

Client-Side Health & Safety Advisor

DIOHAS

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3rd July 2023

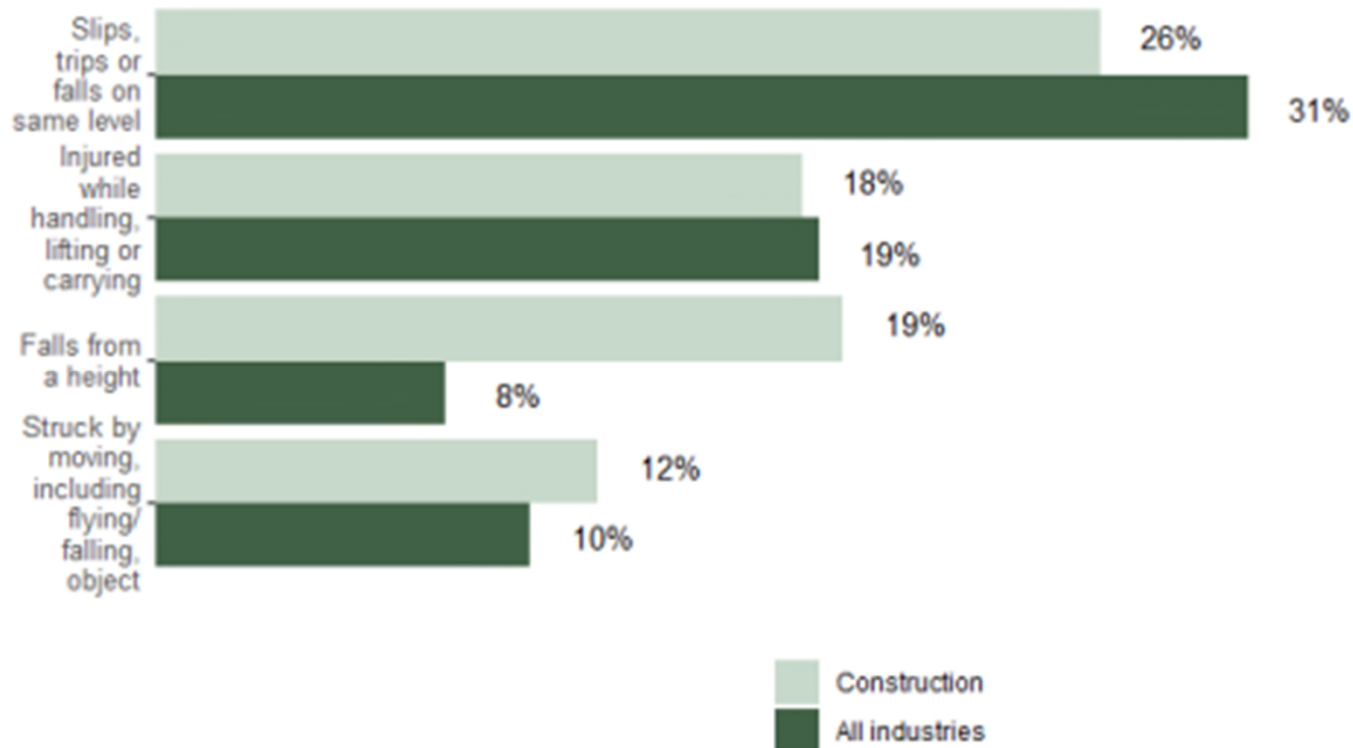
Commonest causes of accidents/ incidents/ ill health

- Poor leadership and no visible management commitment to safety
- Management to workforce disconnect and disrespect
- Pressure to meet deadlines that compromises safe working practices
- Work added to a pre-established programme
- Changes to sequence and timing of activities
- Changes in design or materials specification
- Changes to work practices made on the hoof
- Unrecognised/ observed hazards (management oblivious and workforce inured)
- Unheeded warnings and previous near misses (not a reporting/learning culture)
- Incomplete corrective actions in response to audit/review/inspection/event
- Management tolerance of known unsafe behaviours
- Misunderstandings not known, challenged or corrected
- Incomplete information on handover
- Poor communication in all cases

Categories of Non-Fatal Injuries in Construction

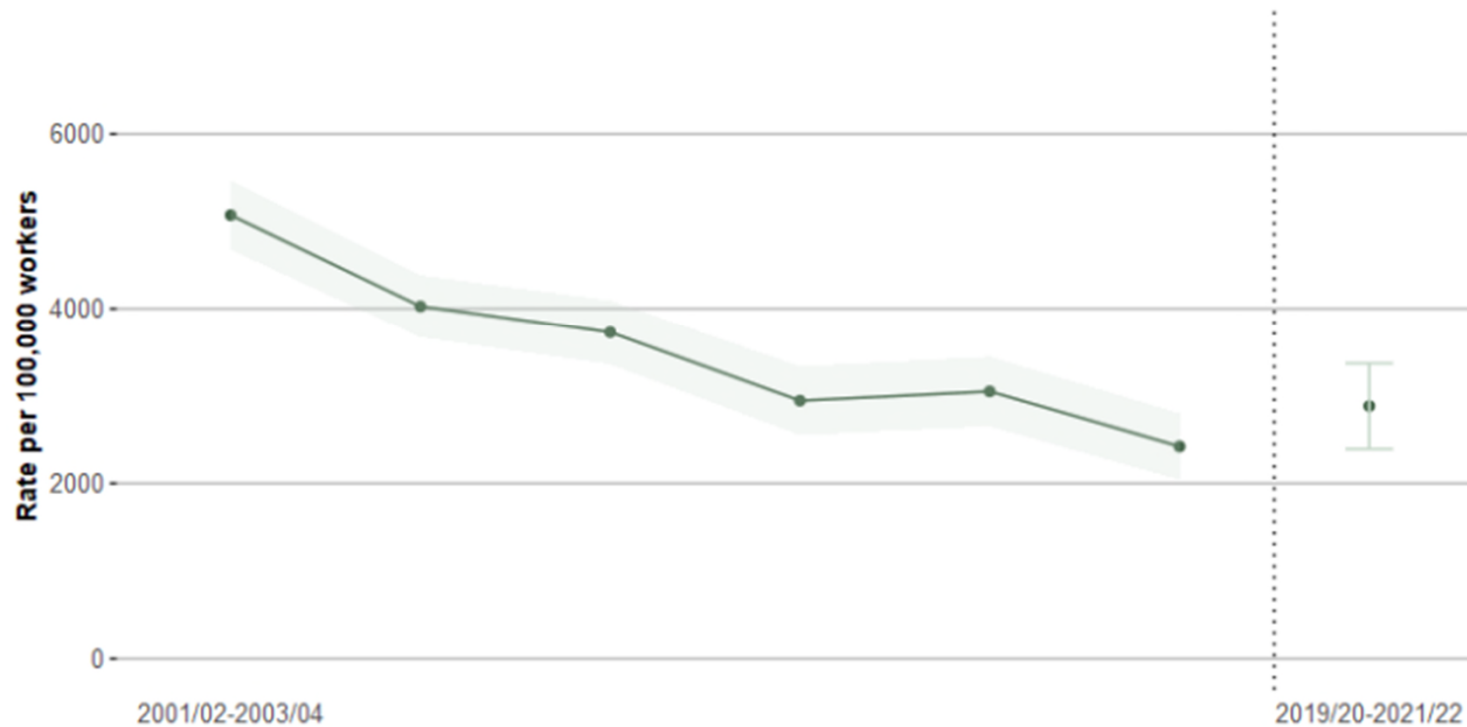
59'000 Injuries per year (on average) over 3-year period:

