



• Management of Contractors Policy and Procedure

Reference No.	P08:2007
----------------------	-----------------

Implementation date	September 2004
Version Number	2.0

Linked documents	
Reference No:	Name.
P22:2004	Dorset Police Health & Safety Policy and Procedure
P26:2009	Management of Asbestos Policy

Suitable for Publication	
Policy Section	Yes
Procedure Section	Yes

Protective Marking
Not Protectively Marked

PRINTED VERSIONS SHOULD NOT BE RELIED UPON. THE MOST UP TO DATE VERSION CAN BE FOUND ON THE FORCE INTRANET POLICIES SITE.

Table of Contents

1	Policy Section	3
1.1	Statement of Intent – Aim and Rationale	3
1.2	Our Visions and Values	3
1.3	People, Confidence and Equality	4
2	Standards	5
2.1	Legal Basis	5
2.2	Definitions Associated with Construction Work.....	5
2.3	People, Confidence and Equality Impact Assessment.....	6
2.4	Monitoring / Feedback	6
3	Procedure Section	8
3.1	Introduction	8
3.2	Risk Assessments.....	8
3.3	Future Planned Construction Work Project Considerations	9
3.4	Selecting a Competent Principal Contractor (Before Awarding Contract)	11
3.5	Pre-Contract Meetings (Contract Having Been Awarded).....	13
3.6	Responsibilities of Project Managers. Persons Issuing Instructions for Contractual Work (Duty Holders)	15
3.7	Principal Designer/Designer (Project Consultant/Lead Designer).....	16
3.8	Principal Contractors.....	17
3.9	Permit to Work Arrangements.....	17
4	Consultation and Authorisation	20
4.1	Consultation	20
4.2	Authorisation of this Version	20
5	Version Control	20
5.1	Review	20
5.2	Version History	21
5.3	Related Forms	22
5.4	Document History	22

1 Policy Section

1.1 Statement of Intent – Aim and Rationale

- 1.1.1 This policy, depending on the individual circumstances can apply to both the Chief Constable as the employer of Police Officers and Police Staff and the Office of the Police and Crime Commissioner as the employer of staff employed by them. Where the phrase “Dorset Police” is stipulated, this policy may apply to the Chief Constable or the Office of the Police and Crime Commissioner, or potentially both acknowledging that they are in their own right separate corporations sole and both have legal responsibilities under the Health and Safety at Work etc Act 1974.
- 1.1.2 The Office of The Police and Crime Commissioner has overall responsibility for Dorset Police property. The Office of The Police and Crime Commissioner has delegated the daily task of managing the Dorset Police estate to the Dorset Police Estates & Building Services Department.
- 1.1.3 This policy is intended to reduce the potential exposure to foreseeable lost time events due as a consequence to unsatisfactory contractual works/services being undertaken on Dorset Police premises.

1.2 Our Visions and Values

Dorset Police is committed to the principles of “One Team, One Vision – A Safer Dorset for You”

Our strategic priority is to achieve two clear objectives:

- To make Dorset safer
- To make Dorset Feel safer

In doing this we will act in accordance with our values of:

- Integrity
- Professionalism
- Fairness and
- Respect

National Decision Model

The National Decision Model (NDM) is the primary decision-making model used in Dorset Police. The NDM is inherently flexible and is applied to the development and review of all policy, procedure, strategy, project, plan or guidance. Understanding, using and measuring the NDM ensures that we are able to make ethical (see Code of Ethics), proportionate and defensible decisions in relation to policy, procedure, strategy, projects, plans or guidance.

Code of Ethics

The Code of Ethics underpins every day policy, procedures, decisions and actions in policing today. The Code of Ethics is an everyday business consideration. This document has been developed with the Code of Ethics at the heart ensuring consideration of the 9 Policing Principles and the 10 Standards of Professional Behaviour. Monitoring is carried out through the Equality Impact Assessment process which has been designed to specifically include the Code of Ethics.

1.3 People, Confidence and Equality

This document seeks to achieve the priority to make Dorset feel safer by securing trust and confidence. Research identifies that this is achieved through delivering services which:

1. Address individual needs and expectations
2. Improve perceptions of order and community cohesion
3. Focus on community priorities
4. Demonstrate professionalism
5. Express Force values
6. Instil confidence in staff

This document also recognises that some people will be part of many communities defined by different characteristics. It is probable that all people share common needs and expectations whilst at the same time everyone is different.

