

Name of Policy	Management of Contracts Policy
Aim of Policy	To set out the Norfolk Archaeological Trust's policy and procedures for appointment, use and management of contracts.
Related Organisational Aims & Objectives	
Intended Audience	Council Members, Staff and contractors
Approved By	NAT Council
Date Adopted/Reviewed	11.02.15 / 14.01.20/11.01.22
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Individual Responsible for Review	Director
Comments on Last Review	



Management of Contracts Policy

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Policy Statement

The aim of this document is to set out the Norfolk Archaeological Trust's policy and procedures for appointment, use and management of contracts.

Definitions and Acronyms

'NAT' is the Norfolk Archaeological Trust

HSE: The Health and Safety executive

HASWA: The Health and Safety at Work Act 1974

COSHH: Control of Substances Hazardous to Health

CDM: The Construction Design and Management Regulations 2015

PPE: Personal Protective Equipment

RIDDOR: Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

1.0 Introduction

The Health and Safety at Work Act 1974 (HASWA) places a duty upon organisations, to ensure the health, safety and welfare of its staff and anyone else who may come into contact with NAT or its undertakings, so far as is reasonably practicable. This includes contractors or sub-contractors.

2.0 Scope

NAT uses contractors to undertake a variety of different tasks such as grounds maintenance, installation of interpretation schemes, large building repairs contracts, and construction of hard landscaping.

3.0 Objectives

The purpose of this policy is to ensure that NAT's contractual arrangements comply with national legislation. It aims to ensure that all parties fulfil their legal duties as well as contractual obligations.

4.0 Responsibilities

4.1 NAT

NAT Council has overall responsibility for Health and Safety within NAT. The Director is responsible for ensuring that NAT's *Health & Safety* policy is implemented as appropriate. This *Management of Contracts* policy is one of a number of documents produced to support NAT's H&S policy.

4.2 Project Manager

The Project Manager (who may be NAT Director, or another appointee) must ensure that the Contractor is competent to carry out the works specified and where possible, will utilise certified or accredited contractors/organisations. Throughout the contract period the Project Manager will monitor the standard of the Contractor's work and the progress made.

It is also the duty of the Project Manager to ensure that all relevant safety measures are taken not only to protect the Contractor but all persons who may come into contact with NAT and its undertakings. NAT has a duty to ensure that work activities do not present unacceptable risk to other site users.

Some contractors on site will have duties under The Construction Design and Management Regulations 2015 (CDM). In some cases, works will require more than one contractor at a time to be working in the same area or on the same site. In this case it will be vital that the parties share relevant information. To achieve this the Project Manager must co-ordinate Contractor activities and provide adequate information regarding health and safety issues at the specific site.

The Project Manager should undertake a risk assessment and identify suitable control measures in order to manage any significant risk. It is the duty of the Project Manager to provide every Contractor with information on particular hazards in the area - for example, underground pipes or cables. This information is recorded in NAT's 'On-sites Hazard' manual.

The provision of this information will enable the Contractor/s to produce their Method Statement for working safely.

4.3 Contractors

Contractors have a duty to supply a safe place of work for their staff. It is the Contractor's responsibility to obtain relevant health and safety-related information from NAT. Once this information has been obtained by the Contractor, they must produce a Method Statement which sets out safe systems of work relevant to the premises and work activities.

These must be agreed with the Project Manager in order to assess the impact of the systems of work on the health and safety of day-to-day-users of the site (e.g., where livestock management or visitor access might be affected).

The Contractors must ensure that work carried out does not compromise the health, safety or welfare of others, for example, Trust staff, visitors, tenants or volunteers.

4.4 Sub-Contractors


Sub-contractors have the same responsibilities as contractors. The sub-contractors may use equipment provided by the contractor and may be working under the supervision of the contractor.

5.0 Policy summary

To ensure that NAT's HASWA responsibilities are met, the Project Manager will:

- include NAT's *Managing Contracts Procedure* as preliminaries in all issued contracts
- ensure that the Contractor's *Safe Working Check List (Appendix 1)* is agreed and signed by both the Project Manager and the Contractor before work commences.

Signed



Date: 11.01.22

Chairman Norfolk Archaeological Trust

MANAGING CONTRACTS PROCEDURE

1.0 Purpose of Procedure

NAT has a legal duty to ensure that any work undertaken by Contractors on our behalf does not affect the safety or health of our employees or anyone else affected by the work. NAT will therefore only employ contractors who can demonstrate that they are committed to working safely.

The purpose of this procedure is to provide information on the way in which both NAT and Contractors must work together in order to prevent incidents and accidents related to Contractor's work activities at Trust sites.

2.0 Assessing risks & sharing information

Contractors should be provided with adequate information on the hazards that they may encounter during the work, by the Project Manager (either NAT Director or a responsible person appointed by NAT)

Please note: if you are not provided with this information, you should not proceed and should contact the Project Manager who is engaging you to carry out the work.

In return the Contractor is required to provide a site-specific Method Statement detailing the control measures that will be put in place to ensure the safety of employees and anyone else that may be affected by the work. The Contractor will only be permitted to start on site once the Method Statement has been read and approved by the Project Manager.

3.0 Project Manager Responsibilities

The Project Manager is responsible for managing the contract on behalf of NAT. This might be NAT Director, or another person appointed by NAT.

The Project Manager has a duty to follow NAT's *Managing Contracts Procedure* to ensure, so far as is reasonably practicable, the Health, Safety and Welfare of anyone who may come into contact with the work activities on its sites.

Before works commence the Project Manager will:

- **Notification of occupiers:** inform in reasonable time all occupiers of the site potentially affected by the Contractor's work, so that they can plan for the disruption to normal routines etc.
- **Extent of works:** identify all aspects of the work to be provided by the Contractor
- **CDM:** Where projects are notifiable under CDM 2015, appoint a CDM co-ordinator and comply with CDM requirements
- **Risk Assessment:** identify all relevant information on potential risks to the Contractor and other users of the site (e.g., tenant, visitors, volunteers) during works which should be taken into consideration when planning and tendering for the work.

This will require formal risk assessment by the Project Manager. This information will form part of the Preliminaries issued to the Contractor to enable them to produce a method statement for safe working at the site.

- **On-site hazards manual:** Reference must be made to NAT's 'On-site Hazards' manual as part of the risk assessment process.
- **Regular meetings:** Arrangements must be made for regular meetings between the Contractor and the Project Manager during works to monitor compliance regarding safety and quality of work etc.
- **Managing Contractors procedure:** Ensure that NAT's *Managing Contracts Procedure* is included as preliminaries in all issued contracts; and that the Contractor's *Safe Working Check List* (Appendix 1) is agreed and signed by both the Project Manager and the Contractor before work commences.

During works the Project Manager will

- **Regular meetings:** carry out regular on-site monitoring during the works, to ensure that the work is being carried out safely and in line with the agreed Method Statement.

4.0 Contractors Responsibilities

Contractors have a responsibility to monitor the health and safety performance of their own employees and safety management systems.

Where safety issues arise during works the Contractor will normally be given the opportunity by the Project Manager to make improvements/adjustments within agreed timescales. Any wilful disregard for health and safety will result in the termination of the contract.

Before work starts the Contractor must:

- **Insurance:** provide appropriate insurance cover for the works with a copy of the policy submitted to NAT/Project Manager for inspection prior to commencement
- **Risk Assessment:** consider and mitigate against all potential hazards and risks to employees, sub-contractors and all others who may be affected by site activities
- **Method Statement:** ensure that a written risk assessment/method statement has been agreed with NAT setting out how the work will be carried out safely
- **Supervision:** on large contracts, appoint a supervisor, competent in the field, to receive direct instruction from the Project Manager and feed this information back to his/her staff.
- **Competency:** check employees and sub-contractors are competent to carry out the work safely and have adequate proof of competency
- **Working Areas:** ensure working area(s) are clearly established and agreed, and other site users made aware of any work being carried out which may affect their general health and safety

- **Accidents/Incidents:** The Method Statement should include how the contractor will deal with accidents and incidents, particularly if working alone in areas with limited mobile phone reception. It is the Contractor's responsibility to make their own provisions for first aid. The Contractor must report all accidents and near misses to the Project Manager. Contractors will be asked to complete NAT's accident/ incident report form. The Contractor may wish to also report using their own system. If an incident/accident requires a RIDDOR report and follow up investigation, it is essential that this is carried out by the Contractor in accordance with relevant HSE legislation. This should be forwarded to the Project Manager for reference.
- **Lone working:** If lone working is required, the Contractor must make appropriate arrangements to ensure that regular contact with a responsible person is maintained throughout the lone-working period e.g., through an agreed timetable of phone calls/checking-in. Safety arrangements must be highlighted and any necessary amendments made to the Method Statement. Contractors/Employees should not undertake any task which will put their safety at risk, or which would normally require assistance.
- **Emergencies:** ensure employees are aware of the appropriate actions to take in the event of an emergency

During the project the Contractor must ensure that:

- **CDM:** all works are undertaken in accordance with requirements of The Construction Design and Management Regulations 2015 (CDM where appropriate)
- **Working safely:** the work is carried out safely as set out in the agreed Method Statement.
- **Work Areas:** operations are confined to within the identified work area(s)
- **Stopping unsafe activities:** If the Contractor, employees, agents or sub-contractors are concerned about any matter relating to the health and safety implications of a particular activity on site, work relating to that activity must stop, and the Project Manager consulted. If the Contractor, employees, agents or sub-contractors work in an unsafe manner, that part of the work must be stopped, and made safe.

On completion of the project the Contractor must ensure that:

- **Standards:** the work has been completed to the agreed standard
- **Site clearance:** all plant, equipment and materials are removed from site
- **Safe site:** the site is left in a safe condition

STANDARD H&S PRELIMINARIES

Access

The Norfolk Archaeological Trust is registered as a charity (number 274604) and as a company limited by guarantee – registered in England (number 191668). Registered office: Castle Chambers, Opie Street, Norwich, NR1 3DP



The location, routes and methods of access for both personnel and vehicles should be agreed in advance with NAT and, where relevant, the tenant and/or other users. Use only agreed routes and methods.

Security

Site gates must be locked unless agreed otherwise. Temporary fencing must be complete and secure. Security measures must prevent access to work areas by members of the public, livestock and trespassers

Environmental nuisance

Contractors are reminded that working practices which produce high noise, dust and lighting levels may have effects on others outside the working area, including wildlife, and therefore must be adequately risk assessed and controlled. Transistor radios and/or other sound systems shall not be used on the site.

Contractors to provide sufficient fire-fighting equipment appropriate to the work and location. Smoking is discouraged on Trust sites.

Delivery, Unloading and Hoisting of Materials

The Contractor or Sub-Contractor is responsible for the delivery, unloading, hoisting and storage of all their own materials. At no time should these works impede or make dangerous, normal access to areas outside the immediate vicinity of the works.

Water Supply

Most Trust sites do not have a water supply. Contractors must make arrangements for bringing water onto site.

Welfare Arrangements

None of NAT sites are provided with toilets or washing facilities. It is the responsibility of the Contractors, or Sub-Contractors, to make provision for these facilities.

Housekeeping

All Contractors must ensure that rubbish or excess equipment and materials are not allowed to accumulate in the immediate work area(s), and in no circumstances is material for disposal to be stored outside the working area(s) unless in the Contractor's, or Sub-Contractor's own authorised skip or similar. All surplus materials and/or rubbish should be cleared from the site on completion of the contract.

Burning of rubbish on the sites is normally not appropriate, and should be agreed with the Project Manager beforehand

Control of pollution

The Norfolk Archaeological Trust is registered as a charity (number 274604) and as a company limited by guarantee – registered in England (number 191668). Registered office: Castle Chambers, Opie Street, Norwich, NR1 3DP



Contractors may not deposit any waste, chemicals or any other substances on Trust premises.

Arrangements should be made to prevent sand, soil, cement or any other materials being washed into water systems.

Working at Height

Scaffolding will be erected only by competent persons who will carry out statutory inspections and maintain records of inspections. Contractors must erect suitable scaffolding with guardrails, toe boards and the tower must be fully boarded. Scaffolding must be erected in line with relevant manufacturer standards and HSE legislation including CDM regulations where appropriate.

Relevant Personal Protective Equipment must be worn, for example, harnesses, hardhats and appropriate footwear.

Personal Protective Equipment

The Contractor is responsible for providing the personal protective equipment for him/herself and employees that is necessary for the work in hand. PPE must also comply with the statutory requirements or equivalent guidance appropriate to the circumstances.

Hazardous Substances

Contractors must not bring hazardous substances (CoSHH specific substances) onto the site without informing the Project Manager. The substance may only be utilised once the appropriate documentation, for example, Material Safety Data Sheets (MSDS) and relevant CoSHH assessments have been presented.

reviewed: 11.02.15 CD

Updated 12.12.19

Updated 11.01.22 NB



norfolk archaeological trust

Appendix 1: Contractors Safe Working Check List

Site

Description of work

Contacts: Trust/Project Manager..... Contractor.....

VERBAL SITE INSTRUCTION	Tick
Method Statement agreed between Contractor and Trust?	
The physical layout of the site	
Site specific safety notices	
Access and egress arrangements	
Emergency procedures	
Limitations on working areas	
Any ongoing work or processes that may affect the contractor's operations	
Access restriction as described on the method statement	
Emergency telephone arrangements	
Housekeeping	
First Aid arrangements	
Site tidiness	
Any other facilities which are being made available to the contractor	
Materials storage area/s	
Others (Please Detail)	

HAZARD IDENTIFICATION	
Manual Handling	
Drowning and Flooding	
Noise	
Slips/Trips/Falls	
Fire	
Vibration	
Confined Spaces	
Electricity	
Excavation Work	
Chemicals/Substances	
Hygiene	
Vehicles	
Work at Heights	

Method statements, risk assessments and induction understood by all Personnel involved

Agreed & Signed by Contractor Date

Agreed & Signed by Project Manager Date.....

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