

Project Execution Plan (Incorporating the Construction Phase Plan)

SALISBURY – Diagnostic and Surgical Hub (DASH)

8D0001

Document Reference Number -



Approval / Acceptance Status				
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1. Introduction and Scope

This document is the project specific Construction Phase Plan (CCP) for the construction phase of the new Diagnostic and Surgical Hub (DASH) Project at Salisbury District Hospital. It will be reviewed every month as the project progresses. It will be made available to all parties involved in the works.

The Plan is supported by several subsidiary Management Plans and Procedures which are referenced where relevant.

The plan details the management of Health and Safety in accordance with The Construction (Design and Management) Regulations 2015. The individual sections are based on headings detailed in L153, Managing Health and Safety in Construction.

This plan should be read in conjunction with 'The Building Division Guide to Health, Safety, Environment and Quality Management on Site' and the DASH Logistics Plan.

2. Project Overview

2.1 Description of the Project

Salisbury NHS Foundation Trust (SFT) is seeking to build a new Diagnostic and Surgical Hub (DASH) on the hospital site.

The DASH building will replace the Trust's existing day surgery unit and provide additional diagnostic capacity. It replaces four endoscopy rooms which currently function in the existing hospital and expands the capacity to allow for future demand.

The DASH scheme will include:

- a 5-theatre surgical hub (incl. 1 laminar flow theatre) and all associated pre- and post-operative care accommodation,
- a 4-procedure room endoscopy facility
- a CT scanner and an MRI scanner, and
- all supporting patient and staff accommodation for the building.

This development of a day case surgical hub and expanded diagnostic provision will provide a dedicated planned care service for the patients of Wiltshire and surrounding areas (Hampshire and Dorset).

The Salisbury DASH will be located in a standalone building, with no links to the main acute hospital site. It will be of concrete frame construction with mainly brickwork façade.

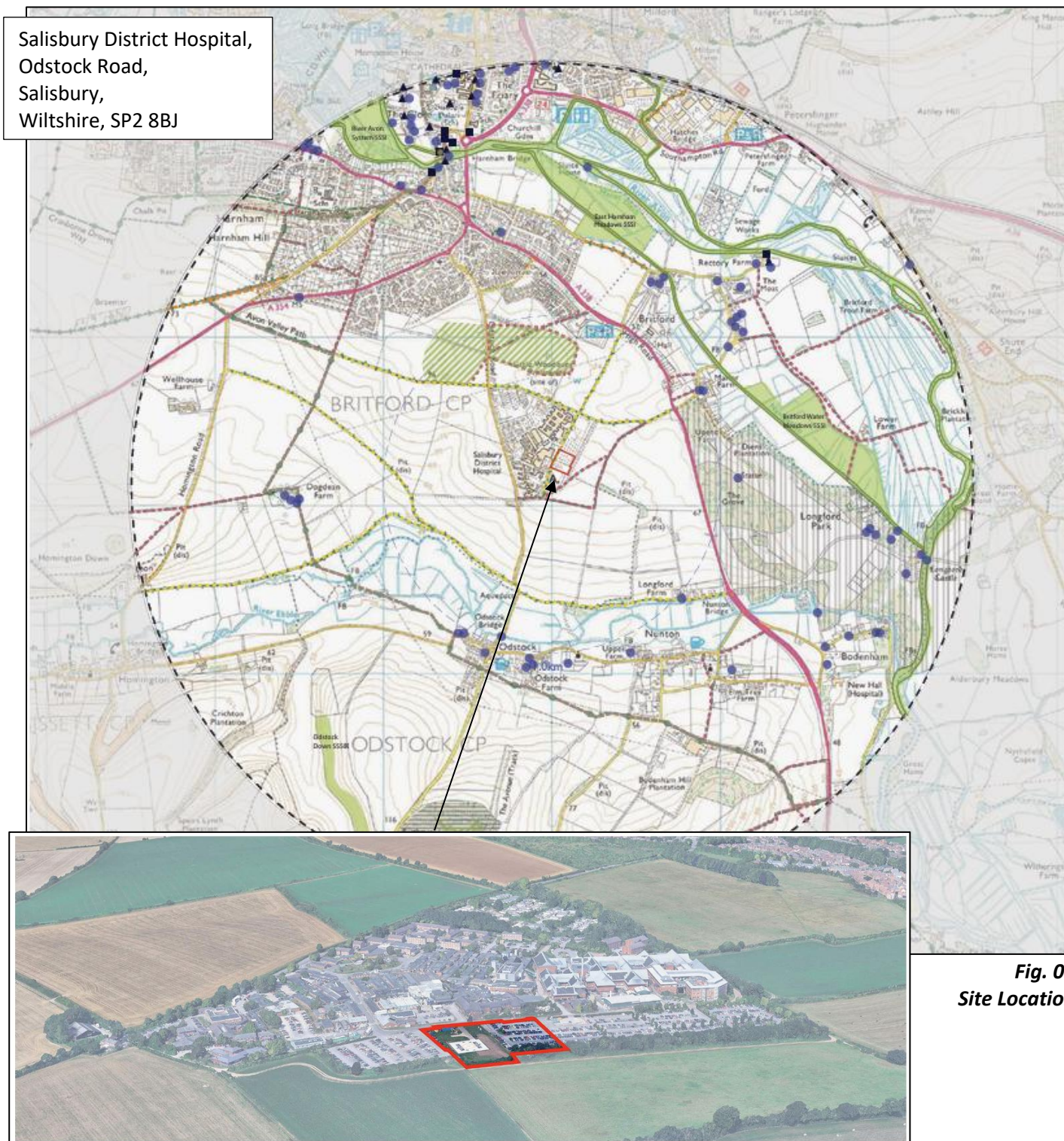
Prior to the works commencing the Trust are providing alternative parking arrangements to offset the parking bays suspended for the Project.