Comprehensive consultation and surveying has identified a common need and expectation for communities in Dorset to be:-

- Listened to
- Kept informed
- Protected, and
- Supported.

2 Standards

2.1 Legal Basis

- 2.1.1 To provide a mechanism whereby the Office of the Police and Crime Commissioner and Dorset Police can comply with its statutory obligations under the Health and Safety at Work etc Act 1974. The Management of Health & Safety at Work Regulations 1999 and the Construction (Design and Management) Regulations 2015. Specific hazard legislation has been introduced in an attempt to counter the high accident/incident rates including the many deaths and ill health attributable to work in the construction industry particularly work at height and respiratory illnesses.
- 2.1.2 The Health and Safety at Work etc Act 1974 places legal obligations on employers and the self employed. Both have a statutory obligation to ensure that their work activities do not give rise to unacceptable risks to other persons and to provide a safe working environment to their own employees and a safe environment to other persons.
- 2.1.3 The Management of Health and Safety at Work Regulations 1999 apply to all areas of work undertaken by contractors. Contractors are statutorily obliged to undertake risk assessments with regard to their work activities where a significant risk has been identified as part of the proposed works. Clients and contractors are obliged to inform, consult and advise each other with regard to their respective areas of significant risk regarding a project and the arrangements for dealing with those identified risks.
- 2.1.4 The Construction (Design and Management) Regulations 2015 (CDM) require that health and safety is integrated into the management of a project from the very commencement of a project through to design and planning, site work, maintenance and demolition. CDM places statutory obligations on clients, principal designers, designers, principal contractors, contractors and workers.
- 2.1.5 The CDM regulations encompass all types of construction work. Whether it be notifiable or non notifiable work where as previous regulations of the same name did not.

2.2 Definitions Associated with Construction Work

Client: - means a person for whom a project is carried out who has overall responsibility for health and safety.

Client brief: - Explains what the client wants. Sets out the main functions of the finished project

Construction phase: means the period of time beginning when construction work commences and finishing when the project is completed.

CDM: means Construction (Design and Management) Regulations 2015 and applies to all building and construction work and includes; new build demolition, refurbishment, extensions, conversion, after build, repair and maintenance.

Not Protectively Marked

Design: includes drawings, design details, specifications and bills of quantity calculations.

Designer: means any person (including a client), contractor or other person who prepares or modifies a design or instructs any person under their control to do so relating to a structure, mechanical or electrical system.

Duty Holder: means any person who has a legal responsibility.

Notifiable work: Notifiable to the HSE via a F10 form. Construction work that will last longer than 30 days, has more than 20 workers on site at any one time or will exceed more than 500 working days.

Pre-construction information: means information in the client's possession that a client would reasonably be expected to be aware of which they would pass to the principle designer for inclusion into any pre-tender information and the pre-construction plan.

Pre-construction plan: drawn up by the principle designer and passed to the principle contractor who uses information to prepare their construction phase plan.

Construction plan: describes how health and safety is to be managed during the construction phase prepared by the principal contractor.

Health and Safety file: contains relevant health and safety information for the maintenance, cleaning, refurbishment or demolition of a structure etc prepared by the principle designer. Only required where there is only one contractor appointed

Principal contractor: means the contractor appointed by the client who has total overall site control.

Principal designer: Manages health and safety in the pre-construction phase of the project. Is the lead designer appointed by the client who has overall control of other designers within the project. Prepares the pre-construction plan.

Project: includes planning, design, management of the project until the end of the construction phase.

Welfare facilities: includes; toilets, rest facilities, washing facilities, drinking water, changing rooms and lockers where required.

Site induction: covers health and safety risks on site and controls to workers. Carried out by principal contractor/contractor.

2.3 People, Confidence and Equality Impact Assessment

During the creation of this document, this business area is subject to an assessment process entitled "People, Confidence and Equality Impact Assessment (EIA)". Its aim is to establish the impact of the business area on all people and to also ensure that it complies with the requirements imposed by a range of legislation.

2.4 Monitoring / Feedback

This document will be monitored and reviewed by the HR Specialist (Health and Safety). Any contractual work activities being undertaken on Dorset Police premises will be continually monitored and subject to investigation when an adverse contractual work event has occurred. In addition, the Health and Safety Unit when undertaking visits to Force locations will continually monitor the working practices of contractors' during the course of premises visits.

Not Protectively Marked

Feedback relating to this policy can be made in writing or by e-mail to:

Address: Mr R Aiston, HR Specialist (Health and Safety), Winfrith, Dorchester,
Dorset. DT28DZ.

