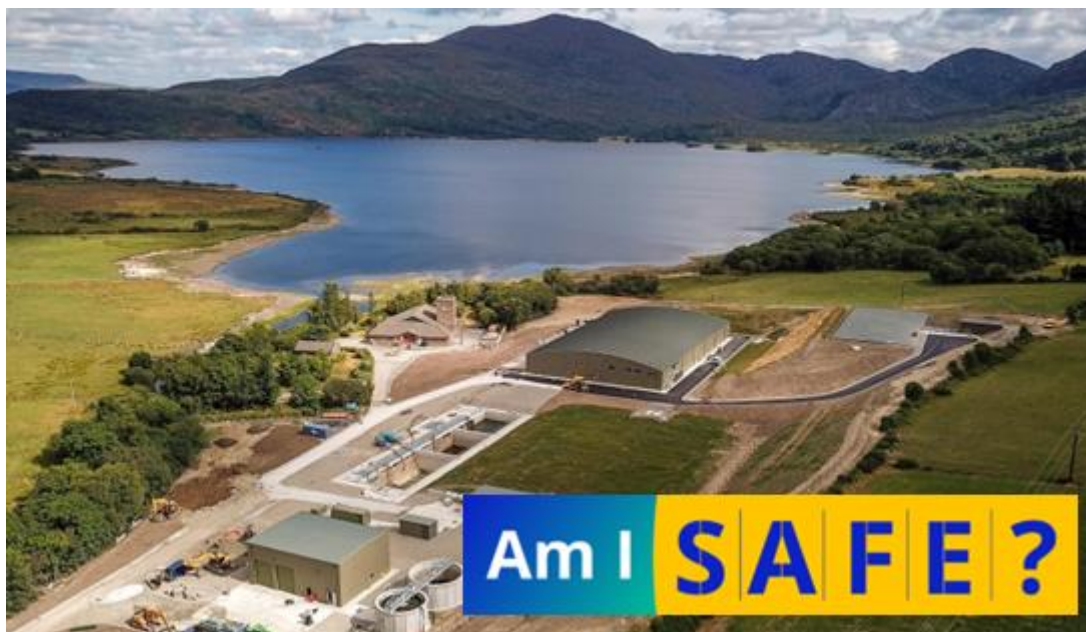


Irish Water

Asset Delivery Site Supervision

Handbook

for Site Supervisors, Engineering Service Providers, and Contract Administrators



Foreword

ASSET DELIVERY

“Well- managed projects are critical to how we work, to the successful achievement of Irish Water priorities, to the management of public finances and, most importantly, to the safe delivery of high quality water services.”

Site Supervision staff support the completion of milestones across projects and the reporting of progress which provides a solid basis for sound management and control of our supply chain activities.

The Asset Delivery Senior Leadership Team has approved this Site Supervision Handbook to provide a common understanding of the Supervision role, and in particular Safety, in the delivery of Irish Water projects.

This Handbook is based on key principles and recognised best-practice in Construction Supervision and international standards. It is designed to drive a robust Safety agenda and build on the existing project management skills and professionalism of the Resident Engineer, Field Engineer and other construction supervisors, at all levels, in the water industry.

Brian Sheehan Head of Asset Delivery

Vision

- It is our goal that our activities and assets shall not cause harm to anyone

Beliefs

- All accidents are preventable
- No activity is so important that it cannot be done safely
- We all have a right to go home every day unharmed
- We all have a responsibility to look after one another and ourselves
- We all have a role to play in achieving the vision

Pillars

- Leadership and Safety Culture
- Safe Assets and Workplaces
- Safe Ways of Working
- Safe Delivery Partners
- Health and Wellbeing



Asset Delivery Site Supervision Handbook

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Acronyms and Abbreviations

AA	Appropriate Assessment
CA	Contract Administrator
CC&B	Customer Care and Billing
CEMP	Construction Environmental Management Plan
ECM	Enterprise Content Management (IW Internal Alfresco Platform)
EIAR	Environmental Impact Assessment Report
EMP	Environmental Management Plan
EPA	Environmental Protection Agency
ER	Employer's Representative
ESP	Engineering Service Provider
FE	Field Engineer
Hazop	Hazard and Operability Study
HSQE	Health Safety Quality Environment
IW	Irish Water
LRSD	Local Representative Support Desk
NCR	Non Conformance Report
PM	Project Manager
PSCS	Project Supervisor Construction Stage
PSDP	Project Supervisor Design Process
QA/QC	Quality Assurance / Quality Control
QP	Quality Plan
RAG	Red Amber Green
RE	Resident Engineer
SimS	IW Safety Information Management System
SOP	Standard Operating Procedure
WMP	Waste Management Plan

The complete Irish Water Glossary of Abbreviations and Terms are available at [HSQESOP-001-FM-06](#)

1.0 Introduction

Asset Delivery is mandated to deliver Irish Water's Capital Plan safely, efficiently and effectively. Its key aim is to successfully deliver the Capital Investment Plan in line with business and customer objectives.

The purpose of this handbook is to provide an overview of the site supervision functions to ensure successful and consistent contract supervision and sustainable results within Irish Water projects.

It provides an overview of the site supervision structures, processes and procedures within Irish Water that are best equipped for delivering safe and consistent practices in supervision on Irish Water capital works.

Construction site supervision provides the critical link between project management and skilled workers who perform construction tasks.

These duties / tasks will be covered under the following headings:

- ✓ Safety ✓ Environment
- ✓ Quality
- ✓ Commercial
- ✓ Communication
- ✓ Reporting & Document Management

The key objectives of the site supervision teams include:

- ✓ Ensuring that Projects/ Programmes are delivered in accordance with the Contract requirements and relevant specifications
- ✓ Ensuring that in the process of delivery of the product the Environmental, Safety, Quality and Engineering standards meet the requirements set by the relevant codes of practice

What Does The Handbook Do?

This handbook will give an overview of Irish Water Asset Delivery's approach to site administration, construction supervision and monitoring of contracts.

It will present a simplified view of the role of the Site Supervision function for the business and how through collaborative working it will deliver the needs of our stakeholders and customers.

It is expected that readers are already knowledgeable in the Site Supervision role and will use this handbook as a reference guide to specific Irish Water requirements.

The reader of the Handbook will understand:

- ✓ The importance of good programme and project design for effective implementation, monitoring and evaluation
- ✓ The critical role of monitoring in demonstrating the performance of programmes and projects, and in steering the implementation process towards the intended results
- ✓ Where to source references and materials for additional information and guidance

The Site Supervision role will include performing various duties / tasks which may be delegated by the Contract Administrator. While this document does not implicitly detail out these duties they will be agreed between the Project Team on a Project by Project basis.

