

CASE STUDY | CDM PRINCIPAL CONTRACTOR | FERTILISER & CROP NUTRITION

CDM Principal Contractor for a new specialist fertiliser facility

Project overview

PROJECT DATA

ROLE **CDM Principal Contractor**	LOCATION **UK**
FACILITY **Specialist fertiliser and crop nutrition production, storage, handling and product shipment**	WORKS STARTED **October 2024**
CURRENT STAGE **Moving from construction into commissioning**	PEAK WORKFORCE **Approx. 230 personnel on site**
CLIENT **Confidential**	PROJECT VALUE **Confidential**

01 Introduction

PEMEC is the CDM Principal Contractor for a new specialist fertiliser and crop nutrition production, storage, handling and product shipment facility in the UK, providing a full site management and safety team. Works started in October 2024 and the project is now moving from construction into commissioning.



02 Project objective

As Principal Contractor, PEMEC's primary objective is to plan, manage, monitor and coordinate the construction phase so that all works are completed safely and in compliance with the Construction (Design and Management) Regulations 2015 (CDM 2015). This is achieved through competent site management, a dedicated health and safety team, an effective Permit to Work system, contractor coordination, regular inspections, communication and continuous monitoring of high-risk activities.

03 Project scope

The Principal Contractor role included:

01 Planning, management, monitoring and coordination of the construction phase under CDM 2015

02 A full site management and health and safety team

03 A Permit to Work (PTW) system controlling hot works, confined space entry, lifting operations, electrical isolations and work at height

04 Coordination of multiple contractors, with workforce numbers peaking at approximately 230 personnel on site

05 Regular inspections and continuous monitoring of high-risk activities

06 Management of the transition from construction into commissioning



04 Managing simultaneous operations

Construction took place within a small site footprint, with multiple contractors working in close proximity. This increased the potential for interface issues and required enhanced controls for simultaneous operations (SIMOPS).

A daily SIMOPS coordination meeting involving all supervisors, the Site Manager, the Permit to Work Coordinator and other key stakeholders was used to review the day's planned activities, identify potential work conflicts, coordinate resources and put additional control measures in place before work started. Work sequencing, zoning of work areas and the PTW system were also used to prevent conflicting activities.

05 Complex lifting operations

The project involved numerous complex and safety-critical lifting operations. Many lifts were carried out under detailed lift plans and engineering assessments, with competent Appointed Persons, crane supervisors and lifting teams.

Lift locations, exclusion zones, ground conditions, nearby structures and interaction with other site activities were all considered before work started.

06 Growing the site team

As the project grew, the site management team expanded from four to eight people, including the Site Manager, Permit to Work Coordinator, Health & Safety Manager and other key supervisory personnel. This strengthened site supervision, contractor coordination, compliance monitoring and communication across all work activities.



07 Transition into commissioning

The move into commissioning brings a different risk profile, with live systems, energisation, testing and operational interfaces increasing. Additional controls include enhanced permit requirements, stricter isolation and Lock Out Tag Out (LOTO) procedures, SIMOPS coordination, closer collaboration with the client and commissioning teams, increased supervision of testing activities and revised emergency arrangements.

08 Safety and compliance record

700,000+	230	95%+	4 → 8
accident-free hours achieved	contractors coordinated on site at peak (approx.)	compliance rate in CDM audits	site management team as the project grew

09 Lessons learned

A key lesson from the project is the value of holding a daily SIMOPS coordination meeting involving all supervisors, the Site Manager, the Permit to Work Coordinator and other key stakeholders. These meetings have been one of the most effective controls on the project, enabling safe coordination of up to approximately 230 contractors while contributing to over 700,000 safe man-hours.

10 Recommendations for future projects

01 Continue implementing daily SIMOPS meetings throughout the project lifecycle, particularly where multiple contractors are working within a restricted footprint

02 Involve the Permit to Work Coordinator in the planning process so permits align with the planned sequence of works and interfaces between contractors are identified early

03 Plan complex lifting operations well in advance, allowing sufficient time for lift planning, engineering reviews and coordination with other site activities

04 Grow the site management team in line with the project's complexity and workforce size, maintaining effective supervision and contractor engagement as the project develops

05 Review risk assessments and control measures at each key project stage, particularly when transitioning from construction to commissioning

06 Maintain strong communication through daily briefings, toolbox talks and regular engagement with contractors to reinforce expectations and promote a positive safety culture

One accountable UK partner, from planning to site delivery.

PHONE
+44 (0) 1482 259258

EMAIL
info@pemec.co.uk

WEB
www.pemec.co.uk

ADDRESS
PEMEC House, Thomas Street, Hull, HU9 1EH