E-mail: bob.aiston@dorset.pnn.police.uk

Telephone: 01305 22 3724

3 Procedure Section

3.1 Introduction

- 3.1.1 Contractors are required to visit Force premises on a regular basis to undertake essential construction/maintenance/repair work or supply goods/services to Dorset Police.
- 3.1.2 It is foreseeable that contractual construction/maintenance type work can give rise to increased levels of risk. The reason being is that contractors are less familiar with the workplace than the indigenous workforce, they can introduce into the workplace hazards which the in-house workforce may have little or no risk perception of. They also bring about a change to the normal working environment which again can increase the risk of accidents occurring.
- 3.1.3 The level of risk may also increase due to the peripatetic work nature of some contractors due to their level of direct supervision and control.
- 3.1.4 The pro-active management of contractors is essential in attempting to ensure that only safe working practices which do not give rise to unacceptable risks so far as is reasonably practicable are employed on Dorset Police premises.
- 3.1.5 Pre-contract meetings etc are essential as they establish at an early stage, before work commences, agreed safe working arrangements etc. Included in these meetings will be the subject of health and safety as it affects the project. Pre-contract meetings set the scene as to what health and safety standards can be expected from the contractor.

3.2 Risk Assessments

- 3.2.1 Risk assessments are fundamental in ensuring that health issues are proactively identified and safely managed in any construction project whether they are small or large. The amount of time and effort put into their creation must be in proportion to the size of the project.
- 3.2.2 Contractor generically produced assessments can be appropriate provided that they are relevant to the task in hand, are signed by a person who has control over the work and are dated. Generic assessments which are too general and do not relate to the work to be undertaken are not acceptable.
- 3.2.3 Both the client and the contractor have legal responsibilities for carrying out risk assessments. Both have a statutory requirement to assess risks which could cause foreseeable harm to either employers own staff and any other person (client's employees, members of the public) who could be harmed by what the contractor intends doing. Dorset Police have a statutory and moral responsibility to ensure that the health and safety of its staff is not adversely affected.

Not Protectively Marked

3.2.4 Risk assessments are a proactive process and must be completed before the commencement of any stage of a large or small construction work. An assessment does not have to be completed where there is no foreseeable significant risk. Assessments can be completed as the work progresses

3.2.5 This policy stipulates when and by whom risk assessments are to be completed.

3.3 Future Planned Construction Work Project Considerations

3.3.1 The size and type of an anticipated project could vary considerably. The amount of time and effort put into managing the health and safety arrangements of a project must be in proportion to the nature of the planned work and the associated risks involved. Small easily managed low risk projects generally require little effort or time. Complex projects may require considerable thought and documentation.

3.3.2 Construction work generally falls into three main categories; small, medium and large.

3.3.3 Small contractual works consisting of one to two contractors who undertake work for Dorset Police on a regular basis. This may include small electrical, mechanical or general building trades work. This type of work involves trades people who are known to the organisation; have acceptable standards of work and working practices and depending on the work to be undertaken and in most instances, could be considered to be low risk.

3.3.4 Medium size contractual works consist of works involving between four and ten persons carrying out refurbishment, minor alteration type work involving one or more trades. The anticipated risks associated with this type of work are higher and therefore a greater degree of proactive management is required.

3.3.5 Large contractual works could involve ten or more persons carrying out a large project over a protracted period. The risks associated with this type of work are higher, therefore requiring an increased proportionate level of consideration and planning.

3.3.6 Working at heights i.e. scaffold, roof, mast and mobile elevated platform (MEWP) etc work requires two persons to be present as the risks associated with this type of work are high. The contractor must complete an assessment and consider how those working at height might need assistance/recovery/rescue before work commences.

3.3.7 The risk is increased when the project requires the use of; hazardous plant or equipment, hazardous substances, heavy vehicular traffic, of protracted duration; location of work eg work in Force owned critical/hazardous areas. Duty holders (persons managing projects) need to assess the possibility for the potential of an untoward event occurring which could significantly affect the operational efficiency of the Force.

Not Protectively Marked

- 3.3.8 Where it is foreseeable that work could impact upon the indigenous workforce, priority should be given where ever practicable to physically separating the two work activities, eg by a physical barrier (door/fencing etc). Safety signage on its own will not be sufficient. Other measures to avoid/reduce risk, such as physical barriers must be considered first before warning signage is displayed. A further option to reduce the potential risk is to consider temporarily moving staff out of the planned work area or having the work undertaken outside of normal core working hours.
- 3.3.9 The Force (client) is statutory obliged to bring to the attention of any contractor any foreseeable hazards that he could reasonably be expected to be aware of which could jeopardise the contractor's health and safety.
- 3.3.10 Likewise, the contractor must inform the client of any foreseeable hazards which could jeopardise the health and safety of the client's employees and visitors etc. A site management file is located at each Dorset Police premises to assist in the identification of hazards eg the known presence of asbestos, contained within that building to which it relates.
- 3.3.11 Site management files also contain details of electrical and mechanical systems where available.
- 3.3.12 There will be occasions where planned contractual projects must be statutorily notified to the HSE via a F10 notification form when the project is expected to last more than 30 working days, exceeds 500 person days or 20 or more workers will be on site at any one time. Such work will normally fall within the remit of the Estates & Building Services Department (E&BS) to manage/oversee.
- 3.3.13 There may be construction projects which, because of their complex nature, will require a multi-disciplinary project design team to be formed consisting of a principal designer (project consultant), other designers, principal contractor, Dorset Police staff and other outside professionals. A Dorset Police project manager, when appointed, must be part of the project design team at the design stage.
- 3.3.14 Planned construction works which exceed a set financial threshold will be subject to a tender process. It is vitally important Health and Safety advice is sought to enable any health and safety statutory requirements to be proactively included within any tender documentation.
- 3.3.15 There may be exceptions to the above where planned work will not involve E&BS but will involve an appointed Dorset Police (client) member of staff known as a project manager (known in law as the Dorset Police appointed client duty holder). The project manager shall ensure that a project designer/consultant has knowledge of the CDM requirements and applies them as required to the project.
- 3.3.16 Project managers must be competent and have the necessary knowledge, skill and experience to satisfactorily undertake the role.
- 3.3.17 Risk assessments and method statements are extremely important as they proactively identify the significant hazards within a project and set out how these hazards will be safely managed.

Not Protectively Marked

- 3.3.18 The actual work undertaken should be monitored against the agreed method statements and when violations/deviations occur, the matter must be drawn immediately to the attention of the project manager. Immediate cessation of work should be considered if the deviation gives rise to an immediate and unacceptable risk to health and safety. Included within the contractor's tender/quotation may be a cost element consideration set aside in ensuring health and safety requirements are included. Substitution of an agreed safety measure should not be allowed unless; discussions with the client have first taken place. A price variation, if applicable, agreed upon and the work will not be undertaken any less safely.
- 3.3.19 The amount of effort and detail in preparing a method statement must be proportionate to the risks and complexity associated with the project. A simple method statement might be all that is required.

3.4 Selecting a Competent Principal Contractor (Before Awarding Contract)

- 3.4.1 Selecting the services of a competent principal contractor who has the relevant experience, knowledge, skill, training, resources and with a proven safety record is fundamental to ensuring that the work will be carried out with the minimum of risk, to the agreed specification and acceptable quality.
- 3.4.2 The client is required to ensure that he is in a position if he is challenged to be able to demonstrate should the need arise that he made every reasonable effort in attempting to select a competent contractor. Contracts should be awarded on compliance and cost and not just cost alone. This is achieved through an appropriate tender process. Dorset Police Financial Regulations are to be referred to.
- 3.4.3 Dorset Police has a list of preferred contractors maintained by E&BS
- 3.4.4 who have an established proven safety and quality track record.
- 3.4.5 The competency of a contractor can be determined through them being members of a recognised body. Gas – "Gas safe" (statutory requirement); Electricians – "National Inspection Council for Electrical Installation Contractors" (NICEIC), "Electrical Contractors Association", (ECA), scaffold contractors – "National Access and Scaffold Confederation" (NASC), Prefabricated Access Suppliers and Manufactures Supplies (PASMA) etc. These recognised bodies attempt to ensure that their members achieve and maintain a desired level of competency.
- 3.4.6 The award of any contract must only take place on the strict understanding that work will not commence until satisfactory vetting has taken place of all contractors and sub-contractors. The responsibility for ensuring that all contractors and sub-contractors are vetted rests with the project manager and principal contractor.
- 3.4.7 A contractor will be expected to follow the agreed method statements, unless a deviation is first agreed with the client.

Not Protectively Marked

3.4.8 During the period of the contract, there must be an expectation that the client's health and safety advisor and principal contractor's representative will undertake joint inspections of the project work area. The principal contractor will be required to take immediate remedial action where a serious risk to health and safety has been identified to exist by the client. The principal contractor will be expected to resolve matters in a reasonable time concerning matters which are not assessed as being an immediate risk to health and safety. All health and safety non compliances are to be placed on the frequent site meetings agenda held between the client and principal contractor.

3.4.9 The following list can be used in selecting a preferred contractor at the pre-tender stage:

- Obtain an up-to-date precise copy of the tendering contractor's Health and Safety policy (contractor not obliged to have one by law if employing five or less employees). In practice these documents may not stand up to close scrutiny as they may be generic, been produced by an outside body and may not be specific to the contractor's undertaking or signed and dated. A policy should be reviewed in the last two years. The policy must be signed by a senior member of the company and dated.
- Obtain details of previous work (references).
- It must be made clear in any pre-tender documentation that the principle contractor must produce in his tender submissions an example of a risk assessment and method statement that he intends to use on the project.
- Make it known that the contractor will be obliged to follow the Force's arrangements, i.e. no smoking, parking, fire, first aid, accident reporting etc.
- A copy of the bidding contractor's Public Liability Insurance cover must be obtained (hold copy on file). Ensure it will be in date and will remain so for the duration of the planned work.
- State in the tender documentation that the principal contractor must be aware of his duties contained within the CDM Regulations and specifically be responsible for planning, managing and monitoring the work of all sub-contractors.
- Require details of the name and qualification of the competent person to be employed by the contractor that advises them on health and safety matters (Regulation 7 of the Management of Health and Safety at Work Regulations 1999). This would normally apply to medium to large contracts. The contractor may seek competent advice from outside of the company (health and safety consultant).
- Require details of any accidents or incidents reported under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations during the last three years?

Not Protectively Marked

- Require details from the bidding contractor as to whether any enforcement action has been taken against them in the previous 5 years.
- Require details on how the bidding contractor will ensure that appropriate welfare facilities will be provided.
- Provide details of bidding contractors training arrangements and accreditations of staff to attempt to ensure that they are competent to undertake the proposed project
- All contracts and agreements must contain clauses mandating the requirements of the Authorities' vetting policy/procedures. Dorset Police reserves the right without explanation to withdraw consent for a contractor to be on it's premises.
- It must be stated that the contractor is required to hold regular meetings with the client on health and safety issues. This could be incorporated into weekly progress meetings.

3.5 Pre-Contract Meetings (Contract Having Been Awarded)

- 3.5.1 The client will have 'set the scene' as to the client's expectations in the pre-tender/bidding process and the pre-construction plan. The purpose of having a pre-contract meeting before work commences is to confirm amongst other points the agreed client's and contractor's health and safety requirements and to 'walk the project site'. The client (Dorset Police) has a statutory duty to consult with their employees where a change to the normal working procedures would give rise to risks to their health and safety. The project manager must invite a safety representative to the meeting by initially contacting the UNISON and the Police Federation Office.
- 3.5.2 It is useful to use a simple checklist covering the health and safety points at pre-contract meetings. The following is not an exhaustive list and not all points may need to be covered and additional points relating specifically to the contract could be included.
- 3.5.3 A record of the meeting should be kept. Brief notes may suffice. The client may have appointed a project designer/consultant whose contracted remit will be to record minutes of meetings.
- 3.5.4 Pre-contract meeting questions:
- Confirm with the principal contractor that all hazardous substances, equipment, work processes and areas contained within the building etc have been identified to the contractor, i.e. asbestos etc. This will have been provided as part of the pre-tender documentation by the client.
 - Confirm that the principal contractor has made the client aware of any significant hazards associated with the proposed work and that he has prepared a construction phase plan.

Not Protectively Marked

- Confirm that a F10 notification form has been submitted, if the project is CDM notifiable.
- Request a copy of the principal contractor's risk assessment and method statement for just one significant part of the project. It is acceptable to produce these documents as the construction work progresses. A risk assessment and method statement produced at the start of the contract may be suitable for the whole contract period provided that no significant changes have occurred and depending on the complexity and risks associated with the project.
- What (if any) plant and equipment does the contractor intend using on site? eg electrical equipment must be 110 volt or battery operated. Cranes, LPG, highly flammable liquids, vehicle reversing activities etc. (Hazards as above should already have been identified in the construction plan).
- Will there will be any requirement for noisy or dusty processes (dust can activate an automatic fire detector head). Noise and dust can travel considerable distances within a building. Dust can damage equipment. No cutting/chasing work must be undertaken which gives rise to the release of excessive levels of airborne dust. Dust suppression methods must be used.
- How will the removal of waste/debris take place; outside chute, bagged, skip position and removal, lift damage by goods, skip to be covered, controlled waste, reversing waste vehicles.
- Segregation of work area from Force staff/public. Two metre fence etc, safety signage (keep out – contractors only signage etc). Singage only is not generally sufficient
- Advise contractor on Force's:- first aid provisions, fire procedures, refreshment area facilities and toilets.
- Assume vetting of contractors is or has taken place. All non Force police personnel working with/for Dorset Police who require access to its premises or assets must undergo vetting checks as laid out in the Force Vetting Policy and Procedures before they are allowed access to Authority premises or assets.
- Emphasise – end of working day – that it is the principal contractor's/contractor's responsibility to ensure that no fire hazards exist i.e. electrical equipment unplugged, gas appliances (if approved by client) are turned off/disconnected, rubbish removed etc in the area where he has been working.
- Remind – no smoking in any building.
- Contractor's vehicles – delivery of goods, parking, reversing of vehicles, traffic routes. A traffic management plan may be required depending on the size and duration of the project. Advice can be obtained from health and safety Unit on the preparation of a traffic plan.
- The project manager is to be notified immediately of all accidents/incidents etc.

Not Protectively Marked

- Advise that statutory inspection certificates are to be made available on site, ie F91. Scaffold completion and weekly inspection certificates etc.
- Discuss access/egress to site by contractors.
- Advise that agreed working methods and safety measures will be monitored.
- Confirm waste skips are to be kept 10 metres (wherever possible) clear of any building and perimeter fencing if accessible to the public.
- The Vetting Officer must be contacted to ensure that Dorset Police premises/assets are not put at risk.
- An agreed contact arrangement must be made between local management and the principal contractor.

3.5.5 The client (Dorset Police) is statutorily obliged to carry out a written risk assessment when the intended work will give rise to a risk which will affect Dorset Police staff or other people, i.e. visiting public/guests to Force premises etc. An example is where scaffolding is to be erected during which time staff and the public have access to the area and may be at risk. A template assessment is available on sharePoint to guide managers on the potential hazards that could be anticipated.

3.6 Responsibilities of Project Managers. Persons Issuing Instructions for Contractual Work (Duty Holders)

3.6.1 The project manager is responsible for ensuring that the principal contractor/contractors are made aware that they are responsible for ensuring that any subcontractor that they engage to undertake work on Dorset Police premises on their behalf are competent to undertake that work. They are responsible for providing overall health and safety of the project.

3.6.2 Dorset Police authorised staff namely a Dorset Police (e.g. E&BS staff) member of staff or an appointed project manager who has been authorised to issue instructions to contractors on behalf of Dorset Police for construction/maintenance/repair/installation type work to be undertaken are in the eyes of the law known as a duty holder and have legal responsibilities. The duty holder/project manager must ensure that the following points are considered before work commences:-

- Obtain from the principal contractor/contractor their construction plan.
- Obtain from the principal contractor/contractor their risk assessments and method statements where the planned construction etc works will present a significant foreseeable risk to the principal contractor/contractor's workers, Dorset Police staff/buildings and other people.

Not Protectively Marked

- Ensure that the local manager near the site area is made aware of those hazards which could effect their staff. The purpose is to be proactive where staff could be adversely affected.
- Work should not take place until a construction phase plan has been completed and presented to the client.

