

CORPORATE GUIDANCE

Control of Contractors

(Engaged in Building construction/ maintenance activities)

A GUIDE FOR PREMISES MANAGERS



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Introduction

- 1.1 This guidance note has been designed to advise Operational Service Manager's on the correct course of action when employing contractors or permitting them to work on premises owned or maintained by the London Borough of Merton (LBM). The aim is to protect the health and safety of staff, pupils, contractors and anyone else who may be affected by contractor's activities.
- 1.2 **This document is intended as a general guide to help Services effectively manage contractors.** It is not all encompassing, but aims to help you understand what needs to be done and the steps to follow from planning to reviewing the work.
- 1.3 It is not intended to cover large contracts that fall under the Construction (Design and Management) Regulations 2007 (CDM).
- 1.4 Contractors may be employed on the site either because you have employed them directly or works are organised centrally by the LBM on behalf of a Council department/ service area.
- 1.5 Whilst there is no specific legislation for the control of contractors, LBM has a general duty of care under the Health and Safety at Work etc. Act 1974 (HASAWA) to safeguard the health and safety of employees and non-employees who may be affected by our activities. Additional responsibilities for the safety of contractors arise from supporting Health and safety regulations including the Management of Health and Safety at Work Regulations and CDM regulations.
- 1.6 This document sets out the **minimum requirements** for LBM managers having responsibilities for the management of contractors involved in maintenance and construction work within their premises and describes good management practices to ensure that work is properly planned and safely managed.

- 1.7 Depending on the level of risk involved in the work, a higher degree of contractor management may be required.
- 1.8 Local procedures for managing contractors must be developed for each premises owned and/or occupied by Departments of LBM.
- 1.9 This Guide applies to LBM maintained schools and education establishments and other schools that have brought back into the Councils services.
- 1.10 Effective collaboration between the school and contractors is essential. The nature of the school environment and the vulnerability of children emphasises the importance of proper organisation and control.

OTHER READING

- 2.1 **This guidance is based around the HSE publication:** 'Managing Contractors – A Guide for Employers': <http://www.hse.gov.uk/pubns/priced/hsg159.pdf>
 - 2.2 **For Guidance on contractor selection** please read [Corporate Policy and Guidance on contractor selection](#) available on the Intranet.
 - 2.3 **For 'Programmed Construction Activities'** please read the corporate guidance: http://intranet/corporate_guidance_on_cdm_oct_2007.doc
 - 2.4 **For Guidance on asbestos management during construction work** please refer to http://intranet/corporate_asbestos_policy_issue_12.doc
- Additional guidance for schools can be found here:**
http://intranet/corporate_asbestos_guidance_for_schools_may_2012.doc

Using this guidance

- 3.1 This guidance and associated documentation applies to all building construction/ maintenance activities carried out by contractors working on behalf of LBM and on LBM owned or managed sites occupied by LBM staff.
- 3.2 All contracted works, including those organised centrally (e.g. via Corporate Facilities management, the Local Education Authority (LEA) must adopt the principles contained within this document as a minimum standard for ensuring the health and safety of contractors and building occupants.
- 3.3 As funding is made available directly to schools, schools may directly commission contractors for maintenance work or construction work; effectively 'self managing' the work and it is essential that you are meeting the minimum requirements for managing contractors. However, even on LBM-managed projects, it is important that key staff at the school with whom the contractors need to work with, e.g. Head Teacher/ Bursar / Business

Manager / Site Manager is aware of their general responsibilities for Health & Safety and ensures that contractors are working safely; as outlined in this Guide.

- 3.4 To assist schools, additional guidance is marked in the boxes '**INFORMATION FOR SCHOOLS**'.
- 3.5 For your future reference, see the following definitions of common terminology used throughout this guidance:

<p>'CONTRACTOR' / 'Sub-Contractors'</p>	<p>A contractor is an organisation or person not directly employed by LBM that is contracted to work at LBM premises or premises managed by LBM. A contractor may then engage other firms to assist with elements of the contract. These firms or individuals are referred to as sub-contractors.</p>
<p>'CLIENT' Or (The Responsible Person')</p>	<p>In broad terms;</p> <p>The 'Client' is the individual acting on behalf LBM in the commissioning of the work</p> <p>A 'Client' may be the Directorate, Department, Section, individual council officer or individual School/ Governing Body who causes the work to happen</p> <p>LBM is the client where Works are procured and managed centrally by LBM.</p> <p>The Operational Service Manager assumes the role of client where they directly engage a contractor to carry out work on premises under their control</p>
<p>OPERATIONAL SERVICE MANAGER</p>	<p>This individual (may or may not be directly employed by LBM) assumes the operational responsibility for the service and in doing so must ensure compliance with legislative requirements and council practice, so that the highest standards of health & safety are met.</p>
<p>'COMPETENT PERSON'</p>	<p>"A person shall be regarded as competent where he has sufficient training, experience, knowledge and other qualifications to enable him to properly undertake the activity without any assistance.</p>

<p>'DELEGATED SITE REPRESENTATIVE'</p>	<p>Generally appointed by the client, this is a person(s) who may assist in the job/project planning and will be involved on site induction(s) and introductions, and importantly monitoring the contract to make sure the Council's policy on the management of contractors is implemented effectively.</p> <p>This may be a Site Manager, an employee of the Schools Service Property Team or a member of the Schools own external technical buildings Consultancy Company acting on behalf of the school.</p>
<p>'DUTY HOLDER'</p>	<p>Where a project falls under the scope of CDM; further specific requirements apply. CDM 2007 places legal duties on virtually everyone involved in construction work; these individuals are commonly known as 'duty holders'.</p>
<p>'PERMIT TO WORK'</p>	<p>A permit to work is a formal system of control, which must be issued for any significantly high-risk activity. For instance, asbestos works, hot work, roof work, work on live electricity, working in confined spaces. Individuals issuing permit(s) to work must be suitably trained.</p>
<p>METHOD STATEMENT</p>	<p>The method statement is a step-by-step guide of how the work is to be undertaken in a safe manner based on the assessment of the risk to the health and safety of employees and others who could be affected by the work.</p>

Types of maintenance and construction work

4.1 The term contracting covers a wide range of activities, but for the purpose of this document a 'contractor' is an individual or firm engaged in the following building construction/ maintenance activities on LBM premises:

- Small day to day repairs
- Internal redecoration programmes
- Unforeseeable emergency works, e.g. burst pipes, gas leaks, boiler repairs etc.
- Small scale improvement/building works
- Substantial/major building works
- 'High risk' work, e.g. hot work, works at height, asbestos work, tree work, work in confined spaces, work to mains services, work with 'licensed' chemicals (e.g. pesticides).

When do the Construction (Design and Management) (CDM) Regulations 2007 apply to a contract?

- 5.1 Where a project falls under the scope of CDM, further specific requirements apply. Further guidance on this area can be found in the [HSE's CDM Guidance](#)
- 5.2 This guidance must be read in conjunction with the [Council's Construction Design Management \(CDM\) guidance](#); available on the intranet which offers more detail around the specific regulations and their requirements.

Other Work Carried Out Under Contract

- 6.1 Contractors also undertake a number of other services on behalf of the authority; examples include planned maintenance, cleaning, caretaking, catering services, grounds work and domiciliary service provision.
- 6.2 All contracts should be managed using similar systems to those described for building/maintenance contracts. The contractor must be competent to carry out the work for which they are to be employed.

The use of Volunteer labour

- 7.1 Volunteer labour is sometimes used as a way of undertaking minor building or improvement works for example redecorating of school classrooms.
- 7.2 Premises must follow the same management procedures for volunteers as they would for hiring contractors or their own maintenance staff.
- 7.3 Since there is unlikely to be a formal contract, it is even more important that safe working requirements are communicated via a risk assessment.
- 7.4 Volunteer labour is no different to directly employed staff and the Health & Safety at Work Act etc 1974 and all subordinate legislation applies it in its entirety.
- 7.5 If you plan to engage a parent or other volunteer labour, you are strongly advised to check first with the Corporate Insurance section on whether your insurance covers engaging volunteers on site.

Why Manage Contractors?

- 8.1** Apart from the potential financial and legal penalties for failing to plan and manage contractor's work, poor management of contractors is likely to expose people and property to unacceptable risks. Almost certainly, poor planning and management will increase costs, cause delays and/or disruption of services as well as increase the likelihood of accidents or ill health.
- 8.2** In particular contract staff carrying out maintenance work are a principal cause of accidents in the workplace as they are generally less familiar with the workplace, yet often carry out more hazardous tasks.
- 8.3 Building works on site will fall into one of two categories:**
- a) Work area wholly handed over to and occupied by the contractor
 - OR**
 - b) Work in and around areas still occupied by the premises
- 8.4** However, even in the case of minor building works it is often not possible to totally separate the contractor's activities from those of the building's normal occupiers and therefore safety is paramount.

Hazards

- 8.5** Contractors carrying out works at premises can present significant risks to their own health and safety or that of premises occupants.
- 8.6 Accidents/ incidents may be due to:**
- Uncontrolled or poorly controlled workplace hazards
 - Poor planning
 - Lack of communication on health & safety e.g. staff don't know there is a contractor working near by or contractors are unaware of the dangers on site
- 8.7** The contractor's representative must be informed of any hazards on site that may present a risk to the contractor's workforce so that the necessary precautions can be identified and taken.
- E.g. something as simple as having shelving installed (which requires drilling) may expose staff and contractors to asbestos.*
- 8.8 Common hazards associated with the work of contractors include: -**
(List is indicative only and is not exhaustive)
- Falling materials or persons (e.g. work at height)
 - Fall hazards (e.g. unguarded excavations)
 - Tripping hazards (e.g. materials obstructing pedestrian areas)
 - Health risks (e.g. exposure to asbestos, generation of dust, gases, fumes, etc)
 - Fire risks (e.g. hot-work such as welding, paint stripping and soldering; use of flammable solvent based paints and glues, and use of potentially unsafe electrical equipment).
 - Fragile roof or structures
 - Presence of underground cables, gas or water mains where any excavation work is to be done (if known)

Roles and Responsibilities

- 9.1 The local management of contractors is an important part of ensuring work is carried out safely and to a high standard. Legal duties cannot be delegated by contract.
- 9.2 The Council, and in most cases the individual premises, has responsibilities in respect of the work of contractors.