2019/20 – 2021/22



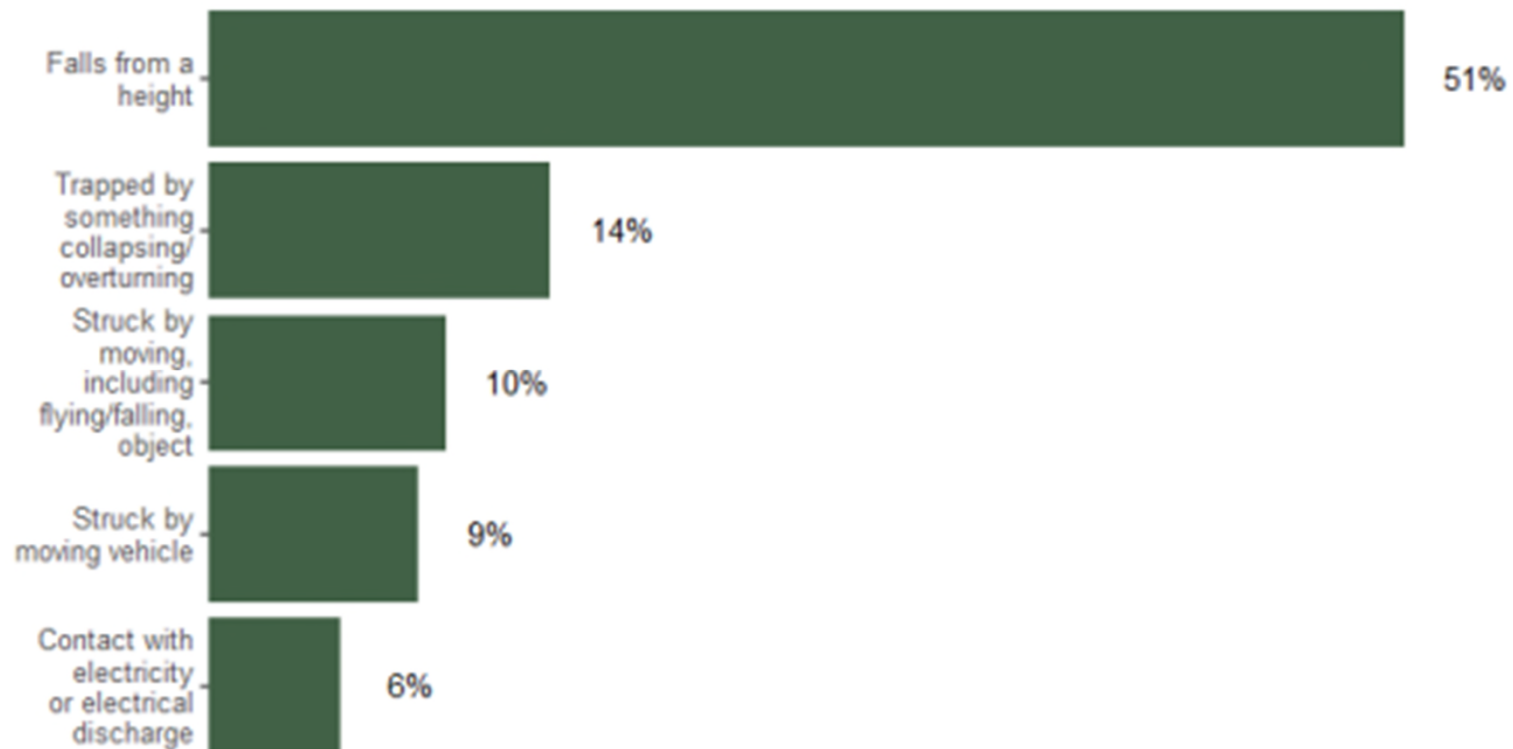
Non-fatal injuries – 2001 to today

Changes over time



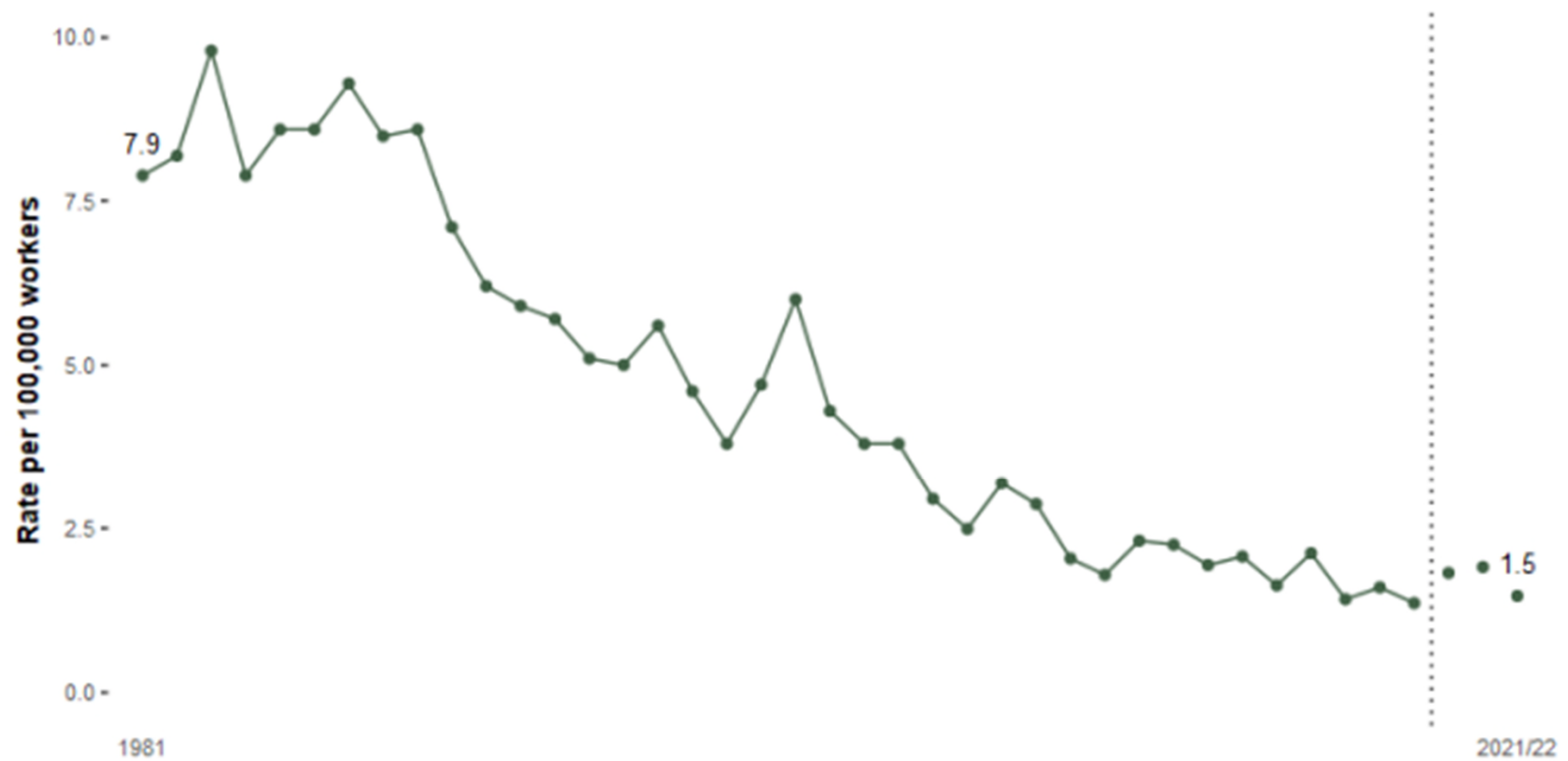
Categories of fatal injuries in construction in the UK

30 Fatal Injuries in 2021/22. Top 5 causes:



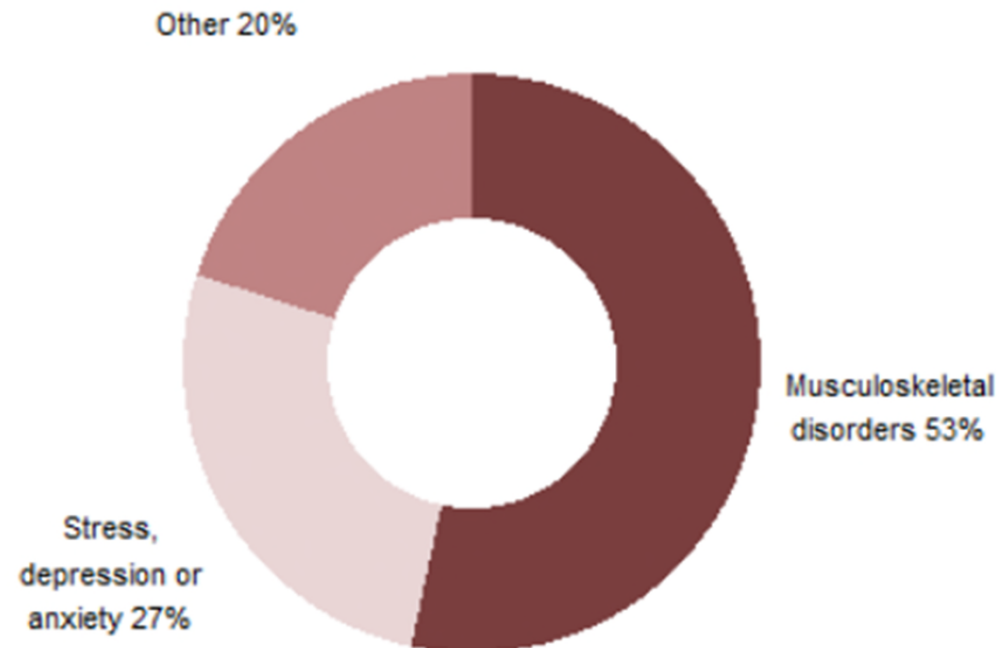
Fatality rates - 1981 to today

Changes over time



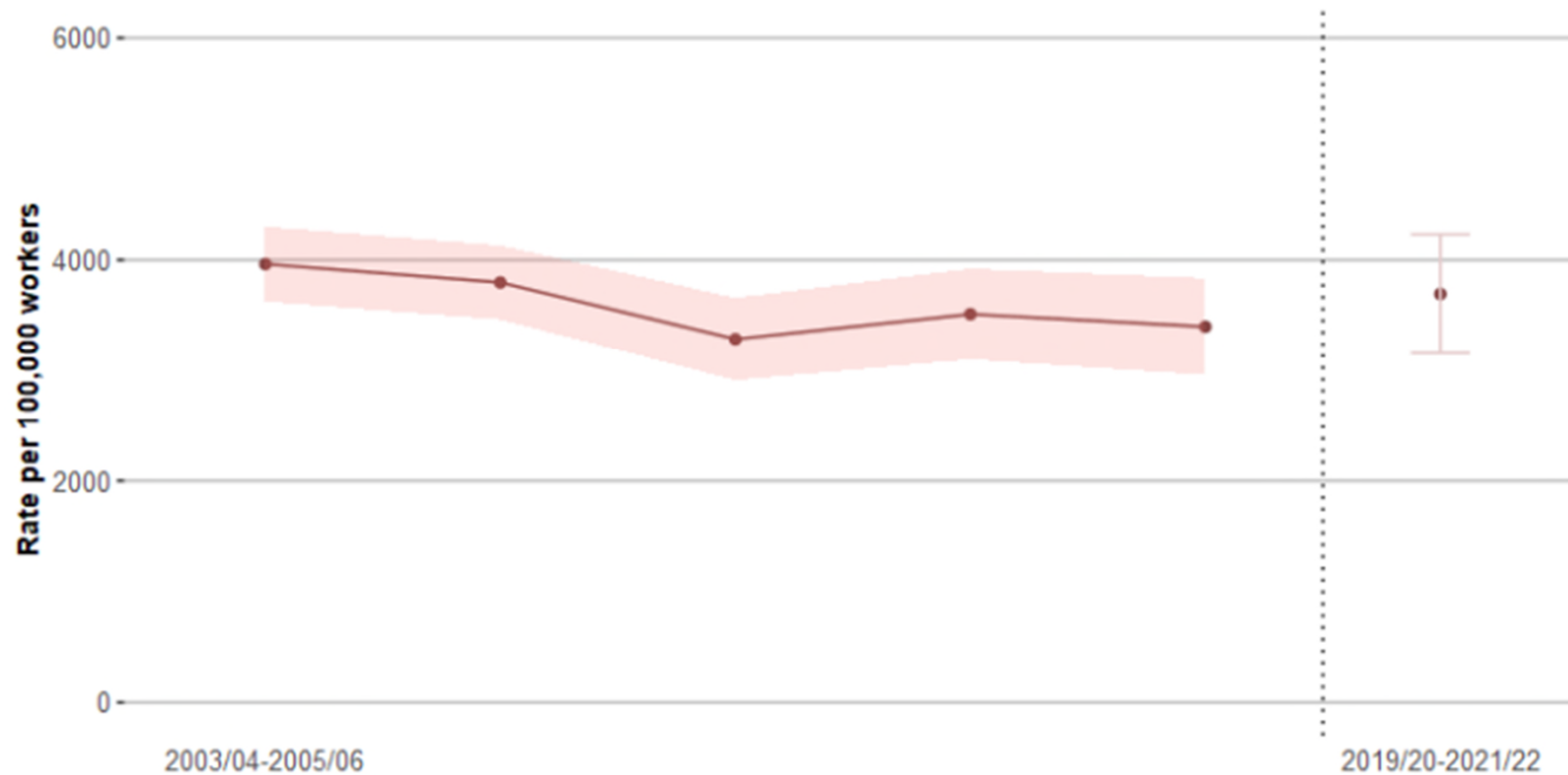
Ill health in construction

78'000 workers suffered from ill health averaged over the three-year period, 2019/20 – 2021/22:



Ill health - 2003 to today

Changes over time



General duties (corporate) – Designers/ PDs in mind

“It shall be the duty of every employer to conduct his undertaking in such a way as to ensure, so far as is reasonably practicable, that persons not in his employment who may be affected thereby are not thereby exposed to risks to their health or safety.”

Health & Safety at Work etc Act 1974 (HASAWA)
Section 3

Risk assessment and reassessment: the duty – designers/ PDs in Mind

“Every employer shall make a suitable and sufficient assessment of ... the risks to the health and safety of his employees to which they are exposed whilst they are at work [**and of others affected by his undertaking**] ... for the purpose of identifying the measures he needs to take to comply with the requirements and provisions imposed upon him by or under the [health and safety at work legislation].

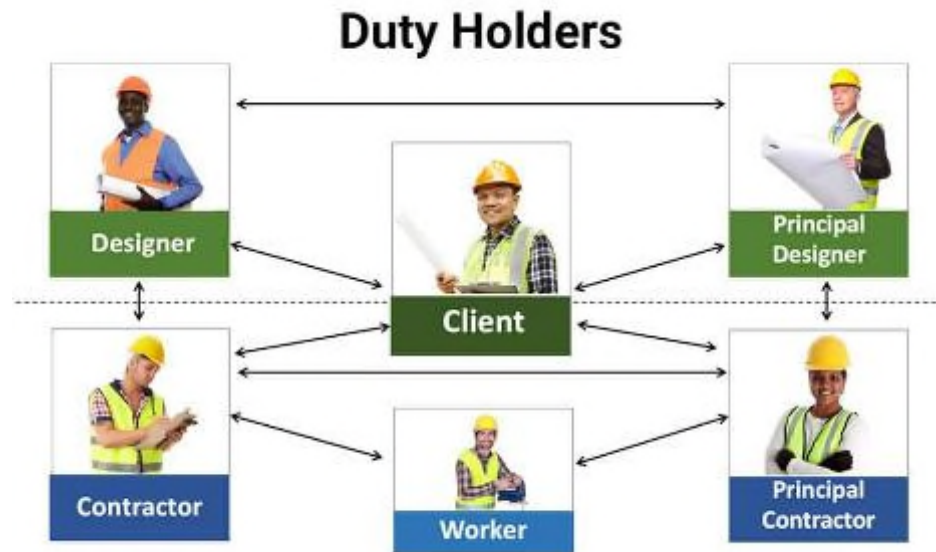
Any assessment ... shall be reviewed by the employer ... if there is reason to suspect it is no longer valid ... or ... there has been a significant change in the matters to which it relates ... and where as a result of any such review changes to an assessment are required, the employer ... shall make them.”

