
Report To:	Policy and Resources Committee	Date: 26 March 2013
Report By:	Head of Organisational Development HR and Communications	Report No: HR/05/13/PR
Contact Officer:	Pauline Ramsay Health and Safety Team leader	Contact No: 01475 714723
Subject:	Managing Contractors (Construction) Policy	

1.0 PURPOSE

- 1.1 To ask the Committee to approve a reviewed Managing Contractors (Construction) Policy for the Council. (Appendix 1)

2.0 SUMMARY

- 2.1 The Management of Contractors is a key component within the Construction, (Design and Management) Regulations 2007 and is a key area of interest to the Health and Safety Executive. Organisational Development, Human Resources and Communication have been establishing with Property Assets and Facilities Management procedures for compliance with this aspect of these regulations. This policy formalises these procedures into a corporate policy.
- 2.2 The Health and Safety at Work etc. Act places a duty on employers to prepare a written statement of their general policy and as part of that policy to have in place arrangements for the implementation of Health and Safety. The Managing Contractors Policy will form part of the Council's arrangements for Health and Safety.
- 2.3 The policy sets out how the Council will Manage Contractors in line with the relevant HSE guidance documentation.
- 2.4 The Workforce Development Strategy was approved by the Policy and Resources Committee on the 26 May 2009 and has three main themes. This particular proposal is contained within Employees – our most valuable resource in that it focuses on health, safety and welfare of our workforce.

3.0 RECOMMENDATIONS

- 3.1 The Committee is recommended to approve the Managing Contractors (Construction) Policy.
- 3.2 The committee notes that a review will be undertaken of the policy in March 2014 with any changes being reported back to the committee.
- 3.3 The Committee is asked to support this policy by active promotion of Health and Safety.

4.0 BACKGROUND

- 4.1 Inverclyde Council are required to ensure that they manage contractors working within Council buildings and on Council projects in line with its legal duties as defined by the CDM 2007 Regulations, the Management of Health and Safety at Work regulations 1999 and the Health and Safety at Work etc. Act 1974. As a public sector organisation Inverclyde Council are expected to be exemplars in terms of compliance with Health and Safety legislation. The lead the Council takes in managing our contractors and the safety standards we set for those working in our buildings is a key component of this.
- 4.2 By law (Health and Safety at Work etc Act 1974 section 2(3)) if you employ five or more people you must have a written health and safety policy. This contains a statement of general policy on health and safety at work and the organisation and arrangements in place for putting that policy into practice. The Managing Contractors (Construction) Policy details the arrangements the Council has in place for managing and establishing the competence of contractors working for the Council on construction related projects.
- 4.3 The Managing Contractors (Construction) Policy sets a clear direction for the Council to follow; it will contribute to all aspects of business performance as part of a demonstrable commitment to continuous improvement. It will demonstrate a shared common understanding of the Council's vision, values and beliefs. A positive Health and Safety culture is fostered by the visible and active leadership of senior managers. This is reflected within the policy.
- 4.4 The policy consists of the following main sections:
- Statement of Policy
 - Roles and Responsibilities
 - How the Policy should be implemented
 - Management Requirements
 - Information and Training Requirements
- 4.5 An incident in St Stephen's High School in which a contractor drilled through an Asbestos Containing Material resulted in an investigation by the HSE. While the Council had met most of its requirements in terms of compliance with the relevant legislation, and the main fault lay with the contractor not following correct procedures, a weakness in the Council processes for checking the competence of the contractor was identified. While no enforcement action has been taken against the Council, the Council was issued with a letter of concern. The review of the Managing Contractors (Construction) Policy has addressed this area of weakness.

5.0 PROPOSALS

- 5.1 The Managing Contractors (Construction) Policy to be adopted by Inverclyde Council and used as a framework to further enhance the safety of employees and those affected by the work of the Council.
- 5.2 A review will be undertaken of the policy in March 2014 and where changes are necessary then these will be reported back to the committee

6.0 IMPLICATIONS

- 6.1 Finance: None
- 6.2 Human Resources: None
- 6.3 Legal: Failure to have a robust Policy in place could result in enforcement action being taken against the Council.
- 6.4 Equality: None

7.0 CONSULTATION

- 7.1 The Managing Contractors (Construction) Policy has been coordinated through the Corporate Health and Safety Committee with Health and Safety seeking the views of both union and management colleagues. The Trades Unions have agreed the Policy.

8.0 BACKGROUND PAPERS

- 8.1 Appendix 1 – Managing Contractors (Construction) Policy

OD, HR & Comms

Managing Contractors Policy (Construction)

Version 2.0

Produced by:

Health and Safety OD, HR & Comms.

Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX

March 2013



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DOCUMENT CONTROL

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Name	Title	Service
Pauline Ramsay	Health and Safety Team Leader	Organisational Development, Human Resources and Communications

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Distribution		
Name	Title	Location
CMT and Management Team		
Chief Executive Corporate Directors Heads of Service		
Union Representatives		
Stuart Graham	UNITE	Ingleston Park
Billy Matthews	UNISON	Fitzgerald Centre
Barbara Gillen	GMB	Hillend House
Tom Tracey	EIS	St Columbas High School
Valerie Liddell	SSTA	Inverclyde Academy
Noreen McMillan	NAWUWT	Gourock High School

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Policy Review		
Review Date	Person Responsible	Service
March 2014	Pauline Ramsay	OD&HR

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1 INTRODUCTION

- 1.1 Inverclyde Council is committed to protecting the health, safety and welfare of all employees by promoting a healthy and supportive working environment. The Council recognises the importance of managing all contractors.
- 1.2 The words 'client' and 'contractor' are used throughout this policy document. For the purposes of this policy Inverclyde Council is deemed to be the client. However, individual services or departments for example, Property Assets & Facilities Management Services can be the client. (for further information regarding the 'Client' refer to 1.10 below)
- 1.3 The term 'contractor' means anyone brought in by a client to carry out 'construction work'. A definition of construction work is given at 1.9 below.
- 1.4 The council has a separate policy for the Construction (Design & Management) Regulations 2007. Where CDM applies, clients, contractors and others have specific legal responsibilities.
- 1.5 Inverclyde Council recognises that contractors are a crucial part of our operation by providing a specialist addition to the permanent workforce. The Council frequently uses contractors to deliver a host of different services on its behalf. The Council or services or departments will therefore assume the role of the 'client' and are responsible for ensuring work they commission is delivered safely. These responsibilities are primarily strategic rather than operational and are influenced by corporate policies in areas such as procurement, quality assurance and financial regulation.

