

# HSP 7 - Corporate Control of Contractors Policy

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### 1 Introduction

- 1.1 This document sets out the City of London Corporation's arrangements for controlling contractors that work at its sites. It applies to all contracts let by the Corporation. It is a generic policy that relates to any contract whether awarded through a formal tender process, direct award, or quotation.
- 1.2 For the purposes of this Policy arrangement a Contractor is a person, consultant, agent, company or corporate body who is bound by legal contract with the Corporation to undertake work or to provide a service for or on behalf of the Corporation.
- 1.3 The Corporation expects every contractor it engages with to comply with all their legal duties with regard to health and safety. The Corporation recognises that, as a client, it too has responsibilities for the contractors and sometimes others that could be affected by their activities. It also understands that it has a role in the management of health and safety but the primary responsibility resides with the contractor.
- 1.4 The Corporation's general health and safety duties when engaging contractors are to make sure that any contractors they employ are:
  - competent to work without significant risk and to choose safe competent sub-contractors
  - informed of the hazards that are known to be present in the work they have been employed to do and any Corporation risk controls that are relevant
  - managed and monitored to make sure they are working safely
  - adequately resourced
- 1.5 Where a contractor is engaged to work in occupied Corporation premises or sites where the Corporation is the Premises Controller, the Corporation retains overall responsibility for health and safety at that site. The contractor retains the main duty in regard to health and safety matters related to the work, and to all persons, including Corporation's employees, who may be affected by that work.
- 1.6 This policy will be reviewed at least every two years or in response to any changes in legislation or operations.

### 2 Objectives

- 2.1 To help ensure compliance with health and safety legislation such as Health and Safety at Work etc. Act 1974, Management of Health and Safety at Work Regulations 1999 and Construction [Design and Management] (CDM) Regulations 2015.
- 2.2 That appointed contractors/persons are competent and appropriately resourced.
- 2.3 To share relevant information and knowledge between responsible parties.
- 2.4 To help drive/improve the organisation's performance (including health and safety performance)

### 3 Scope

- 3.1 This policy covers all Corporation contracts. It provides advice on selecting contractors, managing safety pre start and during delivery of the contract.
- 3.2 All partnership, contract and engaged third party staff, working with Corporation must adhere to this policy

### 4 Responsibilities

#### 4.1 Members

4.1.1 Members are responsible for agreeing the budgets associated with contract management throughout the Corporation and have a say in the overall budgetary allocation as directed by the Town Clerk/Chief Executive.

#### 4.2 Town Clerk/Chief Executive

- 4.2.1 The Town Clerk holds overall accountability for corporate health and safety across the Corporation and specifically under this policy must ensure:
  - management of contractors is properly assigned to Chief Officers
  - standards are set through corporate policies, which are then communicated to stakeholders
- 4.2.2 Day to day responsibility for the control of contractors, to be implemented in line with this policy has been delegated, via the Town Clerk to Chief Officers.

#### 4.3 Chief Officers

- 4.3.1 The Chief Officers are responsible for ensuring that:
  - procedures are in place, within areas under their control, to implement the requirements of this Policy arrangement
  - adequate resources are available to allow those with responsibilities with respect the management of contractors to discharge their duties effectively
  - clear responsibilities for contractor management are identified, in particular where the contract is provided to more than one department
  - appropriate information, instruction and training is provided to staff who issue contracts, monitor contractors or act as Premises Controllers.

### 4.4 Commissioning Officer

4.4.1 All architects, engineers, FM teams, managers, premises controllers or surveyors who commission a contractor/person are to undertake all "officer" duties outlined in the relevant contract type flow chart that can be found in Appendix 1

- 4.4.2 In general the Commissioning Officer is to:
  - identify all aspects of the work/service required and provide potential contractors with information so that they know and understand the performance required of them
  - satisfy themselves that the chosen contractor can do the job safely without risks to health and safety. This means making enquiries about their competency, experience and their health and safety performance.
  - ensure suitable risk assessments, method statements, resources and sometimes welfare facilities are in place before work starts.
  - provide contractors with all relevant information that will allow them to work safely e.g. drawings, maintenance records, asbestos surveys, examination findings, etc
  - cooperate and coordinate with the contractor
  - ensure the Premises Controller or their representative is aware of how contract could affect local operations and health and safety at the site.
  - keep a check on how the work is going and ensure that appropriate gateways/stages are met
  - review monitoring intelligence and liaise with the Corporation's procurement team
  - for contracts subject to the CDM Regulations, ensure, suitable clients brief, construction phase plan are produced before work starts and take possession of a suitable and sufficient Safety File when the work is complete
  - ensure contract documentation is retained in accordance with Corporation's document retention policy.

### 4.5 **Premises Controllers**

- 4.5.1 The Premises Controller has a key role in the management of a contract, responsible for making arrangements that are reasonable and practicable in the circumstances for:
  - liaison with the contractor in order to separate, where possible, the main work activity of the premises from the contractor's work
  - ensuring the contractor is made aware of any relevant and significant risks associated with either the site activity or the site itself
  - collecting and taking necessary action to deal with any risks arising out of the contractor's activity that could affect other occupiers of the premises
  - providing access to on-site risk assessments, the asbestos register (if not already provided by the Commissioning Officer) and, where applicable, site health and safety documents
  - maintaining a liaison with the officer supervising the contract and the contractor's representative
  - keeping Corporation employees and others who may be affected at the premises, sufficiently informed to ensure their health and safety
  - informing the contractor of any relevant emergency procedure at the premises
  - taking appropriate action, to protect the premises occupants, and service users
- 4.5.2 Premises Controllers are to undertake all "Premises Controllers" duties outlined in the relevant contract type flow chart that can be found in Appendix 1

### 4.6 Corporate Procurement Team

- 4.6.1 The Corporate Procurement Team are to undertake are all "Corporate Procurement Team" duties outlined in the relevant contract type flow chart that can be found in Appendix 1
- 4.6.2 Specifically, the Corporate Procurement Team are to establish and monitor corporate procurement procedures, establish core qualification questions (cqq) and lead on the review of the contract.
- 4.6.3 The Corporate Procurement Team may review the contract through:
  - reviewing the contractor's operation (including health and safety performance)
  - considering how effective was the contract planning and management
  - · assessing if the contract was successful
- 4.6.4 The Corporate Procurement Team, together with the contracting Directorate, are to apply lessons learnt before re-letting contract.

### 4.7 Corporate Health and Safety Teams

- 4.7.1 Corporate Health and Safety Teams are responsible for drafting health and safety policy, standards and guidance.
- 4.7.2 They will provide competent advice and support on specific health and safety issues, as well as interpretation of this policy arrangement.

### 5.0 Selecting Contractors

#### 5.1 **Identifying the Job**

5.1.1 Health and safety does not start when the contractor arrives on site. As soon as it is recognised that a job needs to be done there is a need to plan. The job to be done must be clearly identified, and described in enough detail to avoid any ambiguity as to what is expected. This will avoid any disputes during the contract period and also help with the process of identifying hazards associated with the work, which the contractor must be informed of. This includes work falling within the preparation and completion phases. All contracts have risks but the level of those risks will depend on the nature of the job. Whatever the risk, the Commissioning Officer needs to consider the health and safety implications of the job they want done. A specification/client brief should be drafted which establishes the Commissioning Officer's general requirements and expectations for the contract, it is also important that it outlines the Corporation's health and safety prerequisites.

### 5.1.2 The brief/specification should:

- define the job
- describe the expected outputs (specification)
- outline the driver(s) for initiating the contract
- give the Commissioning Officer's expectations during the project, including how health and safety risks should be managed
- Specify health and safety conditions or known risks
- where applicable explain the design direction

- ideally establish a single point of contact for any client queries or discussions during the project
- set a realistic timeframe and budget

### 5.2 Choosing a Suitable Contractor

- 5.2.1 Prior to appointing a contractor, the Commissioning Officer must carry out checks to ensure the contractor is competent and able to carry out the work safely. Competency means the contractor and their employees have sufficient skills/training, experience, knowledge and other qualities that allow them to carry out the task required, to an acceptable standard and safely without significant risk.
- 5.2.2 In June 2017 the Corporate Health, Safety and Welfare Committee simplified this process by agreeing that all contractors certificated by a Safety Schemes in Procurement (SSIP) forum member would have achieved the initial threshold of health and safety competence to provide specific services.
- 5.2.3 However, where the Commissioning Officer is unable to confirm that the Contractor has SSIP membership they are required to make proportionate enquires to ensure that the Contractor can work safely without risk to health.

Examples of questions are:

- What arrangements will you have in place for managing, so that the work is successful?
- What is your recent health and safety performance?
- Do you have a written health and safety policy?
- Can you provide relevant generic risk assessments or existing risk assessments done for similar jobs?
- What qualifications, skills and experience do you have in this type of work or providing this service?
- What health and safety information do you provide for your employees?
- Do you have employer's and public liability insurances?

Examples of questionnaire templates are attached at Appendix 2 and Appendix 3

- 5.2.4 To establish competency, the Officer must also consider the following:
  - clearly specify the work and what is required (This will ensure the contractor is clear about expectations, including stating relevant standards, such as British /European Standards that the work must comply with.)
  - checking trade accreditations (Many professions and industries have trade
    associations and professional bodies, which regulate and set standards.
    Identify if any of these apply to the work being specified. For example, if you
    require a contractor to work on a high voltage electrical system you must
    establish the relevant professional body and check that the contractor you
    intend to use has that accreditation.)
  - checking qualifications and experience / knowledge of the contractor
  - asking for references, contacting the named referees
  - looking for external verification to quality standards, checking registrations with the accrediting body

- 5.2.5 Safety Schemes in Procurement (SSIP) was founded in May 2009 following the Government report on "Accelerating the SME economic engine: through transparent, simple and strategic procurement". Supported by the Health and safety Executive (HSE), SSIP aims to streamline prequalification and reduce health and safety assessment costs and bureaucracy in the supply chain.
- 5.2.6 A contractor that has been assessed and certificated by an SSIP Forum Member Scheme has achieved the initial (stage1) threshold of health and safety competence to provide specific services. If the Commissioning Officer is able to confirm a contractor's certification on the SSIP Portal this allows the Officer to concentrate on (stage 2) ensuring that Contractor suppliers have specific risk assessments/ method statements (RAMs) and maintain: appropriate experience to carry out specific work in specific locations; suitably trained staff, and; other resources all available to do the work to meet the Corporation's needs.
- 5.2.7 Only contractors approved under the SSIP scheme or are deemed to have successfully answered relevant health and safety enquiries and have specific RAMs assessed and approved by a Commissioning Officer, can be employed for contract work.

