



The King's Church of England Primary School

*Encouraging every child to reach their full potential,
nurtured and supported in a Christian community
which lives and learns by the values of Love, Compassion and Respect.*

THE KING'S SCHOOL

Management of Contractors Policy (subsidiary to the Health and Safety Policy)

Agreed by: The King's School Governing Board

Date: March 2024

Review Cycle: Annual, aligned with Health & Safety Policy

Next Review Date: March 2024

All the King's School policies
should be read in conjunction with the Equality Policy

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in large print, paper, Braille or audio format,
please contact the School Office

This policy is based on a model provided by ActionHR Health and Safety team,
and may be revised from time to time to reflect changes in the model.

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Part A - Statement of Policy

The King's School maintains high standards of health and safety and requires contractors and their staff to undertake their work in a way that does not put themselves or others at risk.

Arrangements are in place in order that any work undertaken on school premises is carried out in a way that does not put school pupils or staff at risk and prevents unauthorised persons from entering the area where work is being undertaken.

The standards & rules outlined in this policy are in addition to any particular agreed systems of work for a specific job.

The school will appoint a named responsible representative for liaison with the contractor and their staff.

The school reserves the right to require the removal from the premises of any members of the contractor's staff who do not comply with the school requirements, or who put themselves, or others, at risk. The school similarly reserves the right to require the removal of any plant, equipment, or material, which, in the opinion of the school representative, is dangerous when used in the way intended by the contractor See Appendix 1 *Guidance 1:*.

Selection of Contractors:

The King's School understands it has a legal responsibility to manage work involving contractors so as to minimise risks to employees, the contractor's employees and others, such as pupils and visitors who may be affected by the work.

This responsibility extends to the choice of a contractor who is competent to undertake the work safely and to the exchange of information between the contractor and the school.

When choosing contractors directly, the school makes use of a Safety Systems in Procurement, (SSiP) pre-assessment scheme, such as CHAS (Contractors Health and Safety Scheme) in order to ensure that the organisation chosen has the legally required health & safety standards in place.

In addition to this the school ensures the contractors are suitably qualified, e.g. NICEIC for electricians, Gas Safe Registered for gas contractors.

In planning work, the school requires the contractor's method statements and risk assessments in advance of the commencement of work.

Provision of Emergency Information:

The school fire procedure, including the method of raising the alarm, the location of the fire alarm call points, fire extinguishers, escape routes and the fire assembly point, together with the action to be taken if the alarm sounds, will be explained by the school representative before work on the premises is started. See Appendix 1 Guidance 2:

Monitoring of Contractors:

All contractors on site, whether engaged directly by the school or by a third party receive regular monitoring. The form & frequency of the monitoring is commensurate with the level of risk of the activity and will be agreed as part of the work planning process.

It is the Policy of The King's School to refuse to engage contractors to undertake work who are not competent to undertake the work safely, even if their quotation for the work involved is the lowest available. See Appendix 1 Guidance 3:

Part B – Regular Contractors**Contractors based, or largely based, on site:**

See Appendix 1 Guidance 4:.

On Site Contractors Engaged as part of a Framework Agreement or Facilities Contract:

Activities, such as catering are carried out at the school by contractors engaged as part of an outside contract managed by the London Borough of Richmond upon Thames.

These activities are carried out by a team of contractors based at the school with their own on site manager/supervisor.

Overall monitoring of the key performance indicators is carried out by the managing organisation. Day to day enforcement of health & safety standards for contractor staff is the responsibility of the contractor company.

All contractor organisations are provided with a copy of the Code of Conduct for Contractors on School Site(s). Where contractors are found not to be complying with this, the work can be stopped and, if required the contractor asked to leave the site.

On Site Contractors Engaged Directly by the School:

There are managed contracts in place for activities, such as cleaning. These are carried out at the school by contractors engaged directly by the school.

These activities are carried out by a team of contractors based at the school with their own on site manager/supervisor.

Monitoring of the key performance indicators is carried out by the school. Day to day enforcement of health & safety standards for contractor staff is the responsibility of the contractor company.

All contractor organisations are provided with a copy of the Code of Conduct for Contractors on School Site(s). Where contractors are found not to be complying with this, the work can be stopped and, if required the contractor asked to leave the site.

Contractors Undertaking Regular Site Visits:

Regular Contractors Undertaking Site Visit - Engaged Directly by the School:

There are managed contracts in place for activities, such as mechanical services maintenance, fire alarm testing & inspection. These are carried out at the school by contractors engaged directly by the school.

These activities are carried out by contractors that make regular visits to the school site; it is often, although not always, the same member of contractor staff that visits and they are familiar with the school site.

Monitoring of the key performance indicators is carried out by the school. Day to day enforcement of health & safety standards for contractor staff is the responsibility of the contractor company.

Upon arrival at site all contractors are required to sign in and are provided with instruction on emergency arrangements etc.

All contractor organisations are provided with a copy of the Code of Conduct for Contractors on School Site(s). Where contractors are found not to be complying with this, the work can be stopped and, if required the contractor asked to leave the site.

See Appendix 1 Guidance 5:
Guidance 6:.

Part C - One-off or Short Term use of Contractors

The King's School understands that there are hazards associated with any contractor work and that the risk of incident is increased when the contractors are unfamiliar with the site and are there to undertake short duration repair and/ or upgrade work.

When identifying contractors directly there are arrangements in place, (detailed in Part A) to ensure that they are suitable and competent to carry out the work. See Appendix 1 Guidance 7:

It is understood that any construction, demolition and/ or refurbishment, even small scale or short duration will fall under the requirements of the Construction Design Management Regulations. In order to meet its legal obligations the school makes use of the Action HR CDM Guidance.

For the following types of work the school requires a Permit to Work to be in place:

- Hot work such as welding, flame cutting, the use of bitumen boilers blow lamps or of hot air paint strippers.

- The use of cartridge operated tools.
- Work in confined spaces such as entering tanks, drains, manholes, sumps, chimneys, ducting, boilers, or compressed air receivers.
- Work in lift shafts or under the lift cage.
- Work with high pressure water jetting equipment.
- Digging trenches and excavations or drilling boreholes.
- Work on roofs or involving scaffolding, or mobile, or suspended access equipment (except where the roof has permanent access arrangements and fixed guard railing).
- Work near overhead cables.
- The use of mobile cranes.
- Work on live electrical equipment.

When the school is organising the work directly it will be responsible for managing the Permit to Work system; where the work is being organised by a third party, such as the Local Authority the school will ensure there is an appropriate permit system in place. See Appendix 1 Guidance 8:

The school ensures that monitoring arrangements are discussed as part of the work planning process. Prior to any work starting it is confirmed that any pre-arranged safety measures, such as Personal Protective Equipment and barriers etc. are in place. Checks will take place throughout the work in order that the school can assure itself that work is taking place in line with the agreed risk assessments and method statements.

Part D – Use of Contractors for Large Scale Work

Where large scale work is taking place at the site, The King’s School understands that it has legal duties and responsibilities under the Construction Design Management Regulations.

Depending on the work taking place and the organisation initiating and managing the work, the school’s duties and responsibilities may vary. To this end the school makes use of the CDM Guidance provided by the Action HR Health & Safety Team and each project is dealt with on a case by case basis. See Appendix 1. Guidance 9; Guidance 10:

Title:	Print Name:	Signed:	Date:
Headteacher:			
School Business Manager:			

Appendix 1. – Guidance from Action HR

Guidance 1:

Information, Instruction & Training:

Where possible any staff involved in the assessment, engagement and/ or on site management & monitoring of contractors should attend classroom based training in order to understand their and the school's legal obligations & responsibilities.

Any staff required to take part in the contractor process must be provided, by the school, with sufficient guidance to understand their role. The school must also ensure they have enough information regarding the work to be carried out, in order to make an informed assessment of potential contractors and their competence to undertake the work.

Guidance 2:

Exchange of Information:

Any contractor working on your site, must be provided with information on any particular risks associated with the site and any information needed on local health & safety procedures. As well as the emergency information and the location of any asbestos, the information for contractors could include:

- ❖ Any particular restrictions on the time or location in which the work is done, for example, because of the presence of pupils, or employees getting to and from the place of work;
- ❖ Any local restrictions, such as on the storage of goods and materials;
- ❖ Specific hazards of the premises, such as specific dangers of machinery or processes taking place at the school, or stored hazardous materials, (science rooms or stored oxygen) or dangers such as fragile roofs or underground or overhead services;
- ❖ Any restrictions on entry into areas of site or use of school equipment/ services;
- ❖ Arrangements for the provision of first aid, generally the contractor should provide their own first aid arrangements unless there is a written arrangement made for the school to provide first aid cover;
- ❖ Arrangements for reporting accidents
- ❖ Arrangements for contacting the school representative in the event of an emergency.

Guidance 3:

Monitoring standards of Health & Safety during work:

No contractor control system will work if there is not an element of monitoring of the standards actually being achieved in practice. The degree of monitoring will depend on the type of work involved and in particular a greater level of monitoring will be required where the contractor is operating in close proximity to other regular activities.

The purpose of monitoring is to establish that the agreed standards are being achieved and to take action if they are not. Where monitoring indicates that standards are poor, this calls into question whether the contractor can be regarded as competent to undertake similar work in the future.

Monitoring by your school/ organisation is not intended to be, and should not be regarded as, part of the contractor's supervision arrangements for the work involved. Indeed, if monitoring detects poor standards this may call into question the adequacy of the contractor's supervision.

Where monitoring indicates poor standards this should be addressed with the contracting company concerned and, if necessary, work should be stopped pending the problems being resolved.

Where poor standards are identified, the frequency of monitoring should be increased until confidence is **established in the standards being maintained.**

Depending on the type of work, the following should be considered with regard to monitoring:

- ❖ Whether the work is being undertaken in line with the agreed rules and procedures for the job. For example, if a job which was planned as requiring scaffolding is being undertaken just with ladders.
- ❖ That they have the agreed arrangements in place for the significant hazards identified, such as work at height or excavations etc. and that they have all of the equipment and Personal Protective Equipment, (PPE) specified in their risk assessments and method statements.
- ❖ Whether the nature of the work, or its location, is different from that originally planned or intended. For example, if work which was planned to be undertaken in a remote area of the site extends to a main entrance to a building.
- ❖ Whether any risks have arisen that were not originally identified. This may particularly occur if the activities of other contractors which were not anticipated become involved. For example, the original planned work may involve fixing floor tiles with a flammable adhesive and it subsequently becomes apparent that a plumber using a blow torch is needed to repair a water leak in the same area.
- ❖ To establish if originally agreed controls are adequate. For example, it may be established that children are managing to gain entry to an area which was fenced off to prevent such entry and better or more fencing is required.
- ❖ General site cleanliness and security; the access & egress from the site should be clear, the site should be tidy & secure with adequate storage arrangements for tools/ equipment and that all work is being correctly supervised.

Guidance 4:

Framework Agreements/ Building Management or Facilities Management Providers:

There are a number of ways in which schools can manage the engagement of regular site contractors. These include, being part of a Framework Agreement, buying into a contract managed by a third party organisation and/ or buying into a Building Management/ Facilities Management contract.

- **Framework Agreement:**

This is where a number of organisations get together in order to make use of "economies of scale" when procuring contractor services. Whilst these are "group" procurements, one of the organisation will still have to "take the lead". It is also possible to procure services from the Framework without being part of the Framework.

NB: Framework agreements can be made up of a variety of organisations; they are commonly used by local authorities and it may be that any Framework that the school buys into is managed by a local authority of a borough, geographically well away from the school.

- **Contract Managed by Third Party:**

This is similar to a Framework, in that another, (larger) organisation procures a service from a contractor that the school can then buy into. The rationale being that the larger organisation can negotiate better terms than a small, single school. The main difference to a Framework is that it is one organisation undertaking the procurement rather than a “framework” group.

- **Building Management/ Facilities Management Contracts:**

This where the school obtains its building/ facilities management from an outside provider; a single company that provides either its own staff or subcontractors to carry out the building management/ facilities management activities at the school.

There are a range of providers, and schools can choose to obtain different levels of service from them. For example, some schools use a facilities management provider for all of the statutory inspection & maintenance requirements; other schools may obtain all of the building management, up to & including on site caretaking activities.

The School’s Responsibilities:

Where schools make use of any of the above it must confirm:

- ❖ That the lead organisation has suitable assessment processes in place
- ❖ How the contract key performance indicators are monitored and is the school expected to play any part in this?
- ❖ How is the school kept informed of when contractors will be on site and the activities they are undertaking?
- ❖ How is the school kept informed of the findings of any testing and/ or inspection carried out?

Guidance 5:

- **Identifying Suitable Contractors:**

When choosing contractors directly, the school should check whether they have been assessed by CHAS (Contractors Health and Safety Scheme). This can be checked by signing up to the CHAS database, (free of charge).

www.chas.co.uk

In planning work, the school should request to see the contractor’s method statements and risk assessments, e.g. work at heights, avoidance of drilling into water pipes or electrical cabling, etc.

In addition, ensure the contractors are suitably qualified, e.g. NICEIC for electricians, Gas Safe Registered for gas contractors, etc.

Guidance 6:

Setting Key Performance Indicators, (KPIs):

For larger and/ or longer term contracts, once the tendering process has been completed and an organisation has been selected, Key Performance Indicators (KPIs) will need to be finalised.

These KPIs should to be specific, measurable and achievable for the organisation to provide. There should also be timescales for delivering this information.

Example of health and safety KPIs are:

- ❖ Establish the frequency of contract monitoring meetings.
- ❖ Where the work being undertaken by the contractor is safety critical there must be a clear process in place for the contractor to report compliance and also flag-up where work has not been completed.
- ❖ Summary of incidents & accidents involving contractor, (and any subcontractor) staff and any action taken to prevent a recurrence.
- ❖ Summary of findings from the contractors own health & safety monitoring.
- ❖ Summary of findings from any risk assessment and method statement reviews.

Guidance 7:

● Identifying Suitable Contractors:

It must be established that the contractor is competent to manage health and safety matters both generally and in relation to the particular work involved. General health and safety standards can be assured by the use of organisations that are registered on a Safety Systems in Procurement, (SSiP) database. One example of this is CHAS, (Contractor Health & Safety database) another is Constructionline, however, when using Constructionline the user must select only those contractors that have achieved the higher level of Health & Safety accreditation, the lower level does not meet the requirements of SSiP.

The competence of the contractor for the particular work involved must be considered in relation to the type of work required to be undertaken and the normal work undertaken by the contractor. For example, a competent gas contractor may be well experienced in gas safety work, but may not have the competence to erect scaffolding to access roof mounted gas heaters. The manager responsible for engaging the contractor should therefore make enquiries as to the training of the contractor's staff to work on, or erect, scaffolding.

The extent to which enquiries are made about the contractor's competence depends on the nature of the risks of the work involved; the higher the risks involved the greater assurance needed in terms of competence.

Where the work involved is significant construction, or building maintenance work falling within the requirements of the Construction (Design & Management) Regulations 2015, then the appointed Principal Designer is responsible for advising on the competence of the Principal Contractor to be appointed.

NB: A full guidance document for CDM, that must be followed is available on SLA online.

Guidance 8:

- **Permit(s) to Work:**

A Permit to Work, (PtW) System is a formal written system used to control certain types of work that are potentially hazardous. The types of work involved are typically those associated with non-routine maintenance or contractor activities.

The Permit to Work Form details the work to be done and, in particular, the precautions to be taken. The overall Permit to Work System specifies who will issue the Permits and in what circumstances, what type of work is covered by the Permit System and what training is needed for those involved. Generally, the type of work covered by the Permit System is prohibited unless it has been authorised by a Permit.

The issue of a Permit to Work not only grants permission to undertake a particular task, but also specifies the precautions that have been, or must be, taken to ensure that the work is undertaken safely.

A full Permit to Work system and guidance can be found on SLA online.

- **Hot Work Permit**

One of the most commonly used types of PtW is a Hot Work Permit. Hot works can occur at various stages during small or large maintenance or building projects, it can include use of blowlamps, use of cutting tools, welding and other heat producing equipment, use of hot substances e.g. hot bitumen, etc. Such work should be controlled with the use of a Hot Work Permit. This is a formal method of ensuring hot work activities are undertaken safely.

A Hot Work Permit can be found on SLA online

Guidance 9:

- **Construction Design Management:**

Managed In-House

It is important for the school to identify whether the Construction (Design & Management) Regulations apply to any building projects that the school manages itself. Guidelines for schools on these regulations are available on SLA online. As client, the school has duties to provide pre-construction information and appoint competent designers and contractors. For projects involving more than one contractor, the school will need to appoint a Principal Designer and a Principal Contractor.

Managed by an Outside Agency

Large-scale school building works undertaken by another organisation, such as, your borough/ Achieving for Children/ the Diocese should be managed in a formal way by a consultant(s). Meetings should be held in the school with representatives from the initiating organisation, key school staff, the consultant, the Principal Designer and Principal Contractor (as required by the Construction (Design and Management) Regulations 2015 (CDM)). The Construction Phase Plan for the work is provided by the Principal Contractor. For work that is notifiable under the Regulations, the borough should ensure the HSE is notified of the project.

On completion of the work the school **must** be provided with a 'health and safety file' which provides all

relevant information about the new building/extension, e.g. future maintenance, identifying where specialist equipment is required to ensure the safety of operatives, etc.

- **Use of CDM Guidance:**

For construction, demolition and refurbishment works the CDM regulations apply. A full guidance document for CDM, that must be followed is available on SLA online. The guidance covers:

- ❖ Identification of the roles under CDM
- ❖ Identification of the Client
- ❖ Establishing the legal duties of each role under CDM
- ❖ Assessment of competency
- ❖ Contents of, Pre-Construction Information, Construction Phase Plan and the Health & Safety File

Guidance 10:

Requirement to Monitor:

Even when the school is not taking on the role of Client, (as defined in CDM) there is still a requirement to monitor activities taking place on school site(s).

Contractors should still be provided with the Code of Conduct for Contractors on School Site(s) and the school should follow the monitoring guidance in Guidance Box, “Monitoring Standards of Health & Safety during work” in Part A of this document.