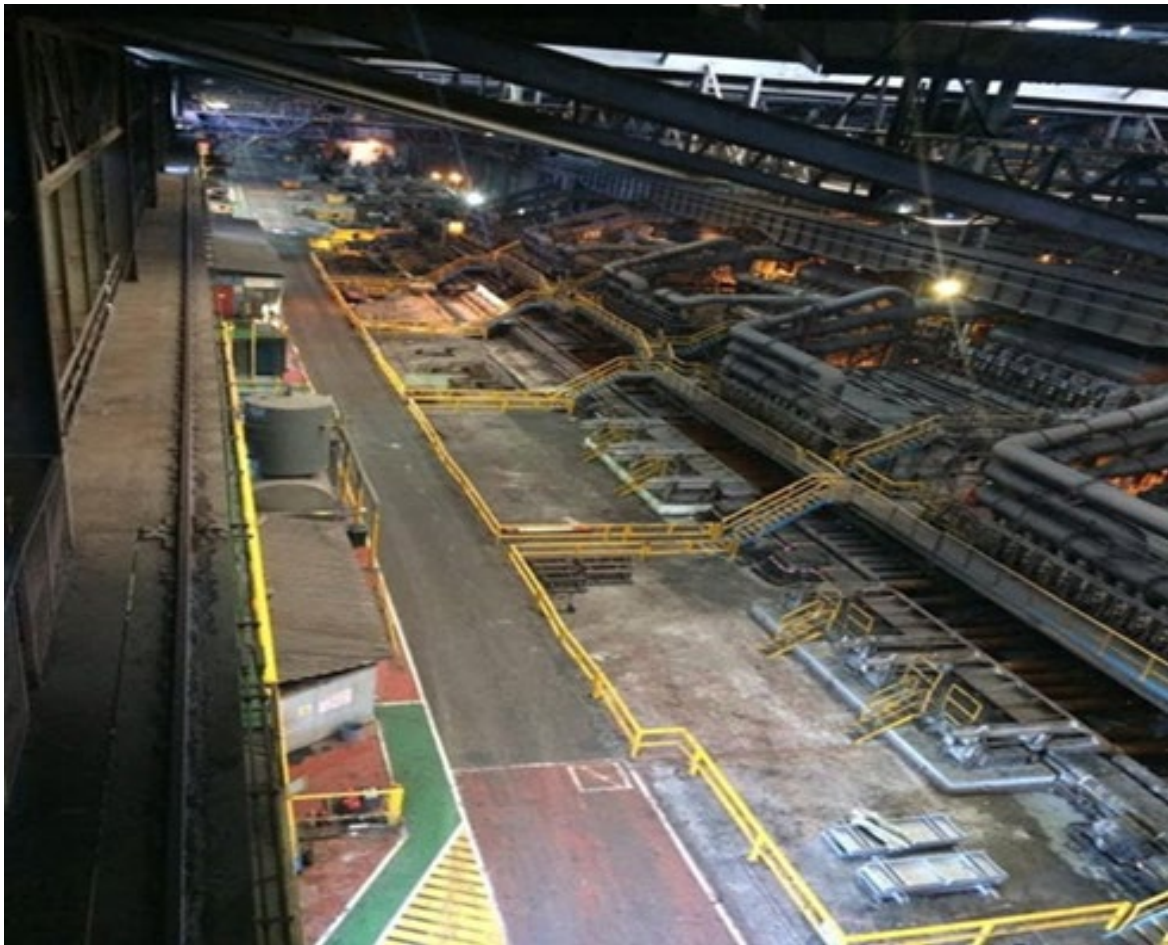




Project Number and Title: Llanwern Hot Mill, Llanwern, Newport.			Revision No. 1
Prepared by:	Name: Dave Cobern	Signed: <u>D. Cobern</u>	Date: 22.09.2025
Reviewed by:	Name: Jack Musto	Signed: <u>J. Musto</u>	Date: 22.09.2025
Revision Detail:			
Revision No.	Revision Detail and Issue Status:	Completed by:	Issued Date:
1	Turley changes	DC	22.09.2025

NOTE: All REVISIONS completed will be UNDERLINED to highlight and show changes made after first issue. Where DELETION required, double strike through [e.g. ~~text no longer required~~].