#### 5.3 **Sub-Contractors**

5.3.1 The selection of any sub-contractors is best left to the contractor, but the Corporation still has a duty to satisfy itself that a contractor has effective procedures for appraising the competence of sub-contractors. Commissioning Officer's should make reasonable enquiries. Ideally for higher risk jobs the sub-contractor should be SSIP accredited or have completed a comparable health and safety questionnaire to the one issued by the Corporation.

#### 6.0 Assess the risks of the work

- Risk assessments should already exist for the Corporation's own work activities and the contractor must assess the risks for the specific contracted work, then both parties should get together to consider those risks from each other's work that could affect the health and safety of the workforce or anyone else. The Corporation needs to agree the measures needed to control the risk with the contractor before the work starts.
- 6.2 The Corporation, contractors and sub-contractors must provide their employees with information, instruction and training on anything which 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. They 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.
- 6.3 It may be necessary for the contractor to use a permit to work (PTW) system to manage all or part of some high risk activities. The need for this should be established during the planning and risk assessment stages, although it may occasionally be recognised as necessary later in the project. If a risk assessment does not successfully control or reduce the risk, then a PTW will be needed, and the Commissioning Officer should consult with the contractor over their

procedure for this.

- 6.4 Permits to Work (PTWs) may be required in the following circumstances:
  - Work on live electrical equipment or systems
  - Work on or near asbestos that could release fibres to the air (unless the work
    is carried out by a licensed contractor, in which case a method statement will
    be provided by the contractor for approval),
  - Hot work
  - Work in confined spaces
  - Work at height
  - Work with any other process, substance or equipment, where the risk of injury cannot be adequately controlled by the normal risk assessment procedure.

### 7.0 Provide information, Cooperate and Coordinate with the Contractor

- 7.1 Primarily the Commissioning Officer but also the Premises Controller should ensure that the contractor and their employees have relevant site information that will help them plan the work and manage any health and safety risks. Some examples of information that may be applicable include:
  - · emergency procedures
  - asbestos
  - confined spaces
  - fragile roofs or surfaces
  - parking restrictions
  - utilities
  - presence of vulnerable persons
  - working at height
  - adjacent roads, railway lines, water
- 7.2 When procuring construction work the Commissioning Officer must provide relevant information to designers, which they may already have, or that can be obtained through sensible enquiries. This information should help to inform the designers of any risks that may have an impact on the design of the building or structure, as well as on its construction and future use. In turn designers are to provide clear information on how to control any remaining risks. This includes:
  - details of any interface with temporary works
  - specialists' drawings and details, which may include loadings, details of any restrictions relating to the construction, installation, commissioning, maintenance or replacement of specialist works
  - workers' views on how the risk management of certain tasks should be improved, for example how certain elements may be handled, installed or maintained.
- 7.3 The Commissioning Officer should set up liaison arrangements with all parties. This usually takes the form of regular meetings or briefings that take place through the whole duration of the contract.

#### 8.0 Consult the workforce

- 8.1 The Corporation, contractors and sub-contractors must consult their employees on health and safety matters, however the degree of consultation will depend upon the size of the contract, its complexity and its potential impact on day to day operations. Within the Corporation this requirement may be carried out by the Commissioning Officer and/or the Premises Controller.
- 8.2 Communication with staff over what is happening is also essential. Employees need to be told about any extra precautions or changed procedures that will be in place as a result of the contract work, for example, changed fire escape routes during building or renovation projects, and about any additional risks that may be present. Employees also need to be told how to raise any concerns they may have about the contractors and their work.

### 9.0 Monitoring and Supervising the Contract

- 9.1 The Commissioning Officer, or a competent representative, must periodically visit works that pose special risk or are over 5 days in duration to monitor health and safety performance. Where any failings are found, the officer must take appropriate action to ensure compliance with health and safety requirements. Where recurring problems are found, the issue must be brought to the attention of the contractor in writing. The contractor should provide a statement explaining how the problem arose, what action has been taken to remedy it, and what measures have been put in place to prevent recurrence.
- 9.2 To decide what is a reasonable monitoring regime, the Commissioning Officer must consider the nature of the work activity, the contractor's competence and their confidence in the health and safety performance of the contractor; including their track record over this and previous contracts,
- 9.3 Records must be kept to show that monitoring has been carried out, and to act as a record of issues and problems found and the action taken. In particular, records must be kept of:
  - the initial plan for monitoring including frequency and nature of monitoring
  - dates and times of monitoring activities (whether they are visits, meeting, phone calls or other monitoring activity)
  - any issues or problems found
  - action taken to close out any issues, including copies of correspondence
- 9.4 Where problems are found, especially those involving health and safety issues, appropriate action must be taken by the Commissioning Officer. For the action to be appropriate, it must address the issue found, and be proportionate to the problem. For more serious risks, it might be necessary to stop the work immediately until the situation is resolved, but for other problems it might be enough to write to the contractor setting out what the problem is and requesting they investigate and act if necessary.

### 10.0 Supply only contracts

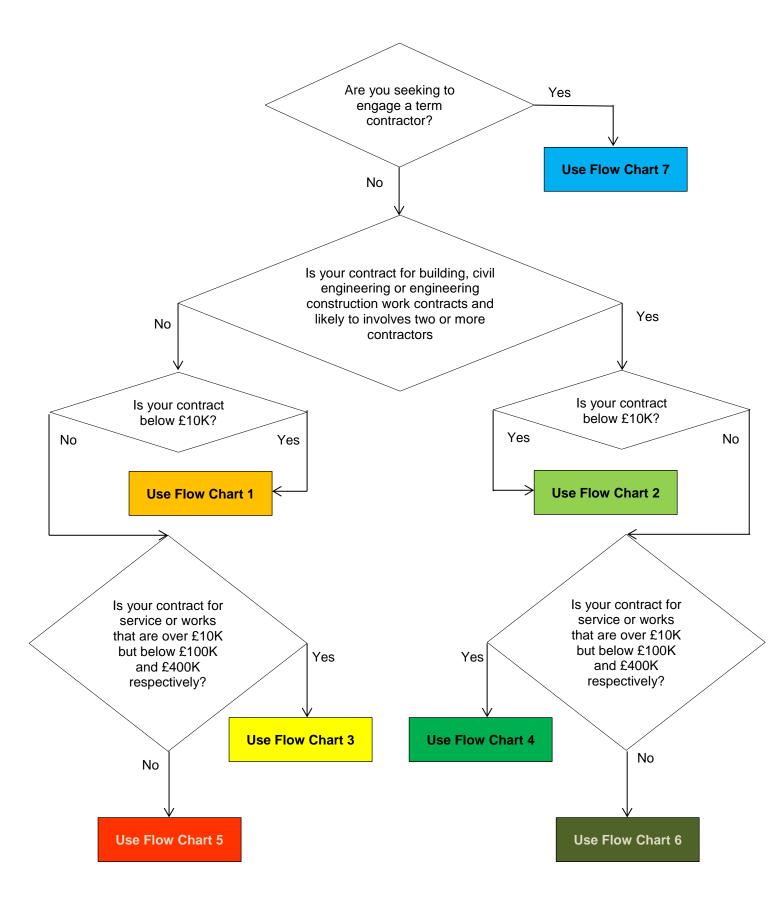
- 10.1 Prior to order ensure that the item required is fit for purpose and meets the appropriate European/British Standards. All equipment must display a "CE" mark and come with a "Declaration of Conformity". Where the equipment may pose a significant risk to employees or others, a risk assessment must be undertaken before the equipment arrives.
- 10.2 Person placing order is to liaise with Premises Controller to arrange where item is to be delivered and appropriate time for delivery
- 10.3 Health and safety assessments of supply contractors are not normally required unless reviews of accident/incident reports reveal a problem or the officer ordering the item believes there could be a significant danger involved in its supply and delivery.

#### 11.0 Review of Contract

- 11.1 Reviewing is about evaluating the quality of the work against both the job and the contractor's performance.
- 11.2 If Procurement have been notified of poor performance they should investigate and take such as action as is appropriate to control risks.
- 11.3 To drive continual improvement, on the completion of larger contracts, the Commissioning Officer's Department should consider evaluating the health and safety of the following steps:
  - planning
  - choosing the contractor
  - the work
  - effectiveness of the contract and supervision
- 11.4 Where such a Department review takes place any lessons learned should be applied to future contracts where relevant and the gained knowledge shared with Procurement.

