


<p>Document No: AAL-MS-PROCEDURE-- 007-A</p> <p>Issued: June 2018</p> <p>Owner: Facilities Manager</p> <p>Approved: Chief Executive Officer</p>	<p>Contractor Management</p>	
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PURPOSE

To meet our health and safety objectives, Ardmore Airport Authority Ltd commits to the proper management of the workplace health and safety aspects of all contract works and compliance with CAA rulings.

The use of contractors by Ardmore Airport Authority Ltd is varied and can range from high risk operations on the airside operational area through to low risk cleaning contractors at the administration offices.

To account for this variation, the processes described in this procedure are scalable and flexible in their application depending on the scope, complexity, and risks associated with the work or services.

Where contractor are not already on the approved suppliers list Ardmore Airport Authority Ltd will engage contractors following a six step process utilising **AAL-MS-FORM-006-A Contractor Assessment**

STEP 1: SCOPE

Scoping includes an initial appraisal of known and anticipated hazards and an overview of the risks associated with the work. It identifies the likely and preferred contractor health and safety attributes required to complete the work safely.


Scoping can also be an opportunity to consult with contractors and other industry specialists to consider health and safety implications.

Approved Codes of Practices, Civil Aviation Authority rules, Industry standards and guidelines, Ardmore Airport Authority Ltd standards and procedures, Ardmore Airport Authority Ltd Principal Hazard Management Plans, and the Ardmore Airport Authority Ltd Risk Register can be used to determine potential risks contractors may be exposed to and the applicable attributes required to undertake the works or services safely.

STEP 2: SELECT AND ENGAGE

Responsibilities and Action

The Ardmore Airport Authority Ltd Facilities Manager **must** provide information from the scoping stage to potential contractors including information on minimum hazard and risk control measures.

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Following verification, the Ardmore Airport Authority Ltd Facilities Manager **must** agree and document responsibilities with the contractor including overlapping duties in a Method of Work Plan (MOWP) as per **AAL-MS-FORM 005-A** Method of Works

The Airport Operations Supervisor **must** ensure hazard and risk controls specified in the MOWP have been fully implemented before starting work. This may be achieved by completing a pre-commencement review.

Information should be communicated to the contractor in one of the following ways:

- As part of the specifications
- A totally separate document
- A documented discussion with potential contractors (likely method for minor works)
- A verbal discussion followed by confirmation email (for minor works only)

The information may include who will be responsible for controlling the worksite (including control of risks), any areas that need to be demarcated and kept clear, and other similar relevant information where relevant.

Contractors must then verify they can safely undertake the work. Consideration must be given to the safety and quality standard of work undertaken in prior engagements. Any contractors failing to meet the appropriate standard must not be used without an assessment of the risks and appropriate mitigations put in place.

Compliance with our health and safety management system is a precondition to engaging a contractor and any deviations from required standards must be addressed and agreed in writing.

1.1 Overlapping Duties


Responsibilities and Action

The Ardmore Airport Authority Ltd Facilities Manager **will** collaboratively engage with contractors to determine the roles of each organisation in the management of the contract works or services (overlapping duties).

The Ardmore Airport Authority Ltd Facilities Manager **will** actively promote health and safety values with contractors throughout the engagement phase and contract term.

Regardless of who has day to day responsibility, Ardmore Airport Authority Ltd will ensure any workers with management responsibility in relation to contract works or services have a clear understanding of:

- Appropriate health and safety management controls and specifications (including those defined in the contract Terms and Conditions)

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- Of their personal accountabilities and responsibilities
- Of when and how to escalate issues or concerns

Agreement should include (where appropriate):

- How Ardmore Airport Authority Ltd will be consulted with when selecting subcontractors to undertake any part of the works or services
- The frequency, logistics, and who will attend contract meetings
- What the level of delegated authority to the contractor will be (if any)
- The processes for consulting and engaging with workers, including subcontractor workers
- How control measures for new hazards which may arise will be assessed and notified to Ardmore Airport Authority Ltd
- How incidents will be notified to Ardmore Airport Authority Ltd, who will undertake investigations, and how progress of corrective or preventative actions will be monitored
- Who will undertake inspections, audits or reviews in relation to the contract works or services and what the inspections, audits or reviews will cover and how frequent they will be
- Who will collect, analyse and respond to assurance information or data (including outcomes from inspections, audits or reviews)

STEP 3: INDUCTION


Responsibilities and Action

Before starting work, the Airport Facilities Manager **must** ensure workers have been inducted into the workplace.

Induction may include a project induction (specific to the works and tasks involved) and site induction (specific to an existing site) or a visitor's induction depending on the scope, complexity and level of risk¹.

Inductions **will** be specific to the works and cover as appropriate:

- Explanation of specific hazards and controls relevant to the hazards workers are likely to be exposed to
- Issuing of and explanation of how to use PPE
- Instruction on specific emergency and evacuation procedures
- Explanation on how to report hazards, incidents or injuries
- Introduction to team members and other relevant workers
- Clear instruction on supervision
- Instruction on applying the Permit to work process (if applicable)

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- Explanation of worker engagement processes
- Worksite security
- Worker facilities (car parking; toilets; washing, eating and administration facilities etc.)
- Site rules (e.g. rules on smoking, prohibited items etc.)

Details of project and site inductions, including time, who attended, and who delivered the induction, **must** be recorded and sent back to head office.

Where work is to be performed offsite, the Ardmore Airport Authority Ltd Facilities Manager must assess the contractor's systems and knowledge relevant to the task.

Where the contractor does not meet the relevant standards and processes, the Ardmore Airport Authority Ltd Facilities Manager must ensure that the relevant Ardmore Airport Authority Ltd standards and processes are met prior to the work being completed.

STEP 4: MONITORING

Responsibilities and Action

The Ardmore Airport Authority Ltd Facilities Manager **must** ensure all corrective actions are recorded in a suitable bring-up system for follow-up.

Monitoring involves on-going interaction between Ardmore Airport Authority Ltd and the contractor to ensure the work is progressing as planned and specified requirements are being met.

The extent of monitoring will vary depending on the scope, complexity and risk of the contract or service works.


Monitoring **must** include the activities detailed in the terms of the contract, and may also include observations from Ardmore Airport Authority Ltd employees or specialists.

Monitoring should complement rather than duplicate the monitoring carried out by the contractor. Monitoring should include (where appropriate):

- Regular meetings to review health and safety performance (including on-site meetings)
- Regular inspections, observations or audits
- Investigating and responding to incidents
- Conversations with workers

The frequency of inspections, observations or audits should be based on:

- Agreements made at engagement stage
- Frequency of use (of the contractor) or length of time on site
- Nature of work and associated risks
- Results of previous inspections, observations or audits
- Health and safety performance on site

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Where contractor health and safety performance to date is unsatisfactory, the Ardmore Airport Authority Ltd Facilities Manager may work with the contractor to improve performance. In these situations, the Ardmore Airport Authority Ltd Facilities Manager **will** increase monitoring and review frequency to ensure compliance to improvement plans. Future use of this contractor should be minimised as outlined in Step 2.

Feedback on monitoring outcomes **will** be shared with the contractor. The timeliness of contractor response will depend on the situation. For situations where there is a risk to people, assets or the environment, response times **must** reflect the level of risk.

STEP 5 – REVIEW

Responsibilities and Action

Following completion of the contract, or every three years for long-term contracts, the Ardmore Airport Authority Ltd Facilities Manager **will** undertake a formal review of the contractor's performance.

Results of the review must be recorded to allow other teams access if required.

Review should take into account:


- Competency of the contractors management team to effectively and safely manage the works or services
- Effort, focus and pro-activeness given to the management of health and safety risks by the contractor
- Timeliness and completeness when responding to queries or delivering reports
- Ability to achieve specified standards
- Number and nature of non-conformances or incidents
- Ability to meet the works or services on time and within budget

STEP 6 - CONTRACT CLOSEOUT

Responsibilities and Action

Before closing a contract, the Ardmore Airport Authority Ltd Facilities Manager **will** ensure:

- The work is completed according to the contract specifications
- The worksite is safe
- Relevant documents have been received (e.g. certificates of compliance, as-built drawings, operating manuals etc.)
- New hazards introduced from the works have been assessed and entered in to the **AAL-MS-REGISTER 050-A Risk Profile.**

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Contract extensions and rollover

Responsibilities and Action

Before approving contract extensions or rollovers, the Ardmore Airport Authority Ltd Facilities Manager **must** re-evaluate health and safety risks and performance by assessing:

- The contractors health and safety performance to date
- Any changes to the scope of the work
- Any changes to the contractors management systems

Where changes to the scope of work may introduce a hazard not previously considered, or where the level of risk is higher, the contract **will** not be extended or rolled over without approval from the Chief Executive Officer.