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FORD ENERGY RECOVERY FACILITY AND WASTE SORTING AND TRANSFER FACILITY, FORD CIRCULAR TECHNOLOGY PARK

INTERIM DELIVERY & SERVICING PLAN

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1. INTRODUCTION

1.1 Background

Ford Energy Recovery Facility (ERF) and Waste Sorting and Transfer Facility (WSTF), Ford Circular Technology Park (CTP); (therein referred to as the 'Ford ERF and WSTF'). The Ford ERF and WSTF is proposed by Grundon Waste Management Limited (Grundon), Viridor Waste Management Limited (Viridor) and Ford Energy from Waste Limited (Ford EfW); (therein referred to as 'the applicants').

The applicants are proposing to build a conventional energy recovery facility (ERF) at the site. Grundon, the sole owner/ operator of the existing waste transfer station (WTS), is proposing to continue this operation in a new, purpose-built waste sorting and transfer facility (WSTF) on site. A full planning application, including the ERF and WSTF and ancillary uses, will be submitted. As part of this, Ramboll UK Limited (Ramboll) was appointed by the applicants to prepare this Interim Delivery and Servicing Plan (DSP).

This Interim Delivery and Servicing Plan (DSP) is intended to support the planning application for Ford ERF and WSTF, to specifically detail how the delivery and servicing trips to/from the site will be managed.

In addition to this DSP, Ramboll have also produced a Transport Assessment (TA) in support of the planning application (ref 1620007830-RAM-XX-XX-YE-00001). The TA should be read in conjunction with this DSP.

1.2 Delivery and Servicing Plan Purpose

The purpose of a DSP is to present how waste, servicing and delivery movements will be managed as part of the development. This DSP is provided for use by the Ford ERF and WSTF Facilities Management team to instruct the employees/contractors/suppliers on how to access the site safely and efficiently whilst undertaking ERF and WSTF associated waste HGV trips, and other servicing and delivery HGV trips to/from the development. The DSP therefore will contribute to the safer, more efficient and sustainable operation of the site.

A DSP requires operations to have commenced, which can only occur after the site is fully occupied. Therefore, this Interim DSP has been prepared to support the planning application and will be periodically reviewed to ensure it remains functional, specific to the development conditions and requirements and has aims, objectives and targets which are achievable yet stretching.

1.3 Document Structure

The structure of this DSP beyond this chapter is as follows:

- **Chapter 2 – Proposed Development** – provides details of the existing and proposed development;
- **Chapter 3 – Policy and Guidance Review** – reviews documents relevant to Delivery and Servicing Planning
- **Chapter 4 – Accessibility and Existing Conditions** – provides a summary of current site accessibility, focussed on delivery and servicing;
- **Chapter 5 – Operational Movement-** provides details of HGV movement and access routes to the site;
- **Chapter 6 – Aim, Objectives and Targets** – sets out the aim, objectives and targets of the DSP, and provides details of how the effectiveness of the DSP will be considered;
- **Chapter 6 – DSP Measures** - details of a specific package of DSP measures; and
- **Chapter 7 – Monitoring and Review** - covers key tasks for progressing the DSP review programme.

1.4 Limitations

This report has been prepared for the applicants and shall not be relied upon by any third party unless that party has been granted a contractual right to rely on this report for the purpose for which it was prepared. The findings and opinions in the report are based upon information derived from a variety of information sources. Ramboll believe these information sources to be reliable.

This report has been prepared on the basis of the proposed end land use defined by the applicants. If this proposed end land use is altered or changed then it will be necessary to review the findings of this report.