Works are anticipated to start in Q1 of 2027 for completion Q4 2028.

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2.2 Location of the works

The Site is located within the Salisbury District Hospital estate as per the figures below. This sits to the South of Salisbury.



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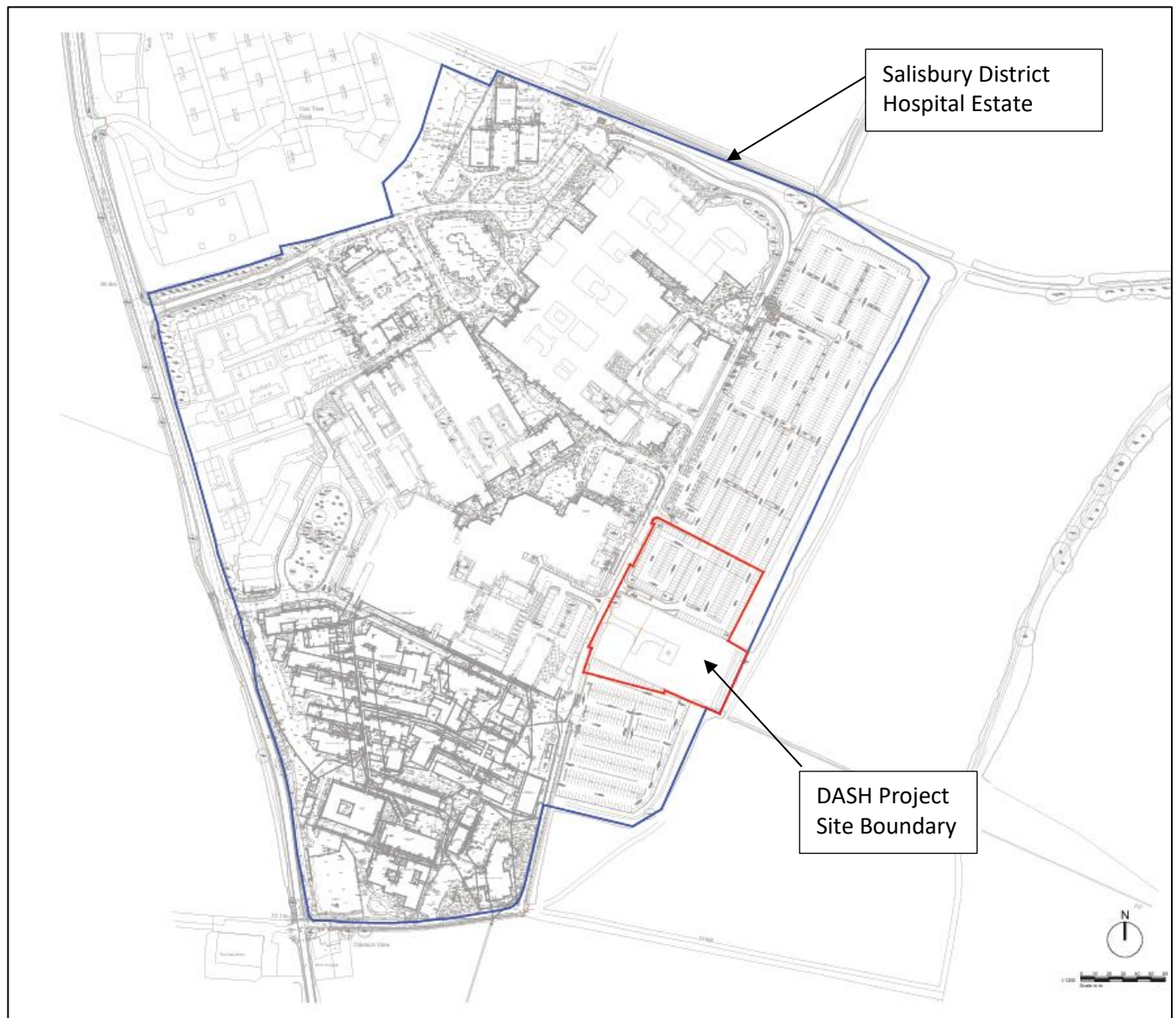