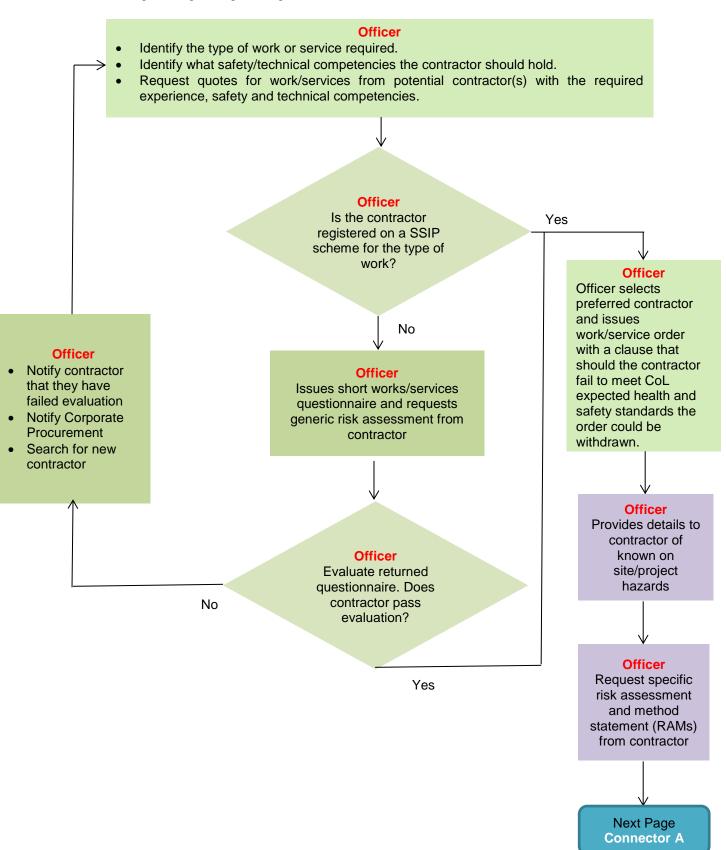
### **Appendix 1**

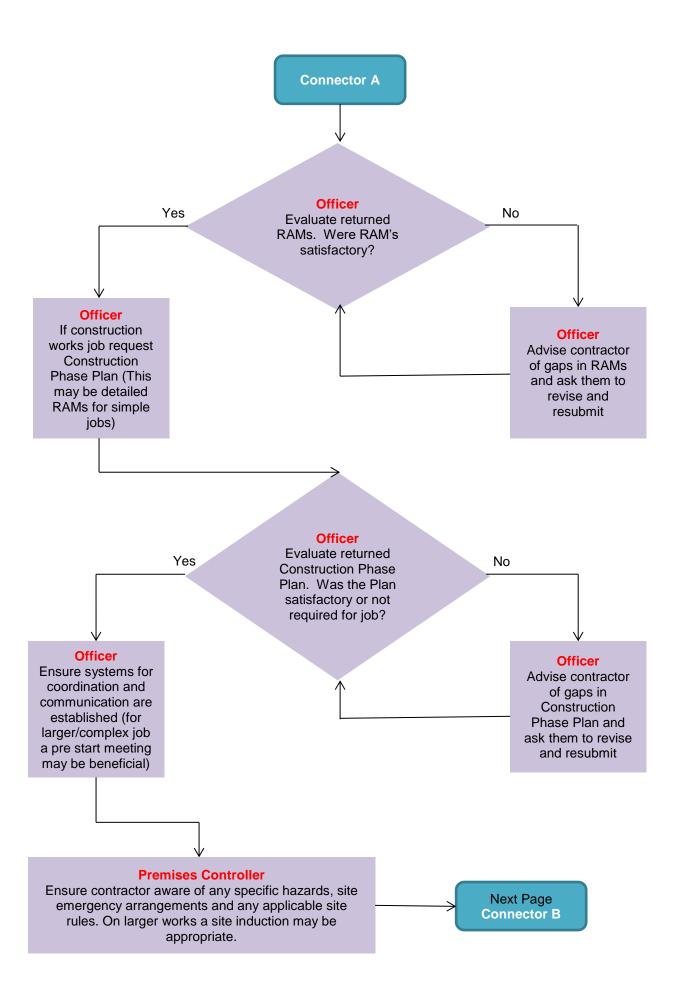
### **Controlling Contractors Flowchart should I use?**

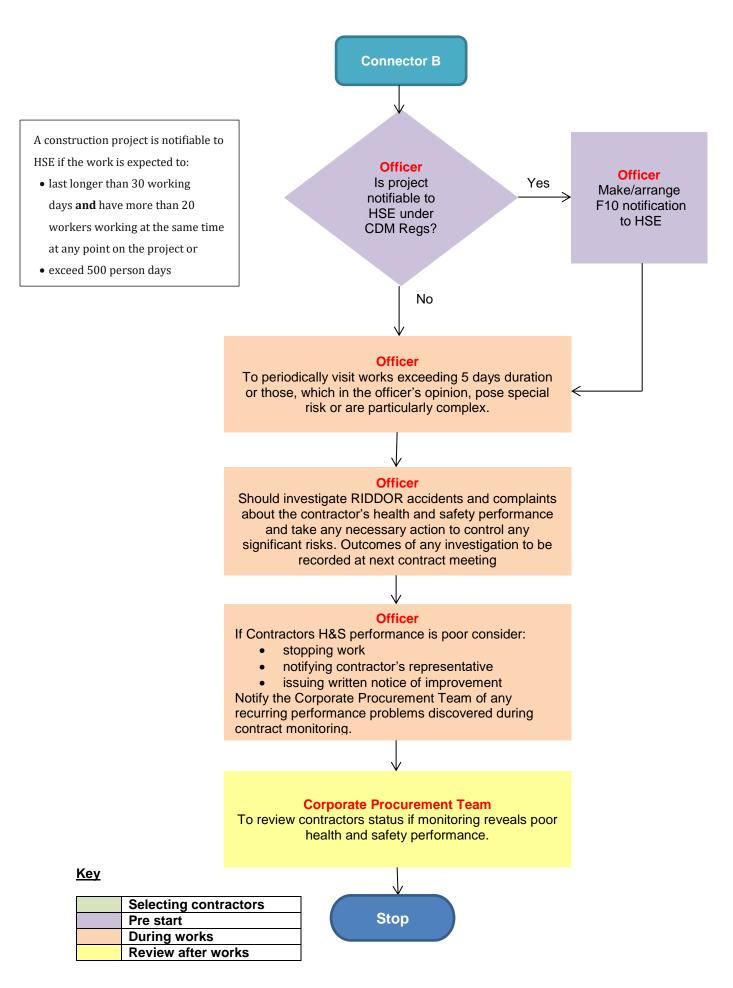




Orders for service or works contracts that are below £10K, only involve one contractor building, civil engineering or engineering construction work and does not involve term contractors.









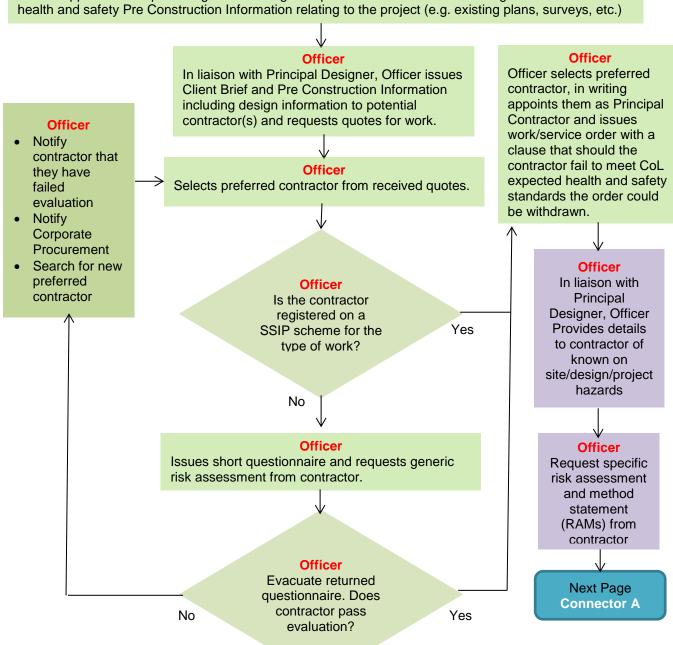
Orders for building, civil engineering or engineering construction work contracts that are below £10K, involving two or more contractors and does not involve term contractors.

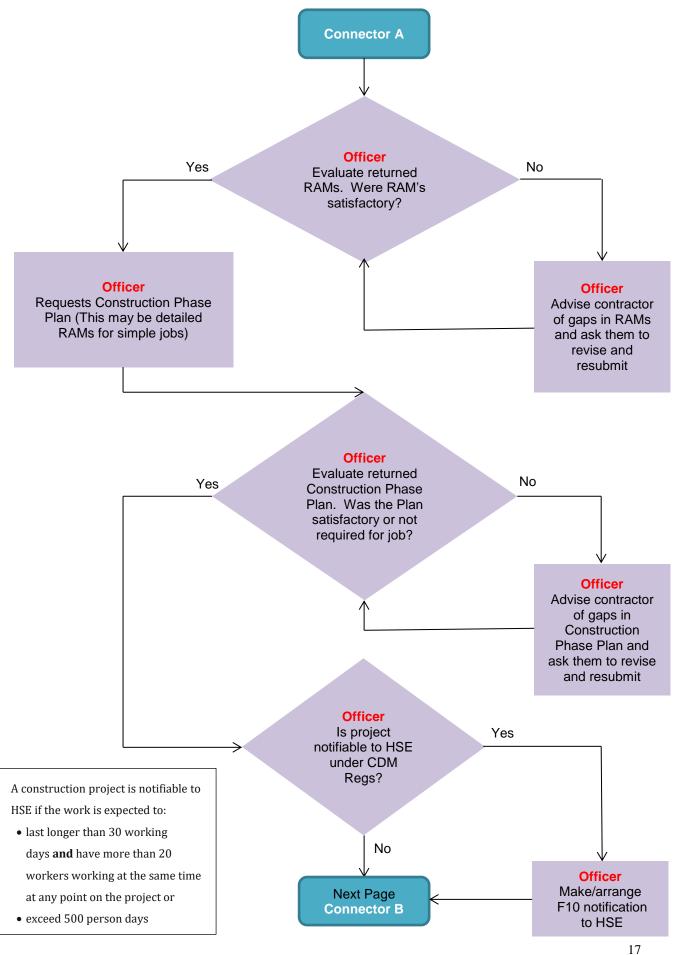
#### Officer

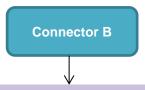
- Allocates sufficient time and resources for the project
- Scopes out the type of work or service required and prepares Client Brief.
- Identify what safety/technical competencies, skills and experience the Principal Designer and Principal Contractor should hold.
- When external, request quotes for services from potential Principal Designers; with the required experience, safety and technical competencies.

