the information required.

All work experience placements will be managed in line with the Service Provider's School Students and Undergraduates Managers Guidance, which outlines the general approach to offering work experience placements and covers the legal, safety and practical aspects of offering meaningful work experience placements. For further information refer to School Students and Undergraduates Managers Guidance within the Training Policy section 3.5.1.2.

The success of the work experience placement will be measured through the student presenting their learning experiences to the manager in charge at the end of the placement and will be recorded in the student's log book.

Any feedback from this process will be forwarded to the Service Provider's HR Business Partner responsible for work experience placements, who will update the guidance for managers for future placements and ensure the feedback is taken into consideration when designing future work experience placements.

Where a number of students have undertaken a work experience placement from the same school, the Service Provider's HR Business Partner will also contact the supervising teacher to collate feedback on the placement from the school's perspective.

School Workshops and Mentoring/Coaching

The Service Provider recognises the importance, and their corporate responsibility, of using the Project as a vehicle for wider community and educational involvement and to support the Authority with their employment and education initiatives. To support this, the Service Provider will provide a bespoke educational facility (education centre) at the Olive Grove Offices, resourced with 2 dedicated staff members for the duration of the contract.

The Service Provider will employ an Education Officer with appropriate qualifications and skills. The Education Officer will be supported by an Education Liaison Officer, helping to promote the service and supporting the facility's activities. Figure 3.4.2.1 sets out the Education Centre staff structure.



Figure 3.5.1.1: Education Centre Staff

The education centre will be established during the post Service Commencement depot refurbishment works and be ready for the first students within 6 months. During this refurbishment period, the Service Provider's educational staff will liaise with the Authority, schools and colleges across Sheffield to develop relationships, promote the free of charge service and develop bespoke educational training events.

The key role of the Service Provider's education centre is to provide a work related environment for primary, secondary schools and colleges to use for students for short term workshop activities focussing on:

- Career path education and advice
- Key stage and curriculum based learning
- Greater understanding of highways services and roles within
- Raise the profile of Amey as an employer of choice
- Wider Council initiatives e.g. road safety, waste and the environment
- Project based work around the PFI services.

The education centre will be large enough to facilitate full class numbers (30 to 40) and be equipped with appropriate materials and technology e.g. smart board, to support interactive learning activities. Service Provider staff will be made available to support the education team through discussion groups, presentations and demonstrations to the students.

The Service Provider will work with the Authority and Job Centre Plus to identify opportunities and initiatives to use the education centre to work with unemployed people from across the city, giving them vital skills, knowledge, confidence and support in identifying employment opportunities.

The facility will also be made available to hold community events, visitor days and demonstrations by the Service Provider either at Project or Significant Scheme level to help promote a wider understanding of the Highways PFI and the subsequent benefits. When not in use by the Service Provider, the facility has the potential to be available to the Authority and Community Groups to use as a meeting venue.



The Service Provider will participate in the Science, Technology, Engineering and Maths (STEM) Ambassador Programme funded by the Department for Business, Innovation and Skills (BIS).

As part of the Service Provider's involvement in this programme the Service Provider will offer its employees opportunities to become STEM Ambassadors to promote science, technology, engineering and maths in schools, and inspire young people to work in these industries. Each volunteer will receive training and will benefit from the programme through opportunities to develop their communication and presentation skills.

The Service Provider will work with Sheffield educational establishments in order to agree participation activities for the STEM Ambassadors such as:

- Contributing to lessons
- Running career days
- Student and teacher mentoring
- Hosting awareness visits to the Project
- Running simulated work exercises, such as designing a new road layout or bridge structure
- Providing case studies to teachers for use in the classroom.

Graduate Internships

As an organisation, the Service Provider understands the importance of providing graduate placements to individuals looking for a career in the provision of public services. These placements not only give the graduates an opportunity to experience the workplace, but also a chance to see how they can apply the skills they have developed during their education in a practical setting.

The Service Provider will offer a summer internships programme (8–12 weeks) and a 12–month industry placement internship.

Placement opportunities will be advertised directly with the Sheffield University, Sheffield Hallam University, and any other organisations nominated by the Authority.

Successful internship students will agree internship objectives and scope of work with their Service Provider supervisor at the beginning of the programme to ensure that the activities undertaken are relevant to their course, and provide an appropriate challenge for the student.

Regular reviews will be held with the supervisor to ensure objectives are being met and the Supervisor will be available to host any visits from the University Tutor.

Interns will be assigned a business mentor to support them in successfully integrating into the workplace.

Internships will be carried out in accordance with the Service Provider's School Students and Undergraduates Managers Guidance. More details are provided in the Training Policy section at 3.5.2.1.

At the end of the placement the Service Provider's placement manager will carry out an internship review using the Undergraduate Student Placement Log form contained in the School Students and Managers Guidance.

A copy of this review will be sent to the Service Provider's HR Business Partner responsible for internships, so any feedback or opportunities to improve the programme can be considered.



Commitments by Key Supply Chain Partners – Aggregate Industries and Henry Boot

Aggregate Industries and Henry Boot have already confirmed to the Service Provider their commitment to work experience placements and their commitment numbers have been incorporated into Schedule 9 and will form part of their agreement with the Service Provider.

Both organisations have agreed to follow the principles of the Service Provider's work placements and managers' guidance.