Who Is The Handbook For?

The Handbook has multiple audiences:

- ✓ **Site Supervision staff** who monitor and supervise the completion of milestones across projects including the reporting of progress which provides a solid basis for sound management and control of our on-site activities.
- ✓ **Contract Administrators / Engineering Service Providers** who are involved in planning, monitoring and execution processes.
- ✓ **Project Team** who have responsibility for ensuring that the project is progressing in accordance with the contract, applicable legislation, standards and guidelines.

How Is The Handbook Organised?

Underlying the entire Handbook is the principle that completion of milestones across projects and the reporting of progress provide a solid basis for sound management and control of our supply chain activities.

Chapter 1.0 and 2.0 provide an overview of the governance and integrated nature of site supervision on Irish Water Projects



Chapters 3.0 through 8.0 have each been split into 3 key sections:

- ✓ Objectives,
- ✓ Requirements
- ✓ Task and Duties



Chapter 9.0 details reporting and meetings

1.1 Relevant Legislation, Standards and Guidelines

Obligations regarding Health and Safety are set out in individual Contracts and applicable legislation, standards and guidelines.

The appropriate Health and Safety legislation includes, but is not limited to:

- ✓ The Safety Health and Welfare at Work Act (2005), supporting regulations, codes of practice and guidelines;
- ✓ The Safety Health and Welfare at Work (General Application) Regulations 2007 – and amendments thereof;
- ✓ The Safety Health and Welfare at Work (Construction) Regulations 2013 – and amendments thereof;
- ✓ Code of Practice for avoiding danger from overhead electricity lines; ✓ Code of Practice for avoiding danger from underground services; ✓ HSA Guidelines for Working on Roads.

This handbook should be read in conjunction with all applicable and relevant Irish Water Standards and Specifications. These are available at the following location:

www.water.ie/iwstandards
designstandards@water.ie .

For access requests contact

1.2 Definitions / Terminology

A list of key definitions and terminology is provided to ensure that the wording of this handbook is clear and unambiguous and can be found in [Appendix 1.0 –Definitions and Terminology](#).

Reference to ‘Site Supervisor’ in this document refers to Resident Engineers / Field Engineers at all grades and levels who are engaged in the supervision of construction work on IW Capital Projects.

1.3 Core Values

Irish Water is committed to our overall mission to deliver Irish Water’s Capital Investment Plan safely, efficiently and effectively to ensure our activities and assets shall not cause harm to anyone.

We share and embrace the following core values:

- ✓ Safety;
- ✓ Integrity;
- ✓ Customer Service; ✓ Performance; ✓ Collaboration.



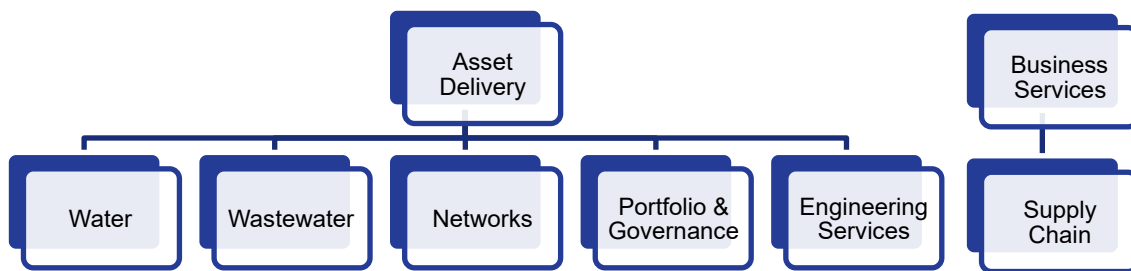
1.4 Our Safety Beliefs

All accidents are preventable. No activity is so important that it cannot be done safely. We all have a right to go home every day unharmed. We all have a responsibility to look after one another and ourselves. We all have a role to play in achieving our vision.

1.5 Our Team Structure

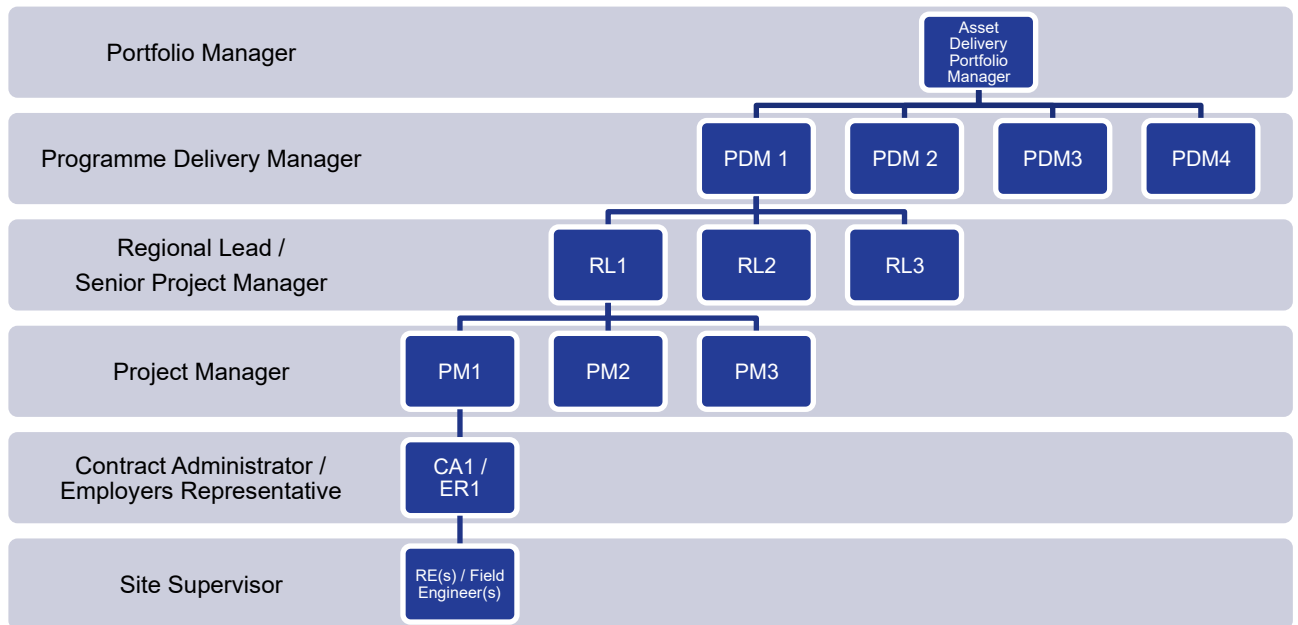
1.5.1 Irish Water Asset Delivery Team Structure