Fig.02 Site Location within Salisbury Hospital

2.3 Contract Documentation

Project agreement:

NEC4 Engineering and Construction Contract - Option C Target Contract

Parties to the contract:

Salisbury NHS Foundation Trust of Odstock Road, Salisbury, Wiltshire, SP2 8BJ (**the "Client"**)

Integrated Health Projects (IHP) whose Registered Office is at 58 Clarendon Road, Watford, Hertfordshire, WD17 1DA (**the "Contractor"**)

Scope

See section 2.1 for project description.

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Stage 3 Scope:

- Mobilisation of Stage 4 design activities and programme.
- Confirmation of key technical design criteria.
- Progression of coordinated Stage 4 architectural, structural and MEPH design from the Stage 3 baseline.
- Development of procurement and contractor engagement information.
- Production of discipline calculations, design strategies and technical assessments.
- Design coordination, reporting, cost validation support and risk reduction activities.
- Preparation of Stage 3 (Full Business Case) Proposals

Stage 4 Scope:

- To be developed during Stage 3 but in summary will be the construction and delivery of a new Diagnostics and Surgical Hub at Salisbury District Hospital.

2.4 Contract Review

- PLOI in place for Stage 3 works.
- Stage 3 Contract by end September 2026.
- Stage 4 Contract expected December 2026.
- Further information is to be provided once contract agreement is in place and executed.

2.5 Key Project Dates

Stage 3 Contract Dates:

- IHP Starting Date 22/06/2026
- Completion date 29/01/27

Onsite Works:

- Stage 3 Early works - TBC
- Main (Stage 4) Works – Start Q1 2027, Completion Q4 2028