In addition, Henry Boot will continue its relationship with the Construction Design Centre (CDC) in Sheffield. While part of the Sheffield Decent Home Partnership, the company assisted in the funding of the Centre and was involved in the launch of the specialised Diploma in Construction and the Built Environment in Sheffield. Henry Boot will support the CDC by providing:

- Talks on specialist topics
- Attending careers events
- 'Adopting' pupils to follow the progress of a new-build construction project
- Providing work experience opportunities.

The Service Provider will also seek to develop a relationship with the CDC through an initial introduction from Henry Boot.

As part of the Service Provider's regular performance review meetings with Henry Boot and Aggregate Industries, it will monitor progress against commitments and share best practice for work experience placements.

SECTION B: NEW EMPLOYMENT OPPORTUNITIES

Graduate Programmes

The Service Provider has already reviewed the organisational structure to identify suitable positions to offer as Graduate Development Roles.

Graduate positions will be advertised by the Service Provider through Sheffield University, Sheffield Hallam University, and any other establishment nominated by the Authority.

Graduates selected for the Graduate „Development“ programme will be supported by the Service Provider in following a professional path in a functional discipline such as Finance, HR, Engineering or other relevant disciplines. The Service Provider will ensure they will have access to Graduate Networking and developing events. In addition the selected graduates will be allocated a Business Mentor by the Service Provider.

All graduates will be managed in line with the Service Provider's Manager Guidelines for the Graduate „Development“ Scheme which outlines selection principles, programme principles and content, line manager responsibilities and performance management processes.

After six months on the programme, graduates will be invited by the Service Provider to apply for the Service Provider's „Leadership“ Programme, which aims to fast track highly capable individuals into account management roles. Successful applicants complete three business rotations to develop their commercial skills, are appointed an Executive Mentor and participate in Graduate Leadership Events.

All graduates selected for the Graduate „Leadership“ Programme will be managed by the Service Provider in line with the Service Provider's Manager Guidelines for the Graduate Leadership Scheme contained within the Training Policy section. The manager guidelines

outline the recruitment and selection process, programme and placement criteria, managers' expectations, review process and HR support mechanisms and completion bonus.

During their last year on the programme, graduates on a rotational programme will have regular placement meetings with their mentor, who will support them in finding a suitable permanent placement for the following year. To encourage graduates to remain with the Service Provider, those on a formal programme will be offered a completion bonus.

The Service Provider recognises that a small number of graduates will want to leave the Service Provider at the end of their programme for personal reasons. The Service Provider will aim to retain 90% of all graduates. It believes its continued commitment to Training and Development and diverse range of career opportunities will make staying with the Service Provider an attractive option for the majority of graduates.

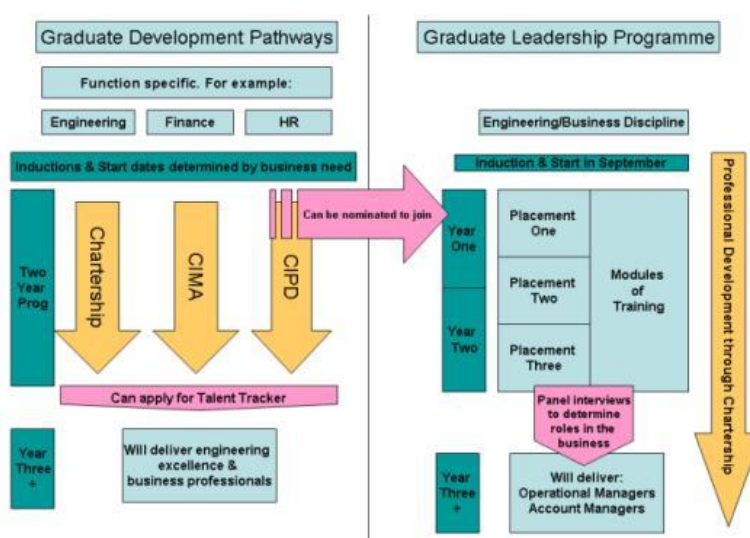


Figure 3.5.1.2: Opportunity Pathways for Graduates

Apprenticeships

The Service Provider recognises the importance of attracting new resources to support the delivery of the Project throughout the 25 years' contract duration. Therefore the Service Provider will establish a bespoke Sheffield apprenticeship programme, designed to offer opportunity to people across Sheffield and the local region and support the delivery of Sheffield City Council's young people's objectives.

The Service Provider has identified opportunities for apprentices across the service:

- Arboriculture
- Grounds maintenance
- Incident response
- Street lighting
- Carriageway and footway maintenance
- Customer care
- Administration
- Highways inspection
- Drainage maintenance
- Stock management



- Winter maintenance
- Structures maintenance
- Traffic signal maintenance.

The Service Provider needs a flexible, multi-skilled workforce to operate at maximum efficiency and to provide the resources necessary to deliver all services for Sheffield. The Service Provider will therefore introduce a rotational system for the apprentices, with each spending periods of time within each service area to grow their general skills and wider understanding, before selecting their chosen career path. The Service Provider's Key Subcontractors will also support this approach with secondment opportunities between the organisations.

The Service Provider apprenticeship programme will provide NVQ qualifications to Levels 2, 3 and 4 where appropriate.

The Service Provider will offer a minimum of 27 apprenticeships on a bi-annual basis.

The majority of apprentices will be employed directly by the Service Provider, with the exception of apprentices accepted into the Apprenticeship programmes offered by Aggregate Industries and Henry Boot.

The Service Provider will work with Sheffield College, CSkills and Telford College to develop NVQ courses that are relevant to the Service Provider's work and industry, while giving the apprentices a nationally recognised, accredited qualification that will provide a good grounding in the skills they will need within their career.

