Unless well managed construction sites are some of the most dangerous workplaces in the UK. The Construction, Design and Management Regulations 2015 have been written to improve health and safety on construction sites and apply to every construction site, including for temporary works. This means the Regulations apply to show builds and demolition, theatre set changes and get out and all other temporary builds regardless of scale, duration or location.

This is a long document, do not be put off by this, not everything will be immediately relevant to you. The first section, pages 3-10, provides a summary of the legislation, please read this section in full. The appendices provide information that is important but may not be directly relevant to you depending on your role during a construction project.

The Construction phase plan is available as an online form. The link is given in appendix 3 and on the H&S pages of the intranet.

The sections detailing each role have been written as standalone documents and can be downloaded individually from the H&S intranet to be passed on to people fulfilling these roles. As a result there is some repetition between these documents.

This document is based on information from the CITB series of industry guidance and information from the HSE.
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Introduction

1. The Construction, Design and Management Regulations (CDM2015) set out the framework for the management of health and safety for all construction projects. CDM 2015 applies to both domestic and commercial construction, this H&S Standard is for commercial projects only and summarises the requirements of the Regulations and the standards to be met. These standards reflect the legal requirements of CDM2015, failure to implement these standards will result in the University not meeting its legal obligations. CDM2015 is based on risk assessment and the health and safety arrangements should always be proportional to the risk.

2. CDM 2015 includes the planning process and the subsequent use of the building or structure which means that when complying with the requirements of the Regulations consideration must be given to how health and safety will be managed during construction, use and demolition i.e. a show build, the period when the show is open and how structures will be dismantled and disposed of.

3. The CDM Regulations have been in place for several years, in the past they did not include temporary structures or most work involving IT or telecommunications. The new Regulations, which came into force on the 6th April 2015, do now include these activities. This means that much of the work carried out in preparation for shows and exhibitions and some other student work, structural IT and telecommunications projects will now have to be managed in accordance with the requirements of CDM2015.

4. The established process of planning and risk assessment in the University is similar to that required by CDM 2015 and meets most of the requirements for managing health and safety found in CDM 2015. The regulations require the identification of specific roles; the Client, Principal Designer and Principal Contractor, and for the development of a construction phase plan and some other planning paperwork; all other arrangements required by the regulations should already be in place.

5. The key role in the management of construction work is the client. The client is responsible for ensuring the construction project is managed safely and competent people are appointed to assist with the delivery of the project. The client can be an individual or organisation; for UAL the client may be the University, a College or department, group of staff or students or an individual which may be a member of staff or a student.

6. CDM recognises two phases in a construction project, the pre-construction phase, managed by the principal designer, and the construction phase, managed by the principal contractor. Read on and all will be revealed.
Definitions

Construction
7. CDM 2015 defines construction very broadly, as a general rule of thumb if a project includes any structural work the installation of plant or services including electrical, IT or telecommunications, maintenance or demolition it will come under the regulations. This applies to permanent structures and temporary builds.

8. CDM 2015 categorises construction into five areas; maintenance, preparation, assembly, removal and installation.

A structure
9. The definition of a structure is equally broad, CDM 2015 defines a structure as:
   
a) Any building, timber, masonry, metal or reinforced concrete structure, railway line or siding, tramway line, dock, harbour, inland navigation, tunnel, shaft, bridge, viaduct, waterworks, reservoir, pipe or pipeline, cable, aqueduct, sewer, sewage works, gasholder, road, airfield, sea defence works, river works, drainage works, earthworks, lagoon, dam, wall, caisson, mast tower, pylon, underground tank, earth retaining wall structure or structure designed to preserve or alter any natural feature, fixed plant;

b) Any structure similar to anything specified in paragraph (a);

c) Any formwork, false work, scaffold or other structure designed or used to provide support or means of access during construction.

10. This means that any preparation work, building, removal or demolition, including work for temporary structures such as walls for shows, catwalks, platforms and stages should be considered construction. This will also include work involving telecommunications and IT i.e. the fit out, removal and continued maintenance of machinery and systems.

A design
11. A design includes everything prepared for the purpose of constructing, modifying or using a building or structure, including temporary structures, a product or system (such as an electrical or mechanical system) and is likely to include drawings, sketches, calculations of quantities and structural calculations, specifications and design details.

Notifiable Projects
12. Large and complex projects have to be notified to a relevant authority, for the University this is almost certainly going to be the Health and Safety Executive (HSE). If a project is notifiable the processes for managing it are the same as for a smaller project the only difference is that the details have to be registered with the relevant authority using form F10 which is available to complete online via the HSE website. An up-to-date copy of the notice must be displayed in the construction site office so all those working on the project can see it, the notice must be easily understandable. The client or contractor/PC can do this. The information required when making a notification is given in appendix 2.

13. A project will be notifiable if:
   a) The project is scheduled to take longer than 30 days and there will be more than 20 people working on it at any one time; or
   b) The project is going to exceed 500 person days.

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1 The other notifiable authorities are the Office of Rail Regulation and the Office of Nuclear Regulation. If you think either of these authorities are likely to be relevant to your project you must contact your local H&S Adviser before proceeding.

CDM Guidance – complete
14. Every day that work is likely to take place contributes to the period of construction work. This includes bank holidays and weekends and includes work carried out by staff, students, student helpers and other volunteers.

15. If a project is not notifiable when it starts but exceeds the limits given above it must be notified as soon as it becomes clear the limits will be exceeded.

16. For a notifiable project the construction phase cannot start until the relevant authority has been notified. Notification should be made as soon as reasonably practicable. Any modifications or updates to the notification should be sent to the HSE making it clear they refer to an earlier notification and do not refer to a new project.

Competency
17. Competency is more than having the training to carry out a task; the HSE define competency as the combination of training, skills, experience and knowledge that a person has and their ability to apply them to perform a task safely. Other factors, such as attitude and physical ability can also affect someone’s competence. Being competent is not the same as simply being able to do a job.

Duty Holders
18. The Regulations identify particular duty holder roles that need to be assigned when managing a project. The roles have specific responsibilities and an individual can take on more than one role but, however the roles are allocated, there needs to be very clear documentation to identify who is taking on which role and how they are competent to do so.

19. For any project using more than one contractor there must be a principal designer (PD) and a principal contractor (PC). If a project only uses a single contractor the duties and responsibilities of the PC and PD will be undertaken by an identified designer and the single contractor. For the purposes of this document the term PD and PC are used for projects with a single contractor and projects with more than one contractor.

20. There can be more than one PC or PD throughout a project but only one at a time, there should never be more than one PC or PD appointed at any one time. A summary of duties is given below; detail of each role is given in appendices 5-10

<table>
<thead>
<tr>
<th>CDM2015 duty holders</th>
<th>Summary of role and main duties</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Client</strong></td>
<td>Make suitable arrangements for managing a project, including making sure that:</td>
</tr>
<tr>
<td>An organisation or individual for whom a construction project is being carried out</td>
<td>• Other duty holders are appointed.</td>
</tr>
<tr>
<td></td>
<td>• Sufficient time and resources are allocated.</td>
</tr>
<tr>
<td></td>
<td><strong>Clients</strong> must also make sure that:</td>
</tr>
<tr>
<td></td>
<td>• Relevant information is prepared and provided to other duty holders.</td>
</tr>
<tr>
<td></td>
<td>• The PD and PC carry out their duties.</td>
</tr>
<tr>
<td></td>
<td>• Welfare facilities are provided.</td>
</tr>
<tr>
<td><strong>PD</strong></td>
<td>Plan, manage, monitor and co-ordinate health and safety in the pre-construction phase of a project. This includes;</td>
</tr>
<tr>
<td>PDs are appointed by the client when a project is going to involve more than one contractor.</td>
<td></td>
</tr>
</tbody>
</table>

CDM Guidance – complete
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The PD</strong></td>
<td>Can be an organisation or an individual.</td>
<td>Identifying, eliminating or controlling foreseeable risks for both the construction phase and the maintenance and demolition of a structure.</td>
</tr>
<tr>
<td></td>
<td>Must have sufficient training, skills experience and knowledge to carry out their role effectively.</td>
<td>Ensuring other designers carry out their duties.</td>
</tr>
<tr>
<td></td>
<td>The client must make sure the PD is competent to carry out the role.</td>
<td>Prepare and provide relevant information to other duty holders.</td>
</tr>
<tr>
<td><strong>PC</strong></td>
<td>PCs are appointed by the client when a project is going to involve more than one contractor.</td>
<td>Plan, manage, monitor and coordinate health and safety in the construction phase.</td>
</tr>
<tr>
<td></td>
<td>The PC coordinates the construction phase of a project.</td>
<td>Ensure that:</td>
</tr>
<tr>
<td></td>
<td>Must have sufficient training, skills experience and knowledge to carry out their role effectively.</td>
<td>Suitable site inductions are provided.</td>
</tr>
<tr>
<td></td>
<td>PCs are also involved in the planning stage.</td>
<td>Reasonable adjustments are taken to prevent unauthorised access.</td>
</tr>
<tr>
<td><strong>Designer</strong></td>
<td>Those who prepare or modify designs for a building or project, or prepare or modify designs to systems relating to construction work.</td>
<td>Workers are consulted and engaged in securing their health and safety.</td>
</tr>
<tr>
<td></td>
<td>When preparing or modifying designs, eliminate, reduce or control foreseeable risks that may arise during construction, maintenance and use of a structure once it is built.</td>
<td>Adequate welfare facilities are provided.</td>
</tr>
<tr>
<td></td>
<td>Provide information to other members of the project team to help them fulfil their duties.</td>
<td></td>
</tr>
<tr>
<td><strong>Contractor</strong></td>
<td>These are the people who do the actual construction work. They can be an individual, company, student, member of UAL staff, volunteer or student helper.</td>
<td>Plan, manage and monitor construction work under their control to ensure it is carried out without risks to health and safety.</td>
</tr>
<tr>
<td></td>
<td>Anyone who directly engages construction workers or manages construction work, including companies who use their own workforce to do construction work on their own premises.</td>
<td>If there is more than one contractor each contractor must coordinate their activities with others in the project team and comply with directions given to them by the PD and PC.</td>
</tr>
<tr>
<td></td>
<td>Workers must:</td>
<td>If there is only one contractor they are required to prepare the construction phase plan.</td>
</tr>
<tr>
<td><strong>Worker</strong></td>
<td>The requirements for this role apply to everybody involved in the project including all the people who work for, or under, the control of contractors on a construction site.</td>
<td>Workers must:</td>
</tr>
<tr>
<td></td>
<td>Workers might include external contractors, UAL staff, students, volunteers or student helpers, Self employed or agency workers.</td>
<td>Be consulted about matters that affect their health, safety and welfare.</td>
</tr>
<tr>
<td></td>
<td>Be consulted about matters that affect their health, safety and welfare.</td>
<td>Take care of their own health and safety and the safety of others who might be affected by their actions.</td>
</tr>
<tr>
<td></td>
<td>Care for their own health and safety and the safety of others who might be affected by their actions.</td>
<td>Report anything likely to endanger their own safety or the health and safety of other people.</td>
</tr>
<tr>
<td></td>
<td>Cooperate with their employer, fellow workers, contractors and all other duty holders.</td>
<td>Cooperate with their employer, fellow workers, contractors and all other duty holders.</td>
</tr>
</tbody>
</table>

CDM Guidance – complete
Assessing Competency

What is competency?

21. Competency is described by the HSE as the combination of training, skills, experience and knowledge that a person has and their ability to apply them to perform a task safely. Other factors, such as attitude and physical ability can also affect someone’s competence. Being competent is not the same as simply being able to do a job or completing a training course.

22. To deliver a project safely everyone involved needs to be competent to carry out their particular role or to be supervised closely by someone who is.

23. CDM 2015 requires every member of the project team from the principal designer and contractor through to each worker to be competent to carry out their particular activities or to be supervised appropriately. The Client must make sure the people they appoint are competent and they in turn must also make sure those they appoint are competent. The degree of competence required will depend on the actual work being carried out; consequently the amount of effort needed to assess competence should be determined by the level of risk and the complexity of the job.

24. Anyone responsible for putting people to work on a construction site must ensure they have obtained or are in the process of obtaining, the necessary skills, knowledge, training or experience to carry out the job or task in hand.

Competency of contractors, including designers.

25. As described above there are many elements that make up competence, simply having the expected qualifications is not usually enough, although may still be a requirement. Below are some ways in which a contractor, either as an individual or a company/group, can be asked to prove their competence to carry out the task required of them.

• Recent H&S performance – asking questions about number and type of recent accidents, any occurrences of work related illness.

• Is there a written health and safety policy? (only required for companies with five or more employees)

• Has the contractor done similar work, requiring similar skills and, if important, to a similar scale? Can the contractor provide risk assessments from a previous job? For complex or high risk jobs it is reasonable to ask for references.

• What qualifications do they and their workers have? Some professions have nationally accredited qualifications that people must have to undertake work; for example, scaffold design, build and inspections, chain saw operators, electricians and gas safety work.

• For contractors with employees - how do they arrange their work? how will work be supervised? what checks are made on equipment and materials? etc.

• If subcontractors are going to be used, how will their competency be checked and their work and materials be supervised to ensure consistency?

• If required ask for proof of Employers Liability insurance.

• Always ask for, and keep, proof of Public Liability Insurance.

CDM Guidance – complete
How can workers prove competency?

26. There are several ways in which worker competency can be verified, below are some suggestions. Workers should only be asked to prove their skills, knowledge, experience etc. for the work they will be required to undertake on the project.

- Details of training, both in-house and national training schemes if relevant for example the University ladder training course or the PASMA certificate for use of tower platforms.
- Providing a portfolio of work for other, similar jobs.
- Providing references
- Showing time served elsewhere
- Taking an on-site assessment.
Appendix 1: Information required for notification to the relevant authority. The following information is required if a project is notifiable to the HSE or other authority. All this information is gathered on the construction phase plan form available on the H&S pages of the intranet.

- The date the notification was sent.
- The address of the construction site or precise description of its location if there is no address.
- The name of the local authority where the construction site is located, see below for this information for UAL sites.
- A brief description of the project and the construction work it entails.
- The following contact details of the client, the PC and the PD: name, address, telephone number and (if available) email address.
- The date planned for the start of the construction phase.
- The time allocated by the client under regulation 4(1) for the construction work.
- The planned duration of the construction phase.
- The estimated maximum number of people at work on the construction site.
- The planned number of contractors on the construction site.
- The name and address of any contractor already appointed.
- The name and address of any designer already appointed.
- A declaration signed by or on behalf of the client that the client is aware of the client duties under these Regulations.

<table>
<thead>
<tr>
<th>UAL campus</th>
<th>London Borough</th>
</tr>
</thead>
<tbody>
<tr>
<td>Camberwell - Wilsons Road</td>
<td>Southwark</td>
</tr>
<tr>
<td>Camberwell – Peckham Road</td>
<td>Southwark</td>
</tr>
<tr>
<td>Central Saint Martins – Archway</td>
<td>Islington</td>
</tr>
<tr>
<td>Central St Martins – Kings Cross</td>
<td>Camden</td>
</tr>
<tr>
<td>Chelsea</td>
<td>Westminster</td>
</tr>
<tr>
<td>LCC</td>
<td>Southwark</td>
</tr>
<tr>
<td>LCF – JPS</td>
<td>Westminster</td>
</tr>
<tr>
<td>LCF – Lime Grove</td>
<td>Hammersmith and Fulham</td>
</tr>
<tr>
<td>LCF – Mare Street</td>
<td>Hackney</td>
</tr>
<tr>
<td>LCF – Curtain Road</td>
<td>Hackney</td>
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<tr>
<td>LCF - Golden Lane</td>
<td>Islington</td>
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<td>Wimbledon</td>
<td>Merton</td>
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<tr>
<td>High Holborn</td>
<td>Camden</td>
</tr>
<tr>
<td>Richbel Place</td>
<td>Camden</td>
</tr>
</tbody>
</table>

CDM Guidance – complete
Appendix 2: Pre-construction information

27. Pre-construction information details the findings of the project risk assessments with some additional information. This information is provided by the client with the assistance of the PD who will collate the information to pass to on to the designers and contractors working on the project.

28. If the project is going to be tendered to identify designers and/or contractors the pre-construction information should be part of the tender process. If there isn’t going to be a tender process, which is likely to be the case for small projects and student work, the pre-construction information will be needed to allow the designers and contractors to fulfil their roles and is fundamental to the preparation of the construction phase plan and the health and safety file.

What should be covered by the pre-construction plan?

29. Pre-construction information documents the risk assessment phase of the project and must include information about the project that is already in the client’s possession or which is reasonably obtainable by or on behalf of the client. The information must be:
   - Relevant to the particular project.
   - Have an appropriate level of detail.
   - Be proportionate to the level of risk involved.

30. The PD has a duty to help the client develop the pre-construction information.

31. The gathering of this information should start as soon as possible after the project has been thought of, even if the details of the finished project have not been agreed. The information gathered at this stage is likely to help decide exactly how the project takes shape. Information gathered at the start may not remain relevant or be sufficient as the design process progresses; pre-construction information should be added to throughout the design process to make sure all the health and safety issues are identified, assessed and managed.

When complete the pre-construction plan must include the following:
   - Details about the project including the client brief and any key dates in the construction phase.
   - How the project is to be planned and managed identifying the PD and PC. If these roles are being taken on by the client this should be made clear in the pre-construction information.
   - The resources and time allocated to each stage.
   - The arrangements in place to ensure cooperation between duty holders and how the work is to be coordinated.
   - All the health and safety hazards of the site including any design and construction hazards and how they are to be addressed. For example, the presence of asbestos, working at height, electrical work etc.
   - Any relevant information in an existing health and safety file. For UAL sites health and safety files are kept by the Estates department.

32. Pre-construction information should be available to all duty holders to allow them to carry out their duties. The information should be kept in a convenient format; paper based or electronic is fine as long as it is easily available. The information should be concise and easily understandable.

