

Managing contractors policy and guidance

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Responsible work team: **Health and Safety Services**

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1 Scope of the policy

- 1.1 This policy manages the health and safety aspects of employing contractors and applies to all contract work carried out by contractors for LFB irrespective of where this work is carried out. It will include contractors undertaking work activities or those providing services on LFB premises whether of a property nature, such as installing information and communications technology (ICT) services, maintenance or refurbishment, or of a services nature, such as clerical, cleaning or catering.

2 References

- 2.1 The Health and Safety at Work etc Act 1974, sections 2.3.4, 6, 7 and 8.
- 2.2 The Construction (Design and Management) Regulations 2015.
- 2.3 Managing Health and Safety in Construction Guidance L153
- 2.4 Policy number 369 - Reporting of injuries, diseases and dangerous occurrences Regulations 2013 policy (RIDDOR 13).
- 2.5 Policy number 174 - The Control of Substances Hazardous to Health Regulations 2002 (as amended).
- 2.6 The Workplace (Health, Safety and Welfare) Regulations 1992, as amended by The Quarries, Miscellaneous Health and Safety Provisions Regulations 1995 and Approved Code of Practice and Guidance L24.
- 2.7 Policy number 561 - The Electrical Safety Procedure.
- 2.8 Policy number 419 - Contractual Arrangements.
- 2.9 Policy number 489 - Premises Log Book.
- 2.10 Policy number 490 - Person in Control of LFB premises.
- 2.11 Policy number 491 - Safety rules for Contractors working at LFC premises.
- 2.12 Policy number 492 - Safety rules for Contractors working at LFC premises - Part 2.
- 2.13 Policy number 564 - Procedure for managing asbestos in LFB premises.
- 2.14 LFC Standing Orders, Part F –Tenders and Contracts.

3 Definitions

Contract administrator

- 3.1 The person engaged or appointed to monitor, inspect or otherwise control work carried out by a contractor. This is an employee of LFB who has the day to day responsibility for the contract work both in terms of management and control. For every contract entered into by the LFB, a contract administrator must be appointed.

Contractor

- 3.2 This is any person (or organisation), including agency staff or volunteers, who enters into a contract with the Brigade to under take any activity for or on behalf of LFB. For the purposes of this policy, the contractor is one that has one or more of their employees working under the contract, for some contracts, the contractor may be just one self-employed person.

Types of contract work

3.3 Contract work usually falls into one of four classifications:

- Short (usually fixed) term for a single function, such as decoration, special cleaning or installation.
- Repetitive short duration work, such as window cleaning, equipment servicing or plant maintenance.
- Medium term work of a periodic or seasonal nature, for example to cope with a seasonal rush or to clear a backlog of work.
- Long term continuous functions to provide an 'outsourced' function not part of the organisation's core business, such as maintenance, catering, cleaning or security.

Person in control

3.4 The person in control is the LFB manager with day to day responsibility for a given LFB premises or defined parts of the LFB premises (see Policy number 490 - Person in control of LFB premises). It is possible for the contract administrator and the person in control to be the same person.

Permit to work

3.5 A permit to work is an administrative procedure designed to ensure that work involving significant risk is carried out in safety. The need for a permit to work system will be specified in the contract for a particular activity and may be issued by Technical and Service Support or the contractor, if they have sub-contractors working on the site.

3.6 The following are examples of work which may need a permit to work prior to commencement:

- confined space entry;
- hot work;
- high risk electrical work;
- high risk mechanical work (such as in lift motor rooms);
- special high risk activities (such as work in oxygen room at OSG).

4 Procedure

Legislation

4.1 This policy takes account of all the legislation and guidance documents included in section 2 - References.

Responsibilities

Assistant Director/Commissioner

4.2 The relevant Assistant Director/Commissioner will ensure that for all contractors undertaking work under their control, on behalf of LFB, they have a suitable and sufficient means of managing the contract work.

4.3 The relevant Assistant Director/Commissioner will ensure documentation is provided and approved to show contractors have the correct insurance, certification, competence, and training for the work required.

4.4 The relevant Assistant Director/Commissioner will ensure evidence is provided of any membership to relevant supplier assurance frameworks.

Contract administrator

4.5 Persons appointed as a contract administrator will ensure that there are suitable and sufficient controls in place for all work involving the contractors for whom they are responsible and that the contractors' compliance with these controls are monitored (see Appendix 1). This must be done throughout the process, and is likely to include:

- Selecting the most appropriate contractor.
- Exchanging suitable health and safety information and receiving sign off to show contractors have read the required information before the work commences, including building specific hazards such as the Asbestos Register and LFB requirements for safe working as per the relevant policies.
- Notifying the person in control where the work is to be carried out.
- Determining how the contractor will be controlled in relation to health and safety matters during the work and whether continuous monitoring of the contractor is necessary.
- Determining suitable information and training needs with the contractor.
- Reviewing the contract work done on completion.

4.6 The contract administrator will inform any main contractor that checks and information requirements regarding the contract must be passed to any sub-contractors and the main contractor must confirm this has been done in writing to the contract administrator. As a minimum this must include:

- All relevant health and safety information provided to the main contractor.
- Any specific requirements of LFB in relation to the work being undertaken.
- Ensuring that contact details of all the organisations involved in a contract are known and circulated.
- Ensuring that all organisations who are involved on a site (including various sub-contractors) are aware of all other planned work at that location, if contractor activities are likely to interfere with each other then arrangements to prevent this are to be agreed with all parties involved.
- Ensuring any contractor accidents or injuries that occur on an LFB premises are notified to LFB staff.

Person in control of the premises

4.7 The person in control must ensure that contractors are suitably controlled and monitored while working in areas controlled by LFB, see Appendix 2.

4.8 All premises must have in place and use the means of booking in contractors, as determined by the person in control. All contractors attending an LFB premises must be properly briefed, in accordance with the local briefing in Policy number 489 - Premises log book.

4.9 Before any work is undertaken on LFB premises it is important that working areas for contractors are agreed between the person in control and the contractor. The person in control must make LFB staff aware that work is being undertaken together with any interaction by the contractor with other people or processes on the premises.

4.10 Other than equipment for contracts involving office work (such as administration, filing or other non-operational activities), contractors will be expected to supply all tools and equipment required to complete their work, including any personal protective equipment, test devices or other safety equipment. Contractors must not be loaned or expect to borrow any tools or equipment that may be available on the premises (e.g. ladders or hand tools). They must not access areas without authority from the person in control (or their representative) or interfere with any equipment or tools stored in such areas (see Policy number 492 - Safety rules for contractors working at LFC premises - Part 2).

- 4.11 The person in control, in conjunction with the contract administrator, must ensure that suitable means of monitoring the contractor are in place. The issues that the monitoring must cover will include:
- The means of undertaking the monitoring (by local management, Technical and Service Support or a consultant).
 - The standards or criteria against which the monitoring will take place should be included in the contract e.g. times when the work will start and finish, security of materials.
 - How problems will be notified and corrected.
 - How work stoppages will be controlled and authorised.
 - What sanctions are (and are not) appropriate.
- 4.12 Apart from the information provided to all contractors as part of induction/information exchange, the following additional information must be supplied to contractors carrying out work in **fire stations** by the person in control or their representative (see Policy number 489 – Premises log book and Policy number 490 – Person in control of LFB premises):
- Safe pedestrian routes, particularly within the appliance bay.
 - The sound of the turn out indication (bells or alarm) and of any scheduled fire alarm tests.
 - Areas where they and all their materials and equipment must be kept and areas which must be kept clear at all times e.g. the bottom of sliding poles.
 - That work cannot commence in the appliance bay unless permission has been given by the officer in charge (OIC). As a precaution the OIC should consider moving the appliance(s) or other vehicles from the bay before work commences.
 - Ensuring that the contractor is fully aware of volume of appliance sirens and that they will be sounded in conjunction with any turnout.
 - The operation of the appliance doors, timers and automatic closing.
 - Not to handle equipment or to climb onto appliances, which are not involved in the work that the contractor is carrying out.
 - The arrangements for security of the station when all LFB staff are absent (e.g. on a duty call).
- 4.13 All contractors working on the **fireboat** must wear a lifejacket when the vessel is underway or when working outside the confines of the safety rails at or around the pontoon. Prior to boarding the fireboat, contractors must be provided with the information on the use of handgrips and safety rails and the dangers of slippery surfaces, in accordance with local procedures (see Policy number 489 – Premises log book and Policy number 490 – Person in control of LFB premises).
- 4.14 Contractors should only be allowed to enter the fabrication and maintenance areas of LFB workshop premises with the express permission and knowledge of the workshop manager. They should also be provided with information specific to the hazards in that particular workshop, including:
- heavy, sharp and hot objects and machinery;
 - compressed air and air-line equipment;
 - hot surfaces;
 - sudden loud noises.

LFB employees

- 4.15 All LFB employees must ensure that they are aware of any contract work being carried out in their area by reference to their line managers and assist in ensuring that all contractors are properly managed in accordance with the local arrangements (see Policy number 489 – Premises log book). They must report to their line manager any unsafe acts or conditions caused by a contractor or the work they are carrying out. All LFB employees must stop the work of a

contractor if an immediate danger or a serious health and safety risk exists, and then immediately inform the OIC or person in control of the premises.

Appendix 1 - Guidance for contract administrators

Summary of the main responsibilities of the contract administrator

- 1 Determine the type of the contract.
- 2 Ensure careful specification of the health and safety aspects of the contract.
- 3 Ensure effective selection of contractor and record the details of selection.
- 4 Determine the status of the person or people involved:
 - Independent contractor – this policy applies
 - Temporary member of staff – LFB has responsibility; they must be treated as new starters including completing induction and Display Screen Equipment (DSE) assessment.
- 5 Where necessary, obtain appropriate method statements from which the contractor can prepare a risk assessment, noting whether they contain sufficient information to ensure safety. Note that contract administrators should not approve risk assessments and method statements but their receipt should be acknowledged. Risk assessments and method statements should be rejected if considered inadequate in the evaluation process.
- 6 Once the contract has been awarded and before the contractor begins the work under the contract, ensure that the correct information is supplied to the contractor, regarding the work area and other work taking place that may affect or be affected by the contractor's work.
- 7 Ensure suitable recorded meetings and liaison takes place between LFB and the contractor on a regular basis throughout the contract period.
- 8 Ensure that the arrangements to monitor the contractors and their work, and the intervals at which monitoring will take place, are notified to the contractor before the work starts.
- 9 Ensure that there is a means to notify the contract administrator of any problems or non-compliances during the contract period.
- 10 Ensure that at the end of the contract period there is a review to ensure that opportunities for improvement are identified.

Suggested documentation to be retained by the contract administrator

- Evidence of proper induction appropriate to the contract work.
- Where mainly office work is carried out, evidence of a DSE assessment, e.g. for clerical contract staff.
- Method statement and risk assessments for the proposed work.
- Signatures to show site specific hazards have been notified to the contractor e.g. Asbestos
- The information supplied by or to the contractor including the permit to work (if necessary).
- Evidence of the liaison between the contract administrator and the contractor (e.g. notes of formal/informal meetings).
- Inspection reports and actions taken from the monitoring of the contract work.
- Project review after completion.
- If maintenance or refurbishment work, a copy of 'Safety Rules for Contractors working at LFB Premises' (Policy numbers 491 and 492).
- If maintenance or refurbishment work, a copy of Policy number 489 - Premises log book including the asbestos register.

Specific guidance for the contract administrator

- 11 A contract administrator is responsible for initiating a contract for any kind of work and will act as liaison and point of contact within LFB. This person should have sufficient knowledge and experience of the work to ensure the correct contractor is appointed and the safe discharge of the contract work; e.g. for clerical and office work contracts, this person is most likely to be the manager that needs the work done. If the nominated contract administrator does not have sufficient competence in any relevant area, they must ensure that a suitably competent person is appointed to assist and provide adequate advice to discharge this responsibility.

Overview to information exchange

- 12 The most important aspect of information exchange is to establish **clear lines** of communication between the parties. Both the client and contract organisation will need to liaise on a regular basis - both in terms of the work being undertaken and in terms of resolving health and safety issues that will arise during the contract work.
- 13 Where a contractor is working alongside LFB staff, it is necessary to provide them with the same information regarding the work area that is given to our staff, (this is a reciprocal responsibility as required by Section 2 of the Health & Safety at Work etc Act 1974 and forms part of induction).
- 14 All contractors must ensure that information provided to them is also passed on to sub-contractors
- 15 Before commencing any premises related work, such as refurbishment or maintenance, contractors must be shown Policy number 489 - Premises log book, available at all premises, especially the hazard checklist in appendix 4, which is likely to form the initial information for the method statement from which they will prepare the risk assessment.

Method statement

- 16 The contractor, prior to commencing the work, is required to produce a method statement. The primary function of the method statement is to outline how the work will be completed. It is important that this statement demonstrates how health and safety considerations have been integrated into the working methods and often provides the rationale behind any associated risk assessments. A list of hazards can be found in section 4 of the premises log book.
- 17 The main points regarding a method statement will include:
- In general a method statement will only be needed for larger tasks involving significant risk and this must be determined by the contractor and copies must be supplied to the contract administrator. The contract administrator must satisfy him or herself that the method statement is sufficient to cover the proposed work.

Review of the contract work

- 18 At the end of the contract it is essential to review the result of the contract work to LFB. Whether the project is small or large, the questions are in effect the same and are likely to include:
- Did the project achieve what it set out to do?
 - Was the work carried out satisfactorily?
 - Were there any significant or unresolved health and safety issues?
 - Were the criteria used to determine the satisfactory progress or completion appropriate?
 - Were the information exchange procedures effective?
 - Were the liaison procedures effective?
 - Were the welfare arrangements (e.g. access to toilets, washing facilities) effective?
 - Were there any legitimate complaints from either the LFB employees or the contractor?

- Record the contractor's performance for future reference.

Appendix 2 - Guidance for persons' in control of premises

Control of contractors during their work

- 1 The person in control of the area where the contract work will be carried out must ensure that the means to control the contractors are in place for the nature of the work and its expected duration to ensure that the contractors can be properly controlled for the duration of the work.
- 2 Contractors must be briefed in accordance with the pre-work check list contained in section 2 of the Premises log book, when they attend any LFB premises.
- 3 The means for communication between LFB, through the contract administrator or the person in control, and the contractor, must be in place and working by the time the contract work starts. In some contract work there will be identifiable times where the work is likely to pose a higher health and safety risk. During these times it is particularly important that the people responsible for liaison between the parties are immediately available to resolve any issues before they cause significant danger.
- 4 Both LFB and the contractor must identify any information and training needs that the work will pose for their staff. The contract administrator will undertake this on behalf of LFB.
- 5 For most contract work, training needs will only refer to administrative or ICT contractors using LFB office equipment. However for all contractors it is necessary to consider the relevant aspects of training provision that are necessary to fulfil the requirements of the Management of Health and Safety at Work Regulations 1999:
 - Regulation 12 - regarding risks to which they are exposed.
 - Regulation 15 - regarding temporary workers needing special occupational qualifications or skills in order to carry out their work safely.
- 6 The contract administrator must be satisfied about who will provide training - most usually the contractor, i.e. how it will be provided and how it will be recorded.

Appendix 3 - Suggested content of a 'method statement'

The method statement will vary in content depending on the magnitude of the work and its level of risk. The main issues to be covered in a method statement are likely to include:

- Scope of the work:
 - Provide clearly defined comprehensive step-by-step description of the work to be undertaken.
 - Sequence of works.
 - Location of work to be undertaken.
 - Duration of work to be undertaken.
 - Hours of working (day, night or split over day and night).
- Access to and from the work areas:
 - Clearly identify the means of access to and from the work areas.
 - If general access or egress routes be blocked as a result of the work, then define the alternative arrangements that will be provided to maintain emergency escape routes.
- Details of task lighting to be provided where applicable:
 - Workplace lighting.
 - Intrinsically safe lighting.
 - Emergency lighting
- Plant and equipment:
 - Schedule of plant and equipment to be used on site.
 - Clear indication of understanding that LFB equipment must not be used or tampered with (e.g. ladders and operational equipment).
 - Provision of all relevant statutory test or examination certification.
 - Schedule of any specialist equipment to be used in connection with the work activities e.g.
- gas detection equipment;
- local exhaust ventilation equipment;
- firefighting equipment.
 - Provision of relevant training or competence certificates for plant or equipment operators.
- Materials and substances:
 - Provide schedule of materials or substances to be used on site.
 - How materials and substances will be stored and kept secure.
 - Identify materials or substances that are classed as hazardous to health.
 - Identify materials or substances that are classed as highly flammable.
- Risks and their controls:
 - Provide a schedule of the health and safety risks associated with the work activities.
 - Identify the key health and safety control measures to be implemented in accordance with the identified risks.
 - Identify any work activities which are likely to present a risk to other contractors and which may require co-ordination.
 - Identify any work activities which will present a risk to members to the public or third parties and which may require co-ordination.
 - Identify all permit to work requirements.
 - Identify any work activities which will present a risk to LFB's on-going operations and identify the contingency provisions to be provided.
- Training - Provide a schedule of relevant training certificates in accordance with that identified within the project.

- Supervision - Provide an organisation diagram identifying the composition of your site supervisory team tasked with supervising your site operations.
- Housekeeping:
 - Identify the arrangements that have been made for the ongoing removal of scrap and waste.
 - Identify the resources for this purpose.
 - Identify the frequency of house keeping.
 - Identify any necessary storage arrangements.
- welfare facilities the contractor requires and the limits of their use – such as kitchens, sanitary and washing, rest room, drying facilities, etc;
- briefing - State how the requirements of this method statement are briefed to the workforce;
- personal protective equipment.
 - Are minimum requirements stated? e.g. head, hand, eye, hearing or respiratory protection.
 - Are contractor's employees made aware of and understand the need for any particular PPE requirements?
 - Is specialist equipment necessary? e.g. breathing apparatus.
- Power requirements:
 - Identify the provisions being made for power:
- gas;
- electric (at what output);
- water;
- air.
 - Is power generation required?
 - By what mode is generation achieved?
- Working at height
 - What type of platform will be used if applicable? i.e. scaffolding, any types of mechanical working platforms, band-stand or scissor lift.
 - What will be the height to the working platform?
 - What are the provisions to prevent falls of operatives?
 - What fall prevention or restriction equipment will be used?
 - Access and egress provision.
 - Maintenance, inspection and reporting.
- Hot work
 - What operations will generate or conduct sufficient heat or source of ignition such as welding, cutting or grinding?
 - What precautions will be needed to control the immediate risk?
 - What inspections will be needed by the contractor and the person in control subsequent to the work to detect and control any smouldering or embers?
- Lifting operations:
 - Type of equipment used.
 - Suitable plan of lifting operations.
 - Maximum height needed – as this may be restricted.
 - Any particular requirements for the floor loading or condition of the surface on which the lifting equipment will be situated.
- Third party protection:
 - Does the method statement identify the need to protect others?
 - Is segregation or isolation needed?

- Environmental impact of work activities:
 - Has it been identified where the operation(s) will have an environmental impact for our staff or neighbours? i.e. noise.
- Air emissions (e.g. dust fumes).
- Water or other liquid effluent discharges.
- Waste control including removal and recycling.
 - Have adequate arrangements been made and stated to eliminate or control these impacts?
- Any necessary biological hazard monitoring for LFB staff as a result of the contractor's activities:
 - Is air or other environmental sampling necessary and provided for?
 - If health surveillance is necessary and is it provided for people near to the work area? This applies to employees of both LFB and the contractor if they consistently work in close proximity (e.g. asbestos removal).
 - Is noise or vibration sampling necessary and provided for?
- What means of communication within the contracted work will be necessary, such as telephone, radio, voice, hand signals?
- Necessary provision for emergencies, such as:
 - first aid;
 - fire response;
 - exposure to hazardous substances;
 - oxygen enriched or deficient atmosphere;
 - adverse weather conditions;
 - equipment failure;
 - spillage.

Document history

Assessments

An equality, sustainability or health, safety and welfare impact assessment and/or a risk assessment was last completed on:

EIA	17/04/2026	SDIA	03/03/2026	HSWIA	19/08/2016	RA	NA
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Audit trail

Listed below is a brief audit trail, detailing amendments made to this policy/procedure.

Page/para nos.	Brief description of change	Date
Throughout	This policy has been reviewed as current no amendments required.	22/08/2016
Throughout	This policy has been reviewed as current no amendments required.	15/10/2019
Throughout	Minor changes made throughout to reflect the changes in organisational structure and governance due to the abolition of LFEPA.	24/09/2020
Throughout	Reviewed as current with minor amendments made throughout.	20/04/2026

Subject list

You can find this policy under the following subjects.

Contractors	Health and safety at work

Freedom of Information Act exemptions

This policy/procedure has been securely marked due to:

Considered by: (responsible work team)	FOIA exemption	Security marking classification