Apprentices will receive NVQ training in specific skill areas, on the job learning and the opportunity to develop a broader business understanding through:

- Completing a Qualification specific to their chosen career, through a nationally recognised awarding body
- Taking part in the Duke of Edinburgh Business (Gold Award) Scheme
- Further training and development
- Being part of a community of apprentices to share experiences and build friendships
- Obtaining career-specific roles and placements within the company with the aim of finding a permanent position at the end of the apprenticeship
- Developing a relationship with their Apprentice Champion and mentor
- Working with assigned 'buddies' on each of their placements
- Regular structured meetings and support from their learning provider, with whom the Service Provider will form long-standing partnerships in the Sheffield area.

The Service Provider is only one of seven organisations that offer a link between apprenticeships and the Duke of Edinburgh Gold Award. Therefore the Service Provider is able to offer an exclusive integrated programme that gives the Service Provider's apprentices a comprehensive grounding on which to build their careers.

All apprentices will be managed in accordance with the Service Provider's Management Guidelines for Apprenticeships contained within the Service Provider's Training and Development policy. This document outlines the structure of the Service Provider's typical apprentice programme, including the Duke of Edinburgh component, recruitment principles and manager responsibilities.

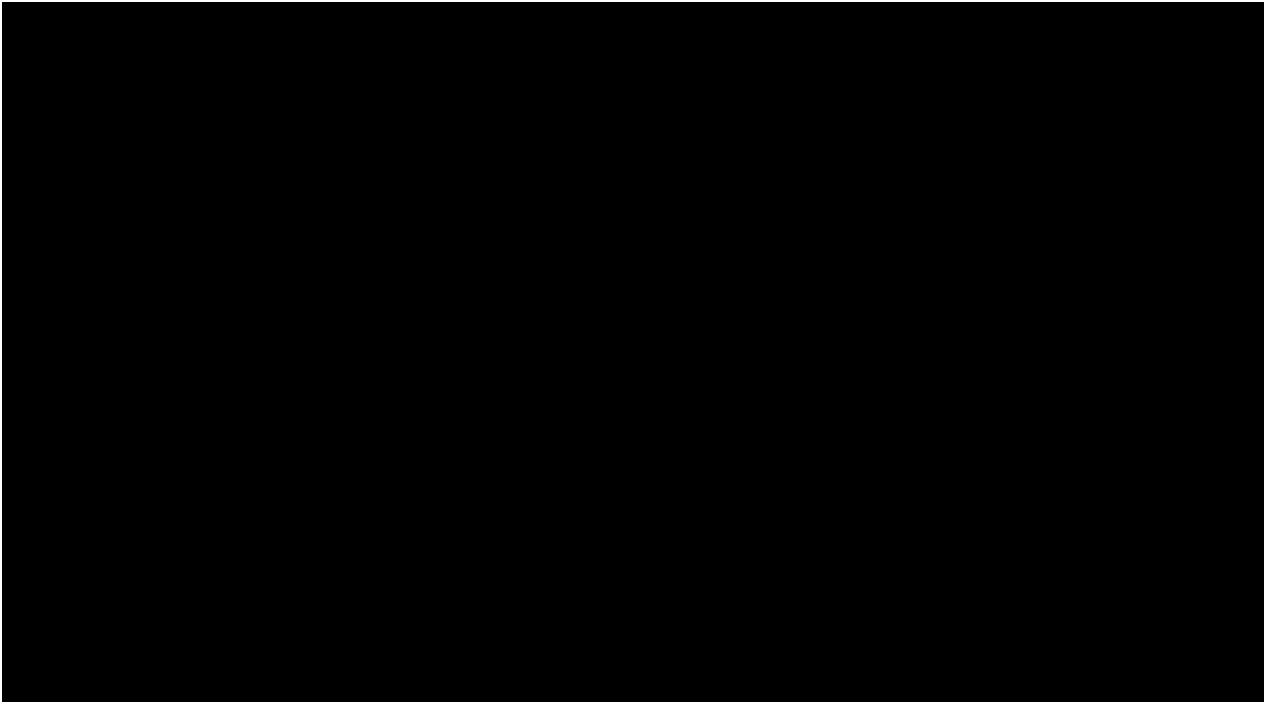
The Service Provider will work with A4e (a Sheffield-based organisation focused on bringing people back into work and upskilling young people who struggle to complete school/find



employment) and Groundwork (an organisation that will target programmes aimed at young people and ex-offenders in particular) to help identify appropriate candidates. These organisations will support potential candidates in developing the basic skills and confidence required to apply for an apprenticeship programme.

During the apprentices' final year, they will have regular placement meetings with their Service Provider mentor and Apprentice Champion, who will work with the apprentice to identify a suitable placement for the following year. In the majority of instances this will be within the apprentices' existing team. However, where a team change is requested, the Apprentice Champion will support the identification of a new placement.

While the Service Provider recognises that a small number of apprentices will want to leave the Service Provider at the end of their apprenticeship for personal reasons, the Service Provider will aim to retain 90% of all apprentices. It believes its continued commitment to Training and Development and diverse range of career opportunities makes staying with the Service Provider an attractive option for the majority of apprentices.



Sheffield Design Hub

The Service Provider has had a design office in Sheffield for over 25 years. However the existing office will not be large enough to accommodate the Authority's transferring design staff. The Service Provider will therefore relocate its current design office to larger accommodation in Sheffield during the Mobilisation Period.

