



Lusail Real Estate Development Company

Health, Safety, Security, Environment, Logistics & Quality Department

STANDARD OPERATION PROCEDURE – OPERATIONAL CONTROL

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COMPANY PROPRIETARY INFORMATION

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1.0 PURPOSE

The purpose of this procedure is to reiterate LREDC position on matters relating to the management of health, safety, environment and fire issues within its operation and activities. In addition to responding to the legislative requirements of QCS , this procedure reflects LREDC commitment to:

- a) Our duty of care to the employee’s health and safety;
- b) Adopt best practice standards for protecting the health and safety of our employees;
- c) Adopt best practice standards for protecting the environment in which we operate; and
- d) Integrating risk management into our normal and abnormal operations and activities.

2.0 SCOPE

This procedure applies to all LREDC’s projects in the State Of Qatar, including joint ventures and similar partnerships managed by Lusail.

3.0 DEFINITION & ABBREVIATION

CEO	Chief Executive Officer
HSEMS	Health, Safety and Environment Management System
EMP	Environment Management Plan
HSE	Health, Safety and Environment
HSE POLICY	Document that demonstrates LREDC management commitment to HSE continual improvement, regulatory compliance and incident prevention.
LREDC	Lusail Real Estate Development Company
SOP	Standard Operating Procedures

4.0 REFERENCES

LREDC HSE & Fire Framework Section 8.1 – Operation Control

(SOP01) Risk Management - LUS-HSE-SP2-431-003

Permit to Work Program - LUS-HSE-WG3-446-042

OCEMP – Environmental Management Plan

5.0 ROLES & RESPONSIBILITIES

The following personnel have responsibilities mentioned in this procedure:

PROJECT/OFFICE MANAGER	Ensures that appropriate procedures or instructions are in place and implemented for every type of work or activities that have a potential to cause damage or harm
HSE REPRESENTATIVE	Reviews existing procedures and updates as required by work, risk or legislative changes.

DOCUMENT CONTROLLER Manages document filing on project site by maintaining and organising incoming and outgoing documents, data and records for ease of use.

6.0 PROCEDURE

6.1 OPERATIONAL CONTROL

Where operations or activities are complex and/or the potential HSE impacts are significant, control measures need to be implemented in order to decrease risk, ensure regulatory compliance and achieve Project objectives. These control measures shall include documented operational procedures such as the Project Safety, Health and Environment Plan, Activity Hazard Analysis, and Method Statements, which will draw on a set of standard operational procedures (SOP) for safety, health and environmental that have been developed to be used across all LREDC areas, in order to ensure a consistent health, safety and environmental standard.

The operational programs/procedures shall address, at a minimum:

- a) Operations and activities that are associated with identified hazard(s) that require implementation of control measures to manage risks;
- b) Control measures related to supply chains (purchase of goods, equipment and services);
- c) Control measures related to contractors and other visitors to the workplace; and
- d) Stipulated operating criteria instructions, maintenance instructions/integrity programs where their absence could lead to an increase in SH&E risks.

The project risk management program determines which operations shall be covered by documented procedures and how these operations shall be controlled.

In preparing the Project HSE Risk Register and Activity Hazard Analysis, the Project Manager should refer to the LREDC HSE Standard Operating Procedures and determine which are applicable to the Task/Project/office and if they are considered suitable as control measures to eliminate or mitigate risks of identified hazards. Refer to **SOP01 – Risk Management Procedure**.

6.2 MEETINGS

6.2.1. WEEKLY

The HSE department will ensure that a representative attends all weekly progress meetings that they are invited to,

6.2.2. BI-WEEKLY

The HSE Bi-Weekly meeting will be held with the following attendees.

- Senior safety manager
- Safety manager
- Environmental manager
- Occupation Health Advisor
- Fire Manager/Engineer
- HSE Analyst
- HSE Auditor
- Any other requested invitees

Agenda should be current on-going activities, high risk events, accidents, environmental matters, OH/IH and mitigation of these hazards.

6.2.3 KICK OFF MEETING

In all kick off meeting the HSE department will be in attendance to meet the Contractor and ensure that the HSE general requirements are in compliance with LREDC procedures.

HSE Hazard Controls

When establishing the project-specific operational controls within the PSHEP, the Project SH&E Representative will refer to the Parsons SH&E Standard Operating Procedures (SOP) and determine which are applicable to the Project and if they are considered suitable as control measures to eliminate or mitigate risks of identified hazards on the project.