### Officer

Officer appoints Principal Designer in writing and provides them and other designers with all relevant health and safety Pre Construction Information relating to the project (e.g. existing plans, surveys, etc.)







### **Principal Contractor**

Keeps Construction Phase Plan under review and provides updated copies to Principal Designer and Client.

### Officer

For construction contracts before work starts ensure:

- Up to date Construction Phase Health and Safety Plan is in place
- agree the structure, content and format for the Safety File with Principal Designer
- suitable welfare is in place and systems for coordination and communication are established (for larger/complex job a pre start meeting may be beneficial)

#### **Premises Controller**

Ensure contractor aware of any specific hazards, site emergency arrangements and any applicable site rules. On larger works a site induction may be appropriate.

#### Officer

To periodically visit works exceeding 5 days duration or those, which in the officer's opinion, pose special risk or are particularly complex.

### Officer

Should investigate RIDDOR accidents and complaints about the contractor's health and safety performance and take any necessary action to control any significant risks.

Outcomes of any investigation to be recorded at next contract meeting

### Officer

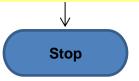
- If Contractors H&S performance is poor consider:
  - stopping work
  - o notifying contractor's representative
  - o issuing written notice of improvement
- Notify the Corporate Procurement Team of any recurring performance problems discovered during contract monitoring.
- Take possession of Safety File at end of job

### **Corporate Procurement Team**

To review contractors status if monitoring reveals poor health and safety performance.

Selecting contractors
Pre-start
During works
Review after works

Key





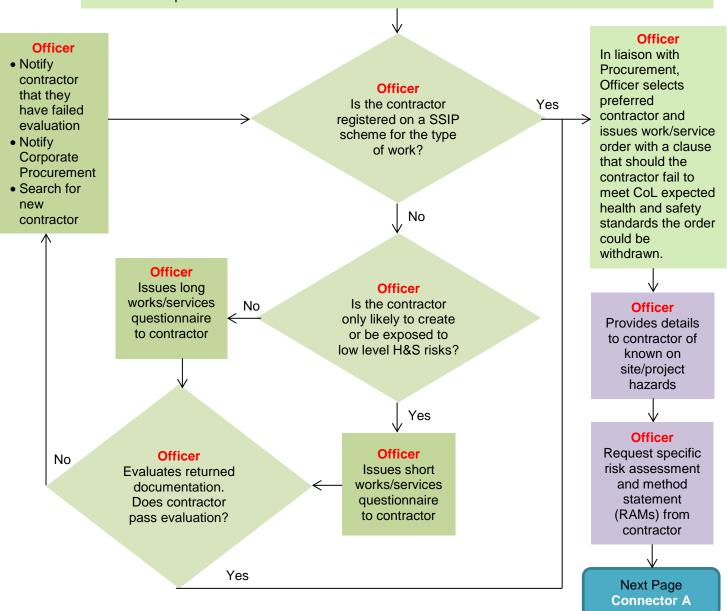
Orders for service or works contracts that are over £10K but below £100K and £400K respectively, only involve one contractor if building, civil engineering or engineering construction work and does not involve term contractors

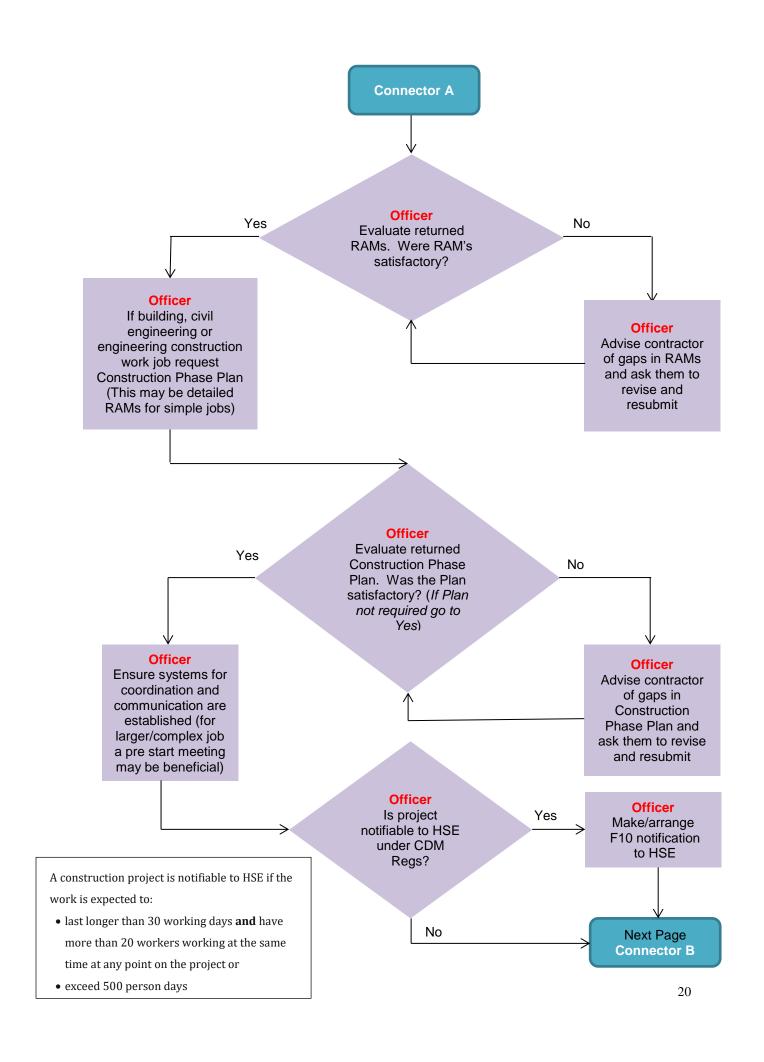
#### Officer

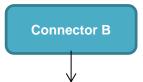
- · Allocates sufficient time and resources for the project
- Scopes out the type of work or service required and prepares a Client Brief.
- Identify what safety/technical competencies the contractor should hold.
- Provides Client Brief, health and safety pre construction information (where relevant) and competency
  details to Procurement and requests that Procurement obtain quotes from three potentially suitable
  contractors.

#### **Procurement**

- Provides details of Client Brief, pre-construction information and request quotes for work/services from potential contractor(s) with the required experience, safety and technical competencies.
- Provides quotations to Officer







#### Officer

For construction projects, before work starts:

- ensure Construction Phase Health and Safety Plan is in place.
- agree the structure, content and format for the health and safety file with Contractor
- suitable welfare is in place.

#### **Premises Controller**

Ensure contractor aware of any specific hazards, site emergency arrangements and any applicable site rules. On larger works a site induction may be appropriate.

#### Officer

To periodically visit works/projects exceeding 5 days duration or those, which in the officer's opinion, pose special risk or are particularly complex. A key part of the visit is to check if contractor is working safely.

#### Officer

Should investigate RIDDOR accidents and complaints about the contractor's health and safety performance and take any necessary action to control any significant risks. Outcomes of any investigation to be recorded at next contract meeting

### Officer

To ensure where applicable all handover documentation is received including commissioning/testing certification. They should also consider if any aspects of the workmanship should be checked to ensure that it meets expected quality.

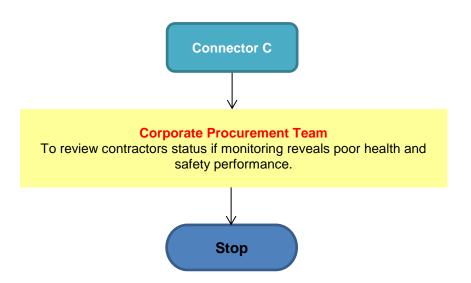
#### Officer

If Contractors H&S performance is poor consider:

- stopping work
- notifying contractor's representative
- issuing written notice of improvement

Notify the Corporate Procurement Team of any recurring performance problems discovered during contract monitoring.

Next Page Connector C



### Key

Selecting contractors	
Pre start	
During works	
Review after works	

Orders for building, civil engineering or engineering construction work contracts that are over £10K but below £400K and involves two or more contractors and does not involve term contractors

#### Officer

- Allocates sufficient time and resources for the project
- Scopes out the type of work or service required and prepares a Client Brief.
- Identify what safety/technical competencies, skills and experience the Principal Designer and Principal Contractor should hold.

### Officer

Officer appoints Principal Designer in writing and provides them and other designers with all relevant health and safety Pre Construction Information relating to the project (e.g. existing plans, surveys, etc.)

### Officer

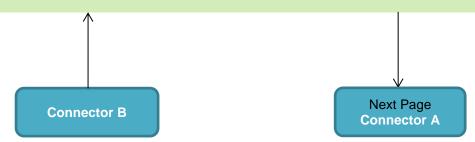
In liaison with Principal Designer, Officer issues Client Brief and Pre Construction Information including design information to Procurement and requests that Procurement obtain quotes from three potentially suitable contractors

