

Guidance

G1365

Beacon site/team - 'achieving best practice' guidance

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1 Purpose

The purpose of this guidance is to help project managers and staffs develop and spread best practice in site compliance and safety and achieve a Beacon award.

2 Scope

This guidance applies to London Underground Capital Programme Directorate (CPD) project teams.

3 Beacon award

3.1 Application for Beacon award status

As part of the Beacon programme TfL project sites showing best practice in site compliance and safety can be awarded a Beacon award. Site compliance and safety covers the following six areas:

- Consideration – site set up and minimising the impact of the work on others
- Environment – e.g. site waste management, noise and vibrations, etc.
- Cleanliness – e.g. site tidiness, welfare facilities, etc.
- Safety & Health – e.g. site inductions, fire points, etc.
- Management & Values – visible leadership and positive H&S culture & behaviours
- Site specific issues – items not applicable to all sites, e.g. hot works, etc.

The Beacon awards can cover office locations and office project teams. However where construction activities take place as part of these project activities, this information should be included in the Beacon application form F5371. All awards must contain a work site location or work activity. A team or site award can be a mixture of TfL project staff and supplier organisation staff.

There are two types of Beacon award:

- **Site award** – this is designed for fixed locations, where the worksite will be established for ten weeks or more
- **Team award** – this is designed for more transient work teams, that undertake work of short duration in locations. A minimum of two final assessments must take place at different site locations. There must be core of the team remaining the same during the works.

The award is not restricted to those suppliers identified as Principal Contractors under the Construction and Design Management Regulations (CDM) 2015.

The project manager will decide the most appropriate award to apply for, whether it is for the site or the team. Both awards recognise the outstanding performance of the TfL project members and supply chain workforce working effectively together.

The process for applying for a Beacon award is shown in Appendix 1. The Beacon award application process consists of three key stages, these are:

- Site self – assessment
- Joint assessment
- Final assessment.

3.1.1 Site self-assessment

The Construction or Project Manager will confirm that they have read and understood the beacon best practice guide (G1365) before informing their Health, Safety & Environment (HSE) Manager about their intention to apply for a Beacon award using the Beacon application form ([F5371](#)).

All Project Areas, the site team will complete the assessment checklist and provide the findings to their responsible HSE Manager who will review their findings and discuss rectification steps.

All actions raised during the inspection must be rectified and closed out.

3.1.2 Joint assessment

Once the Construction or Project Manager is happy that the site is to an acceptable HSE level and any previous non-compliance rectified, the Construction or Project Manager and HSE Manager will carry out a joint Beacon assessment using the checklist (F5389)

During the inspection the site team must demonstrate several good practices across the inspection,

Site teams must rectify any actions raised during the joint inspection.

3.1.3 Final Assessment

Once all of the actions from the joint assessment have been satisfactorily closed the Construction or Project Manager will request a final Beacon assessment.

For all project areas, this request should be sent to their responsible HSE manager.

A suitable and recognised independent final Beacon assessor will be nominated to carry out the final inspection and on successful completion of this inspection Beacon Status will be granted.

To facilitate independent assessments, an assessor should come from another area of CPD HSE.

When Beacon status has been obtained the HSE Manager in consultation with the Project or Construction Manager will arrange and send out the invitation for the Beacon award presentation/ceremony.

The HSE Manager will arrange and obtain the Beacon Site or Beacon Team award plaque.

A TfL Senior Manager will conduct the presentation.

The aspiration should be to achieve the Beacon award within the first quarter of any works (as this would quickly follow site set up), it is understood that this may not always be achievable and further time to establish best practice may be required.

3.2 Maintaining Beacon award status

In order to maintain the standard required to achieve Beacon Status, reassessments should take place on a regular basis (quarterly as a guide, or sooner as a result of significant change on the site)

The preferred method would be for a joint inspection involving a project representative and the HSE Manager.

Areas identified as not meeting the required standard should be included in an action plan accompanied with agreed close out dates. If issues are not closed out as per the agreed close out dates or other issues give cause for concern then removal of the Beacon Status may result.

HSE Manager and PM/SPM to agree recommendation of removal of Beacon Status.

3.3 Removal of Beacon status

Beacon Status may be removed once awarded following:

- Consistent poor performance identified during PGI's or SMT's
- Failure to close out none conformances raised during PGI, SMT, other site visits or resulting from incident investigations by agreed dates.
- Inherent concerns raised following persistent poor HSE performance

Note: Removal of Beacon Status is not automatically applied following an incident; it is the actions and response to an incident that may lead to the recommendation of removal.

If the above occur then the relevant HSE Manager will advise the project Senior Management (SPM/Delivery Head) formally in writing that the beacon Status should be removed.

The plaque should be removed and returned to the HSE coordinator.

If a removal of Beacon Status occurs then the following will be automatically implemented:

- The site/team will not be allowed to re-apply for Beacon Status for a period of 3 months
- To re-apply the project must deliver a presentation to the project Senior Management of the actions taken to close issues that resulted in the removal along with any other improvement measures implemented.
- SPM/PM to request a full independent assessment as per the initial application

- If the independent assessment is successful then Beacon Status can be re-awarded.

If the significant non-conformances are NOT rectified in a timescale identified in the inspection or tour or HSE performance continues to deteriorate then, the award may be rescinded.

4 Guidance

4.1 Pre Start Planning

Getting things right on site begins with planning. What we do before we arrive and set up. An assessment of the nature of the site, the environment and community in which it stands, the local challenges, all need to be considered and ranked. Getting this planned in from the start means answering some of these questions below. How well have you prepared for them?

- 4.1.1 Taking into account the local community and Environment, what are the special challenges for the site and the works within?
- 4.1.2 Are there any special local conditions, schools, hospitals, and local BTP inspired intelligence, particular local lobby groups, etc.?
- 4.1.3 What local consultation has taken place with the community links, station staff etc.?
- 4.1.4 Are there any other TfL projects in the area at the same time that we may link with?
- 4.1.5 How will staff get to and from the site, where will they congregate and change their clothing?
- 4.1.6 What will the welfare arrangements be like?
- 4.1.7 What are the materials storage, loading and movement constraints?
- 4.1.8 What does the noise risk assessment show? From this are there any controls in place?
- 4.1.9 Is there a water pollution risk and what are the controls and mitigations for this?
- 4.1.10 Is there any ground contamination and how will the waste residues be managed?

All this needs to be in place and ready before you get to site and much of what this looks like is shown in what follows.

4.2 Site Set Up and Consideration

- 4.2.1 This element, in many ways the largest and most important section, looks at how to set the site up and as a consequence minimise the impact of our work on others. All work is to be carried out with positive consideration to the needs of site personnel, site visitors, adjacent parties and the general public. Measures are given against traffic plans, visitor access and security with a focus on creating a safe site for all.

Is the site displaying corporate signage, if hoardings are in use are they graffiti free, is there information on display about company contacts, policies etc.

Are hoardings / fences appropriate to the environment? E.g. not visual eyesores, block out substantial light to neighbouring properties etc.? Does the site run any form of programme to ensure that the facilities, hoardings and public areas are kept clean and graffiti free?

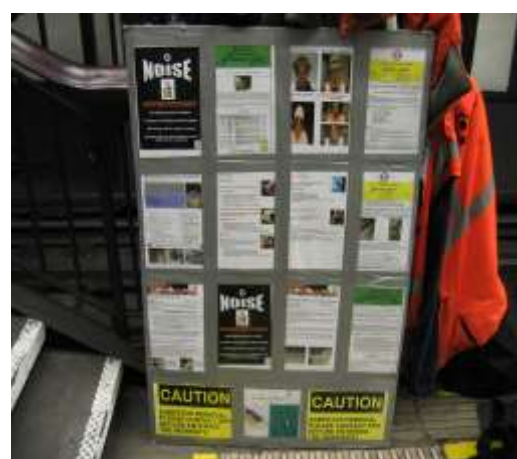


Storage license

HSE Notification (F10)

Bb 224

Hot works permit (TLF -041)



4.2.1 Has suitable consideration been given to parking for operatives, staff and visitors?

If the site provides a car park does it have suitable pedestrian segregation? If the site provides no dedicated parking are operatives parking considerately i.e. away from pedestrian crossings, not on grass verges or pavements and not in residential bays. Are engines switched off when vehicles are parked?



4.2.2 How well access points to site are identified and are they well lit?

Does the site access have appropriate signage displayed? If the access is other than at a station is the area suitably lit?



4.2.3 Are there restricted times for deliveries, loading/ unloading and how effectively do these work?

Is the site subject to any local authority Section 61 requirements that limit deliveries and if so how well are the requirements managed and communicated to the workforce including third party contractors? Are deliveries done during engineering hours where possible?

4.2.4 Are operatives encouraged to behave and dress appropriately when interfacing with the public?

If staff are congregating in public areas at the commencement of shift or during breaks are they causing congestion to any public area, are staff discouraged from sitting on pavements, bus stops etc., are staff using public facilities and local shops behaving appropriately? Does the induction / site briefing deal with shouting or abusive language in and around the site?

4.2.5 To what level are precautions in place to minimise any negative effect caused by plant?

If there is noisy plant in use has the site made any attempt to reduce noise via mechanical means such as noise screens? Is plant situated with consideration for neighbours or residents? If the site has multiple vehicles entering and leaving are precautions in place to ensure control of debris, mud, etc. contaminating the local roads.



4.2.6 Are there adequate welfare facilities on site e.g. changing facilities, storage for clothing and PPE and adequate toilet facilities for the work force including separate male and female toilets?

Does the site provide adequate drinking water which is clearly identified and sign posted? In multi- level sites where access to drinking water may require an excessive walking distance, has the site made provision for water to be available at other levels? Has any consideration been given to excessive heat that may increase the need for drinking water?

Does the site have an adequate number of toilets for both male and female staff? Are the toilets well kept, monitored, cleaned and maintained with lockable doors, working lights and consumables? Is there hot water available for washing and hand towels? If the site provides showers are they working and in a clean condition? Do staff have somewhere away from public view to sit when changing clothes and is there somewhere for staff to store clothing or bags whilst at work? Does the site provide a drying room with heaters? Is there suitable accommodation for messing with adequate tables and chairs? If the site is using station welfare facilities, has agreement been obtained with the station?





4.2.7 Are provisions made to combat the negative effects of smoking (e.g. designated smoking areas)? Does the site have a designated smoking area equipped with suitable waste receptacle?



4.2.8 How clear, effective and enforced is the site traffic plan?

Are the pedestrian areas and vehicle areas clearly marked and is there suitable segregation? Are banks men available for plant movements? Is the site traffic management briefed out to all staff?





4.3 Environmental

4.3.1 Noise from construction operations and all other sources is to be managed and kept to a minimum at all times. Efforts must be demonstrated and performance measured in the areas of, waste, management of local wildlife, recycling and site specific energy initiatives.

4.3.2 Have sensitive plants, trees, etc., been suitably protected?

If the site contains any sensitive plants, trees or protected wildlife, have suitable precautions been taken to protect them? Is staff aware of the protection requirements?



4.3.3 Are environmental issues included adequately in the site induction and are site personnel aware of the issues? If the site has any particular environmental issues such as Japanese Knotweed or protected species, were these covered in the site induction? Does sampling of site operative's knowledge reveal an awareness of any environmental issues relevant to the site?



4.3.4 Is material waste monitored and records kept? Are the consignment & waste transfer notes kept on record?



4.3.4.1 Does the site and work stream warrant a waste management plan? Is it available at site and being adhered to? Does the site recycle any of its waste?

4.3.5 How well have environmental issues been included in the Safe System of Work? Is the site compliant with the requirements of the Safe System of Work?

4.3.6 How well is site waste segregated? E.g. Into hazardous / non-hazardous etc.? Is it clearly signed? If the site has segregated waste skips, is the waste actually segregated? Does the site make any effort to recycle both construction and office waste?





4.3.7 Are energy saving measures in place and is there a monitoring procedure in place?

Does the site have any energy saving measures such as low energy bulbs, motion sensors, reminder notices or timers on lights?

4.3.8 Are chemicals and fuels appropriately stored with clearly marked bunds, signage etc.?

Does any bunding have suitable capability to contain spillage e.g. 110% of the contained volume? Are COSHH substances stored with due consideration for other items within the storage area i.e. fuel and oxidisers suitably segregated.



4.3.9 Is fuel/oil spillage clean up equipment available and suitable? Have personnel be shown how to use it?

Are suitable spill kits available and can staff demonstrate competence in how to use them?

4.3.10 Is noise being monitored on site, readings taken regularly and records kept on site to demonstrate as such?

Does the site have access to a noise metre and can it provide evidence of regular monitoring?