2.6 Key Members of the Project Team

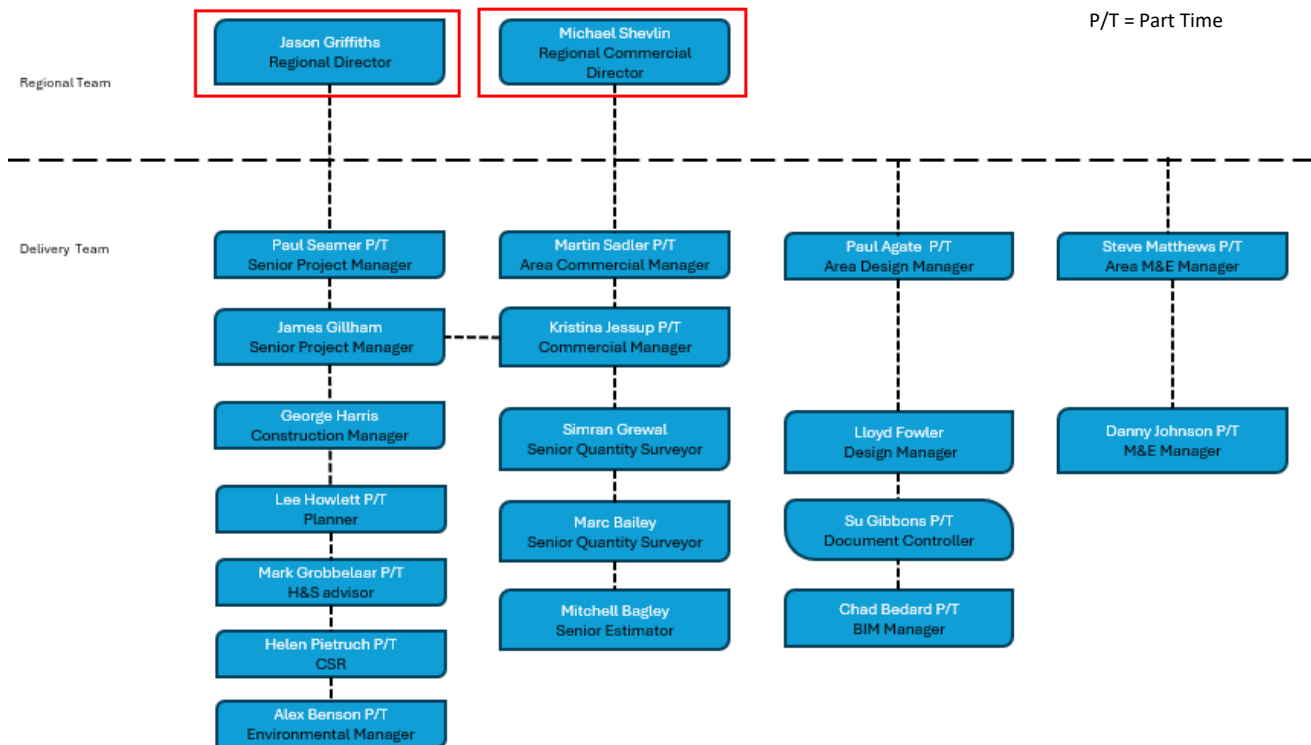
2.6.1 The Principal Contractor

Integrated Health Projects
58 Clarendon Road
Watford
Hertfordshire
WD17 1DA

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Site Team Organogram:

DASH – Stage 3 Organogram



2.6.2 The Client

Salisbury NHS Foundation Trust
Odstock Road
Salisbury
Wiltshire
SP2 8BJ

2.6.3 Employer's Project Manager

James Day
Turner & Townsend Project Management Limited
Low Hall
Calverley Lane
Horsforth
Leeds
LS18 4GH

2.6.4 Employer's Financial Adviser / Quantity Surveyor

Mike Irmiger
Turner & Townsend Cost Management Limited

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Low Hall
Calverley Lane
Horsforth
Leeds
LS18 4GH

2.6.5 The Principal Designer

P+HS Architects
The Old Station
Station Road
Stokesley
TS9 7AB

2.6.6 The Designer / Architect

Derek Shepherd
P+HS Architects
The Old Station
Station Road
Stokesley
TS9 7AB

2.6.7 The Structural Engineer

Andrew Rolf
Mott MacDonald
10 Fleet Place
London
EC4M 7RM

2.6.8 The M&E Designer

James Withers
Mott MacDonald
10 Fleet Place
London
EC4M 7RM

3. Arrangement for the Management of the Work

The 'Building Division Guide to Health, Safety, Environment and Quality Management on Site' (also known as the Site HSEQ Manual) sets out the standard arrangements for the management of works on all VCUK Building Division projects. Additional requirements due to the project specific risk and contractual requirements are detailed in this section.

3.1 Project Health and Safety Objectives

Work Safe, Live Well brings together the importance of ensuring all our work activities are carried out in line with our safety culture and expectations. The health and wellbeing of our employees is critically important to us as an organisation as we strive to breakdown any stigma around mental health. We champion positive mindfulness through improving health and wellbeing for all.

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The following narrative is from the business plan for 2026. Prior to works starting onsite all questions will have been answered thoroughly and have an action plan to ensure effective communication to the workforce and stakeholders.

1. People plant Interface

This area represents a significant risk to our organisation. The strategy should adhere to the hierarchy of controls when evaluating risk mitigation measures:

- Elimination: Remove activities or relocate personnel away from hazardous locations wherever possible.
- Reduction: Minimise the frequency of such activities and limit the number of people exposed.
- Control: Where practicable, introduce automation to reduce direct human-to-machine interactions, including deploying human recognition systems and other control measures.
- Communication: Clearly communicate rules and restrictions to everyone who may encounter operational equipment.
- The VB 'Ban the Banksman' campaign is about eliminating outdated and high-risk practices by prioritising the above measures with better planning and safe systems of work. Relying on banksmen for vehicle movements introduces unnecessary hazards, and we must shift to solutions that remove people from danger zones. By embracing innovation, improving site layouts, and using equipment such as cameras and sensors, we create safer, more efficient working environments.

2. Planning the works

- In joint ventures, alliances, and other management structures with stakeholders. It must be clear who is responsible for managing safety, what management systems are we working too and what actions would be taken following any safety related incidents.