The Irish Water Asset Delivery organisational structure is shown below:



The full Asset Delivery org chart can be accessed at the following link (not yet available).
What we do:

- ✓ **Water Portfolio:** Deliver Programmes of work that address business needs across a wide range of Water Assets above and below ground;
- ✓ **Wastewater Portfolio:** Deliver Programmes of work that address business needs across a wide range of Wastewater Assets above and below ground;
- ✓ **Networks Portfolio:** Undertake water and wastewater network interventions. The water interventions are aimed primarily at reducing leakage and removal of lead common services;
- ✓ **Portfolio and Governance:** Portfolio and Governance oversee the delivery planning, portfolio management and ensure the delivery of the overall Capital Investment Plan;
- ✓ **Engineering Services:** Provision of various statutory consents, standardisation of specifications and provision of design support during project delivery;
- ✓ **Business Services and Supply Chain:** Services supporting all specialist areas. It is cross-functional in nature focuses on end-to-end process management to deliver business outcomes.



1.5.2 Project Team - Incorporating Site Supervision Team

The organisational structure on all Irish Water Asset Delivery projects is show below:

Note: As required the Engineering Service provider (ESP) may act as the CA / ER for the Project.

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2.0 HSQE - Safety

2.1 Safety Objective

Safety is one of Irish Water's core values and Irish Water prioritises the safety of all those engaged on, or affected by our activities.

The following beliefs are the founding principles that underpin the Irish Water vision:

- ✓ All accidents are preventable;
- ✓ No activity is so important that it cannot be done safely;
- ✓ We all have a right to go home every day unharmed;
- ✓ We all have a responsibility to look after one another and ourselves;
- ✓ We all have a role to play in achieving our vision.

For the Vision to be credible, and for Safety to truly be a core value, these beliefs are intrinsic to all of those who work for or on behalf of Irish Water.

2.2 Safety Requirements

2.2.1 Work Safe Home Safe



Work Safe Home Safe is a value that is reflected in the Ervia (Irish Water Parent Company) corporate plan, the business unit plans, and the shared values that have been rolled-out across Irish Water.

The name in itself sends a strong message that safety extends beyond the work environment and it hints at the devastating and wide reaching effects a work place accident can have on an individual, their home life, their family and friends.

The Work Safe, Home Safe Framework **which is included in [Appendix 2.0 – Work Safe Home Safe Framework](#)** is built of the following 5 pillars that ensure the strategy is focussed on specific and relevant issues:

- ✓ Leadership and Safety Culture;
- ✓ Safe Assets and Workplaces;
- ✓ Safe Ways of Working;
- ✓ Safe Delivery Partners;
- ✓ Health and Wellbeing.

All of the initiatives that will flow from Work Safe Home Safe will fit under one of these pillars that form the foundation for Safety Action Plans that each of the Irish Water business units are developing to deliver these improvements.

It is important to note that the 'Work Safe Home Safe' framework is relevant to all staff working for or on behalf of Irish Water.

2.3 Safety Duties / Tasks

2.3.1 Irish Water Management of Health, Safety, Quality and Environment on Capital Projects - [IW-HSQE-SOP-021](#)

The HSQE ([IW-HSQE-SOP-021](#)) document outlines the HSQE roles, responsibilities and procedures applicable to the management of capital projects under the control of Irish Water.

All members of the Irish Water Project Team play an important role in ensuring that Irish Water fulfils its duties as a proactive Client in meeting the requirements of the above document and driving a safety culture on Irish Water sites. As a key member of this team, Site Supervision staff are required to carry out the following duties as part of their function:

2.3.1.1 Safety Culture

The Site Supervisor shall work collaboratively with the Project Team and other Stakeholders in driving a good safety culture on Irish Water projects. This includes:

- ✓ Positive recognition of safe working practices;
- ✓ **'Don't walk by'** – if an unsafe practice is observed, the Site Supervisor should notify the Contractor and/or stop the unsafe practice and/or works **IMMEDIATELY** and issue a Non Conformance Report ([NCR](#)).
- ✓ Holding regular **safety conversations** with members of the Contractor's team and discuss and promote safety initiatives with Contractor's management team;
- ✓ Encourage reporting of near misses, good catches and new initiatives so that good practice and lessons learnt can be shared across the industry; ✓
Encourage good communication of safety by Challenging standards and relevance of RAMS.



2.3.1.2 Weekly Safety Inspections and Corrective Action

Site Supervisors are required to undertake Site Safety HSQE Inspections on a weekly basis using form [IW-HSQE-FM-095](#).

'Red' and 'Amber' issues raised during these inspections should be discussed with the Contractor and closed out within the appropriate timeframe using the corrective actions process.

2.3.1.3 Monthly Safety Inspections and Corrective Action (Supporting HSQE department)

The Site Supervisor is required to coordinate the scheduling of the monthly inspections with the relevant Irish Water HSQE Inspector and ensure that all work areas are included as part of the inspection. The HSQE inspector may at their discretion turn up unannounced to carry out an inspection.

Steps for undertaking monthly Safety Inspections and ensuring that issues raised are actioned and closed out on the Irish Water HSQE tracker are outlined below. The Site Supervisor should note his/her role in the process:

1. Irish Water HSQE Inspector undertakes inspection accompanied by the Site Supervisor. *The Site Supervisor should discuss site safety and safety culture issues with the inspector as part of the monthly review and also provide an update on weekly inspection findings since the previous monthly inspection.*
2. Following completion of the inspection, Irish Water HSQE Inspector reviews findings with the Contractor and the Site Supervisor.
3. The Irish Water HSQE Inspector issues the completed form to IW HSQE and results are uploaded to IW Safety Information Management System (SiMs).
4. The Site Supervisor discusses 'Red' and 'Amber' issues with the Contractor to ensure that items are closed out within the appropriate timeframe using the corrective actions process.
5. The Site Supervisor informs the Project Manager when items have been addressed by the Contractor.
6. The Project Manager updates SiMs to confirm that 'Red'/'Amber' issues have been closed out.

2.3.1.4 Incident Reporting

The Site Supervisor's role in the management of Health & Safety Incidents on site is set out in the following procedures

- ✓ Low Level H&S Incident Management – [IW-HSQE-SOP-024-PRO-23](#);
- ✓ High Level Incident Management - [IW-HSQE-SOP-024-PRO-24](#).

The EHS incident reporting form is [IW-HSQE-SOP-024-FM-01](#).