The Council or Services or Departments should consider the implications of the health and safety standards required to be met by the Contractor on the project they are responsible for and ensure that the detail of these health and safety requirements are included in the Tender documentation for their project.

- 1.6 The work carried out by contractors may be such as to bring with it new or additional risks to Council property, Council employees, and members of the public using Council services. It is vital therefore that all persons involved in commissioning work to contractors reads, understands and complies with this policy.
- 1.7 As well as legal duties, the costs of getting it wrong are significant, where an accident occurs there is likely to be a loss of production time, a loss of key workers, and potentially the loss of product or equipment. In addition to this the down time whilst incident investigations take place can be significant.
- 1.8 This may then lead on to the payment of compensation, legal expenses, prosecution or fines. At a more local level, where contractors are noted not to be working in a safe manner, then there can be significant down time whilst health and safety requirements are implemented before work can recommence, such a delay can be crucial particularly where the activity is part of the critical path in any project. Clearly by taking a small amount of time prior to the commencement of a project to plan the health and safety elements of the project, there will be significant savings in terms of time and money
- 1.9 For the purposes of this policy the definition of 'construction work' means the carrying out of any building, civil engineering or engineering construction work and includes –

- (a) the construction, alteration, conversion, fitting out, commissioning, renovation, repair, upkeep, redecoration or other maintenance (including cleaning which involves the use of water or an abrasive at high pressure or the use of corrosive or toxic substances) de-commissioning, demolition or dismantling of a structure;
- (b) the preparation for an intended structure, including site clearance, exploration, investigation and excavation;
- (c) the assembly on site of prefabricated elements to form a structure or the disassembly on site of prefabricated elements;
- (d) the removal of a structure or of any product or waste resulting from demolition or dismantling of a structure or from disassembly on site of prefabricated elements; and
- (e) the installation, commissioning, maintenance, repair or removal of mechanical, electrical, gas, compressed air, hydraulic, telecommunications, computer or similar services which are normally fixed within a structure.

The following are not 'construction work' as defined:

- (a) putting up and taking down marquees and similar tents designed to be re-erected at various locations;
- (b) tree planting and general horticultural work;
- (c) positioning and removal of lightweight movable partitions, such as those used to divide open-planned offices;
- (d) surveying – this includes taking levels, making measurements and examining a structure for faults.

1.10 Clients

The client has one of the biggest influences over the way a project is run. They have substantial influence and contractual control and their decisions and approach will determine:

- (a) the time, money and other resources available for projects;
- (b) who makes up the project team, their competence, when they are appointed and who does what;
- (c) whether the team is encouraged to co-operate and work together effectively;
- (d) whether the team has the information that it needs about the site, for example, the presence of asbestos containing materials;
- (e) the arrangements for managing and co-ordinating the work of the team.

1.11 Who is the client?

For the purposes of this policy Inverclyde Council is deemed to be the client. However, individual services or departments for example, Property Assets & Facilities Management Services or ICT can be the client. The definition of 'client' in this policy is the same as in the CDM Regulations 2007.

Before your project even starts you need to identify who will be the single point of contact, ie. 'the client's representative', for the project. This is considered best practice and can avoid confusion about 'who was going to do what and when' that may arise as the project develops.

1.12 If there is doubt

In some circumstances it may not be immediately obvious who is legally the client and there can sometimes be more than one client involved in a project. To avoid confusion, this needs to be resolved by those involved at the earliest stage possible. Take into account who:

- (a) ultimately decides what is to be constructed, where, when and by whom;
- (b) commissions the design and construction work;
- (c) initiates the work;
- (d) is at the head of the procurement chain;
- (e) engages contractors.

It should be noted that where the project is notifiable under the CDM Regulations, the client will have additional duties and responsibilities to those mentioned in this policy.

2 POLICY STATEMENT

- 2.1 It is the policy of Inverclyde Council to take all reasonably practicable steps to safeguard the health, safety and welfare at work of all of its employees. The Council will comply with all aspects and provisions of the Health & Safety at Work etc. Act 1974; the Management of Health & Safety at Work Regulations; and all other relevant statutory obligations.

A high standard of health and safety performance is recognised as an integral part of the Council's service delivery. Therefore, sufficient resources will be allocated to meet the requirements of the Council's Managing Contractors Policy (Construction).

- 2.2 This standard will be achieved by:-

- The Council meeting its responsibilities to employees and third parties in a way that recognises that legal requirements are the minimum standard.
- Promoting and maintaining a positive health and safety culture which secures the commitment and participation of all employees. Inverclyde Council believes that this can best be achieved by partnership working in conjunction with trade union safety representatives. The "organisation" and "arrangements" sections of this policy make references to how this will be achieved in practice.

3 AIMS

- 3.1 This policy aims to provide guidance and information to Services to help them to manage the risk of contractors working on construction tasks on Council property. This policy aims:
- to have procedures in place that give guidance and instruction to successfully manage contractors engaged by the Council
 - to protect the health, safety and welfare of Council employees, contractor's workers, visitors and members of the public affected by any contractors undertakings.

- to protect property from any contractors undertakings
- to ensure that adequate information, instruction and where relevant, training is provided to all contractors engaged to work on Council premises.

4 SCOPE

- 4.1 This policy applies equally to all employees regardless of grade, experience or role within the organisation. The policy also applies to contracted staff as far as is reasonably practicable.
- 4.2 This policy applies to construction related works.

5 CONSULTATION & IMPACT ASSESSMENT

- 5.1 Inverclyde Council recognises the importance of employee consultation and is committed to involving all employees in the development of policies and procedures.

The following groups are formally consulted:

- Trade Union Representatives through the Corporate Health and Safety Committee.
- All Chief Officers.
- Employees via the Council Intranet.

- 5.2 An Equalities Impact Assessment was carried out using the Council's Equalities Impact Assessment Template.

6 ROLES & RESPONSIBILITIES

Works undertaken for a client by a contractor are usually covered by a civil contract. However, health and safety responsibilities are defined by criminal law and cannot be passed on from one party to another by a contract.