These can be broadly listed as:-

- to take reasonable care in the selection of contractors;
- to prepare proper specification of work;
- to consult prior to work commencing;
- to monitor the work in progress and on completion;
- to take action where a contractor's activities may adversely affect the health or safety of employees, pupils or visitors;
- to ensure compliance, if applicable, with the *Construction (Design and Management) Regulations* (otherwise known as CDM).

- 9.3 **Appendix A** applies to any activities undertaken within LBM owned premises, regardless of whether the premise is occupied by LBM, service user or client and covers the safety of employees, members of the public and visitors to the site (including contractors themselves, contractor's employees and sub-contractors).
- 9.4 Managing health and safety requires collective effort and commitment of all the parties involved. The key requirements are set out below:
- 9.5 **The Client** has a duty to manage health and safety issues with regard to the selection of suitable contractors, assessment of risk, deciding what information, instruction and training is required, consultation and co-operation arrangements, and what levels of management and supervision are required for the foreseeable risks

INFORMATION FOR SCHOOLS:

Where the Council has selected the contractor it will be responsible for all issues relating to preparing for the work and contractual matters. However, the school can be expected to contribute in areas such as local knowledge and specific risks (e.g. hearing impaired pupils on-site, location of service runs).

A school, however, will take these responsibilities for any contracted work not involving the Council. Advice on each of these responsibilities is given below.

- 9.6 **The Client and Contractor** must have in place suitable and sufficient systems for the management of health and safety, the control of risks, consultation and communication

with affected parties, so that they do not expose anyone in the workplace to unacceptable risk.

- 9.7 Similarly, if the **Contractor** employs **sub-contractors** to carry out some or all of the work, both contracting parties have some health and safety responsibilities and these need to be defined.
- 9.8 The extent and level of responsibility of each party will depend on the nature of the work and circumstances and should be clearly identified, defined and understood by all concerned prior to the commencement of work.
- 9.9 The **Contractor** is the primary responsibility of the individual/ collective body who commissioned them to carry out the work (i.e. **the Client**)
- 9.10 **The Client** is responsible for ensuring that the health and safety aspects of contract work are considered prior to work commencing on site so that hazards can be identified, risks assessed and any necessary measures taken to protect the health and safety of premises occupants, contractors and members of the public in the immediate vicinity who may be affected by the work.
- 9.11
- IMPORTANT:**
Unless there is a named individual responsible for managing contractors on site, the responsibility will automatically default to the operational service manager

If you are in any doubt about how this applies to you, contact the Safety Section for advice
- 9.12 However, regardless of who is the client, **the Operational Service Manager** is responsible for managing contractor's activities within their own service area and ensuring the day to day health and safety of **everybody** on site within, and in the curtilage of the workplace under their control. The extent will vary depending upon the particular circumstances of the contract.
- 9.13 The **Operational Service Manager** therefore needs to have and be able to demonstrate that they have:
- ▶▶ A clear understanding of what work their contractors will undertake;
 - ▶▶ identified the hazards and evaluated the risks that are related to that work;
 - ▶▶ identified ways of eliminating, reducing and controlling those risks, and not merely passing them onto others;
 - ▶▶ set standards which specify the conditions that the contractor must work to, including competence standards
- 9.14 Whilst **the Operational Service Manager** is the responsible person for health and safety, this person may nominate someone to carry out their duties and act as the main point of contact for the contractor during the duration of the work e.g. **the Nominated Contract Officer** – in most schools this will fall to the Site manager/caretaker. However, it could also be the Bursar, teacher, governor etc.

Please note; the legal responsibility cannot be delegated and will always remain with the **Client** (i.e. the '**responsible person**' for Health & Safety in the workplace).

9.15 The Operational Service Manager must satisfy themselves that no works are instructed until all the required activities are planned, risk assessed and that appropriate safe systems of work have been established and implemented.

9.16 All employees have certain responsibilities to ensure the workplace remains a safe place for all:

- ▶▶ Co-operate/ comply with the safe working arrangements in force
- ▶▶ Bring any concerns relating to the work of Contractors to the attention of their line manager as promptly as possible e.g. unsafe practices, trip hazards, poor segregation etc.
- ▶▶ Challenge anyone on the premises without identification or if not confident to inform supervisor or line manager of the situation.

Sharing Health & Safety Information

10.1 Good communication is crucial to the successful management of any contract. From the early planning stages of the project, the client and the contractor will need to discuss various issues of mutual interest. Consider what information you need to pass onto the contractors and what you require from them.

Some examples would be; security on site, evacuation procedures, welfare facilities, presence of asbestos, provision of first aid and accident reporting. In effect, anything that may affect the safety of the contractor needs to be notified to them and vice versa.

10.2 Of course it is not only contractors that you must communicate with; information will need to be shared between the premises /service manager and employees or other building occupants and those managing the project if it is not you to ensure the health and safety of all employees at the workplace

Staff/ students, and any other groups who may be affected by the work should be informed of the date/time, location and duration of work, possible effects, company/ID of contractors, who to contact if problems are encountered.

10.3 It is important that a point of contact is designated for each side in the event of problems arising.

Communication of Safety Information

10.4 From the early planning stages to the completion of the project, all parties must consider what information should be shared taking into account the risks from their own and each other's work and agree appropriate ways to ensure this is done.

- 10.5 Procedures should be in place to ensure that there is appropriate communication between the Operational Service Manager and / or their representative(s) and the contractor at all stages of the work; prior to work commencing, during work and prior to contractors leaving the site.
- 10.6 Meetings should be scheduled regularly before and during the work.
- 10.7 All contractors should provide information from their risk assessments or method statements identifying the risks arising out of their activities and how they propose to manage and control the risks they identify.
- 10.8 Consider the possible health and safety implications of the work both to staff and pupils and to the contractors and decide what reassurances you need from the contractor.

INFORMATION FOR SCHOOLS:

By employing a contractor, a school is relying heavily upon the specific expertise and specialist knowledge of that contractor. However, the school plays a vital role in providing information to the contractor that could influence how the work is to be done and the precautions to be taken e.g.:-

- where the school knows of special hazards;
- where co-operation of the activities of the contractor is necessary for the safety of his own employees (or others); or
- where the employer knows of defects in plant;
- where there are hazards in the premises provided for use by the contractor's employees.

Site / House rules:

Clear information must be exchanged about any risks specific to the work that the contractors or other parties could not reasonably be expected to know about e.g. times of the day when areas of the premises are busy, the use of equipment on site and relevant site safety rules and local procedures e.g. dealing with emergencies such as fire, gas leaks, loss of power etc.

- 10.9 When two or more employers share a workplace, whether temporarily or permanently, they should co-operate with others and take reasonable steps to inform others of potential health and safety risks and work together to minimise the risks.
- 10.10 Operational Service Manager's responsible for LBM premises, clients, contractors and sub-contractors must each provide their own employees with information, instruction and training on any issues which may affect their health and safety at work.
- 10.11 In weighing up the risks to employees and other building occupiers, the Operational Service Manager must consider all options including alternative temporary working arrangements if necessary.

- 10.12** Where there are recognised trade unions, consultation should be through safety representatives appointed by the unions.
Where there is no recognised trade union, alternative arrangements should be made.
Workforce representatives should be part of any liaison arrangements and they should be involved from the outset. This consultation may just involve inviting an employee representative to be present at any pre-contract discussions with the contractor or giving them advanced notification of any work to be carried out

Co-ordination of Information

- 10.13** Contractors need a site contact – Someone to get in touch with on a routine basis or if the job changes and there is any uncertainty about what to do. The site contact should be somebody nominated who is in a managerial position with sufficient authority and competence to direct the work and pass Health & Safety information on to the contractor.
- 10.14** Where there is more than one contractor likely to be on site, either contractor should name one person to co-ordinate arrangements for health and safety and pass this contact onto the premises/ service manager.
- 10.15** Contact names and details and any other information necessary to ensure the work doesn't pose unacceptable safety risks should be exchanged prior to work starting; preferably at a pre- contract commencement meeting on site.
- 10.16** At the pre-contract commencement meeting arrangements should be made for regular meetings and briefings to take place throughout the contract period so that all parties are kept up to date with all aspects of the work and are able to raise any issues or concerns as work progresses.

10.17

INFORMATION FOR SCHOOLS:

Effective collaboration between the school and your contractor is essential. The nature of the school environment and the vulnerability of children emphasises the need for proper organisation and control

Provision of Documentation

- 11.1.** This section sets out what documentation may be required from the client and the contractor; specific requirements will depend on the nature of the contract:

11.2 **Client > Contractor**

» Asbestos register -

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- »» Risk assessments
- »» Site rules
- »» Permit to Work

11.3

Contractor > Client

Where the work to be undertaken is particularly hazardous or complex, the contractor's representative should be requested to supply sufficient detailed information as to the proposed safe working methods.

This may include the requirement to provide: -

- »» Risk assessments which identify the hazards and control measures for significant hazards posed by the work (specific activity based assessments)
- »» Method statements for the work, which identify safe working controls
- »» Permits to work

In addition to;

- »» A Health and safety policy
- »» References (if not on the CHAS database) from a similar previously satisfied customers
- »» Emergency procedures e.g. arrangements for first aid, fire etc.
- »» Job specific training records for staff that will carry out the work,
- »» General training records for contractors working on site
- »» Contractor qualification certificates (where specialist competencies are required to undertake the work set out in the specification)
- »» Demonstrable experience in the area of work.
- »» Insurance arrangements, such as public liability insurance.
- »» Accident record information, such as number of reportable accidents.
- »» Supervisory arrangements, such as named person in charge, named point of contact.
- »» Membership of advisory associations and bodies.

• Risk assessments:

11.4.1 Risk Assessments are used to decide on priorities and to set objectives for eliminating hazards and reducing risks. A risk assessment shall be 'suitable and sufficient' and cover both employees and contractors as well as anyone else who may be affected.

11.4.2 Prior to **any** work commencing on site, 'suitable and sufficient risk assessments' should be carried out by both the client and the contractor (i.e. have considered the significant risks from each others work that could affect the health and safety of the workforce or anyone else).

11.4.3 Generic risk assessment can be produced to cover jobs that are part of long-term contracts or repeated as part of a repair and maintenance contract, however, it is important that these are at least looked at every time the activity takes place so that hazards are not missed.

11.4.4 Work that falls outside of this scope e.g. 'one off' building construction works, require a specific risk assessment to be carried out to demonstrate how risks are managed.

11.4.5 Risk assessments done properly will help identify the likely impact on the service and ensure appropriate information is supplied and arrangements are made ahead of the work commencing.

11.4.6 All interested parties should then agree on any necessary preventative and protective steps identified, how they should be implemented and by whom.

11.4.7 Risk assessments are required in the following instances:

(a) Contractor introduces a significant hazard into the building.

For instance; contractors carrying out 'Hot Work', such as welding, could pose a significant risk of fire, along with the introduction of hazardous gases such as oxygen or acetylene. Alternatively, contractors may introduce hazardous substances in significant amounts, such as paints or cleaning agents.

(b) Contractor may be exposed to existing hazards in the workplace.

For instance; contractors may be working in areas where asbestos is known or suspected to be present.

In addition, the work may impact on building services, such as ventilation or drainage systems, which may themselves carry or be contaminated with hazardous substances. Contractors may also need entry into controlled areas where hazardous equipment is present.

(c) Work proposed is likely to affect existing controls.

For instance; fire alarm detectors may need to be isolated where smoke, heat, dust, or fumes are generated. There may be a need to temporarily redirect emergency exit routes whilst work is ongoing. The work may involve isolating service supplies, such as water, ventilation, heating or drainage. This could have an effect on the general welfare facilities for a building, along with specific safety controls such as local exhaust ventilation systems and cooling systems on safety critical equipment.

11.4.8

Some hazards require their own risk assessments under health and safety legislation

e.g.

- Manual Handling
- Working with hazardous substances
- Noise at Work
- Fire

Etc...

For all of these you must be following the corporate safety guidance on risk assessment.

11.4.9 In areas where you are satisfied that a contractor is not exposed to, or will not introduce any significant hazard, a risk assessment may not always be necessary, however, there may still be hazards that they need to be aware of and it may be that a simple discussion is sufficient to alert them to these possible dangers.

11.4.10 Your original risk assessment should be kept under review for the duration of the works and kept on site during the duration of the work; these should be available for employees to view and for anyone else who may need to see them.

• **Plan of work/ Method statements**

11.4.11 Where significant risks are evident, contractors must prepare a detailed, relevant and appropriate written safety method statement to show how they intend to carry out the job, the expected risks, and how they are to be dealt with; all before they start work.

11.4.12 The method statement must be specific to the actual task and location and should contain the sequence in which the work will be done, based on an assessment of risks to the health and safety of employees and others who could be affected by the work, so beware of generic models that don't take into account these local issues.

11.4.13 Whilst the following list is not exhaustive, Method Statements **must** be provided for:

- ▶▶ Demolition
- ▶▶ Steel erection
- ▶▶ Working in confined spaces
- ▶▶ Scaffolding
- ▶▶ Excavating
- ▶▶ Work on / near water
- ▶▶ Roof works / other overhead works
- ▶▶ Working at heights
- ▶▶ Road works
- ▶▶ Electrical works
- ▶▶ Working in the vicinity of roads
- ▶▶ Hot work

11.4.14 Method statements should detail, where applicable:

- ▶▶ Sequence and method work.
- ▶▶ Means of access and egress.
- ▶▶ Methods of work to be adopted to protect operatives and anyone else who may be affected.
- ▶▶ Details of general and personal protective equipment to be used.
- ▶▶ Details of locating and making safe services such as gas and electricity.
- ▶▶ Details of temporary services to be provided.
- ▶▶ Control of site transport.

11.4.15 For high- risk activities that require a method statement, Individuals checking Safety Plans or Method Statements must be competent to do so, i.e. possess suitable knowledge and experience of the safety as well as technical issues involved in the

particular high risk activity.

11.4.16 It is unlikely that anyone in the premises will have the required level of competency. Therefore before you proceed you must seek advice from whoever provides your Facilities Management, as they should possess this competency.

11.4.17

INFORMATION FOR SCHOOLS:

For work organised by the school:

Schools that do not use LBM to manage maintenance or construction works involving high risk activities **must** ensure that a competent person is available or obtained to check Safety Plans or Method Statements

11.4.18

11.4.19 Permits to work are an essential part of safe systems of work for some high-risk activities for example electrical work, roof work or hot works.

11.4.20 The need for a permit to work systems should be considered at the planning stage of the job having risk assessed the contractor's activities. When it is identified that the work involves a hazard, which poses a significant risk that cannot be removed or reduced, it may be necessary to enforce a permit to work system.

11.4.21 A permit to work system helps to safeguard contractors and others working on site by ensuring that a more vigorous method of control is put into place to reduce potential health and safety risks.

11.4.22 **Typical examples of instances where permits are used include:**

- ▶▶ Work involves significant risk to staff or others.
- ▶▶ Work involves exposure to dangerous substances including medical gases, toxic fumes, biological hazards, radiation, asbestos etc.
- ▶▶ Work in confined and/or unventilated spaces.
- ▶▶ Work gives rise to a serious fire hazard

11.4.23 It will be necessary for the occupiers of buildings to be aware of activities going on which may need a permit to work.

Either;

- ▶▶ The PTW is under the control of the Operational Service Manager and issued via the Nominated Contract Officer to the contractor for work on the premises
- ▶▶ PTW's are issued to the contractor via the premises competent Facilities Management provider and the Operational Service Manager/ Nominated Contract Officer maintains a monitoring role.
- ▶▶ The PTW belongs to the contractor and forms part of the contractor's submission for the work and is controlled by the contractor under the supervision of the Nominated Contract Officer.

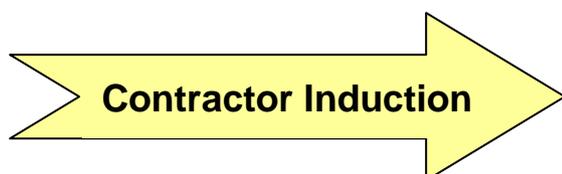
11.4.24 Should you be unsure whether work requires a PTW and/ or whether one exists, you

should in the first instance seek confirmation from your competent premises Facilities Management provider.

- 11.4.25** Individuals issuing permit(s) to work must be suitably trained so they understand the purpose of the permit and understand what contractors must do to comply with its requirements.
- 11.4.26** Each hazardous work permit is self explanatory and the contractor must complete fully by reading each part and following the instructions as stated on the forms.
- 11.4.27** If you suspect that contractors are not complying with the Permit to Work, work on site must stop immediately and must only start again once you are satisfied that this is no longer the case. This may involve reissuing/ revising the PTW and may necessitate further training and more rigorous ongoing monitoring.

Training Requirements

- 12.1** All persons involved in procuring or managing contractors must possess suitable competence in order to recognise hazards in the workplace and enforce agreed safe working procedures.
- 12.2** Information, instruction and training should be provided to all employees of the client, contractor and subcontractors. This should reflect anything that might affect their health and safety, relevant site safety rules and procedures, and procedures for dealing with emergencies.
- 12.3** On the job training never stops. Employees will never 'know it all' and the law requires all employees to attend refresher training at regular intervals after the initial training, for some this may be a repeat of their original training or little more than a recap of the main salient points.



- 12.4** Even if they are fully competent specialists, contractors must be given a brief induction relating to the potential hazards and risks associated with working on site from the Premises/ service manager.
- 12.5** The contractor induction can be general in that it can cover all contractors or it can be specific relating to individual contractors who are carrying out long term or frequent work. The purpose of the contractor induction is to give the contractor a general awareness of the

potential hazards and risks within the building and should cover LBM Health and Safety arrangements; and any local rules or arrangements as appropriate. In effect, anything that may affect the safety of the contractor needs to be notified to them.

12.6 For a full checklist of what to cover in an induction programme see [appendix C](#).
Some examples would be;

- ▶▶ Signing in/out procedures and/or other security arrangements for the building
- ▶▶ Site contact numbers and a named contact person for liaison with contractors
- ▶▶ Evacuation procedures,
- ▶▶ Welfare facilities (e.g. first aid facilities, toilets, drinking/rest areas)
- ▶▶ Presence of asbestos
- ▶▶ Provision of first aid and accident reporting procedures

12.7 Whilst **Contractor induction** is the responsibility of the Operational Service Manager or his/her nominated representative, Contractors are responsible for ensuring that their employees and sub-contractors are informed of and understand the rules for safe working, the local hazards and the necessary precautions.

It is for them to ensure each new employee coming onto site in future receives adequate information about hazards that are present and the necessary precautions to be followed.

12.8 General rules and arrangements for the control of contractors/contractor induction must be developed and made available to contractors prior to work commencing, this may be done electronically, laminated hard copy or any other format suited to the establishment. However premises managers are required to retain evidence that the contractor induction has been covered i.e. signing sheets, copies of e-mails etc.

12.9 Contractors must be shown a copy of the Asbestos Register and their attention drawn to any known areas where Asbestos Containing Materials (ACMs) are present. They should also be required to read the Asbestos Register Inspection Record and sign to confirm they have read and understood the contents.



12.10 Once work begins, it is crucial that important safety information can be quickly communicated to either building occupants or those involved in carrying out work on site e.g. when new hazards are identified or changes to work processes or the physical working area need to be brought to people's attention.

12.11 Safety Briefings are a useful way to keep health and safety forefront in the minds of your employees and make them aware of current risks and hazards as well as a good opportunity to inform management of anything they should be aware of.

In short, the safety briefing should provide the perfect opportunity for improvement of the overall safety of the workplace

12.12 Workplace issues that may be covered include;

- ▶▶ The date/time, location and duration of work,
- ▶▶ Contractor's employees and ID expected,
- ▶▶ Agreed work, methods and special requirements

12.13 Safety briefings should be **brief!** I.e. ideally no longer than 20 minutes and remember they are in addition to induction training and other specific job training **not** instead of.

Safety briefings serve four main functions:

Awareness: -

One of the most important objectives for holding safety briefings is to simply raise awareness among workers about the potential dangers associated with their jobs and in turn keep safety at the forefront of the employee's mind.

Improvement: -

Another important reason to hold safety briefings is to create plans for improvement of safety procedures or pass those plans along to employees. Safety briefings can be the perfect time to gather all employees in one location and to discuss plans and procedures to avoid safety problems in the future. It can also be an opportunity for employees to voice any concerns regarding potential safety violations or problems that management needs to be aware of.

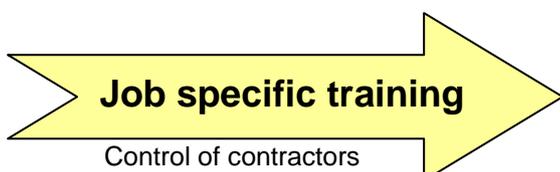
Identification:-

Aside from raising awareness and improving general safety procedures, the safety briefing should be used as an opportunity to identify specific problems that need to be addressed in the short term. The briefing should also be used as an opportunity to head off any future concerns before they become a problem.

Compliance: -

Safety briefings can also be used as a way to ensure employees are complying with safety procedures and in turn the law.

12.13 'Tool box talks' are different in that they tend to focus solely on a single topic on and tend to be shorter e.g. 5-10 minutes in duration and held regularly for greatest impact. These are sometimes called 'show & tell' sessions as they will often involve some sort of demonstration e.g. the manager talking through how to use a new piece of equipment.



- 12.14 Job specific safety training is required where it is a requirement for an individual to be able carry out an aspect of their job safely or fulfil their roles and responsibilities.
- 12.15 Training should be offered to all who need it; this should be identified by the individual's line manager.
- 12.16 Where it is a Merton employee, who requires training, it may be as simple as sending them on safety training run by the safety section; details of which you can find here: <http://vmoodle.merton.gov.uk/LMS/course/category.php?id=25> or by contacting the Corporate safety section.
- 12.17 However, it may be that what is required is more specialist training provided by an external training company for example COSHH or ladder training etc, again if you are not sure how to go about this, check with the Corporate Health & safety section before proceeding.
- 12.18 It is the responsibility of the contractor to identify training for their employees and source this training. However, the client must carry out their own checks, normally with the aid of their own competent advisors to verify that this training is suitable and sufficient.

5 Steps to managing contractors – From planning to review

Introduction:

- 13.1 It is imperative that all contracts are properly planned and organised. No matter how small the job or activity is, or how quickly it needs to be done, health and safety should be well planned and actively managed by all parties involved from the moment the need for the job is identified.
- 13.1.1 This involves close attention at all stages of the contract beginning with a thorough assessment of the competence of contractors at the pre-contract stage through standard setting to monitoring and review of the actual work and the performance of contractors at the end of the contract.
- 13.1.2 The complexity of management arrangements will vary depending on the nature of work being undertaken. Factors to consider include; duration of work, potential hazard and risk and the impact on others.
- 13.1.3 **As soon as you identify the need for the work**, you will need to consider the following **BEFORE** you approach the contractor:
- » Who will project manage the work in your premises?
 - » Specification of work (Clearly define what the job is and what the contractor is expected to do- Have you identified **all** the work you want the contractor

to do, including preparation and completion activities? e.g. removing furniture/ equipment from an area before work begins.

- »» Can the service continue to be provided safely while the contractor's work is being undertaken?
- »» Will you or the contractor provide welfare facilities on site (e.g. toilets, wash basins, rest area etc)
- »» Competency requirements for contract personnel and how you will assess these
- »» Initial discussion of the nature and severity of hazards on site
- »» Safe working procedures and conditions to which others must conform (e.g. site rules, fire drills, security, hot-working, control of flammable materials etc)
- »» What areas will the contractor be restricted from entering?
- »» Emergency procedures for duration of contract
- »» What information, instruction and training should be given to contractors and their staff and to staff employed by LBM, as is necessary
- »» Arrangements for liaison between the Service and the Contractor
- »» Management system in place to ensure agreed performance is achieved

13.1.4 These and other considerations are covered under this Section in **5 simple to follow steps** and follows the **minimum standards** that the HSE recommends in its five-step approach to managing contractors' health and safety.

STEP 1: Planning the Work
STEP 2: Choosing a Contractor
STEP 3: Agreeing safe standards of working
STEP 4: Monitoring Contractors performance in delivery
STEP 5: Reviewing on completion

BEFORE:

STEP 1: Planning the Work

13.2 By the end of this section, you should be able to answer these two questions:

- (1) What is the job?
- (2) How can it be done safely?

13.2.1 Some of the key steps in managing contractors take place before any work is actually done:

13.2.2 Effective planning is essential when engaging contractors to ensure efficient and safe working.

Many accidents involving contractors have happened because of a failure to plan the job properly i.e. to take account of health and safety aspects which are likely to arise.

13.2.3 The extent of any planning should be proportionate to the complexity & duration of the work and the associated risks

13.2.4 The key steps are detailed below and should be followed for **all** projects:

- **Define the work to be done** (the project specification)

13.2.5 Identify the job. Before engaging any contractors you must be clear about what the proposed job/project entails – identify all aspects of the work to be carried out (building work will often require other services to be relocated or installed).

13.2.6 A project specification must be drawn up, detailing the requirements of the proposed contract before you engage the contractors.

13.2.7 Consider the possible health and safety implications of the work both to staff and pupils and to the contractors and decide what reassurances you need from the contractor (it is important that a point of contact is designated for each side in the event of problems arising).

13.2.8

INFORMATION FOR SCHOOLS:

The drawing up of working specifications is a skill which requires considerable experience. It is unwise, therefore, for a lay person to attempt to write anything other than the very simplest of specifications. Your technical building consultants should be consulted in the first instance.

- **Initial hazard identification & risk assessment**

13.2.9 Once you know what the job is (the project specification), it is important that you identify all the potential hazards associated with the work as early as possible, so they can be eliminated or reduced at the design/ planning stage and any remaining risks can be properly managed (**see under 'Plan Safe system of Work'**)

13.2.10 You will need to carry out an initial risk assessment based on what you know so far, to identify any potentially significant risks

13.2.11 Always check if there is a risk assessment already in place for work of a similar nature or for the site in general, as this may save you time and provide you with useful information when it comes carrying out your own risk assessment.

13.2.12 You may find the list below useful in identifying when potential risks could be present on site: (**please note this list is not exhaustive**)

- » Challenges presented by individual service user/client group behaviour
- » Occasions when service users and contractors may come into contact e.g. overlapping work issues between contractor activity and normal workplace activity.

- » Site restrictions which impact on ability to work safely e.g. having to work in confined spaces, working at height, difficulty in maintaining segregation of work areas and normal operations.
- » The presence of services within buildings, e.g. cables etc, utilities etc that could be disturbed or affected
- » Ability to maintain adequate fire precautions at all times that work is ongoing
- » Work processes that involve contractors introducing high risk activities on site
- » Building related hazards e.g. are contractors likely to be exposed to asbestos or other hazardous substances whilst undertaking their work e.g. in a plant room?
- » The impact of work on the wider workplace e.g. other occupants in a shared workplace, neighbouring properties etc.
- » Maintaining security on site (restricting access/egress to work areas and rest of site both during operational hours and securing premises/ equipment / machinery when premises are closed.

13.2.13 At this stage it is best to consult with others to ensure, as far as possible, that all factors have been taken into consideration. Those who should be consulted could include:

- » Site users who may be affected by the proposed work, for example if there are changes to access/ egress; likely to be excessive noise or dust levels; withdrawal of amenities such as toilets, kitchens, rest areas etc.
- » People who have undertaken similar work in the past and may be able to give advice about their experiences.
- » Internal LBM advisors i.e. Corporate Health and Safety section, Corporate Facilities management, IT services, Risk and insurance department etc
- » External agencies e.g. the Local Fire Brigade

• Plan how you will work safely

13.2.14 By now, you should have identified the scope of the proposed contract work and the required tasks (the project specification) and associated hazards/ preventative measures (contained within your risk assessments).

13.2.15 The next stage in ensuring the safe delivery of the project is to use this information to plan how work will be carried out to reduce the risks before work commences and once work is underway:

a) Prior to work: -

Spell out what health & safety considerations contractors are required to meet in the specification and select the best one equipped to meet these.

b) Whilst the work is ongoing:-

Form the basis of local Codes of Practice and day-to-day safe working arrangements to ensure these conditions are met.

13.2.16 You will need to identify arrangements for health, safety & welfare on site well before you appoint contractors and the work begins; arrangements should be commensurate with the risk

General site arrangements should consider:

- »» Vehicle / parking arrangements on site.
- »» Vehicle / pedestrian access & egress
- »» Segregation of work areas and occupied areas
- »» Welfare arrangements e.g. use of toilet and washing facilities etc
- »» Lighting Levels
- »» Delivery times
- »» Working hours
- »» Storage arrangements for materials & equipment
- »» Housekeeping arrangements and standards e.g. Arrangements such as disposal of waste, keeping work areas separate from occupiers and tidying up at the end of the day.
- »» Signage
- »» Fire & emergency evacuation procedures
- »» Site security e.g. signing in & out, site induction, id cards, etc
- »» Accident reporting arrangements and first aid arrangements for their staff.

13.2.17 What should I do if a contractor turns up unannounced?

Ascertain from them what they are hoping to do and find out who authorised the work. Contact the Operational Service Manager (or the person who authorised the work if that is not the Operational Service Manager) and request they clear the contractors to undertake the work. If they are cleared to commence, work can commence providing the person in charge of the works has followed this guidance. If they are not cleared, either because the person is not available or it is not convenient for them to start the work, they should be informed that they will have to return at a time prearranged with the Premises Manager/ authorising person

13.2.18 What should I do if a contractor wants to use LBM work equipment e.g. ladders?

Contractors must provide their own work equipment e.g. ladders, tools, additional lighting etc. For insurance purposes, contractors must not use equipment that they have not brought into the site themselves.

13.2.19 Arrangements will need to be discussed and finalised with contractors once you have all the information from the contractor's (e.g. their activities and the hazards involved) (see 12.4.5 for detail)

13.2.20

INFORMATION FOR SCHOOLS:

The nature of the work, the areas within which it is to be contained and the timing of its operation must be carefully planned. Pupils' requirements must be carefully considered in terms of access and egress, playground facilities and general service arrangements (e.g. food and store deliveries). The school's evacuation and emergency procedures must be taken into account and contractors, sub-contractors etc. made fully aware of them

STEP 2: Choosing a Contractor

13.3 Those responsible for engaging contractors (**clients**) will have a significant influence on how any job is undertaken or contract is run. It is because of this that clients are made legally accountable for the impact that their approach has on the health and safety of those working on or affected by the contract/job.

13.3.1 Whoever engages the service of contractors must, as the client, satisfy themselves of the competence of potential contractors.

13.3.2 Should you want to employ contractors directly rather than go through the Council's in house professional services, you should refer to the Council's procedures for employing contractor's in order to evaluate and measuring their compliance with standards when checking competency and followed up by a further competence assessment for the specific areas of work being undertaken by them.

- **For Guidance on contractor selection** please read [Corporate Policy and Guidance on contractor selection](#) available on the Intranet.
- **For Guidance regarding procurement** please contact a member of the Commercial Services Team:
<http://intranet/councilwide/policyandprocedures/procurement.htm>

By following these Council procedures when selecting contractors, Council officers can be confident that contractors they wish to use possess the required competency to manage and complete the contract to the highest possible standards of safety and agreed standards of quality.

13.3.3 In many instances the main contractor will need to call in specialists to carry out works their own staff are not qualified to undertake, this work will be contracted out to a **sub-contractor**.

In such cases it is best left to the main contractor to organise this once you have satisfied yourself of their procedure for doing so and that the relevant contractors are appropriately qualified (**see links to guidance above and main requirements set out below**):

13.3.4

INFORMATION FOR SCHOOLS:

If schools decide to find their own contractor, then responsibility for ensuring their competence rests solely with the school. Ensure the contractor is suitably qualified for the works to be carried out (membership of relevant trade organisations, e.g. Gas Safe for gas appliances, NICEIC for electrical is essential). Ensure that the safety precautions they propose to take are satisfactory. Can they provide written references? In most instances ask for copies of their safety documentation (safety policy, risk assessments, etc.).

Requirements for Internal/ in House Teams

- 13.3.5** If using in-house labour; such as a caretaker or technician, schools should ensure that the person is competent to do the work.
- 13.3.6** At times the internal teams may act as a contractor; this is often the case with regard to technical consultancy, repair and management services. Where services are provided by in house teams they must be managed to the same requirements as those imposed on external contractors.
- 13.3.7** Internal teams are required to meet the minimum legal standards and the client's instructions; they should receive any essential information from the client and be subject to client management checks as if they were an external contractor. Internal teams will be responsible for day to day operational safety for any work they are engaged on; the supply of all documentation requested; and meeting the standards set by the client.

STEP 3: Agreeing on safety standards

- 13.4** By now, a contractor will have been appointed and it is at this stage before work commences, that all parties to the contract must agree on any necessary preventative and protective steps to control the likely risks from the work and how they should be implemented and by whom.
- 13.4.1** Contractors have duty to assess the works being done and should give you an indication as to the significant risks involved in the works well before they start work on site.
- 13.4.2** Agreeing risk assessments and safe systems of work, responsibilities and lines of communication and relaying this important safety information, so it is clearly understood, is crucial to the overall safety of the contract.
- 13.4.3** **Initially**, a preliminary meeting should be held with the contractor to discuss and agree on arrangements for Health, safety & welfare before the work is allowed to start, followed by regular meetings to discuss progress or as issues arise. **(See 10.1 for details)**
- 13.4.4** The **Client** should provide the following information to the contractor's representative relating to the proposed works:
- ▶▶ Details of any risks specific to the work that the other parties could not reasonably be expected to know about (for example, whether there are underground cables to be aware of, presence of asbestos etc) and handover procedures for this information.
 - ▶▶ General site arrangements
 - ▶▶ Whether a permit to work for specific hazardous operations will be needed and how this will be authorised, and managed

- »» Service requirements that could impact on contractors e.g. the service needs to continue use of an area or maintain access to it whilst work is ongoing
- »» Name of site contact acting as main liaison between contractors and the service
- »» Supervision and monitoring arrangements for the duration of the works
- »» Handing back responsibility - Arrangements for a handing back procedure when the work is finished, so that someone checks that everything is satisfactory before the contractor leaves the site

13.4.5 The **Contractor** should provide the following information to the client relating to the proposed works:

- »» Any additional hazards which their activities introduce associated with plant, operation and materials used in the works that may affect the health & safety of you or your staff in the workplace.
- »» Plant & equipment – details of what they will bring onto site and any additional hazards which these activities may introduce such as noise, dust and sparks, and how they will control these risks e.g. storage arrangements, security, electrical safety etc
- »» For any substances to be brought onto site - Their storage, security; any hazards from the substances such as fumes, oil, vapours, spills and fire, and how these risks will be controlled (COSHH Assessment).
- »» Completion of specific Risk Assessments and Work method statements (where applicable) - essential for potentially hazardous work activities
- »» Welfare requirements e.g. space, access, toilets, services etc
- »» Personal Protective Equipment (PPE): What personal protective equipment they will expect their staff to use, such as hard hats, gloves, safety shoes or goggles
- »» The name of the individual appointed as responsible for the safety of the works being carried out.
- »» Records of any relevant health and safety training for their employees
- »» Whether the contractor intends to use sub-contractors (some thought should be given as to how their various activities can be controlled and coordinated to prevent unacceptable risks to staff and other users not least the contractors themselves.
- »» Monitoring Arrangements for monitoring / supervision of employees and sub-contractors
- »» Emergency arrangements including fire evacuation arrangements (and how these link into your fire Safety plan)
- »» Your asbestos register for the work areas and other areas that contractors could disturb should work be carrying out nearby.
- »» arrangements in place for appointing competent subcontractors if used and liaison arrangements, as well as arrangements for liaison with the manager of the premises and other relevant staff, also co-operation and co-ordination with any other employers on the premises.
- »» Safety induction arrangements, including requirements for personal protective equipment, fire precautions and emergency procedures

13.4.6 The **Client/ Operational Service Manager** should provide the following information to **All staff**, including agency staff, coming into contact with contractors and their contract activities:

- »» Details of any contract work in place
- »» Any hazards arising from the work that might involve them
- »» Control measures for risks that might arise from these hazards
- »» Individuals responsibilities in relation to contract work
- »» How to report concerns regarding such work
- »» Emergency arrangements in addition to the normal workplace arrangements

13.4.7 Finally, a 'pre-contract' meeting should be held at which, all arrangements agreed in the earlier stages are finalised and each party given the opportunity to raise any last minute queries and to introduce key members of staff.

13.4.9 Example arrangements:

• Fire and Emergency Procedures

Must Include:

- Changes to regular emergency procedures while job is in progress e.g. issues around emergency exits, fire fighting Equipment, missing call points and available muster areas etc
- Ensuring that the contractor and his employees are fully conversant with the fire warning system and evacuation procedures of the building in which they are working.
- Adequacy of fire signage in temporary work areas and or where it has to be changed in the rest of the workplace to reflect changes to procedures e.g. redirection of emergency exit routes to avoid work areas etc
- Where any work is to be carried out which will necessitate interference with fire appliances, alarms, warning systems or wiring etc

13.4.10 Example arrangements:

• Accident Reporting

Joint arrangements between the Operational Service Manager and contractor must be in place for the reporting and investigation of any accidents, incidents or 'near misses'. (This includes accidents to anyone who happens to be on site (e.g. Contractors' staff, employees, pupils or third parties etc)

Must include

- How accidents / incidents to non-employees will be reported on the online LBM accident reporting system
- Procedure for recording details of accident at the time if it is not always possible to enter details online
- Whether contractors are provided with accident reports for their employees
- Means of sharing information and prompting discussion between different parties

13.4.11 Example arrangements:

- **Site Rules**

13.4.12 Site rules may be simply be complying with existing emergency procedures or they may be complex, identifying PPE, transport, housekeeping standards, storage and disposal arrangements; security, equipment to be used, working at height protocols, lone working, confined spaces and emergency procedures.

13.4.13 These items are best documented in a set of Rules for Contractors, which the contractor can be asked to sign for, to confirm that they have been received and understood.

13.4.14 Work must only proceed once you:

- ▶▶ Check the ID and names of contractor's employees on arrival.
- ▶▶ Ensure contractor's supervisor/employees have been adequately briefed on the agreed work, methods and any special requirements
- ▶▶ Confirm contractor's employees are aware of local emergency arrangements if they could be left unaccompanied at any time (e.g. fire alarm, exit routes and assembly points, first aid).

Planning for the Unexpected

13.4.15 Foreseeable emergency situations may be identified through normal risk assessment processes at the planning stage.

13.4.16 Examples of foreseeable emergency works include: gas leaks, water leaks, 'critical plant' repairs, e.g. boilers, asbestos repair and removal.

13.4.17 Contingencies will also have to be made in relation to health and safety hazards that are not identified at the time of planning process. For example, a painting contractor may identify an unknown hazardous substance as work continues.

13.4.18 When planning contract work, it is also important to remember that in addition to planned contract work arising from the day-to-day activities of the undertaking, a need may arise for unplanned contract work, e.g. emergency breakdown repairs. Planned work will probably have been accounted for, but it is important that the possibility of unplanned work is also considered.

DURING:

STEP 4: Monitoring Contractors performance in delivery

This step is absolutely critical in the management of contractors.

- 13.5.1** Once the work is underway; Contractor's activities must be monitored in terms of how they affect the health and safety of employees, pupils or visitors.
- 13.5.2** Whether engaging contractors through LBM professional services or sourcing them directly themselves, managers have a duty to effectively monitor so far as is reasonably practicable, the work of contractors and sub-contractors working on their premises.
- 13.5.3** In addition to any routine contact with the contractor you should also require the contractor to report all accidents, incidents and near misses to you.
- 13.5.4** Although contractors are responsible for supervising their own work and ensuring they carry out their activities in a safe manner, your premises still has a legal duty to monitor and if necessary supervise the work.
- 13.5.5** Monitoring of the contract work should be undertaken, so far as is reasonably practicable, by the designated officer.
- 13.5.6** It is important that the designated officer checks the work is going as planned and that the contractor is working safely and as agreed. The progress of the job should be continuously measured against what was agreed in the planning stage. Having an effective monitoring system in place will help to identify and solve any performance problems before they become a major issue.
- 13.5.7** Controls must extend to sub-contractors, including those who may be introduced at a later stage or whose work on site may be intermittent.
- 13.5.8** Working closely with the contractor will not only ensure the job runs smoothly, it will ensure that you are aware of all activities on the premises.
- 13.5.9** At Stage 4, the effort expended on planning should be realised, nonetheless this stage demands a significant input from the Operational Service Manager (or whomever he/she delegates to manage the project on his/her behalf) and involves communication, co-operation and a level of supervision to ensure that not only contractors are working safely but that staff, clients and the public are not exposed to unnecessary risks.
- 13.5.10** Monitoring means carrying out regular checks on the contractor (including sub-contractors) whilst work is ongoing to measure their performance against the agreed safe systems of work and sites rules.
- 13.5.11** You do not need to watch them all the time. The level of management and supervision of contractors will vary according to the type and length of work and the level of risk-involved, and can be as simple as ensuring the contractor has signed in and out of the visitors book, or as in depth as arranging formal daily inspections of the work area, this needs to be decided and agreed at the start of the work.
- 13.5.12** The basis for concern should be the expectations and knowledge of an average person.

In other words, you would not be expected to conduct a thorough examination of the integrity of a scaffold but you would be expected to take action if you saw a scaffold leaning at a perilous angle

13.5.13

Even at this late stage, it is not too late to seek advice. Problems may arise and you may be unsure as to their significance or just what to do about it. Never be afraid to seek advice from the Corporate Health & Safety team.

13.5.13 For high risk jobs for example, where a Permit to Work is used (e.g. hot work, work at height), more contact is needed than for jobs which are considered low risk. What are the main areas of risk? What could change and how quickly? Think about their work and how it affects the safety of your employees and vice versa. Do not put yourself at risk in undertaking the monitoring role.

13.5.14 It is possible that Individuals involved in supervising contractors, may also require additional training especially if they are checking compliance with method statements or permits to work.

13.5.15 Proposed supervision and monitoring arrangements for the duration of the works must be discussed and agreed with the contractors before work begins and must be documented

13.5.16 You may need to check more often at the beginning of the job until you are satisfied with standards.

If work is being carried out on site the start and end of the day may be important times for checking with the contractor that all is running to plan.

13.5.17 Guide to Monitoring levels:

The frequency and level of these inspections is determined by:

- The size of the contract
- The level of the risk involved

Level 1: Applies to all jobs

This is the day-to-day monitoring of contractors on site by those in charge of the premises where the work is occurring.

Common arrangements include:

- » Ensuring the contractor has signed in and out of the visitors book
- » Carrying out routine site inspections as the work progresses
- » Asking employees what training or safety information they have received on the job

Level 2: Applies to some jobs

This level of monitoring will concentrate on the overall management arrangements for the contract rather than the day-to-day issues addressed above and should encompass the following elements:

Control of contractors

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Inspections should be carried out with a representative from the contractor and the results recorded:

- ▶▶ Programme of formal inspection to check whether the work is going according to plan and is being carried out safely.
- ▶▶ Assessing the contractor's performance against specific method statements- Put simply, this is where the contractors are measured against what they said they were going to do, either in the pre contract discussions or as part of the supplied method statement or safe system of work
- ▶▶ Checking that Permits are issued and adhered to

Not all issues necessarily need to be looked at every time. However, any significant risks should be examined at each visit.

13.5.18 Where there are high risk works or where the works are identified as having serious hazards or risks, then a competent person must be appointed to carry out level 2 monitoring regardless of who has commissioned or is carrying out the works.

13.5.19

For major maintenance work (organised through the Local Authority):

In addition to above, arrangements should be in place that representatives from the Local Authority (Client Officer) attend site to carry out their own comprehensive checks on the contractors to ensure satisfactory progress is being made.

13.5.20 As work progresses, it is more than likely that the hazards and risks involved will also change. It is therefore essential that the Premises/Service manager/ Head teacher or designated responsible person maintains ongoing communication with contractors throughout the duration of the work to ensure that any changes or unforeseen circumstances risks can be reassessed and precautions modified as appropriate. Details of such meetings should be documented and circulated as appropriate.

Health and safety failings

13.5.21 Suspected unsafe or inappropriate behaviour must be challenged immediately.

13.5.22 If the Operational Service Manager becomes aware that a contractor on an LBM premises is working in an unsafe manner, then they have the right to take such actions as are necessary to prevent persons in his or her care from risk or injury.

13.5.23 If the contractor seems to be working in an unsafe manner, but there appears to be no serious or imminent danger, the Operational Service Manager should advise the contractor of their concerns. If the contractor continues to work in the same manner, the person responsible for organising the work on site should be contacted to enable them to take appropriate action.

13.5.24 If a serious health and safety failing is identified the priority should be to take immediate action to control the risks involved.

13.5.25 Serious health and safety failings may include:

- ▶▶ Accidents resulting in serious injury to LBM employees or third parties (pupils, the contractor's employees, residents, members of the public, etc.)
- ▶▶ Working practices that could result in serious injury.
- ▶▶ Failure to resolve a significant hazard (e.g. inadequate fencing round a construction site on a school).
- ▶▶ Deviation from agreed health and safety rules, methods of work or terms of contract

You must:

- ▶▶ Raise the issue as soon as possible with the contractor's representative on site to establish the cause and implement appropriate control measures to prevent a reoccurrence
- ▶▶ If concerns remain, they should contact their property consultant (e.g. LBM Corporate Facilities Management) or the Contracts and School Organisation section within Children's, Schools & Families Services (In such circumstances Corporate Health and Safety would also be happy to provide advice).

13.5.26 All actions taken must be recorded and work should not recommence until you have reassurances that it can be carried out safely and in accordance with their method statements and risk assessments.

13.5.27

INFORMATION FOR SCHOOLS:

For work organised by the school:

The same procedures as above should be followed and in addition, the relevant person/ department responsible for organising the work (e.g. IT Services) should be contacted and informed of any action taken.

13.5.28 The results and lessons learnt from the monitoring process can and should be taken forward to Stage 5 Review.

POST PROJECT:

STEP 5: Reviewing the work on completion

13.6.1 While monitoring provides the manager with the opportunity of well-timed intervention if performance is not up to standard, when work has been completed and the contractors have left, an end of project review should be conducted.

13.6.2 The purpose of a review is to determine not only if the contractors and their employees and sub contractors have performed as expected but also identify unforeseen problems and assess how they were dealt with. The results of your own and your contractor's health and safety monitoring must be exchanged.

13.6.3 This stage is often omitted. Considerable effort goes in to planning but spending just a little time on reviewing what went well and what went wrong will ensure that valuable lessons are learnt and can save time and unnecessary expense when managing future projects.

On a positive note, areas of success can be rewarded and shared with others. The extent of the review will depend on the nature and duration of the contract

13.6.4 This information will be helpful if further work is to be considered. Even if the work was a 'one-off' repair there may well still be lessons to be drawn as to how the school manages contracts in the future

13.6.5. At the end of the review, you should have answered the following:

- (1)** How effective was the planning?
- (2)** How did the contractor perform?
- (3)** What lessons, if any, can be learnt?

Things to consider are:

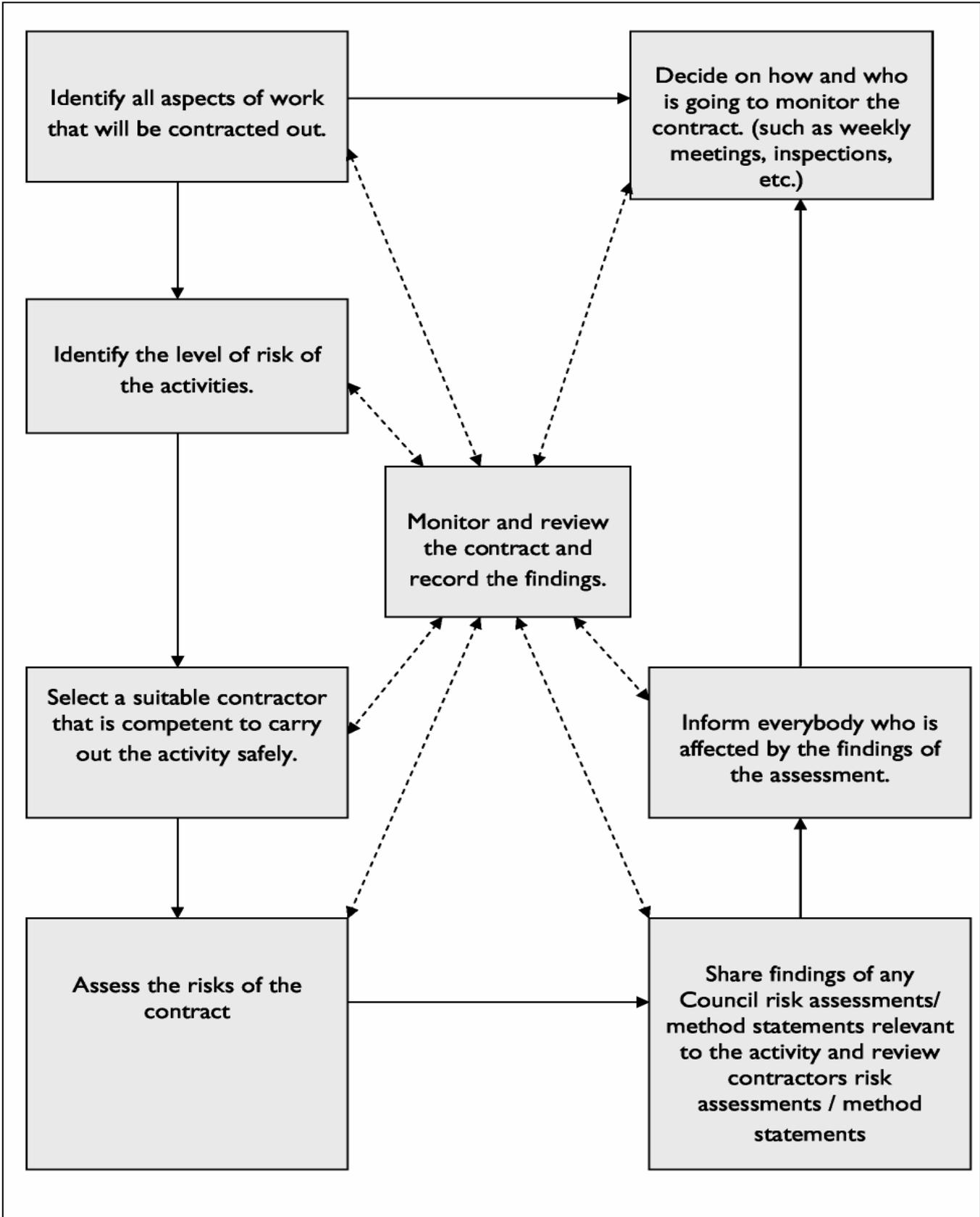
- ▶▶ Effectiveness of planning stage – design, including your input.
- ▶▶ Contractor performance i.e. time cost, quality, communication etc.
- ▶▶ Could you have provided better information/assistance to help the contractor?
- ▶▶ Health and safety – nil accidents or near misses? Were those that did occur foreseeable and thus preventable?
- ▶▶ Did the project turn out as expected?
- ▶▶ Could anyone else learn from this?