2.3.1.5 Safety File

The Site Supervisor should ensure that the Safety File is regularly kept up to date in accordance with Irish Water requirements and forms part of the safety discussion at each

monthly progress meeting. On completion of the Project, the Site Supervisor should ensure that the Safety File is handed over from the Project Supervisor Construction Stage (PSCS) to the Project Supervisor Design Process (PSDP) nominated representative. The Irish Water safety file requirement for Capital Projects is [HSQE-SOP-064-FM-01](#).

The Safety File shall be provided to IW Asset Delivery as per Irish Water's project records and governance procedures.

2.3.1.6 Reporting

The Site Supervisor is required to provide updates to Irish Water at a pre-determined frequency (See [section 8.0](#)).

2.3.1.7 Awareness of Safety Alerts

The Site Supervisor should take note of any safety alerts / bulletins issued by Irish Water HSQE and discuss with the Contractor if necessary.



Any queries about the content can be directed through the dedicated email account hsqe@water.ie.

2.3.1.8 Training Forums

The Site Supervisor is required to attend various workshops/training days held by Irish Water.

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3.0 HSQE - Environment

3.1 Environmental Objectives

Environmental compliance is a fundamental requirement on all Irish Water projects. To ensure that the Environment is not harmed or polluted by construction related activities, Irish Water promotes Environmental Awareness and strict control measures in all aspects of our services. Irish Water encourages a culture of environmental responsibility including waste prevention, reduction and minimisation, recycling and efficient energy management, to comply with the relevant EU and Irish environmental legislation.

3.2 Environmental Requirements

3.2.1 Envirokit Awareness



EnviroKit is Irish Water's environmental screening toolkit that enables the user to systematically approach environmental assessment and designing of construction related projects.

EnviroKit is a series of detailed and robust environmental checklists which assist the Project Team in making informed environmental decisions early in the project. It provides a mechanism to assess environmental risk and reduce potential future liabilities.

A number of controls as identified by EnviroKit will be required at construction stage. The Site supervisory staff should be familiar with these controls, which should be included in the Contractor documentation (See reference list in section [4.2.4](#)).

3.2.2 Construction Environmental Management Plan

Irish Water may require the Contractor to prepare and implement a Site Specific Construction Environmental Management Plan (CEMP), prior to the commencement of any construction related activities.

The purpose of the CEMP is to provide a framework to ensure that the Project's environmental impacts and risks identified during the Environmental Impact Assessment Report (EIAR), Appropriate Assessment (AA) and through EnviroKit if relevant to the Project. The process of implementing the relevant environmental measures must be effectively managed during construction, commissioning and handover of the project. The CEMP must ensure that appropriate mitigation, monitoring, inspection and reporting mechanisms are planned and implemented.

The implementation of the CEMP will ensure:

- ✓ Compliance with the conditions of planning;
- ✓ Compliance with environmental legislation and regulations;
- ✓ Ensure that the environmental risks associated with the construction are minimised;

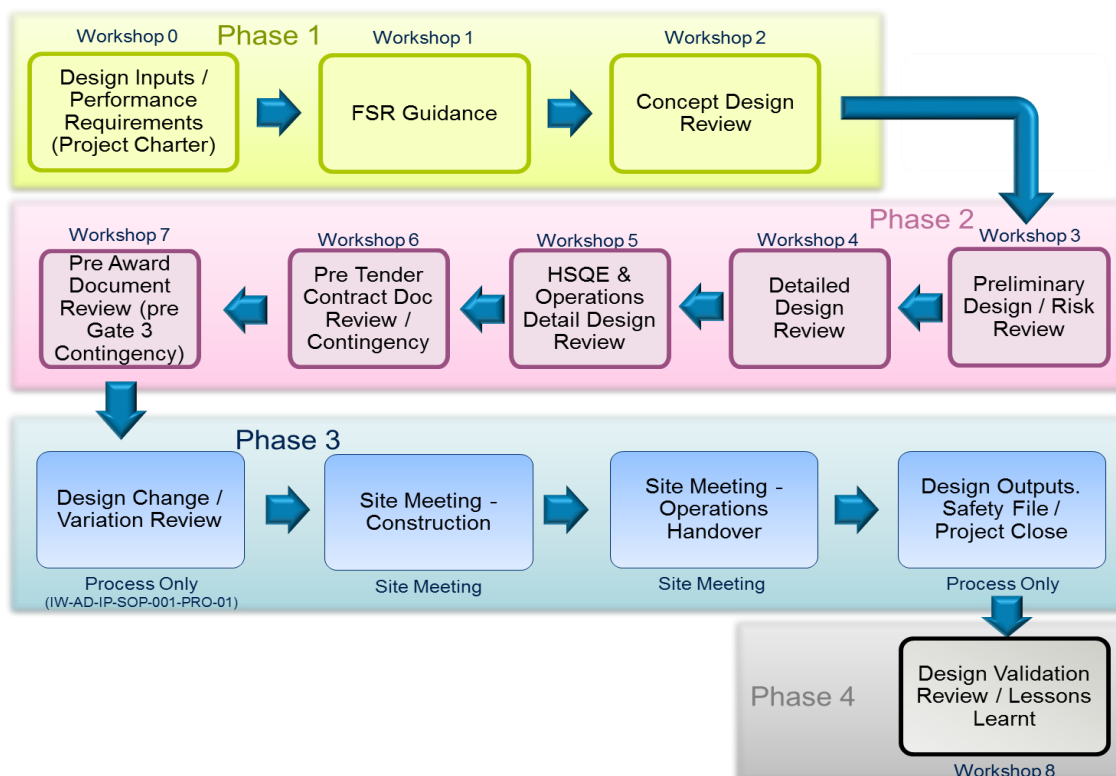
- ✓ Compliance with the environmental assessments completed for a project; and ✓ Correct waste disposal methods and 'Waste Tracker' register is completed.

The Site Supervisor is responsible for monitoring the Contractors compliance with the CEMP, and as the CEMP is a 'live' document subject to inclusion of additional requirements as site-specific need arises, the Site Supervisor should review/monitor it on a regular basis throughout the life of the project. Where a CEMP is agreed with planning authority or condition of planning / Natura Impact Statement (NIS) then measures must not change without prior agreement.

3.2.3 Environmental Risk Register (Workshop 6)

The Site Supervisor should familiarise themselves with the workshop structure particularly Workshop 6 outputs (see graphic below). The 'Irish Water Asset Delivery Design Review/Risk Workshop Procedures' is [IW-AD-EDS-SOP-002](#)

The Site Supervisor should highlight potential Environmental Risks, where these have not been previously identified, and notify to the Employer Representative / Contract Administrator so that the Risk Register can be updated accordingly.



3.2.4 Environmental Incident Management Procedure

The Site Supervisor should be familiar with the Environmental Incident Management Procedure, as set out in controlled document(s) for High and Low level respectively [HSQE-SOP-024-PRO-18](#) and [HSQE-SOP-024-PRO-19](#) including the accompanying EHS Incident Reporting Form, [HSQE-SOP-24-FM-01](#).

3.2.5 Environmental Reports

The Site Supervisor is required to provide updates to Irish Water at a pre-determined frequency (See [section 8.0](#)).

3.3 Environmental Task / Duties

The Site Supervisor shall be expected at all times to monitor compliance with Contract requirements and relevant legislation and ensure any environmental risks and issues are addressed in collaboration with the various stakeholders.

The Site Supervisor will monitor compliance by ensuring:

- ✓ Inspection regimes are adhered to (weekly / monthly inspections) [IW-HSQEFM-095](#);
- ✓ Works are carried out in accordance with the Contract;
- ✓ Ensure that the EIAR (formerly EIS) are adhered to, as applicable; ✓ That the Natura Impact Statement (NIS) is adhered to, as applicable;
- ✓ That Works are carried out in accordance with the Waste Management Plan; and
- ✓ That environmental matters and raised with the Project Team in weekly / monthly report (See [section 8.0](#)).

Weekly HSQE Inspections

Site Supervisors are required to undertake Site Inspections on a weekly basis using form [IW-HSQE-FM-095](#).

Environmental specific 'Red' and 'Amber' issues raised during these inspections should be discussed with the Contractor and closed out within the appropriate timeframe.

Monthly HSQE Inspections (Supporting Irish Water HSQE)

On request the Site Supervisor is required to coordinate the scheduling of the monthly inspections with the relevant Irish Water HSQE Inspector and accompany him/her to ensure that all work areas are included as part of the inspection.

Incident Reporting - HSQE

- ✓ (Refer to Section [2.3.1.4](#))

Corrective Action – Environmental Compliance

In cases of Environmental non-compliance, the Site Supervisor will be expected to stop or suspend the Contractor's operations, and implement the corrective action procedure.

A corrective action is implemented to rectify an Environmental problem on site such as changes to environmental control methods. The Corrective Action Report (CAR) should detail the cause and effect of an Environmental problem on site and the recommended corrective action that is required to remedy it. An appropriate timeline for closing out the corrective actions will be identified by the Contractor to the satisfaction of the Site Supervisor which will then be implemented by the Contractor in a prompt manner.

Corrective actions may arise as a result of the following:

- ✓ Environmental Inspections or Audits;
- ✓ Environmental Incidents;
- ✓ Environmental Monitoring; and ✓ Environmental Complaints.

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4.0 HSQE - Quality

4.1 Quality Objective

Ensuring Irish Water physical assets are delivered to the specified standard is a key requirement in all our projects. Quality in construction is essential in enabling Irish Water to provide a sustainable, resilient and efficient service to all our customers.

4.2 Quality Requirements

4.2.1 Quality Plan / Method Statements

The Site Supervisors should familiarise themselves with, and monitor compliance with, the Contractors quality assurance plan in accordance with BS EN ISO 9001. This quality plan will include procedures for design, construction, commissioning and maintaining, record keeping, training and competency of personnel.

The following is a list of the relevant ISO standards and guidance:

- ✓ I.S. EN ISO 9000:2015 Quality Management Systems – Fundamentals and Vocabulary;
- ✓ I.S. EN ISO 9001:2015 Quality Management Systems – Requirements;
- ✓ I.S. EN ISO 9004: 2018 Quality Management Systems – Guidance to achieve sustained success;
- ✓ I.S. ISO 10005:2005 Quality Management – Guidelines for Quality Plans;
- ✓ ISO/TR 10013:2001 Guidelines for Quality Management System Documentation;
- ✓ ISO 10006- Quality Management- Guidelines for Quality Management in Projects;
- ✓ ISO 45001:2018, Occupational health and safety management systems – Requirements;
- ✓ ISO 14001: 2015, Environmental Management (EMS);
- ✓ ISO 50001:2011 – Energy Management System;
- ✓ ISO 31000:2009 Risk management -- Principles and guidelines.

Irish Water requires our Contractors to submit a detailed Quality Plan (QP) before the commencement of any construction, to address all construction activities carried out.

The purpose of the QP is to set out the quality controls, that when implemented will ensure that all Irish Water and other applicable regulatory requirements for the constructed works are met.

The Contractor's overall QP, including quality control and assurance, shall be consistent with and support the overall quality objectives established by the Employer and the Contract Administrator.

The implementation of the QP will ensure adherence to:

- ✓ Procedures for the control of sub-contracts, quality control, documentation control;
- ✓ Procedures for review and adjustment of programmes for the effective progression and completion of the Works;
- ✓ Procedures for the control and approval of materials;
- ✓ State the Specifications or Standards to which the materials have to conform to;
- ✓ Quality Management Auditing for the Works in accordance with the specification.

The QP shall also take into account the Method Statements, for the general works, and for each major activity, whether such activities are directly controlled by the Contractor or subcontracted.

These may include:

- ✓ Work instructions;
- ✓ Quality Control Procedures;
- ✓ Compliance testing/inspection arrangements; ✓ Work acceptance procedure.

The Site Supervisor is responsible for monitoring compliance with the QP and Method Statements, and as the QP is a "live" document subject to change as site-specific need arises, the Site Supervisor should review/monitor on a regular basis throughout the life of the project.

4.2.2 Quality - Risk Register (Workshop 6)

The Site Supervisor should familiarise themselves with the workshop structure particularly Workshop 6 outputs. The 'Irish Water Asset Delivery Design Review/Risk Workshop Procedures' is [IW-AD-EDS-SOP-002](#).

4.2.3 Quality Reports

The Site Supervisor is required to provide updates to Irish Water at a pre-determined frequency in accordance with IW document and record management requirements. As part of his/her duties around quality reporting, the Site Supervisor shall maintain a comprehensive filing system. These files should be managed by the Site Supervisor for signing off on installation, snagging and acceptance, and final client sign off.

(See [section 8.0](#)).

