LONDON METROPOLITAN UNIVERSITY

Control of Works Policy

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Contents

1. Introduction

All construction work is to be managed in accordance with the Construction (Design and Management) (CDM) Regulations 2015. CDM 2015 is the main set of regulations for managing the health, safety and welfare of construction projects.

These Regulations apply to all buildings and construction works and include new build, demolition, refurbishment, extensions, conversions, repair and maintenance. This procedure has been provided to guide colleagues through the safe management of construction works to prevent injury and ill health of workers and non- employees such as students, visitors and members of the public.

2. Scope

The scope applies to all construction works (as defined below) undertaken by all Schools or Departments of London Metropolitan University. Works to the physical infrastructure of the University are carried out by Estates only.

In cases where construction work is being undertaken by Schools or Departments other than Estates, the person responsible/project sponsor for the work must refer to this guidance and notify both Health & Safety and Estates at the infancy stage of the project (see Appendix A).

Only by prior agreement with Estates and Health & Safety should any manner of construction work be managed by Schools or Departments other than Estates.

No works affecting the building infrastructure (electricity, water, fabric, including drilling or piercing of the walls) can take place without Estates' authorisation. Such works should be included in the risk assessment for the activity and H&S team will be able to provide further advice on review.

This Policy applies to works on campus. The principles should also be applied to works off campus (i.e. School of Art, Architecture and Design activities involving construction off-site) with the relevant local context considered (i.e. Access Approval arranged with the local site).

Schools and Departments may undertake construction works which are managed by competent individuals within the School or department on approval from H&S team. For example, within School of Art, Architecture and Design, construction may take place in the course of research, experiment, or the delivery of teaching.

Duty holders will be identified and documented as part of the project brief. The project brief must be signed off by all key stakeholders including Estates and Health & Safety. **Appendixes B&C as well as other templates from the Project Governance Folder on SharePoint (EST Managed->Estates Development Property and Space->Projects->LMU PM Processes & Procedures 2021->LMU PM Processes & Procedures 2021) must be provided to contractors to set expectations for Risk Assessment Method Statements and other procedures.**

Contractors appointed by London Met are responsible for ensuring any sub-contractor appointed by them also complies with this policy.

3. Definitions

***Construction work**, as defined by the Health and Safety Executive (HSE), means the carrying out of any building, civil engineering or engineering construction work and includes:*

a) *the construction, alteration, conversion, fitting out, commissioning, renovation, repair, upkeep, redecoration or other maintenance (including cleaning which involves the use of water or an abrasive at high pressure, or the use of corrosive or toxic substances), de-commissioning, demolition or dismantling of a structure;*
b) *the preparation for an intended structure, including site clearance, exploration, investigation (but not site survey) and excavation (but not pre-construction archaeological investigations), and the clearance or preparation of the site or structure for use or occupation at its conclusion;*
c) *the assembly on site of prefabricated elements to form a structure or the Disassembly on site of the prefabricated elements which, immediately before such disassembly, formed a structure*.
d) *the removal of a structure, or of any product or waste resulting from demolition or dismantling of a structure, or from disassembly of prefabricated elements which immediately before such disassembly formed such a structure.*
e) *the installation, commissioning, maintenance, repair or removal of mechanical, electrical, gas, compressed air, hydraulic, telecommunications, computer or similar services which are normally fixed within or to a structure.*

A **Project** in this guide is used to describe any construction, building, infrastructure repair or maintenance work, whether on a fixed or transient site.

A **Design** could include drawings, sketches, design details, specifications and product selection, bills of quantity or calculations, prepared for the purpose of constructing, modifying or using a building or structure, a product, or system (such as a mechanical or electrical system).

Construction Phase Plan (CPP) The construction phase plan is the foundation for good management and clarifies who does what; who is responsible for what; the hazards and risks which have been identified; how the works are controlled. It is a live document developed by the principal contractor.

Practical Completion is the point at which a building project is complete, except for minor defects that can be put right without undue interference or disturbance to the occupier.
Some construction practitioners describe this point as when the building project is "capable of beneficial occupation and use”.

Definition of Roles under CDM
Organisations or individuals can undertake the role of more than one duty holder, provided they have the skills, knowledge, and experience necessary to fulfil those

roles in a way that secures health and safety. If you do not hold the necessary skills, knowledge or experience you are required to seek competent advice by appointing competent duty holders.

A **client** is an organisation or individual/project sponsor having a construction project carried out in connection with a business, whether the business operates for profit or not. Examples of commercial clients are schools, universities, retailers and landlords. In all cases London Met will be the Client (with the Vice-Chancellor holding ultimate accountability and the Project Manager acting as the Client's representative). In some instances, London Met may be both Client and Principal Designer. It may also be the case that one School or Department is the client whilst another is the Principal Designer, CDM still applies.

A **principal designer (PD)** is appointed by the client on projects with more than one contractor. It can be an organisation or an individual with sufficient knowledge, experience, and ability to carry out the role. On smaller projects, they can be an individual with:

- A technical knowledge of the construction industry, relevant to the project
- The understanding and skills to manage and co-ordinate the pre-construction phase, including any design work carried out after construction begins.

A **designer** is someone who as part of a business, prepares or modifies designs for a building, product or system relating to construction work. Designers include architects, consulting engineers, interior designers, temporary work engineers, chartered surveyors, technicians, specifiers, principal contractors, specialist contractors and some tradespeople.

You could also be carrying out design even if you would not normally identify yourself as a designer. An example would be if you are a client or contractor specifying a roof system, deciding what size joists to use, or selecting a type of window. Examples in the Academic setting would include the design of an artistic installation, such as a sculpture or structure or simply specifying where an item of equipment/ utility should be located in a workshop/ laboratory.

A **principal contractor (PC)** is appointed by the client to plan, manage, monitor and co-ordinate health and safety during the construction phase of a project when there's more than one contractor involved. There should only be one principal contractor for a project at any one time.

A **contractor** may be an individual, a sole trader, a self-employed worker or a business who carries out, manages or controls construction work in connection with a business. Anyone who directly engages construction workers or manages construction work is a contractor. This includes companies that use their own workforce to do construction work on their own premises, i.e. academic staff and students to build a structure/ sculpture. The duties on contractors apply whether their workers are employees, self-employed or agency workers.

A **worker** is an individual working for or under the control of contractors on a

construction site.

There are two important phases of a project: before and during construction or building work. This guide refers to them as:

- **The pre-construction phase**: the inception, design and planning stage of a project (before the construction or building work starts), although it is acknowledged design and planning continues into and through the construction phase.
- **The construction phase**: the start-to-finish stage of the construction or building work

4. The Client's Role (Project Manager)

The CDM Regulations place responsibility for managing the health and safety of a construction project on three main duty holders. The client, the London Met, has overall responsibility for the successful management of the project and is supported by the principal designer and principal contractor in different phases of the project.

For the successful delivery of a project, good working relationships between the duty holders are essential from the start. **Clients with less experience managing construction projects are strongly advised to employ/appoint a PD in writing regardless of the number of contractors to guide them through their Client's responsibilities.** A template of the scope of services can be obtained from Estates by contacting the Helpdesk by emailing ask@londonmet.ac.uk .

Client's Responsibilities
A client has responsibility to make suitable arrangements for managing a project. This includes making sure:

- other duty holders are appointed in writing
- sufficient time and resources are allocated
- relevant information is prepared and provided to other duty holders
- the principal designer and principal contractor carry out their duties
- welfare facilities are provided
  https://www.hse.gov.uk/construction/cdm/2015/commercial-clients.htm

Preparation
What is a Client brief?
One way of explaining what you want, as well as helping you to carry out your duties under CDM, is to develop a client brief.

The client brief should be a written document drafted by you the Client or by a designer or contractor after you have discussed your requirements with them. A clear brief is essential to the success of your project. It sets out key requirements, outlines your vision of the project and communicates your aims and aspirations.

What should the client brief include?

The brief should:

- Describe the main function and operational requirements of the finished building or structure.
- Outline your motivation for initiating the project.
- Give your expectations during the project, including how health and safety risks should be managed (i.e.) emergency routes, access, material delivery, working at heights etc. The PD should assist with identifying safety in design. The details of H&S risks will be determined as part of the feasibility assessment not the briefing by the client.
- Explain the design direction you have in mind.
- Establish a single point of contact for any client queries or discussions during the project.
- Set a realistic timeframe and budget.

Whilst the initial client brief sets out your general requirements and expectations for the project, it is also important that it outlines your health and safety expectations.

Make suitable arrangements for managing the project
Your arrangements should be appropriate to the nature of the work and enable other duty holders to carry out their work without risk to themselves or anyone else who may be affected. The management arrangements should:

- Include requirements for how the project is to be run, taking into account any risks to the public
- Explain how you will select and appoint designers and contractors to ensure they have the necessary capabilities for the work they are required to do
- Allocate sufficient time and resources to each stage of the project, from concept through to completion
- Ensure suitable welfare facilities are in place before works start.

For projects involving more complex work and significant risks, the management arrangements will also need to cover:

- What is expected of the design team to ensure that they consider health and safety risks for the construction phase, as well as when maintaining and using the building once it is built.
- The arrangements for procuring the design and construction team, including establishing that designers and contractors are adequately trained, and have the right skills and experience of health and safety.
- The arrangements for monitoring designers' and contractors' performance, for example by arranging progress meetings with the principal designer and principal contractor to ensure that the project runs in line with your expectations and meets legal requirements. The meetings also give you the opportunity to take action where that is not the case.

- The format for the health and safety file or a building manual that incorporates the health and safety file.

What does the Client have to do in the pre-construction phase?

1. **Select the project team and formally appoint duty holders**

If more than one contractor will be working on your project then, **as the client, you must appoint a principal designer and a principal contractor in writing**. If you do not do this then you take on these roles and associated legal duties yourself.

One of your main duties is to ensure that those you propose to appoint are able to demonstrate that they can deliver the project for you in a way that secures health and safety.
This means that they should:

- Have the necessary capabilities and resources
- Have the right blend of skills, knowledge, training and experience
- Understand their roles and responsibilities when carrying out the work.

You may need to make specific enquires about their basic health and safety knowledge when carrying out the job in question. This can be done in several ways.

For smaller jobs, you should look for straightforward evidence from previous construction work.

- The University will also have a list of framework contractors who are vetted for safety and other procurement requirements which can be appointed following procurement guidelines.
- The Common Assessment Standard - Build UK provides a set of health and safety questions that can be asked by construction clients and those who appoint designers and contractors as part of the pre-qualification process.

You could use a Safety Schemes in Procurement (SSIP) member-assessed scheme to find designers or contractors who have been assessed and confirmed by a SSIP Forum member as meeting acceptable health and safety standards. London Met does not hold the SSIP membership at the moment.

Only make enquiries for information that will address the anticipated risks and capability of the supplier – excessive or duplicated pre-qualification and other paperwork should be avoided because it can distract attention from the practical management of risks.

2. **Provide information to help with design and construction planning**

As the client, you must provide relevant information which you may already have, or that can be obtained by sensible enquiries, for example any surveys or the results of other investigations. The minimum information shared with PC at the initial stages include:
Site Induction information
Asbestos Policy (current version)

Control of Work Policy (current version)
Code of Conduct - Contractors

This information is available on Sharepoint in LMU PM Processes & Procedures 2021-> Pre construction & Contract information folder and should included in the contract documents for PD and PC.

It is important to pass on all this **pre-construction information** at the earliest opportunity as it will help the others, such as designers and contractors. It will also inform them 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.

For projects with more than one contractor, you can expect to receive help from the principal designer in drawing this information together. They have a duty to assist you in this.

You will also need to discuss and agree with the principal designer what information you will need to keep at the end of the project to help you and others safely use and maintain the completed building. This information is known as **The Health and Safety File.**

3. Notify HSE, if relevant

If your project is expected to last longer than 30 working days **and** have more than 20 workers working on the project at any one time, or exceed 500 person days, you will need to make sure that your project is notified to the relevant enforcing authority.

The easiest way to notify any project to the HSE, is to use the online notification form F10 on the HSE's website. Further information on how to notify construction work can be found at: https://www.hse.gov.uk/construction/faqs.htm

- **Snagging works under Notifiable Projects**

For notifiable projects, the F10 is no longer valid when Practical Completion is taken by the Client, nor is the Construction Phase Plan (CPP) for the project as this would have been produced for the project works.

If there are snagging works or additional work outside of the project after practical completion, a extra information needs to be included to the existing CPP covering additional risks and coordination.

The contractors undertaking these snagging works will need to follow London Met's safe systems of work. If there is more than one contractor carrying out snagging works at the same time, a Principal Contractor must be in place. The appointment of a Principal Contractor falls under the Client's duties.

4. Ensure the management arrangements are working

As the client, you are required to ensure the arrangements made for managing health and safety during the pre-construction phase are working successfully. You should take reasonable steps to ensure that the principal designer is complying with their duties. This could be achieved by participating in regular progress meetings.

These are also a good way of ensuring that the project runs in line with your expectations and meets legal requirements.

What does the Client have to do in the construction phase?

1. Ensure the Construction Phase Plan (CPP) is in place.

The principal contractor is required to produce a plan of how they will manage health and safety on site during the construction phase. Before the work starts on site you will need to satisfy yourself that a CPP is prepared. You do this by checking with the principal contractor that the plan is relevant and meets the requirements of the job. The plan should be project-specific, consider the pre-construction information provided, and its contents should be proportionate to the site risks.
CPPs should clearly state the requirement for monthly inspections conducted by the contractor's supervisor or H&S manager, with reports submitted to the PM and H&S team.

2. Ensure welfare facilities are in place

You must ensure suitable welfare facilities are provided on site. Check that they are in place from the very start of the site work by:

1. Agreeing that your existing welfare facilities are made available to those carrying out the work
2. Carrying out a site visit
3. Asking for confirmation from the principal contractor (or contractor on a single contractor project) of what facilities are being provided.

3. Ensure the management arrangements are working

As the client, you are required to ensure that the arrangements made for managing health and safety during construction are working successfully. You will need to take reasonable steps to ensure that the principal contractor is complying with their duties. This includes **ensuring that Risk Assessments and Method Statements (RAMS)** are in place and suitable for the works. See Appendix B for suggested RAMS content. This may be carried out through face-to-face progress meetings or via written updates. You are required to undertake routine monitoring of construction phase activities.

4. Check completion and handover arrangements

As the project nears its end, you should check any arrangements made for its completion and handover.
This could include a phased handover, such as you taking partial possession of finished parts of the building and checking that agreed measures are in place to ensure the health and safety of those in the areas that have been handed over.

5. Co-operate with the principal contractor

During the construction work, the responsibility for the site is handed over to the principal contractor. As the client, your staff, or any contractor you have named or nominated (for example a facilities management team) must comply with the principal contractor's requirements.

6. Check that the health and safety file has been prepared

The health and safety file contains the information needed to ensure the health and safety of anyone carrying out any future construction, demolition, cleaning or maintenance work on your building or structure.

You and the principal designer should identify and agree the structure, content and format for the health and safety file at the beginning of the project. Before it is passed to you, it should have been reviewed and updated to ensure it contains all the necessary information. You may wish to ask for an explanation of what the completed file contains, such as any key risks that need to be managed in the future.

The Health & Safety file should be kept for the lifetime of the building.

7. Maintain and make available the health and safety file

Once the project is completed, the client must keep the health and safety file. This can be in an electronic format, on paper or in any other durable form. Keep the file separate from the building maintenance manual to avoid losing information that may be required urgently.

If responsibility for the premises is passed on or shared, you must give the health and safety file to each new owner and make it available to leaseholders. You should ensure that they are aware of the nature and purpose of the file.

You must also ensure that the file is regularly revised and updated where required, and that it is available to anyone who may need it to comply with health and safety law.

At the end of the project, you must ensure that the principal designer provides you with the health and safety file. On projects where the principal designer's role has finished before the end of the project, the principal contractor will have taken on responsibility for the file and for handing it over to you.

See Section 10. Process for Control of Works for more information on the process and client's responsibilities.

5. What is the Principal Designer's role?

The principal designer's role is to plan, manage and monitor the pre-construction phase, to coordinate health and safety. The pre-construction phase is defined as any period during which design or preparatory work is carried out for a project, which may continue during construction.

The principal designer must:

- Assist the client in identifying, obtaining and collating the pre-construction information.
- Provide pre-construction information to designers, the principal contractor, and contractors.

- Ensure that designers comply with their duties and co-operate with each other.
- Liaise with the principal contractor for the duration of the appointment, keeping them informed of any risks that need to be controlled.
- Prepare the health and safety file.

Principal Designer's Responsibilities

The Principal Designer's responsibilities include:

- **Project set up**

Produce a proposal for the client outlining the scope of the principal designer role and how you will fulfil it. This may include an overview of your resources, as well as skills, knowledge and experience and will provide clarity for the client.

- **Help with the client brief**

PD may be asked to help the client to develop their initial brief. This is a good way of outlining the client's key requirements and expectations for the project, including any limitations or restrictions, such as budget, planning constraints and timescales.

- **Obtain information from the client**

The client is required to identify and obtain information for the pre-construction phase. PD will need to assist the client in doing this before you collate it and pass it to the designers. This information will also need to be passed to the principal contractor before construction begins.

The information from the client could include any previous health and safety file, site services, drawings, asbestos information, ground conditions and other relevant surveys as well as site arrangements and restrictions. Additional information could be obtained from the client's maintenance and operational staff.

What does the Principal Designer have to do in the pre-construction phase?

- Liaise with the client
- Provide information to the designers
- Ensure co-ordination with and between the designers
- Oversee the design
- Develop the pre-construction information

What does the Principal Designer have to do in the construction phase?

- Liaise with the principal contractor
- Provide information to the principal contractor
- Receive information about design changes
- Prepare and develop the health and safety file

It is PD's responsibility to prepare and develop the health and safety file, including the information required for cleaning, maintenance, alteration or demolition of the building. PD will need to provide the principal contractor with details of the agreed

format, structure and required content.

The principal contractor will then need to provide the construction information, which should include any changes to the original design along with the as-built drawings. When the project is complete, the health and safety file must be handed to the client.

It is PD's responsibility to hand over the file to the client unless PD's appointment ends before the project finishes. In these circumstances, PD must hand the file to the principal contractor, who will continue to develop it and then hand it to the client at the end of the project. A principal designer must be in place while any design activity is ongoing, including temporary work design.

6. What is the Designer's role?

a) Delivering design without risk to safety
Design forms an important part of delivering a project safely and without risks to health. Designers must:

- Understand and be aware of significant risks that workers and users can be exposed to, and how these can arise from their design decisions.
- Have the right skills, knowledge, and experience, and be adequately resourced to address the health and safety issues likely to be involved in the design.
- The designer's role when preparing or modifying designs is to eliminate, reduce or control foreseeable risks that may happen during construction or maintenance and use of a building after it's been built.
- Check that clients are aware of their duties.
- Co-operate with others who have responsibilities, in particular the principal designer.
- Take into account the general principles of prevention when carrying out their design work.
- Provide information about the risks arising from their design.
- Co-ordinate their work with that of others.
- The designer also provides information to other members of the project team to help them fulfil their duties.

Manufacturers supplying standardised products for use in any construction project are not designers. However, the person who selects the product is a designer and must take account of health and safety issues arising from the installation and use of those products. In situations where a product is required to be purpose-built (bespoke), then the person who prepares the specification or drawings is a designer and so is the manufacturer who develops the specification into a detailed design.

b) Being appointed and appointing others
For example, the Common Assessment Standard - Build UK provides a set of health and safety questions that can be asked by construction clients and those who appoint designers and contractors as part of the prequalification process for

construction projects.

Designer's responsibilities

- Make clients aware of their duties
- Prepare and modify designs for safety and health
- Co-operate and co-ordinate with others

7. What is the role of a Principal Contractor?

The principal contractor's role is to:

- Plan, manage, monitor and coordinate health and safety in the construction phase of a project.
- Liaise with the client and principal designer.
- Prepare the construction phase plan.
- Organise cooperation between contractors and coordinate their work.

Principal Contractor's responsibilities

- **Management of the construction phase of a project**

The term manage in this guide also includes planning, monitoring and co-ordinating the construction phase so that health and safety risks are controlled. Key actions include:

- Planning: preparing a construction phase plan that ensures the work is carried out without risk to health or safety
- Managing: implementing the plan, including facilitating co-operation and coordination between contractors
- Monitoring: reviewing, revising and refining the plan and checking work is being carried out safely and without risks to health
- Securing the site: taking steps to prevent unauthorised access to the site by using fencing and other controls
- Providing welfare facilities: making sure that suitable facilities are provided throughout the construction phase
- Providing site induction: giving workers, visitors and others information about risks and rules that are relevant to the site work and their work
- Liaising on design: discussing with the principal designer any design or change

PC will also need to think about how to monitor site health and safety standards and control measures so that they remain effective.

- **Prepare the construction phase plan (CPP)**

PC must draw up a plan which describes how health and safety will be managed during the construction phase. Pre-construction information PC has received and any client requirements PC established will help in drawing up the construction phase plan. The CPP, including site set up must be reviewed and approved and the Project Manager, Principal Designer, Health & Safety Team and Estates. NO project

should commence prior to the CPP sign off by all the aforementioned stakeholders.

- **Ensure welfare facilities are provided**

PC is responsible for ensuring welfare facilities are provided and are suitable and sufficient for the size and nature of the site. They must be available as soon as the work starts and remain until the construction work is completed. PC may be able to use existing facilities.

- **Provide a site induction**

PC must ensure a suitable site induction is provided to every site worker. The induction should be site specific and be relevant to the size and scope of the work, and level of risk involved.

- **Secure the site**

PC must ensure that reasonable steps are taken to prevent unauthorised access to the site. Close co-operation between the client or others when working in occupied or shared premises will help achieve this objective. The site boundaries should be clearly marked out using suitable means depending upon the risk, such as signage or fencing.

- **Appoint contractors and workers**

PC must also ensure all contractors and workers on site have the necessary skills, knowledge, training and experience for the work they are carrying out.

- **Provide the right management and supervision**

PC must ensure that those managing and supervising the work have the right blend of skills, knowledge, training and experience and that there is an adequate number of supervisors.

- **Engage contractors and workers**

Key information on health and safety risks, including relevant parts of the construction phase plan, need to be shared with contractors and communicated with workers through induction and worker engagement.

- **Monitor the risks on site**

PC will need to monitor site health and safety standards and risk control measures to ensure that they remain effective. This can be as simple as asking people what they are doing or carrying out visual checks or inspections and dealing with any issues.

- **Contribute to the health and safety file**

The health and safety file contains information relating to the project which is needed to ensure the health and safety of anyone carrying out future construction or maintenance work on the building or structure.

8. What is the role of the Contractor?

The contractor's must:

- plan manage and monitor construction work under their control so that it is carried out without risks to health and safety.
- for projects involving more than one contractor, co-ordinate their activities with others in the project team – in particular, comply with directions given to them by the principal designer or principal contractor.
- for single contractor projects, prepare a construction phase plan.

Contractor's Responsibilities

- Manage their own work
- Co-operate with the other duty holders
- Consult with employees
- Prepare the construction phase plan or Risk Assessment Method Statement (RAMS)
- Ensure welfare facilities are provided
- Ensure a site induction is provided
- Ensure the site is secure
- Appoint contractors and workers
- Provide the right supervision

9. Workers

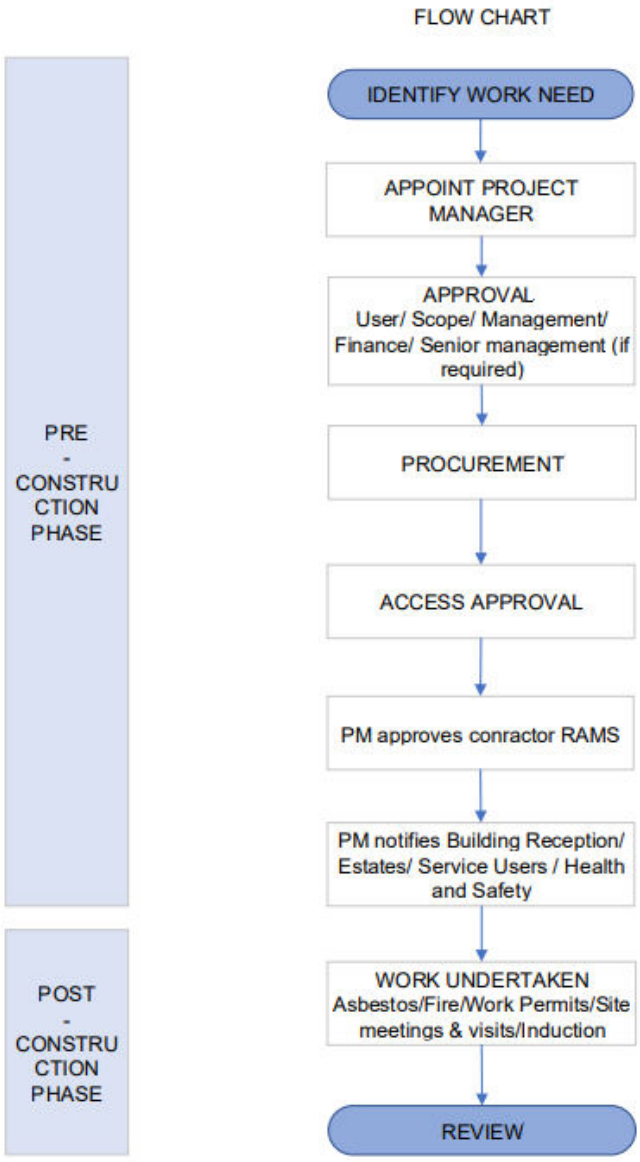
As people working for or under the control of contactors on a construction site the workers have duties as well as their employers.

Workers must:

- be consulted about matters which affect their health, safety and welfare
- take care of their own health and safety and others who may be affected by their actions
- report anything, they see which is likely to endanger either their own or others' health and safety
- cooperate with their employer, fellow workers, contractors and other duty holders

10. Process for Control of Works

Following the Process Fix summits in March 2019, London Met has adopted the following process for the Control of Works on Campus. Each step is described in detail below.



Identify need for Work

The need for work may arise from many sources and will either be planned or reactive:

- Member of London Met community raises a task via Estates/ IT Helpdesk.
- Planned Preventive Maintenance/ annual service
- Staff request for minor works
- Estates Strategy
- Remedial work required to address replacement/ repair of plant or infrastructure

Once any work has been identified, a Project Manager will be appointed.

Identify and Appointment Project Manager

Once work has been identified, a competent Project Manager will need to be identified and a project team may be appointed to support them in fulfilling their

duties. For small planned projects this may only be one person, with suitable competence and access to support and advice, whilst for notifiable projects this is likely to require assembly of a larger team including those from outside of their own department.

Approval
The Project Manager, along with their project team, will then develop a scope of works. This may require consultation and approval with the person who initially identified the work, internal/ external stakeholders and specialist consultants.

Depending on the nature of the project, stakeholders may include:

- Estates
- ITS
- Schools or Departments affected by the works (service users)
- Health & Safety Team
- DDS
- Finance
- Contracted Services (FM, Catering etc.)
- Specialist Consultants (including Architects)

For projects with multiple designers, a Principal Designer must be explicitly appointed however it is likely that London Met will be considered a designer due to the nature of specifying expectations and details within scope of works.

Procurement
Contractors must be appointed in line with London Met's Procurement Policy. Where multiple contractors have been appointed, a Principal Contractor needs to be identified.

In some cases, it may be decided that in-house staff (or students) have the necessary competence to undertake some work. Notifications will still need to be made (see section below). Once appointed a detailed design is required for final approval.

Insurance
Contractors must take out and maintain suitable and sufficient insurances to comply with the Employers' Liability (Compulsory Insurance) Act 1969 and the Employers' Liability (Compulsory Insurance) Regulations 1998 or any subsequent amendment and Public Liability Insurance as required in respect of claims arising out of any one occurrence. The Contractor must, if requested to do so by the Project Manager or Principal Contractor provide a copy of their Certificates of Insurance.

Contractors shall be liable for and shall indemnify the University against any expense, liability, loss, claim or proceedings whatsoever, arising under any statute or common law in respect of personal injury or death of any person whomsoever or any damage to property or any damage to any real personal property arising out of, or in the course of, or caused by the carrying out of work, except to the extent that the

same it due to any act or neglect of the University.

Access Approval
It is the responsibility of the Project Manager to ensure that all contractors appointed are competent to undertake the planned work. **A contractor MUST submit a method statement and a suitable and sufficient risk assessment to the Project Manager. For planned works RAMS must be submitted at least 10 working days prior to works being undertaken.**

All risk assessments and method statements (RAMS) should be specific to the site and work activity being undertaken. As a minimum standard, method statements should contain the following information:

- **Scope of Work** – Description of works, start and completion date and location.
- **Personnel Involved** – Details for site supervisor and individuals contact details, details of contractors.
- **Order of Work** – Step by Step description of how the work will be undertaken, details of tools, machinery and equipment to be used, details of machine operators and their training records.
- **Site Requirements** – Access arrangements, material delivery arrangements, how the work area will be controlled to stop unauthorised access, site security arrangements, details of welfare arrangements (i.e. toilets, wash and mess facilities), and personal protective equipment requirements.
- **Emergency Planning** – Details of first aider(s) and nearest hospital, firefighting arrangements.
- **List of key hazards and controls** – A risk assessment must be attached to the method statement.
- **Environment considerations** – Waste disposal arrangements, management of nuisances such as dust and noise.

The Health & Safety team is available to support Project Managers with the review of RAMS, if required. A detailed content of RAMS and a checklist are provided in **Appendixes B&C** to support Project Managers and should be distributed to contractors.

The Project Manager is responsible for notifying relevant persons that a contractor is due to visit London Met premises and that these visits comply with Estates Access Control Policy. This includes those likely stakeholders listed above and as a minimum will include:

- Security and Resilience Manager and Security Co-ordinator, especially for parking requests and site access
- Building Reception
- Estates (Maintenance and Property – if any work involves infrastructure)
- ITS (if appropriate)
- Schools or Departments affected by the works (either as service users or as technical space owners)
- CBRE (if access is required to plant rooms, risers or roof spaces).

- Health & Safety Team
- Update of the Works on Campus calendar spreadsheet *

**** Failure to notify the relevant persons above will result in any contractor being refused entry to London Met premises.***

The Project Manager is also responsible for ensuring that arrangements are in place for the induction of Contractors on to the London Met site and any specialist local induction if required (i.e. laboratory, plant room etc.)

Considerations to works being undertaken:

- **Asbestos**

Asbestos and asbestos containing materials (ACM) are present within premises at London Met. Removal of such materials will be by a licensed contractor only. However, where such materials are in good condition they may be left in situ, encapsulated and labelled. **Refer to the Asbestos Policy and Management Plan** for further information on managing the known ACMs and the associated emergency procedures. Under no circumstances are contractors to carry out or undertake work on such materials without prior consultation with their Project Manager or Principal Contractor nor should any invasive or destructive works take place without first consulting the University's Asbestos Register. **Any instructions to contractors must include a statement:** "T*he absence of information on asbestos does not guarantee asbestos is not present in the area and reasonable precautions must be undertaken to safeguard employees and students"*.

Should any operative come across a substance within the workplace with they suspect may contain asbestos, they must stop work immediately. Steps will then be taken to verify the composition of the material. Workers must not resume work until it has been deemed safe to do so by their Project Manager.

- **Fire Safety**

Refer to Fire Safety Policy for more information. Fire Action Notices are posted in the common areas of all the University's premises. Project Managers are responsible for ensuring that Contractors are familiarised with the local procedures and rules, instructions, comply accordingly and:

- Ensure that their employees are familiar with the Fire Alarms and means of activating them.
- Ensure that their employees are aware of the location of Firefighting Extinguisher and report any use of damage of such equipment.
- Ensure safe methods of work to eliminate any risk that may endanger life or property.
- Advice their Project Manager and Principal Contractor of any flammable mixtures, LPG or explosive substances to be used or stored by them within the University premises.
- Ensure that cylinders and containers are not left in unauthorised place and where oxygen, acetylene, propane etc. is used, that flashback arrestors are fitted.

- Obtain a 'Hot Work Permit' prior to commencing any operations involving the use of any flame or heat producing equipment.
- Not burn rubbish or light fires on any premises.
- Ensure that their employees comply with the University's No Smoking Policy.
- Provide additional firefighting equipment as appropriate or as required by their Project Manager or Principal Contractor.

In addition to any instruction or precautions against fire in a building, contractors will ensure that their employee's activities and equipment in no way prejudices:

- Means of escape in a fire.
- Fire warning or firefighting installations.
- Water supplies for firefighting.
- Access to firefighting equipment.
- Access for the Emergency Services.

For any works on Fire Systems, make sure to check New or Refurbished Building Initial Design Considerations (Fire Safety) Guidance available on H&S Sharepoint: HEALTH & SAFETY\ESTATES ACTIONs\CDM\Design considerations Fire Safety

Construction Site Security, Hoarding and Fencing

- Contractors must ensure site security is always maintained and take necessary steps to prevent unauthorised access onto site.
- Contractors must ensure the code for any coded door locks installed are provided to London Met Security to ensure access can be obtained out of hours in the event of an emergency.

Consult Construction Site Hoarding & Fencing Guidance for Contractors available on H&S Sharepoint: Construction Site Hoarding & Fencing - Guidance for Contractors for assistance in specifying, designing, installing and maintaining site hoardings and fencing for internal and external construction projects on London Met campuses and stand-alone buildings.

Permits to Work

Any work involving the following will require a Permit to Work:

1. Hot Work
2. Work at Height/ roof access (see Work at Height Policy for further information).
3. Confined Spaces (including voids and lift shafts)
4. Electrical Systems
5. Work in restricted/controlled spaces
6. Work on pressure systems (plant containing steam, hazardous chemicals, gases or liquids under pressure)
7. Excavation or trenching

It is the Project Manager and Principal Contractor's responsibility to ensure that

Permits are issued for any high risk works. These must be raised in good time, in accordance with London Met's Permit to Work arrangements.

In order to obtain a Permit to Work, Project Manager should email their reviewed RAMS, the associated competencies and the completed RAMS checklist to CBRE Permits Londonmetpermits@cbre.com (copying this email to Health and Safety Team). Once issued, the contractor will need to sign for the permit before work commences and once work is completed.

For larger projects, where a site demise is handed from London Met to the Principal Contractor, they are responsible for managing and issuing their own permits and must notify the Project Manager and Health and Safety Team when any permits are to be issued and when they have been closed. Permits must also be recorded in the Works on Campus calendar.

- **Site Meetings**

For notifiable projects, site meetings with relevant internal and external stakeholders should be conducted weekly.

- **Site Visits**

The Project Manager is responsible for ensuring that any contractor or subcontractor is conducting themselves safely and in accordance with their submitted RAMS. For larger projects, the Health and Safety Team will periodically undertake inspections of sites and for notifiable projects an external consultant should be appointed to undertake this role.

On completion of the activity, the Project Manager should arrange for a review of the work to ensure that contractors have:

- Removed all refuse and debris.
- Removed all surplus materials
- Removed tools, ladders, access equipment and scaffolding.
- Replaced all manholes or access covers in a secure state.
- Ensured that all equipment is either brought back into service or made safe by disconnection and isolation as appropriate.
- Ensure all doors, gates or other accesses to restricted areas are secured.
- Return all keys.
- Return all Permits to Work to the person who issued the permits. The Authorised Person will check that the work the work has been properly completed, all safety precautions have been taken and that all systems are made safe or have been brought back into service.

At this stage, the Project Manager is also responsible for ensuring that:

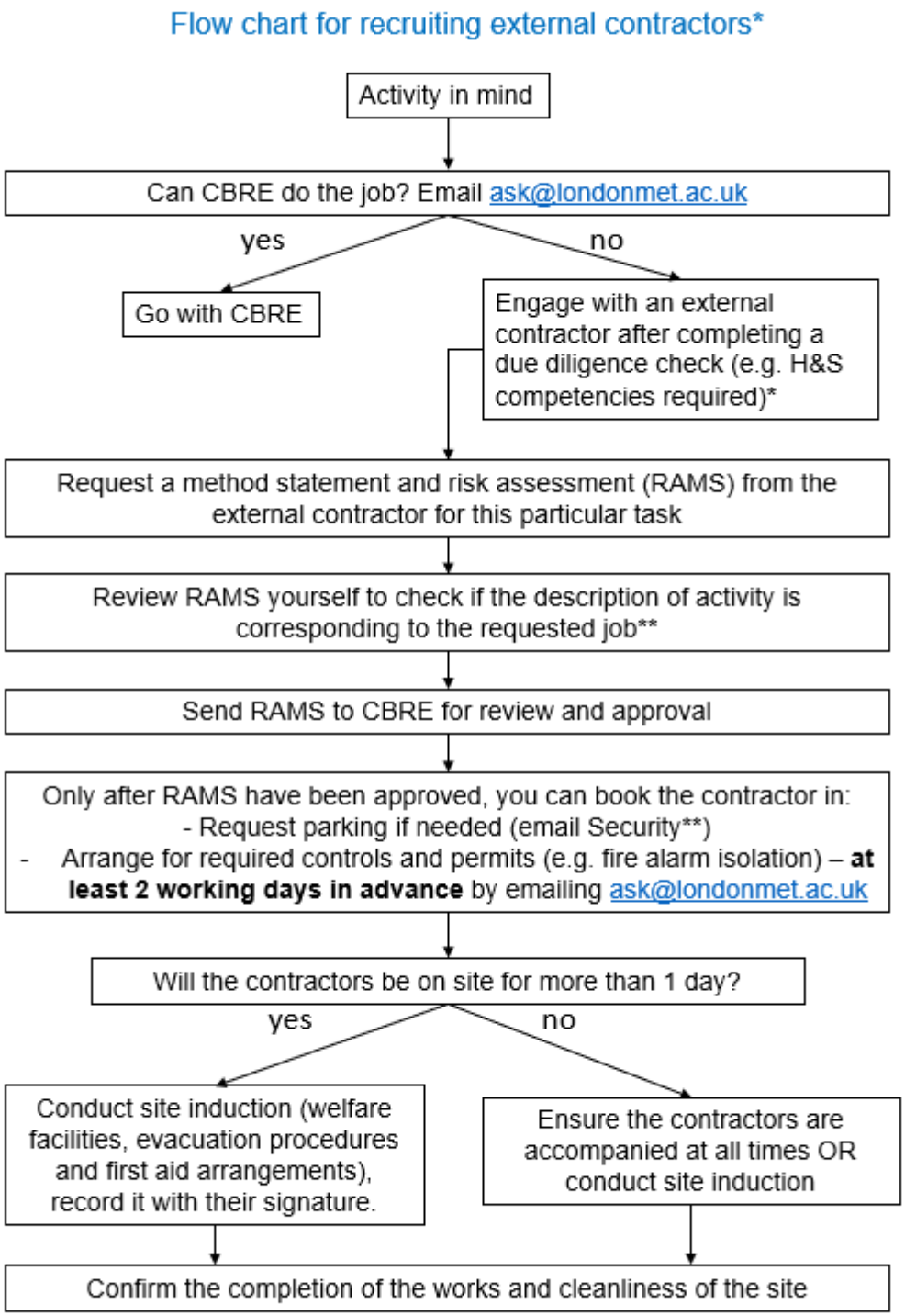
- Issues identified (snagging)
- Operation and Maintenance (O&M) Manuals are received.
- User Training is provided (if required).
- Asset Registers are updated.
- University Directory updated.

- Any Risk Assessments are reviewed in light of significant change.

Review
After the successful completion of any works there must take a place a review of the project with the intention of identifying any lessons learnt that can be applied to subsequent projects. This should consider performance at each stage listed above and involve all the relevant stakeholders.

Staff and Student experience should be considered at both the early review stage and at a later date as part of an objective review of project planning for the past year.

Appendix A: Workflow to follow when a School or Department considers employment of external contractors



* For 3rd part contractors employed directly by the Schools or Departments.
** Refer to H&S team for help and advise HandS@londonmet.ac.uk

Appendix B: Content of RAMS

To make sure that the Method Statement is practical and specific to the task and Risk Assessment part is “suitable and sufficient”, the RAMS should contain following information:

1. **Scope of Work**: Description of works, start and completion date and location.
2. **Personnel Involved**: Details for site supervisor and individuals contact details, details of contractors.
3. **Order of Work** – Step by Step description of how the work will be undertaken, details of tools, machinery and equipment to be used, details of machine operators and their training records.
4. **Site Requirements** – Access arrangements, material delivery arrangements, how the work area will be controlled to stop unauthorised access, site security arrangements, details of welfare arrangements (i.e. toilets, wash and mess facilities), and personal protective equipment requirements.
5. **Emergency Planning** – Details of first aider(s) and nearest hospital, firefighting arrangements.
6. **List of key hazards and controls** – A risk assessment must be attached to the method statement.
7. **Environment considerations** – Waste disposal arrangements, management of nuisances such as dust and noise.

Appendix C: Small Works Method Statement / Risk assessment Review Sheet

Contractor	
Title of work:	
Location:	
Date received:	Proposed start date:

PROMPT LIST (as applicable)	Yes	No	In Part	N/A
Details of company provided (Principal contractor and sub-contractors)				
Revision number and date provided				
Work adequately described				
Sequence of tasks adequately described				
Location of the work defined				
Commencement date & expected duration provided				
Manual handling/lifting operations /signs & signals adequately addressed				
COSHH adequately addressed & PPE specified				
Chemical vapours/smells entering building or causing complaints				
Access / egress & delivery routes identified				
Certificates of competence /experience of personnel provided				
Supervisor / key personnel identified				
Details of plant/equipment/materials provided				
Statutory examination reports provided for lifting equipment				
Environmental controls/waste disposal described				
Penetrations through fire walls and fire stopping, remedial works by a competent person (Certificates and documentation required on completion)				
Pollution risks (i.e. noise, dust, etc) adequately controlled				
Asbestos risks adequately controlled, confirm that the contractor is competent				
Temporary arrangements (e.g. fire, traffic routes, services) described				
Emergency arrangements (e.g. first aid, rescue) described (incl. details of local hospital A&E)				
Welfare facilities and arrangement				
Monitoring arrangements outlined				
Statement confirming operatives briefed on MS and will retain copy				
Method statement signed on behalf of contractor				
Risk assessment is suitable and sufficient				

Out of hours justification **(Project Manager)**				
Additional Requirements (As applicable)				
Floor plan with work area, access routes and storage **(Work requester)**				
Isolations required as part of work **(Maintenance Manager / Lead Engineer)**				
Permit to Work Required **(London Met Permits Office/ PM)**				
Parking/ Deliveries Required **(link to parking on site procedure)**				
Site wide notification required				

Reviewed by (as required)	**Required Y/N**	**Name**	**Date & Signature**
Project Manager (required)			
User Representative(s)			
Estates			
ITS			
H&S			
DDS (Student Journey)			
Finance			
Others			