As this is a joint venture between SRM and VINCI we must determine which H&S, quality and commercial processes will be used to maintain relevant accreditation. On this scheme VINCI processes and systems will be used.

- CDM Duty Holders, is it clear who the duty holders are, and their responsibilities are being carried out in line with the requirements of the Regulations?
- Project programme, is there sufficient time to allow the planning of the works to take place? What is the mechanism in place to ensure this happens, including hold points and escalation?
- Subcontractor appointment, is it clear that the subcontractor is competent to carry out the works on our behalf? This includes the resources they have available and the contract arrangement.
- Site documentation, are risk assessments and safe systems of work in place and have they been communicated out to the relevant people? This communication must be evidenced.

3. Managing the works

- Set objectives to ensure the managers are competent to manage the works, considering experience, knowledge, understanding and training. Also, consider the amount of time needed on site against the risk level of the activities being carried out.

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- Ensure the management structure is in place to allow concerns about safety to be escalated. Also, ensure authorisation levels to commence are in place prior to the work starting. These need to be escalated when the work involves major risks.

4. Monitoring the works

- Set objectives around the frequency of site audits and inspection. Consider who will be doing them and when.
- Where targets are not being achieved, carry out an assessment of the workload of the individual and determine priorities.
- The monitoring of the works needs to identify if what is being done is safe and legal. Categories of compliance will allow us to take appropriate actions to address these potential underlying causes before they materialise into an incident.

5. Consultation and communication

- Set objectives to allow the communication of key messages from the Health, Safety & Wellbeing Steering Committee to reach all Management Units. Decide on the most suitable mechanism to achieve this (meetings, toolbox talks, poster, memos etc.)
- Arrangements need to be in place to allow the workforce to raise concerns around health and safety matters. These need to be investigated and closed out (you said, we did).

6. Wellbeing and mental health

- Have a structure in place to support campaigns, competitions and awareness raising.
- Have a network of wellbeing Ambassadors and Advocates that can support these initiatives.
- Look to raise everyone's awareness through engagement, inclusion, and education.
- Support local initiatives including Match Funding and SOMAD Days.

7. Vinci Building focus points – service strikes

- Comprehensive Site Surveys: Accurate topographical & utility surveys (GPR - Ground penetrating radar).
- Utilise Advanced Technology: Embrace technology, set up avoidance zones.
- Implement strict arrangements permits withhold points, planning is key.
- Educate: Management and those involved, brief the operative is key and check awareness of Services

3.2 Client KPIs

To be developed during pre-construction.

Special consideration will be taken on handover requirements/deliverables that will be expanded on in our separate VB Handover Plan.

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3.3 Project Quality (The VINCI Building Guide to HSEQ Management on Site reference 6)

VCUK manages Quality in accordance with the requirements of the company business management system 'The Way We Work'. This system is the companies Quality Plan – it details what activities are to be undertaken, by whom, when and by what method/what documentation. It includes the activities that contribute to the required product delivery both in terms of operational (Project site) and organisational (ISO9001) quality management. Key hierarchy documents include:

- Manage Quality Process Map, Integrated Management Standard's (IMS), Divisional Quality Standard's (DQS), Quality Policy, The VINCI Building Guide to HSEQ Management on Site (Section 6 Quality)

Key deliverables that are required on this Project for Quality are:

- Quality Champion Appointment
- Risk and Opportunity Register (Including Specific Quality Section)
- ITP Quality Risk Rating Schedule
- Inspection and Test Plans (ITPs)
- Check sheets with associated records e.g. test results/certificates
- Defect Reports completed fully with evidence attached and closed in timely manner
- Quality task completion in a timely manner
- Product training log (recording CPD sessions)
- 3rd party visits recorded on "record of third-party inspection"
- Ensure Company Quality Alerts are checked against/toolbox talked
- Be aware of and check against the "Tips for getting it right first time" document
- Instrument Test Log, Instrument Test Record/Total Station Test Record
- Community Contact and Complaints Record
- Client Satisfaction Survey
- Handover Plan with associated documents including Handover Deliverables
- The use of DALUX as the quality management software

3.4 Passive Fire Protection (PFP)

The Building is designed in accordance with part B of the Building regulations and HTM's to achieve the required passive fire protection for the structure and end use. This is achieved by the in-situ reinforced concrete frame, drylined wall construction to the required fire rating and compartment doors. All services passing through fire compartments have fire dampers and fire stopping to suit the application.