The standard operating procedures are considered as the minimum standards required to be implemented. If the generic SOP does not suit the workplace requirements or specific working environment, the information within the SOP may need to be amended to enhance, but not reduce the prescribed standard. Specific HSE components that may need to be addressed include:

- a) Site Security Plan and Access Control;
- b) Permit to Work Procedure;
- c) Traffic Management Plan;
- d) Material Storage Plan;
- e) Management of Hazardous Materials;
- f) Site safety rules;
- g) Emergency Management Plan;
- h) Manual handling Operations;
- i) Working at height;
- j) Electrical Installations;
- k) Personal Protective Equipment;
- l) Plant and Equipment;
- m) Housekeeping Arrangements;
- n) Lifting Equipment and Operations;
- o) Welfare and Site Accommodation;
- p) Scaffolds and Ladders;
- q) Cantilevers and Platforms;
- r) Formworks and structures;
- s) Excavation and trenches;
- t) Confined Spaces;
- u) Demolition;
- v) Piling;
- w) Welding, Brazing and Cutting;
- x) Working over or adjacent to water;
- y) Mobile equipment;
- z) Portable tools;
 - aa) Falling Objects;
 - bb) Slips, trips and falls;

- cc) Wildlife (animals, reptiles, fish, birds) and vegetation;
- dd) Workplace Violence and Bullying;
- ee) Impacts/hazards from adjacent activities;
- ff) Temporary works;
- gg) Existing services and infrastructure co-ordination;
- hh) Occupational health (noise, temperature, lighting, ventilation, radiation, pests); and
- ii) Environmental arrangements (waste management, air pollution, soil and water protection).

Some of the specific environmental and sustainability control measures are addressed within **The Construction/Operational Environmental Management Plan**

6.2.4 PROJECT ENVIRONMENTAL MANAGEMENT PLAN

In certain circumstances (e.g. for a large-scale project or one where there are high environmental risk activities), the Client or Regulatory Authority may request a separate environment-specific management plan (EMP) to be developed to ensure that appropriate environmental management practices are followed during the construction and/or operational phase of a project.

These EMP documents are known as a Construction Environment Management Plan (CEMP) or Operation Environment Management Plan (OEMP), and the objective of the EMP will be to establish procedures and working practices to:

- a) Ensure that the project activities comply with all applicable environmental local, federal and international standards, rules and regulations;
- b) Ensure that the environmental impacts identified during previously performed environmental studies (i.e., the Environment Impact Assessment (EIA) or the Preliminary Environmental Review (PER)) will be properly managed;
- c) Provide effective, site-specific, and implementable procedures and mitigation measures to monitor and control environmental impacts throughout the project;
- d) Ensure that committed mitigation measures are being effectively implemented;
- e) Monitor the project activities to ensure that they do not adversely impact amenity, traffic, or the environment in the surrounding area; and
- f) Maintain high levels of environmental awareness amongst the project team.

The preparation and implementation of an EMP helps to ensure that construction development considers aspects of environmental protection and pollution control.

6.4.1. Permit To Work

A Permit to Work (PTW) is a formal recorded process used to control work which may adversely affect the safety of personnel, plant or the environment. Refer to *LUS-HSE-WG3-446-042 Permit to Work. Essential features of a PTW system include:*

- a) Clear identification of who may authorise particular jobs (and any limits to their authority) and who is responsible for specifying the necessary precautions;
- b) Training and instruction in the issue, use and closure of permits
- c) Monitoring and auditing to ensure that the system works as intended;
- d) Clear identification of the types of work considered hazardous; and
- e) Clear and standard identification of tasks, risk assessments, permitted task duration and control measures

Permits to work are not normally required for controlling general visitors to site or routine maintenance tasks in non-hazardous areas, but are more appropriate for activities such as:

- a) Confined space entry (e.g. manholes, pipes);
- b) Hot works (e.g. welding/cutting; use of explosives; ionizing/non-ionizing radiation);
- c) Working in extreme temperature (e.g. in hot/humid or cold conditions);
- d) Excavations (e.g. identification or existing buried utilities);
- e) Discharge of liquids (e.g. dewatering discharge to land/marine); and
- f) Operation of cranes.

6.2.5 PERMIT TO WORK PROCEDURE

If an activity has been defined as requiring a Permit to Work System to control it, then a PTW procedure and form needs to be developed that clearly identifies:

- a) Employees undertaking the work;
- b) The nature and extent of the job;
- c) Hazards identified through the risk assessment process
- d) Any limitations on the extent of the work
- e) Control measures implemented (including monitoring); and
- f) Validity period of Permit

A competent and trained Permit Issuer shall be given the authority to issue and sign permits on behalf of the employer. The Permit Issuer shall review the submitted documentation (e.g. risk assessment, certificates of competence, etc) to ensure that all steps necessary to ensure the safety of the site, personnel or environment have been identified and implemented.

Once satisfied of the competence of the relevant people and activities, the Permit Issuer will sign the PTW and issue it to the Permit Holder. The PTW shall only cover one work activity (e.g. hot works) and contain a clearly defined scope of work and validity period.

It is the responsibility of the Permit Holder to ensure that the conditions of the PTW are implemented throughout the duration of the work, and that all people involved in the works understand the operation of the PTW system

6.2.6 PERMIT TO WORK MONITORING

Ongoing monitoring may be required of the Permit Holder, depending on the conditions of the Permit. For instance, a Permit to Discharge groundwater to the marine environment may stipulate monthly monitoring of a suite of chemical parameters to ensure that the discharge does not exceed the regulatory requirements.

It is vital that such monitoring is undertaken regularly and submitted to the Permit Issuer for review and analysis to confirm compliance with the Permit conditions.

6.2.7 MANAGEMENT OF CHANGE/PERMIT CLOSE OUT

If the PTW needs to be renewed as the works will exceed the specified duration, the Permit Issuer will review the request and issue an amended PTW with a new expiry date.

If the PTW needs to be extended due to a change in scope of works, then the PTW shall be revoked and the Permit Issuer will request a new PTW to be applied for, due to changes in risk.

When the work is complete or there is a requirement to close the PTW, the Permit Holder shall ensure that the site is left in a condition requiring no further remediation and shall return the PTW

form to the Permit Issuer for verification. The signed and closed PTW form shall be stored and maintained for at least one year.

6.3 STANDARD OPERATING PROCEDURE

6.3.4 LREDC – STANDARD OPERATING PROCEDURE

LREDC has developed the following Standard Operating Procedures (SOP) and are considered as the minimum standards required to be implemented.

If the generic SOP does not suit the workplace requirements or specific working environment, the information within the SOP may need to be amended to enhance, but not reduce the prescribed standard. However, the SOP itself is not to be altered in this instance, with just the relevant information requested to be altered via the HSELQ department of the SOPs.

LREDC has established 23 Standard Operating Procedures and they include all standard procedures that implement good working practice in accordance with OHSAS 18001 International standards.

Complete list below.

SOP	Reference No.	Document Name
SOP 1	LUS-HSE-SP2-431-003	Risk Management
SOP 2	LUS-HSE-SP2-441-001	Roles & Responsibilities
SOP 3	LUS-HSE-SP2-443-001	Communication & Consulting Procedure
SOP 4	LUS-HSE-SP2-447-001	Emergency Response Procedure
SOP 5	LUS-HSE-SP2-451-001	Performance Monitoring
SOP 6	LUS-HSE-SP2-453-002	Non-conformance & Corrective Actions
SOP 7	LUS-HSE-SP2-446-007	Environmental Aspects & Impact Procedure & Register
SOP 8	LUS-HSE-SP2-446-004	Occupational Health Plan & Minimum Requirements
SOP 9	LUS-HSE-SP2-442-001	HSE Training Procedure
SOP 10	LUS-HSE-SP2-455-001	Environmental Inspection & Audit Procedure
SOP 11	LUS-HSE-SP2-441-002	Oil Spill Response Plan
SOP 12	LUS-HSE-SP2-446-003	Inspection Procedure
SOP 13	LUS-HSE-SP2-446-005	Fire Prevention
SOP 14	LUS-HSE-SP2-431-001	Crisis Management Procedure
SOP 15	LUS-HSE-SP2-453-001	Incident Investigation & Reporting
SOP 16	LUS-HSE-SP2-453-002	Internal Audit Procedure
SOP 17	LUS-HSE-SP2-446-001	Operational Control
SOP 18	LUS-HSE-SP2-446-002	HSE Award Procedure for Contractor & Developers
SOP 19	LUS-HSE-SP2-431-002	Control of Substances Hazardous to Health (COSHH)
SOP 20	LUS-HSE-SP2-460-001	Management Review Procedure
SOP 21	LUS-HSE-SP2-446-006	Fire Scope & General Requirements
SOP 22	LUS-HSE-SP2-445-001	Record Control Procedure
SOP 23	LUS-HSE-SP2-445-002	Document Control Procedure