In addition to the responsibilities laid out in the Corporate Health and Safety Policy the following responsibilities are specific to this Policy.

6.1 Chief Executive, Corporate Management Team and Chief Officers

The Chief Executive and Corporate Management Team are responsible for overall implementation of this Policy.

The Chief Executive will ensure that as far as is reasonably practicable adequate finance and other resources are allocated to ensure the health and safety of employees and those other persons who may be affected by the activities and actions of the Council with regard to the provision and use of work equipment.

Corporate Directors and Heads of Service are responsible, as far as is reasonably practicable, for ensuring the health, safety and welfare at work of all employees in their respective service.

These responsibilities are detailed in the Corporate Health and Safety Policy. With regard to Managing Contractors, The Chief Executive, The Corporate Management Team, Corporate Directors and Heads of Service will ensure that:

- the Managing Contractors Policy (Construction) is maintained and adhered to.

6.2 Corporate Directors

The Chief Executive has confirmed the Corporate Director, Environment, Regeneration and Resources with particular responsibility for corporate health, safety and welfare. This Corporate Director will take the overall lead on corporate health and safety issues affecting more than one department.

All Corporate Directors have a collective and individual responsibility to employees in providing Health and Safety Leadership within Inverclyde Council.

Corporate Directors and Heads of Service, have a collective and individual responsibility to employees in providing Health and safety leadership within Inverclyde Council, they should ensure that their Directorate complies with all aspects of this policy.

6.3 Heads of Service

Heads of Service will have a pivotal role in the effective implementation of this policy. They shall be responsible for ensuring that suitable and sufficient arrangements are in place to implement the Managing Contractors Policy (Construction) within their sphere of responsibility.

6.4 Managers, Team Leaders and Supervisors

Managers, Team Leaders and Supervisors will perform a crucial role in ensuring that this policy is implemented. They shall be responsible for ensuring that suitable and sufficient arrangements are in place to implement the Managing Contractors Policy (Construction) within their sphere of responsibility.

6.5 Health and Safety Team Leader

The Council Health and Safety Team Leader shall ensure that the Managing Contractors Policy (Construction) is monitored for effectiveness, is subject to regular review, and is revised when necessary. They shall do so in conjunction with the Corporate Health and Safety Committee Heads of Service and Trades Union Safety representatives.

6.6 Corporate Health and Safety Committee

The Corporate Health and Safety Committee will perform a pivotal role in ensuring that this policy is implemented.

The safety committee will oversee monitoring of the effectiveness of the policy and other measures to reduce risks with regard to contractors working on Council properties.

6.7 Employee Responsibilities

All employees have a responsibility to ensure that they are complying with the health and safety procedures and requirements appropriate to their job. To achieve this, in relation to this Policy, employees should:

- ensure that they understand this policy and their obligations under it
- report any risks arising from contractors activities to their line manager
- comply with any safe system of work that has been implemented by the client or contractor, an example of this would be to abide by any signage or instruction such as no entry

6.8 Head of Property Assets and Facilities Management

Asbestos Procedures

The Head of Property Assets and Facilities Management shall devise and manage the necessary procedures to ensure that ACMs within the Council are well managed by: -

- Ensuring that asbestos related work will only be carried out where appropriate by licensed specialist contractors in accordance with current legislation and “Approved Codes of Practice and Guidance”
- Establishing exact specifications of project/refurbishment works to be contracted out particularly work where ACMs are known or presumed to be. This will include levels of competency of the persons employed on such work and will entail contractors making available the qualification and training records of all staff involved in the contract with the Council.
- Ensure that all projects and/or refurbishment works likely to involve contact with ACM’s has a completed “check sheet” see Appendix 1 of the Management of Asbestos Policy.
- Installing a monitoring system that clearly identifies compliance with the specification.
- Ensure that all staff, contractors, visitors & others likely to come into contact with ACMs in the course of their work have access to and made aware of the risks to health and the action necessary if any ACM or suspected ACM is discovered, disturbed or damaged.
- For all asbestos work ensure that prior to attending and leaving the site, the contractor will liaise with the appropriate officers within PAFM. All relevant documentation required under Health & Safety & CAR 2012 detailed in the contract must be provided and completed by the contractor or his nominated contractor.
- Ensure that, where required by CAR 2012, the contractor has given the required 14 days notification to the HSE.
- Ensure that the contractor has completed all documentation necessary for the disposal of waste and included them in the Health & Safety documentation to be given to the Council on completion.
- Ensure that where appropriate a 4 stage clearance test procedure has been completed and appropriate re-occupation certificate/s issued by a UKAS Accredited Lab
- Ensure that any change in condition or circumstances in ACMs noted during any maintenance, project and/or refurbishment works are notified to the appropriate officers who have responsibility for asbestos management.

7 IMPLEMENTATION

7.1 Procedures

The work carried out by contractors may be such as to bring with it new or additional risks to Council property, Council employees, and members of the public using Council services. It is vital therefore that all persons involved in commissioning work to contractors reads, understands and complies with these policy arrangements.

Establishing, implementing and managing safe working arrangements when working with or outsourcing work to contractors is fundamental to this policy.

7.2 Safety at each step

This section of the policy outlines a five step approach as recommended by the Health and Safety Executive on how to manage contractors and ensure safe working.

No matter how small the job, or how quickly you need it completed, health and safety doesn't start when the contractor arrives on site. You need to think about health and safety as soon as you know a job needs to be done.

These principles form the basis for good contractor management and dovetail with the client's obligations under the CDM Regulations.

5 Practical Steps to Managing Contractors

Step 1: Planning

- Nominate client or person(s) who will commission the work
- Define the job
- Identify hazards
- Assess the risks
- Eliminate and reduce the risks
- Specify health and safety conditions
- Will Permit-to-work systems be required?

Step 2: Choosing a Contractor

- See Contractor Health and Safety Questionnaire at Appendix 1
- Ensure contractor has the safety as well as technical competence required for the works.
- Ensure the Contractor has procedures in place for the selection of Subcontractors.
- Discuss information about the works, the site, ask questions, get evidence
- Once a contractor is chosen obtain relevant safety documentation such as Risk Assessments, Safety Method Statements, etc. before contractor begins work on site

Step 3: Contractors working on site

- Name a site contact
- Ensure all contractors sign in and out
- Pass relevant information to chosen contractor. This could include for example:
 - site information e.g. site hazards
 - site contacts
 - access to Asbestos Register
 - emergency procedures, for example, muster points
- Check the job and allow work to begin
- Reinforce health and safety information and site rules

Step 4: Keeping a check

- Assess the degree of contact required
- Any special arrangements required?
- How is the job going:
 - as planned?
 - is the contractor working safely and as agreed?
 - any incidents?
 - any changes in personnel?

Step 5: Reviewing the work

- Review the job and contractor
 - how effective was your planning
 - how did the contractor perform in terms of health, safety and welfare?
 - how did the job go?
- Record any lessons

Note:

The above steps are linked. For example, during Step 3: Contractors working on site, different needs could emerge and the job may quickly change. If so, you need to return to Step 1: Planning.

At Step 5: Reviewing the work, evaluate all the previous steps:

- your plan;
- your contractor;
- the job;
- how you kept a check.

Try not to see each step in isolation.

7.3 Step 1: Planning

This step is about how to plan the contractor's job. After working through it you will be able to understand more about the practicalities of risk assessment and planning to reduce the risks.

Clients need to clearly identify all aspects of the work they want the contractor to do, including work falling within the preparation and completion phases. The level of risk will depend on the nature of the job. Whatever the risk, clients must consider the health and safety implications of the job they want done.

This will involve selecting someone suitable to do the job, assessing the risks, deciding what information, instruction and training is required, how co-operation and co-ordination between all parties is achieved, how the workforce is to be consulted and the level of management and supervision required.

You need to answer these two questions:

1. What is the job?
2. How can it be done safely?

Once you know what the job is, you need to build in health and safety by carrying out a risk assessment:

- Identifying hazards – anything that can cause harm, for example a fragile roof, presence of asbestos;
- Evaluating risks – the chance of harm actually being done, for example, falls through the roof whilst carrying out maintenance work. This will help you work out what action to take to eliminate or reduce the risks.

When conducting the risk assessment remember to:

- consider what lessons have been learnt for similar work situations that have been carried out before
- look at the foreseeable circumstances, for example what happens if the contractor arrives out of 'normal' working hours, what happens if there is a change in personnel
- consider:
 - arrangements for safe access and egress from the work site
 - emergency procedures
 - is a permit to work system required?
 - arrangements for plant, equipment etc. If the contractor is using equipment belonging to the Council, have they had the necessary training? If the equipment belongs to the contractor do they have appropriate documentation, e.g. for lifting equipment
 - welfare arrangements
 - deliveries to the place of work

Risk assessment must be carried out by both the client and the contractor. The client should already have a risk assessment for the work activities of their own business. The contractor must assess the risks for the contracted work and then where relevant both parties must communicate to consider those risks from each other's work that could affect the health and safety of the workforce or anyone else.

The client and the contractor need to agree the risk assessment for the contracted work and the preventative and protective steps that that will apply when the work is in progress. Where the work is notifiable under the CDM regulations a CDM Co-ordinator will be appointed in accordance with the CDM regulations. If sub-contractors are involved, they should also be part of the discussion and agreement.

Contractors have responsibilities for preparing risk assessments for the work to be carried out under the MHSW Regulations 1999. Their risk assessment should fit in with your own and provide you with information. Likewise contractors will need information from you about the job, to allow them to prepare their risk assessment.

Clearly, there is a need for communication and close co-operation between you and the contractor so that all risks associated with the job are covered.

Contractors should also prepare a detailed safety method statement on how they intend to carry out the job so that risks are controlled and managed. This should be based on an assessment of risks to the health and safety of employees and others who may be affected by their work.

7.4 Step 2: Choosing a Contractor

Your choice of contractor can have a big impact for the Council.

Clients need to satisfy themselves that they are selecting a suitable contractor for the type of work to be carried out. You need to be sure that your chosen contractor is competent, and that they have sufficient resources to do the job safely and without risks to health and safety. (see Appendix 1 for further information)

The degree of competence will depend upon the type of work to be done. Make sure your contractors know and understand what performance you expect. Explain your health and safety arrangements to them. Show them your policies, procedures, permit systems and make sure they understand and will act in accordance with them.

This step looks at how to assess a contractor's competence before you make your choice.

Successful selection of suitable contractors

As the client or commissioning officer you should approach contractor selection with care. It is not something to be done casually, for example just because they are available. You should take care when you need someone to do a job in a hurry.

Identify the work that needs to be done. This will help you decide the sort of contractor you need and the type of competence you will expect them to have.

Ask the following questions to help you decide if the contractor is competent to do the work you need them to do.

- Their experience:
 - what experience do they have in the type of work?
 - have you used them in the past? If so, how did they perform?
- Their competence:

- do their workers have any appropriate qualifications, training and experience? this is important if they are using work equipment such as mobile scaffold towers, cherry pickers etc
- are they members of a trade or professional body?
- what is their safety performance like? (e.g. accident records)
- can they provide examples of methods of work, risk assessments, or other relevant documentation to show they are familiar with the type of work?
- Their management arrangements:
 - what are their procedures for managing health and safety?
 - will any of the work be sub-contracted, and if so, how will they control it?
 - how do they supervise and manage their site work:
 - how do they monitor and check their own safety standards?
 - how do they inspect and check their work equipment?
 - Do they have employers' liability insurance?
- Are they asking you for any information about your risks or needs?

The more complex and potentially dangerous the activities, the more likely it is that the answers and information will need to be recorded.

Clients will be responsible for checking that any contractor you appoint is competent to do the work safely. Work which involves greater risks, e.g. work on roofs, will need more thorough checks to ensure that the contractor has the necessary skills and knowledge.

Once you have selected a competent contractor, you will need to exchange information and agree the method of work. Both require to be done before work starts. Pre-work meetings are a good way of ensuring that the work is properly planned and controlled.

Identify appropriate working conditions

Before the work starts, identify the conditions for carrying out the work and any restrictions on working practices and procedures the contractor has to meet and ensure the contractor is fully aware of them. These should be imposed both to ensure work is carried out safely and to minimise disruption to Council staff and customers. These conditions should be included in tender documents to allow the contractor to take account of any cost implications. The contractor must be made aware of any health and safety issues and or restrictions prior to commencing work.

Subcontractors

Problems can arise when there is further sub-contracting unless there are good arrangements between all parties. The Council should set down some rules about subcontracting within the tender documentation.

The selection of sub-contractors is the responsibility of the contractor. Clients must, however satisfy themselves that a contractor has an effective procedure for appraising the competence of a sub-contractor. When selecting a suitable sub-contractor, a contractor may use some or all of the criteria that the Council uses when selecting a suitable contractor. Again the degree of competence required will depend on the work to be done.

7.5 Step 3: Contractors working on site.

This step covers the job itself. Signing in and knowing who is on site is very important. Establishing a named contact for both the client and the contractor is also important.

Arrival on site

All parts of the Council's business need to control the coming and going of people in and out of their premises. Some Council buildings such as schools have a reception area with a book for visitors to sign. Some also provide visitors badges.

Clients must ensure that contractors or their sub-contractors do not simply turn up and just get on with the job. Procedures must be put in place to prevent this from occurring.

Prior to carrying out any work, Induction training should take place. This will be carried out by the contractor who may require Council staff to undertake induction training before allowing access to the work area. The contractor may require information from the client in order to formulate his induction training plan.

Site contact

Contractors need a site contact – someone to get in touch with on a routine basis or if the job changes and there is any uncertainty about what to do. The site contact should be somebody nominated who has sufficient authority and competence.

Contact details, e.g. mobile telephone numbers should be exchanged.

Exchanging information

Clients, contractors and sub-contractors must provide their employees with information, instruction and training on anything that may affect their health and safety.

All parties need to consider what information should be passed between them and agree appropriate ways to make sure this is done. The client could pass on information such as site specific hazards, muster points, asbestos register etc.

All parties need to exchange clear information about the risks arising from their operations, including relevant safety rules and procedures, and procedures for dealing with emergencies. This exchange of information should include details of any risks that other parties could not reasonably be expected to know about. The information must be specific to the work.

In other words, you must talk to each other.

Co-operation and co-ordination

In any client / contractor relationship there must be co-operation and co-ordination between all the parties involved, to ensure the health and safety of all at the workplace and anyone else likely to be affected. The client should set up liaison arrangements with all concerned parties. This could take the form of regular meetings or briefings. Liaison is particularly important where variations of the work are proposed or where more than one contractor or sub-contractor is engaged.

Agree the method of work

In most instances the method of work should be in writing, unless the job is low risk and of short duration, for example, boarding up a ground floor window. The amount of detail included should reflect the complexity of the work.

A good method of work will:

- be clear and concise;
- be site specific
- identify the potential hazards;
- specify the method of work and the precautions to be taken to remove or minimise the risk;
- identify how the work will be supervised and managed

It should include, for example:

- specification of the type of work equipment to be used, e.g. scaffold towers;
- arrangements for deliveries and the movement of materials to the site, this would be of particular importance when for example deliveries are made to an operational school;
- what arrangements are required to ensure the safety of people near the work, e.g. if segregation from moving vehicles is needed;
- arrangements for dealing with specified site risks e.g. whether electrical isolation is required;
- local storage arrangements for materials and any waste items; and
- the sequence that work should be carried out in, especially if it is not obvious

For notifiable projects the CDM Co-ordinator will identify and collect pre-construction information which in turn will be passed to relevant parties. For other projects and day to day maintenance work the requirements will be agreed with the contractor before he commences work. Where relevant, risk assessments will be agreed between the Council and the contractor and the contractor should carry out dynamic risk assessments prior to commencing work.

Management and Supervision

The Council must decide what they need to do to effectively manage and supervise the work of contractors. The more impact the contractor's work could have on the health and safety of anyone likely to be affected the greater the management and supervisory responsibilities of the client.

It is recognised that where some minor day to day repair works are concerned, that it is not always possible or practical for the Council or Council's representative to have carried out an on site inspection prior to site commencement of repairs.

The nature of the project will also have a bearing on the level of supervision, for example the Council carries out a large number of small maintenance projects. In these cases the contractors are employed on a Term contract and will build up knowledge of Council procedures and a familiarity with the properties.

In all circumstances, clients need sufficient knowledge and expertise to manage and supervise the contracted work. It is essential that the nature of the controls exercised by the client is agreed before work starts.

Clients may need to agree with the contractor how the work will be done and the precautions that will be taken. Again, the extent of the client's responsibilities will be determined by the impact that the contractor's work could have on anyone likely to be affected.

Permit-to-work systems

The Management of Health and Safety at Work Regulations 1999 outline duties under the Health and Safety at Work Act 1974 which relates to the control of work activity and risk assessment. Other legislation makes specific reference to activities that may be controlled by a permit-to-work. Permits-to-work can be an important means of fulfilling the Council's general duties under these Regulations.

It is important that each person involved in the process is adequately trained and knows exactly what those responsibilities and duties are if they are to be carried out properly.

A permit-to-work system is an integral part of a safe system of work and can help to properly manage the wide range of activities undertaken by the Council. Where a permit to work system is in place this must be controlled by a named person agreed between the Council and the Contractor. This person must have the competence to manage the PTW system.

A permit to work system must be in place for hot works.

Further information on permit-to-work systems can be found on the Permit to Work Information Sheet. This can be accessed via ICON. Also an example of a Permit can be found at Appendix 5 of this Policy.

7.6 Step 4: Keeping a check

This step is critical in controlling jobs with contractors. It's about monitoring, checking on what is being done and how, and whether the job is going as planned.

Monitor the work

All contractors need to be monitored by you to make sure the agreed arrangements and precautions are carried out. The level of monitoring needed will depend on the risk level of the work and the extent to which the work may endanger Council employees, visitors, school pupils, or other people for whom you are responsible. How this is carried out will depend on the size and nature of the contract. The level of supervision is generally determined by the risk level of the work. Where the risk level dictates that it is appropriate:

- **Before** work starts, check the equipment that they said they would use is there and that agreed supervisory and segregation arrangements are in place, pre-start meetings are a useful mechanism at this stage.
- **During** the work, use the agreed method of work to monitor the work as it progresses, by carrying out regular checks. Are they using the work equipment and methods of work that they said they would? Are the trained people on site? If not, ask why and ensure corrective action is taken;

- **after** the work has finished, review their performance to see if everything went as planned, so you will have confidence when choosing them for future work

How much checking is needed and how often?