3.7 Principal Designer/Designer (Project Consultant/Lead Designer)

- 3.7.1 Principal designers/designers are in a unique position to reduce risks that can arise during construction and during the life of the building. Attempting to design out a hazard rather than having to manage the problem should always be the preferred solution. All designers have a key role in CDM. Their legal duties extend beyond the construction phase of a project. They must also consider risks which could arise during the ongoing use of the structure such as, repairing, cleaning, refurbishment and later demolition. Failure to address these issues adequately at the design stage will increase the structure's ongoing costs to the client as he will likely have to fund more extensive measures at a later date to overcome hazards which could possibly have been designed out.
- 3.7.2 Designers are appointed where there is more than one contractor on a project.
- 3.7.3 All three duty holders; principal designers, clients and principal contractors, must have a good working relationship, consult regularly and coordinate their work.
- 3.7.4 Designers must try and avoid foreseeable risks to those who are involved in the construction and future use of the structure and try to eliminate the hazards so far as is reasonably practicable by taking into account the general principles of prevention. Where they cannot avoid the hazards they must notify those that could be affected.
- 3.7.5 The client (Dorset Police) must ensure that the designer has the appropriate skills, knowledge, training and experience and is adequately resourced to address health and safety issues.
- 3.7.6 The designer needs to assist the client in identifying, obtaining and collating the pre-construction information, coordinating the pre-construction phase, liaise with other duty holders during the construction phase and prepare the health and safety file. Principal designers/designers need to be appointed in writing by the client.
- 3.7.7 Designers can include; architects, civil and structural engineers, building surveyors, landscape architects, M & E consultants etc. A design team may be formed with a principal designer appointed to lead the team.
- 3.7.8 If a principal designer appoints other designers they must ensure that they have the appropriate skills, knowledge and experience for the project.
- 3.7.9 Principal designers are responsible for producing the pre-construction plan and a health and safety file

3.8 Principal Contractors

3.8.1 The principal contractor is the contractor in overall charge of the construction phase and are appointed by the client in writing. Their role is to liaise with the client and principal designer. They have overall site control. They are required to ensure that site inductions are carried out. Any contractors they appoint they must ensure that they have the necessary skills, knowledge, experience and training to undertake the work. They contribute to the health and safety file.

3.8.2 Duty holders must ensure that principal contractors;

- Prepare a construction phase plan before work commences.
- Ensure that adequate facility arrangements are in place before work commences
- That arrangements are in place for ensuring that the site will be secure.
- Advised that site health and safety inspections will take place throughout the contract.

3.9 Permit to Work Arrangements

3.9.1 Permit to work arrangements provide a formally written safety control system when it is intended to undertake work of a hazardous nature and the potential risk is high. Working in confined spaces (on the very rare occasions this work is required on Dorset Police property, a competent contractor's permit to work arrangement will be used), working at height, working on live conductors (only in very exceptional cases) and hot work (work involving a naked flame, heat emitting tool/equipment) are the work activities which are covered by permit to work arrangements.

3.9.2 Dorset Police has assessed that there will be no requirement, except in very exceptional circumstances, to undertake any live electrical work on Dorset Police's premises except for electrical testing and then only when authorised by the Building Services Unit electrical engineer who must always be consulted before any work involving any electrical system is undertaken. It is at his discretion as to whether a permit to work arrangement is required.

3.9.3 A permit will include details of how the planned work will be managed and will include the risk assessment, method statement and any emergency procedures etc.

3.9.4 Permits must be authorised only by a competent member of staff who has a clear understanding of the work to be undertaken. Permits are generally valid for eight hours and are to cover one shift. Only in exceptional circumstances when a degree of flexibility is required can the duration of a permit be extended. However, no degradation in the provision of health and safety arrangements, particularly with regard to the level of perceived risk, is acceptable. The time of commencement and completion of this work are to be adhered to. Work involving a naked flame involves additional hazards. The area where hot work has been undertaken shall be inspected by arrangement of the person instructing the contractor one hour after completion and only then is the permit to be closed.

Not Protectively Marked

- 3.9.5 Permits can only be authorised by a Dorset Police member of staff or a clerk of works with relevant experience who have been authorised to do so by the Building Services Manager. No member of staff must authorise a permit for them to undertake work.
- 3.9.6 Permit to work documentation is to be held by the Estates & Building Services Department (E&BS). Completed permits are to be retained on file for three years.
- 3.9.7 Permits in some instances at the discretion and instruction of the BSU Manager, may be authorised by a clerk of works.
- 3.9.8 The Force's arrangements for issuing permits are as follows.
- 3.9.9 E&BS who, having prior knowledge of the intended work, will obtain from the contractor their risk assessment and method statement prior to work commencing. E&BS will raise the necessary permit and liaise with the local manager where the intended work is to take place. A copy of the permit, the risk assessment and method statement will either be faxed or scanned and emailed to the manager concerned.
- 3.9.10 The involvement of the local manager is vital in ensuring that he/she is aware of the proposed work and has the opportunity to manage any associated risks which could affect their staff. Whilst initial liaison might reasonably take place with other site personnel, e.g. Site Facilities Officer, it is of paramount importance that the local manager is placed in a position of full knowledge to be able to oversee and discharge staff and site responsibilities with full awareness IF REQUIRED of the issue of a permit to work.
- 3.9.11 Where possible, E&BS staff will visit the site prior to and on completion of the work. Where this is not possible because of other possible E&BS commitments, agreement may be reached between the affected local manager and E&BS. The local manager may be in a position and feel confident in ensuring that the contractor follows the agreed working arrangements and he closes the permit on completion of work. This is particularly important where hot work is to be undertaken. The responsibility for ensuring that the appropriate permit to work arrangement is managed rests at all times with E&BS unless prior agreement with the local manager has been reached.
- 3.9.12 Assistance and Guidance
- 3.9.13 The satisfactory management of contractors can sometimes be problematic and the statutory obligations owed to each side are not always clearly understood. Staff who have responsibilities for instructing contractors should have no hesitation in seeking the advice or assistance of the Building Services Unit or the Health and Safety Unit if they are uncertain on any issue.
- 3.9.14 The Health and Safety Unit will undertake random monitoring of contractual work being undertaken on Dorset Police premises. His/her observations will be notified to the member of staff responsible for instructing the contractor/Dorset Police appointed project manager (duty holder).

Not Protectively Marked

- 3.9.15 Corrective reactive intervention generally results in delays, bad feeling and can lead to loss of good will between client and contractor. Pro-active rather than reactive management of contractors is absolutely essential.
- 3.9.16 Reference can be made to "Managing Health and Safety in Construction" HSE approved code of practice L153 for more information on CDM requirements.
- 3.9.17 The following generic risk assessments have been produced and are available on sharePoint for use by persons instructing contractors, project managers and local managers;
- GRA 78 Scaffold structure.
 - GRA 78A Contractor's work activities.

4 Consultation and Authorisation

4.1 Consultation

Version No: 2.0	Name	Rank/Role	Date
Police & Crime Commissioner			
Police Federation	Tony Eggleston	JBB Secretary	030815
Superintendents Association			
UNISON			
Other Relevant Partners (if applicable)			

4.2 Authorisation of this Version

Version No: 2.0	Name	Rank/Role	Date
Prepared:	Robert Aiston	HR Specialist (Health and Safety)	3.8.15
Quality assured:			
Authorised:	<i>Pete Channon</i>	Head of Personnel Services	3.8.15
Approved:	Pete Channon	Head of Personnel Services	3.8.15

5 Version Control

5.1 Review

Date of next scheduled review	Date: 03 August 2017
-------------------------------	----------------------

5.2 Version History

Version	Date	Reason for Change	Created / Amended by
1.0	2004	Initial Document	Mr R Aiston
1.1	2007	Revision	Mr R Aiston
1.2	July 2010	Minor review to reflect changes to HR re-structure	Mr R Aiston
1.3	August 2010	Minor changes to reflect change to HR Specialist (H&S) title and clarification on requirement of local manager risk assessment	Mr R Aiston
1.4	July 2011	Minor changes to electrical permit to work arrangements. Inclusion on paragraph on consultation and expansion on risk assessment requirements	Mr R Aiston
1.5	Feb 2013	Clarification on ownership of Police premises to reflect PCC. Inclusion of paragraph on obligation of principal contractor to ensure competence of sub contractors. Minor grammatical amendments and consideration given to incorporating the audit recommendations	Mr R Aiston
1.6	Jan 2014	Reviewed as follows, to take into account the stage two transfer arrangements. Clarificationm,at Paragraph 2.45 and 2.68.	Mr R Aiston
1.7	18/11/14	The policy has been reviewed in preparation for NICHE implementation (April 2015), no changes necessary	Policy Co-ordinator (6362)
2.0	21/4/2015	Whole policy reviewed to take into account revised CDM Regulations 2015. Major changes to the following paragraphs; 2.1.5 removed, 2.2 clarified, 3.2.2 reworded, 3.3.6 emphasised risk assessment required, 3.4.7 clarification on joint inspections, 3.6.2 project manager to carry out risk assessment, 3.6.7 reworded and clarified, 3.7 reworded to reflect CDM regulations, 3.6 & 3.7 reworded and expanded. New paragraph 3.4	Mr R Aiston

5.3 Related Forms

Force Ref. No.	Title / Name	Version No.	Review Date

5.4 Document History

Present Portfolio Holder	Director of Human Resources
Present Document Owner	HR Specialist (Health & Safety)
Present Owning Department	Human Resources
Details only required for version 1.0 and any major amendment ie 2.0 or 3.0:	
Name of Board:	: HR Executive Board
Date Approved:	September 2004
Chief Officer Approving:	Director of Human Resources

HR version January 2013