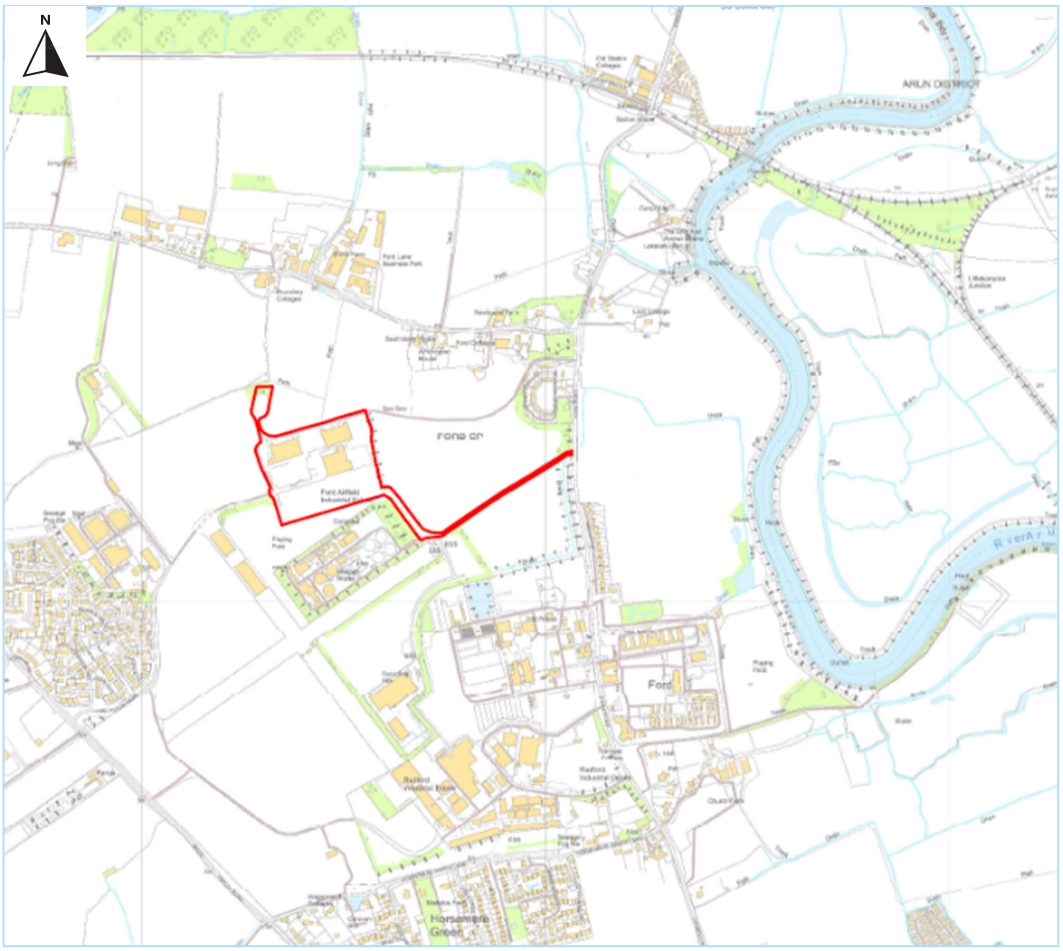
It should be noted that some of the aspects considered in this study are subject to change with time. Therefore, if the development is delayed or postponed for a significant period then it should be reviewed to confirm that no changes have taken place, either at the application site or within relevant legislation.

2. PROPOSED DEVELOPMENT

2.1 Site Location

The application site is located at the Ford CTP to the south-west of Ford village in Arun, West Sussex, as shown in Figure 2.1. Yapton is situated approximately 1km to the west of the site, Climping approximately 1 km to the south, Littlehampton approximately 2km to the east, and Arundel approximately 3km to the north-east.

Figure 2.1 Site Location Plan



Source: Map Data @2020

2.2 Description of Development

The application site is located at the Ford Circular Technology Park (CTP) (the former Tarmac blockworks site) which is situated to the south-west of the village of Ford. The 7.11 ha site is partially used for the existing WTS operation and is partially vacant. The existing WTS building is located towards the centre of the site and portacabins, parking and containers associated with this operation are situated to the west of the WTS. There are two vacant, derelict former hangar buildings towards the north of the site and a large area of hardstanding is situated towards the south and east of the site.

3. POLICY AND GUIDANCE REVIEW

3.1 West Sussex Transport Plan 2011-2026 (LTP3)

The West Sussex Transport Plan[1] (WSTP) LTP3 is the county council's main plan for transport in West Sussex and sets outs the strategies and policies for transport in the authority area. It has four overriding strategies:

- Promoting economic growth;
- Tackling climate change;
- Providing access to services, employment and housing; and,
- Improving safety, security and health.

Under section 1.4.9 of the plan, the LTP3 sets out the council's approach for freight movements. It recognises that the efficient and safe movement of freight is vital to the success and growth of the West Sussex economy and to help achieve this, the council will maintain and promote a lorry route network for the main lorry movements in the county.

3.2 West Sussex Waste Local Plan (WSWLP)

The West Sussex Waste Local Plan[2] (WSWLP), which covers both WSCC and South Downs National Park, covers the period to 2031 and is the most up-to-date statement of the authorities' land-use planning policy for waste.

Policy W10: Strategic Waste Site Allocations, allocates the Ford Airfield site as being acceptable in principle for the development of proposals for the transfer, recycling and / or treatment of waste of up to 250,000 tonnes per annum.

As stated in paragraph 7.3.9 the key transport development principles for the Ford site are:

- Assessment of the possible closure of the existing access north of Rodney Crescent and the use of an alternative access to the site from Ford Road;
- Assessment of impact of additional HGV movements on highway capacity and road safety, including at the Church Lane / A259 junction and possible mitigation required; and
- A routing agreement is required to ensure vehicles enter and exit via Ford Road to the south, and not to or from the A27 to the north. Access via Rollaston Park/B2233 for HGVs should also be prevented.

The strategic objective recognises that where transport by rail and water is not possible, facilities should be located as close as possible to the lorry route network to minimise the impact of road transport in local communities and rural areas. This is repeated in Policy W3 on the location of built waste management facilities.