Management of Health and Safety at Work Regulations 1999 Regulation 3 (penalty for breach up through HASAW = unlimited fine)

Does it fit with any overall CDM plan and joint working with others?

The Construction (Design and Management) Regulations 2015 (CDM)

- Defines Duty Holders & their legal duties:



- Client responsible for ensuring Principal Designer and Principal Contractor discharge their duties, including:
 - That work can be carried out safely, without risks to health, and that suitable welfare is provided.



The Construction (Design and Management) Regulations 2015 (CDM)



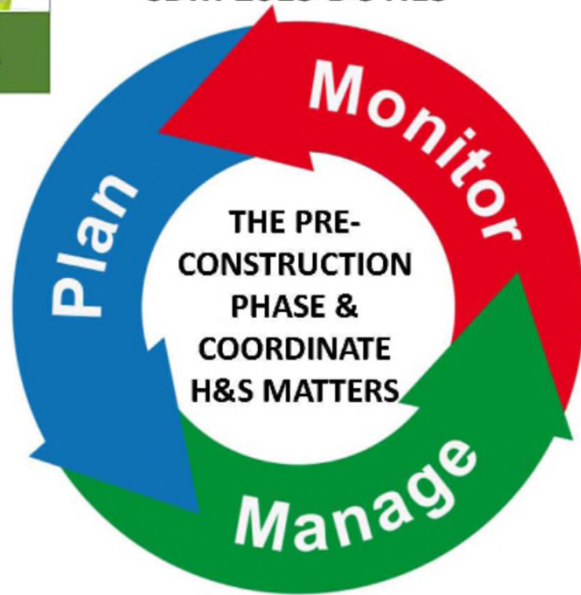
CDM duty holders* – who are they? Summary of role/main duties	
Clients Organisations or individuals for whom a construction project is carried out.	<p>Make suitable arrangements for managing a project. This includes making sure that:</p> <ul style="list-style-type: none">• other duty holders are appointed• sufficient time and resources are allocated. <p>Clients must also make sure that:</p> <ul style="list-style-type: none">• relevant information is prepared and provided to other duty holders• the principal designer and principal contractor carry out their duties• welfare facilities are provided.

Principal Designer (PD) & Principal Contractor (PC)



Principal Designer

PRINCIPAL DESIGNER CDM 2015 DUTIES



TO ENSURE PROJECT CARRIED OUT WITHOUT RISKS TO H&S



Principal Contractor

CONTRACTOR CDM 2015 DUTIES



TO ENSURE WITHOUT RISKS TO H&S

Principal Designer Review (2016)

Purpose:

- Can the Architects/Lead Designers fulfil the role of Principal Designer under CDM15 (Reg 11)?
- If so, how do they go about fulfilling the role?

(Client's duty to appoint a Principal Designer with the necessary skills, knowledge, organisational capabilities (Reg 4 and 8 CDM15))

Review Approach

- 53 Consultant Practices Approached;
- Letters sent/follow ups (Sept, Nov `16);
- 38 responses (72%) and 15 no. 'no response';
- Telephone Call/Meetings (Apr, May, June 17) - 10 no. with 13 no. more arranged;
- Aide Memoires sent prior to calls (Feb, May, June 17).

Letter from Client states:

Client requires that, when you are employed on our projects going forward as Architect/Lead Designer, you fulfil the role of Principal Designer and deliver the full services as per our standard appointment (attached) via one of the following routes:

1. Your practice has sufficient in-house capability to deliver the full services without the need for sub-consultants and to a standard that meets the requirements and spirit of RIBA, CITB and HSE guidance. This is the Client's preferred position.
2. Your practice employs *** as a sub-consultant to assist you in fulfilling your obligations, or a consultant who delivers a comparable service to that of ***.

Review Findings

- 37 practices (97%) committed to providing PD role;
- 13% (5 no.) providing role inhouse;
- further 16% (6 no.) in transition (to bring inhouse);
- 63% (23 no.) PD role through advice of 3rd Party;
- Of these 63%, 46% (10 no.) through ***practice.

Review Findings - other

- 2 practices wish to separate appointment (for PD and architect/lead designer);
- One Practice, not comfortable with taking on PD role;
- One Practice, wish to change ('ensure' designers fulfil their duties to 'make reasonable endeavours');

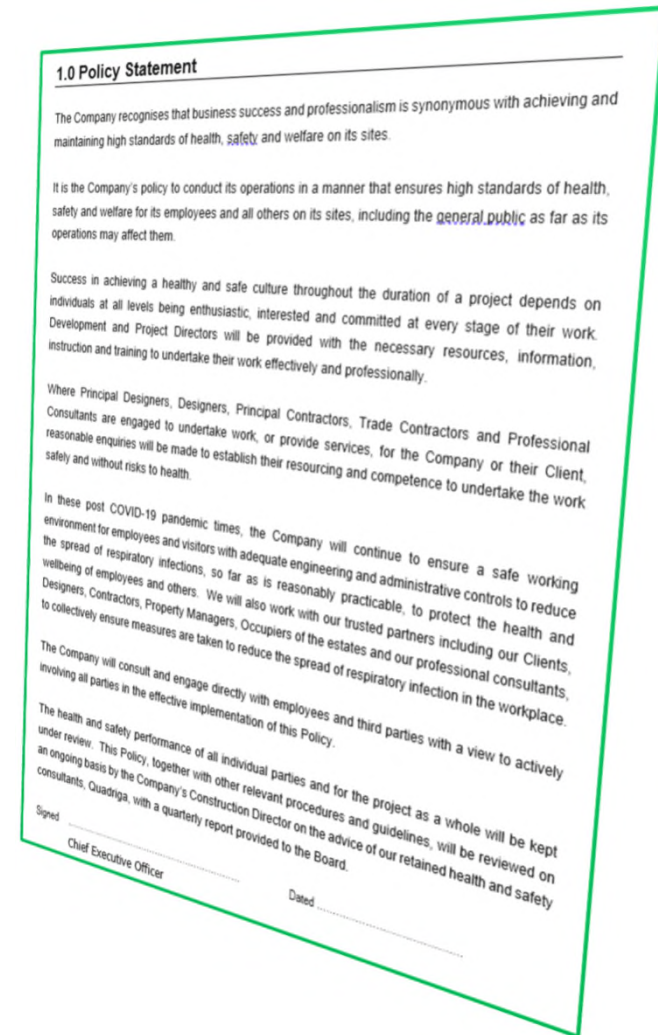
Role of the CDM Client Health & Safety Advisor

CDM Client Health & Safety Advisor to assist:

- Client to understand their CDM Client Duties
- Client to monitor what is happening in practice
- Client to push for exemplary standards both during:
 - the construction phase and
 - in relation to the safety of what they are going to get at the end of the project

Health & Safety Policy Statement

Statement
For the Company
For the Project



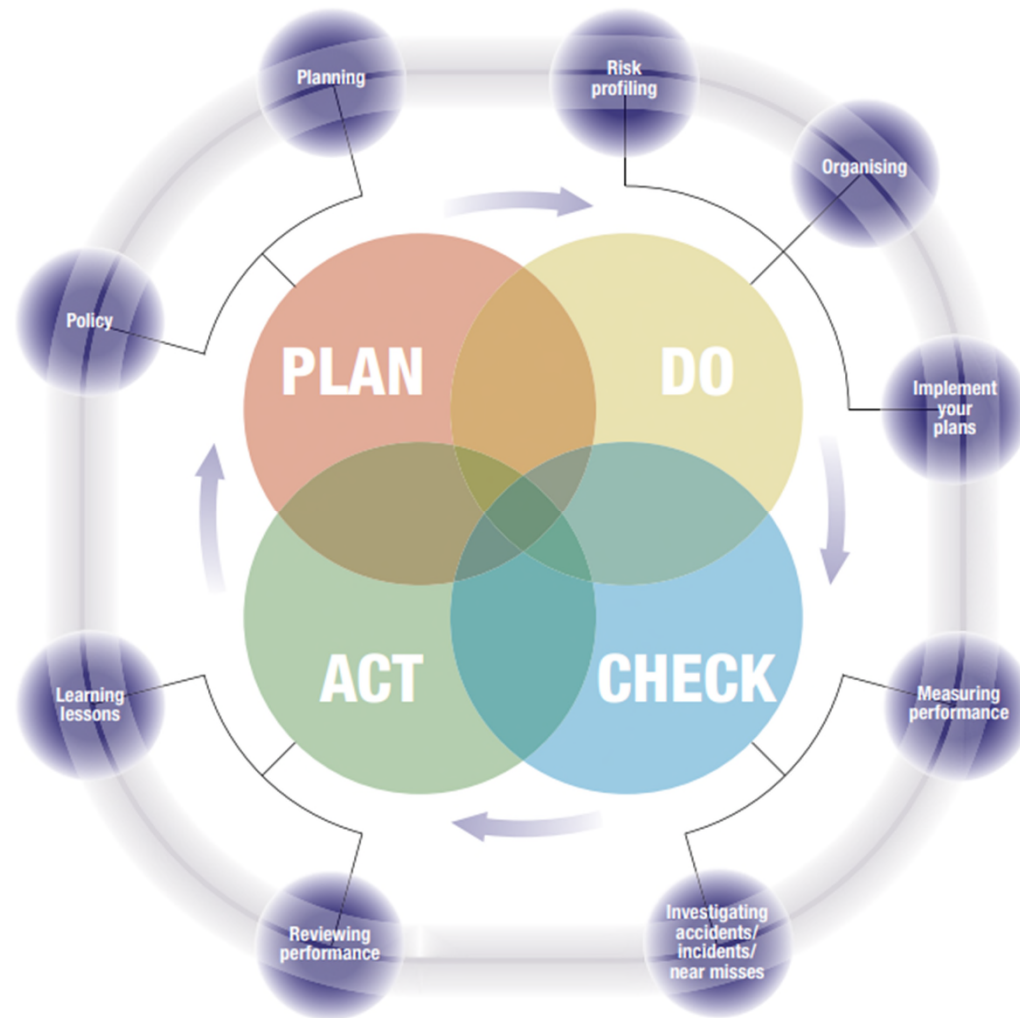
Institute of Directors



- Sets agenda for effective leadership of health and safety for Directors.
- *"Failure to include health and safety as a key business risk in board decisions can have catastrophic results"*
- Contains a useful checklist of key questions for leaders.



Plan, Do, Check, Act



Projects Health & Safety Policy and CDM Strategy

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 Appendix 3 - Competency Assessment Process for CDM Dutyholders
 Appendix 4 - CDM Health & Safety Forms 1 to 8

Form 1a, b, c Designer, Principal Designer Principal Contractor/ Contractor Questionnaires
 Forms 2a & b Pre-construction Information and Checklists
 Form 3 Approval for start of Construction Phase and Checklist
 Forms 4 to 5 Monthly Accident/Incident/Near Miss Statistics (Completed by Principal Contractor)
 Form 6 Rolling Record of HSE Presentations for the Project (Completed by Principal Contractor)
 Form 7 Monthly Safety League Table (example proforma, completed by Principal Contractor)
 Form 8 Delivery of Health and Safety File



Safety Leadership - Vision

*"To create a project environment that encourages a culture of **care and concern for each other**, **intolerant of any level of harm** and **focussed on protecting the health and enhancing the wellbeing** of the whole project team"*

Client Setting Objectives within the System

Health & Safety Objectives for Projects

(i) To **achieve** excellent health & safety standards on all projects, as laid down in this Policy, through leadership and commitment in promoting a positive and **best practice** health & safety culture throughout the project team and all stages of the project works;



WE ARE WHAT WE REPEATEDLY
DO. EXCELLENCE, THEN, IS
NOT AN ACT, BUT A HABIT.