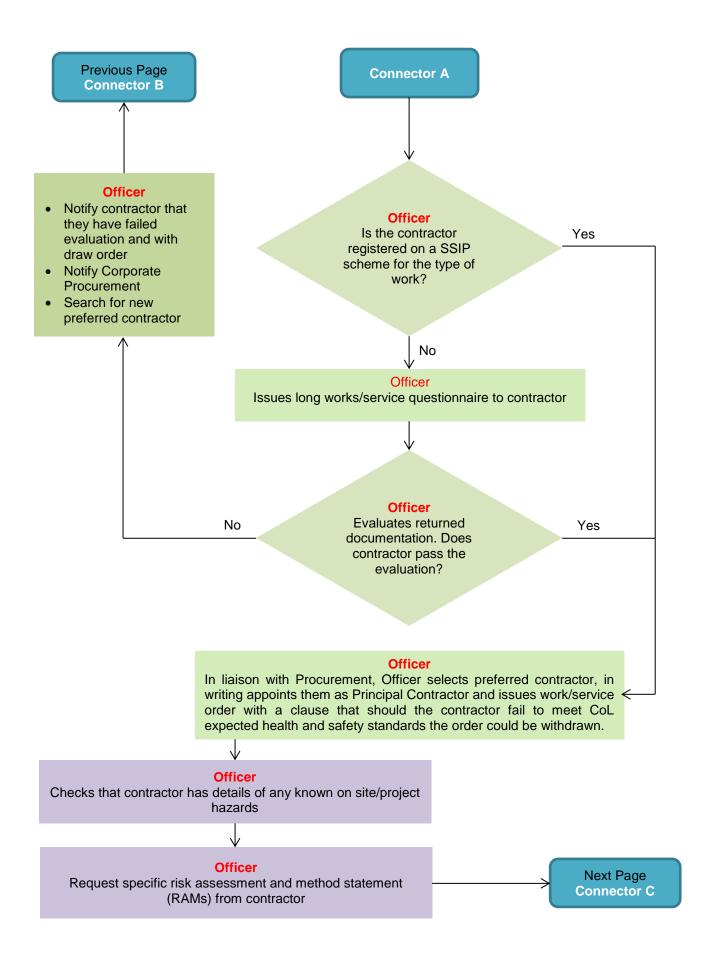
#### **Procurement**

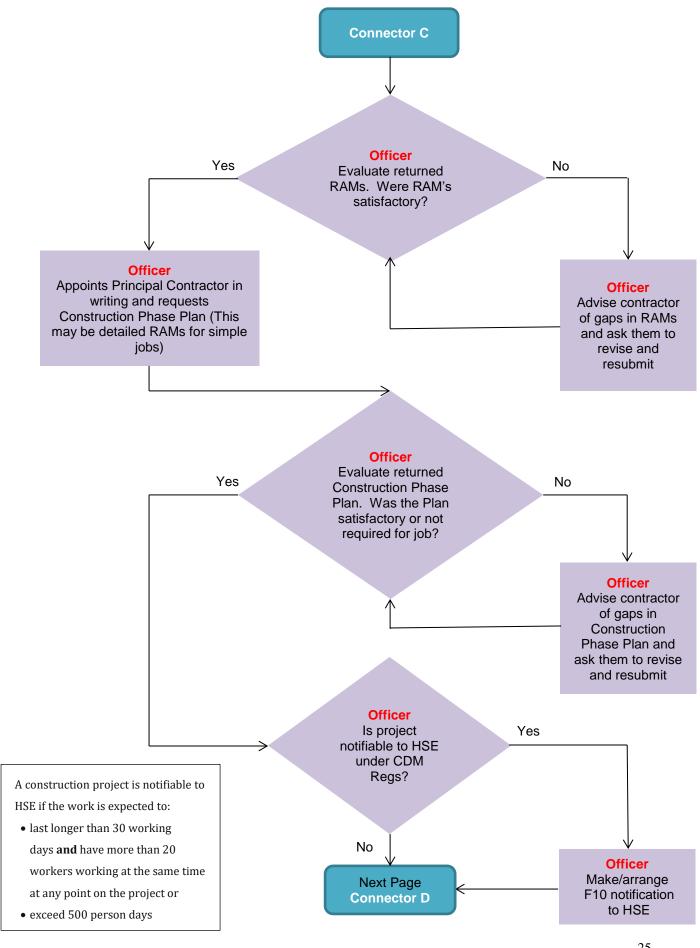
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- Provides quotations to Officer

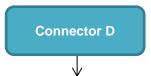
### Officer

In liaison with Procurement, Officer selects preferred contractor, from received quotes.









#### **Principal Contractor**

Ensures copies of updated Construction Phase Plan are provided to Principal Designer.

### Officer

For construction contracts before work starts ensure:

- Construction Phase Health and Safety Plan is in written
- agree the structure, content and format for the health and safety file with Principal Designer
- suitable welfare is in place and systems for coordination and communication are established (for larger/complex job a pre start meeting may be beneficial)

#### **Premises Controller**

Ensure contractor aware of any specific hazards, site emergency arrangements and any applicable site rules. On larger works a site induction may be appropriate.

### Officer

To periodically visit works exceeding 5 days duration or those, which in the officer's opinion, pose special risk or are particularly complex.

### Officer

Should investigate RIDDOR accidents and complaints about the contractor's health and safety performance and take any necessary action to control any significant risks.

Outcomes of any investigation to be recorded at next contract meeting

#### Officer

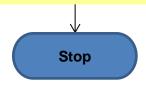
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- Notify the Corporate Procurement Team of any recurring performance problems discovered during contract monitoring.
- Takes possession of Safety File at end of job.

### **Corporate Procurement Team**

To review contractors status if monitoring reveals poor health and safety performance.

### Key

Selecting contractors
Pre start
During works
Review after works



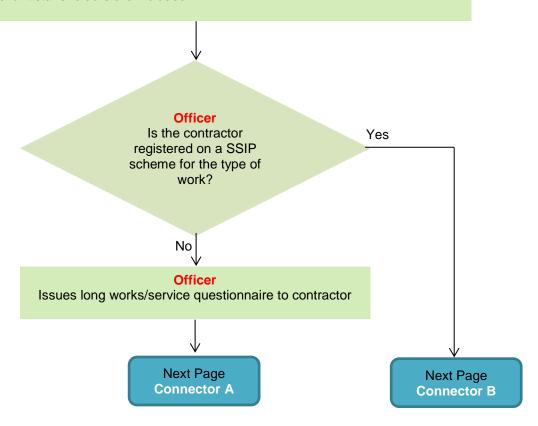
Orders for service or works contracts that are over £100K and £400K respectively, only involve one contractor if building, civil engineering or engineering construction work and does not involve term contractors

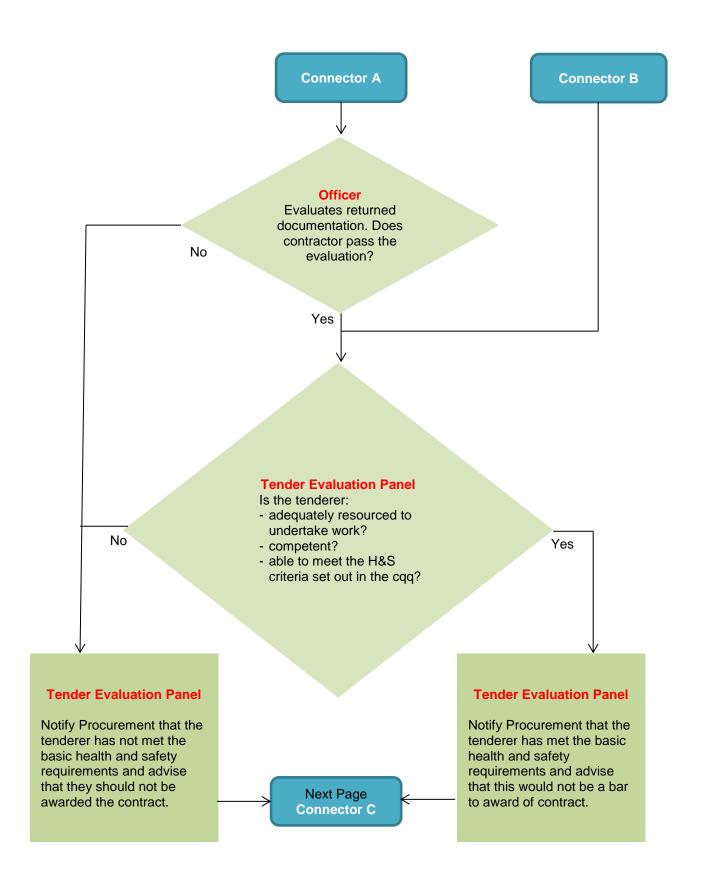
#### Office

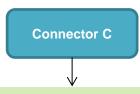
- Allocates sufficient time and resources for the project
- Scopes out the type of work or service required and prepares a Client Brief/specification.
- Identify what safety/technical competencies the contractor should hold.
- Provides Client Brief, specification, health and safety pre construction information (where relevant) and competency details to Procurement and requests that Procurement tenders the work/required services, using OJEC process, where necessary and obtain applications from at least three potentially suitable contractors.

#### **Procurement**

- Prepares core qualification questions (cgq) including relevant H&S questions
- Provides details of Client Brief, specification, pre-construction information (where relevant) and seeks tender applications for work/services from potential contractor(s) with the required experience, safety and technical competencies.
- Leads on tender evaluation process, establish the tender evaluation panel ensuring that relevant stakeholders are included.