Contractors are responsible for supervising their own work and for ensuring that they work safely. However it is important to ensure that work is carried out safely and in accordance with the requirements set out by the Council. Ensuring that work is carried out in accordance with health and safety requirements is part of that process.

You do not need to watch them all of the time. You have to weigh up what is reasonable. The level of monitoring depends on the risks – the greater the risks, the greater the monitoring.

Contractors and sub-contractors should carry out day-to-day checks to see that what should be done is being done.

Some work-related accidents, diseases and dangerous occurrences have to be reported to the Health and Safety Executive. It is good practice to investigate all injuries, cases of work related ill health and 'near misses' to find out what went wrong and why they were not prevented. Clients, contractors and sub-contractors should share the lessons learnt from monitoring and investigations with each other and with the workforce.

7.7 Step 5: Reviewing the work

This step is about learning from the job and about the contractor when the job is completed.

Why does the job need reviewing?

The contractor's job is complete when the work has been done according to plan and the agreement between you. Reviewing is about evaluating the quality of the work against both the job and the contractor's performance. The other reason for reviewing is to learn what will be done differently next time.

Review involves evaluating the health and safety of all other steps:

- your planning;
- choice of contractor;
- the work;
- effectiveness of monitoring system and supervision

Any surprises and lessons learned are recorded and used for the next time. The record can be used when revising your list of approved contractors.

Who should be involved in reviewing?

If you were managing the job, you should carry out the review as part of the process. The contractor may participate, after all, they should know if they have to improve.

Put the review in writing

The result of the review should be recorded for future reference. They need only be brief. A copy of the review could be given to the contractor, if there were problems they need to know.

8 TRAINING

8.1 Information

Inverclyde Council recognises the need to provide staff with relevant information on managing contractors. Employee awareness will help with the implementation of this policy. Information on the Managing of Contractors will be made available on the Council's Intranet System ICON, via Line Managers and Trade Union Safety Representatives or via Organisational Development, Human Resources and Performance. The information will be updated on a regular basis.

8.2 Training

The Council recognises that training of managers/team leaders and employees is important to ensure that all employees have the necessary skills to carry out the requirements of this policy. The following training will be made available through the Corporate Training planner or, if identified through the risk assessment process, other specialist training can be made available. All training provided will include information about this Council policy.

Inverclyde Council Health and Safety Section will run the following training courses based upon this Policy:

- Managing Contractors

8.3 Communication of the Policy

The Council recognises the importance of communicating the policy to all employees. This policy will be communicated to staff via the Corporate Health and Safety Committee, the Council's team briefing system and a copy will be placed on the Council's Intranet system ICON.

9 MONITORING, EVALUATION & REVIEW

This reviewed policy was ratified by the Council's Policy and Resources Committee on 26th March 2013 and implemented immediately thereafter.

Regular monitoring and review are necessary to measure the effectiveness of the policy and to ensure it remains relevant to the needs of the Council. This policy will be subject to monitoring and review on a regular basis by the Corporate Health and Safety Section via the Corporate Health and Safety Committee.

The policy will be reviewed 12 months from implementation and every three years thereafter unless there is significant change in legislative requirements or risk assessment identifies a need for review. Measuring the effectiveness of the policy will include the auditing of compliance with this policy, and monitoring of contractors.

APPENDIX 1

Contractor Health and Safety Questionnaire

Please read the following guidance before starting the questionnaire.

This questionnaire is for completion by all contractors carrying out construction work. This form provides information and documentation required by Inverclyde Council.

It is important that the person filling in this questionnaire understands the health and safety management procedures that operate within their business.

If you answer 'Yes' to any of the following questions, you may be asked to provide additional evidence at a later stage in the process.

It is recommended that that you keep a copy of the completed questionnaire for future reference.

Contractor Health and Safety Questionnaire – Stage 1

Core criteria Sections 1 – 7, these sections must be completed by all contractors	
1.0 Core criteria 1:	
1. Business details	
Business registered name:	
Trading name: (if different)	
Business address:	
Name of Director responsible for health and safety:	
Contact details:	
Name of contact for health and safety enquiries:	
Contact details:	
Number of employees:	
Briefly describe the nature and type of work or service that your company provides	

Contractor Health and Safety Questionnaire – Stage 1

2.0	Core criteria 2: Health and safety policy	Yes	No
2.1	Do you have a signed health and safety policy statement dated within the last 3 years?	<input type="checkbox"/>	<input type="checkbox"/>
3.0	Core criteria 3: Competent health and safety advice		
3.1	Do you have access to competent health and safety advice?	<input type="checkbox"/>	<input type="checkbox"/>
3.2	As a minimum is your Health and Safety Advisor/Consultant qualified to Tech SP or equivalent?	<input type="checkbox"/>	<input type="checkbox"/>
3.3	Does your Health and Safety Advisor/Consultant provide construction related health and safety advice?	<input type="checkbox"/>	<input type="checkbox"/>
4.0	Core criteria 4: Health and safety training and information		
4.1	Are the employees who will be working on the contract competent in terms of construction health and safety?	<input type="checkbox"/>	<input type="checkbox"/>
4.2	Have the staff who will be working on the contract undergone Asbestos Awareness training?	<input type="checkbox"/>	<input type="checkbox"/>
4.3	Do your staff, both office and site-based, receive a health and safety induction?	<input type="checkbox"/>	<input type="checkbox"/>
4.4	Do you provide refresher training or have continual professional development (CPD) scheme for your staff?	<input type="checkbox"/>	<input type="checkbox"/>
4.5	Is your company involved in the Construction Skills Certification Scheme (CSCS) or other similar schemes?	<input type="checkbox"/>	<input type="checkbox"/>
5.0	Core criteria 5: Workforce involvement		
5.1	Do you consult with your workforce on matters relating to health and safety?	<input type="checkbox"/>	<input type="checkbox"/>
5.2	Do you hold regular health and safety meetings with your staff?	<input type="checkbox"/>	<input type="checkbox"/>
5.3	Have safety representatives been appointed (trade union or otherwise)?	<input type="checkbox"/>	<input type="checkbox"/>
6.0	Core criteria 6: Sub-contracting / Consulting procedures		
6.1	Do you assess the competence of your sub-contractors and consultants?	<input type="checkbox"/>	<input type="checkbox"/>
6.2	Do you monitor the performance of your sub-contractors and consultants?	<input type="checkbox"/>	<input type="checkbox"/>
7.0	Core criteria 7: Welfare provision		
7.1	Does your health and safety policy include a commitment to provide welfare facilities before people start work on site?	<input type="checkbox"/>	<input type="checkbox"/>

	Co-operating with others and co-ordinating your work with other contractors		
7.1	Please provide details of how you co-operate and co-ordinate with others over health and safety matters, for example, a copy of recent health and safety meetings		
	Provided?	<input type="checkbox"/>	<input type="checkbox"/>
8.0	Core criteria 8:		
	Welfare provision		
8.1	Please provide details of how you ensure that adequate welfare facilities are provided before people start work on site, details should include a recent example of contracts with welfare facility providers and details of welfare facilities provided on previous projects		
	Provided?	<input type="checkbox"/>	<input type="checkbox"/>

Health and Safety Questionnaire Checklist

To ensure compliance, please enclose the following attachments with your questionnaire. All documents listed should be up to date and fully completed (blank and generic documents cannot be accepted as suitable evidence). Please send copies, not original documents.

Please tick against each attachment for your records.

- | | |
|---|--------------------------|
| Signed and dated health and safety policy statement | <input type="checkbox"/> |
| Health and safety policy arrangements | <input type="checkbox"/> |
| Health and safety advisors details and qualifications | <input type="checkbox"/> |
| Example of the type of advice given to you by your Health and safety Advisor | <input type="checkbox"/> |
| Company training records / matrix / register. (Note: If working in a building with asbestos the training records must include Asbestos Awareness training.) | <input type="checkbox"/> |
| Examples of refresher training or CPD records | <input type="checkbox"/> |
| Induction training records / signing in sheet | <input type="checkbox"/> |
| RIDDOR reports and enforcement details if applicable | <input type="checkbox"/> |
| Example records of health and safety meetings/committee minutes | <input type="checkbox"/> |
| Three examples of job specific risk assessments | <input type="checkbox"/> |
| Three examples of method statements / safe systems of work from a recent project | <input type="checkbox"/> |
| Sub-contractor assessment procedure | <input type="checkbox"/> |
| Example of site inspection reports | <input type="checkbox"/> |
| Welfare facilities details etc | <input type="checkbox"/> |

APPENDIX 2

Contractor Site Information Sheet

(Note: The Client should collate the following information and handover to the contractor before the contractor starts work on site)

Work Location:

Name & Telephone Number(s) of Client Contact:

Site Access/Egress (including times)

Hazardous areas or operations at this site:
(E.g. other contractors working on site)

When arriving or leaving site report to:
(E.g. sign in at reception area)

Sound of fire alarm:

Fire Assembly Point:

First Aid Contact:

Location of Asbestos Register:

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Location of Toilets:

--

Other:

--

APPENDIX 3

Management of Health and Safety on Council Construction Sites

Contractor Monitoring and Evaluation Checklist

Assessment Scale			
Each risk control indicator should be assessed against the following 1 – 4 scale or marked as N/A. A score of 1 must satisfy all the appropriate criteria of the risk control indicator.			
1	2	3	4
Project Title:			
Contractor:			
Checklist Completed by:			
Date:			
Full compliance in areas that matter	Broad compliance in areas that matter	Some compliance in areas that matter	Limited or no compliance in areas that matter

The following tables give examples of possible subject matter for monitoring. These examples are not exhaustive, and are indicative only.

Management		
General		Compliance Score 1-4 or N/A
	Contractor is committed to high standard of health and safety performance e.g. Policy Statement, Health & Safety Plan up to date	
	Evidence / Comments	
	Contractor has access to competent health and safety advice	
	Evidence / Comments	
	Contractor regularly inspects their Health and Safety Management system e.g. site inspection records, audit reports	
	Evidence / Comments	
	Managers / Supervisors' roles are clearly defined e.g. Safety Policy, Manual, Plan	
	Evidence / Comments	

	Occupational health risks are being properly managed	
	Evidence / Comments	
Management		
Contract and Contractors	Contractor aims to achieve / maintain high standards of health and safety performance e.g. meeting agenda items / minutes, records of site inspections	
	Evidence / Comments	
	There is good co-operation, communication and liaison on health and safety matters between the Principal contractor and all other contractors	
	Evidence / Comments	
	Arrangements are in place with regard to the selection and control of sub-contractors	
	Evidence / Comments	
	A procedure is in place to pass on information about the site – the hazards and risks, site rules, emergency procedures, first aid facilities etc	
	Evidence / Comments	
	Employees are competent in terms of health and safety e.g., CSCS card holders, training records	
	Evidence / Comments	
	All site personnel receive site induction training	
	Evidence / Comments	
	Site specific risk assessments are available and up to date	
	Evidence / Comments	

APPENDIX 4A

Site Inspection Checklist

- The following checklist has been prepared as a guide to what Property Officers should consider when trying to reduce the risk of construction related activities on Council sites. The questions it asks are intended to help you decide whether the site is a safe and healthy place of work. It is not a comprehensive list.
- Parts of the checklist will apply to activities such as new build works and other parts will apply to other activities such as maintenance and refurbishment work.

Project Title:	
Name of Contractor:	
Inspection Completed by:	
Date:	

General Issues

	Yes	No	N/A
The F10 is displayed on site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Construction Phase Health and Safety Plan is available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk assessments and Safety Method Statements are available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Statutory notices are displayed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appropriate site safety signage is in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All persons on site have completed Site Induction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Site Access / Egress

Are pedestrians and vehicles kept safely apart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are access routes in good condition and clearly signposted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there suitable pedestrian crossing places on vehicle route	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scaffolds

	Yes	No	N/A
Are handover certificate(s) available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has the scaffold been erected by competent persons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are inspection records available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there safe access to the scaffold platforms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the scaffold netted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the working platforms fully boarded and arranged to avoid tripping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are guard rails and toe boards in position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are brick guards provided to prevent materials falling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the scaffold being maintained e.g. working platforms kept free of debris	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have Tower scaffolds been erected by competent persons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are they being used in accordance with suppliers instructions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ladders

Are ladders used as access or for light work of short duration only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are ladders tagged or inspection records available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are they secured to prevent them slipping sideways or outwards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are ground conditions suitable for ladder use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do ladders extend 1 metre above working platforms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are non-conductive ladders being used if working near electricity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Work at Height / Roof Work

	Yes	No	N/A
Are risk assessments and method statements available for work at height activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there adequate edge protection to stop people or materials falling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Have fragile materials such as roof lights and cement sheeting been identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Can the place of work be safely accessed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are people kept away from the area below the work at height activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Site Traffic and Plant

Are vehicles and pedestrians kept apart where practicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a Traffic Management Plan in place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDIX 4B

CONSTRUCTION SITE HAZARD CHECKLIST

SAFE PLACES OF WORK

- Can everyone reach their place of work safely, e.g. are roads, gangways, passageways, staircases, ladders and scaffolds in good condition?
- Are holes and openings securely guard railed?
- Are all working areas and walkways level and free from obstructions such as stored materials or waste?
- Is the site tidy, and are materials stored safely?

SCAFFOLDS

- Is there safe access to the scaffold platform?
- Is the scaffold secured to the building in enough places to prevent collapse?
- Are there adequate guard rails and toe boards?
- Are the working platforms fully boarded and are the boards arranged to avoid tripping?

LADDERS

- Are ladders the right equipment for the task?
- Are all ladders in good condition?
- Are they secured to prevent them slipping sideways or outwards?
- Does the ladder rest against a solid surface and not on fragile or insecure materials?

EXCAVATIONS

- Are the sides adequately supported? Is the material strong enough to support the sides?
- Are the sides sloped backed?
- Is there safe access to the excavation, e.g. by a sufficiently long, secured ladder?
- Are there guard rails or other equivalent protection to prevent someone from falling in?
- Is the spoil removed from the edge of excavation?
- Is the excavation protected to stop vehicles / plant from getting too close to the edge of the excavation?

TRAFFIC AND VEHICLES

- Are vehicles and pedestrians kept separate wherever possible?
- Have one-way systems or turning points been provided to minimise the need for reversing?
- Where vehicles have to reverse are they controlled by properly trained banksmen?
- Have drivers received proper training?
- Are vehicles securely loaded?

FIRE AND EMERGENCIES

General

- Are people on site aware of emergency procedures?
- Is there a means of raising the alarm and does it work?
- Are there adequate escape routes and are these kept clear?

Fire

- Is there adequate access/egress for emergency vehicles?
- Are there proper storage areas for flammable liquids and gases?
- Is smoking banned in areas where gases etc are stored and used?
- Are adequate bins and skips provided for storing waste?
- Is flammable waste removed regularly?
- Are the correct fire extinguishes in place and are they regularly checked?

ELECTRICITY

- Is the supply voltage for tools and equipment at 110 v?
- Is electrical equipment being maintained / PAT tested?
- Are scaffolders, roofers etc or cranes or other plant working near or under overhead lines?

PLANT AND MACHINERY

- Are all dangerous parts guarded?
- Are guards secured and in good repair?
- Is the machinery maintained and in good repair and are all safety devices operating correctly
- Are operatives trained?

MANUAL HANDLING

- Are hoists, wheelbarrows etc used so that manual lifting and handling of heavy objects is kept to a minimum?
- Can the handling of heavy blocks be avoided?
- Are materials such as cement ordered in 25 kg bags?

PROTECTIVE CLOTHING

- Has adequate PPE e.g. hard hats, safety boots, gloves, goggles, and dust masks been provided?
- Is the equipment in good condition?
- Is it being used?

WELFARE

- Have suitable and sufficient numbers of toilets been provided and are they kept clean?
- Is there hot, cold and drinking water available?

PROTECTING THE PUBLIC

- Are the public fenced off or otherwise protected from the work?
- Is there a traffic management regime in place to protect the public when vehicles are leaving or entering the site?
- Are suitable notices / signage on display?
- When work has stopped for the day:
 - are the gates secured?
 - is the perimeter fencing secure and undamaged?
 - are bricks and materials safely stacked?
 - have ladders been boarded over or removed?

APPENDIX 5

Permit-To-Work Systems

Training and competence

There are many organisational approaches to permit-to-work systems. Permit-to-work systems do not need to be a complex process, but require continual use and practice to reinforce workforce risk awareness and enhance safety performance.

Effective training is essential to achieve quality and consistency in the use of the permit-to-work system. There should be successive levels of training for those involved. Training provides the foundation for effective implementation of a permit-to-work system and supports user competence.

Training is the first step for permit-to-work users - the continued participation of all relevant people is necessary to improve understanding and system ownership. All persons who actively take part in and contribute towards a permit-to-work system must be suitably trained.

What should the permit-to-work look like?

General advice on the design of a permit is given below. Workforce involvement is key to permit design – active input from all categories of personnel who will use the documentation is necessary to ensure that they are usable and reflect the permit-to-work system in operation. It is emphasised that the purpose of these forms is to support clear and accurate communication between several parties. Factors to consider include:

- keep sentences short and simple;
- clearly state **who** does **what** and **when**;
- colour coding could be useful (eg to illustrate individual roles)
- use the present tense and the active voice
- place items on the permit in the order they are performed
- use UPPER CASE sparingly for emphasis
- leave enough room for descriptions (eg to list area involved, hazards and pre cautions)

The permit-to-work form must help communication between everyone involved. It should be designed by the persons issuing the permit, taking into account individual site conditions and requirements.

The essential elements of a permit-to-work form are shown below:

Sample Permit to Work

1. Job title:	2. Date:
3. Permit title:	4. Permit reference number:
5. Hot works operative:	6. RA/ MS Ref No:
7. Start time:	8. Estimated finish time:
9. Hot work location:	
10. Plant / equipment identification:	
11. Description of work to be done and its limitations:	
12. Hazard identification:	
13. Precautions necessary:	
14. Actions in the event of an emergency:	
15. Protective equipment (including PPE)	
16. Issued by:	
Site Manager / Site Fire Marshall etc	
Signed:	
17. Received by:	
Hot-work operative	
Signed:	
18. Cancellation: (the work for which this Permit was issued is now complete and I confirm that I stayed at the location for a 15 minute cool-down period)	
Hot-work operative:	
Signed:	Time:
19. Location checked 1 hour after completion of Hot Work	
Site Manager / Site Fire Marshall etc	
Signed:	Time: