
	TITLE: <b>Management of Contractors TPP123</b>	OWNER: <b>Purchasing Manager</b>	LAST MODIFIED: <b>30<sup>th</sup> April 2007</b>	PAGE: <b>1 of 3</b>
---	---	---	---	------------------------

## 1.1 Communication / Co-operation


- 1.1.1 Project specific arrangements shall be made to ensure that all interfaces are identified and that suitable communication channels exist between Translink, its contractors and other relevant parties.
- 1.1.2 The nature and frequency of project specific communication (including the arrangements for communication in emergency situations) shall be determined by the Project Manager prior to the start of the project and will be detailed in the contract as appropriate.
- 1.1.3 It is assumed by the Purchasing Department that the Project Manager will be accountable for the following areas (amongst others):
- 1.1.3.1 Creating and maintaining a current specification and requesting formal contract changes via the Purchasing Department and in accordance with the contract.
  - 1.1.3.2 to ensure that there is effective liaison between all contractors working in ways which might impact on each other and for making changes in methods of working as a consequence.
  - 1.1.3.3 During the planning stage, the Project Manager determines the roles and responsibilities for the project so that both Translink and contractor responsibilities are clearly defined prior to work commencing.
  - 1.1.3.4 The Project Manager will agree arrangements for review meetings, supervision arrangements, inspection and testing etc with contractors in advance of work commencing and in accordance with the contract.
  - 1.1.3.5 That it is recorded in the contract that the contractor must notify the Project Manager of any changes to working practices made after work has started so that method statements, risk assessments etc can be reviewed accordingly.
  - 1.1.3.6 That there is a person responsible on site that will ensure that the following arrangements are in place prior to work commencing:
    - Arranging all necessary access permits and permits to work prior to work commencing.
    - Briefing the site team in all aspects of the project as detailed in the health & safety, environment and quality plans (as necessary), method statements, emergency arrangements, risk assessments and make them aware of any hazards pertinent to the work being undertaken.

	TITLE: <b>Management of Contractors TPP123</b>	OWNER: <b>Purchasing Manager</b>	LAST MODIFIED: <b>30<sup>th</sup> April 2007</b>	PAGE: <b>2 of 3</b>
---	---	-------------------------------------	---	------------------------

- Ensuring all control measures as identified by the method statements and risk assessments are available and implemented prior to any work starting.
  - Checking that all persons have the valid permits, competencies and certifications for carrying out the work specified in the method statement.
  - Checking that all plant and equipment have the appropriate certificates and that equipment has valid maintenance and / or calibration identification.
  - Carrying out briefings as required during the course of the project to include e.g. changes to method statements & risk assessments, results of audits, accident, incident and near misses, lessons learned from other Translink sites, changes to Translink company processes and policies, changes to applicable standards, legislation.
  - Carrying out periodic re-briefings as required to ensure that the safe system of work is maintained and to take account of any changes to arrangements.
  - Ensuring that all work is carried out in accordance with project documentation/briefings and in accordance with all applicable legal, industry and other requirements.
- 1.1.3.7 On completion of works by contractors, the Project Manager is responsible for undertaking an assessment of the work site prior to accepting the work as complete and is accountable for signing off that this work was in accordance with the contract ultimately via invoice approval e.g. ensuring that there are no hazards remaining, isolated services have been reconnected etc.

## **1.2 Contractor Monitoring/Reviews**

- 1.2.1 Project Managers are responsible for the undertaking work site inspections and monitoring to ensure that all contractors are complying with legal, industry and other requirements and the contractual terms and conditions.
- 1.2.2 The requirement for and frequency of monitoring of contractors must be defined in the contract prior to work commencing and must be related to the hazards and risks associated with the project. The frequency of monitoring may be reviewed as a result of
- Changes to the complexity/nature of the work being undertaken
  - Changes to the location/duration of the work
  - Changes to the Health, Safety & Environmental risks associated with the work
  - Results of previous visits, inspections and audits

	TITLE: <b>Management of Contractors TPP123</b>	OWNER: <b>Purchasing Manager</b>	LAST MODIFIED: <b>30<sup>th</sup> April 2007</b>	PAGE: <b>3 of 3</b>
---	---	---	---	------------------------

- Accidents, incidents or near misses

- 1.2.3 The Project Manager is accountable for reporting findings and making suitable recommendations for remedial action, highlighting safe working practices to all personnel involved.
- 1.2.4 The Project Manager is responsible for drawing failures to the attention of the contractor and work should be stopped immediately if necessary. If the deficiencies are not rectified in an acceptable manner or within an acceptable timescale work should continue to be halted until the site is made safe. Failures of the contract should be recorded and copied to the Purchasing Department for action and supplier audit purposes.
- 1.2.5 The Project Manager is accountable for ensuring that any necessary corrective and preventative actions have been completed. Any issues with a particular supplier will be raised with the Purchasing Manager in written format as part of the ongoing supplier/sub-contractor review process and in order to take action if required.