3.5 Site Rules (The VINCI Building Guide to HSEQ Management on Site reference 2.4)

Site rules have been developed which are specific to this project. A copy of the site rules will be displayed on the site Notice Board and will be included in the site-specific induction.

Site Rules

- All operatives are to have a signed off vetting before having any active involvement on the project.

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- All operatives are to receive a full VINCI building site induction before starting work, this will also apply to visitors who will be given a site induction.
- 5-point PPE is to be always worn when on site, this is a minimum level of protection, but additional items of PPE may be required such as harnesses, dust masks, chin straps, these are to be outlined in the site-specific Risk Assessment and Method.
- All operatives are to read, understand and sign a site-specific risk assessment and method statement prior to starting any work. Operatives are to follow this approved RAMS at all times, if any required works are not covered, works are to stop, RAMS reviewed and signed off before works can continue.
- The site speed limit is 5mph which must be adhered to at all times, all vehicles on the site must be accompanied by a banksman or traffic marshal, reversing should be minimised and only be undertaken when necessary and should always be banked by a banksman.
- No person is to undertake any task for which they are not trained nor have the necessary experience to make them competent.
- Before taking place hot works, groundbreaking works, lifting operations, works involving machinery, live electrical works, temporary works, confined space works the relevant and specific permits and authorisations must be in place prior to work commencing.
- Smoking (including e-cigarettes) is prohibited in any indoor and/or enclosed workplaces, including vehicles. Operatives must use the designated smoking and e-cigarette areas.
- Any operative found under the influence of alcohol or drugs will be removed from site and blacklisted from all Vinci sites, testing is in place and will be carried out at random or when required.
- All plant operatives are to have an in-date medical assessment signing them off as safe to operate machinery, prior to them undertaking any work in any machine.
- Any accidents and incidents must be reported to a member of the Vinci site team immediately.
- Food & drink are only to be consumed on the site canteen or welfare compound. NO food or drinks is to be consumed on site.
- No headphones, personal stereos or radios allowed on site.
- Step ladders are not permitted on VINCI sites. Where there are no alternative steps can be used providing a permit has been issued & ladder tag within a 5-day frame time & risk assessment is in place, this must also be signed off by a VINCI building unit director before any works can continue.
- Operatives are not to use or interfere with any plant of equipment for which they do not have the relevant accreditation card or training to be able to use it safely.
- Work areas, site welfare, storage areas are to be kept clean and tidy at all times.

3.6 Arrangements to ensure cooperation between project team members and coordination of their work (The VINCI Building Guide to HSEQ Management on Site reference 9)

The following coordination routes will be used on this project:

- Prestart Health and Safety meetings
- Communication and collaboration on the Risk Control Schedule
- Regular progress meetings
- An Open-door policy for all VCUK managers.

3.6.1 Project Review Meetings (The VINCI Building Guide to HSEQ Management on Site reference 8.7)

An internal VCUK project team meeting will be held once every two weeks.

Individual Subcontractor/VCUK meetings will be held on a weekly basis.

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Programme review meetings will be held weekly with subcontractors (Last Planner Meeting).

Trade co-ordination meetings will be held daily.

3.6.2 Monthly Client Progress *(The VINCI Building Guide to HSEQ Management on Site reference 8.8)*

A monthly client progress report will be produced in line with the agreed template and presented on a monthly basis.

3.7 Arrangements for involving workers *(The VINCI Building Guide to HSEQ Management on Site reference 9)*

The following 2-way Communication routes will be used on this project:

- Company Induction
- Site Specific Induction
- Site Specific Orientation
- Prestart Health and Safety meetings
- Communication and collaboration on the Risk Control Schedule
- Task Briefings
- Toolbox talks
- Close Calls / Positive interventions reporting
- Regular progress meetings
- Daily trade co-ordination meetings (DABS)
- General communications to Supervisors
- An Open-door policy for all VCUK managers.
- Site Safety Committee (for sites with more than 25 people) when the main works commence.

Relevant statutory notices such as “Health and Safety Law” poster and a current version of the Employers Liability Insurance Certificate, Form 10 will be displayed on the notice board. Other communication media will be found on topic specific notice boards

3.7.1 Site Safety committee

A site safety committee will not be relevant for the early works as under 25 people onsite. However, weekly safety meetings and inspections with the site supervision will be undertaken.

During the main works, monthly safety leadership committee meetings will be held with subcontract contract managers, H&S advisors and/or directors. They will include a site walk, discussion on high risk works and how to address any safety trends. Learning from other projects will be presented.