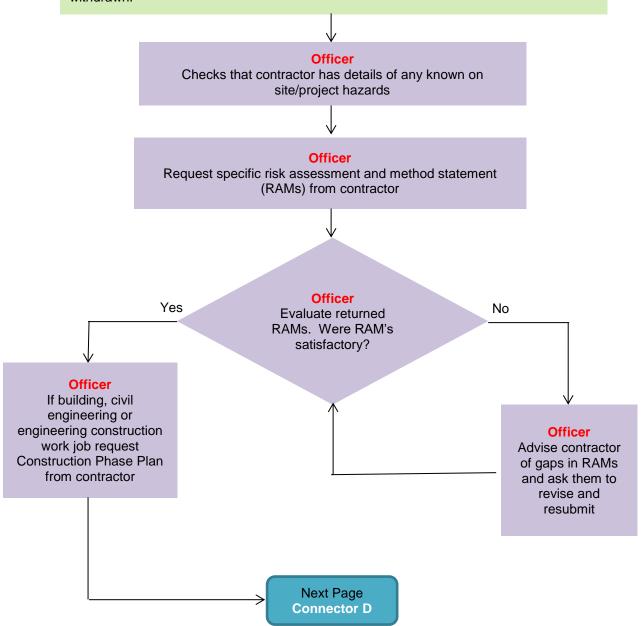


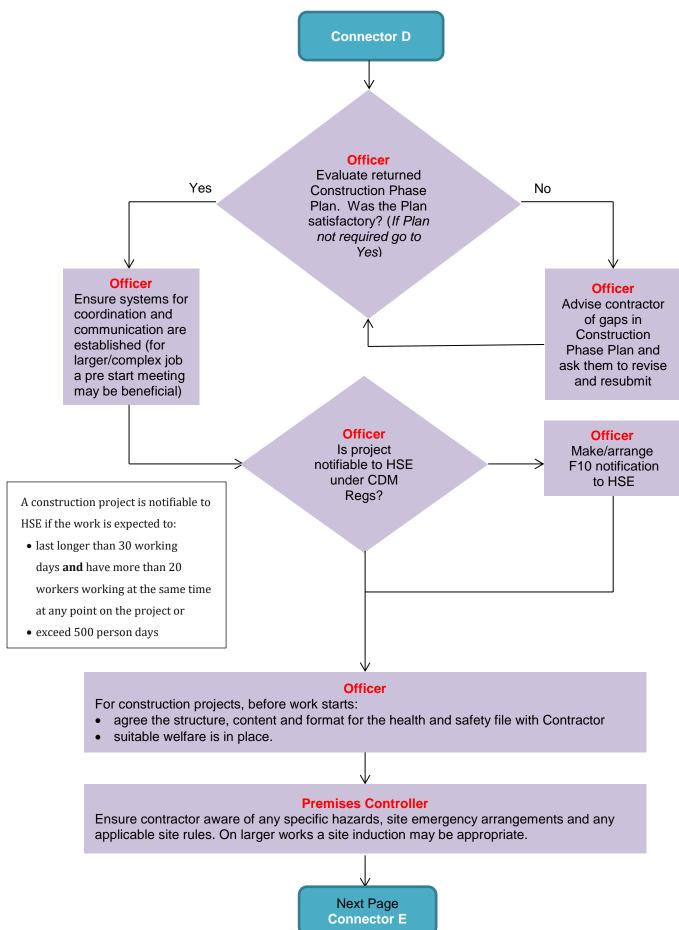


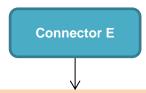


#### **Procurement**

In liaison with Tender Evaluation Panel, Procurement identifies preferred contractor and in line with CoL procedures oversees the award of the contract ensuring that a clause is included that that should the contractor fail to meet CoL expected health and safety standards such as the provision of suitable and sufficient RAMs the contract offer could be withdrawn.







#### Officer

To periodically visit works/projects exceeding 5 days duration or those, which in the officer's opinion, pose special risk or are particularly complex. A key part of the visit is to check if contractor is working safely.

### Officer

Should investigate RIDDOR accidents and complaints about the contractor's health and safety performance and take any necessary action to control any significant risks.

Outcomes of any investigation to be recorded at next contract meeting

#### Officer

To ensure where applicable all handover documentation is received including commissioning/testing certification. They should also consider if any aspects of the workmanship should be checked to ensure that it meets expected quality.

#### Officer

If Contractors H&S performance is poor consider:

- stopping work
- notifying contractor's representative
- issuing written notice of improvement

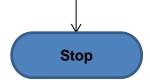
Notify the Corporate Procurement Team of any recurring performance problems discovered during contract monitoring.

### **Corporate Procurement Team**

To review contractors status if monitoring reveals poor health and safety performance.

#### Key

Selecting contractors
Pre start
During works
Review after works



Orders for building, civil engineering or engineering construction work contracts that are over £400K, involving two or more contractors and does not involve term contractors

#### Officer

- Allocates sufficient time and resources for the project
- Scopes out the type of work or service required and prepares a Client Brief.
- Identify what safety/technical competencies, skills and experience the Principal Designer and Principal Contractor should hold.

### √ Officer

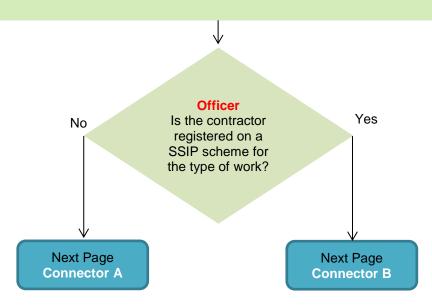
Officer appoints Principal Designer in writing and provides them and other designers with all relevant health and safety Pre Construction Information relating to the project (e.g. existing plans, surveys, etc.)

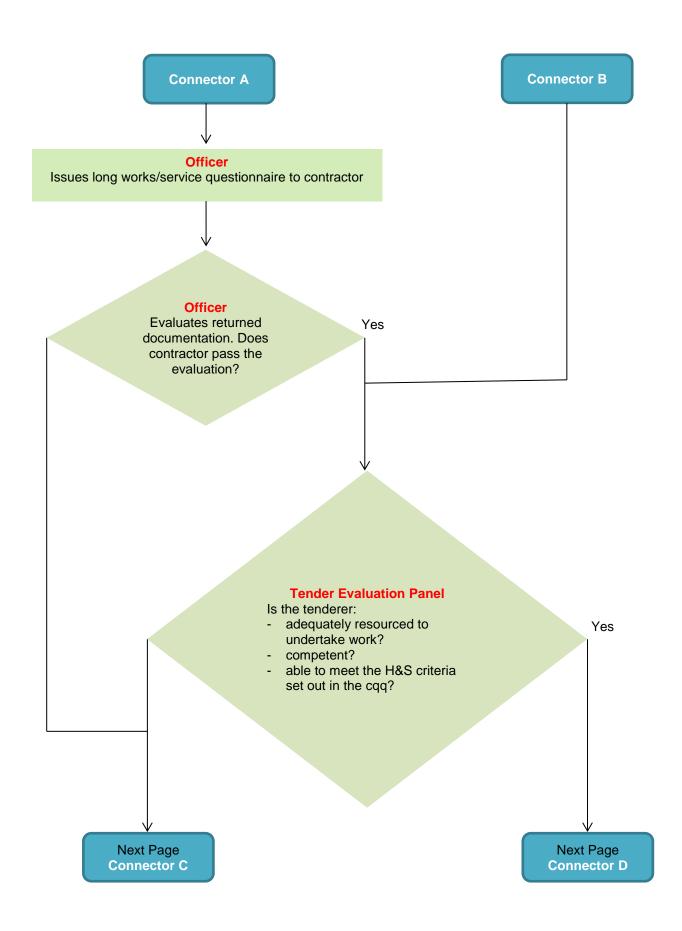
### Officer

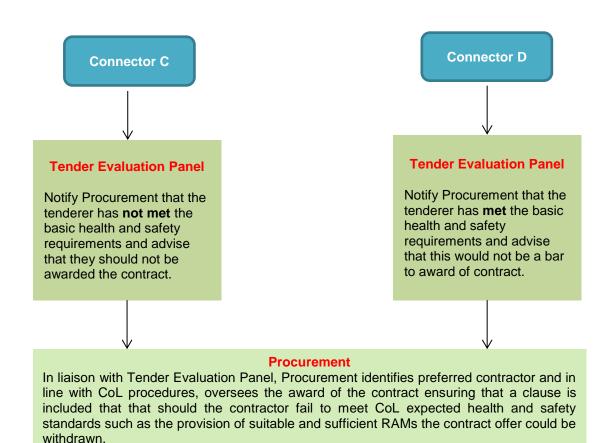
In liaison with Principal Designer, Officer issues Client Brief, Pre Construction Information including design information and competency details to Procurement and requests that Procurement tenders the work package, using OJEC process, where necessary and obtain applications from at least three suitable contractors.

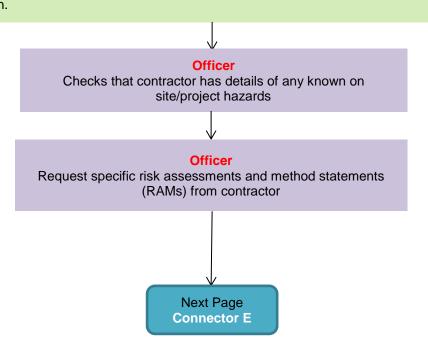
### **Procurement**

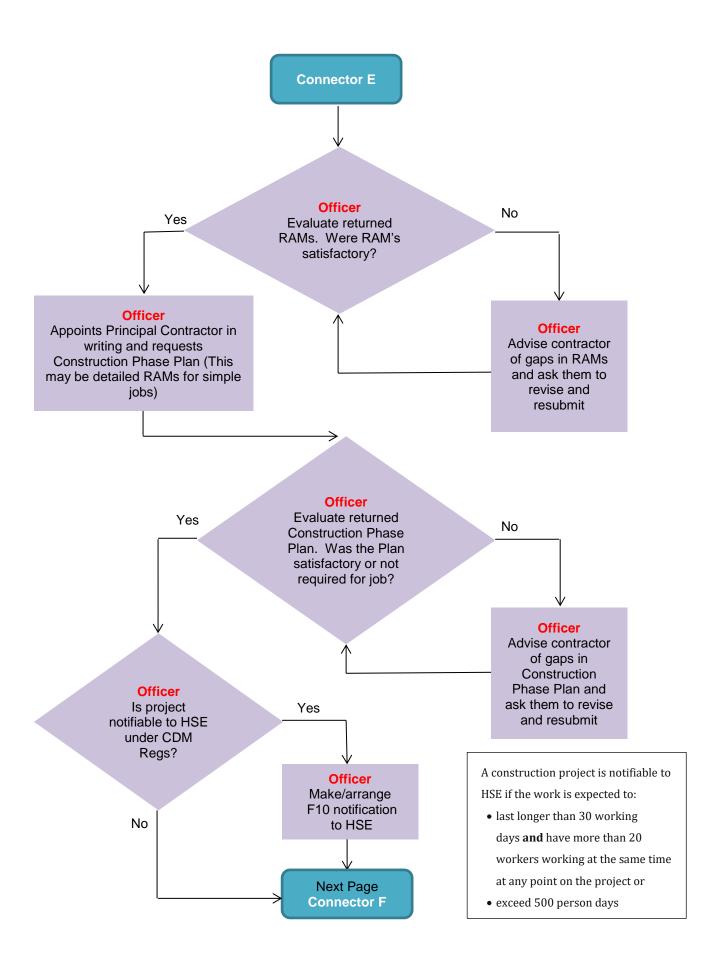
- Prepares core qualification questions (cqq) including relevant H&S questions
- Provides details of Client Brief, specification, pre-construction information (where relevant) and seeks tender applications for work/services from potential contractor(s) with the required experience, safety and technical competencies.
- Leads on tender evaluation process, establish the tender evaluation panel ensuring that relevant stakeholders are included.

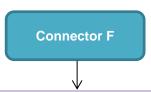












### **Principal Contractor**

Ensures copies of updated Construction Phase Plan are provided to Principal Designer.

### Officer

#### Before work starts:

- agree the structure, content and format for the health and safety file with Principal Designer
- ensure suitable welfare is in place
- ensure suitable systems for coordination and communication are established (for larger/complex job a pre start meeting may be beneficial)

#### **Premises Controller**

Ensure contractor aware of any specific hazards, site emergency arrangements and any applicable site rules. On larger works a site induction may be appropriate.

#### Officer

To periodically visit works exceeding 5 days duration or those, which in the officer's opinion, pose special risk or are particularly complex. A key part of the visit is to check if contractor is working safely

### Officer

Should investigate RIDDOR accidents and complaints about the contractor's health and safety performance and take any necessary action to control any significant risks. Outcomes of any investigation to be recorded at next contract meeting

#### Officer

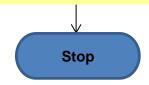
- If Contractors H&S performance is poor consider:
  - stopping work
  - o notifying contractor's representative
  - o issuing written notice of improvement
- Notify the Corporate Procurement Team of any recurring performance problems discovered during contract monitoring.
- · Takes possession of Safety File at end of job.

### **Corporate Procurement Team**

To review contractors status if monitoring reveals poor health and safety performance.

#### Kev

Selecting contractors
Pre start
During works
Review after works



## **Managing Contractors Flow Chart 7**

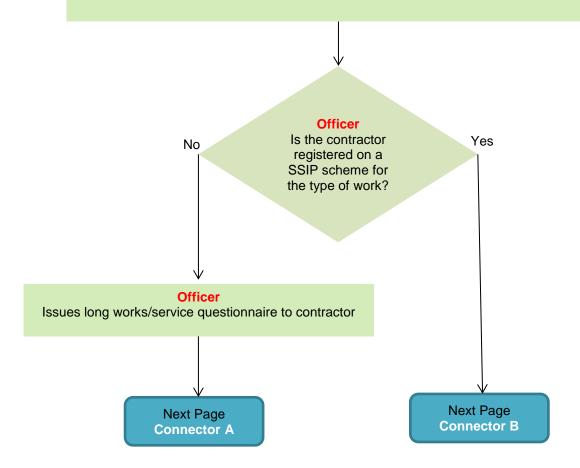
Term Contracts for service or works

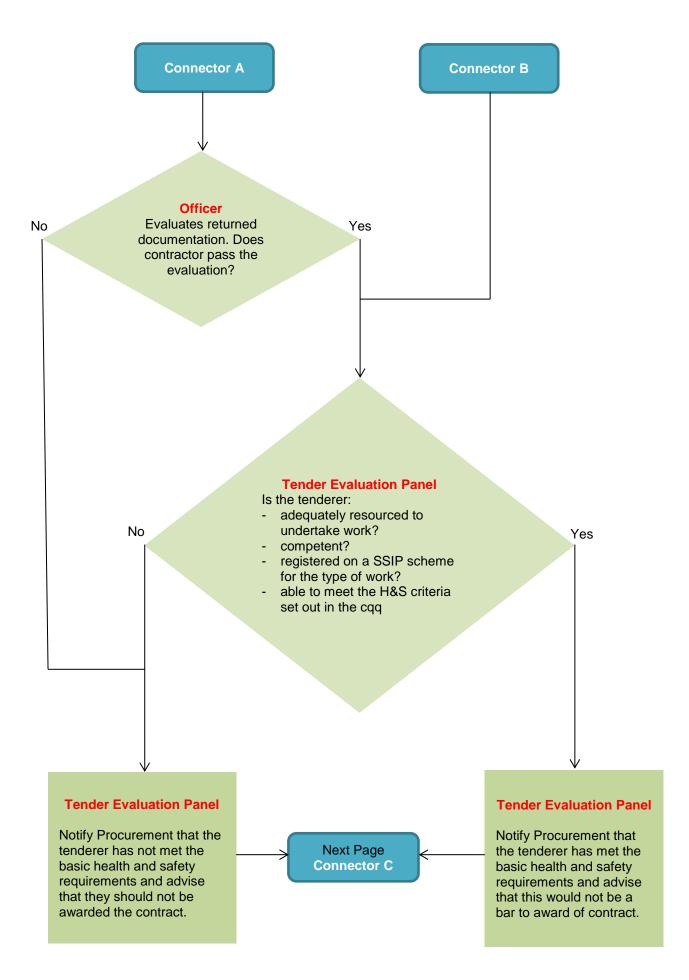
#### Officer

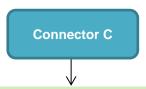
- Allocates sufficient time and resources for the contract
- Scopes out the type of work or service required and prepares a Client Brief/specification.
- Identify what safety/technical competencies, skills and experience the Contractor and when required Principal Designer should hold.
- Provides Client Brief, specification, health and safety pre construction information (where relevant) and competency details to Procurement and requests that Procurement tenders the work/required services, using OJEC process, where necessary and obtain applications from at least three potentially suitable contractors.

## **Procurement**

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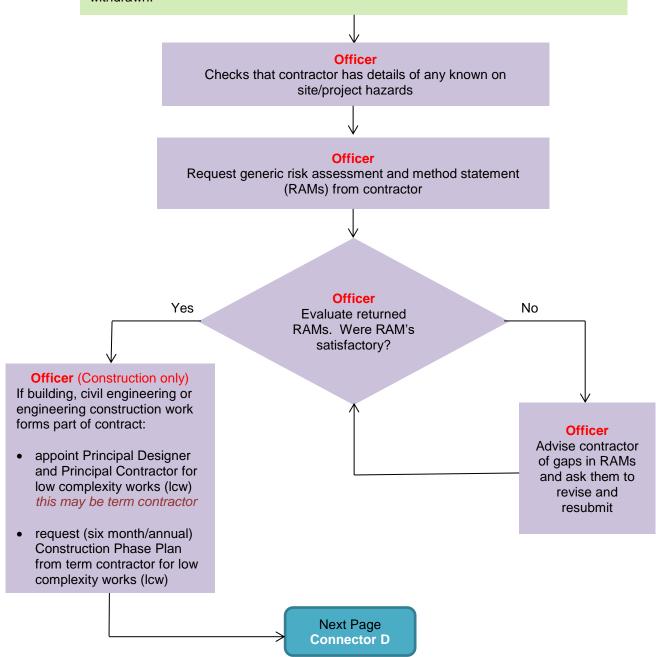