The Service Provider will establish this „Sheffield Design Hub“ to provide a pool of design (and inspection) resources in addition to the core Project designers. This combined design resource will contain a variety of highway engineering skills and capabilities which the Service Provider will make available to support its existing regional, national and international projects; new regional growth opportunities; and workload peaks on the Project.

In addition to supporting the Project, Sheffield Design Hub staff will have the opportunity to work on a wide range of projects in other parts of the Service Provider's business. In this way, the Service Provider's design staff will build their knowledge and capability through



exposure to the latest materials and maintenance techniques, and thus solutions to maintenance and design problems. This will in turn facilitate the sharing of transferrable knowledge and current industry practice - to the benefit the Project.

The Sheffield Design Hub's work on the Project, and on other high-profile schemes in the UK, and the variety of work that this will afford, will ease local recruitment, employee development and a high degree of staff retention, ensuring a stable design capability in the city.

The Service Provider also recognises that Sheffield is ideally placed within the UK to provide design services, having good transport links via motorway and public transport. This, combined with a relatively low cost of housing locally, will be a factor in attracting other staff into the area.

The Service Provider acknowledges that there are relatively few other consultancy practices in the Sheffield area (with most being located further afield in Derbyshire and West Yorkshire) and as such, local talent is currently attracted away from the Sheffield City Region. By establishing the Sheffield Design Hub with an emphasis on recruiting and training local engineers and technicians, the Service Provider will increase job opportunities for local people and those from the city's universities and colleges.

The Service Provider notes that the Sheffield universities attract students from across the UK and abroad, and that many choose to stay in the Sheffield area after graduating. The Service Provider's Sheffield Design Hub will provide further opportunities in engineering for graduates wishing to remain in the area.

The Service Provider acknowledges the engineering heritage of Sheffield, and the presence of numerous „niche“ engineering businesses in the area - some of which offer services transferable to the field of highway engineering. The Service Provider is keen to develop links with such businesses to aid its aim to develop innovative highway engineering solutions.

The Service Provider, through the Sheffield Design Hub, with its local staff base and knowledge, will seek to offer design services to developers in the area to produce robust maintainable designs taking advantage of local knowledge, custom and practice and the first-hand knowledge of the requirements of the Project.

Partnership with Job Centre Plus

The Service Provider has a long standing relationship with Job Centre Plus in various locations across the UK. In 2010, largely as the result of a collaboration with Birmingham City Council they successfully hired 60 individuals via Jobcentre Plus advertisements. The relationship with Job Centre Plus continued into 2011 with a further 44 individuals placed. The aim is to build on this figure as a key element of the resourcing strategy by working closely with Job Centre Plus in Sheffield to identify future talent.

The Service Provider will use its online account to efficiently post vacancies to the job centres in the Sheffield area.

It will also hold regular open days and interview days in Jobcentres, with the objective of helping unemployed people back into work.

In addition the Service Provider will hold a quarterly Site Visit and Careers day, providing an opportunity to learn more about the Service Provider's workplace.



The Service Provider will also commit to developing a Partnership Charter between Sheffield City Council, Jobcentre Plus and Amey to facilitate economic regeneration and engage with local workless people to promote access to jobs and training. This is an initiative that the Service Provider already has significant experience in. Below is a copy of the Partnership Charter for the Birmingham PFI.



EMPLOYMENT CHARTER

Supporting the Birmingham Highways PFI: Targeted Recruitment and Training

We the undersigned formally register our support and commitment to achieving the aims and objectives below.

Partnership and Vision

Birmingham City Council, Jobcentre Plus and Amey are committed to working in partnership to facilitate economic regeneration and engage with local workless people to promote access to jobs and training.

Background and Context

The Birmingham Highways Private Finance Initiative is the largest local government highways sector PFI in the UK. Amey is responsible for maintaining almost two and a half thousand kilometres of roads within Birmingham, as well as the management of the city's road network.

In addition to the roads, Amey also manage and maintain street lighting, footways, bridges, tunnels, traffic signals, arboriculture and drainage. This is a great opportunity for the Midlands region, as around 200 jobs will be created as a result of this partnership.

Birmingham City Council, and Jobcentre Plus are committed to working with existing and new employers to ensure that local people can benefit from new investment and employment opportunities. In association with key stakeholders Birmingham City Council's Employment Access Team will work together to ensure that jobs are local, sustainable and easily accessible to residents in the community.

Birmingham City Council's Employment Access Team will facilitate the delivery of training opportunities for workless Birmingham residents leading to new employment prospects linked to the Birmingham Highways PFI. A key aim of this work is to get long-term unemployed people back into the workforce. This will be achieved through the work of experienced training providers who will deliver pre-employment training designed to increase the skills and confidence of each individual.

Birmingham and Solihull Jobcentre Plus, through employer Account Managers is committed to delivering a high quality recruitment process. The partnership alliance provides a tremendous opportunity to support the Birmingham Highways PFI ambitions to help local people into work.

As the Council's contractor, Amey will support and participate in the Employment Charter to give Birmingham residents genuine access to training and jobs linked to the Highways PFI followed by post-employment skills development.

Aims and Objectives

- Amey will work with Birmingham City Council and its partners to agree Targeted Recruitment and Training Agreements linked to the Highways PFI project.
- Amey will work with Birmingham City Council to identify employment and apprenticeship opportunities for local residents through the Highways PFI.
- Training and job opportunities targeted at unemployed residents from the priority identified Super Output Areas (SOAs) of Birmingham. SOAs are areas in Birmingham where unemployment is above the city average.
- Provision of training and recruitment programmes appropriate to the needs of unemployed Birmingham residents linked to the Birmingham Highways PFI.
- Provision and promotion of partnership training programmes aligned to the timescales of the Birmingham Highways PFI.
- Amey's sub-contractors will sign up to the Employment Charter and the Targeted Recruitment and Training Agreements and explore opportunities to identify employment and training options for Birmingham residents as identified in the Targeted Recruitment and Training Agreements.

Strategy

- A joint partnership, the Birmingham Highways PFI Steering Group working together to ensure that local people have maximum opportunity to benefit from training and employment opportunities linked to the Highways PFI.
 - Action bringing more unemployed people back into work through customised training and personal support followed by a job or apprenticeship opportunity and post employment skills development with Amey or their contractors.
 - Involving employers in workforce development activity to facilitate economic growth.
 - Contributing to the development of infrastructure through which investment and subsequent community benefits can be integrated with wider social, economic and environmental regeneration across Birmingham.
- ### Implementation and Resources
- Amey and Birmingham City Council will undertake the role of major contributor and co-ordinator in terms of partnership management, administration and communication.
 - The Highways PFI Steering Group will be resourced specifically by the input of all partners via their contribution of time and resources dependant on the remit at any particular phase.
 - Appropriate training and support funding will be agreed through the Highways PFI Steering Group.

Signed on behalf of the partners



Councillor Muxtable
Cabinet Member for
Regeneration and Transportation



Project Director,
AMEY, Highways PFI



Birmingham and Solihull
District Manager, Jobcentre Plus



Figure 3.5.1.3: Recent Partnership Charter demonstrating shared values and commitments.



The Service Provider is committed to providing permanent and seasonal job opportunities to Jobcentre Plus, and any named agencies provided by the Authority to fill vacancies, and to make use of pre-employment training where appropriate.

The alternative third parties may include the Sheffield Universities (to attract graduates to the Service Provider), Groundwork, the Skills Funding Council and Opportunity Construction Sheffield, in addition to any others the Authority recommends.

The Service Provider seeks to strengthen local relationships with these organisations to use their skills in recruitment, work trials, pre-employment training and providing ongoing support for local employment outcomes.

The Service Provider has already met with a number of third sector organisations within Sheffield and agreed the following process:

- Amey have a targeted recruitment and training team in place to recruit those in target groups – i.e. those in long term unemployment including young people, family groups and ethnic minority groups
- Amey will work in partnership with organisations who are providers for the Work Programme in Sheffield to both identify, assess and train appropriate candidates from the target groups
- Amey organise awareness events to promote the opportunities available and benefits of being in secure employment
- The awareness sessions are organised in local community sites and our recruitment team go into the community to meet applicants in their own environment
- Jobcentre Plus write to the target groups to invite them to the awareness sessions in which they meet representatives from Amey
- Also in attendance are employees who have been employed by Amey following a period of unemployment to give a realistic view of the opportunity and benefits of working for Amey
- Attendees are invited to put themselves forward for the available opportunities
- From this group a number will be selected to receive the customised training.
- Assessments are conducted by a mixed team from Amey and partner organisations
- Specific training linked to the basic skills required by a potential recruit to be considered for the roles is provided over a period of 4 – 12 weeks by partner organisations aligned to the requirements of the roles in Amey
- Those who pass the training then proceed to assessments with Amey managers
- Assessments are carried out with a variety of exercises including written, numerical, team exercises and a structured interview; this gave many applicants a wider opportunity of showing their capability especially if they had not had much experience of formal interviews previously
- The target groups cover all age ranges however those under the age of 25 were given apprenticeships and also included in the Amey Duke of Edinburgh award scheme to attain their gold award
- All those offered a position continue to be mentored over the first 12 months of employment to support the transition into the working environment.

The Service Provider will use its online recruitment system, i-GRasp, to notify all third parties to any new vacancies which they may be able to support within the Sheffield account.

i-GRasp allows all nominated third parties to instantly see any new vacancies once they have been released and facilitates easy access to a Service Provider recruitment specialist



in order to discuss the vacancies in more depth. Another benefit of the recruitment system is that it allows the Service Provider to track the progress of candidate applications from each source to make sure they are being used as effectively as possible.

Unless business critical, all roles will be advertised for a minimum of 14 days.

Sheffield Access Scheme

In partnership with local providers, and with support from the Skills Funding Council, the Service Provider will establish a Sheffield Employment Access Scheme.

The scheme will have the following objectives:

- Increase applicants and access to employment for under represented groups
- Increase sustainable employment for local people
- Increase the number of young people in employment, education and training
- Increase the number of young people achieving nationally recognised qualifications in the workplace.

The Service Provider will run this programme in partnership with two primary partners. These are A4e and Groundwork.

A4e and Groundwork will help to equip people with skills to enter the workplace and continue to provide support for 12 months post employment to help the individual overcome hurdles and remain in employment.

The Service Provider has developed partnerships with other employment-related support agencies such as Jobcentre Plus, Opportunity Construction Sheffield, Construction Skills and any other relevant partners to help get the unemployed back into work.

The Service Provider shall encourage people from minority communities to take up employment and training employment opportunities in areas where they are under represented.

The Service Provider shall run targeted assessment centres and job fairs for the three main disciplines (Arboriculture, Highways and Street Lighting) throughout the Sheffield area, testing candidates' skills in literacy and numeracy and their general interest in working for the Service Provider.

Successful candidates will be selected to attend appropriate training courses, eg chainsaw licence and NRSWA certificate, funded by the Skills Funding Council to achieve appropriate accreditations.

On completion of training, candidates will attend a work trial with the Service Provider for an agreed period with the aim of immediately progressing to employment on successful completion.

All participants in this scheme will be given a mentor by the Service Provider to help support their integration into the workforce. In addition the Service Provider will enrol them in a Welcome to the Workplace Support module, which will provide further information about expectations and behaviours required in the workplace.



Supporting North Lanarkshire's working initiative to reduce unemployment

Amey worked with North Lanarkshire Council in their drive to improve unemployment rates in the area, and in turn to have a positive impact on the local community. We offered an innovative six week training programme aimed at unemployed people who wanted to build on existing experience or take up a new career. The scheme offered an opportunity for people to gain basic skills and practical experience in highway maintenance, along with key transferable skills and good business practices to help throughout their working lives.

Amey was awarded the Partnership Works Award at the 2009 Local Employment Partnership Awards, run by Jobcentre Plus. This recognised the achievements of the team in helping the long term unemployed back into work. In partnership with the council, we delivered a customised training programme to local unemployed people and trained and retained 24 members of staff through the programme between 2006 and 2010. This commitment made a significant difference to the communities in which Amey operates.

Commitments by Key Supply Chain Partners Henry Boot and Aggregate Industries

Henry Boot and Aggregate Industries have already confirmed to the Service Provider their commitment to generating new employment opportunities such as offering Apprenticeship schemes, Graduate schemes and New Entrant schemes.

Their commitment numbers have been incorporated into Schedule 7 and will form part of their contract with the Service Provider.

The Service Provider will provide networking opportunities for both organisations with Groundwork and A4e and any other partners, such as Sheffield College.

Aggregate Industries has committed to utilise its already successful Futurepath programme for school leavers, which includes:

- A leaflet and poster campaign targeting young people in schools, supported by a dedicated website outlining opportunities for schools visits, work experience, placements, apprenticeships, graduate training or direct employment
- Trained mentors at each site – many of whom are already 'friends of local educational establishments', are trained to host work experience students within their area and often have their own children in education in Sheffield
- Work and Graduate Placements offered as summer internships or „sandwich year placements“.

SECTION C – Current Workforce

The Amey Academy encompasses all the learning activities at Amey under one umbrella brand. All Amey employees will automatically be given access to the Academy Portal to learn and develop new skills.

The Service Provider will provide support to all employees to use online systems for learning.

The Service Provider has a training matrix which dictates Health & Safety and technical skills required for all tasks performed. Our online systems provide reports that ensure all individuals meet the minimum training requirements for their role and can therefore deliver the required Services.

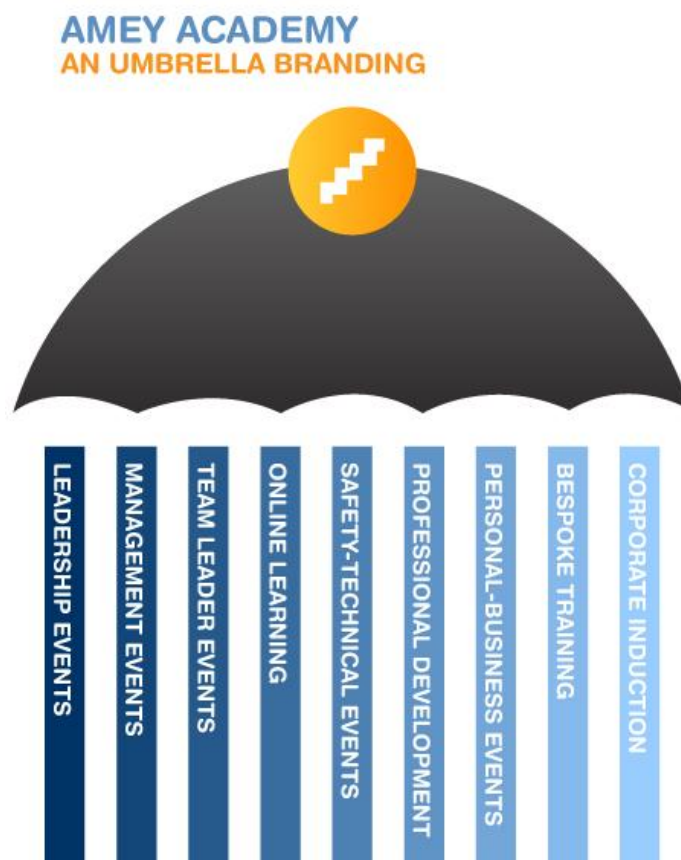


Figure 3.5.1.4: Training Courses grouped under these headings to provide a mix of formal and online learning that can be tailored around the specific requirements of the individual.

Open Training Courses

The Academy offers access to training courses open to all for safety, technical, professional, business and personal skills.

Table 3.4.2.1 shows the typical courses available.

This is not an exhaustive list and where a training requirement is identified that is not currently catered for, the Service Provider's Learning Centre of Excellence will identify the most appropriate training course and decide whether the requirement is most suited to delivery by an external provider or whether an internal course should be developed for self-delivery.

The Service Provider's learning team will then work with the appropriate operational management to scope the learning objectives and outcomes for the course and if necessary will bring in external consultants to assist in developing the course.

An individual will agree with their manager as part of the performance review process their individual training plan for the year based on job requirements and future aspirations. The training plan will be reviewed by the Service Provider's learning team on a regular basis as part of ongoing performance and development discussions.

Where possible, the courses below are delivered by the Service Provider's qualified in-house trainers who can customise the content for the Amey business.

For courses requiring a formal certification the Service Provider works with a range of regional providers, including Sheffield College and Sheaf Training.

Business Skills	All Individuals	People managers	Senior Managers
Amey Induction	x		
Leading Change			x
Commercial and Financial Awareness	x		
Introduction to Project Management	x		
Working with Customers	x		
Developing a Customer Service Culture		x	
Business Success through Service Excellence.			x
People Skills			
Introduction to Leadership		x	
Good to Great Leadership			x
Working with Diversity	x		
Managing Diversity		x	
Leading the Diversity Agenda			x
Train the Trainer	x		
Coaching Essentials			x
Building Powerful Teams			x
First Line Managers Programme (Institute of Leadership and Management level 3 course)		x	
Team Leader Programme		x	
Attendance Management		x	
Performance Management		x	
Dealing with Poor Performance		x	
Personal Skills			
Assertiveness	x		
Presenting with Confidence	x		
Presenting with Impact			x
Time Management	x		
Successful Influencing	x		
Influencing Skills			x
Technical Skills			



Business Skills	All Individuals	People managers	Senior Managers
Personal Highways Safety	x		
Working at Height	x		
Manual Handling	x		
Risk Assessment	x		
Confined Space Awareness	x		
Environmental Awareness	x		
TOPSET accident Investigation		x	
CSCS Health & Safety Test	x		

Table 3.5.1.1: An indicative list of training courses available within the Academy for compulsory and personal development training.

Leadership, Management and Team Leader Workshops

The Academy also runs regular events for People Managers to develop management capability network across the business and allow staff to learn from Good Industry Practice while engaging with issues currently affecting the business.

The Academy Workshops aim to improve the Service Provider's workforce's skill levels in the areas of Health and Safety, People Management, Customer Service and Project Management.

Generally, two offsite events per workstream are held on an annual basis.

The programme has four streams and Project staff will be enrolled on the programs as follows:

- PFI Project Director and equivalents on the Leadership Programme
- Operational Managers, Supervisors and their equivalents on the Management Programme
- Team Leaders and their equivalents on the Team Leaders' Programme
- Apprentices on the Apprenticeship Programme.

Online learning

Amey Academy Online Learning provides an opportunity for all employees to learn based on their learning preferences.

The learning portal offers a range of quick guides, open learning packs, videos, slides, documents to download, recommended books, links to other relevant content within AmeyWorld and suggested activities to help employees develop based on values or by subjects area.

As part of their induction, employees will be given an overview of the portal and will be able to access the full range of materials offered on the portal, which will also be available from home.

In addition, Service Provider managers will make recommendations as part of the ongoing Performance Review Process of relevant learning activities.



Visible Felt Leadership

The Service Provider shall implement a Visible Felt Leadership Programme during the first three months after the service commencement date, that will continue during the Service Period.

The aim of this programme is to instil a culture of safe and decent behaviour, resulting in behaviour changes and increased personal responsibility.

The Project's senior management team and wider Amey Local Government Executive Team will conduct site visits and depot visits with randomly selected sections of the workforce to facilitate communication between all levels of staff.

A minimum of two Visible Felt Leadership visits will be conducted every month. Generally a visit lasts half a day.

Each site visit will then be followed up by conversations with the workforce, where managers will recognise what is being done well. The conversation will then progress to what could go wrong and how this could be prevented, with the objective of increasing awareness and learning of potential incidents that could occur and individual acceptance of the behaviour changes required.

Health and Safety Tests (IOSH Managing Safely)

The Service Provider and its partners will deliver the following IOSH courses for the appropriate levels of staff:

- Personal Highway Safety
- Supervising Safety
- Managing Safety.

CSCS Cards

The Service Provider will administer all arrangements for provision of CSCS Cards for all employees involved in contracting.

Commitments by Aggregate Industries and Henry Boot.

Both organisations have already committed to offering training opportunities for existing employees over the lifetime of the Project.

These commitments will be reviewed at regular contract review meetings.

Aggregate Industries has its own NVQ programme, which the company is currently in the process of migrating to the new QCF Framework. The Aggregate Industries programmes focuses on delivering competence in the following skill areas:

- Level 2 – Asphalt Technology
- Level 2 – Ready Mix Concrete
- Level 2 – Plant and Process
- Level 2 – Road building
- Levels 3, 4, 5 – SHE (Safety, health, Environment).

Aggregate Industries has been nominated in the 2011 Proskills (Sector Skills Council) Awards in the category of „Outstanding Employer of the Year“, recognising its work in developing an employer-led QCF and the level of commitment to other training initiatives during a period of economic downturn.



In addition to the work undertaken in developing in house QCF programmes, Aggregate Industries has also developed a customised IOSH Managing Safety Course.

Course delegates complete a series of eight learning modules through e-learning, followed by an end of course work based assignment. The course is completed during work time.

Training Providers

The Service Provider will work with Sheffield College, Sheaf Training and SECAS Training Association, CCAT, Telford College and Sheffield University to deliver the majority of technical and Health and Safety courses.

The Service Provider prefers to align the majority of its personal development, communication and customer service type courses to its Values, so generally these are delivered internally.

GENERAL

Approach to Workplace Recording and Assessment

The Service Provider will report back during monthly Contract Review Meetings on the achievement of targets against the Service Provider's Employment and Skills Plan.

The Service Provider will record all training activities within the Service Provider's SAP Human Resources and training system and upload any certificates or licences.

The system links to a manager self-service module that will flag renewal dates for any courses that require refreshers on an ongoing basis.

A reminder will be sent to the employee and manager at 90 days and 30 days before the expiry of a certificate to book into a renewal course.

A range of reports are easily accessible by the Learning & Development team to support the Account Management team. This ensures all training is up to date and compliant with the Service Provider's minimum standards to maintain effective service delivery.

A competence plan will be implemented to ensure the individual maintains the appropriate skill level. This would generally include a range of consolidation and review activities – the Amey Online Academy provides a range of support activities across a wide range of subject areas.

If the staff member is unable to reach the required standard despite the implementation of additional training and support, the Service Provider will track employee progress and development, seeking improvements through the performance and development review (PDR) process.



The effectiveness of training will be measured by testing (both theoretical and practical), one-to-ones, observations and an end of course report. The Service Provider uses the Kirkpatrick model as the basis for measuring the effectiveness of training, involving evaluation at four levels:

Level 1 (Reaction)

- Immediate feedback sheet completed by participants at the end of a training event. Scores are collated and analysed in terms of content, quality of trainer, quality of materials. This information is then used to inform future courses
- Informal comments from participants
- Focus group sessions with participants.

Level 2 (Learning)

- Where applicable, pre and post test scores
- On the job assessment or observation
- Line manager feedback.

Level 3 (Behaviour)

- Second level evaluation in the form of a self-assessment questionnaire completed two months after course completion to gather information on how the course has affected their knowledge, skills and behaviour
- On the job observation
- Line manager feedback/PDR.

Level 4 (Results)

- Financial reports
- Inspection reports
- Interviews with senior management
- Stakeholder feedback.

Approach to Career Development and Succession Planning.

The Service Provider's Career Path Framework is a map of the company, showing a transparent, simple and consistent view of all the jobs the Service Provider offers, and where they fit, both within the organisation and also relative to each other. It also shows clearly the skills and competencies required for all roles across the organisation, allowing employees and managers to clearly understand the skills and knowledge required to move into a new position providing the basis to develop targeted development and succession plans.

The figure below shows the various options managers and employees will consider to develop any new skills and knowledge identified.

In addition, the Service Provider utilises a 9 Grid Succession Planning tool to support managers in mapping the Service Provider's people's skills and personalities so the Service Provider can agree appropriate career development strategies. This process will be carried out at regular intervals, annually and reviewed quarterly, during the lifetime of the contract.

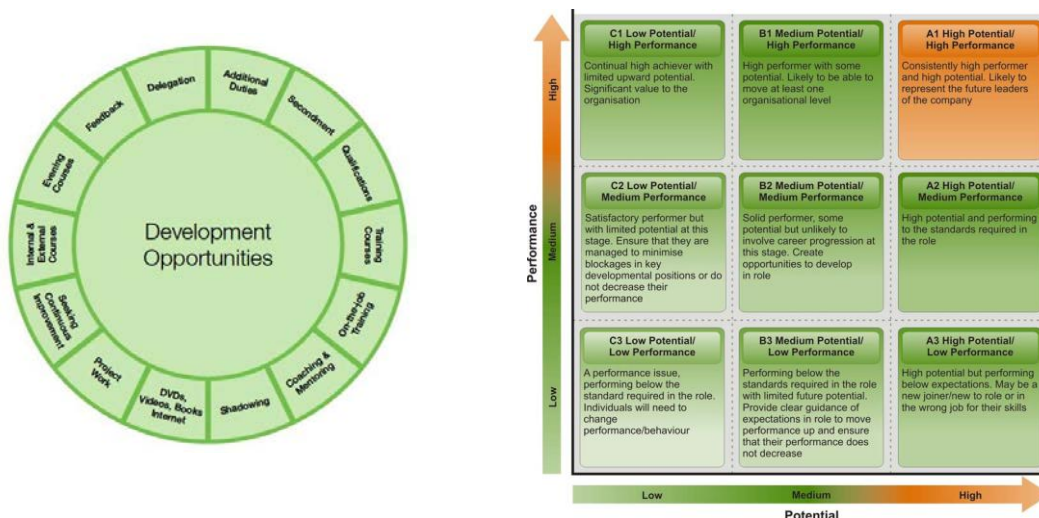


Figure 3.5.1.5: Management Tools to support focussed development of individuals with appropriate training

Equality issues

The Service Provider and its chosen partners are committed to ensuring that its recruitment practices for all Work and Training programmes are consistent with its commitments to Equality and Diversity.

As part of the Service Provider's commitment it will ensure all job opportunities are advertised widely with agencies agreed with the Authority, including through Jobcentre Plus, for a minimum of 14 days.

All applicants are tracked within the Service Provider's I-GRasp recruitment system, which also allows the Service Provider to send advertisements to multiple organisations in one transmission.

The Service Provider will ensure that all employees working on the Project have regular training on Equality and Diversity issues.

Managers will receive training on managing the Equality and Diversity agenda and Senior Managers will receive training on Leading the Diversity Agenda.

In addition, before being involved in any recruitment activities, the relevant manager will undertake a Recruitment and Selection skills training course.

Through working with organisations such as Groundwork and A4e the Service Provider's aim will be to attract applications for employment from under-represented groups.



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