CDM Guidance – complete
<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you clear about your responsibilities as the client for this project?</td>
<td></td>
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<tr>
<td>Does the project require a PD or PC?</td>
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<tr>
<td>Have formal appointments for PD and/or PC been made in writing?</td>
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<tr>
<td>Have checks been made to ensure that the PD or designer has the capability and necessary skills, knowledge, training and experience to fulfil their duties?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have checks been made to ensure that the PC or contractor has the capability and necessary skills, knowledge, training and experience to fulfil their duties?</td>
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<tr>
<td>Have the resources required to complete the project been identified and are the resources provided?</td>
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<tr>
<td>Has a project or client brief been issued to the project team?</td>
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<tr>
<td>Has the project team been issued with all the necessary pre-construction information?</td>
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<tr>
<td>Do you have access to project-specific health and safety advice?</td>
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<tr>
<td>Are suitable arrangements in place to manage health and safety throughout the project including any dismantling or disassembly?</td>
<td></td>
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<tr>
<td>Has a schedule for the key activities been agreed and produced?</td>
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<tr>
<td>Is there sufficient time to complete all of the key activities?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the project need to be notified to the HSE?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If necessary, has the project been notified to the HSE using the F10 notification form available on the HSE website?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has the contractor/PC produced the construction phase plan?</td>
<td></td>
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</tr>
<tr>
<td>Have you checked that the construction phase plan has been adequately developed before work starts?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are you satisfied that suitable welfare facilities have been provided before work starts onsite?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is a health and safety file going to be needed?</td>
<td></td>
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</tr>
<tr>
<td>If required has the format and content of the health and safety file been agreed?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix 3: Construction phase plan

33. The construction phase plan documents how health and safety will be managed during the construction phase of the project. The plan should only contain information directly related to managing the construction phase and should be:
   • Relevant to the project – no generic risk assessments or standardised industry guidance.
   • Have sufficient detail to clearly set out the arrangements, site rules and special measures needed to manage the construction phase.
   • Proportionate to the scale and complexity of the projects and the risks involved.

34. The following topics should be considered when drawing up the plan
   • A description of the project including key dates and details of the principal members of the project team.
   • The management of the work including:
     o Health and safety aims of the project.
     o The site rules.
     o Arrangement for cooperation and coordination between project team members such as frequency of meetings, decision making trees, communication arrangements.
     o Arrangements for involving workers in decisions.
     o Site induction.
     o Welfare facilities.
     o Emergency procedures including first aid and fire.
   • Control of any of the specific site risks relevant to the work involved i.e. management of asbestos, confined spaces, working at height.

Construction phase plan form
Appendix 4: Health and safety file

35. The health and safety file is only required for projects involving more than one contractor. The file provides all the information likely to be needed to ensure health and safety during any subsequent work such as maintenance, cleaning, refurbishment or demolition.

The health and safety file must contain:

- A brief description of the work being carried out.
- Any hazards that have not been eliminated through the design and construction processes. The information must include how the remaining hazards (residual risks) have been addressed and will be managed safely.
- Key structural principals (e.g. bracing, sources of substantial stored energy – including pre and post tension members) and the safe working loads of floors and roofs.
- Hazardous materials used, for example; adhesives and special coatings.
- Information regarding the removal or dismantling of installed plant and equipment (e.g. any special arrangements for lifting such equipment).
- Health and safety information about equipment provided for cleaning or maintaining the structure, for example information about LEV systems.
- The nature, location and markings of significant services including underground cables, gas supply equipment and fire-fighting services.
- Information and as-built drawings of the building, the plant and equipment; for example, means of safe access to and from service voids, details of local exhaust ventilation systems, the position of fire doors, compartmentation, safe havens etc.

36. There should be sufficient detail to allow the likely risks to be identified and addressed by those carrying out the work and be proportionate to those risks. Information must be in a convenient form that is clear, concise and easily identifiable.
Appendix 5: Client’s duties

37. In summary the client has the following duties
   • To make suitable arrangements for managing a project, including making sure that:
     o Other duty holders are appointed.
     o Sufficient time and resources are allocated.
   • Relevant information is prepared and provided to other duty holders.
   • The PD and PC carry out their duties.

Welfare facilities are provided.

38. A commercial client is an organisation or an individual for whom a construction project is carried out in connection with a business whether the business operates for profit or not. In some instances the University itself is the client, more often it will be a smaller group within UAL.

39. The client has overall responsibility for the successful management of the project and is supported by the contractor/PC and designer/PD in different phases of the project.

40. There are three phases in a project, developing the brief, the pre-construction phase and the construction phase. The client is responsible for ensuring all of these stages are well managed and the project team has the necessary information, skills and understanding to deliver the project safely, that they are competent.

The client brief

41. The client brief explains the scope and requirements of a project before, during and after construction, including how the building or structure is going to be used in its lifetime. A well prepared brief is essential to the success of a project setting out key requirements as well as the aims and aspirations of the project. The client brief should be concise and clear and include the following information:
   • The main function and operational requirements of the finished building or structure.
   • Expectations of how the project will progress and be managed, including the management of health and safety.
   • The motivation for the project.
   • The design direction.
   • Identify a single point of contact for any client queries or discussions during the project.
   • Set a realistic timeframe and budget.

42. The client brief is unlikely to be a detailed plan but it should include as much information as necessary for potential contractors to make an informed decision about their involvement.

Pre-construction phase

43. The pre-construction phase is the period during which design or preparatory work is carried out. The client must ensure construction work is planned, resourced and managed to protect the health, safety and welfare of those directly involved and any others who may be affected by the project. More information about the preconstruction phase can be found in appendix 2.

44. Arrangements should be appropriate to the nature of the work and proportionate to the level of risk.

45. Management arrangements should include:
   • Requirements for how the project is to be run, identifying any specific requirements or risks and including any risks to the public.
   • Explain the selection and appointment process for designers and contractors including how competence will be assessed.

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Details of how time and resources have been allocated to each stage of the project including planning and finishing activities.

46. For complex or high risk projects management arrangements should also include:
- How the design team should consider health and safety risks for the lifetime of the project; the construction phase, continuing maintenance and use of the finished building or structure.
- The arrangements for procuring the design and construction team, including how competence will be established, ensuring all members of the project team have the necessary skills and experience.
- How performance will be monitored to ensure the smooth running of the project and continued good management of health and safety.
- The format of the health and safety file. The safety file may be a separate document or incorporated into the building manual.

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

Select the project team and formally appoint duty holders.

47. A project team consists of the Client, Designer/PD and the Contractor/PC. If more than one contractor or designer is engaged in the project there will need to be a PC and/or PD. For the purposes of this document PD and PC refer to the designer and contractor who takes on these roles when there is only one contractor.

48. The client can take on the role of either designer or contractor. If they do not formally appoint, in writing, to these positions it is assumed that the client is taking on these roles.

49. One of the main duties when appointing the project team is to ensure that those who are being considered for these roles can deliver the project in a way that secures H&S and demonstrate how this was verified. The University has a QHSE framework that all contractors engaged by Estates must complete before being given access to work on-site.

50. The competency of all other contractors, that is, those not engaged by estates, must be verified by the client during the pre-construction phase and the PC in the construction phase as described in the UAL Management of Contractors H&S Standard. Before being issued with identification and being allowed on site by the Facilities Team the client/PC will be asked for assurance that all the method statements, risk assessments etc. are in place and the contractors are competent. For any work that affects the fabric of the building, emergency arrangements or access arrangements the FM will expect to receive copies of method statements etc. in good time, before work is due to commence. Any contractor found to be doing work without the FMs knowledge will be stopped and may be removed from site. Without completing this successfully contractors arriving on-site will not be issued with an authorisation or permit to work and will not be allowed onsite.

Provide information to help with design and construction planning

51. The client must provide relevant information to the PD who is responsible for collating and distributing pre-construction information. The information the client must provide is that which is either already available or can be obtained by ‘sensible enquiries’, for example; the asbestos survey, water management plans, building plans showing services, fire compartmentation, means of escape and details of the health and safety management arrangements relevant to the project.

52. It is important this information is made available as soon as possible to help other members of the project team such as the designers and contractors to understand the risks involved in the
project. Pre-construction information may also have an impact on the design, the way in which the construction phase is managed and the future use of the building/structure.

53. At this stage it is also important to agree with the PD the information that needs to go into the health and safety file at the end of the project. The health and safety file contains all the information required after the construction phase to safely use and maintain the completed building/structure. Depending on the size of the project and complexity of the finished building/structure the health and safety file can be a stand-alone document or incorporated into the building management file, a stand-alone file is the best way to ensure the information is readily available when needed.

54. Unless the project is short-lived, for example, a show build, it is important to involve the University’s FM contractor Bouygues and make sure the PD and PC involve them in the design, planning and management of the construction works. It is also important that UAL Estates and Bouygues are involved in decisions about the continued management of any buildings or structures.

Notify the project to the enforcing authorities if required.

55. Large, lengthy or complex projects may have to be notified to the relevant enforcing authority, this is almost certainly going to be the Health and Safety Executive (HSE).²

56. If the project is expected to last longer than 30 working days and have more than 20 workers on the project at any one time, or exceed 500 person days it must be notified. Workers are the people who are carry out the construction work and include staff, contractors, students and volunteers. The easiest way to notify the enforcing authority is to use the online notification form F10 available on the HSE’s website.

Ensure the agreed management arrangements are working.

57. The client is required to ensure the arrangements for managing health and safety during the pre-construction phase are working and take action if they aren’t. Generally there are two reasons why health and safety arrangements don’t work; firstly they are not being applied and people are not complying with the standards agreed. The second reason is that, in practice, the H&S arrangements aren’t practical and need to be reviewed and amended, consulting workers about health and safety can be an effective way to avoid this.

Client duties in the construction phase

58. The PC is required to produce a plan of how they will manage health and safety on site during the construction phase. The client must be satisfied that a construction phase plan is prepared, is relevant and will meet the requirements of the job, including adequately managing health and safety for all those who will be affected by the work i.e. all workers and any visitors or other users of the site who.

59. The plan should be project specific and the contents should be proportionate to the risks.

² The other notifiable authorities are the Office of Rail Regulation and the Office of Nuclear Regulation. If you think either of these authorities are likely to be relevant to your project you must contact your local H&S Adviser before proceeding.

CDM Guidance – complete
Ensure welfare facilities are in place
60. Welfare facilities include lavatories, a place to eat and take rest and providing drinking water and if necessary a place to change into and out of work clothing. For a construction project on a UAL site sharing existing welfare facilities is usually the easiest option. If workers are going to be working in very cold conditions there should also be the facilities to prepare hot drinks and food.

61. If existing facilities are not going to be shared the client must make sure the provision is adequate from the start of the construction phase either by visiting the site or asking the PC for confirmation of the facilities provided.

Ensure management arrangements are working
62. Although the PC is responsible for the implementation of the construction phase plan the client retains responsibility for ensuring the arrangements agreed for managing health and safety are working successfully and is required to take reasonable steps to verify this. Reasonable steps might include face to face meetings with the PC or a written update at regular intervals. The way in which this is done should have been agreed in the pre-construction phase and detailed in the construction phase plan.

Co-operate with the PC.
63. During the construction phase the responsibility for the site is handed over to the PC and becomes their responsibility to manage. Other users of the site and any contractors the client has named or nominated, for example Bouygues or the Facilities Teams, must comply with the PC’s requirements.

Client duties for completion and handover
64. Arrangements for completion and handover should also have been agreed in the pre-construction phase and written into the construction phase plan. Towards the end of the project these arrangements should be checked and amended if necessary. Arrangements should always include the format and content of the health and safety file.

65. During the planning stage the client, designer and contractor will have agreed what arrangements will be needed to ensure the structure is safe to maintain and use. Ensuring these arrangements are in place is an important part of the handover process. If the site is being given back to the client in phases these checks should be carried out at the handover of each phase.

The health and safety file.
66. For any project involving more than one contractor a health and safety file must be prepared. The content and structure of the health and safety file should be agreed during the pre-construction phase.

67. It is the PD’s responsibility to complete the H&S file which should contain all the information needed to ensure the health and safety of anyone carrying out any construction, demolition, cleaning or maintenance work on the building or structure. If the PD’s role finishes before the end of the project the responsibility for completion and handover of the file shifts to the PC.

68. Before it is handed over the contents should have been reviewed and updated to reflect any last minute changes or additions. There are other documents such as the site asbestos register or legionella risk assessment and management plan that may need updating.

69. Some information in the health and safety file may need to be handed over to the people who will manage or use an area. For example it is a requirement of the Control of Substances Hazardous to Health Regulations that LEV systems are handed over to the users of the system along with

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the manuals and log books. The handover should include a meeting after which the system installer should be satisfied that the new users understand how to use and maintain the system, including any indications that the system is not working properly. The mechanism for ensuring this stage of handover happens should have been agreed during the pre-construction phase with the PD and PC.

Maintain and make available the health and safety file.

70. Once it has been handed over the client or owner of the building must keep the health and safety file in a durable form, this can be electronically or on paper, film etc. It should be available in an emergency and the information should be clear and easy to access, not buried in building maintenance and management documentation.

71. If responsibility of the building is shared or passed on the health and safety file must be given to each new owner or made available to new leaseholders. It is the client’s responsibility to do this and to make sure new owners or leaseholders are aware of the purpose and content of the file.

72. The H&S file must be kept up to date and revised if necessary; this might include changes to, or replacement of plant, the surrounding site or changes in legislation that impact on the use or maintenance of the building.
Appendix 6: Duties of Principal Designers and Designers

73. In summary the Principal Designer (PD) is responsible for the planning, management, monitoring and co-ordination of health and safety in the pre-construction phase of a project. This includes:
   • Identifying, eliminating or controlling foreseeable risks for both the construction phase and the maintenance and demolition of a structure.
   • Ensuring other designers carry out their duties.
   • Preparing and providing relevant information to other duty holders.
   • Providing relevant information to the PC to help them plan, manage, monitor and coordinate health and safety in the construction phase.

74. A designer is an organisation or an individual that prepares or modifies a design for a construction project or instructs someone else to do so. This includes temporary works.

75. A project with more than one contractor must have a Principal Designer, the PD must be a designer and have control over the pre-construction phase of the project. If a project only has one contractor, and therefore doesn’t have a PD, the duties of the PD described below will be taken up by one of the designers on the project team, this should be confirmed in writing. For the purposes of this document PD refers to the principal director for projects with more than one contractor and the designer taking on these duties for projects with a single contractor.

76. The PD must be appointed in writing by the client, if the client doesn’t appoint a PD in writing it is assumed the client has taken on this role. The PD may change as a project progresses but there can only ever be one PD. The PD role can be combined with other activities such as project management, the client can take on the role of PD, the PD and PC can be the same person.

What makes a PD competent?

77. The PD will usually be an organisation, or for small projects, an individual with:
   • Technical knowledge of the construction industry relevant to the project.
   • The understanding and skills to manage and coordinate the pre-construction phase, including any design work carried out after construction begins.

78. In addition to the design skills, knowledge and experience necessary for the project the PD must have the organisational capability to manage the pre-construction phase and support the PC. Developing and maintaining good relationships with the designers, the client and PC is essential. If the PD requires any additional skills to fulfil their role on a particular project they must seek to do so.

The duties of the PD

79. The PD’s role is to plan, manage and monitor the pre-construction phase including the co-ordination and management of health and safety. This includes:
   • Assisting the client in identifying, obtaining and collating the pre-construction information.
   • Providing pre-construction information to designers, the PC and contractors.
   • Ensuring designers comply with their duties and cooperate with each other.
   • Liaising with the PC for the duration of the appointment.
   • Preparing the health and safety file.

80. The PD’s duties apply for all projects, whether they are notifiable to the HSE or other authority and regardless of any contractual arrangements made for the appointment of other designers. If the PD appoints other designers the PD is responsible for ensuring they are competent to carry out their role.

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81. All the information provided by the client and designers is compiled by the PD into the pre-construction information. The information is used to support the construction phase and allows the PC to prepare the construction phase plan, making informed decisions to manage health and safety risks appropriately.

Relationship with the client

Assisting the client with the brief

82. The client is required to produce an initial brief and, depending on their experience, the PD may have to assist the client with this. The brief identifies the client’s key requirements and expectations and should include any limiting factors such as the budget, planning constraints, timescales and ethical or cultural requirements. The brief is likely to develop as the project progresses and may include specification and standards such as the use of risk registers, safety in design standards and the requirement to use the UAL QHSE framework to check the competency of some external contractors.

83. It may also be necessary to assist the client to gather information for the pre-construction phase. This information is used by the PD to pass on to designers and the PC. Information from the client is likely to include any previous health and safety file, schematics and details of site services, asbestos register, water risk assessments (legionella), the fire risk assessment, surveys of ground conditions and any other surveys relevant to the project. The PD should review all the available documentation as early in the pre-construction phase as possible to assess impacts of health and safety and identify any additional information that is needed.

84. The PD is responsible for managing the pre-construction phase but the client retains overall responsibility for the project and must be kept informed about progress during the pre-construction phase, particularly any issues that arise affecting health and safety. The frequency and content of the updates should be agreed in advance with the client.

85. Consideration should be given to the level and type of information the client should receive. This should not only be what the client wants to receive but, if necessary, information the PD thinks the client should know. Consideration should be given to the following:
   - The level and type of information included in regular updates, for example; changes to original brief, amendments to health and safety information.
   - Frequency of updates, the format and how records will be kept.
   - Information or circumstances the client should be informed of in addition to regular updates.

Pre-construction information

86. Pre-construction information is the health and safety information required by PCs and PDs to plan, manage, monitor and co-ordinate the project and provides the basis for preparation of the pre-construction phase plan drawn up by the PC. The information is also needed by designers and contractors who are bidding for the project or who may already have been appointed.

87. The PD is responsible for collating and updating this information and passing it onto other team members as required.

88. The PD should assess the quality of the pre-construction information provided and, if necessary, ask the client for additional or updated information. Things to consider when assessing the information include:
   - Is the information from a reliable source, does it need verifying?
   - How old is the information, is it accurate and up to date?
   - Is there any information missing?

CDM Guidance – complete
• Should a site visit be undertaken to verify the accuracy of the information?
• Are further surveys or investigations required?

Relationship with designers
89. Part of the PD’s role is to coordinate health and safety with all the designers. How this is going to be managed should be agreed in much the same way as the relationship with the client is agreed. It is important that the designers are aware of the expectations of the PD, how the pre-construction phase will be managed including methods of communication, attendance at meetings and how information will be shared and circulated.

90. The PD is responsible for managing and liaising with other designers. The PD should provide the designers with the relevant information they need to carry out their role and pass on any information about the health and safety aspects of the client brief or other client information. It is essential that the way in which changes to design are communicated throughout the design team are agreed to avoid confusion and time wasting. Anything that will have an impact of health and safety at any point in the project must be bought to the attention of the PD as soon as it is known.

91. Designers should provide the PD with information necessary to develop the pre-construction plan that will need to be passed on to the PC. This information should include:
• Any significant risks that are unusual, not obvious or difficult to manage.
• Any assumptions made about how things will be done and how these assumptions have influenced design decisions, for example; making assumptions about the specific sequence a job will be done in or how that fits in with the build sequence of the overall project.

92. The PD is expected to review health and safety information provided by the designers. This doesn’t mean the PD is expected to review everything, they should concentrate instead on the high risk areas, including any changes to the original design and considering how any assumptions made by a designer may impact on the project as a whole.

93. The PD should be prepared to challenge designers on their decisions and the processes followed even if they do not have technical knowledge of all aspects of design. Part of the PD role is to try and resolve any issues that arise directly with designers and other members of the project team but any issues that cannot be resolved should be bought to the attention of the client; for example a lack of cooperation between designers or with the PC.

Relationship with the Principal Contractor
94. The PD is responsible for managing the pre-construction phase and the PC is responsible for managing the construction phase. The relationship between these two roles is key to the successful delivery of a project. The PD and PC should be in regular communication and, as with the client, it is important to establish how the relationship will work, what information will be communicated, how often meetings will take place etc.

95. As mentioned above the PC will require pre-construction information in order to write the construction phase plan. The PC may have questions about the information provided and may require additional information. It is the PD’s responsibility to respond and provide additional information if necessary.

96. During construction it is almost inevitable there will be some changes to plans. The PD needs to be able to understand the impact any changes will have on health and safety, not only during construction but also on the use of the building as a workplace, its maintenance or cleaning. The PD should take the lead on resolving any issues, working with the client and PC.

CDM Guidance – complete
The health and safety file

97. It is the responsibility of the PD to prepare the health and safety file. The H&S file contains the information needed for the continued maintenance, cleaning and demolition of the structure. The format, structure and content should be agreed with the client during the initial discussions with the client and this information will be passed on to the PC.

98. The health and safety file will contain information from both the pre-construction phase and the construction phase. Any alterations made during the construction phase must be put into the health and safety file if they are relevant.

99. If there isn’t going to be a PD in post at the end of the project the health and safety file will be handed over to the PC who will be responsible for its completion and handover to the client. The H&S file remains with the building and should be updated as necessary to reflect any changes that affect health and safety related to maintenance, cleaning and demolition; the client is responsible for ensuring this.
Appendix 7: The duties of the Principal Contractor/Contractor

100. In summary the PC has responsibility for the planning, management, monitoring and coordination of health and safety in the construction phase of a project including:
   - Liaising with the PD and client.
   - Preparing the construction phase plan.
   - Organising cooperation between contractors and coordinating their work.
   - Ensuring that
     - Suitable site inductions are provided.
     - Reasonable adjustments are taken to prevent unauthorised access.
     - Workers are consulted and engaged in securing their health and safety.
     - Adequate welfare facilities are provided.

101. A PC must be appointed when there is going to be more than one contractor working on a project. The PC must be appointed in writing by the client. There can only be one PC appointed on a project at any one time but there can be more than one PC over the course of a project. If there is only one contractor on a project they will take up the duties of the principal contractor. For the rest of this section the PC will refer to both PC for a project with more than one contractor and the contractor on a project with only one contractor.

102. The PC must have the necessary knowledge, skills, understanding and experience in the particular project work to be able to carry out the role.

What makes a PC competent?
103. The PC will usually be an organisation, or for small projects, an individual with:
   - Technical knowledge of the construction industry relevant to the project.
   - The understanding and skills to manage and coordinate the construction phase.

104. In addition to the construction skills, knowledge and experience necessary for the project the PC must have the organisational capability to manage the construction phase including other contractors and sub-contractors. Developing and maintaining good relationships with other contractors, the client and PD is essential. If the PC requires any additional skills to fulfil their role on a particular project they must seek to do so.

The duties of the PC
105. The PC manages the construction phase of the project, writes the construction phase plan and will also be involved in the pre-construction planning phase working closely with the client and PD. It is important to identify how much the client knows about CDM and their duties and fill in the gaps if necessary.

106. The PD is responsible for writing the pre-construction phase plan and will continue to manage design work during construction. The PC should work with the PD to ensure health and safety is considered in the pre-construction plan and any further design decisions.

107. Sometimes the client will require their contractors to work at, or have access to, the project site. If this is the case the client has a duty to liaise with the PC and cooperate with the site health and safety arrangements.

108. Managing the construction phase requires the PC to plan, monitor and co-ordinate activities and the project team so that health and safety risks are controlled. Key actions for the PC include:

CDM Guidance – complete
- **Planning**: preparing the construction phase plan to ensure work is carried out without risk to the health and safety of anyone affected by the project including visitors, students, staff and any other site users.
- **Managing**: implementing the construction phase plan and facilitating cooperation and coordination between contractors.
- **Monitoring**: continually reviewing the plan to make sure it remains relevant and risks are controlled, revising arrangements if necessary and checking work is being carried out safely.
- **Securing the site**: taking reasonable steps to prevent unauthorised access to the site by using barriers and other means. The risks present on a site will inform the amount of effort required to keep the site secure.
- **Providing welfare facilities**: there must be suitable welfare facilities on site for the type of work being carried out. Welfare facilities must be in place at the start of the project.
- **Providing site induction**: all workers and visitors to the site must have an induction identifying the risks, H&S arrangements in place relevant to the site, their work or the reason for their visit.
- **Liaising on design**: discussing with the PD any issues with the design or changes.

**The Construction Phase Plan**

109. The construction phase plan describes how health and safety will be managed during the construction phase and it is the responsibility of the PC to develop and implement this plan. Information about client requirements and from the pre-construction plan will help with the development of the construction phase plan which should be:

- Proportionate to the risks involved, the size and nature of the work.
- Realistic, with safety arrangements that will control risks and work. There is no point in insisting on elaborate safety measures that are unlikely to be complied with; most risks can be controlled with simple and familiar measures.
- Sufficiently developed to allow work to start on site safely. It may not be possible to complete the plan before work starts because, for example, some contractors may not have been appointed and some parts of the design may not have been finalised. When this is the case the plan must be updated with relevant risk control information for each stage of the project before it is started and health and safety arrangements must be agreed and in place.

110. The construction phase plan should only contain the information relevant to the project and nothing else. It should be easy to understand and available to people working on the project. The PC should consult with the PD, contractors and workers when deciding on health and safety arrangements.

**Risk control.**

111. As discussed above the PC is responsible for ensuring that health and safety is managed throughout the construction phase. The HSE’s hierarchy of control and principles of prevention should be followed when control measures are being identified. The basic questions to ask when deciding on control methods and method of working are:

- What could go wrong?
- How likely is it that something might go wrong?
- Who might be hurt and how?
- What do I need to do to make things safer or healthier?

**Welfare Facilities**

112. The PC is responsible for ensuring welfare facilities are adequate. Welfare facilities must be in place when work commences. Welfare facilities must be clean and stocked with all necessary supplies at all times during the construction phase. Sharing existing facilities on UAL sites should be considered first rather than providing additional facilities.

CDM Guidance – complete
113. Welfare facilities include:
- Lit and ventilated toilets, suitable for men and women. If facilities are to be shared then each cubicle must have a lock and there should be no urinals in the common areas.
- Lit and ventilated washing facilities next to the toilets. They should have either hot and cold water or warm water, soap or hand cleaner and drying facilities.
- A supply of drinking water and cups.
- Facilities for rest and take breaks i.e. tables and chairs. If workers will be working in extreme temperatures there should be the facility to have cold drinks or heat food, whichever is applicable.
- If required there should be changing facilities and lockers. Communal changing facilities should not be mixed and it is not acceptable to expect people to change in toilet cubicles.

Induction
114. The PC is responsible for ensuring that everyone working or visiting the site completes a site induction relevant to their activity. Records should be kept to show attendance and what was covered. The following content should be considered:
- Senior management’s commitment to health and safety, expectations of behaviour and practice on-site.
- An outline of the whole project not just the section that is relevant to the particular person.
- Management of the site to include, for example, the name of the site manager and communication arrangements.
- Site specific health and safety risks and how they are managed. This is particularly important for any unusual or not obvious risks.
- Control measures on site, for example site rules, wearing of PPE, vehicle and pedestrian separation, delivery arrangements, arrangements for bringing visitors onsite.
- Emergency arrangements i.e. first aid, fire, evacuation procedures, rescue from height and confined spaces. Arrangements about who should call the emergency services are important to avoid several calls being made, or none.
- All incidents, including any involving subcontractors must be recorded using the UAL incident reporting system. Arrangements for reporting incidents under RIDDOR is important, all reports that are made by the University are made by the UAL central health and safety unit. The University is responsible for reporting accidents involving UAL employees and visitors; the responsibility for reporting RIDDOR incidents involving contractors and sub-contractors falls to their employers, or in the case of a self-employed person, the person themselves. The incident must still be recorded on the UAL system.
- Any additional training requirements; it is important to make clear the expectation of attendance at additional training.
- Arrangements for consulting with the workforce.
- Individual responsibility for health and safety making it clear what the penalties for failing to comply with these expectations are.

Site security.
115. The PC is responsible for making sure the site is secure and no one, even unauthorised people, can gain access to dangerous areas and be at risk of injury or ill health. The level of security should be appropriate to the risk. Cooperation with the client and any other site users will be important to ensure site security, it may also be necessary to seek the cooperation of neighbours.

116. Site boundaries should be clearly marked and, if necessary, access should be restricted. Consideration must be given to the surrounding area and the needs of neighbours. The site should be left in a safe condition at the end of each working day.

CDM Guidance – complete
Appointment of contractors and workers.

117. The appointment of workers and contractors is the responsibility of the PC. All contractors and workers on site must have the necessary skills, knowledge, training and experience for the work they are engaged to carry out. A worker may not be a salaried employee; anyone working under the control of the PC, or any other contractor, is a worker for the purposes of health and safety management. Volunteers and people who, for the purposes of tax and national insurance, are self-employed are also workers.

118. Arrangements for the engagement of subcontractors and contractor’s workers must be agreed as part of the construction phase plan.

119. When employing workers, or engaging people to work directly for them, the PC must ensure the following:
- They have the necessary skills, knowledge, training and experience to complete the tasks for which they have been engaged.
- They are supervised and given clear instructions. Levels of supervision and detail of instruction will vary depending on competence.
- The right tools and equipment are provided including personal protective equipment. The employer is responsible for supplying personal protective equipment and cannot charge for this. This duty extends to volunteers and student helpers, although it would not be unreasonable to ask them to use their own PPE if they have it. PPE remains the property of the employer.
- Workers are consulted about health and safety issues. Arrangements for consultation will have been agreed as part of the construction phase plan and may be direct or through representatives.
- Arrangements are made for health surveillance if required and there are adequate arrangements in place to manage an exposure to asbestos - if this is a risk.

Appointing contractors

120. One of the main duties when appointing contractors is to ensure that those who are being considered can deliver the project in a way that secures H&S. The way in which competency is assessed should be transparent. The University has a QHSE framework that all contractors engaged by Estates must complete before being given access to work on-site.

121. The competency of all other contractors, that is, those not engaged by Estates, has to be verified by the client during the pre-construction phase and the Principal Contractor in the construction phase. The H&S standards that are required are detailed in the UAL Management of Contractors H&S Standard.

122. When appointing contractors, sub-contractors or trades the PC must:
- Verify health and safety arrangements are adequate and they are capable of meeting them.
- Provide all the health and safety information necessary for them to work safely and make informed decisions about risk.
- Discuss the work before they start, agree control measures and ways of working.
- Agree what will be provided by them or for them and ensure that everything is provided and in good working order before work starts. Regular inspection to ensure equipment remains in good working order should be carried out.
- Monitor performance and address any shortcomings in a suitable timescale.

Competency of supervisors.

123. The PC does not have to directly supervise the work being carried out but is responsible for ensuring that anyone appointed as a supervisor is competent. The supervisor will need to be
familiar with the type of work being carried out and have the authority and skills to supervise effectively.

124. The level of supervision should reflect the level of risk associated with the work and the skills of the workers. The PC should assess the degree of supervision necessary taking into account the skills, knowledge, training, experience and likely behaviour of workers. Levels of supervision will also need to be agreed with contractors.

Consultation

125. It is a legal requirement to consult with workers over matters of health and safety. Consultation on matters to do with health and safety should happen in good time and be a clear, two way process to give an opportunity for workers, contractors, trades, subcontractors and the PC to contribute to decision making about health and safety. Involving workers with health and safety also helps improve health and safety performance across the project in several ways;
- Workplace risks are likely to be spotted more quickly by the people exposed to them,
- Encouraging feedback about control measures will help ensure they are practical, increasing the likelihood they will be followed.
- Workers are usually more committed to a project where their opinion is valued and they have a say in the way things are done.

126. Consulting involves not only giving information to workers but also listening and properly taking account of them before decisions are made, although it must be acknowledged that many decisions will have been made during the development of the pre-construction and construction phase plans. Issues that workers should be consulted on include:
- Risks arising from their work.
- Risks from others or the environment they are working in.
- Proposals to manage or control these risks
- The most effective way of providing information and training.

Cooperation with contractors and other site users

127. The PC has a responsibility to ensure safe working, coordination and cooperation between contractors. The arrangements for this should be detailed in the construction phase plan and communicated to all contractors as part of the engagement process. As a minimum it is essential that all contractors and workers engaged in the project are aware of:
- Site rules and what is required of them.
- The programme of works and where their work fits into this.
- How work will be carried out safely and how risks will be controlled.

128. The duty to cooperate and coordinate for the purposes of health and safety extends to all site users and includes other work being carried out by or for the client and others on shared sites.

Contribute to the health and safety file.

129. The health and safety file contains information relating to the project which will be needed to manage any health and safety risks during the use and maintenance of the building or structure once the project has been completed. The health and safety file is prepared by the PD, unless their appointment doesn’t last until the end of the project and then it is the PC’s responsibility to complete and hand over the file to the client.

130. The PC will contribute information to the health and safety file; the structure, content and format of the file will be decided before the construction phase and the PD will let the PC know what information will be needed. Any changes to the design that effect health and safety made during the construction phase must be included in the health and safety file.

CDM Guidance – complete
What information should the Principal Contractor receive?

From the client
- Information about the project, such as the client brief.

From the PD
- Pre-construction information necessary for the construction phase plan.
- Direction on what will be required for the health and safety file.
- Any changes to the design that will affect the construction phase.

From Contractors
- Information about how they will work and what they will need.
- Feedback on construction methods particularly any improvements that could be made to health and safety by reviewing the design.
- Information about contractor designed pieces of the work to be communicated to the PD for consideration and review.
- Evidence of capability and competency relevant to the particular risks they will encounter.
- Details about how health and safety will be managed, including leaving the site in a safe condition.
- Any particular risks arising from the work they are carrying out with particular emphasis on risks that might affect others or that are unusual or not obvious.
- Any requests to sub-contract elements of the work. Sub-contracting arrangements should be agreed as part of the construction phase plan.
- Details of how supervision will be provided and evidence that supervisors are competent and capable of taking on this role.

What information must the PC provide?

To the client and PC.
- Information on construction methods and any opportunities to improve health and safety through design review and development before work starts and through the construction phase.
- Details of any changes made that will affect the design.
- Information for the health and safety file, ensuring any relevant changes made during the construction phase are provided, in addition to the information identified by the PD during the pre-construction phase.

To designers
- Details of any changes that may affect the design.

To contractors
- Specific requirements and any lead-in times.
- Details of unusual or significant risks and any sequence constraints.
- Details of who is in charge of the site, duty arrangements and emergency contacts.
- Any relevant pre-construction information.
- Relevant parts of the pre-construction phase plan.
- Site rules and suitable site induction.
- Details of the welfare facilities.
- Potential sources of serious and imminent danger and the procedures to follow.
- Arrangements for reporting unsafe behaviours or conditions.
- Arrangements for first aid.
To workers

- Information about the health and safety risks and the arrangements to control them.
- Clear instruction about what to do in the event of an emergency.
- Arrangements for reporting unsafe behaviours or conditions.
- Arrangements for first aid.

CDM Guidance – complete
Appendix 8: Duties of designers

Who is a designer?
131. A designer can be an individual, an organisation or team which prepares or modifies a design for all or any part of a construction project including temporary structures. This will include students, technical staff and people organising events as well as the more traditional ‘designer’ roles of architect, interior designers and surveyors.

132. As an example of who might be a designer; manufacturers supplying standardised products for use in any construction project are not designers, the person specifying the use of these products is. If a product is purpose built, a bespoke item such as a plinth for a show, the person preparing the specification or drawings is a designer and so is the manufacturer if they refine the specification into a detailed design.

Duties of a designer
133. Designers must minimise the H&S risks of their designs and identify control measures for any residual risk.

134. The decisions of a designer can affect the health and safety of people not only during the construction phase but also during the use of the building by influencing the working environment and how it is cleaned, ease of maintenance, repair, refurbishment and ultimately demolition. Even in a temporary build decisions made about design will affect safety in use and demolition.

135. Identifying and accounting for H&S risks at the design stage will have a positive effect on the project and make the management of health and safety easier during the construction phase and building use.

136. To ensure designers have a positive impact on health and safety they should:

• Either have the skills, knowledge, understanding and experience to take into account the health and safety aspects of their design or, be supervised by someone who does have these competencies. If a designer is appointing others to work with them they must ensure these additional people are competent or supervised. An explanation of assessing competency can be found earlier in this document (click here to go directly to this section)

• Consider risks to workers during the construction phase, the use of the building or structure and demolition.

• Cooperate with others who have responsibilities, particularly the principal designers, and coordinate their work with others during the project to improve the way risks are managed and controlled. It may also be necessary to check the client is aware of their duties although this is principally the responsibility of the PD and PC.

• Provide information about the specific risks of their design, particularly any risks that may be unusual, not obvious or high risk.

137. As with every other member of a project team, designers must be competent to carry out their duties, or be supervised closely by someone who is.

Eliminate reduce and control risks through design
Preparing and modifying designs
138. When preparing or modifying designs the first aim should be to eliminate risks to anyone affected by the design; those who are building the structure or building and those who will be working in, maintaining and, ultimately, those demolishing it. It is often not possible to completely eliminate risks and consideration will need to be given to how to reduce or control risks to a reasonable level.
139. H&S risks must be considered from the start of the project, by the standards of what is reasonable at the time the design is prepared taking into account the current industry standards, knowledge and practice. It is the designer’s responsibility to address any changes that will impact on health and safety and communicate to the PD and PC. Changes made by others in the project that will have an effect on a particular designers work should be communicated by the PD in the first instance, or the PC.

140. The level of detail required in passing on information about risks should be proportionate; risks arising from routine construction activities can usually be ignored by the designer, they should be identified and managed by the PC. Insignificant risks can also usually be ignored, or, at the most mentioned but with no detail required. Designers should concentrate on significant and unusual risks and provide enough information for the PC, PD and others to make informed decisions about health and safety.

141. It would be helpful if designers made suggestions to add to the pre-construction information if they identify that elements of the final structure could be used to make the build easier, for example constructing internal staircases early in the project to reduce the need for scaffolding or other temporary access.

142. Designers should keep records of decisions made in case they are asked to justify these choices later. Any records should be proportionate to the risk and kept relatively simple, there is little point in keeping lots of information for a low risk decision. Examples of records that it would be a good idea for a designer to keep include notes and minutes from meetings and email correspondence, particularly reasons for, or changes, to design decisions.

143. Designers have a responsibility to ensure their designs are safe to build, use and demolish, therefore they must be familiar with the methods of construction, maintenance and demolition likely to be used. If designers aren’t familiar with these methods they must seek advice from people who are.

Co-operate and co-ordinate with others.

144. All members of the project team must co-operate others on the team. For designers the key relationship is with the PD although it may be necessary to work with other project members who provide them with information.

145. Communication is also important and the key relationship for designers should be with the PD. Arrangements for communication should be agreed as part of the pre-construction phase and organised in such a way as to minimise the likelihood that things will be missed and assumptions made about who has been told what. It may be necessary to organise regular design reviews to keep an overview of the project and identify any health and safety risks requiring resolution.

What information does a designer need?

146. As discussed elsewhere making sure every member of the project team has the information they need, when they need it, is essential to the successful delivery of any construction project, whatever the scale.

From the client and principal designer

147. The main source of information for a designer is the PD. The scope and type of project will determine the detail of the information required but a designer should expect to receive the following.

- Preconstruction information, see appendix 2
- A client brief, including how the finished product will be used and any aspirations for the design.

CDM Guidance – complete
• Information on the site and ground conditions, existing structures, services or other infrastructure; operational activities, restrictions on noise levels, working hours, control of dust etc.
• Details of any constraints imposed by the planning authority or building controls, heritage bodies or utility providers; ecological or environmental considerations. If there are any
• Details of the project team; client, PD, PC, other designers, suppliers, contractors, existing users etc.
• Arrangements for communication, for example; how information will be communicated, level of detail, design risks, escalating issues and the methods to be used.
• Updates from others with information that will affect design decisions.
• The format required for information that will be included in the health and safety file.

From other designers
148. Designers should provide information to others that will impact on their work. Information should be clear and concise, with significant health and safety issues clearly identified and be communicated in the way agreed with the PD. Information that should be provided is likely to include:
• Designers’ drawings and reports with any significant information highlighted, this might includes; temporary loadings, access and build requirements for installation and maintenance.
• Sequences of construction affecting design.
• Guidance on any elements that are unusual, high risk or require specialist knowledge.
• Details of the residual risks and how they will be controlled; for example sequences of installation, stability requirements, particular maintenance and/or inspection schedules and other requirements.

From contractors
149. Contractors should provide designers with information that will affect their design. If there is more than one contractor this information is usually passed on by the Principal Contractor. Information may include:
• Details of construction plant and access, including specialist drawings, for example:
  o Access restrictions and routes around site, for example; fixed or difficult to move plant such as cranes; excavations, restricted routes because, for example, overhead cables, loading or quality of surfaces
  o Locations for unloading and loading, traffic management, pedestrian access and public protection measures.
• Anything that might require additional protection or design; for example; deliveries that need to be made on the roadways, require cranes or hoists; additional traffic management or similar exceptional arrangements.
• Any operational elements of the construction phase where input from designers might help to mitigate risk, for example; carrying out some tasks off site, e.g., painting or prefabrication of elements; sequence of elements of the construction to make best use of plant such as cranes and hoists, using best practice construction methods or materials to minimise residual risk.

What information should Designers provide?
150. Designers must provide relevant information to the right people at the right time to ensure health and safety is managed during a project. The way in which information is communicated should be agreed with the PD or the designer taking on this role.
151. Designers must pass on information about specific risks that may not be obvious, may be difficult to manage or unusual.

CDM Guidance – complete
• Some risks may not be obvious and take time or research to become familiar with, for example the use of new materials or construction methods, designs that accommodate existing structures or specify fragile materials or surfaces. It is these risks that must be highlighted to others with information about the control measures required to manage the risks.

• Difficult to manage risks are those that are common but because of other factors such as location, may require additional or different control measures. For example, restricted space to erect and dismantle access equipment; proximity of services such as underground gas supplies or overhead electrical cables.

• Working in close proximity to the public, in an area with poor mobile phone or radio reception, working in a very noisy environment or one affected by environmental issues such as high or gusty wind conditions, low light levels etc. can all make usually easy to manage risks more complex.

• Other issues such as the presence of asbestos, contaminated land, lead paint, silica dusts etc. will also affect the risk of some designs and this information must be communicated.

**Information to the client**

152. Designers must provide the client with health and safety information relevant to the construction, continued use, maintenance and demolition of the structure. For all but the simplest projects this information is usually passed to the principal designer rather than directly to the client.

**Information for the principal designer**

153. The information passed on to the principal designer should be proportionate to the level of risk and include:

• Details of residual risks, particularly anything unusual or less obvious, see above.

• Key assumptions that have been made in the design. This information will be important in the construction phase planning and passed on to the principal contractor.

• Processes integral to maintaining safety, for example; sequencing of construction or demolition, maintenance requirements, phased handovers, temporary structures required to maintain safety during construction i.e. temporary support.

• Anything that should go into the [health and safety file](#).

**Information for other designers**

154. Must include, as relevant:

• Key principles used in a design including loads, stability, principles used for avoiding disproportionate collapse, principles and precautions used to prevent fire, assumptions about ground condition.

• Specification that will inform other designs.

• Design drawings with significant risks marked i.e. existing services.

• Design parameters if they could affect other’s designs for example the need for ventilation, pressure relief panels, access, power or data connections.

**Information for principal contactors and contractors.**

155. Must include, as relevant

• Any assumptions a designer has made about temporary work or sequencing that wouldn’t be obvious to a competent contractor.

• Any information that might be useful to others in the management of health and safety, for example; a ground survey or information about services.

**Appendix 9: Duties of Contractors**

CDM Guidance – complete
156. A contractor is anyone who engages construction workers or manages construction. Construction workers may be employees, students, volunteers, self-employed or employed through an agency. A contractor may be an individual, sole-trader, self-employed worker, business or a company using their own workforce to work on their own premises who carries out, manages or controls construction work in connection with a business.

157. Contractors must ensure that health and safety risks are controlled for all the work that is under their control. If there is only one contractor on a project they may assume the responsibilities of the PC including the requirement to prepare the construction phase plan, consultation and the provision of welfare facilities, site induction and security.

158. If a contractor has input into the design of any element of the project they are also a designer.

Managing work
159. Contractors must manage the health and safety risks for the work they have control over. To do this they must:
   - Manage workers effectively ensuring they have:
     o An induction before starting work on site relevant to the work they will be carrying out.
     o The required skill, knowledge, training, instruction, experience and supervision.
     o The right tools, materials, plant and equipment, including PPE.
     o Regular updates and instruction to enable them to make decisions about safety if necessary. Workers should also be consulted in matters of health and safety and their opinions and suggestions considered; an engaged workforce is a safer workforce.
     o Sufficient time to prepare and carry out work.
   - Communicate with other project members effectively and pass on relevant information in a timely manner. Most communication will be through the PC; arrangements for communication should be agreed so that information will be exchanged to ensure health and safety is well managed throughout the project and any relevant information is included in the health and safety file.
   - Agree arrangements for the use of sub-contractors with the PC and comply with these arrangements.

Cooperation
160. Cooperation between all contractors and other site users is key to managing even the simplest project safely and it is both a statutory and University requirement that site users cooperate to ensure health and safety standards are maintained.

161. The principal contractor should co-ordinate contractors’ work and manage cooperation but it remains the responsibility of every contractor to cooperate with others and ensure their workers do as well.

Appointment of contractors and workers.
162. The principal contractor has a responsibility to ensure all contractors are competent to safely deliver their part of the project and seek assurances that contractors will employ only competent workers. Details about employing competent contractors can be found in paragraphs 21-26.

What information does a contractor need?
163. Contractors should receive relevant information in a timely manner to enable them to work safely and allow their workers to be safe on site. Most, if not all, communication will be through the PC. Contractors should expect the following information from the PC:
   - Specific requirements and any lead-in times.
   - Details of unusual or significant risks and any sequence constraints.

CDM Guidance – complete
• Details of who is in charge of the site, duty arrangements and emergency contacts.
• Any relevant pre-construction information.
• Relevant parts of the pre-construction phase plan.
• Site rules and suitable site induction.
• Details of the welfare facilities.
• Potential sources of serious and imminent danger and the procedures to follow.
• Arrangements for reporting unsafe behaviours or conditions.
• Arrangements for first aid

164. Workers should also provide some information
• Feedback on site practice and safety arrangements, particularly suggestions about improvements.
• Evidence of training and experience relevant to the project.

What information should a contractor provide?

To the principal contractor
• Confirmation of supervision arrangements and how workers’ competency will be verified.
• Details about health and safety arrangements for the safe delivery of the project and any feedback about existing health and safety arrangements particularly if the contractor has any difficulty with arrangements or can suggest improvements.
• Updates on any changes made to planned working methods in case they have an impact on the rest of the project.
• If necessary requests to sub-contract work, which for most projects will have to be agreed beforehand with the PC.

To workers
• Information to allow proper consultation with workers or their representatives.
• Information, instruction and training as necessary including site rules and a suitable site induction which should include:
  o Arrangements for reporting unsafe conditions or behaviours
  o Procedures for serious and imminent danger.
  o Welfare facilities
• Updates throughout the project to ensure workers are aware of any changes or risks that may affect their safety. One of the best ways to provide this information is a daily briefing that all workers are required to attend.
Appendix 10: Workers

What does CDM 2015 mean for workers?
165. Unless well managed construction sites are one of the most dangerous places to work in the UK. The Construction, Design and Management Regulations have been written to improve health and safety on construction sites and apply to every construction site, including the construction of temporary structures. This means the Regulations apply to show builds and demolition, theatre set changes and get off and all other temporary builds regardless of scale, duration or location.

166. It doesn’t matter what size a site is or the scale of work health and safety should be a priority for all construction sites.

What should a worker expect from those managing their work or the site?
- Information about health and safety, site rules and how cooperation and coordination between different site users is being managed. Every worker should have an induction before starting work on site and regular updates about health and safety and any changes that affect them. Significant, unusual and less obvious risks should be highlighted.
- To make sure the workplace is safe by providing appropriate, well maintained machinery and equipment, safe access and safe routes around site. To make sure that both health and safety hazards are managed equally well and any health risks are clearly communicated.
- To ensure workers have the necessary skills, knowledge, training, experience and attitude to do their work safely and not put others at risk. Put in place appropriate levels of supervision, depending on the level of skills and experience a worker has.
- To consult with workers on matters of health and safety and promote a culture of respect and trust. Managers on site should lead by example with both their own behaviour and the way in which work is managed. There should be a transparent process to enable workers to raise any concerns about safety and make suggestions to improve conditions and work methods.
- To take action if there are unsafe conditions or behaviours.
- Provide adequate welfare facilities, kept clean and accessible at all times.

Consultation and engagement
167. The principal contractor is required to not only tell workers about safety arrangements but to actively engage and consult on all matters to do with health and safety. Consultation is a two way communication, managers should not only provide information but listen and seek responses, workers should be actively encouraged to make suggestions about working methods and other health and safety arrangements and their suggestions should be considered and acted upon where possible.

168. There are two methods for worker consultation in law, consultations with trade union representatives or, in a workplace with no TU presence, with workers, either through representatives or directly with the workforce. The University recognises three trade unions; GMB, UNISON and UCU, the major trade unions representing the construction industry are GMB, UCATT and Unite.

169. It is recognised that workplaces where workers are actively engaged in health and safety, are consulted and can influence arrangements are safer workplaces with few accidents. Workers are able to spot hazards and make sure health and safety controls are practical. If workers are not encouraged to engage they will still have this information but may not be motivated to pass it on so improvements can be made.

CDM Guidance – complete
Induction

170. Every worker should have a site specific induction delivered before they start working on site. The content and detail of the training will depend on the level of risk involved in working on site and the type of work being undertaken.

171. Inductions should clearly describe:

• The details of the project, the commitment of management to health and safety, the name and contact details of the person who organises health and safety procedures.
• The name of worker representatives and how to contact them; arrangements for consultation and engaging workers in health and safety.
• Workers responsibilities for health and safety.
• Site specific health and safety risks, including any risks resulting from the work going on elsewhere on site and from any other site users, the site rules that must be followed including access, housekeeping, security and emergency procedures.
• Welfare and first aid arrangements.
• Arrangements for the provision of personal protective equipment, where to get it from, store, clean and replace equipment; how to use PPE properly and what it protects against.
• How to report dangerous situations or behaviours.
• Any additional planned training.

Information workers should give

172. If a worker becomes aware of any situation that results in serious and imminent danger they must report this to their manager or the person identified as point of contact.

173. Workers should also report any accidents or near misses. It is important to report an accident for two reasons, the first is so actions can be taken to prevent recurrence, the second reason is to ensure there is a record of the accident and outcome in case the worker or project team need to use the data at a later date. Near - misses must be reported to allow action to be taken to prevent recurrence.

174. If a worker has a health condition that will affect their safety or the safety of others they must make this known to their manager, or the person managing them on site.

175. Any other circumstances that affect a workers ability to work safety should also be bought to the attention of their manager or the person managing them onsite. Reasons might include difficulty understanding written instructions or that English is not their first language.

Skills, knowledge, training and experience.

176. That every person working on a construction site has the skills, knowledge, training, experience and attitude to carry out their particular tasks safely is key to ensuring the safety of everyone. Understanding limitations and asking for assistance or additional training is also important to keeping people safe. These factors are what make people competent to do their job

177. There are several ways in which worker competency can be verified, below are some suggestions. Workers should only be asked to prove their skills, knowledge, experience etc. for the work they will be required to undertake on the project.

• Details of training, both in-house and national training schemes if relevant for example the University ladder training course or the PASMA certificate for use of tower platforms.
• Providing a portfolio of work for other, similar jobs.
• Providing references
• Showing time served elsewhere
• Taking an on-site assessment.

CDM Guidance – complete
Appendix 11: Examples of the allocation of roles within projects.

End of year show
- There is a single member of staff co-ordinating the end of year show liaising with course leaders about each courses part in the show, what they are planning, the resources they will need and the individual elements that will make up the show.
- Course leaders are working with students to determine what they are planning and what resources they would like to have to show their work.
- Students are designing their own work, deciding what they are going to show. They will also build their own show and assist with the building of the course area.
- Student volunteers will come on site during the show build and assist students.
- Technicians will take the lead on the build and will have some input in to the design of elements of the show build.
- The H&S Adviser also has an input into the layout of the show and can require or suggest modifications.
- Some elements of the structure will be pre-fabricated off-site, some in college workshops. The sets will be put together on-site and some of the structure will be built on-site.

Distribution of roles.

<table>
<thead>
<tr>
<th>College</th>
<th>Show coordinator</th>
<th>Course Leader</th>
<th>Student</th>
<th>Technical Manager</th>
<th>Technician</th>
<th>H &amp; S Adviser</th>
<th>Student Volunteer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Principal Designer</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal Contractor</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designer</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Worker</td>
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<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

CDM Guidance – complete
Installing window blinds in an office
A department has decided to have window blinds fitted, they have engaged a company to measure, make and fit the blinds. The office manager will choose the fabric and type of blind.

Distribution of roles.

<table>
<thead>
<tr>
<th></th>
<th>Department</th>
<th>Office Manager</th>
<th>Blind Company</th>
<th>Fitter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Designer</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Contractor</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Worker</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

There is no PC or PD because there is only one contractor.

CDM Guidance – complete
Theatre build – in house production

- The production manager is coordinating the whole production liaising with the company director, a set designer and a technician who is managing the build.
- Set designer is working with a team of students who are designing the sets, lighting and special effects.
- The technician is working with other technicians and the students to build the sets and with designers to refine and modify designs as instructions come from the company director and production manager.
- The company director is working with the production manager, set designer and technician to finalise designs for set and lighting.

**Distribution of roles.**
For this example there are at least two different ways the roles could be allocated; the production manager or the technical manager could be the principal contractor.

<table>
<thead>
<tr>
<th></th>
<th>Theatre</th>
<th>Production Manager</th>
<th>Set Designer</th>
<th>Technical Manager</th>
<th>Company Director</th>
<th>Technician</th>
<th>Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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CDM Guidance – complete
### 3rd party event – venue hire

- A local community festival organiser is using a college site to host part of their event.
- The festival organising team will be working with designers and contractors to bring off the whole event.
- The University Estates team and the college H&S Adviser will have some input into the layout of the design and site arrangements, particularly to do with site security, noise and emergency procedures.
- The festival organisers will hold the licence for the event.

#### Distribution of roles.

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<thead>
<tr>
<th>Role</th>
<th>Festival organising team</th>
<th>Festival designers</th>
<th>Festival contractors</th>
<th>UAL Estates Team</th>
<th>H&amp;S Adviser</th>
<th>Build staff</th>
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CDM Guidance – complete
Installing a large piece of machinery

- A large piece of workshop equipment is being delivered and installed into a workshop. The machine will be delivered on site and then hoisted into the second floor of the building using a crane, a window will have to be removed and a doorway widened and then repaired.
- A surveyor has been engaged to calculate loading when the equipment is in position and to make sure the wall and floor can bear the load when the machine is being moved.
- The machine will be moved into place by a company engaged by the supplier.
- The machine will be fixed in place and wired into the mains electricity.
- The lorry delivering the equipment and the crane will be in the loading bay which is also an emergency escape route for the building.
- The college is commissioning the work, which is being organised by the technical manager.
- The technical manager, facilities manager and the health and safety adviser will have input into the way the work is organised.
- The supplier is organising the crane and all other moving activities.
- The removal of the window and doorway and the electrical work is being managed by the college resources manager using University contractors, Bouygues.

Distribution of roles.

Three options for allocating roles have been given for this example. The Technical Manager could represent the College only as the client with the supplier as both PD and PC; the College could be the client, the technical manager the PD and PC with the supplier being a contractor and designer; or, the client is the college, the technical manager the PD and the supplier the PC.

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<th>College</th>
<th>Technical Manager</th>
<th>Supplier</th>
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<th>Building Surveyor</th>
<th>Moving Company</th>
<th>Bouygues</th>
<th>H&amp;S Adviser</th>
<th>Bouygues employees</th>
<th>Crane driver, movers, Bouygues employees</th>
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<th>College Resources Manager</th>
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