Check:

- ▶▶ That the work has been completed satisfactorily
- ▶▶ That all work areas have been left clean, tidy and safe.
- ▶▶ Check with colleagues and other building occupants if there were any issues/problems with the work
- ▶▶ Inform relevant colleagues (and Procurement if necessary) if there have been problems, and particularly if the company should not be used again for any reason.
- ▶▶ Record any changes to arrangements that may be needed for future work
- ▶▶ That all relevant certification is received from the contractor for the work carried out. In effect this is your guarantee for the work.

13.6.6 The findings of your review should be formally recorded and shared with others involved in the project.

13.6.7 Once work is completed, ensure that all relevant certification is received from the contractor for the work carried out. In effect this is the service's guarantee for the work.



APPENDICES

A Management of Contractors: Roles & Responsibilities

Works procured and managed locally (Service/premises manager acts as the Client)

KEY ACTIONS / ASPECTS FOR CONSIDERATION	Operational Service Manager	Nominated 'Responsible' Person	CONTRACTOR
PROGRAMMED CONSTRUCTION ACTIVITIES: MINOR BUILDING/MAINTENANCE WORK			
PLANNING THE WORK			
Prepare a proper specification of work for the contract	<ul style="list-style-type: none"> Fully define the work to be done and identify all aspects of the proposed work for the contractor including requirements for health & safety 	<ul style="list-style-type: none"> Assist the Operational Service Manager in identifying essential requirements of the job for inclusion in the project specification. 	N/A
Chosen contractor must possess the necessary competencies for the work and demonstrate compliance with the appropriate Health & Safety standards.	<ul style="list-style-type: none"> Select formal method by which you will assess contractor's competency and evaluate their health & safety performance and agree this with others involved in the management of contractors on the premises. Head up a management team to evaluate contractor's bids for work 	<ul style="list-style-type: none"> Participate in evaluating contractor's bids against the essential requirements that must be met for the work. 	N/A
Consider all of the health & safety implications of the work in regard to LBM employees, contractors & members of the public	<ul style="list-style-type: none"> Ensure that risk assessments are carried out to identify potential hazards associated with the work; for all the different groups/ individuals identified as likely to be on site during the work. Assemble all relevant safety information to be handed over to the contractor prior to work beginning Formalise what evidence contractors are required to provide to meet health and safety standards 	<ul style="list-style-type: none"> Take a lead role in and assessing potential hazards associated with the work by feeding this information into the risk assessment/s. As a result off risk assessments, advise the responsible person on the basic requirements for health & safety and propose safe working methods to control these risks. Provide contractors with info on the risks on site e.g. risk assessments, asbestos register etc 	<ul style="list-style-type: none"> Produce evidence they have considered the risks arising from their activities/ hazards on site and how these will be eliminated /reduced Advise client on 'special considerations' e.g. where the work may impact on the service and /or compromise current work practices.

<p>Decide what information and training persons on site will require to work safely and agree appropriate ways to ensure this is done</p>	<ul style="list-style-type: none"> • Oversee the development and delivery of targeted safety training. • Ensure systems are in place to communicate relevant health & safety information to contractors and others who may have a mutual interest 	<ul style="list-style-type: none"> • Identify training needs for staff and source available training where the competency doesn't already exist 'in-house' • Assist in creating an induction programme for non-employees and briefing for staff on site. • Engage with contractor to come up with a definitive list of site rules for safe working to be followed by all people on site. 	<ul style="list-style-type: none"> • Create an induction programme for employees /sub-contractors covering all relevant safety info so that work can be carried out safely • Assist Client in developing content for staff briefings and appropriate site rules to be introduced.
<p>How cooperation and coordination between all parties involved in the work will be achieved for the lifetime of the project</p>	<ul style="list-style-type: none"> • Appoint a suitable competent person responsible for day-to-day management and supervision of contractors while work is underway • Formalise this arrangement and clarify to all who will be the equivalent contact for the contractors and other parties. • Ensure that responsibilities and lines of communication between all parties are clearly understood and maintained • Build into the programme of works a schedule of regular 'formal' site meetings between all parties and other acceptable methods by which parties are expected to communicate on health & safety e.g. briefings etc. 	<ul style="list-style-type: none"> • Oversee the day to day running of the project as the main point of contact for Health & safety for employees and non-employees where this is delegated down • Set out conditions for working on site (e.g. attending site induction, providing own PPE etc) when contractors first come on site • Exchange relevant contact details (include emergency contact numbers) for responsible persons on site (Premises manager, contractors and groups occupying premises 	<ul style="list-style-type: none"> • Provide details of who will be the contractor's main point of contact for the client for the duration of the works and what their competency is • Develop formal joint working arrangements with the client for co-ordinating site activities and communicating safety information
<ul style="list-style-type: none"> • Put in place adequate supervision and monitoring arrangements for the duration of the works 	<ul style="list-style-type: none"> • Specify arrangements for monitoring contractor's performance and measuring compliance against agreed standards. • Split up responsibilities for monitoring contractors between yourself, the contractor & the nominated site contact 	<ul style="list-style-type: none"> • Advise the 'responsible person for health & safety' on options for monitoring contractor performance. • Discuss with contractors what their own monitoring arrangements are for their own employees and sub-contractors employed by them and outline how the client will be monitoring contractor performance. 	<ul style="list-style-type: none"> • Demonstrate how safety standards will be consistently applied and enforced for employees and sub-contractors employed on site. • Provide evidence of their own internal management arrangements for monitoring safety standards (formal and informal)

<ul style="list-style-type: none"> • Agree on emergency procedures 	<ul style="list-style-type: none"> • Ensure that you have a complete picture of 'foreseeable' emergencies (following discussions with those in the workplace and advice from 'competent persons') • Build into safe working arrangements people's roles / responsibilities in preventing/ responding to foreseeable emergencies. • Put in place a system whereby these procedures will be scrutinised and tested (e.g. combination of monitoring/ live tests). 	<ul style="list-style-type: none"> • Draw together potentially significant hazards that could give rise to 'foreseeable' emergency incidents (taken from available information on risks) and use this to inform emergency procedures. • Ensure all relevant parties who could be affected are involved and participate in discussion on these procedures. 	<ul style="list-style-type: none"> • Provide evidence in their arrangements of how they will plan for potential emergencies arising from or in connection with the work. • Engage with client in developing emergency plans • Put in place internal arrangements whereby emergency procedures are rehearsed and tested amongst their employees /sub contractors and results shared with the client
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DURING THE WORK

<p>Ensure that paperwork held on site for managing H&S for the project continues to reflect the real risks and actual safe working procedures</p>	<ul style="list-style-type: none"> • Organise regular reviews of risk assessments and other site documentation in conjunction with those persons with responsibility for the areas to be assessed. • Consult on changes to all relevant parties e.g. staff, contractors employees, etc who need to know this information. 	<ul style="list-style-type: none"> • Carry out a review of risk assessments and safe working methods relating to the work in case any relevant factors have changed. • Provide advice and support to the responsible manager on implementing reviews, including the timescale for completion and the process for amending the documentation. • Collate and organise all documentation into easily manageable files on site for ease of future reference 	<ul style="list-style-type: none"> • Keep risk assessments and safe working methods under review • Advise/ share updates with relevant persons who need to know this information • Provide advice and support to sub contractors and ensure systems are in place for reviewing risk assessments etc and communicating the results of these reviews.
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<p>Review site rules and safe working practices</p>	<ul style="list-style-type: none"> ● Use the results of contractor monitoring to revisit current site rules/ safe working practices and evaluate their effectiveness when matched up to the desired health & safety performance standards ● Identify where changes are required e.g. in original risk assessment, training etc and translate these into safe working procedures / site rules ● Put in place consultation on these changes to all relevant parties e.g. staff, contractors employees, etc who need to know this information 	<ul style="list-style-type: none"> ● Provide advice / support to employees and management on site rules/ working procedures ● Challenge poor practice; including enforcing sanctions for people contravening site rules and/or found working unsafely ● Inform relevant parties of changes to site rules or working practices through appropriate communication channels. 	<ul style="list-style-type: none"> ● Provide advice / support to employees and client on site rules/ working procedures ● Challenge poor practice; including enforcing sanctions for employees contravening site rules and/or found working unsafely ● Inform employees and client of changes to site rules or working practices and monitor progress
<p>Monitor contractor performance on site during the work against the agreed safe systems of work and site rules.</p>	<ul style="list-style-type: none"> ● Implement management systems for ensuring agreed performance is achieved and take action to remedy matters if standards are not being met. ● Carry out reviews into the progress of the work using the results of the monitoring as an indicator of where standards are being met or where standards have slipped and further investigation is required. ● Work with contractor to improve performance in areas that are not up to the desired standard by setting targets and reviewing the levels of monitoring/additional support required 	<ul style="list-style-type: none"> ● Undertake a compliance monitoring role for measuring contractor performance ● Translate results into useful information/ advice to enable relevant persons to take appropriate action ● Formally report back findings to responsible managers at joint reviews of the work. ● Challenge poor practice; including enforcing sanctions for persons contravening site rules and/or found working unsafely 	<ul style="list-style-type: none"> ● Co-operate fully with the client in carrying out their monitoring role; e.g. volunteering information from own monitoring records and allowing client representative to observe working practices. ● Instigate their own monitoring arrangements and record the results ● Enforce site rules and safe working practices including enforcing sanctions for employees contravening site rules and/or found working unsafely

<p>Test that emergency arrangements are rigorous and will protect people if not property, in an emergency</p>	<ul style="list-style-type: none"> • Oversee comprehensive testing of emergency arrangements on site across the various operations and make judgments on their effectiveness, recording your findings. • Put in place steps to address any issues and share these with those affected. • Ensure that as far as possible normal site operations do not compromise or interfere with these emergency arrangements. • Seek assurances that emergency arrangements on site are understood by all parties on site and that everyone, regardless of where they work are fully conversant with their roles and responsibilities during an emergency. 	<ul style="list-style-type: none"> • Assist employer in testing emergency procedures for their site • Confirm with contractors and other groups occupying premises that their emergency arrangements are up to date and that verify that you have the most up to date documentation in your site records. • Assist contractor in testing emergency procedures for their employees (this may be as part of a joint emergency procedure with the client or others on site) • Exchange information regarding changes to emergency arrangements with the relevant groups. 	<ul style="list-style-type: none"> • Provide client with details of emergency arrangements for site employees and evidence that these arrangements are regularly tested (e.g. records of drills etc) • Co-operate fully with client representative in undertaking joint review of emergency procedures for the site. • Communicate any changes to these arrangements that you have had to make or the addition of new sets of procedures to the client via established communication channels.
<p>Match Health & safety training to people's roles and responsibilities' and identified risks arising from the work to enable them to work safely</p>	<ul style="list-style-type: none"> • Oversee that all persons working on site receive suitable training to equip them with the skills to work safely • Implement a rolling programme of 'on site' safety training for employees/non-employees • Carry out a review of contractor training; seek evidence from Contractor that training needs have been identified and how these are being met 	<ul style="list-style-type: none"> • Advise client on requirements for training based on people's roles and responsibilities' for Health & safety and risks from the work. • Participate in the delivery and ongoing development of basic site training (induction/briefing) delivered 'in house' • Ask for evidence from contractor of employees training to date (if not already received in bid for work) and details of a training programme for delivering safety training. 	<ul style="list-style-type: none"> • Structure a training programme for employees and provide details of staff who require induction training on site to the client representative • Provide client with details of a training programme for employees especially for where staff are likely to be engaged in 'high risk' activities and require specialist training.

B What goes in a Risk assessment and/or method statement?

The following are examples of the types of issues that may need considering.

Emergency planning	Including fire evacuation arrangements and how these link into your fire safety plan. While job is in progress there may be issues around emergency exits, firefighting equipment, missing call points and available muster areas.
Asbestos	The possibility of asbestos on your premises. You will need to draw to the attention of all contractors your asbestos register, and ask them to sign the asbestos log sheet and safe working permit where appropriate.
Plant & equipment	The plant and equipment they will use. Its storage, security, electrical safety; any hazards from the equipment such as noise, dust and sparks, and how the risks will be controlled.
Safe access & egress	To/ from the workplace.
Vehicles	Movement of vehicles and parking on site.
The substances to be brought onto site	Their storage, security; any hazards from the substances such as fumes, oil, vapours, spills and fire, and how these risks will be controlled (COSHH Assessment).
Environment	The environment the contractor will be working in such as a confined space, under high voltage cables, outside or inside, and arrangements for access.
Risk Assessments	Completion of specific Risk Assessments for high risk activities as listed in Appendix F.
Permit to Work/Safe working permit	Whether a permit to work for specific hazardous operations will be needed and how this will be authorised, and managed.
Housekeeping	Housekeeping arrangements such as disposal of waste, keeping work areas separate from occupiers and tidying up at the end of the day.
Accident/Incident procedures	Accident and first aid arrangements for their staff.
Welfare arrangements	Provision of toilet and washing facilities etc.
Personal Protective Equipment (PPE)	What personal protective equipment they will expect their staff to use, such as hard hats, gloves, safety shoes or goggles.
Sub-contractors	Arrangements for liaison with sub-contractors, if used.
Liaison	Arrangements for liaison with the manager of the premises and other relevant staff, also co-operation and co-ordination with any other employers on the premises.
Segregation	Segregation of the works from members of the public, employees, etc.
Monitoring	Arrangements for monitoring / supervision.
Handing back responsibility	Arrangements for a handing back procedure when the work is finished, so that someone checks that everything is satisfactory before the contractor leaves the site.

C

MANAGER'S CHECKLIST

Before contractors turn up to start work:

- Check that you have all of the required paperwork from the contractor (including risk assessments, method statements, certificates, licences, training records etc)
- Have a copy of the paperwork you have prepared for the contractors ready on site
- Send a copy of your site rules to the contractor in advance.
- Appoint and brief a competent member of staff to meet with contractors on the first day and this or another individual who will act as the main point of contact for the duration of the work.
Whoever you appoint must have up to date information regarding the job to be done, the hazards and risks on site, and the necessary health and safety controls.

On the first day contractors arrive on site:

- Don't let contractors just turn up and get on with the job even if they have visited the site before. Check who is on site? Ask for the ID and names of contractor's employees on arrival and check that they have signed in so there is a record of who is on site.
- Provide the contractor with a named contact and one or more named alternatives in case the particular individual is not available.
- If possible introduce your site contact to the contractor and exchange contact details.
- Review the risk assessment and methodology in case anything has changed
- Review site arrangements; for example there may be changes to general access and egress, an increase in vehicle movement or changes to emergency evacuation procedures.
- Arrange a Site Induction to ensure that workers are adequately briefed on the agreed work.
As a minimum, Contractors should understand the essential points:
 - *methods of work*
 - *any special requirements*
 - *local emergency arrangements*
 - *site rules*
- Communicate any other information of relevance to the contractor
- Establish exactly what the contractors will be doing.
As a minimum, premises managers should know:
 - *What those contractors are doing?*
 - *When those contractors will be leaving the site?*

Contractor Site Information Sheet

Location/site/school:

Name of site contact:

Hazardous areas or operations at this site

(E.g. busy traffic routes, hearing protection zones, hazardous processes)

When arriving or leaving site report to:

Sound of fire alarm:

Fire alarm is tested on:

Fire assembly point:

First aid contact:

Location of asbestos register:

Nearest telephone on site:

Location of toilets:

Designated smoking area:

Water Supply:

Report accidents and dangerous occurrences to:

Standard site rules

- Use of Merton Council equipment is not permitted
- No smoking on site,

Specific rules at this site (To be completed by site contact named above)

- Equipment and materials may be stored at:
- Access and Egress: *
- Conduct:
- Dress code: **

* On school premises contractor vehicles should only access the site with prior permission of the premises manager. No vehicles should enter or leave the site 30 minutes before the start and end of the school day, or during break times.

**No bare chests or shorts on school sites.

Contractors Induction Checklist

Issue to be covered:	Done
<ul style="list-style-type: none"> Brief overview of the type and size of the property 	<input type="checkbox"/>
<ul style="list-style-type: none"> Brief overview of the occupants i.e. office based staff, care workers, service users including details i.e. young people, people with learning disabilities, people with mental health issues etc. 	<input type="checkbox"/>
<ul style="list-style-type: none"> Any specific hazards and risks within the building 	<input type="checkbox"/>
<ul style="list-style-type: none"> Time when it may not be convenient for work to be carried out i.e. the dining room at lunchtime 	<input type="checkbox"/>
<ul style="list-style-type: none"> Any areas of the building that are not accessible – i.e. interview rooms when in use 	<input type="checkbox"/>
<ul style="list-style-type: none"> Who to contact in the event of any problems or access being required to keys 	<input type="checkbox"/>
<ul style="list-style-type: none"> The importance of signing in and out and the need to inform staff or a nominated person how many contractors will be on site 	<input type="checkbox"/>
<ul style="list-style-type: none"> The need to carry and be prepared to show identification on request 	<input type="checkbox"/>
<ul style="list-style-type: none"> Allowing access to a copy of the asbestos survey; highlighting the location of any asbestos and requiring recording on Asbestos Register Inspection Record on signing In and Out 	<input type="checkbox"/>
<ul style="list-style-type: none"> Security issues including the need to ensure doors and windows are closed when the area is vacated 	<input type="checkbox"/>
<ul style="list-style-type: none"> Ensuring all equipment is stored safely so that it does not pose a risk to staff and service users 	<input type="checkbox"/>
<ul style="list-style-type: none"> The need to report to a nominated person upon completion of the work so that the area can be checked prior to the contractors leaving 	<input type="checkbox"/>
<ul style="list-style-type: none"> Allowing access to the Premises Management Guidance & Record; 	<input type="checkbox"/>
<ul style="list-style-type: none"> Details of the emergency procedures and any fire sounder tests etc 	<input type="checkbox"/>
<ul style="list-style-type: none"> Contact details for the contractor in the event of an emergency. 	<input type="checkbox"/>



Contractor’s (signed for) information sheets

Contractor’s information (sheet 1)

ITEM	ISSUE DETAILS	
	QTY	I.D. NUMBERS
Badges		
Keys		
Swipe Cards		
Safety Info.		

Contractors’ signature: Date.

Contractor’s information (sheet 2)

(To be filled in by the responsible person or head of department when the contractor arrives at the site)

To the best of my knowledge I have informed the contractor of any local safety hazards with the site and have received information of any safety hazards, which may be brought about by the work to be carried out. This information will be passed on to the staff that may be affected.

Signature: Date.

Designation:

Contractor’s information (sheet 3)

(To be filled in by the contractor prior to leaving the site)

*The work requested **has/had not** been completed and the council contract manager has been informed of the current situation. The work has been left in a safe and acceptable manner.*

Signature:..... Date
 Agreed by contract manager
 Signature:.....Date



Contractor's information (sheet 4)

(To be filled in by the council contract manager prior to the contractor leaving site)

I have inspected the works and site area. I confirm the site has been left in a safe, secure and clean manner and to the best of my knowledge no health and safety issues are identified. I will convey this information to staff that may be affected.

Merton Contract Manager

Signature:

Date:Time:.....

Contractor

Signature:

Date: Time: