

Standard Operating Procedures

Management of Contractor Activities

Written by:	Head of H&S and Fire safety
Approved by:	Health and Safety Committee
Approved by Medicines Safety Committee: <i>Where medicines included in guideline</i>	n/a
Date of Approval:	10/07/2025
Date of Review: This is the most current document and is to be used until a revised version is available	

Aim and scope of Standard Operating Procedure

The aim of this document is to provide further details for the role of the Responsible Managers when managing contractors working at Worcester Acute Hospital Trust. This SOP supports the implementation of the Control of Contractors Policy.

The scope of this SOP relates to all activities completed by a singular contracting organisation. For any activities which require the use of multiple contractors (including the use of sub-contractors), then the SOP for Non-Minor and Capital Works must be used.

Target Staff Categories

Responsible Managers as identified within the Control of Contractors Policy.

Key amendments to this Standard Operating Procedure

Date	Amendment	Author
June 2025	New document: Due this, the SOP will require a review in 12 months to ensure the SOP is suitable and sufficient.	

1. Introduction

The aim of this Standard Operating Procedure is to provide further details for the role of the Responsible Managers when managing contractors working at Worcester Acute Hospital Trust. This SOP supports the implementation of the Control of Contractors Policy. Staff must ensure they are clear what the definition of a contractor is to enable robust compliance with this SOP.

The scope of this SOP relates to all activities completed by a singular contracting organisation. For any activities which require the use of multiple contractors (including the use of sub-contractors), then the SOP for Non-Minor and Capital Works must be used.

2. Definitions

2.1 Responsible Manager

Any person within the Trust who engages and/or instructs contractors to complete work of any type.

The Trust has a duty of care to all of those who use and work at the site including any persons other than their employees. The Responsible Manager is the Trust's interface with third parties coming onto their sites to complete work. They have a direct responsibility to ensure that works are managed and completed in a safe manner, relevant information is shared and clearly communicated, and that the requirements stipulated within the Trust's policies and procedures are met. (See Control of Contractors SOP for further detail)

2.2 Contractor

"Any person, firm, company or other legal entity entering into a contract with the Trust for the performance of services and or the supply of goods" and "any person, firm, company or other legal entity otherwise performing services and or supplying goods to or for the benefit of the Trust". Examples include-

- Company representatives.
- Staff from other Trusts.
- Consultants.
- External auditors and
- Construction or maintenance workers.

2.3 Contractor Risk Management

The person within or on behalf of the Trust engaging any contractor is responsible for ensuring that risks associated with the works are adequately controlled in line with the mitigations. The measures needed to achieve this will depend on the nature and complexity of the work being done.

2.4 Competent person

A Competent Person is a person with relevant knowledge, skills, qualifications, experience and/or membership of a relevant professional body.

2.5 Operative

Employee of a contractor completing the activity.

2.6 Risk Assessments and Method Statement (RAMS)

A document provided by the contractor which incorporates a detailed written sequence for carrying out identified tasks, which may include risk assessments to ensure that the work activities are done in a sequence to confirm safety.

All RAMS will be reviewed by The Responsible Manager and approved prior to the task being undertaken. The Responsible Manager must also ascertain if the RAMS for the works will affect the fire evacuation strategy for the site; if it does then the Fire Safety team must be contacted before work can commence to enable fire safety concerns to be addressed and evacuation routes available and communicated.

2.7 Permit to work

Any specified activity which is subject to the Permit to work process

3. General considerations

The role of Responsible Manager has been defined within the Control of Contractor Policy. If an activity requires use of persons other than the Trusts employees (including those employees from other sites), to conduct the work/task/service then the following considerations must be made. Throughout the course of planning and completing the activity the Responsible Manager has clear responsibilities and requirements that need to be fulfilled. NB Work activities covered by this SOP are wide reaching and are not limited to e.g. estates contractor works, therefore the following must be assessed then fulfilled:

Requirements	Planning	Competence	Induction and Front Door	Supervision	Handover
Is this someone providing services? (such as a salesperson etc.) Are they completing work?	Who is required to complete the activity? Is this a new supplier? Are there any internal stakeholder engagement required? Does this involve more than one contractor? Do you need to turn any services off for the activity?	Is this an existing contractor who is upon our approved contractor list? Has organisational competence been assessed and documented?	Has the necessary documentation been provided and assessed? Has the Responsible Manager reviewed and approved the Risk Assessment/Method Statements (at latest 48 hours before works starts) Have stakeholders been notified that this work going ahead?	Does the responsible manager know what spot checks are to be carried out? Is the activity affecting others? Is the activity appropriately segregated?	Is the relevant coloured clean required? Has this been arranged? Is there anything which needs turning back on or re-energising?
Is the scope of activity understood, and a Responsible Manager identified? Are they aware of their responsibilities?	Is the contractor aware of the requirements of the Trust? Have IPC risks been considered and mitigated (where applicable)? Could this activity affect any of our life safety systems? Has the scope of the activity been communicated to the contractor?	Have the people completing the activity been identified? Has the Responsible Manager assured the individual's competency?	Have all contractors associated with the activity been inducted? Have they signed onto their Risk Assessment (method statement where appropriate)? Have all the contractors signed in?	Is the contractor completing the required task? Is the area that they are working tidy? Is the contractor doing anything obvious which would increase risk to themselves or others? Have there been any complaints about the work?	Is there any handover information associated with this activity? Is there any specific certification? Are there any of the Trust's drawings which would need to be updated? Has this handover information been stored appropriately?

4. Requirements by Contractor type

Activity Type	Requirements	Planning	Competence	Induction and Front Door	Supervision	Handover	Responsible Manager
Specialist commercial supplier	Requirements defined by Responsible Manager	Personnel and arrangements identified and agreed with Responsible Manager prior to arrival at the site. Risk assessment required when demonstrating equipment	Official identification required and personnel agreed prior to arrival	Local induction required	Personnel Chaperoned at all times. Feedback, incidents or dangerous occurrences/ situations reported via email to department that they are working in	No Specific requirements	Person within Trust who planned visit
Surveying/ inspection	Scope of works defined and communicated to contractor by Responsible Manager. PO raised for contractor aligned to required scope	Permit to work/IPC/life safety systems requirements established. RAMS submitted, reviewed by Responsible Manager. Acceptance of RAMS to be sent no later than 48hours prior to commencement of activity. Coordination with Estates/Capital teams (by Responsible Manager) to verify no issues with other activities taking place.	Organisational and operative assessment of competency required	Full induction required	Spot checks required	All information to be provided to states. Responsible Manager is required to obtain, collate and communicate all relevant information	Individual requesting the works
Servicing/ Maintenance	Scope of works defined and communicated to contractor by Responsible Manager. PO raised for contractor aligned to required scope	Permit to work/IPC/life safety systems requirements established. RAMS submitted, reviewed by Responsible Manager. Acceptance of RAMS to be sent no later than 48hours prior to commencement of activity. Coordination with Estates/Capital teams (by Responsible Manager) to verify no issues with other activities taking place.	Organisational and operative assessment of competency required	Full induction required	Spot checks required	All information to be provided to Estates	Contract owner
Contractor works (singular contractor)	Scope of works defined and communicated to contractor by Responsible Manager. PO raised for contractor aligned to required scope	Permit to work/IPC/Building Regulations/life safety systems requirements established. RAMS submitted, reviewed by Responsible Manager. Acceptance of RAMS to be sent no later than 48hours prior to commencement of activity. Coordination with Estates/Capital teams (by Responsible Manager) to verify no issues with other activities taking place.	Organisational and operative assessment of competency required	Full induction required	Spot checks required	All information to be provided to Estates	Individual requesting the works

3.1 Specialist commercial supplier

Requirements	Requirements defined by Responsible Manager	The Responsible Manager (RM) is the person who requests specialist commercial supplier(s) to attend site. They are responsible for defining the nature of the activities being undertaken by the contractor.
Planning	<p>Personnel and arrangements identified and agreed with Responsible Manager prior to arrival at the site.</p> <p>Risk assessment required when demonstrating equipment</p>	No persons (outside of the context of receiving patient care) should be permitted at the site without prior agreement. Risk assessments are required if equipment is being demonstrated/used.
Competence	Official identification required and personnel agreed prior to arrival	The Responsible Manager to ensure the agreed personnel who arrives for this activity reflects the level of competency pre-agreed.
Induction and Front Door	Local induction required	Induction to be delivered by the RM and include the basic safety information and instruction required for those working on site i.e. emergency arrangements such as fire assembly point and any specific risks of working within the area.
Supervision	<p>Personnel Chaperoned at all times.</p> <p>Feedback, incidents or dangerous occurrences/ situations reported via email to department that they are working in</p>	Third parties should be always chaperoned whilst working at the hospital.

3.2 Inspection/surveying activities

Requirements	<p>Scope of works defined and communicated to contractor by Responsible Manager.</p> <p>PO raised for contractor aligned to required scope</p>	Responsible Manger (RM) is the person defining the scope and procuring the survey. The RM must assess the scope of the work and understand which additional Trust processes will need to be applied.
Planning	<p>Permit to work/IPC/life safety systems requirements established.</p> <p>RAMS submitted, reviewed by Responsible Manager. Acceptance of RAMS to be sent no later than 48hours prior to commencement of activity.</p> <p>Coordination with Estates/Capital teams (by Responsible Manager) to verify no issues with other activities taking place.</p>	The RM is required to apply the relevant additional processes such as IPC risk assessment, permit to work and engage with appropriate stakeholders to ensure that requirements are fulfilled. This is inclusive of any other works being completed concurrently. They must review the RAMS to ensure it meets expectations for the task and agree any additional controls.
Competence	<p>Organisational and operative assessment of competency required</p>	The Procurement team are responsible for the maintenance of the approved supplier list. The RM is required to obtain evidence that the operatives completing the work hold the correct competencies.
Induction and Front Door	<p>Full induction required</p>	The RM must ensure all operatives completing the activities have completed an induction. The induction needs to be pre-arranged (e.g. with the Estates team if the activity is intrusive in nature) and records kept confirming the induction.
Supervision	<p>Spot checks required</p>	The RM is required to complete spot checks whilst the work is being carried out (see appendix 1). The RM (or a pre-agreed person acting on their behalf) is required to be on site whilst contractors are completing activities.
Handover	<p>All information to be provided to Estates. Responsible Manager is required to obtain, collate and communicate all relevant information</p>	Information requirements should be understood and communicated to contractors during planning. All information is to be provided to the Estates team.

3.3 Servicing/Maintenance

Requirements	<p>Scope of works defined and communicated to contractor by Responsible Manager.</p> <p>PO raised for contractor aligned to required scope</p>	The Responsible Manger (RM) is the person managing the contract. The RM is required to assess the scope of the work and understand which additional Trust processes will need to be applied.
Planning	<p>Permit to work/IPC/Life safety systems requirements established.</p> <p>RAMS submitted, reviewed by Responsible Manager. Acceptance of RAMS to be sent no later than 48hours prior to commencement of activity.</p> <p>Coordination with Estates/Capital teams (by Responsible Manager) to verify no issues with other activities taking place.</p>	The RM is required to apply the relevant additional processes such as IPC risk assessment, permit to work and engage the appropriate stakeholders to ensure that requirements are fulfilled. This is inclusive of any other works being completed concurrently. They must review the RAMS to ensure it meets expectations for the task and agree any additional controls.
Competence	<p>Organisational and operative assessment of competency required</p>	The Procurement team are responsible for the maintenance of the approved supplier list. The RM is required to obtain evidence that the operatives completing the work hold the correct competencies.
Induction and Front Door	<p>Full induction required</p>	The RM is required to ensure all operatives have completed an induction. The induction needs to be pre-arranged e.g. with the Estates team (dependent upon nature of the activities and the location in which they are completed) and induction records kept.
Supervision	<p>Spot checks required</p>	The RM (or a pre-agreed person acting on their behalf) is required to complete spot checks (see appendix 1). The RM (or a pre-agreed person acting on their behalf) is required to be on site whilst contractors complete activities.
Handover	<p>All information to be provided to Estates. Responsible Manager is required to obtain, collate and communicate all relevant information</p>	Information requirements should be understood and communicated to contractors during planning. All information is to be provided to the Estates team.

3.4 Singular Contractor activities

Requirements	<p>Scope of works defined and communicated to contractor by Responsible Manager.</p> <p>PO raised for contractor aligned to required scope</p>	<p>The Responsible Manger (RM) is the person defining the scope and procuring the works</p> <p>The RM is required to assess the scope of the work and understand which additional Trust processes will need to be applied</p>
Planning	<p>Permit to work/IPC/Life safety systems requirements established.</p> <p>RAMS submitted, reviewed by Responsible Manager. Acceptance of RAMS to be sent no later than 48hours prior to commencement of activity.</p> <p>Coordination with Estates/Capital teams (by Responsible Manager) to verify no issues with other activities taking place.</p>	<p>The RM is required to apply the relevant additional processes such as IPC risk assessment, permit to work and engage the appropriate stakeholders to ensure that requirements are fulfilled. This is inclusive of any other works being completed concurrently. The RM is required to review and approve the RAMS for the activity and agree any additional controls.</p>
Competence	<p>Organisational and operative assessment of competency required</p>	<p>The Procurement team are responsible for the maintenance of the approved supplier list. The RM is required to obtain evidence that the operatives completing the work hold the correct competencies.</p>
Induction and Front Door	<p>Full induction required</p>	<p>The RM is required to ensure all operatives have completed an induction. The induction needs to be pre-arranged e.g. with the Estates team (dependent upon nature of the activities and the location in which they are completed) and induction records kept.</p>
Supervision	<p>Spot checks required</p>	<p>The RM (or a pre-agreed person acting on their behalf) is required to complete spot checks (see appendix 1). The RM (or a pre-agreed person acting on their behalf) is required to be on site whilst contractor's complete activities.</p>
Handover	<p>All information to be provided to Estates. Responsible Manager is required to obtain, collate and communicate all relevant information</p>	<p>Information requirements should be understood and communicated to contractors during planning. All information is to be provided to the Estates team.</p>

5. Competency requirements for Responsible Managers

Activity Type	Developing the Activity Requirements	Planning	Reviewing of others Competence	Induction and Front Door	Supervision	Handover
Sales		Awareness and understanding of Policy and SOP requirements				
Surveying/ inspection	Experience of managing work of the required nature. Individual competence assessed by Manager of department	Review and understanding of the Policy , SOP and associated HTM IOSH Managing safely as part of ongoing development	Understanding of procurement contractor approval process required and how to confirm that this process has been completed.	Delivery of Induction by estates	Review and understanding of the Policy , SOP and associated HTM	Review and understanding of the Policy, SOP and engagement with Estates to ascertain any specific requirements for handover information
Servicing/ Maintenance	Experience of managing work of the required nature. Individual competence assessed by Manager of department	Review and understanding of the Policy , SOP and associated HTM IOSH Managing safely as part of ongoing development	Understanding of procurement contractor approval process required and how to confirm that this process has been completed.	Delivery of Induction training	Internal Responsible Manager Training IOSH Managing Safely as part of ongoing development	Review and understanding of the Policy, SOP and engagement with Estates to ascertain any specific requirements for handover information
Contractor works (singular contractor)	Experience of managing work of the required nature. Individual competence assessed by Manager of department	Review and understanding of the Policy , SOP and associated HTM IOSH managing safely as part of ongoing development	Understanding of procurement contractor approval process required and how to confirm that this process has been completed.	Delivery of Induction training	Internal Responsible Manager Training IOSH Managing Safely immediate term requirement	Review and understanding of the Policy, SOP and engagement with Estates to ascertain any specific requirements for handover information

6. Induction

All contractors must complete an induction. Refer to the Control of Contractors Policy for the content. The Trusts is legally responsible for contractors and must ensure they are safe when working on site, but equally their activities do not cause harm to any persons on our site.

7. Supervision

There must be appropriate arrangements put in place by the Responsible Manager to effectively manage and supervise the work of contractors. This includes ensuring signing in/out processes to control contractors for each day on site are adhered to and ensuring contractors only have access to the relevant areas of their work. All contractors must sign in and out with the Responsible Manager for any work which is being carried out.

The Responsible Manager (or their pre-agreed representative) must be on site for the duration of contractor activities.

Access control passes will be issued to key contractor personnel only and handed back at day end or end of agreed period of works. Adequate supervision must be provided for contracted work; this includes not only via contractors having their own supervision arrangements in place (where appropriate) but also by the Responsible manager or another delegated person. Supervision of contracted work may be continual or via spot checks, dependent on the level of risk of the task. The responsible manager must ensure arrangements are in place to do this.

Contractors must also be issued with contact information so that if an issue arises the responsible manager and contractor can immediately discuss and agree how to manage the situation. If this isn't robust then it leads to risk of unplanned works being conducted without Trust knowledge or agreement. The pre-agreed RAMS may need to be revised based on this significance of the situation.

The Responsible Manager must ensure contractors and sub-contractors carry out day-to-day checks to assure health and safety performance and the quality of the work being completed is maintained. The contractor should record checks, daily briefings and toolbox talks and be able to provide them to the Responsible Manager if required.

8. Accidents and incidents

All accidents, incidents and dangerous occurrences that occur during the works must be reported by the Responsible Manager via the Datix system.

Some work-related accidents, diseases and dangerous occurrences must be reported to the enforcing authorities via the Trust Health and Safety Team. These requirements are identified within the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013.

It is good practice to investigate all injuries, cases of work-related ill health and 'near misses' to find out what went wrong and why they were not prevented. The responsible manager, contractors and subcontractors should share the lessons learnt from monitoring and investigations with each other and with the entire applicable workforce. Where health and safety requirements are not being met, the first step is for the responsible manager and the contractor to find out why and address. All contractors are required to report incidents, near misses and accidents to the responsible manager.

If health and safety performance does not meet the required expectations, the responsible manager must stop the contractor working on the job / activity until requirements can be met. Both the responsible manager and the contractor should review the work after completion to see if performance could be improved in future.

Appendix 1 – Contractors Checklist

	Yes?	No?	N/A?
1. Compliance and Documentation:			
Permits and licenses: Ensure that all necessary permits and licenses are on-site and up-to-date.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inspection and maintenance records: Check that all required inspection and maintenance records are available and up-to-date.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training records: Verify that workers have appropriate training for the tasks they are performing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety meeting records: Confirm that safety meetings (e.g., toolbox talks) are being held regularly and documented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compliance with local regulations: Ensure the project is in compliance with local building codes, safety regulations, and environmental laws.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RAMS: Are the Approved RAMS kept on-site, and being adhered to?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Site Safety and Housekeeping:			
General site cleanliness: Ensure that pathways, work areas, and storage areas are free of debris.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emergency exits and routes: Check that all emergency exits and escape routes are clearly marked and unobstructed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fire extinguishers: Verify that fire extinguishers are available, fully charged, and easy to access.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
First aid kits: Confirm that first aid kits are stocked and accessible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Warning signs and barriers: Ensure that appropriate warning signs (e.g., "Hard Hat Area," "Wet Floor") are visible, and barriers are in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lighting: Check that adequate lighting is available in all work areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Personal Protective Equipment (PPE):			
Head protection (Hard hats): Ensure that all workers are wearing hard hats where required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foot protection (Safety boots): Confirm that workers are wearing appropriate safety footwear.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eye protection (Goggles/Face shields): Check that workers are wearing eye protection in areas where needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hearing protection (Earplugs/Earmuffs): Ensure that hearing protection is being used in high-noise areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High-visibility clothing: Verify that workers are wearing high-visibility vests or clothing when required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Tools and Equipment:			
Condition of tools and machinery: Check that tools, machinery, and equipment are in good working order and properly maintained.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guarding on machines: Ensure that all moving parts of machines are adequately guarded.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Power tools safety checks: Verify that all power tools are checked for safety and used correctly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electrical safety: Ensure that electrical equipment is properly grounded and that there are no exposed wires.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Work Practices:			
Work at height (Ladders, scaffolding): Check that scaffolding is erected correctly, ladders are stable, and fall protection is in place where required.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lifting operations (Cranes, hoists): Confirm that lifting operations are being carried out with certified equipment and operators are trained.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manual handling procedures: Verify that workers are following safe lifting techniques.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confined spaces: Check that confined space entry procedures are being followed if applicable, including permits, ventilation, and proper PPE.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Health and Environmental Considerations:			
Noise levels: Check that noise levels are within acceptable limits and hearing protection is used where necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dust and airborne contaminants: Ensure that dust control measures (e.g., water spray, dust extraction) are in place where needed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste disposal: Verify that waste is being disposed of properly and that hazardous materials are stored and handled correctly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. General Site Condition:			
Access and egress: Ensure that the site has safe access and egress routes for vehicles and pedestrians.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Site security: Check that fencing or barriers are in place to prevent unauthorized access.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Material storage: Ensure that materials are stored safely, away from hazardous zones, and properly organized.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic management: Verify that there are clear traffic management procedures in place if vehicles are on-site.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Subcontractors and Workmanship:			
Subcontractor compliance: Ensure that subcontractors are following the same safety protocols and regulations as the primary contractor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of work: Perform random checks to confirm that the quality of work meets the required standards and specifications.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Incident Reporting:			
Accident/incident log: Ensure that there is a system in place for reporting and investigating any accidents or near-misses on-site.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corrective actions: Verify that any corrective actions identified in previous spot checks or reports have been implemented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Site Spot-Check Score:	0	0	0
Date that the Spot-Check was undertaken:			
Name of Site Agent:			
Name of Capital Projects Project Manager / TR:			
Capital Code:			
Site Name:			
Project Name:			

Supporting Document 1 - Equality Impact Assessment Tool

To be completed by the key document author and included as an appendix to key document when submitted to the appropriate committee for consideration and approval.

Please complete assessment form on next page;



Herefordshire & Worcestershire STP - Equality Impact Assessment (EIA) Form
 Please read EIA guidelines when completing this form

Section 1 - Name of Organisation (please tick)

Herefordshire & Worcestershire STP		Herefordshire Council		Herefordshire CCG	
Worcestershire Acute Hospitals NHS Trust	✓	Worcestershire County Council		Worcestershire CCGs	
Worcestershire Health and Care NHS Trust		Wye Valley NHS Trust		Other (please state)	

Name of Lead for Activity	Julie Noble
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Details of individuals completing this assessment	Name	Job title	e-mail contact
	Samantha Reid	Health and Safety Officer	Samantha.reid3@nhs.net
Date assessment completed	31/07/2025		

Section 2

Activity being assessed (e.g. policy/procedure, document, service redesign, policy, strategy etc.)	Title: Management of Contractor Activities
What is the aim, purpose and/or intended outcomes of this Activity?	To describe the process and management for the selection and use of contractors

Who will be affected by the development & implementation of this activity?	<input checked="" type="checkbox"/> Service User <input checked="" type="checkbox"/> Patient <input checked="" type="checkbox"/> Carers <input checked="" type="checkbox"/> Visitors	<input checked="" type="checkbox"/> Staff <input type="checkbox"/> Communities <input type="checkbox"/> Other _____
Is this:	<input type="checkbox"/> Review of an existing activity <input checked="" type="checkbox"/> New activity <input type="checkbox"/> Planning to withdraw or reduce a service, activity or presence?	
What information and evidence have you reviewed to help inform this assessment? (Please name sources, eg demographic information for patients / services / staff groups affected, complaints etc.)	A review of applicable Worcestershire Royal Acute Hospitals NHS Trust policies, HSE website and UK applicable regulations has been conducted.	
Summary of engagement or consultation undertaken (e.g. who and how have you engaged with, or why do you believe this is not required)	Key parties have been provided with this Policy for review / comment (e.g. H&S committee). The H&S manager has ensured this policy meets legal obligations.	
Summary of relevant findings	No impact to others from this document; this is a continual improvement process.	

Section 3

Please consider the potential impact of this activity (during development & implementation) on each of the equality groups outlined below. **Please tick one or more impact box below for each Equality Group and explain your rationale.** Please note it is possible for the potential impact to be both positive and negative within the same equality group and this should be recorded. Remember to consider the impact on e.g. staff, public, patients, carers etc. in these equality groups.

Equality Group	Potential positive impact	Potential neutral impact	Potential negative impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Age	✓			
Disability	✓			
Gender Reassignment	✓			
Marriage & Civil Partnerships	✓			
Pregnancy & Maternity	✓			
Race including Traveling Communities	✓			
Religion & Belief	✓			
Sex	✓			

Equality Group	Potential <u>positive</u> impact	Potential <u>neutral</u> impact	Potential <u>negative</u> impact	Please explain your reasons for any potential positive, neutral or negative impact identified
Sexual Orientation	✓			
Other Vulnerable and Disadvantaged Groups (e.g. carers; care leavers; homeless; Social/Economic deprivation, travelling communities etc.)	✓			
Health Inequalities (any preventable, unfair & unjust differences in health status between groups, populations or individuals that arise from the unequal distribution of social, environmental & economic conditions within societies)	✓			

Section 4

What actions will you take to mitigate any potential negative impacts?	Risk identified	Actions required to reduce / eliminate negative impact	Who will lead on the action?	Timeframe
How will you monitor these actions?				
When will you review this EIA? (e.g in a service redesign, this EIA should be revisited regularly throughout the design & implementation)	When the document is due for review.			

Section 5 - Please read and agree to the following Equality Statement


1. Equality Statement

1.1. All public bodies have a statutory duty under the Equality Act 2010 to set out arrangements to assess and consult on how their policies and functions impact on the 9

protected characteristics: Age; Disability; Gender Reassignment; Marriage & Civil Partnership; Pregnancy & Maternity; Race; Religion & Belief; Sex; Sexual Orientation

1.2. Our Organisations will challenge discrimination, promote equality, respect human rights, and aims to design and implement services, policies and measures that meet the diverse needs of our service, and population, ensuring that none are placed at a disadvantage over others.

1.3. All staff are expected to deliver services and provide services and care in a manner which respects the individuality of service users, patients, carer's etc, and as such treat them and members of the workforce respectfully, paying due regard to the 9 protected characteristics.

Signature of person completing EIA	Samantha Reid – Health and Safety Officer 
Date signed	31 st July 2025
Comments:	
Signature of person the Leader Person for this activity	Julie Noble
Date signed	01/08/2025
Comments:	

Supporting Document 2 - Financial Risk Assessment

To be completed by the key document author and attached to key document when submitted to the appropriate committee for consideration and approval.

	Title of document:	Yes/No
1.	Does the implementation of this document require any additional Capital resources	NO
2.	Does the implementation of this document require additional revenue	NO
3.	Does the implementation of this document require additional manpower	NO
4.	Does the implementation of this document release any manpower costs through a change in practice	NO
5.	Are there additional staff training costs associated with implementing this document which cannot be delivered through current training programmes or allocated training times for staff	NO

If the response to any of the above is yes, please complete a business case which is signed by your Finance Manager and Directorate Manager for consideration by the Executive Team before progressing to the relevant committee for approval.