Policy W18: Transport, states that proposals for waste development will be permitted provided that:

[1] https://www.westsussex.gov.uk/media/3042/west_sussex_transport_plan_2011-2026_low_res.pdf
[2] https://www.westsussex.gov.uk/media/3241/waste_local_plan_april2014.pdf

- "*Where practicable and viable, the proposal makes use of rail or water for the transportation of materials to and from the site;*
- *Transport links are adequate to serve the development or can be improved to an appropriate standard without an unacceptable impact on amenity, character, or the environment; and*
- *Where the need for road transport can be demonstrated:*
    - *materials are capable of being transported using the Lorry Route Network with minimal use of local roads, unless special justification can be shown;*
    - *vehicle movements associated with the development will not have an unacceptable impact on the capacity of the highway network;*
    - *there is safe and adequate means of access to the highway network and vehicle movements associated with the development will not have an adverse impact on the safety of all road users;*
    - *satisfactory provision is made for vehicle turning and parking, manoeuvring, loading, and, where appropriate, wheel cleaning facilities; and*
    - *vehicle movements are minimised by the optimal use of the vehicle fleet."*

With regards to the level of car and other parking, it should be sufficient to prevent environmental or safety problems and not exceed agreed maximum standards other than in exceptional circumstances. Convenient, attractive, and safe cycle and motorcycle parking and parking for those with impaired mobility should be provided to agreed minimum standards.

4. ACCESSIBILITY AND EXISTING CONDITIONS

4.1 Site Location and Context

The site is surrounded by agricultural land to the north, east and west, while a sewage treatment works, and area of sports pitches lie to the south. Ford Airfield Industrial Estate lies beyond the agricultural land to the west, beyond which is the residential area of Yapton. A Viridor materials recovery facility (MRF) lies beyond the sewage treatment works to the south, beyond which there is another industrial estate, Her Majesty's Prison (HMP) Ford and the residential area of Climping.

The site is approximately 200m to property on Ford Lane to the north east of the site and approximately 380m to properties at Rollaston Park to the south west. Ford village lies beyond the agricultural land to the north east. There is agricultural land and the Ford to Barnham railway line beyond these. Beyond the agricultural land to the east of the site is Ford Road, more agricultural land and the River Arun.

4.2 Highway Network

The site forms part of the former Ford Airfield and is located approximately 500m west of the Ford Road to the south-west of Ford village. Ford Road is an unclassified road and is moderately trafficked, connecting the A259 in the south with the A27 at Arundel to the north. Throughout much of its length, Ford Road and Station Road have 40 mph speed restrictions with a footway along its entire length, along its western boundary and is mostly unlit.

Station Road has a controlled railway level crossing approximately 1km to the north of Viridor access road. Ford Railway Station is situated on the busy Southampton and Brighton railway line along the south coast and therefore, the level crossing is in regular operation.

Ford Road to the south of the site is generally straight and has limited frontages. Nelson Row is a residential street set back and running parallel to Ford Road approximately 120m south of Viridor access road. It provides three access points onto Ford Road, including an 'entry only' connection at its northern end and an 'exit only' connection at its southern end. There are 23 residential properties along Nelson Row with the frontages of the houses set back approximately 25m from the carriageway eastern boundary of Ford Road.

HMP Ford Prison is located approximately 550m south of the site on Ford Road and is situated on either side of the road, with a pelican crossing joining the two sites. Around this area, there are also several accesses to the west of Ford Road to predominately commercial and light industrial sites.

The southern end of Ford Road is known as Church Lane. Church Lane forms a roundabout junction with the A259 at its southern extent. This junction, known as the Crookthorn Roundabout, is located approximately 1.7km to the south of the Viridor Site Access Road on Ford Road.

The A259 is a strategic route that links Chichester with Worthing via Bognor Regis and Littlehampton. The A259 between the junction of Yapton Road and Ford Road has a 40mph speed restriction. This section of highway is a heavily trafficked road with no frontages and a shared footway / cycleway running along the northern side of the carriageway between the Yapton Road junction to the west and the Crookthorn Roundabout to the east.

4.3 **Site Access Road**

The site access road comprises of the link between Ford Road and an internal junction with the Southern Link Road (SLR) and Viridor access road (therein collectively referred to as the 'site access road').

The site access road is a private road and does not form part of the adopted highway. The site access road is of sufficient width to accommodate all potential vehicles. Swept path analysis undertaken as part of the SLR planning application identified that two 3-axle articulated HGVs (at the maximum legal length of 16.5 metres) could pass each other at all points along the SLR, demonstrating the road is appropriate for two-way HGV usage at the same time.

The SLR, as part of the site access road was recently constructed and opened in January 2020 and provides access for all the Ford ERF and WSTF traffic arriving and departing the proposed site. In addition, the SLR is designed to an appropriate standard with a road width of 7.3m and a 2m footway on the west side of the carriageway. The SLR is approximately 180m in length and has a near straight alignment with no active frontages along its route. The SLR planning application also demonstrated that the priority junction with the Viridor access road is designed to appropriate highways standards. The junction has good sightline visibility to the left and right from the minor arm and further swept path analysis demonstrated that the priority junction can safely accommodate turning movements for two 16.5 m articulated HGVs at the junction.