ARISTOTLE

Client Setting Objectives within the System...

(ii) To apply throughout the project supply chain, the principles of fairness, inclusion and respect for the health & safety of individuals working on the project;



Client Setting Objectives within the System..

(iii) To **challenge** industry health & safety standards and **drive forward** improvements for the betterment of safety and health outcomes of all persons directly involved in the project construction works;

(iv) To **promote** throughout every project, excellent health & safety standards to prevent, so far as is reasonably practicable, incidents on site to those involved with the works or the public;



Client Setting Objectives within the System...

(v) To influence all dutyholders to be **proactive** in **looking ahead** at potential health & safety hazards at different project stages with the objective of **avoiding, designing** and **planning out** all risks that impact on the health & safety of all project stakeholders.



Further Objectives....

(vi) The development of an occupational health and hygiene strategy that starts at the design stage and results in the setup and implementation of a programme for the recognition, control and management of workplace health risks during the construction phase;

(vii) To promote wellbeing initiatives on the project with a view to driving forward improvements in the management of mental health and stress within the industry;

(viii) To ensure every project has implemented measures to reduce, so far as is reasonably practicable, the risk of spread of respiratory infections, by implementing adequate engineering and administrative controls.

Projects Health & Safety Policy and CDM Strategy

Projects H&S Arrangements for CDM Client

- H&S Objectives
- Planning
- General Arrangements
- Competent Professional H&S Support and Assistance
- Monitoring of H&S Arrangements
- Skills, Knowledge, Experience and Organisational Capabilities
- SPV CDM Clients
- Information, Instruction and Training for Staff
- CDM Requirements and Record Keeping

Professional Team – Client's Representatives

Fulfil fundamentals - highest standards of health, safety and welfare for all stakeholders

- Make suitable arrangements, maintained and reviewed for managing the project, including the allocation of sufficient time and other resources
- So that construction work can be carried out safely without risks to the health and safety of any person affected by the project
- Minimum welfare facilities (Schedule 2) are provided
- Reasonable enquiries made on skills, knowledge, experience and capabilities (of dutyholders);
- Dutyholder appointments made;
- Monitoring of dutyholder compliance;
- Provision of PCI
- Construction phase plan drawn up before works start
- Lodging F10
- H&S File prepared

Determining Competence

- Pre-qualification questionnaires
- Professional associations
- Technical qualifications
- Skills, knowledge, experience & capability (if an organization)

COMPETENCE



Competency Assessment Process for CDM Dutyholders

(Assessment of Skills, Knowledge, Experience and Capabilities (SKEC))

OVERALL PROCESS

Stage 1 - Desktop Review of Contractor/ Consultant e.g. Principal Designer Competence via PQQ and Supporting Information



Stage 2 – Interview of Contractor/ Consultant on Project Specific Requirements

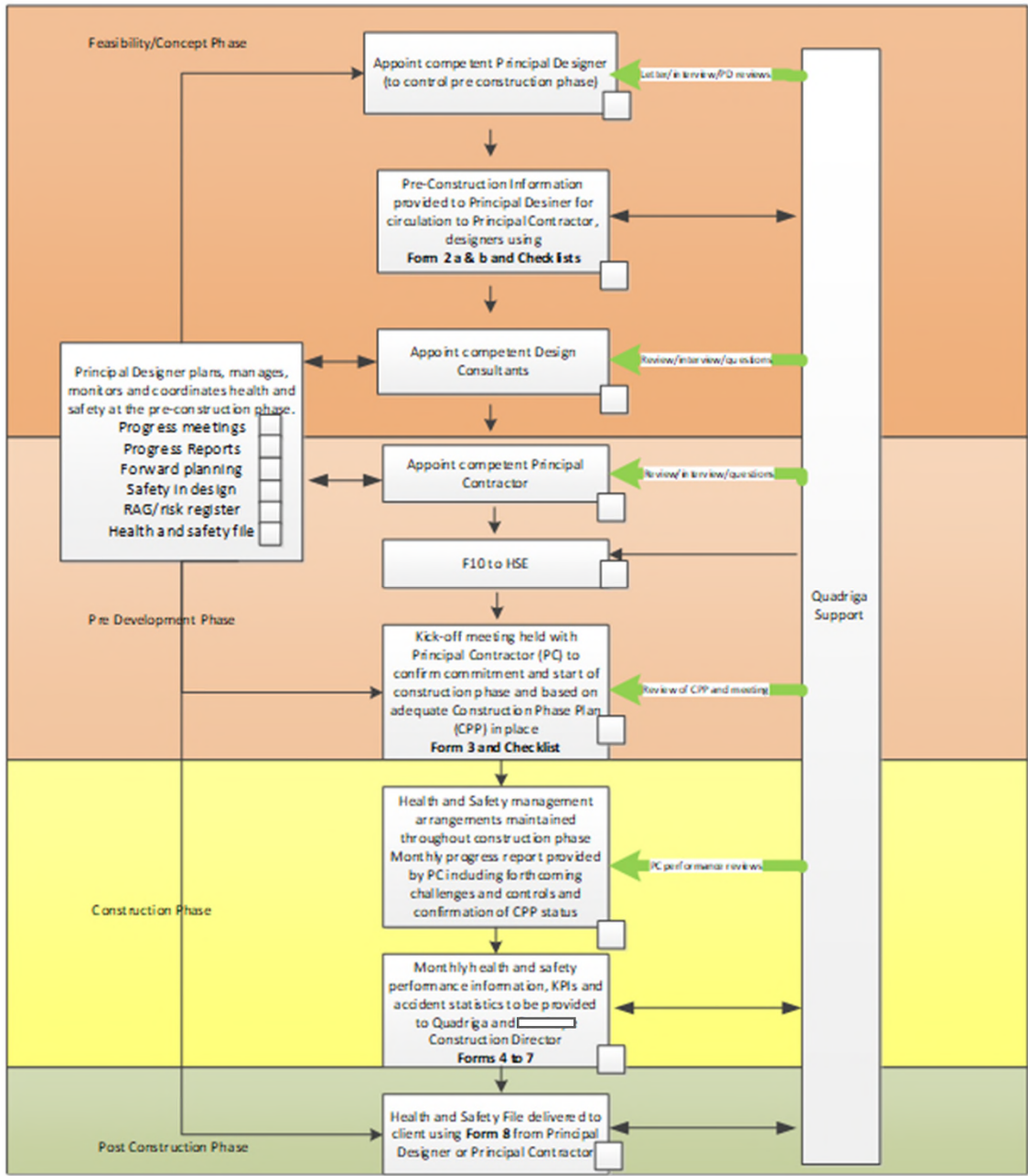


Stage 3 – Ongoing Review of Contractor/ Consultant Performance

Safety & Health by Design - Principles & Behaviours

- Thought – Safety & Health is embedded within the thought process
- Risk – Actively eliminate or reduce safety & Health risk and promote safe practices
- Communicate – Effectively communicate Safety & Health risk where it remains

Health & Safety Procedures Flowchart



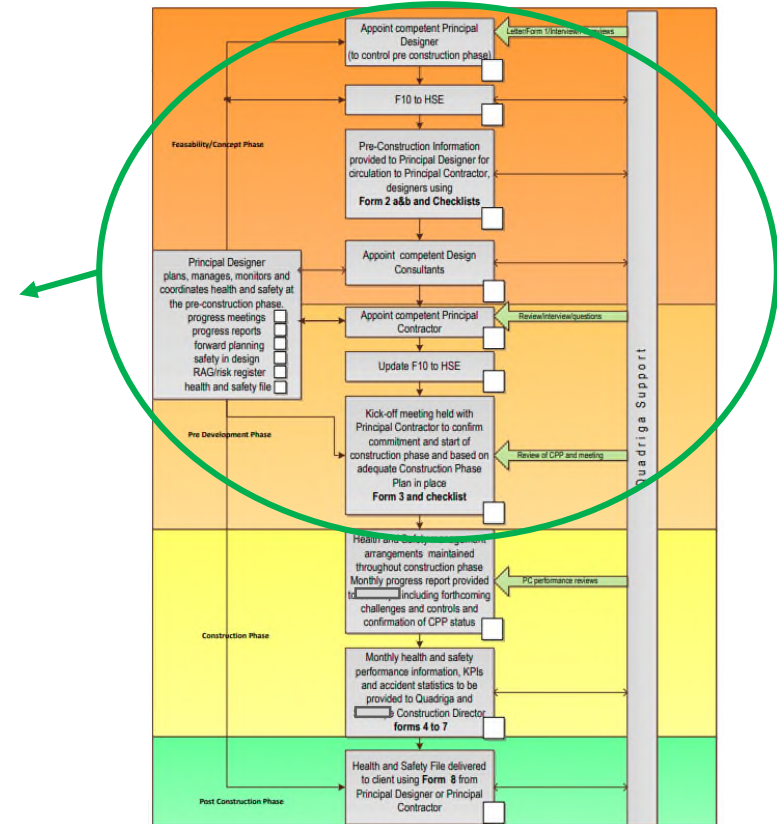
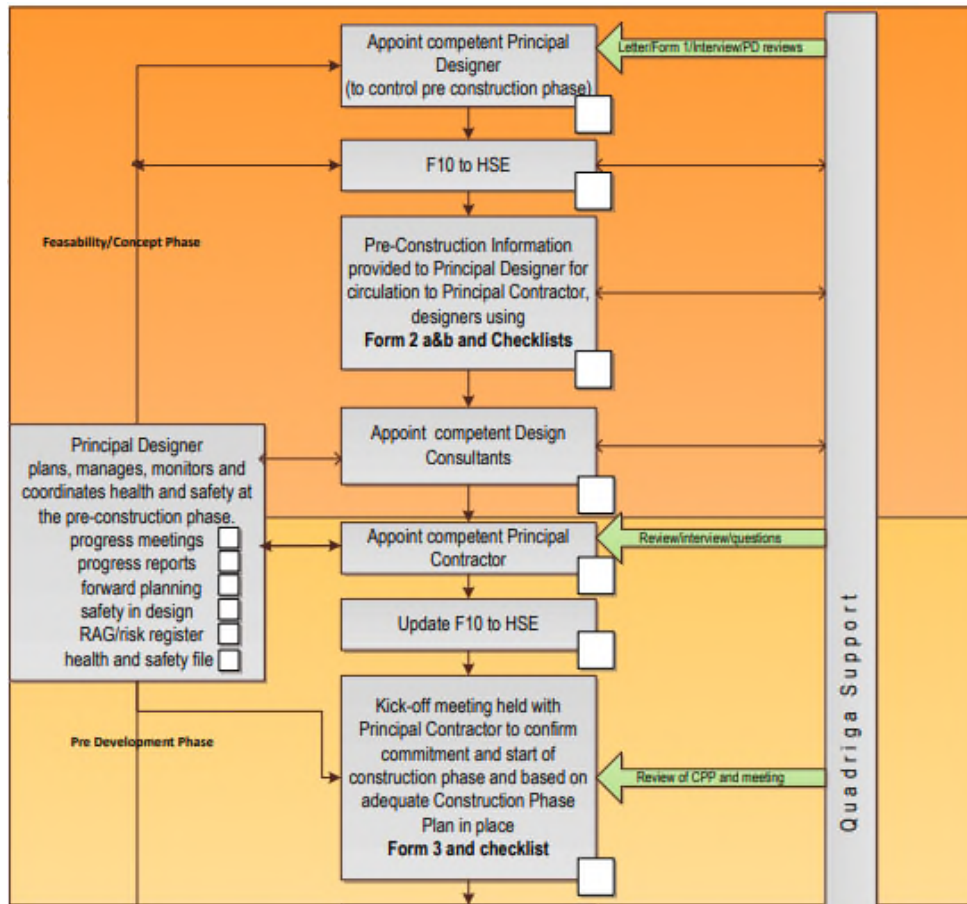
Signed _____ Date _____
 Development Director

Signed _____ Date _____
 Principal Designer

Signed _____ Date _____
 Principal Contractor

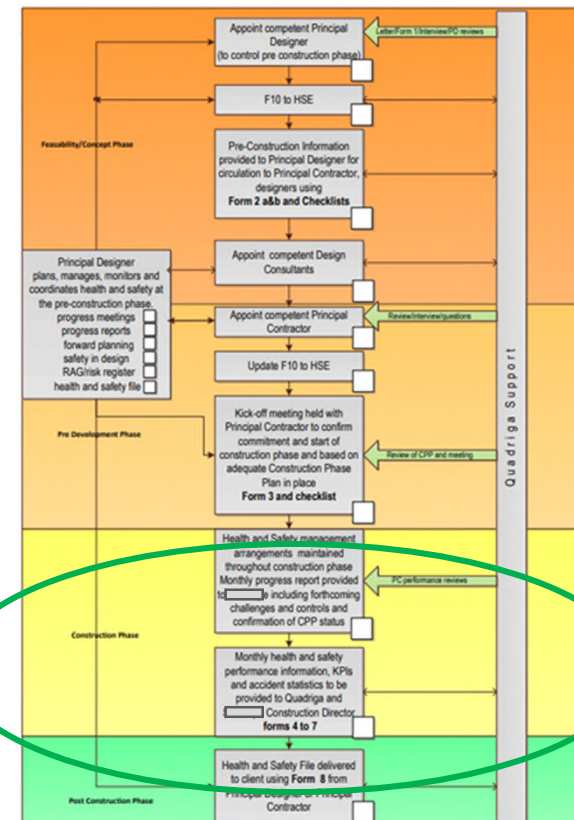
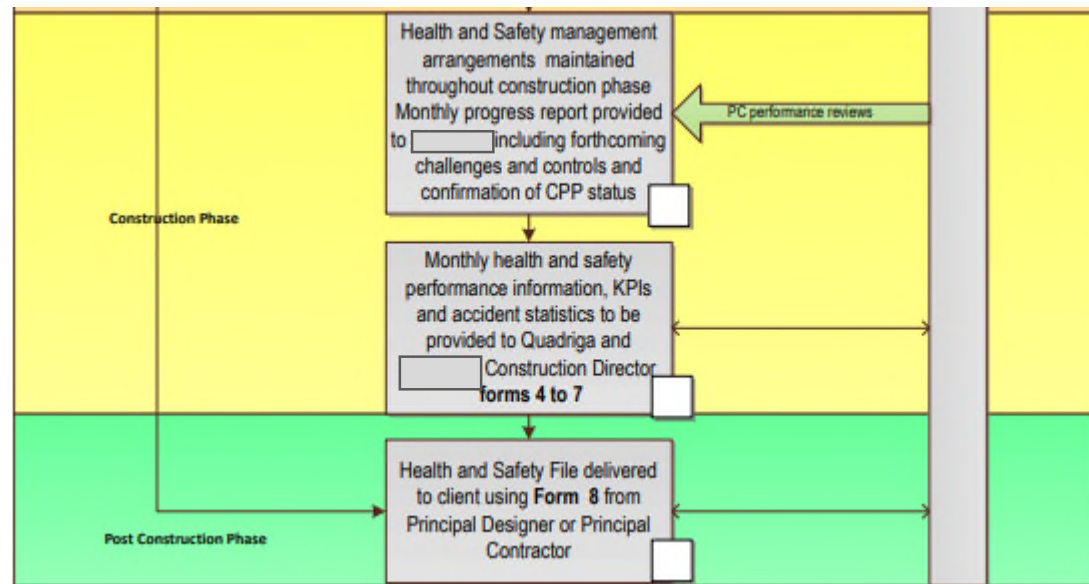
Projects Health & Safety Policy and CDM Strategy

H&S Procedures Flowchart



Projects Health & Safety Policy and CDM Strategy

H&S Procedures Flowchart



Projects Health & Safety Policy and CDM Strategy

Client Duties Tracker

As a matter of formality, the Development Director is to keep the Health & Safety Procedures Flowchart and the Client Duties Tracker up to date as the project progresses and will be expected to provide updates to the Company's health and safety consultants, particularly at the various gateways and work stages.

Appendix 7 - Client Duties Tracker for the Project

CLIENT DUTIES TRACKER - Implementation of [] Project H&S Manual and CDM Strategy

CDM Regulation	Requirement	Completed? To confirm the following:	Process
2(1) & 4(1)	Establish identity of the Client?	Identity: CMA, Quadriga Input	Project Team Selected
4(1)	Client to make suitable arrangements for managing a project, including the allocation of sufficient time and other resources.	Client Brief	Projects Manual
4(2)(a)	Client to ensure so far as is reasonably practicable that the arrangements mean works are carried out without risks to any person affected by the Project.	Review by Quadriga	Site works start: At each stage
4(2)(b)	Client to ensure welfare arrangements are adequate	Review by Quadriga	Described in CPP (Form 3); Quadriga Visits
4(3)	Client to ensure these arrangements are maintained and reviewed throughout the project.	Form 2&3 consulted (Support from PD, signed by Quadriga)	Site Visit
4(4)	Client must provide pre-construction information as soon as is practicable to every designer and contractor appointed, or being considered for appointment, to the Project.	Form 2&3 consulted (Support from PD, signed by Quadriga)	Site Visit
4(5)(a)	Client must ensure before the construction phase begins, a construction phase plan is drawn up by the principal contractor.	CDP review: (Form 5) completed by PC, signed by Quadriga and review by Quadriga before all construction works	
4(5)(b)	Client must ensure the principal designer prepares a health and safety file for the project, containing information which is likely to be needed during any subsequent project to ensure the H&S of the structure, any relevant new information and is kept available for inspection by any person who may need to comply with any relevant legal requirements.	PD advice on H&S File: (Form 8) completed by PD, signed by Quadriga and review by Quadriga	
4(6)(a)	Client to ensure by taking reasonable steps that the principal designer complies with their other principal designer duties.	PD Briefing: Quadriga meetings and reviews	
4(6)(b)	Client to ensure the principal contractor complies with principal designer duties.	PC Reports and RP returns: (Forms 4, 5) 7 monthly returns to Quadriga and reviews	
4(7)	Client to give the health and safety file to the person who assumes the role of the contractor and ensuring that the person is aware of the nature and purpose of the file.	Complete and transfer Form 2 (accompanying the H&S File)	
5(1)(a) and 5(1)(b)	Client must appoint a principal designer and principal contractor (where more than one contractor) as soon as practicable and in any event, before the construction phase begins. Failure to appoint means these duties rest on the Client.	Appointment completed: (CMA&S/PO Appoints) (PD appointed) (PSA 1)	
6(2) and 6(3)	Client must lodge F10 with H&S where printed or retailable and if necessary be periodically updated. The notification must be made as soon as is practicable before the construction phase begins.	Update F10: (Support from Quadriga)	

CLIENT DUTIES TRACKER - Implementation of [] Project H&S Manual and CDM Strategy

CDM Regulation	Requirement	Completed? To confirm the following:	Process
6(3)(b)	F10 must be clearly displayed in the construction site office		
8(3)	Client must satisfy himself, by taking reasonable steps, that any appointed designer or contractor have the skills, knowledge and the organisational capability to fulfil the role in a manner that secures the H&S of any person affected by the Project.	PQQ/ Competency reviews: (completion of Forms 1 with support from Quadriga)	
8(4)	Client must cooperate with any other person working on or in relation to the Project at the same or an adjoining construction site, to the extent necessary to enable any person with a duty or function to fulfil that duty of function.	Stakeholders identified: Liaison/ coordination taking place: (Support from Quadriga)	

Projects Health & Safety Policy and CDM Strategy

Summary of CDM Requirements & Record Keeping

2.10 CDM Requirements and Record Keeping

Development Directors will implement the requirements as laid down in this Manual and keep Quadriga and the Construction Director updated. A documented record is to be kept, through completion of the Health & Safety Procedures Flowchart and accompanying checklist, to monitor that each of the key Client responsibilities and intervention points for the Project are implemented, including the following:

- a) competent CDM Principal Designer, Principal Contractor and duty holder appointments are made;
- b) Principal Designer duties are fulfilled through review of progress reports and monitoring of Principal Designer performance;
- c) sharing of health and safety information including pre-construction information for the Project;
- d) notification of projects on the F10;
- e) Construction Phase Health and Safety Plan established and kept up to date;
- f) monitoring of Principal Contractor performance;
- g) Health and Safety File is provided to the Owner/Occupier;
- h) The Company CDM gateway Forms (as provided in this Manual) to support the above are completed and filed for the Project.

Projects Health & Safety Policy and CDM Strategy

H&S Forms 1 to 8

PROJECT:

Form 2a – Pre-Construction Information for Design Stage

Stanhope's Project Health & Safety Objectives and Standards

(i) To achieve the required project health & safety standards through client leadership & commitment in promoting a positive health & safety culture throughout the project team and all pre-construction, construction and post-construction stages of the project;

(ii) To apply throughout the project supply chain, the principles of fairness, inclusion and respect for people;

(iii) To challenge industry health & safety standards & drive forward improvements for the betterment of safety and health outcomes of all persons directly involved in the project construction works;

(iv) To promote throughout the project, exemplary health & safety standards to prevent, so far as is reasonably practicable, incidents either on site to those involved with the works, or affecting the public;

(v) To influence all dutyholders to be proactive in looking ahead at hazards associated with the different stages of the project with the objective of avoiding, designing and planning out the risks that impact on the safety and health of all project stakeholders;

(vi) In the climate of the Coronavirus, to ensure every Project has properly risk assessed, planned and as a result implemented and maintained COVID-19 secure arrangements at each stage to prevent and mitigate virus transmission. Furthermore, to keep the arrangements under review to meet the Government Regulations, Guidance and UK Health Security Agency advice applicable at any time.

This form is given by the Development Director to the Principal Designer for completion and through their liaison to establish and acquire information about the state or condition of the site and/or structure. It represents information which either has or could be obtained by making reasonable enquiries and may cover both the current or previous use of the site and/or structure. The form also provides information, where relevant, on the proposed use of the structure as a workplace.

This information is important to the designers when they consider and integrate health and safety elements into the project design.

Reference and/or Description of Project
Where the Structure Will be Used as a Workplace, the Relevant Aspects of the Finished Design
Principal Designer to advise, where relevant, the Development Director and liaise with the Designers on the significant aspects of the design that will impact on the safe and healthy use of the completed development as a workplace
Extent and Location of Existing Records and Plans (including drawings, survey reports eg geotechnical, structural, asbestos, utilities/drainage and information and health & safety files for existing buildings)
Client:
Principal Designer:
Designers:

Form 2a: Pre-Construction Information for Design Stage

Form 2b: Pre-Construction Information for PC

PROJECT:

Form 2b – Pre-Construction Information for Principal Contractor

This form is given by the Development Director to the principal designer for completion and through their liaison to confirm and pass-on information about the state or condition of the site and/or structure and project requirements to the principal contractor.

Furthermore, information is provided on the minimum amount of time allowed to the principal contractor for planning and preparation before the construction phase.

Reference and/or Description of Project		
Extent and Location of Existing Records and Plans (including drawings, survey reports, Health and Safety Files)		
Client:	Principal Designer:	Designers:
Principal Contractor Construction Stage Management Requirements		
<ul style="list-style-type: none"> i. To have clearly defined health & safety goals and standards for the project which are to be tangibly monitored and reported on throughout the construction stage and to demonstrate proactive commitment to delivering/implementing construction industry best practice on the project; ii. To achieve the required project health & safety standards by leadership & commitment in promoting a positive health & safety culture throughout the construction team; iii. To apply on site best practice safety, health and welfare principles including for example fairness, inclusion and respect for people; iv. To demonstrate robust arrangements for segregating the construction works from the public domain; v. To develop a suitable transport management plan to meet the objective of the Construction Logistics and Community Safety scheme (CLOCS) in protecting vulnerable road users from construction traffic. vi. To provide formal feedback at least monthly to <input type="text"/> on forthcoming challenges and risk controls and to confirm the Construction Phase Health and Safety Plan is up to date. To provide health & safety performance information to include contractor safety league performance, KPIs, near miss incidents as well as accidents and incidents; vii. To implement proactive measures to improve health & safety performance and prevent recurrence of near misses, accidents and/or incidents; viii. In the climate of the Coronavirus, to ensure the Project has properly risk assessed, planned and as a result will implement and maintain COVID-19 secure arrangements to prevent/ mitigate virus transmission during the construction works. Furthermore, to keep the arrangements under review to meet the Government Regulations, Guidance and UK Health Security Agency advice applicable at any time. ix. To assist in fulfilling the requirements of the <input type="text"/> Projects Health & Safety Manual and CDM Strategy. 		

Projects Health & Safety Policy and CDM Strategy

H&S Forms 1 to 8

- Form 3: Start of Construction Phase

PROJECT: []

Form 3 – Start of Construction Phase

Need for the principal contractor to the Development Director for a final check and sign-off that [] is satisfied with the Construction Phase Plan before erecting construction works to begin.

Principal Contractor: []

For Project Reference/Description: []

Principal Contractor Construction Stage Management Requirements

To have clearly defined health & safety H&S goals and standards for the project which are to be regularly monitored and reported on throughout the construction stage and to demonstrate proactive commitment to delivering outstanding construction industry best practice for the project.

To achieve the required project H&S standards/leadership & commitment in providing a positive health & safety culture throughout the construction team.

To take on the best practice safety, health and welfare principles including for example, fairness, inclusion and respect for people.

To demonstrate robust arrangements for segregating the construction works from the public domain.

To develop a suitable transport management plan to meet the objective of the Construction Logistics and Community Safety Scheme (CLCSS) including suitable plan to meet the objective of the Construction Logistics and Community Safety Scheme (CLCSS) including suitable plan to meet the objective of the Construction Logistics and Community Safety Scheme (CLCSS).

To ensure compliance with all relevant H&S legislation, standards and codes of practice.

To provide H&S performance information to include contractor safety league tables.

To implement proactive measures to improve H&S performance and prevent recurrence of near misses, accidents and/or incidents.

In the event of an incident, to ensure the Project has properly been assessed, planned and all at risk will implement and monitor COVID-19 risk management to prevent, mitigate and improve during the construction works. Furthermore, to keep the project under review to meet the relevant Government Regulations, Guidance and UK Health Security Agency advice.

To ensure meeting the requirements of the [] Health & Safety Manual and CDM Strategy.

As the appointed principal contractor for the project, I am satisfied a Construction Phase H&S Plan complying with Regulation 12 of the Construction (Design and Management) Regulations 2015 and applicable H&S Government guidance on COVID-19 risks and any relevant guidance that the construction phase of the project has been [] allow for the handling over of or initial access to the site.

Principal Contractor: [] Name: [] Date: []

Development Director: [] Name: [] Date: []

I hereby declare that the Construction Phase Plan will be developed or updated at distinct stages of the project, the project reference number shall be clearly displayed on all construction site signs and that the plan has been submitted, which does not cover those which are not applicable to the construction work.

PROJECT: []

Form 3 – cont'd - Start of Construction Phase Checklist

Description of Project, including:	NA	Info available	TBC
• Project location and programme details including key dates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Details of client, principal designer, designer, principal contractor and other contractors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Dates and location of existing works and plans that are relevant to health and safety on site, including temporary structures where appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management of the Site, including:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Management structure and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Health and safety goals for the project, ongoing feedback on forthcoming challenges and controls, CDM arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Application of other CDM – Proximity to Operations during Construction H&S site notice and management arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arrangements to include:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Coordination in accordance with any Development guidance, consultation with workforce, correct use of subcontractors of the arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Regular review between contractors on site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Consultation with the workforce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The exchange of key information between the client, designer, principal designer and contractors on site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Working hours changes during the project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The number and control of contractors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The exchange of key information between contractors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Site notices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Chain of command	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Roles, duties and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The reporting and control of accidents and incidents including near misses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The provision and retention of risk assessments and written schemes of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• All other emergency arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arrangements for controlling significant site risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Details of control of materials including storage and work equipment being account of any risks in the site for example, being stored or placed on the site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Temporary services – water, electricity and gas, including overhead power lines and temporary electrical installations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Arrangements for the collection and gathering of information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Work with a new design/contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PROJECT: []

Form 3 – cont'd - Start of Construction Phase Checklist

Arrangements for controlling significant site risks (cont'd):	NA	Info available	TBC
Safety risks including:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Control of lifting operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The maintenance of plant and equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Work on excavations and work where there are poor ground conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Work on walls, underground workings and tunnels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arrangements for controlling significant site risks (cont'd):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety risks including:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Work on or in near water where there is a risk of drowning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Work involving diving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Work in a position of compression or working	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Work involving machinery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Traffic control and management of vehicles and pedestrians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Storage of materials including hazardous materials and work equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Any other significant safety risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health risks including:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Control and prevention of transmission of coronavirus infection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• The removal of asbestos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Working with asbestos dust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Manual handling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Use of hazardous substances, particularly where there is a need for health monitoring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Working with noisy vibration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Working with heat and cold	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Work with ionising radiation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Exposure to UV radiation (from the sun)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Any other significant health risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Health and Safety File	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Initial and final	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Arrangements for the collection and gathering of information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Storage of information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Projects Health & Safety Policy and CDM Strategy

H&S Forms 1 to 8

- Form 7: Safety League Table (example completed)

- SAFETY LEAGUE TABLE - MAY 2022													Total / 49 Max Points	Total as a %	League Position	
IF Course attendance	Engage and Influence (Sentis FLL)	Supervisor's qualifications SSSTS/ SMSTS uploded on Msite	Supervisor Ratios (1:8)	Attendance at weekly EH&S project inspection	Observations from weekly EH&S inspection	Attendance at Coordination Meetings (being punctual)	EH&S Observations closed in time	Good Practice at Weekly EH&S Inspection	Housekeeping - work areas left clean and tidy	PPE Compliance	Attendance to SHEL					
100-90% = 4 Points	100-90% = 4 Points	100-90% = 4 Points	100-90% = 4 Points	100-90% = 4 Points	0-3 = 4 Points	100-90% = 4 Points	100-90% = 4 Points	5+ = 4 Points	Excellent = 4 Points	Excellent = 4 Points	Attendance = 5 points					
89-60% = 3 Points	89-60% = 3 Points	89-60% = 3 Points	89-60% = 3 Points	89-60% = 3 Points	4-6 = 3 Points	89-70% = 3 Points	89-70% = 3 Points	4-5 = 3 Points	V.Good = 3 Points	V.Good = 3 Points	-					
59-40% = 2 Points	59-40% = 2 Points	59-40% = 2 Points	59-30% = 2 Points	59-40% = 2 Points	7-9 = 2 Points	59-40% = 2 Points	59-40% = 2 Points	3-4 = 2 Points	Good = 2 Points	Good = 2 Points	-					
39-20% = 1 Point	39-20% = 1 Point	39-20% = 1 Point	29-0% = 1 Point	39-20% = 1 Point	10-12 = 1 Point	39-20% = 1 Point	39-20% = 1 Point	1-2 = 1 Point	Standard = 1 Points	Standard = 1 Points	-					
19-0% = 0 Points	19-0% = 0 Points	19-0% = 0 Points	No = 0	19-0% = 0 Points	12 = 0 points	19-0% = 0 Points	19-0% = 0 Points	0 = 0 Points	Poor = 0 Points	Poor = 0 Points	No Attendance = 0 Points					
3	3	4	4	4	3	4	4	2	3	4	5	43	88	1		
3	4	4	4	4	4	4	3	1	3	3	5	42	86	2		
4	4	4	4	4	3	4	3	1	3	3	5	42	86	2		
3	3	4	4	4	4	4	3	2	3	3	5	42	86	2		
3	4	4	4	4	4	4	3	0	3	3	5	41	84	3		
3	4	4	4	4	4	4	3	0	3	2	5	40	82	4		
3	3	4	4	4	3	4	4	2	4	4	0	39	80	5		
4	3	4	4	4	4	4	4	0	4	3	0	38	78	6		
3	3	4	4	4	4	4	4	1	4	3	0	38	78	6		
3	4	4	4	4	4	4	3	2	3	3	0	38	78	6		
4	4	4	4	4	4	4	3	0	3	3	0	37	76	7		
4	4	4	4	4	4	4	3	0	3	3	0	37	76	7		
3	4	4	4	4	3	4	3	3	2	3	0	37	76	7		
4	4	4	4	4	4	4	3	0	3	3	0	37	76	7		
2	2	4	4	4	4	4	3	4	3	3	0	37	76	7		
3	4	4	4	4	4	4	3	1	3	3	0	37	76	7		
4	3	4	4	4	4	4	3	0	3	3	0	36	73	8		
3	4	4	4	4	4	4	3	0	3	3	0	36	73	8		
4	3	4	4	4	3	4	3	1	2	3	0	35	71	9		
4	4	4	4	4	2	4	4	0	3	3	0	35	71	9		
3	4	4	4	4	4	4	3	1	2	2	0	35	71	9		
1	4	4	4	4	4	4	3	0	3	3	0	34	69	10		
1	2	4	4	4	4	4	4	0	4	3	0	34	69	10		
3	1	4	4	4	4	4	3	0	3	3	0	33	67	11		
0	0	4	4	3	4	4	3	0	3	3	0	28	57	12		

Projects Health & Safety Policy and CDM Strategy

H&S Forms 1 to 8

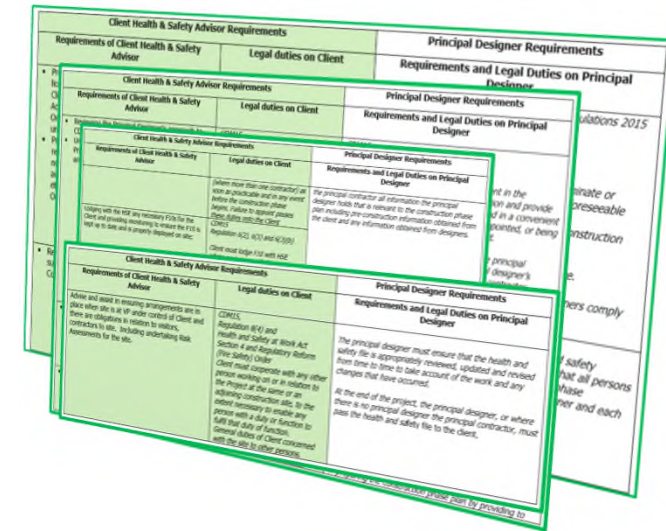
- Form 8: Delivery of Health and Safety File

Form 8 – Delivery of the Health and Safety File	
Issued to the Client at Premises Handover:	
For Project Reference/Description:	
Health and Safety File Reference Numbers:	
Nature and Purpose of the File (to be completed by the Principal Designer)	
The Health and Safety File contains:	
The information needed to allow future construction work, including cleaning, maintenance, alterations, refurbishment and demolition to be carried out safely	<input type="checkbox"/>
Information in the file should alert those carrying out such work to risks and should help them to decide how to work safely	<input type="checkbox"/>
The file will be useful to:	
Clients, who have a duty to provide information about their premises to those who carry out work there	<input type="checkbox"/>
Designers during the development of further designs or alterations	<input type="checkbox"/>
Principal Designer and contractors preparing to carry out or manage such work	<input type="checkbox"/>
NB. The file should be kept up to date after any relevant work or surveys.	
I acknowledge that the Health and Safety File has been prepared in accordance with the requirements of Regulation 12 of the CDM Regulations 2015	
Signed:	Name:
Position: Principal Designer/Principal Contractor (delete as relevant)	Date:
I acknowledge that the Health and Safety File has been delivered to the client with an ongoing interest in the building in accordance with Regulation 4 of the CDM Regulations 2015 and the purpose of the File has been explained to the Client.	
Signed:	Name:
Position: Development Director for []	Date:

	Intervention Point 1 – Pre-Construction Phase (RIBA 2, 3, 4)	Input
1.	PQQ (initial) review of Principal Designer (PD) (form 1a and 1b)	PQQ & meeting, report & recommendations
2.	PQQ (initial) of representative designers.	PQQ & meeting, report & recommendations
3.	PQQ (initial) of Principal Contractor (PC) prior to appointment (form 1c)	SI/ Piling contractor, report & recommendations
4.	Input on tender reviews (H&S requirements and robustness of tender submissions)	Main Contractor, observations & recommendations
5.	Periodic review of PD (form 2a, 2b).	Meeting at end of RIBA stage 2, 3, 4, report & recommendations
6.	Advise on implementation of [] H&S System for the Project, Client goals & objectives	Initial meetings with [] Client team (H&S Flowchart)
7.	H&S Policy for SPV Client Project (where agreed as the strategy and need for the Project)	Document an SPV H&S Policy
8.	Early works <u>e.g.</u> SI Works or fit-out of marketing suite, PC/ contractor engagement (form 3)	Review of Construction Phase Plan (CPP), F10, kick-off meeting
9.	Undertake on site health and safety reviews of the SI, PC/ contractor arrangements (<u>form</u> 4 to 7)	Formal review of the SI/ early works contractor
10.	Quarterly Reporting to [] Client Board	Quarterly note to Board on Project H&S status/ performance
	Intervention Point 2 – Main Construction Phase (RIBA 5)	
1.	Initial review of Main Contractor (PC) H&S arrangements (form 3)	CPP review, H&S goals, objectives, kick-off meeting and actions
2.	Advise on F10 submission requirements	Submission of F10 (with Project team)
3.	Health and safety reviews of the Main Contractor (PC) arrangements (<u>form</u> 4 to 7)	Formal on-site review (every two months) report & recommendations
4.	Review of critical construction methodologies <u>e.g.</u> WAH, structural, fire, traffic management	Interventions as necessary with PC, observations/ recommendations
5.	Ongoing review of PC's Construction Phase Plans (form 3)	As a guide two formal reviews per year and observations
6.	Safety Leadership Team (SLT) engagement (PC and professional team)	SLT sessions (quarterly), input agenda, topics, actions (H&S Flowchart)
7.	Engagement Review Project to be undertaken of PC, H&S Culture	Where needed, during main construction works over 10-week period.
8.	Review on transition from RIBA 5 to 6 CDM application and logistics	PC, Asset Manager/ Property Manager, observations & actions
9.	Quarterly Reporting to [] Client Board	Quarterly note to Board on H&S status for Project
	Intervention Point 3 - Handover Phase (RIBA 6)	
1.	Health and Safety File Review, prior to handover (form 8)	Site tour (with PD), review of PD's H&S File report/ recommendations

Client H&S Advisor and Principal Designer

Client Health & Safety Advisor Requirements		Principal Designer Requirements
Requirements of Client Health & Safety Advisor	Legal duties on Client	Requirements and Legal Duties on Principal Designer
<ul style="list-style-type: none"> Development of the Health & Safety Policy arrangements for Client for the Project. To keep these arrangements under review and advise on any update changes that may be needed. Advise on the Client's obligations and duties under CDM 15. Review of health & safety arrangements for any early site investigation works, future site visits / site interventions. Advising on new health and safety legislation which may affect the Client and provide initial advice on the appropriate course of action and provide copies of the same when reasonably requested; Managing briefings to the Client team on health and safety related matters. Acting as the Client's appointed competent source of health and safety advice for the Project; Assisting the Client in meetings with contractors, designers or inspectors from the Environmental Health Department, Health and Safety Executive, Petroleum Authority or Fire Authority; 	<p><i>Construction (Design and Management) Regulations 2015 (CDM 15)</i></p> <p><i>Regulation 4 (1, 2, 3)</i></p> <p><i>Establish H&S arrangements for the Project.</i></p> <p><i>Client to ensure welfare arrangements are adequate.</i></p> <p><i>Client to ensure these arrangements are maintained and reviewed throughout the project.</i></p>	<p><i>Construction (Design and Management) Regulations 2015 (CDM 15)</i></p> <p><i>Regulation 11 (1-7)</i></p> <p><i>The principal designer must plan, manage and monitor the pre-construction phase and coordinate matters relating to health and safety during the pre-construction phase to ensure that, so far as is reasonably practicable, the project is carried out without risks to health or safety.</i></p> <p><i>In fulfilling these duties the principal designer must take into account the general principles of prevention and, where relevant, the content of any construction phase plan and health and safety file.</i></p>



Monitoring and Engagement

Project Engagement Programme
Client Presentation

Presenters: Quadriga and Principal Contractor

August 2021

CLIENT



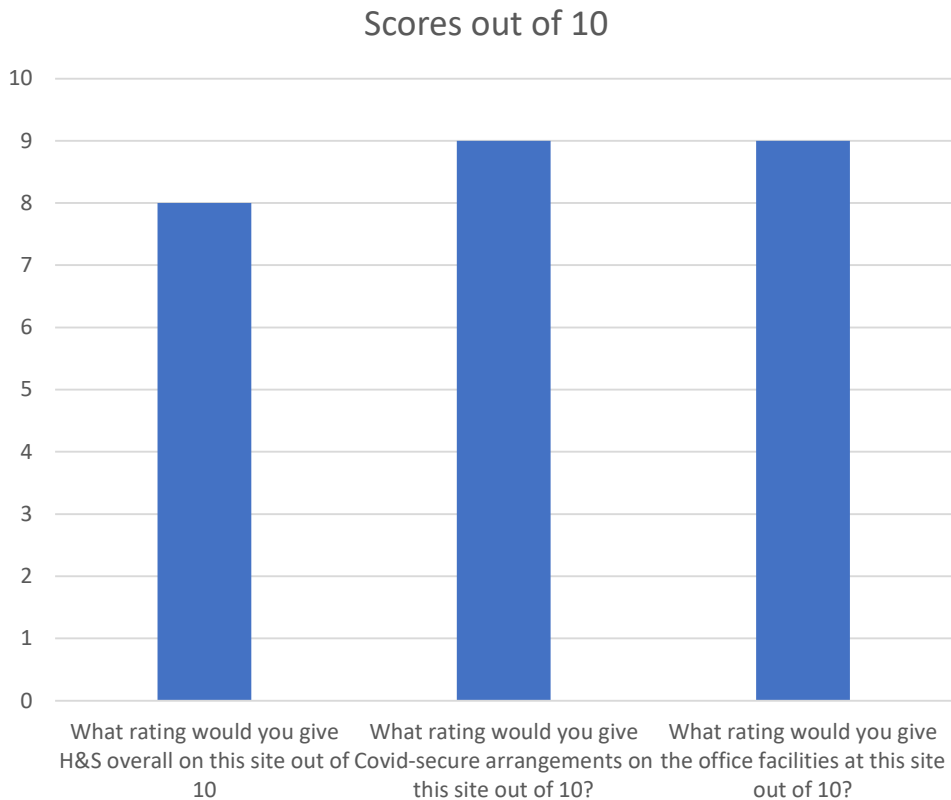
Quadriga

Health & Safety Ltd

healthsafety.co.uk

Scores Out of 10...

Feedback from PC Managers, Trade Managers and Supervisors



COVID

"best in last year"

"glad they're doing it"

"very hot on it"

"no need to wear face coverings outside"

WELFARE

"cleaners worth weight in gold"

"toilets are brilliant – always clean"

"nice cleaners"

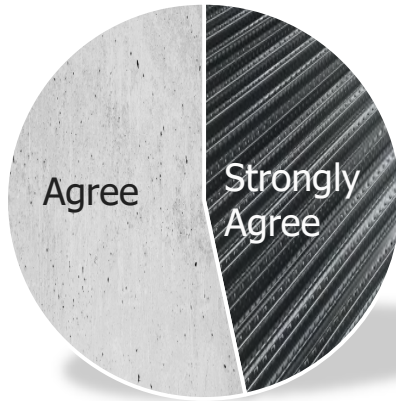
"brilliant facilities"

"best experienced on a site"

"expensive canteen"

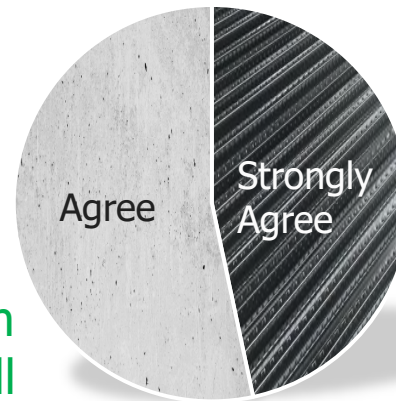
Thinking of PC at this Site cont'd

Feedback from Operatives

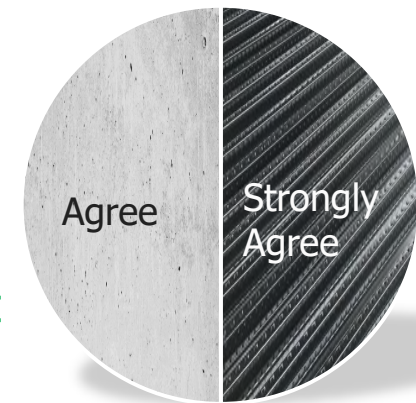


Site Managers
lead by example

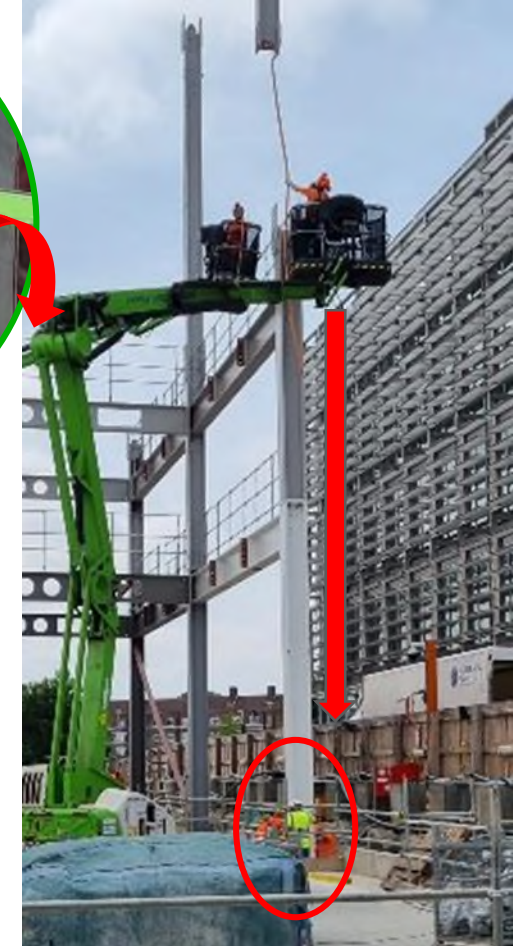
Site Managers recognise when
workers do things right or well



I trust Site Managers to take the right
action on H&S matters



Safety observations and Opportunities for Improvement



Health observations made by Quadriga and Opportunities for Improvement



Health & Safety Arrangements Review for

Site has been rated overall to be GOOD with minor recommendations	Date/Time of Review: Undertaken during May & June during engagement programme.
-------------------------------------------------------------------	--------------------------------------------------------------------------------

Introduction	Address
Quadriga Health & Safety Ltd (Quadriga) commenced a review of management of health and safety on 25 th May 2021. It was curtailed due to inductions attended in support of the cultural review. Some health and safety observations are made in Interim Report No.1 and No. 2 relating to the cultural review, largely because they come to light during discussions with workers, as opposed to the traditional site hazard spotting visit. In addition to the aforementioned, a meeting to discuss off-loading arrangements for steel beams, columns and decking was attended on 27 th May. Further observations were made during June, as summarised below.	

Key Headlines (Conclusions)	Principal Contractor:
<p>Positive Findings:</p> <ul style="list-style-type: none"> Well-organised orderly site with demarcated walkways, work zones and storage areas. COVID-19 compliant site arrangements continue to be maintained, including one-way systems and arrangements to ensure social distancing within temporary accommodation and the canteen area where DABs are delivered. An engaged management team and interactive Safety Leadership Team (SLT) remains in place. Diligent investigation by (SRM) revealed poor practice by JNU, OS&D by storing short lengths of rebar within expanding foam, protecting openings within the slipform trailing platform. It is from this location that it is thought the rebar fell from on 16th June 2021. 	<p>Principal Designer:</p> <p>Contractors: - groundworks, piling (complete), 2 no. slipforms, mobilising on site and preparing concrete core for beam connector plates.</p> <p>Persons Seen: H&S Advisor</p>

Summary of Areas to Correct and Improve	Nature of work:
<ul style="list-style-type: none"> A near miss was witnessed on 25th May. Concrete debris, including one-piece 75mm in diameter, fell approximately 20 metres from the slipform into an area where Hare's workers were due to commence work. Fortunately, no one was struck. A full investigation report is awaited from SRM. A further incident occurred where falling debris struck a worker on his arm and splashed into his eye. Fortunately, no injuries were sustained. These issues were explored in more detail within the Interim Reports, as well as further observations of falling debris by Quadriga. It is evident that more substantial robust controls are required on future slipforms to prevent falling debris. It is recommended that consideration is given to swapping the entrance and exit around. Current arrangements result in exiting persons walking past the entrance and therefore across the path of those entering site. 	<p>Stage of Project: Slipform at level 10, CWW commenced.</p> <p>Construction start/finish: September 2020 – July 2022 (Updated 7th December 2020).</p>

Photographs



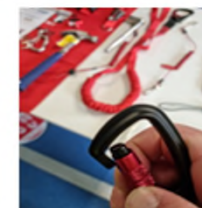
Concrete debris fallen from slipform.



Well laid out site with demarcated walkways.



Falls briefing and video.



Tether collar prevents incomplete closure.


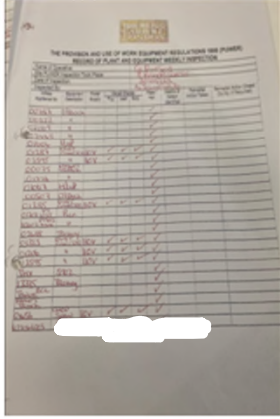


Gripps Bolt-Vault Pouch.



Step required realignment.

Quadriga Monitoring

Item Ref	3	
Area	Monitoring Arrangements	
Legal/Industry Requirements	<ul style="list-style-type: none"> The Construction (Design and Management) Regulations 2015, Regulation 13 (Principal Contractor duties), Regulation 15 (duties of contractors); and HSE Guidance L153, 'Standards should be checked regularly with prompt action taken where necessary'. 	
Comments	<ul style="list-style-type: none"> The RAMS submitted by [redacted], completing the slab cutting on the terrace of level 48 and 26, were sampled. These were reviewed on the 23rd November 2022, revision 10, and covered the waterproofing alongside the slab cutting. The methodology detailed the equipment used to cut the slabs but a risk assessment for this activity and the potential for silica dust to be released was not included. The weekly PUWER inspection records from [redacted] had not been undertaken since 30th May 2023. 	
Recommendation for Action	<ul style="list-style-type: none"> We recommend the [redacted] RAMS are reviewed in line with the three-month [redacted] review policy and updated to include a risk assessment for the use of masonry bench saw. We recommend [redacted] remind all contractors on site of the requirement to maintain plant and equipment checks. 	
Photographs		
	[redacted] masonry saw	PUWER Inspection register [redacted]

Safety Leadership Team - Health & Safety Charter

- Safety is the number one priority.
- Safety of everyone is your responsibility - lead by example.
- We adopt a questioning attitude and do not take risks.
- We acknowledge and act upon reported events.
- We recognise good performance and safety initiatives.
- We consider the welfare of others at all times.

Questioning approach...“What is slow, uncomfortable or inconvenient about doing this job safely?”

Safety Leadership – Individually/ Collectively

- Challenge the status quo on the Project;
- Inspire individuals on the Project to be healthy and safe;
- Be a good role model for all Project stakeholders;
- Show consideration to the Project workforce;
- Communicate regularly;
- Create an environment where everyone is encouraged to immediately challenge unsafe situations and behaviours including those which can cause harm to health.
- To sustain a culture to allow everyone to know that they are empowered to speak up and intervene.

Client H&S Reporting to Board

Board Report Structure:

1. Executive Summary on Overall Health & Safety Performance of the Company
2. Future Targets and Actions for the Board (The Annual Action Plan)
3. Summary of Recommendations for the Board for the next Quarter
4. Accidents, Incidents, Near Misses
5. Adequacy of the Company Response in relation to these Incidents
6. Overall Performance on the Company's Projects and Assets
7. Learning Points and Areas for Improvement
8. Specific Focus Topic in the Last and Next Quarter
9. Implementation of the Company's Management System for Projects
10. Industry Update and Legislation

Appendix 1 – Health and Safety Action Plan for 2023 for Projects, Assets and offices

Appendix 2 – Engagement with Principal Contractors, Contractors, Designers and Client on Health & Safety Arrangements in last quarter

Appendix 3 – Schedule of Client Duties under CDM 2015 Part 2, Regulations 4, 5 and 6 and Part 3, Regulation 8 and associated HSE Legal Guidance L153

Appendix 4 – The Company's Accident/Incident Statistics Performance vs Industry (seven years July 2015 to June 2022)

Appendix 5 – The Company's Formal Health & Safety Intervention Points for Projects with Support from Quadriga

Appendix 6 – The Company's Tracker for Implementation of CDM System

Client Areas of Attention (for PD)

- A process is in place for the Principal Designer to comply with their duties to plan, manage, monitor and coordinate health and safety during the pre-construction phase of the project;
- Reviews of design and working methods are undertaken at relevant stages of the project, as the information is developed. These reviews will consider the impact of the project on the health and safety of relevant parties such as the installer, future occupiers and maintenance
- Early formal appointment of a competent and adequately resourced Principal Designer is made based on formal enquiries on their knowledge, skills, experience, organisational capabilities and track record;
- With the assistance of the Principal Designer, Pre-construction Information is gathered from the Owner (where relevant) on the condition of the site and/or building for the Principal Designer to subsequently pass on to the Designers, the Principal Contractor and Professional Team;

Client Areas of Attention (for PD)

- Surveys are carried out, as necessary and taking the advice of the Principal Designer, to determine the presence of hazardous materials or conditions on the site;
- Designers, Consultants including Surveyors are appointed, provided formal enquiries on their knowledge, skills, experience, organisational capabilities and track record have been successfully made;
- Through advice from the Principal Designer, the Health and Safety File format, proposed content and its' relationship with other documents such as the O&M manuals, services log book and so forth, are agreed with the Client and relayed to the Principal Contractor;
- Formal workshops are held at each RIBA stage with the Principal Designer that includes a review of the 'risks and opportunities' arising from the feasibility, concept and pre-development phase.

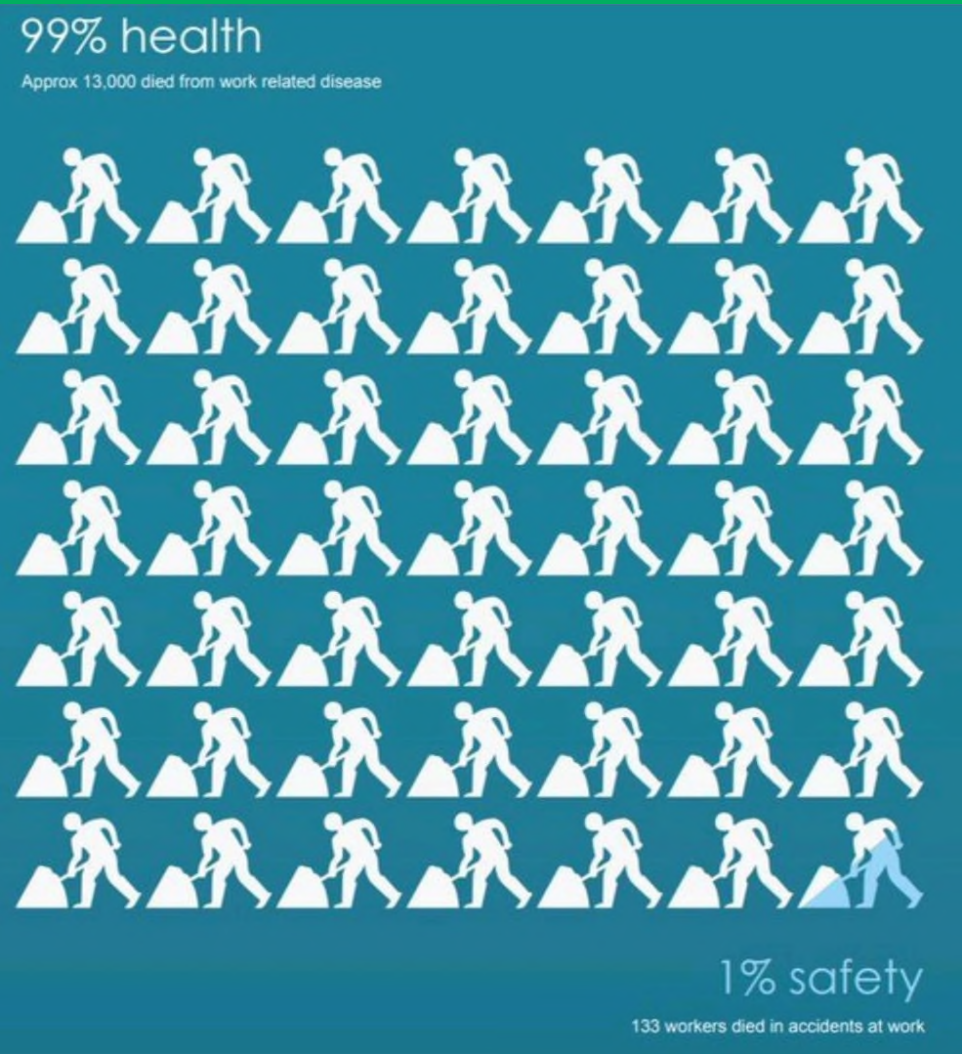
Client Areas of Attention (for PD)

- Trade Contractors, Designers and Consultants work effectively with the Principal Contractor, all dutyholders cooperate with the Principal Designer and induction courses or briefing sessions are held to instil this discipline;
- Where the Principal Designer role is transferred at novation of the contract to the Main Contractor, there is a formal handover meeting to establish the work completed to date and a baseline from where the Main Contractor takes forward the dutyholding role.
- The Principal Designer, or Principal Contractor, where the Principal Designer's appointment has ended, is collating information for the Health and Safety File;
- The Health and Safety File provided by the Principal Designer, or Principal Contractor where the Principal Designer's appointment has ended, is handed to the premises Owner/new Owner/Occupier;
- 'Lessons Learnt' sessions are arranged, which include a review of the role of all parties involved in the project, to feedback experiences;

Considerations

- Principal Designer Appointments (nature of these)
- Use of word 'Ensure'

And finally...



Client-Side Health & Safety Advisor

DIOHAS

Facilitator: *Paul Whitehead, CMIOSH,
OSHCR, Dip IoD*

3rd July 2023