NOTE: Where updating a previously revised document, convert previous revisions UNDERLINED back to NORMAL TEXT and DELETE text that was previously double struck through;

CONTENTS

1 Introduction

- 1.1 Purpose
- 1.2 Preparation and Development
- 1.3 Quality Plan Inputs
- 1.4 Status

2 Description of the Project

- 2.1 Scope and Description of Works
- 2.2 Contract Details
- 2.3 Project Quality Objectives

3 Management of Quality

- 3.1 Company Organisation
- 3.2 Project Organisation
- 3.3 Management Responsibilities
 - 3.3.1 Operations Director
 - 3.3.2 Contracts Manager
 - 3.3.3 Project Manager
 - 3.3.4 Construction Manager
 - 3.3.5 Project and Site Engineers
 - 3.3.6 HSEQT Advisors
 - 3.3.7 Project Surveyor
- 3.4 Control of Documents
- 3.5 Quality Records
- 3.6 Design Control
- 3.7 Control of Sub-contractors and Suppliers
- 3.8 Control of Non-conformance
- 3.9 Quality Inspection and Testing
- 3.10 Materials Approval, Samples and Benchmarking
- 3.11 Snagging and De-snagging
- 3.12 Sectional Completion and Handover of Completed Works
- 3.13 Monitoring and Measuring Equipment
- 3.14 Customer Care
- 3.15 Training and Development
- 3.16 Internal Communication
- 3.17 Audit and Inspection

Appendices

- Appendix 1 HCD Ltd HSEQT Policy Statement
- Appendix 2 ISOQAR Certification
- Appendix 3 Contract Programme

1 Introduction

1.1 Purpose

This Plan sets out how HCD Ltd will manage the quality delivery of the construction and development of the Llanwern Hot Mill Project [hereafter called the Project]. It will be maintained and used for:

1. Ensure that demolition work meets the requirements and standards as specified in the Contract;
2. Providing project staff with instruction and guidance on the project specific arrangements for managing and monitoring quality;
3. Issue to the Client, designers, subcontractors and third parties for their information and to demonstrate how quality requirements will be met;
4. Demonstrating and monitoring compliance with contract requirements, specifications and Client deliverables;
5. To comply with the requirements of ISO 9001:2015 Quality Management Systems;

1.2 Preparation and Development

HCD Ltd management team shall ensure that this Plan and its supporting documentation are:

1. Developed to comply with the requirements of the Contract;
2. Reviewed, authorised and issued for use;
3. Submitted to the Client for review and acceptance before starting work on the Project;
4. Issued and made available to Project staff so that they are aware of its content and requirements;
5. Updated and reviewed regularly to reflect changing design and / or project circumstances during the 'lifetime' of the Project;

HCD Ltd will provide advice and guidance of Health, Safety, Environment, Quality and Training to the Project Management team and will monitor activities to ensure compliance.

1.3 Quality Plan Inputs

The success and reputation of the company may be measured by the high standing of its customers. A policy of continuous self-appraisal and attention to detail has ensured the expansion of its customer base. The company implements an Integrated Management System to demonstrate its ability to provide a consistent service that meets customer and applicable statutory and regulatory requirements.

This will enable the company to address and achieve customer satisfaction through the effective application of the system, including processes for continual improvement and the prevention of non-conformity.

The content and format of this Project Quality Plan has been developed to ensure that the changing needs and emphasis of the project can be continuously reviewed, addressed and integrated within the Plan. This Project Quality Plan sets out how the Integrated Management System of HCD Ltd has been made project specific.

The scope of the HCD Ltd Integrated Management System and Policy applies to all aspects of Demolition works carried out by the company.

1.4 Status

It is our aim that in carrying out this project we will avoid, control and manage all foreseeable risks to the quality of the product and services we provide, both during construction and in completion of our works during the management and maintenance work to the completed structure[s].

The requirements of this Plan and its supporting documents are mandatory on all Project staff and will be implemented in all aspects of the works to deliver a high-quality product that meets the requirements of the contract.

2 Description of the Project

2.1 Scope of the Project

This project is concerning the demolition down to top of floor slab and removal of the hot mill and all associated plant equipment and buildings. The Hot Mill project presents a complex undertaking, involving the meticulous dismantling and removal of extensive industrial facilities, storage tanks, and associated infrastructure. The site's unique layout and historical usage pose specific challenges that must be carefully considered in the planning stages to ensure a methodical approach to the demolition. The scope of the Works encompasses a series of critical activities that form part of the hazardous insulating material removal, demolition, dismantling, and site clearance of the Llanwern Hot Mill. This comprehensive project also entails various process plant structures, pipework, cables, pipe bridges, and plant and equipment. The work includes, but is not limited to, the following key elements:

1. Safely decommissioning and removing all process equipment, including machinery, storage tanks, and associated systems.
2. The methodical dismantling of structural elements, such as pipework, cables, pipe bridges, and supporting frameworks, while maintaining structural safety throughout the process.
3. The controlled demolition of the Hot Mill structures, ensuring minimal impact on the surrounding area and compliance with all regulatory requirements.
4. The identification, removal, and safe disposal of hazardous materials, including asbestos, oils, and other potentially dangerous substances, in accordance with legal standards.
5. Implementing stringent safety measures, including controlled use of hot work, continuous monitoring of potential hazards, and thorough site cleaning to ensure the area is left in a safe, clear, and environmentally compliant condition.

2.2 Contract Details

Contract Details	
Full Title:	Llanwern Hot Mill
The Client:	TATA Llanwern Works Newport NP19 4QZ
Principal Designer	Perses CDM 36 Venture Fair Drive Edinburgh EH17 8WD
The Principal Contractor:	Haywood Crushing Demolition Ltd (HCD Ltd) Unit 14 Haywood Industrial Complex, Wellington Hereford HR4 8DZ
Specialist Subcontractor:	To be reviewed and updated once known
Planning Authority, Building Inspector	Newport City Council, Civic Centre, Newport, South Wales, NP20 4UR
Operations Director:	Dave Cobern dave.cobern@hcdltd.com 07971063966
Project Manager:	Luke Blackwell luke@hcdltd.com Gerald Simpson gerald.simpson@hcdltd.com 07435949158

Contract Details	
HSEQT Advisor:	Julian Davis Julian.davis@hcdltd.com 07500722658
Contract Start Date:	1 st September 2025
Contract Completion Date:	31 st August 2028
Defects Date (Maintenance Period):	36 Months
Project Address:	Llanwern Hot Mill Llanwern Works Newport NP19 4QZ

2.3 Detailed Description of the Scope of Works



The TATA Steel hot mill is located in Llanwern is organised into several key areas, each serving a distinct function within the facility's operations. The site features a well-coordinated industrial layout, with various structures and utilities designed to support the specialised production of rolled steel.

The primary structures to be demolished are as follows but not limited to:

1. Hot Mill
2. Slab Yard
3. Cooling Tower
4. Pump House
5. Substations (S47, S69 & S43)
6. A7 Building
7. A14 Building
8. A9 Building
9. Clarification Chemical House
10. Vertical Settling Tanks

Primary equipment within these structures to be demolished are:

1. Reverting Slab Mill – 1 No
2. Reheat Pusher Furnaces – 5 Nos
3. Horizontal HSB Scale Breaking Mill – 1 No
4. Vertical VSB Scale Breaking Mill – 1 No
5. Roughing Mill including edging mill - 5 Nos
6. Rotary Crop Shear – 1 No
7. Finishing Mill – 7 Nos
8. Down Coilers – 3 Nos
9. Pinch Rolls- 3 Nos