4.2.4 Irish Water Standards & Specifications

The Site Supervisor should be familiar with the Irish Water's Technical Standards, Environmental Procedures and Guidance in particular the standards that are relevant to the specific project. These include:

- ✓ Code of Practice for Water Infrastructure [IW-CDS-5020-03](#);
- ✓ Code of Practice for Waste Water Infrastructure [IW-CDS-5030-03](#);
- ✓ Water Infrastructure Standard Details [IW-CDS-5020-01](#);
- ✓ Waste Water Infrastructure Standard Details. [IW-CDS-5030-01](#)
- ✓ [AM-SOP-009](#) Information and Guidance Document on Japanese Knotweed;
- ✓ [IW-AMT-GL-001](#) Irish Water Guidance on the Management of Giant Hogweed;
- ✓ [IW-AMT-GL-002](#) Irish Water Guidance on the Management of Himalayan Balsam;
- ✓ [IW-AMT-GL-007](#) Irish Water Guidance on Biosecurity for Aquatic Sampling Activities;
- ✓ [IW-OPM-SOP-10](#) Biosecurity Standard Operating Procedure for Aquatic Sampling;
- ✓ [IW-AMT-GL-009](#) Landscape Treatment Guidelines;
- ✓ [IW-TEC-300-01](#) General Civil Engineering Specification - Particularly Section 1.15 and 1.21;
- ✓ [IW-TEC-300-02](#) General Civil Engineering Specification Notes for Guidance - Particularly Section 3

4.3 Quality Duties / Tasks

The Site Supervisor's primary role is to ensure that the works are constructed in accordance with requirements and general provisions of the contract.

The Site Supervisor must therefore ensure that:

- ✓ the Contractor complies with their QA/QC system / QP and should monitor the implementation of this system and plan;
- ✓ if at variance with the requirements provided then request how the Contractor intends to address this discrepancy.

If a quality issue or poor workmanship is observed by the Site Supervisor, the Contractor should be notified immediately and issued with the Irish Water Non Conformance Report Form ([NCR](#)).

The Site Supervisors duties / tasks include:

- ✓ Ensuring that the works are carried out in accordance with the Contract Documents and relevant specifications;
- ✓ Regularly audit work quality in accordance with Irish Water's Quality inspection regime criteria;
- ✓ Ensuring that standards and specifications are adhered to, and that necessary testing is carried out;
- ✓ Ensuring that derogations procedure ([IW-AD-EDS-SOP-005](#)) is followed in the event of any proposed changes to the Standards and/or Contract Requirements;
- ✓ Raising NCRs where required and reporting to the Employer's Representative on all matters pertaining to the work quality on site;
- ✓ Observing and implement all instructions issued by the Employer's Representative as regards work quality;
- ✓ Issuing instructions to the Contractor relating to compliance with the contract requirements regarding the work quality are to be given strictly through proper authorised channels;
- ✓ Maintaining comprehensive records as to the various work stages, and to ensure that significant events and occurrences affecting work quality are properly recorded;

- ✓ Ensuring that any Assistant Site Supervisors adhere to all the aforementioned principles;
- ✓ Issuing Corrective Action Preventative Action (CAPA) Form for red/amber items from the Quality inspections, as per the HSQE processes;
- ✓ Raise quality matters with the Project Team in weekly / monthly report (See [section 8.0](#)).



5.0 Commercial

5.1 Commercial Objectives

Underpinning all of the activities undertaken by Irish Water is a drive to seek improved ways of operating and delivering value for money for the company and its customers.

Irish Water has a responsibility that correct governance is administered on budgets relating to projects.

Irish Water has risk management objectives that require a proactive approach and are reviewed regularly to reflect changes in market conditions and the Company's activities. Irish Water Asset Delivery quantifies risk associated with projects and contracts using a standardised approach to risk management, this includes establishing and maintaining a risk register prior to and during the construction stage

5.2 Commercial Requirements

Irish Water require up to date accurate project forecasting (Planned –v- Actual) during the construction contract duration.

A progress update on completed works will be required to provide accurate input into the commercial section of the 'Monthly Report' (as required).

Payments to the Contractor will be required in line with the Construction Contracts Act 2013 and contract conditions.

5.2.1 Management of Claims / Variations / Scope Change

Site Supervision staff will be required to input in the management of Claims, Variations and Scope Changes on Irish Water projects and programmes. This will include being familiar with the standard processes and contract requirements. These duties will be agreed and formalised with the Contract Administrator.

5.2.2 Dispute Resolution – (CA responsible)

Irish Water has a series of Process Maps and Step-by-Step guides for the management of the following disputes on projects which the Site Supervisor will be required to provide input:

- ✓ Commercial Settlement;
- ✓ Adjudication;
- ✓ Conciliation; ✓ Arbitration; ✓ Mediation.

5.3 Commercial Task / Duties

The Site Supervisor duties / Tasks will include (but not limited to):

- ✓ Assessing the Contractors Interim and Final Accounts;
- ✓ The Site Supervisor should familiarise him / herself with the risk register, monitor and provide updates during the project;
- ✓ Assisting in the review and management of contractual claims, variations and scope change;
- ✓ Assisting in dispute resolution process (as necessary);
- ✓ Enabling compliance with the Construction Contracts Act 2013;
- ✓ Providing information to the Contract Administrator for inclusion in monthly reports;
- ✓ Filing and maintaining commercial records in line with Irish Water folder structure;
- ✓ Maintaining a detailed daily diary record of labour, plant and activities on site.

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6.0 Communication

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.1 Communication Objectives

A successful project is built on good communications between the interested parties. The Site supervisor has an important role to play in ensuring good communications are maintained with both statutory and non-statutory stakeholders.

Irish Water promotes the formation of a “Partnering” relationship with our Contractors and other industry partners in order to successfully deliver projects to the benefit of all parties.

This partnering relationship should be structured to draw on the strengths of each organisation to identify and achieve mutual goals. The purpose of this relationship should be to maintain cooperative communication and mutually resolve conflicts.



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6.2 Communication Requirements

The Site Supervisor should be familiar with the contract or project communication plan which will outline the communication necessary to keep key stakeholders informed at the correct level during project delivery.

Typical components include:

- ✓ Public Relations;
- ✓ Communications with other stakeholders e.g. Contractors, Local Authorities, Utility providers, Land Owners, Customers, Irish Water Operations;
- ✓ Communications with local organisations, attendance at information meetings with public & business interests;
- ✓ Response time to queries, complaints in line with Irish Water policies;
- ✓ Number and type of stakeholder briefings;
- ✓ Communications material produced (type/approach/audience).

The Site supervision and Contractor's staff working on an Irish Water project represent Irish Water. All parties should be aware of their responsibilities and roles in respect of public relations and clear lines of communication should be established to keep Irish Water informed of all complaints received from the general public, business premises, house owners, landowners etc.

6.3 Communication Task / Duties

6.3.1 Liaison with project stakeholders

The Site Supervisor will be required to liaise with various stakeholders throughout the project, and also ensure the Contractor is liaising with such stakeholders. The stakeholders include but not limited to the following:

- ✓ Asset Operations, Asset Management and Maintenance Staff;
- ✓ Various IW Specialists (e.g. Planning, Ecology and HSQE);
- ✓ Various Local Authority Departments;
- ✓ Relevant Government Departments including the Department of the Environment;
- ✓ Community and Local Government; ✓ ESB, Eircom and other Statutory Undertakers;

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- ✓ Inland Fisheries Ireland;
- ✓ Office of Public Works;
- ✓ EPA;
- ✓ Adjacent Landowners, Residents etc.

.3.2 Lines of Communication

The Site Supervisor should follow the lines of communication set out in contract and project communication plan.

6.3.3 Public notifications

- ✓ Ensure standard Irish Water templates are available to Contractors and are completed in accordance with Irish Water communication requirements. Agree wording in advance for any public notices with Irish Water communications department;
- ✓ Liaise with Asset Operations to ensure that all customers affected by water shut offs, road closures etc. are identified and notified to the contractor particularly in relation to vulnerable customers;
- ✓ Ensure that a project communications tracker is established and maintained in accordance with the project communication plan.

6.3.4 Public Enquiries, Complaints & Compliments

The Site Supervisor shall ensure the Contractor follows the contract and communications plan in relation to stakeholder communications.

The Site Supervisor shall assist in addressing queries from the general public and public representatives, and assist PM in closing out issues raised on the Local Representative Support Desk (LRSD) and Customer Care and Billing system (CC&B).

6.3.5 Site Supervision Monthly report.

Ensuring all relevant project communications are recorded in the monthly report (See [section 8.0](#)).

Communication of Water Shut offs for notification by customer team to vulnerable customers.



7.0 Document Management

7.1 Document and Record Management Objectives

Project Document and Records Management allows Asset Delivery to identify key document and record requirements across the project lifecycle ensuring there is a standard and consistent approach to the effective and efficient management of documents and records through the use of a dedicated IT systems which ensure documents and records can be easily created, stored, received and retrieved when required.

Objectives of Document and Records Management

- ✓ Reduce risk of lost and misfiled documents;
- ✓ Identify clear roles & responsibilities;
- ✓ Provide faster search and retrieval of documents;
- ✓ Reduce the amount of physical space used to store documents, such as file cabinets, boxes and shelving;
- ✓ Better organisation of documents;
- ✓ Streamline information and workflow;
- ✓ Allow instant access to documents;
- ✓ Control the quantity and quality of records;
- ✓ Identify what records are required;
- ✓ Apply required retention periods to stored items; ✓ Develop and administer policies and procedures; ✓ Preserve records throughout their life cycle.

7.2 Document and Record Management Requirements

The Irish Water Asset Delivery Project Records and Governance Procedure ([IW-AEDDS-SOP-004](#)) outlines the specific requirements of project documents and records management throughout the project lifecycle.

7.3 Document and Record Management Task / Duties

It is the responsibility of Site Supervisor to ensure that documents and records are maintained and submitted to Irish Water through dedicated Irish Water IT systems within the required timeframes.

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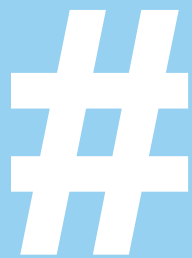
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8.0 Reporting & Meetings

8.1 Reporting and Meetings Requirements

The Site Supervisor will be required to input into and/or submit progress reports during the contract and will also be required to attend various meetings during the project.



8.2 Reports

Typical reports are set out below:

- Site Supervision Progress Report;
- Engineering Service Providers (ESP) Monthly Report.

8.3 Meetings

A list of the meeting objectives schedule and attendees are outlined in the following table:



Meeting	Objective	Schedule	Attendees	Input
Client Pre-commencement meeting	Set out and agree Client requirements in relation to Project Delivery	Prior to Contract Start	Client; ESP; Site Supervision Team; Project Manager	As per Agenda
Contract Precommencement Meeting	Set out and agree Contractor Project Execution Plan / Quality Plan	Prior to Project Start	Client; ESP; Site Supervision Team; Project Manager; Contractor	As per Agenda
Contract Progress Meetings	Report on project progress / issues	At defined intervals throughout project	Client; ESP; Site Supervision Team; Project Manager; Contractor	As per Agenda
Client Progress Meetings	Discuss project progress / issues	As required	All Project Team	As per Agenda
Design Review Meetings	Review Charter Program Requirements /	As required	Site Supervision attendance (as	As per Agenda

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Meeting	Objective	Schedule	Attendees	Input
	Deliverables / Budget & Schedule Changes		required)	
Water / Waste Water Hazop Meeting / Workshop	Identify and evaluate problems that may represent risks to personnel or equipment	As required per contract	As required	As per Agenda
Commissioning, Testing, and Handover Meeting(s)	As per contract	As per contract	As required	As per Agenda
Landowner or Other Statutory/ Non-Statutory stakeholder Meeting	Statutory and Non Statutory Objectives	As required	As required	As per Agenda



9.0 Site Supervision Feedback Hub

9.0 Feedback Hub – Good Practices

Irish Water is committed to ensuring our Site Supervision handbook and supporting documents are useful and relevant to those carrying out or monitoring activities on Ireland's water infrastructure.

We welcome any feedback you have on this Site Supervision handbook so that we can improve future editions to capture examples of good practice and consistent way of working.

Ref Section	Comment	Proposed Change	Rationale	Good Literature / Photo (Attachment)	Practice

After completing the above table, please submit your comments to the following email: FeedbackHub@Water.ie or Work Safe Home Safe wshs@ervia.ie



Appendices

Appendix 1.0 – Definitions / Terminology

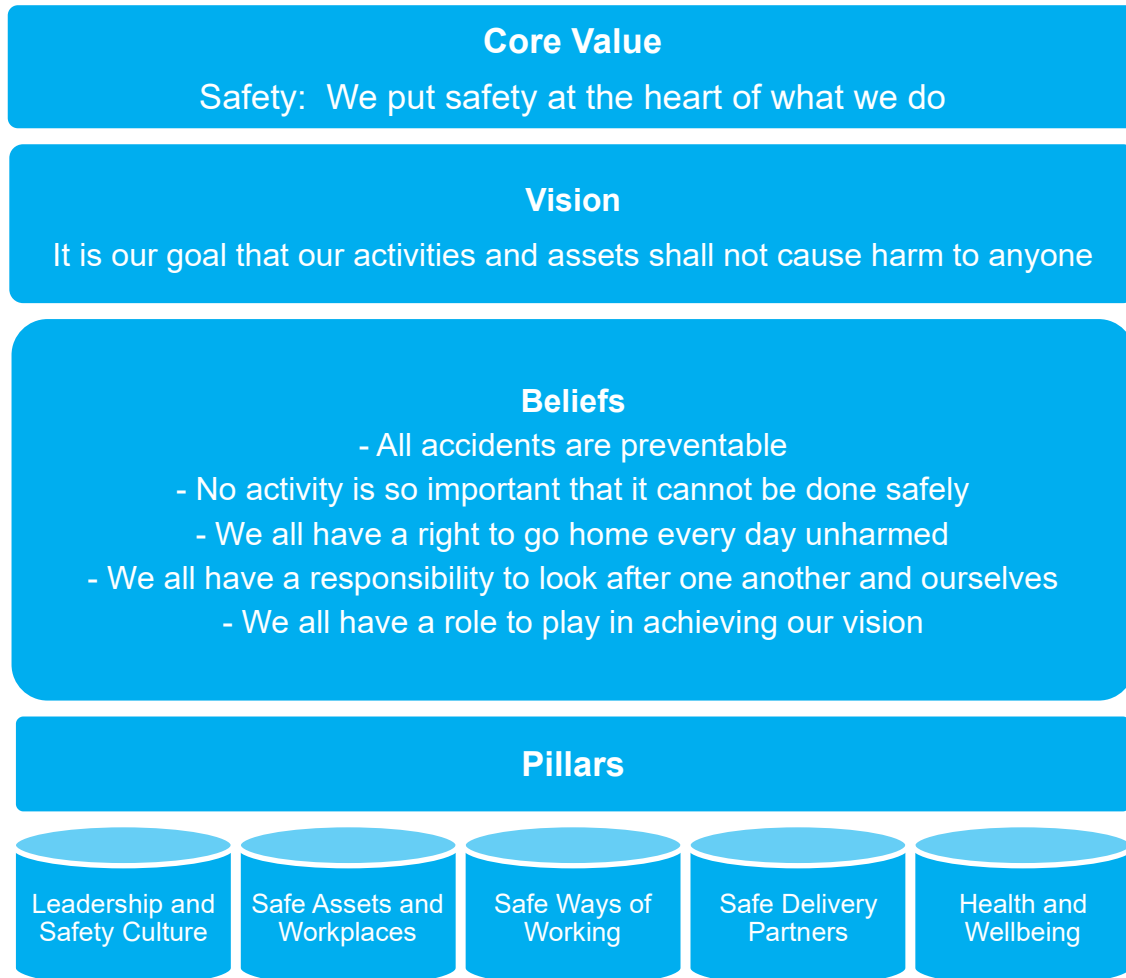
List of Definitions

Below is a List of Definitions of words and phrases as they relate to these Guidelines. Certain words and phrases used in these Guidelines have been omitted from this List as they are defined elsewhere (e.g. Irish Water PM handbook)

Item	Definition
Project Team	Client team (including Site Supervision team) involved in project/programme delivery.
Site Supervisor (Resident Engineers / Field Engineer)	Clients Site team responsible for monitoring and supervising project /programme delivery.
Contractor	“A contractor or an employer whose employees undertake, carry out or manage construction work, or a person who carries out or manages construction work for a fixed or other sum, and supplies materials, labour or both, whether the contractor’s own labour or that of another, to carry out the work” (Source: Safety, Health and Welfare at Work (Construction) Regulations 2013)
Corrective Action Report (CAR) / Corrective Action Preventative Action (CAPA)	Corrective and preventive action (CAPA, also called Corrective Action / Preventive Action, or simply Corrective Action) are improvements to an organization's processes taken to eliminate causes of non-conformities or other undesirable situations, correct them and prevent reoccurrence.
Safety Conversation	A behavioural observation method used by Irish Water which promotes a conversation structure that focuses on the task and the risks.
HSQE Inspector	“An IW HSQE Team member who completes an EHS inspection / a competent external service provider completing an EHS Inspection on behalf of IW HSQE.” (Source: IW-HSQE-SOP-009 (EHS Inspection Procedure))
EIAR	“A statement of the effects, if any, which proposed development, if carried out, would have on the environment”. (Source: Planning and Development Act)
Engineering Service	Consultant appointed by the client to provide Engineering services and

Item	Definition
Provider(ESP) / Contract Administrator	administer the contract.
Method Statements	Document that details the way a work task or process is to be completed. A step by step instruction for undertaking a specific task. It contains a descriptive detail of how to sequentially carry out a particular task.
Construction Environmental Management Plan (CEMP)	A plan to ensure that undue or reasonably avoidable adverse environmental impacts of the construction, operation and decommissioning of a project are prevented; and that the positive environmental benefits of the projects are enhanced.
Quality Plan (QP)	<p>“A Quality Plan (QP) is a document specifying which processes, procedures and associated resources will be applied by whom and when, to meet the requirements of a specific project, product, process or contract”.</p> <p>(Source: ISO 10005: 2005)</p>
Safety File	<p>Safety File shall mean the document required to be prepared by the Project Supervisor Design Process (PSDP) to be in accordance with Regulation 13 of the Safety, Health & Welfare at Work (Construction) Regulations 2013- The information it contains will alert those who are responsible for the structure and services in it of the significant safety and health risks that will need to be addressed during subsequent maintenance, repair or other construction work including demolition.</p> <p>(Source: Safety, Health and Welfare at Work (Construction) Regulations 2013)</p>
Non Conformance Report (NCR)	A non-conformance report documents the details of a non-conformance identified in a quality audit or other process review. The objective of the report is to make an unambiguous, defensible, clear and concise definition of the problem so that corrective action can and will be initiated.
Waste Management Plan (WMP)	A plan to ensure that construction and demolition wastes are managed appropriately for the entire duration of a project. Plan should be prepared and implemented in conformance with Irish Water Guidance and Industry Best Practice.

Appendix 2.0 – Work Safe Home Safe Framework



Appendix 3.0 - Useful Contacts

Organisation	Department	Email
Irish Water	HSQE	hsqeteam@water.ie
Irish Water	Engineering Services	designstandards@water.ie
Irish Water	Work Safe Home Safe Initiative	WSHS@water.ie
Irish Water	Asset Delivery	FeedbackHub@Water.ie

Note: All contacts shall be identified prior to the start of the Contract and reconfirmed at the Client Pre commencement meeting.