3.8 Site Induction Arrangements *(The VINCI Building Guide to HSEQ Management on Site reference 2.5)*

All personnel entering the works will attend an online company induction, online site induction and an onsite orientation session.

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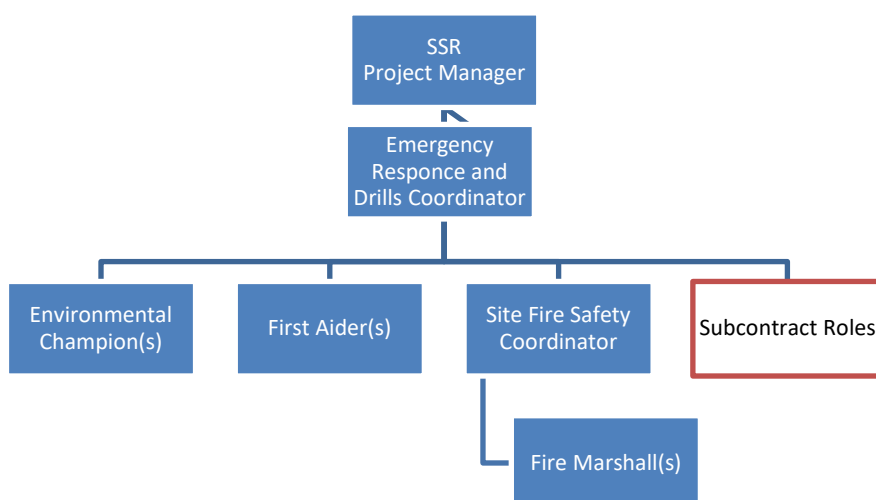
Visitors will attend a visitor induction and be accompanied at all times.

3.9 Welfare Facilities (The VINCI Building Guide to HSEQ Management on Site reference 2.3)

The welfare facilities and security arrangements are detailed in the Logistics Plan for the project.

3.10 Fire and Emergency Procedures (The VINCI Building Guide to HSEQ Management on Site reference 3)

The relevant VCUK appointed roles and any relevant subcontract appointed roles are organised into the following reporting structure:



The local fire brigade will be contacted and offered an orientation session on the site.

The following response/evacuation drills will be conducted regularly:

- Fire & Evacuation
- First Aid Rescue
- MEWP Rescue
- Spill response

Records of these drills will be included in the [Daily Site Diary](#) (or on a [Fire Drill Log](#) for fire).

An [Emergency Response Plan](#) will be displayed in prominent positions.

The following will be regularly inspected:

- [Fire Alarm System](#)
- [Fire Extinguishers](#)
- [Emergency Lighting Systems](#)
- First Aid Kit

A [First Aid Needs Assessment](#) has been completed. The following First Aid provision will be available on the project:

During the early works the following first aid provision will be required. A further assessment will be completion prior to the main works commencing.

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Number of appointed persons / first aiders needed • 2	First aid equipment • First aid kit • Eye wash station • Defibrillator
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First Aid resources will be periodically checked for date of expiry and condition.

Spill kits will be available in close proximity to any stored fuels and oils and plant will have drip trays and plant nappies available.

The project has been allocated a fire risk level of LOW (for early works, main works to be assessed).

A [Site Fire Risk Assessment](#) is to be completed by the site team.

A site [Fire Plan](#) is to be developed which details specific control measure for fire for the project.

4. Specific Site Risks *(The VINCI Building Guide to HSEQ Management on Site reference 2.6)*

The Project [Risk Control Schedule](#) (RCS) will identify the controls for the significant risks related to the current activities being carried out on the project. The RCS will be reviewed as a minimum on a monthly basis or in line with the Construction Programme, and incorporate risks identified by Subcontractors. The reviewed document will be shared with all Subcontractor on the project to ensure they can Plan, Manage, Monitor and Co-ordinate their site teams in line with the current risk profile.

A [Risk and Opportunity Register](#) shall be prepared in pre-construction; this will be maintained by the SSR.

The following specific risks from Schedule 3 of the CDM regulations exist on this site:

4.1 Schedule 3 Risks

4.1.1 Work which puts workers at risk of burial under earthfalls or falling from a height, where the risk is particularly aggravated by the nature of the work or processes used or by the environment at the place of work or site. *(The VINCI Building Guide to HSEQ Management on Site reference 5.4 (Excavation and Digging), 5.9 (Work at Height, 5.11 (Confined Spaces))*

IHP will ensure that all excavations are individually assessed to ensure that excavation sides are safe for the purpose of work. (1.2m requirement no longer valid). Temporary works considerations for permits needs to be included within the review. Trench inspections need to take place, at the beginning of each shift and immediately after any event that may have changed the material / excavation. RAMS to be reviewed and accepted prior to works being undertaken and must ensure appropriate risks are considered.