5. OPERATIONAL MOVEMENTS

The Ford ERF and WSTF are facilities that require flows of HGVs with input/output material to be transported to/from the site. Therefore, in this DSP, importance is given to HGV operational movement noting that staff travel issues will be dealt with through the Travel Plan. Information provided by the TA allows the HGV movement to be analysed. The TA splits the operational phase trip generation into 3 types of trips:

1. Operational Staff Car Trips – these trips consist of all staff car trips to/from site for the duration of the day.
2. Operational Light Goods Vehicles (LGV) Trips – these trips primarily consist of contractor trips for maintenance and deliveries to/from site for the duration of the day.
3. Operational Heavy Goods Vehicles (HGV) Trips – these trips consist of all the HGV trips (OGV1 & OGV2) to/from site going to/from the Waste Sorting and Transfer Facility (WSTF) and the Energy Recovery Facility (ERF) for the duration of the day.

The table below shows the operational trips totals for the entire site:

Table 5.1 Operational Day Trip Totals

	Arrive	Depart	Total
Staff	80	80	160
LGV	32	32	64
HGV	109	109	218
			463

It is assumed that ancillary trips to the offices within the site and other secondary delivery and service trips not associated with the operational part of the site will be nominal. Therefore, these trips are considered to be within the trip totals presented in Table 5.1.

5.1 Operational HGV Movement

The ERF and WSTF are expected to operate such that HGVs making deliveries and collections are estimated to sit within the approved cap (as per a Normal Day). The assessment of a Peak Day is purely a worst-case scenario. HGVs are not expected to exceed estimated Normal Day flows except in very exceptional circumstances reflecting adverse traffic conditions, vehicle breakdown, the need to prevent the build-up of waste at the WSTF, ultra- peak waste periods (e.g. Christmas) or for other exceptional operational reasons. The table below presents the estimated WSTF & ERF HGV trips on a Normal Day.

Table 5.2 Combined WSTF & ERF HGV Trips

	Normal Day	
	One Way Total	Two Way Total
WSTF HGV Trips	13	26
ERF HGV Trips	83	166
Other HGVs*	13	26
Total HGV Trips	**109**	**218**

*"Other HGVs" include very minor HGV flows rounded to 1.0 (e.g. PAC and Ammonia). Therefore, a minor uplift of c.2 one-way HGVs has been made.

In order to minimise the impact on the local road network, as part of the consented SLR scheme (Ref: TE\1093\501\DC), HGV movements along the SLR are capped as follows:

- No more than 120 HGVs can enter and no more than 120 HGVs can exit the site Mondays to Fridays; and
- No more than 60 HGVs can enter and no more than 60 HGVs can exit the site Saturdays.

For the following delivery times:

- 06:00-20:00 on Monday to Friday
- 08:00-18:00 on Saturday

HGV numbers cannot be greater than the approved cap or arrive/depart the site outside of the hours or delivery.

5.2 **Operational HGV Routing**

Due to the operational purpose of the development, details of the routes to be taken by HGVs delivering or removing material must be clear. The site will continue to use the site access road connecting the site's south east corner to the junction with Ford Road. All access and egress to/from the site would be via this route to/from Ford Road south.

5.3 **Routing Measures**

In order to achieve the routing requirements, the following measures will be implemented:

1. Production of a clear routing map and instructions for routes to and from the site from specified directions – the route map and instructions are included in Appendix 1 to this Plan (this will form the HGV routing agreement).
2. All drivers delivering or collecting materials to/from the site will be provided with copies of the route map together with the written instructions.
3. All contracts and orders for the delivery of waste, collection of materials and the provision of services will have clauses/conditions requiring drivers to follow the route map and instructions. Copies of these will be provided with all contract/order documentation.
4. Drivers delivering and collecting materials to/from the site will be required to undergo a safety briefing and induction as part of the development's stringent health and safety policy. These inductions will include full details of the lorry routing requirements.
5. All companies and drivers will be required to confirm in writing that they will comply with the approved routes.
6. All regular organisations and drivers will be provided with an annual reminder of the routes and instructions.
7. Copies of the routing map and instructions will be clearly posted in the site office to be visible to all delivery and collection drivers.
8. Signs will be placed close to the site exit on the access road to remind drivers of approved routes.

5.4 **Monitoring & Enforcement**

It is important to monitor compliance with the use of the routes and have clear and concise enforcement actions where misconduct has been determined. An important monitoring tool is to encourage the local community to report misconduct made by any of the drivers. Residents will be able to report their concerns by finding contact details on the Ford ERF and WSTF website of the operations manager in charge. Furthermore, in-cab vehicle tracking and databases will be reviewed to verify the vehicle location if a vehicle is reported or observed as routing in error.

To reinforce the importance of the routing restrictions, a Yellow and Red Card system will be enforced. Drivers found to be disregarding the routing restrictions will be given a warning on the first occasion with a reminder of the approved routes. If the same driver is found to contravene a second time (within six months) then they will be banned from using the site for a period of time. If a particular supplier/organisation is found to be contravening the routing requirements as a whole, the supplier's contract will either be suspended or terminated indefinitely. An example of a Yellow Card procedure is presented in Appendix 2.

5.5 **Non-operational Vehicle Access & Routing**

Non-operational delivery and servicing vehicles will also be able to enter and exit the site via the site access road connecting the site's south east corner to the junction with Ford Road. For safety and security purposes, cars will be prevented from accessing the main operational zones and sections of internal site access routes.

The number of service and delivery trips per day is expected to be low and will be coordinated via site facilities management. To minimise the occurrence of multiple delivery vehicles competing for access, regular movements will be scheduled apart.

5.6 **Internal Site Circulation**

Both operational HGVs and other ancillary servicing and deliveries will enter site via the SLR and will proceed to the main site gatehouse where they will need to be cleared to enter the site and given directions to either the ERF, WSTF or parking areas. An internal site circulation plan can be found in Appendix 3.

6. AIM, OBJECTIVES AND TARGETS

6.1 Delivery & Servicing Plan Aim

The aim of this DSP is to safely and efficiently manage HGVs associated with the Ford ERF and WSTF.

6.2 Delivery & Servicing Plan Objectives

The aim of this DSP is to be achieved through the following objectives:

- Ensure that the daily HGV movements along the SLR sit within the cap and time frame allocated; and
- Monitor HGV movement outside the site to ensure the operational HGV route is being adhered to.

6.3 Delivery & Service Plan Targets

The targets for the DSP link to the aim and objectives indicated above and provide a measure of how well they are being achieved. To enable monitoring of progress against the objectives, SMART targets have been defined. SMART targets are Specific, Measurable, Achievable, Realistic and Time bound.

The targets will be reviewed as part of the future Travel Plan process (the Framework Travel Plan is anticipated to be prepared at pre-occupation stage). The DSP targets, measures and actions will, therefore, be reviewed as part of any future Travel Plan survey process. In advance of any Travel Plan the following preliminary DSP targets are presented:

- All daily HGV movements along the SLR sit within the cap and time frame allocated; and
- All HGV movements to/from the site follow the operational HGV route.

7. DSP MEASURES

This section outlines proposed DSP measures for implementation at Ford ERF and WSTF, intended to achieve the DSP aim, objectives and targets identified in Section 6.

A range of measures, along with an implementation phasing programme, has been prepared. The responsibility of each of the proposed measures has been highlighted with supporting rationale as set out in Table 7.1 below, which sets out how these measures are intended to be reviewed as the DSP is monitored and managed.

The future Travel Plan Coordinator to be appointed through the Travel Plan process will be responsible for the implementation, monitoring and review of the DSP measures.

Table 7.1 DSP Measures

Objective	Measure	Timescales	Responsibility	Monitoring	Funding
Ensure that the daily HGV movements sit within the cap and time frame allocated	Count entry/exit of HGVs daily. Notify Facilities Management if the cap is reached.	From occupation	Travel Plan Coordinator	Facilities Management data-base of daily HGV entry/exit flow	Viridor Waste Management Ltd Grundon Waste Management Ltd Ford Energy from Waste Ltd
Monitor HGV movement outside the site to ensure the operational HGV route is being adhered to	In-Cab Vehicle Tracking System to monitor driver's movement. Residents to report any misconduct	From occupation	Travel Plan Coordinator	In-Cab Vehicle Tracking System and databases Cross check reported misconduct with In-Cab Vehicle Tracking System and databases	Viridor Waste Management Ltd Grundon Waste Management Ltd Ford Energy from Waste Ltd
	Inclusion of DSP targets in Site Facilities Management meetings	From occupation	Travel Plan Coordinator	To maintain awareness of DSP targets as part of site Facilities Management system	Viridor Waste Management Ltd Grundon Waste Management Ltd Ford Energy from Waste Ltd

8. MONITORING AND REVIEW

This DSP will be reviewed through any future Travel plan survey data and with site facilities management data. The review will focus on adjusting the DSP targets and updating the DSP measures to reflect the as-built facilities and operational systems at the Ford ERF and WSTF. The DSP monitoring and review process remains the responsibility of the future Travel Plan Coordinator.

If on review the targets for the DSP are not met, then measures will be reviewed and amended. Consultation will be undertaken with the site Facilities Management team. The DSP review process will be synchronised with any future Travel Plan review process for ease and consistency.

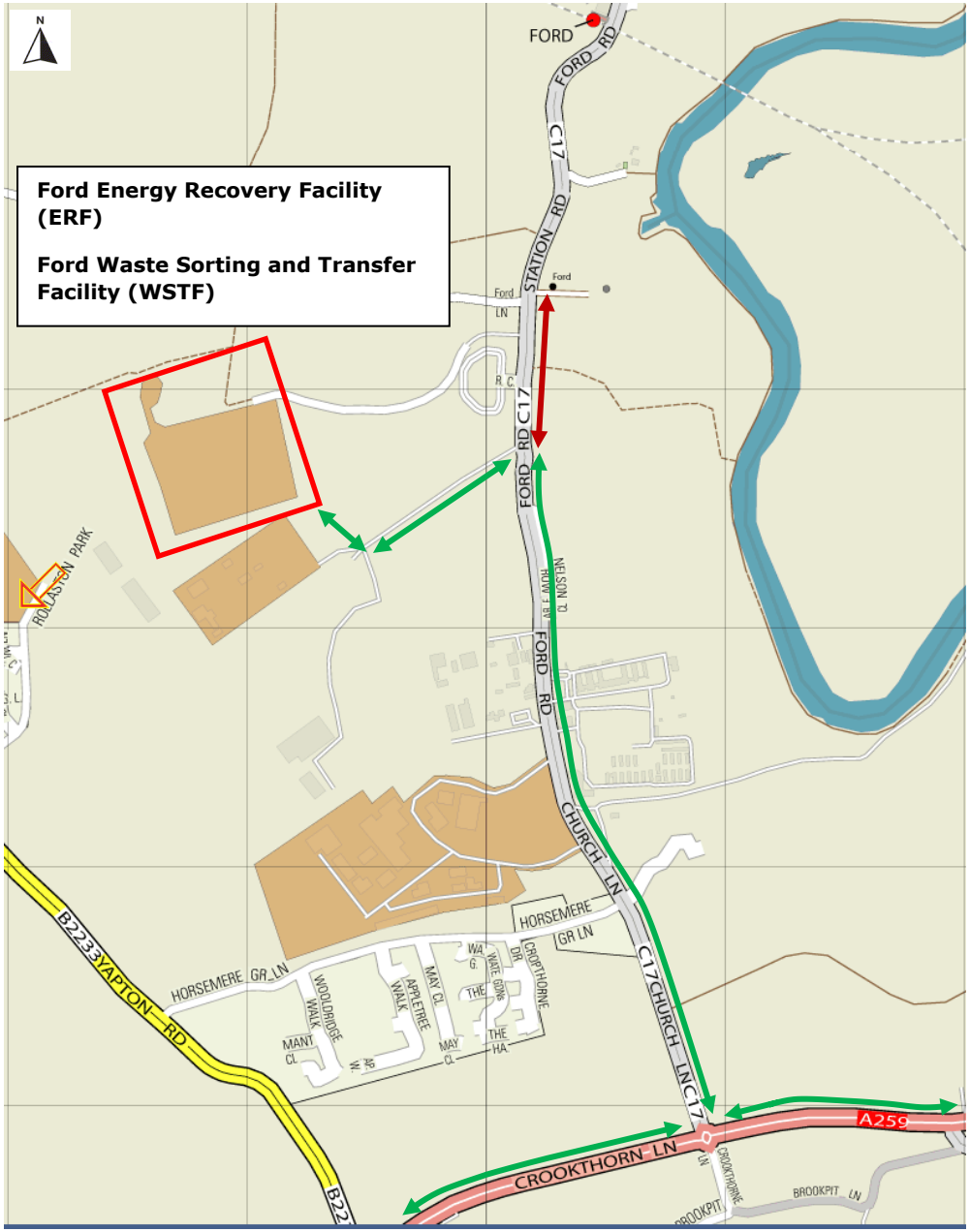
Key points arising from future travel surveys and DSP reviews will be communicated to site occupants via a staff meeting/bulletin and to West Sussex County Council.

APPENDIX 1
ROUTE MAP AND INSTRUCTIONS FOR DRIVERS

FORD CIRCULAR TECHNOLOGY PARK- FORD ENERGY RECOVERY FACILITY AND WASTE SORTING AND TRANSFER FACILITY

APPROVED ROUTES FOR ACCESS TO AND LEAVING FROM THE SITE

MANDATORY INSTRUCTIONS TO ALL DRIVERS



ACCESS ROUTES – INSTRUCTION TO ALL OPERATIONAL DRIVERS TRAVELLING TO/FROM FORD ENERGY RECOVERY FACILITY AND WASTE SORTING AND TRANSFER FACILITY:

- **ALL DRIVERS MUST COMPLY WITH THE APPROVED ROUTES AS SHOWN BY GREEN ARROWS ON THE MAP OPPOSITE.**
- **THESE ROUTES APPLY TO ALL DELIVERIES AND COLLECTIONS FROM THE SITE.**
- **HGVS MUST ENTER AND EXIT VIA FORD ROAD TO THE SOUTH, AND NOT TO OR FROM THE A27 TO THE NORTH.**
- **THESE ROUTING ARRANGEMENTS ARE IN PLACE TO MINIMISE THE IMPACT ON THE LOCAL ROAD NETWORK AND DISTURBANCE TO RESIDENTS OF FORD VILLAGE.**
- **THE YELLOW AND RED CARD SYSTEM WILL BE APPLIED TO ANY DRIVER FOUND TO BE IGNORING THESE ROUTING INSTRUCTIONS.**

APPENDIX 2
YELLOW AND RED CARD SYSTEM EXAMPLE

Red & Yellow Card System

Status	
Procedure Owner	
Procedure Approver	
Issue Date	
Issue Number	
Start Date	
Review Plan	2 Years

1. Introduction and Purpose

Grundon Waste Management Ltd, Viridor Waste Management Ltd and Ford Energy from Waste Ltd are committed to improve workplace safety across both the ERF and WSTF. To do this, all people working at the facility must act in a safe and responsible manner.

Staff who do not adhere to site rules and instructions are subject to disciplinary policy.

This procedure is intended for third party site staff who are found in breach of site rules and procedures. It is to ensure that a consistent approach is used when considering excluding a person from site if they fail to follow site rules. To enable this, a red and yellow card system will be used.

2. Scope

This procedure applies to the ERF & WSTF and may only be used with contractors, agency workers, drivers and any other persons on the site who are not employees.

3. Roles and Responsibilities for the Issued Procedure

RACI	Role	Notes
Responsible	Operations Manager Engineering Manager EHS Manager Shift Team Leader Contracts Manager	These are all the people responsible for implementing (or doing) what the procedure states. Not to be confused with the procedure owner or approver.
Accountable	Regional Operations Manager	This is a single person who has the overall decision and who is accountable for this procedure.
Consulted	ERF & WSTF EHS Managers Engineering Manager Operations Manager	These are all the people that have been involved in either the writing of the procedure or have been consulted. This should include the Responsible and Accountable.
Informed	All ERF & WSTF staff and third party site staff	These are all the people that need to be informed or have a job to do once the procedure is issued.
FOR ADVICE ON THIS PROCEDURE PLEASE CONTACT- (EHS Manager)		

4. Terms and Definitions

Term/Definition	Description
Please use this section to explain terms used within the procedure e.g.;	

5. Process Map

N/A

6. Procedure

Yellow Cards

The issuing of the yellow card will be logged on the incident database and the site contractor's induction log.

A yellow card may be issued by the following roles:

- Operations Manager
- Engineering Manager
- EHS Manager
- Shift Team Leader
- Contracts Manager

Examples of Yellow Card Infringements

- Failure to correctly use and wear personal protective equipment
- Failure to observe site speed limits
- Failure to acknowledge site staff on safety matters
- Failure to use defined access routes (pedestrian and vehicle) via SLR/Viridor Site Access Road/ Ford Road
- Failure to use defined routes outside the site i.e. using restricted access north of Ford Road
- Operating plant and equipment without authority
- Unauthorised use of ladders or work platforms
- Failure to obey site signage
- Failure to sign in or out of site
- Failure to obey site instructions regards off loading/loading
- Unauthorised use of mobile phones

This warning will result in the individual's employer being notified of the event in writing.

Please note this list is not exhaustive but merely entered to show example considered as poor performance.

Red Cards

Should the first warning go unheeded or the individual commit a second infringement within six months, then a second warning will be given. This second warning will result in the individuals being excluded from site and the individual's employer being notified of the exclusion in writing.

A red card will also be issued when there is a serious and immediate safety risk or offensive behaviour. In these instances, the site may choose to immediately issue a straight red card.
Examples may be:

- Crossing the tipping hall white line
- Climbing onto loads or top of vehicles
- Rude, offensive or aggressive behaviour towards an employee or other person on site.

Once issued, the warning will remain in place for a period of time to be decided by the site management team from the date of the infringement, the individual's employer will be notified in writing by the Operations, EHS or Contracts Manager of the site exclusion.

The issuing of the red car will be logged on the incident database and the site contractor's induction log.

A red card may initially be issued by the following roles:

- Operations Manager
- Engineering Manager
- EHS Manager
- Contracts Manager

At this point the person who has been "red carded" will be suspended from the site whilst a thorough investigation can be completed. It will then be decided by the site Management Team what the period of the ban will be or if a six-month exclusion will be enforced.

Examples of Red Card Infringements

- A second yellow card infringement
- Premeditated breach of safety rules where there is a perceived risk to life or serious injury
- Unauthorised removal of safety devices and equipment
- Deliberately exposing others to danger
- Deliberately not complying with the site Health, Safety or Environmental control measures, waste management or regulatory requirements
- Removing items from the site without permission
- Abusive or offensive behaviour towards other site attendees or staff

Appeals

If any person or their employer feels that a yellow or red card is unwarranted, they may appeal in writing to the Site Operations Manager.

The Operations Manager will then collect any relevant information and make a final decision. The Operations Managers (Regional Operations Manager if Operations Manager issued the card) decision on this will be final.

7. Records

Record	Responsibility	Location	Retention Time	Authority for Disposal
Update of Drivers or Contractors Induction Log	EHS Manager or Contracts Manager			

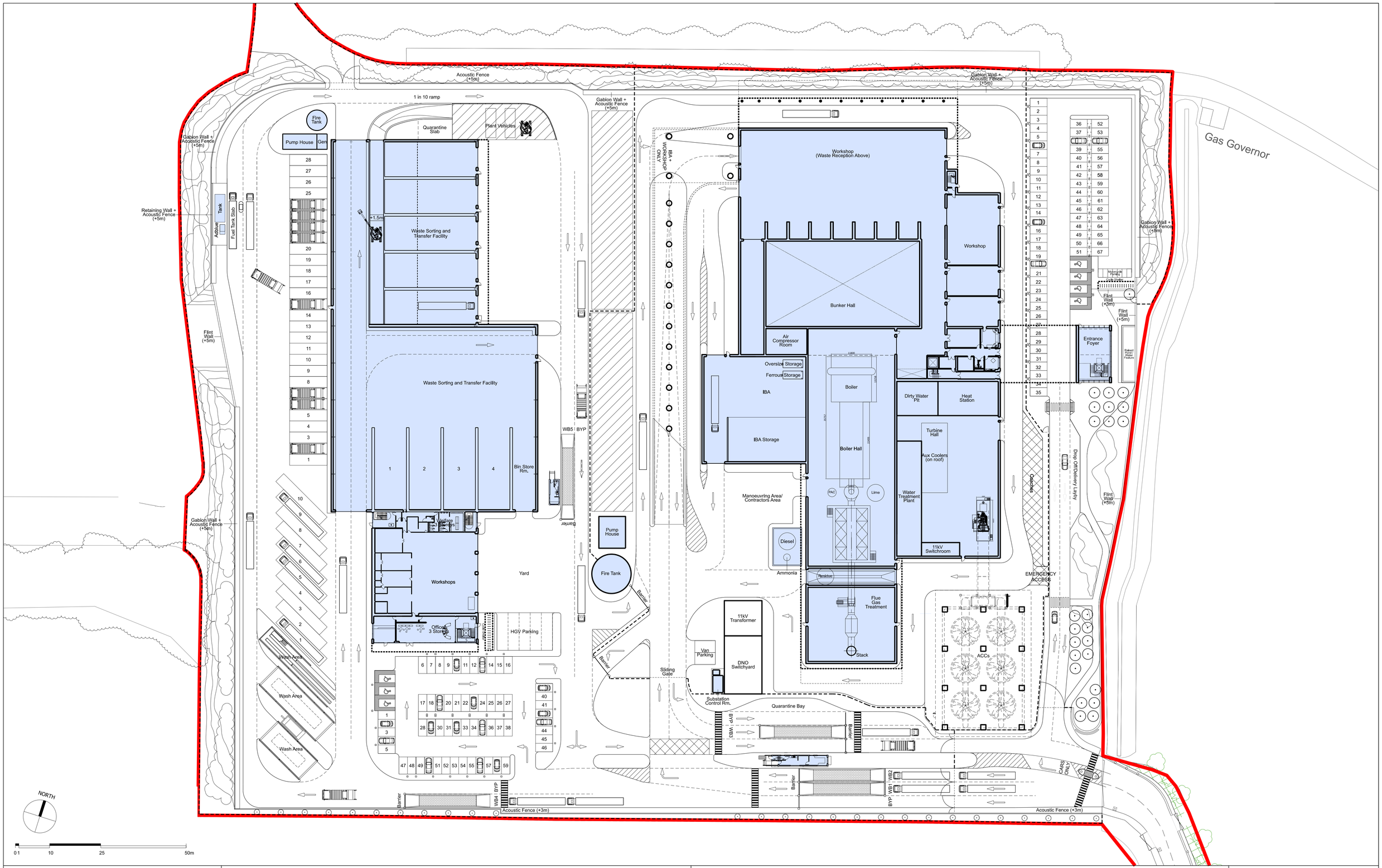
8. References

Reference	Title
e.g. ISO 12278	Records Management
e.g. ISO 23756	Information Security Management

Key Changes

Paragraph Number	Description

APPENDIX 3
INTERNAL SITE CIRCULATION PLAN



NOTE

1. THIS DRAWING IS COPYRIGHT GSDA LTD.
2. THE CONTRACTOR MUST NOT SCALE FROM THE DRAWING ALL DIMENSIONS TO BE TAKEN FROM DIMENSION STRINGS.
3. WHERE ANY DISCREPANCIES ARE FOUND BETWEEN DIMENSIONS THESE MUST BE BROUGHT TO THE ATTENTION OF THE ARCHITECTS FOR RESOLUTION.
4. WHERE DISCREPANCIES EXIST BETWEEN REFERENCE OR ASSEMBLY DRAWINGS & DETAIL DRAWINGS, THE LATTER TAKE PREFERENCE.

Key

- Fencing Line
- Red Line Boundary

PROJECT: FORD CIRCULAR TECHNOLOGY PARK

DRAWING: Proposed Site Layout

FOR INFORMATION

-	20/06/10	Issued for information			

1:500@A1	20/06/10
SCALE	DATE
1404 PL106	-
DWG. NO.	REVISION

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