



Policy 17 Management of Contractors

1.0 Introduction

The Housing and Property Service recognises its responsibility to appoint competent contractors when commissioning contracts and projects for construction or maintenance work on any of its properties.

The Housing and Property Service also recognises its corporate contribution to the management of contractors working in Authority premises set out in the Highland Council Policy on the Management of Contractors.

The undernoted Policy has been developed to meet these needs.

2.0 Policy aims

The Housing and Property Service intends to ensure as far as is reasonably practicable the health, safety and welfare at work of its employees and others who may be affected by instructed construction or maintenance work. It does this by seeking to prevent injury or accidents through the provision of procedures to ensure competent contractors are commissioned and monitored.

3.0 Risk Control

Construction work has the potential for exposure to a wide range of hazards.

Under section 2 of the Health and Safety at Work Act the Council is required to ensure that its own employees continue to have a safe place of work. This duty becomes particularly onerous when construction work occurs within occupied premises.

The Construction (Design and Management) Regulations 2007 also require clients to be satisfied that any contractors they arrange for construction projects are:

- a) competent, and
- b) have sufficient resources including time allocated to enable the project to be carried out in compliance with health and safety law.

In considering the control of risk from construction, high standards of health and safety and performance will be set. The competence of all contractors will be required to have been assessed prior to being engaged to work on Authority premises.





4.0 Method of control

Functional responsibilities

Where the Housing and Property Service manages contracts for capital construction or revenue maintenance work on behalf of the Authority, the **Head of Property** or an **Area Housing and Property Manager** shall ensure that a Contract Administrator to be responsible for administering such works shall be identified.

Where Housing and Property Service Building Maintenance acts as a contractor or sub-contracts work on behalf of the Service, the **Assistant Area Property Manager** or **Assistant Area Housing Manager** shall assign a **Principal Housing Officer** to be responsible for the operational management of works let on their behalf.

Standard setting

Appropriate standards in connection with levels of competence required of contractors will be recorded in a Schedule of Standards appended to this policy (**Schedule A - Contractor selection standards**). The **Depute Chief Executive/Director of Housing and Property** shall have the responsibility for ensuring that the Schedule of Standards is applied.

The **Head of Property** will be responsible for developing a written procedure to implement the application of standards. Responsibilities for determining the level of competence within each heading are delegated as follows:-

a) Financial and Administrative – e.g. Insurance, Tax certification, References

The **Maintenance and Service Support Manager** shall record and maintain in a central database evidence of appropriate levels of insurance required under Council standing orders, as well as sourcing and verifying the range of tax certification schemes, client references, competence, and other key criteria relating to selection of contractors.

Note: Contractors will be responsible for ensuring that renewal of insurance, memberships, etc, are notified to the Housing and Property Service prior to their expiry. Contractors with expired date records will not be made available for selection.





b) Technical – e.g. Trade Registrations, Resources, Experience

The **Head of Property** shall, in conjunction with;

- the **Consultancy Manager** determine the technical competence standards relating to Building construction, refurbishment and demolition trades work, together with resource and experience levels dependant on complexities or values of contracts.
- the **Principal Engineer Energy & Engineering** determine the technical competence standards relating to Mechanical, Electrical and Ventilation trades work, together with resource and experience levels, dependant on complexities or values of contracts
- the **Property Manager (Building Maintenance)** determine the technical competence standards relating to maintenance trades work, together with resource and experience levels dependant on complexities or values of contracts.

c) Health and Safety – Management, Risk Assessments, Monitoring.

Contractors' health and safety competence and resources will be assessed in a three stage process;

Stage 1 Management arrangements - reviewed prior to placement on tender selection list (or consideration for sub-contracted work in relation to Building Maintenance);

Stage 2 Work specific arrangements - reviewed prior to acceptance and commencement;

Stage 3 Monitoring of work carried out - reviewed during and on completion of work.

The **Head of Property** shall, in conjunction with the **Property Risk Management Officer**, review implementation of the health and safety management standards set out in **Schedule B – Health and Safety competence and resources** together with arrangements made for reviewing work specific risk control measures and monitoring of safety performance.





5.0 Monitoring performance

All accidents and instances of non-compliance with this policy shall be recorded using the **Safety Concern Procedure**. Any reports of unsafe working practices, unsafe conditions or enforcement (e.g. by H.S.E.) are to be recorded in writing and forwarded to the **Property Risk Management Officer**.

Where serious non-compliance with legislation occurs the circumstances shall be investigated and appropriate action may be taken to;

- curtail the issue of further instructions for work to the company concerned until such time as they can provide independent confirmation of improvements in performance to assure the Council that they can carry out works in accordance with relevant statutory requirements
- advise **Contract Administrators** of findings and to take cognisance of any relevant recommendations where the company has existing or on-going contracts
- log enforcement or any non-performance details and outcome on contractor's record.

The **Property Risk Management Officer** shall also check monitoring arrangements and shall review incidents and actions promoted to prevent any recurrence.

6.0 Training

The **Head of Property** or **Area Housing and Property Managers** shall ensure that:

- appropriate instruction and training is provided to new staff who are employed to commission construction work.
- a programme of 'refresher' training is provided to ensure all staff are informed of any changes or updates to this policy.

Employees shall take part in necessary training.

7.0 Auditing performance

Line managers shall ensure that audits of contractors' health and safety performance are carried out at least annually or as appropriate by risk assessment.





SCHEDULES

Schedule A – Contractor selection standards

This schedule sets out minimum criteria for the selection of contractors on a trade basis.

Equivalent status criteria may be available and be acceptable on submission of information.

Note: This list may be added to or revised as necessary.

Trade	Competence criteria	Notes
Electrical Work	Minor alteration work - SJIB, Works value <£100k - ECA SELECT or NICEIC, Works value >£100k both ECA SELECT and NICEIC.	
Gas Work	Gas Safe Register	<i>Individual competence for gas works e.g. lpg, commercial, etc shall be assessed on a task by task basis</i>
Heating and Ventilation	Heating and Ventilating Contractors Association (HVCA)	
Plumbing (Non Gas)	The Chartered Institute of Plumbing and Heating Engineering	
Roofing Work	National Federation of Roofing Contractors Ltd (NFRC)	
Scaffolding	- Scaffolding operatives with Construction Industry Scaffolders' Record Scheme (CISRS) Scaffolders Cards - Designed scaffold - National Association of Scaffolding Contractors (NASC)	
Air Conditioning, Refrigeration	Register of Companies Competent to Handle Refrigerants (REFCOM)	
Alarm systems	National Approval Council for Security Systems (NACOS)	
Asbestos Removal	HSE Asbestos Licence	
Demolition	National Federation of Demolition Contractors Ltd	
Pest Control	British Pest Control Association (BPCA)	





Schedule B – Health and Safety competence and resources

Stage 1 Management arrangements (reviewed prior to placement on tender selection list)

Management arrangements and general health and safety **competency** will be considered;

- a) from information received on initial application to the framework containing a **Maintained List of Contractors** or
- b) via prequalification on select lists from advertisement, applicable to work scopes.

*Note: Contractors health and safety management arrangements will require to have been assessed using a process adopted by a member of the **Safety Schemes in Procurement Forum** (SSIP), for example CHAS or equivalent.*

Pre-construction information (e.g. client's considerations, health and safety file, existing on-site risks such as asbestos records, and appropriate design information, etc) will be provided by the **Contract Administrator**, in conjunction with **area Business Support**, to those bidding for or planning work for use in development of Construction Phase Plans (or Method Statements for minor works).

Stage 2 Work specific arrangements (reviewed prior to acceptance and commencement)

A **Construction Phase Plan** (or **Method Statement** for minor works) shall be prepared and reviewed by the **Contract Administrator** for all construction work, with advice where necessary from a CDM Co-ordinator (CDM-C), or Property Risk Management Officer for works of less than 30 days.

Where works are let or sub-contracted on behalf of a **Principal Housing Officer** via Building Maintenance, e.g. through the Service Centre, arrangements for periodic or specific review of method statements will be made by that Principal Housing Officer (depending on work types and levels of risk).

Work specific arrangements and **resources** will be considered in two parts;

- **Part A** - Prior to acceptance of a quotation or report on tenders a response by the preferred contractor to issued **Pre-construction information**, including design risk information, shall be reviewed by the Contract Administrator (in conjunction with the CDM-C where applicable) to check adequacy of resources allowed for the works.
- **Part B** - Prior to any contractor taking possession of a construction site or work area a review of the adequacy of risk controls, method statements and welfare provisions shall be carried out by the Contract Administrator (with advice from the CDM-C where applicable).





A copy of a **Plan-in-place confirmation** is to be issued by the **Project Manager** (or **Assistant Area Property Manager** for works orders assessed with medium or high risk works) to the area **Maintenance Officer** and the **Responsible Premises Officer** (RPO) or, where significant works are carried out on Council dwellings, to the area **Housing Management Officer** (HMO) **on behalf of the Principal Housing Officer**).

Note: The RPO (or where applicable HMO) may deny access to a premises or dwelling where a contractor does not present a valid Plan-in-place confirmation.

Assistant Area Property Managers shall arrange for periodic review of works assessed with low risk or of a minor / repetitive / upkeep nature covered by generic risk assessments / method statements to ensure adequate control measures are still relevant and are maintained.

A copy of current **Employers Compulsory Liability Insurance** certificate will also be requested and examined prior to award of any contract (or inclusion of the framework) to comply with Contract Standing Orders.

Stage 3 Monitoring of work carried out (reviewed during and on completion of work)

Monitoring of quality of work carried out will be specified in contract conditions that apply to the work being undertaken (e.g. contractors' arrangements for supervision and provision of any Clerk of Works / Site Inspection role where applicable).

Where construction works are anticipated to last 6 weeks or more Principal Contractors shall be required to register the site with the **Considerate Constructors Scheme**. Contract Administrators shall arrange for inclusion of registration (and allowance for registration fees based on total valuation of works) in contract documentation.

The **Contract Administrator** will also complete a **post contract performance report**.

Performance of contractors will be reviewed by periodic **telephone survey** of Clients to complete a questionnaire covering customer care and provide performance related feedback.

The **Head of Property** shall ensure that arrangements described above for contractors' performance are reviewed and monitored to confirm:-

- Control measures are suitable and sufficient
- Procedures and precautions are being implemented, and
- Improvements are made where necessary following regular reviews.