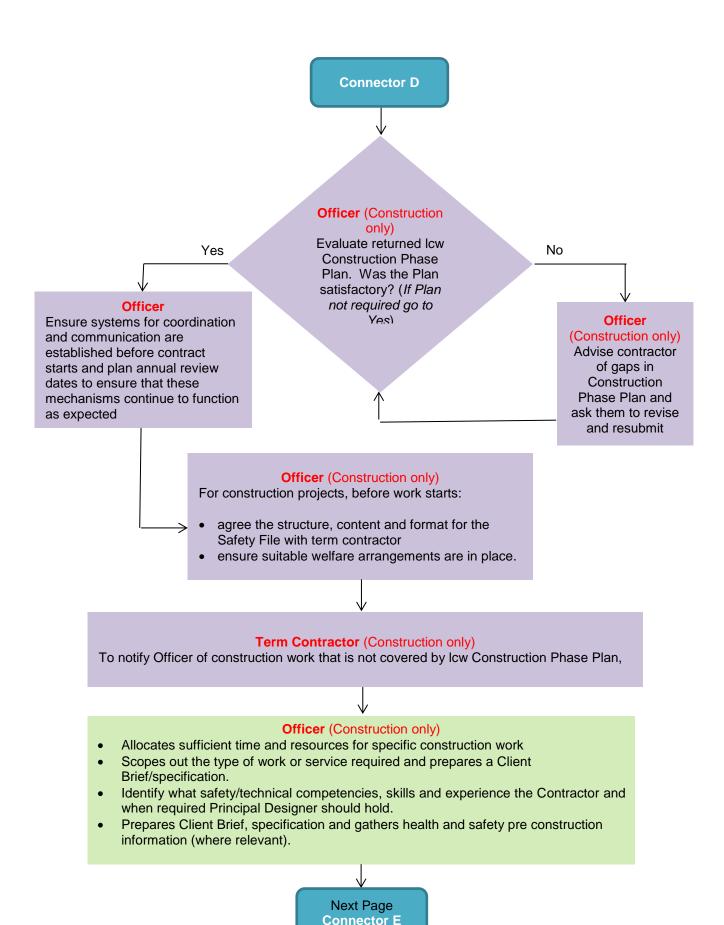


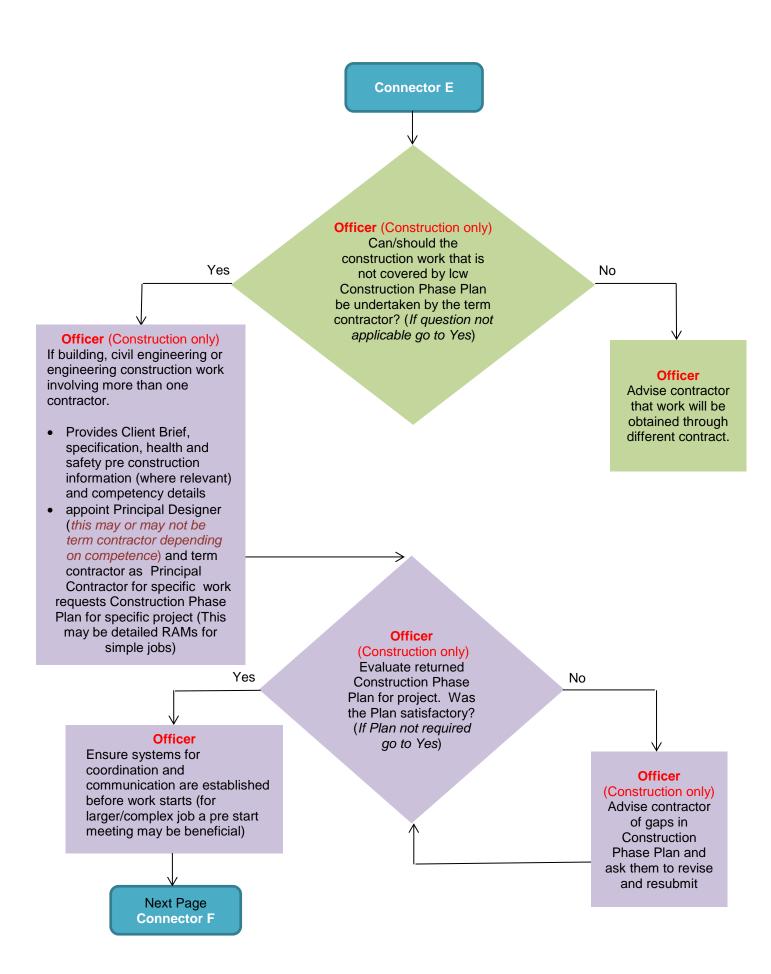


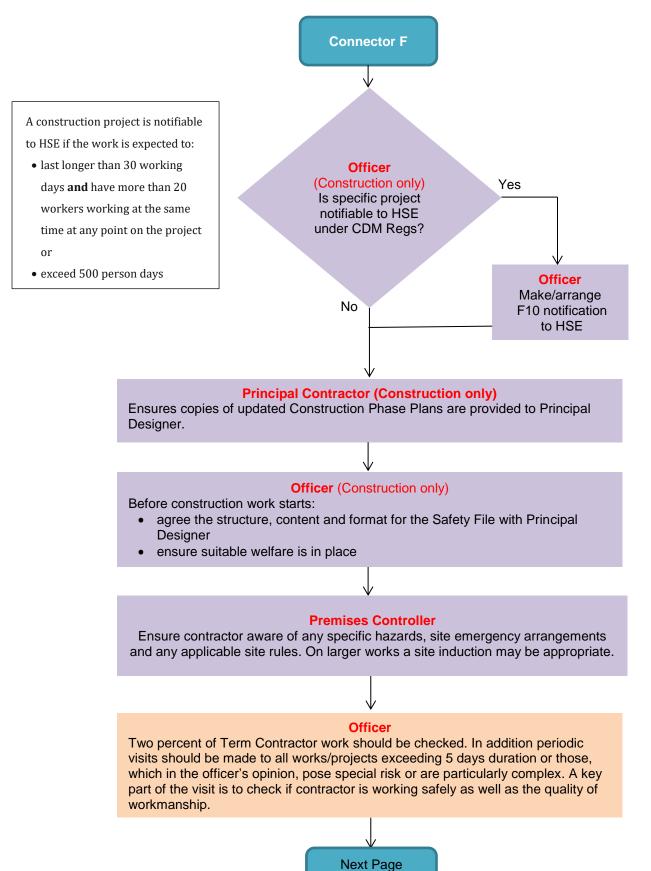
### **Procurement**

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**Connector G** 



## Officer

Should investigate RIDDOR accidents and complaints about the contractor's health and safety performance and take any necessary action to control any significant risks. Outcomes of any investigation to be recorded at next contract meeting

#### Officer

If Contractors H&S performance is poor consider:

- stopping work
- notifying contractor's representative
- issuing written notice of improvement

Notify the Corporate Procurement Team of any recurring performance problems discovered during contract monitoring.

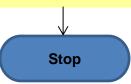
### Officer

(Construction only)

At end of jobs/projects takes possession of Safety File from Principal Contractor.

## **Corporate Procurement Team**

To review contractors status if monitoring reveals poor health and safety performance.



## Key

Selecting contractors
Pre start
During works
Review after works



# **City of London Corporation**

Appendix 2

# Compliance and Qualification Questionnaire for Contractors and Service Providers – Short Form

Company Name:	
Company Address:	
Postcode:	
Name of Company's contact person:	
Tel:	
e-mail address:	

SAFETY MANAGEMENT			
Does your company employ more than 5 employees? (If 'YES' please provide a copy of your company Safety Policy & Environmental Policy)	YES/NO*		
Does your Company have a competent Health & Safety advisor? (If 'YES' please provide details of the individuals training and experience)	YES/NO*		
Has your company been subject to any of the following over the last 3 years?  PROSECUTION, PROHIBITION NOTICE,  IMPROVEMENT NOTICE  (If 'YES' to any item please provide details including information on what has been done since to improve health and safety standards)	YES/NO*		
Does your company carry out any design?  (If 'YES,' all eight bullet points are relevant so, please provide the following documents:)  • Examples of design risk assessments that address design, construction, maintenance and demolition safety requirements.  • Examples that demonstrate that your company can identify the exact Health & Safety File contents relevant to your design work.  • Details of any health & safety training of your employees relevant to design.  (If 'NO' please provide information to the following five bullet points:)  • Insurances - such as Public, Employers, All risk and Professional Indemnity (where applicable)— to the identified minimum limits of liability.  • Staff competencies and relevant training.  • Method statements specific for works/services on site  • Risk Assesments specific for works/services on site.  • All current certificates of membership/affiliations of legislative and/or industry associations or institutes.	YES/NO*		
Is your company a member of a SSIP scheme? If so please provide evidence.	YES/NO*		
WASTE MANAGEMENT (Only answer if applicable)			
State your Registration Certificate Number as required under the controlled Waste (Registration of Carriers and Seizures of Vehicles Regulations)			
SUB CONTRACTORS			
Are you likely to use any third parties to deliver/part deliver this contract?	YES/NO*		

If so, what effective procedures do you have and monitoring the competence of these thir			
QUALITY MANAGEMENT			CHECKED (INITIALS)
Does your Company have a registered Qual System?	lity Management	YES/NO*	
Assessment body. (e.g. BSI, Lloyds, etc.)		I	
Assessment body certificate number			
ANY OTHER INFORMATION			
PREVIOUS CLIENTS Please list two previous clients for whom you	have carried out similar	supplies/works.	
	CLIENT 2		
lave you any objections to City of London Co	 	above clients?	YES/NO*
Signed ————	For and on behalf of;		
itle	Date		

All information provided must be accurate and a true reflection of the current status to date. Failure to do so may result in the termination of existing work packages or future works with the City of London Corporation.

It is the responsibility of any contractor/service provider employing sub-contractors and intending to bring them onto site to inform the City of London Corporation.

Please note it is the responsibility of the contractor/service provider providing this information to provide updated information such as insurances, H&S Policy, risk assessments, etc. Failure to do so may result in delays in allowing staff on site until such time as relevant information has been received for compliance. The contractor/service provider is required to inform the club of any changes to site appointed personnel to allow sufficient time for competency review and site induction.

## This page is only for City of London Corporation use.

## **EVALUATION REPORT- FOR CITY OF LONDON CORPORATION**

Health & Safety acceptable	No/Yes*			
Approval Status: APPROVE	Approval Status: APPROVED / NOT APPROVED*			
Signed:	Date:			
Print Name				
and				
Designation				

 Full documentation to be retained on site files for Audit/compliance reviews with full documentation supplied by all contractors.

\*Delete as appropriate



# **City of London Corporation**

**Appendix 3** 

# Compliance and Qualification Questionnaire for Contractors and Service Providers – Long Form

Comp	pany Name		
A. P	revious Experience		
A.1	How many years has your organisation undertaken the activities in scope of this contract?		
A.2	Is your company a member of any UK or European membership/affiliations of legislative and/or industry associations or institutes? If yes, please provide details and include copies of the certificates if they cannot be verified online.		
B. H	lealth and Safety		
B.1	Please attach a copy of your current Health and Safety policy or note below why you don't have an up to date policy.		
B.2	Outline how you implement that policy, including whether you have implemented any third-party certification for Safety Management Systems. If so, please provide a copy of the certification and scope of the certification.		
B.3	Please provide the name of the Director responsible for Health and Safety, and the name, qualifications and employment status (employee/consultant) of your Health and Safety advisor.		

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	State the level of qualification and experience of the employees who would undertake design work. It is acceptable to provide a copy of certificates.				
C.4	Please give details of three - five	design co	ntracts carried	d out by your cor	mpany in the last 12 months.
D Prev	ious Clients' Recommend	dations			
Safety st	(Please provide the details of two previous clients for whom you have performed similar work from a Health & Safety standpoint. Please note that this section is not scored and will not be associated with any similar response in the Technical Envelope)				
Client 1	(Name, address)		Client 2 (Na	me, address)	
Have you	Have you any objections to City of London Corporation contacting the above clients? YES/NO				
E. Con	firmation Statement				
w	E.1 Please confirm that in supplying us with the foregoing information you agree that we will be notified in writing of any changes in company structure or methods of operation that may affect the delivery of the contractual service being provided.				
E.2 Please also confirm that the staff you provide to carry out works on our behalf will be trained and competent to carry out the task and they are familiar with the types of equipment on site. In addition, they possess the technical knowledge necessary and have sufficient experience to avoid any danger that may be presented by the work being undertaken. We reserve the right to seek documentary evidence of such competency.					
Signed		For and o	on behalf of		
Title				Date	

Please note completion of this form does not signify approval of your Company and it may be necessary for us to carry out an Appraisal Visit in due course.

## This page is only for City of London Corporation use.

## **EVALUATION REPORT- FOR CITY OF LONDON CORPORATION**

Health & Safety acceptable	No/Yes*			
Approval Status: APPROVE	Approval Status: APPROVED / NOT APPROVED*			
Signed:	Date:			
Print Name				
and				
Designation				

 Full documentation to be retained on site files for Audit/compliance reviews with full documentation supplied by all contractors.

\*Delete as appropriate