2.3 Project Quality Objectives

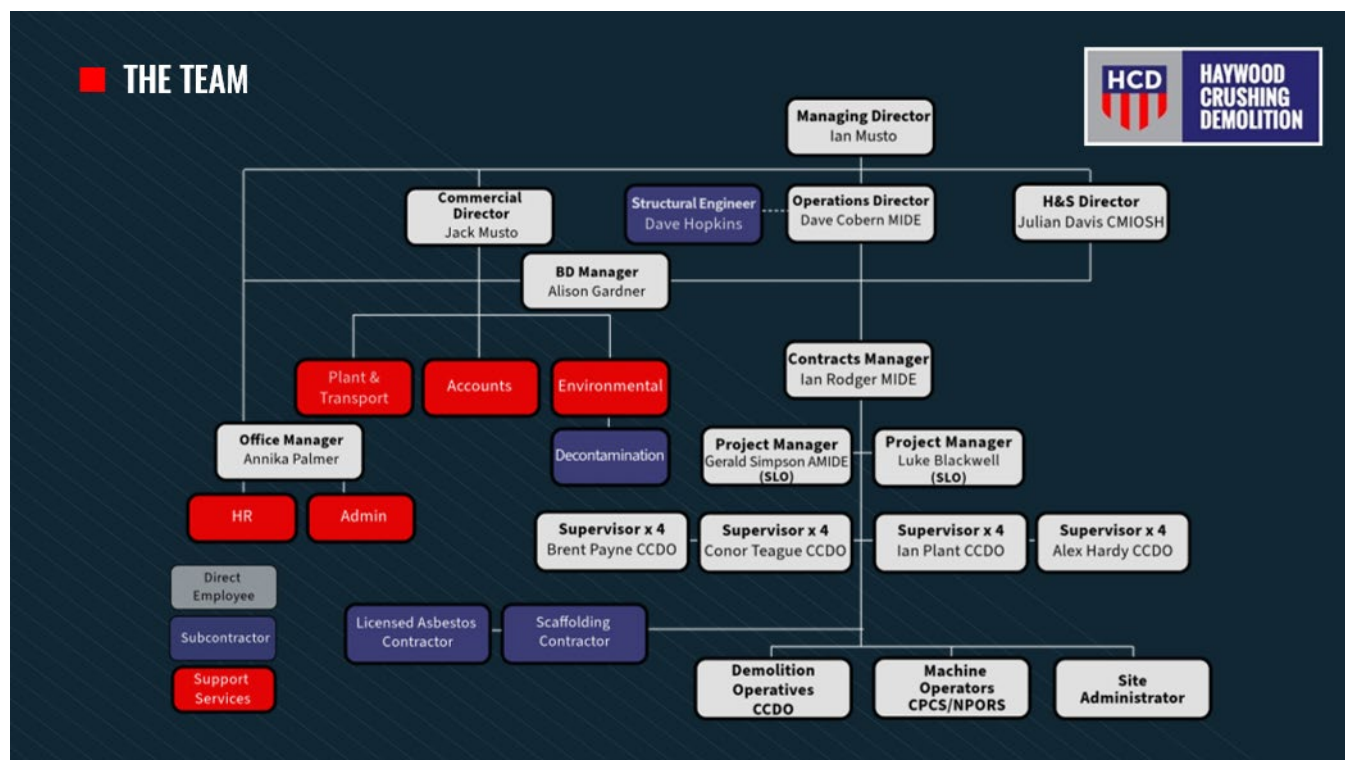
The primary objectives for the delivery of the Contract are:

- A customer focussed delivery with active involvement commitment and leadership from Senior Management;
- Build positive and lasting relationships with all our stakeholders;
- Implementation and delivery of 'right first time' demolition to specification;
- A process-based approach to delivery of product and services and a systems-based approach to management;
- Continuous improvement, in depth review of non-conformances to ensure shared learning within HCD Ltd;
- Involvement and development of our workforce, to develop them and improve the competency of our workforce;
- Development of mutually beneficial supplier relationships to improve efficiency of delivery and operations;

3 Management of Quality

3.1 Project Organisation

The most senior manager on site, hereafter referred to as the Project Manager, or in his absence, a designated person has overall responsibility for the management of quality issues on the project. A Project Organisation Chart showing reporting and communication channels will be defined and maintained.



3.2 Management Responsibilities

The Project Management Team has the primary responsibility to deliver and verify quality by planning, controlling and checking their work. Subsequent inspection by others does not remove or dilute that responsibility but complements it by providing a further check on important elements of the Works.

The management responsibilities for this project are defined as follows:

3.2.1 Operations Director:

- Overall responsibility for the delivery of the Project;
- Contract delivery with active involvement commitment and leadership from Senior Management;
- Development and management of Client interface to ensure delivery of customer satisfaction;
- Provides direction for delivery of commercial, technical and quality product and service;
- Ensuring resources are available for the successful delivery of the Project;

3.2.2 Contracts Manager:

- Setting the Project direction, programme and standards;
- Overall responsibility for the management via the Project Management Team of the construction activities from site set-up through to practical completion and through the maintenance period;

- Communicating the requirements of the Project Quality Plan to the Project Management Team, sub-contractors and customers, and resolving problems that arise at the interfaces between Project stakeholders;
- Ensuring that the Project Quality Management Plan is regularly reviewed for relevance, accuracy and compliance;
- Establishing, implementing and maintaining focus on the application of the Quality Management System on site;
- Ensuring Customer complaints, non-conformance and corrective actions are satisfactorily closed and any shared learning communicated;

3.2.3 Project Manager:

- Ensure the Project Quality Plan and inspection and test plans [ITP if required] are developed and implemented on site and through out the duration of the Project;
- Management, co-ordination and delivery of the on-site works and Project administration;
- Manage the Project interfaces and works areas to ensure works are planned, delivered and completed to required specification;
- Management and co-ordination of sub-contractors to ensure performance and workmanship standards meet the requirements of the HCD Ltd and Client;
- Ensuring Project Management Team compliance with the requirement of document and data control procedures and processes;
- Review the results of audits and inspections conducted, addressing and controlling corrective and preventive actions to close any non-conformances, observations and comments raised;
- Develop and drive continuous improvement through the control of site operations, non-conformance, corrective and preventive action;
- Early communication of 'Request for Information' [RFI's] to ensure they are effectively administered, managed and actioned, therefore delivering works in line with design information;
- Ensuring the delivery of works, handover and completion of snagging or de-snagging works;

3.2.4 Supervisor:

- Day to day control and management of labour and plant to ensure sufficient and suitable resources are provided to complete works;
- Day to day management and control of material deliveries, storage and distribution around site to prevent damage and promote efficient use;
- Ensuring the works are delivered to the required specifications, requirements of the Contract and inspected as required in line with the ITP;
- Ensure site is maintained and managed to provide high standards of housekeeping, workmanship and operations completed safely;
- Co-ordination at site level with sub-contractors, third parties and external works to ensure works are

3.3.5 HSEQT Department and Advisors:

- Will act as the Project Management representative for quality on site, ensuring that the Quality Management System and Project Quality Plan is implemented and maintained on site and complies with the requirements of ISO9001:2015;
- Auditing and reviewing performance of the Project against the Project Quality Plan, ITP, safety, quality and environmental documentation, reporting on the performance of the Quality Management System and Project Quality Plan and any need for improvement;
- Promoting awareness of customer requirements in delivery of the Project and ensuring a focussed delivery;

- Advising on method statements, risk assessments, ITP and operational support documents and records;
- Ensuring lessons learnt from other Projects and operations are carried forward to new and current projects;
- Assisting in identifying the specialist training requirements for site staff relating to quality management;
- Regular monitoring of site operations to ensure adequate arrangements are in place for site safety, quality, environmental and build ability;

3.4 Control of Documents

Document Control has been defined and implemented to ensure that correct documents are used. All obsolete documents are promptly removed from all points of issue, therefore prevented from unintended use. Documents to be retained, and records of quality performance, are controlled, maintained and protected.

The Project Manager shall ensure that only the latest revisions of any documents are available for use on site. These will be maintained by the HSEQT Advisor to ensure only the current documents are available.

Documents requiring control during the completion of the Project include, but are not limited to:

- Drawings – for tender, demolition information, permanent and temporary works;
- Inspection and test plans;
- Finished works inspection records;
- Non-conformance records;
- Request for information;
- Method statements, risk assessments and lifting plans;

Project specific procedures and work instructions are prepared to meet the needs of the Client and / or Contract specification or requirements. These forms will either be modified generic documents or new documents based on a common template. All modified and new documents must be approved by the HSEQT Director.

All project documentation will be controlled and filed in accordance with the HCD Ltd filing system.

3.5 Quality Records

Records shall remain legible, readily identifiable and retrievable. A documented procedure has been established to define the controls needed for identification, storage, protection, retrieval, retention time and disposition of records. Documentation and records may be in any form or type of medium suitable for the needs of the organisation.

Quality records shall be collated for the purpose of producing an Operations & Maintenance Manual. This manual will comply with specific client requirements and will be handed over to the client at the end of the project;

3.6 Design Control

HCD Ltd scope of design responsibility for the Project is:

- Temporary design

During the design stage of these works, HCD Ltd shall plan and control design and development of the temporary works and shall determine:

- the design and development stages;
- the review, verification and validation activities appropriate to each design and development stage;
- the responsibilities and authorities for design and development;

HCD Ltd shall manage the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility.

3.7 Control of Sub-contractors and Suppliers

The HCD Ltd is able to provide a range of specialist services to clients. In that respect, where practicable, works will be carried out by HCD Ltd company and will not be out-sourced. The services available include a large directly employed labour force, a demolition division and a large fleet of company owned plant and transport. These may be supplemented by sub-contractors and hired in plant as required.

All subcontractors are vetted through the completion of our Sub-contractor Approval Pre-qualification Questionnaire prior to appointment. This pre-qualification process reviews the contractor's competence and experiences, including review of:

- Previous experience / competence;
- Health, safety, environmental and quality policy position;
- ISO9001, ISO14001 and OHSAS18001 status;
- Accident and incident record and performance;
- HSE and EA Notices issued;
- CDM competence;

Our subcontractor's performance is reviewed on a regular basis and is included in all HSEQT audits and inspections. In addition to onsite performance, a technical review, audit or inspection including a visit to their premises will be scheduled for those subcontractors with quality critical performance requirements, to ensure their physical operations correspond with any claims made concerning capability, resources, output and quality.

During the employment of a subcontractor, the standard of their work, quality and environmental controls and health and safety records are closely monitored. This ensures that there is no lapse in the quality of work provided and ensures the expectations of the HCD Ltd, our Project specific requirements and those of our Client are communicated and quality of output continually improved.

Their performance is also monitored by our commercial department and may be subject to receiving an audit or inspection, where required or identified.

All subcontractors appointed and working on behalf of HCD Ltd will comply with all applicable health and safety, quality and environmental requirements and site-specific rules. A subcontractor may be appointed as a result of becoming an approved supplier or based on previous working relationship where we have experienced a track record of excellent standards of work, proficient work ethics and a good team working attitude.

Subcontractors are required to provide the required inspection and test plans, method statements, risk assessments, and any other applicable documentation, for the work they are carrying out.

Sub-contractors that we will use on this project are:

- Licenced Asbestos Removal Companies
- Asbestos Licenced Scaffold Companies
- Licenced Oil Removal Companies
- Environmental and Ecological Consultants

3.8 Control of Non-conformance

Where a non-conformance is identified:

- A non-conformance report shall be raised and circulated to those responsible for the work;
- Corrective action shall be proposed, discussed, agreed and implemented;
- If a concession is required, formal agreement shall be gained through the appropriate channels following a review by the client;
- All non-conformances shall be followed up until a satisfactory conclusion is achieved;

- Non-conformance reports shall be updated as the work progresses to ensure the status of the work is known at all times;
- Corrected work shall be re-inspected to ensure conformity;
- The non-conformance register shall be completed;

3.9 Quality Inspection and Testing

An Inspection & Test Plan [ITP If required] shall be produced to show all stages of works to be carried out and shall clearly identify the records to be used to verify the quality of the work at different stages. These will be

Reasonable notice will be agreed with the Client prior to the completion of inspection and tests to enable attendance by the required witnesses and/ or approval parties. Where possible, prior notice will be issued the day before the required inspection or test and the readiness of the work confirmed to ensure punctual release of the area for inspection and sufficient time for remedial action where required.

3.10 Materials Approval, Samples and Benchmarking

It is unlikely that material approvals, samples or benchmarking will be required on this project

3.11 Snagging & De-snagging

HCD Ltd will review each completed element of works visually upon completion of works. Each section of the works will be compared against the scope of work document, where applicable, to ensure compliance with the agreed specification.

Where any deviation to the specification is identified, an NCR will be raised and notify Client, Client's representative, as applicable for review / approval or remedial action as required prior to any corrective works being undertaken. On completion of defective works, an invitation to re-inspect the works will be extended to the Client, Client's representative, as applicable.

3.12 Sectional Completion and Handover of Completed Works

As work areas are being completed, a staged handover will be completed:

Stage 1

Upon completion, HCD Ltd will arrange a formal inspection of the particular area by the Client, Client's representative, as applicable. A letter of invitation will be sent out to all relevant parties. Where it is deemed acceptable for handover, we will request Client, Client's representative, as applicable, to sign off our completed works confirming completion in accordance with the required specification(s).

3.13 Monitoring & Measuring Equipment

All on-site instruments, test and measuring equipment will be maintained and calibrated prior to use. Where required to ensure valid results, measuring equipment shall:

- be calibrated, verified, or both, at specified intervals, prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded;
- be adjusted or re-adjusted as necessary;
- have identification in order to determine its calibration status;
- be safeguarded from adjustments that would invalidate the measurement result;

- be protected from damage and deterioration during handling, maintenance and storage;

The site team shall assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. They shall take appropriate action on the equipment and any product affected. A record of the results of calibration and verification shall be maintained by the Project Engineers.

3.14 Customer Care

The HCD Ltd.'s Management Systems are developed and continually improved to meet the company targets and objectives, with particular emphasis on achieving customer satisfaction. Our performance is measured through regular meetings, emails, customer satisfaction surveys and regular communication with Client, and or Client's representative.

We review our impact on all stakeholders to the delivery of our services, therefore where applicable, review and consult with those stakeholders as required to ensure two-way communication is completed, providing information, answering questions and queries to ensure sufficient information is provided to give confidence to our stakeholders that the Project will be delivered successfully.

3.15 Training and Development

HCD Ltd has established, implemented and maintain a Training & Development Policy and supporting arrangements to ensure competence, employee training and awareness. Personnel performing tasks for or on behalf of HCD Ltd shall be competent on the basis of appropriate qualification, education, training or experience.

HCD Ltd identify training needs associated with its health & safety, quality and environmental aspects. Personnel shall receive training applicable to both their work activities and to addressing any specific health, safety, quality and / or environmental requirements.

Personnel working for or on or behalf HCD Ltd will be made aware of:

- The importance of conformity with the Company policies and procedures and with any applicable legislative requirements;
- Any significant environmental aspects and related actual or potential impacts associated with our work activities and the environmental benefits of improved personal performance;
- Roles and responsibilities in achieving conformity with the policies and procedures;
- The potential consequences of departure from specified procedures;

All on-site staff will take part in the HCD Ltd site induction programme, which is in Power point format, in English, and addresses all these fundamental issues. A Training Matrix will be completed and refreshed regularly with records of such being provided if applicable.

3.16 Internal Communication

HCD Ltd has defined and implement an effective and efficient process for communicating the quality policy requirements, objectives and accomplishments. This starts at the induction stage.

Examples of ongoing activities for communicating include:

- Management-led communication in work areas
- Daily Team briefings and Project Meetings, including recognition of achievement and close-out of non-conformances;
- Notice-boards, audio-visual and electronic media, such as email and websites, and employee surveys and suggestion schemes;

3.17 Audit and Inspection

The site will be subject to a monthly audit and supplementary inspections by the HCD Ltd HSEQT Advisor, who will review health, safety, environmental, quality and training requirement and performance. This will be supplemented by Quality and Environmental focussed Audits to ensure compliance with the requirements of the integrated management system.

The HSEQT Advisor shall produce written reports after completion of both Audits and Inspections. Any actions raised during audit or inspection shall have an agreed close-out action plan and time-scale for closure. All actions raised will be closely monitored and recorded.

Appendix 1

HCD Ltd HSEQT Policy Statement

Appendix 2

ISOQAR Certification

Appendix 3

Contract Programme