5. Additional Requirements

5.1 Permit Systems *(The VINCI Building Guide to HSEQ Management on Site reference 4.2)*

The following permit systems will be implemented on this project

- The VB Hot Works Permit
- The VB Permit to Dig
- The VB Permit to Load (Temporary Works)

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- The VB Permit to Strike (Temporary Works)
- The VB Permit to Access Permit to work in operational (hospital) areas

5.2 Asbestos (The VINCI Building Guide to HSEQ Management on Site reference 4.5)

There is no expected asbestos on this project.

If found, IHP will employ a specialist accredited contractor to undertake any removal of asbestos or transportation.

How to manage when unexpected asbestos identified is detailed in the [Emergency Response Plan](#)

5.3 Health Risk Management (The VINCI Building Guide to HSEQ Management on Site reference 4.15)

The main health risks for the project and the arrangements for managing them are detailed in the Risk Control Schedule.

VB-HAS-FR-0008-0003 – VB Risk Control Schedule

VB-HAS-FR-0008-0014 - VB - Site Induction - On-Site

VB-IMS-PL-0004-0001 - VB - Emergency Response Plan

VB-HAS-PL-0018-0001 – VB – Project Health Risk Management Plan

5.4 Environmental Risk Control (The VINCI Building Guide to HSEQ Management on Site reference 5.1)

The [Environmental Assessment and Risk Register](#) (EARR) details the Environmental controls for the project.

If any element has a Significance Score of 15 or above an [Environmental Management Plan](#) will be produced.

5.5 Site Waste Management (The VINCI Building Guide to HSEQ Management on Site reference 5.2)

A Site Waste Management Plan will be produced for this project.

5.6 Excavated Material (The VINCI Building Guide to HSEQ Management on Site reference 5.3)

Excavated material will be managed by:

All excavated will be removed from site and sent to a licenced tip or waste transfer centre via a licenced waste carrier. Records of all waste off site will be kept with carrier licences and tip licences agreed before waste is removed from site.

5.7 Water (The VINCI Building Guide to HSEQ Management on Site reference 5.4)

Details of how to manage surface water are in the EARR

A Water Damage Mitigation Plan template will be developed for the main works.

<https://editor.signavio.com/p/hub/dictionary/entry/ed643538204b4db5b492e04ec82e86fc>

5.8 Section 61 (The VINCI Building Guide to HSEQ Management on Site reference 5.4)

There are not any Section 61 Constraints on this project

Site Working hours and noise constraints are detailed in the Site Induction and Logistics Plan.

5.9 NRMM (The VINCI Building Guide to HSEQ Management on Site reference 5.8)

This project will be NRMM compliant to Stage IIIB of EU Directive 97/68/EC

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VB-ENV-FR-0001-0002 - VB - Environmental Assessment and Risk Register

VB-ENV-PL-0001-0001 – VB - Environmental Management Plan

VB-ENV-FR-0009-0002 - VB - Daily Watercourse Inspection Form

5.10 Site Boundary (The VINCI Building Guide to HSEQ Management on Site reference 7.2)

The Site Boundary Check Sheet will be used to check the Site Boundary on a weekly basis.

5.11 Stakeholder management (The VINCI Building Guide to HSEQ Management on Site reference 9.2)

The following methods shall be used to communicate project activities with stakeholders (including neighbours):

- Poster boards on site hoarding.
- Stakeholder engagement sessions and presentations.
- Weekly meeting with Hospital estates team to discuss logistics planning.
- Viewing windows through hoardings.
- Group Emails.
- Use of Hospital Comms team to share pertinent information and/or updates.
- IHP will issue a monthly newsletter during construction to the Hospital Comms team for distribution.

The project will also register with the Considerate Constructors Scheme. This intends to better on-site behaviours to improve the reputation of the construction industry and the experience it creates for everyone who lives, works or comes into contact with it.

5.12 Digital Deliverables (Digital Engineering Management Procedure)

The project has been allocated VCUK Digital Engineering Scenario DS2

6. References

The 'VINCI Building Division Guide to Health, Safety, Environment and Quality Management on Site'

The Construction (Design and Management) Regulations 2015

L153, Managing Health and Safety in Construction

Digital Engineering Management Procedure

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