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Construction Health and Safety Policy and Procedures

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British Land

Contents

1 Introduction
2 Policy
3 Roles and Responsibilities
4 Construction Health and Safety Processes and Procedures (RIBA Stages 0 to 7)
5 Managing Health and Safety Issues During the 'Design and Planning' Stages
6 Provision of Information and Training
7 Reviewing Performance against British Land's Policy and Procedure
8 Improving Health and Safety Performance on our Projects

Appendices

Appendix 1 Managing Asbestos Surveys
Appendix 2 Client's Management Arrangements
Appendix 3 Project Health & Safety Checklist
Appendix 4 Health & Safety Issues Register – Example
Appendix 5 Principles of Prevention
Appendix 6 Requirements for the Health & Safety File
Appendix 7 Matters to consider when visiting a site

1 Introduction

This policy document sets out the commitment, the requirements and expectations of The British Land Company PLC (British Land) with regards to the health and safety management of their construction projects and associated activities.

The Construction (Design and Management) Regulations 2015 (CDM) place specific obligations on British Land when acting as the Client on construction projects. This construction health and safety policy document sets out the role, obligations and actions required during the feasibility, design and construction of our development projects.

To ensure the core requirements of the CDM regulations and other relevant legislation are met, appropriate support will be provided to all the parties to ensure the highest standards of health and safety are achieved. The same commitment is expected from all parties, consultants and contractors involved in every British Land project from executive and senior level to the workforce.

British Land believes that Clients, Principal Designers, Designers, Contractors and Health and Safety Professionals all have a vital role to play in ensuring health and safety risks are managed effectively during construction. By insisting that all project participants adhere to common health and safety standards British Land seeks to ensure that every project is delivered without injury or ill health affecting anyone involved.

2 Policy

Construction Health and Safety Policy Statement

British Land's overall objective is to generate sustainable long-term total returns for our shareholders and we do this by creating *places people prefer*.
As well as being a moral obligation, careful management of health and safety is a key component in providing properties where people want to live, work and shop for the benefit of our customers. In addition, it improves our operational resilience and enhances our attractiveness as an employer and partner of choice for investors, occupiers, suppliers and the local communities in which we operate. Together these factors make a significant contribution towards our overall objective and this policy sets out our approach.

Our Health and Safety Mission

- We are committed to providing safe and healthy environments for all users of the buildings and places we manage, and to the wellbeing of our staff.
- We aim to be a leader in our industry and set ourselves ambitious targets which we monitor our performance against.
- We are committed to continual improvement in health and safety management and performance, including throughout our supply chain.

Our Responsibilities

Our base line responsibilities under the Health and Safety at Work etc. Act 1974 are, so far as is reasonably practicable:

- to provide and maintain plant and equipment as well as systems of work that are safe and without risks to health;
- to make arrangements for the safe use, handling, storage and transport of articles and substances;
- to provide such information, instruction, training and supervision as is necessary to ensure the health and safety of the users of our buildings and those involved in our head office activities;
- to maintain a safe means of access to and egress from our properties, including our head office;
- to provide and maintain environments at our properties, including our head office, which are safe and without risks to health;
- to conduct undertakings to protect the Health and Safety risks of 3rd parties.

Construction (Design and Management) Regulations 2015:

- to ensure that where we act as a client we discharge our duties.

We are committed to the prevention of injury and ill health to our employees and all users of our properties.

We are committed to complying with all applicable legal health and safety requirements and other relevant regulation.

Our Approach

British Land has implemented a Health and Safety management system which is aligned to the requirements of BS OHSAS 18001/ISO 45001 (once published in 2018) and is subject to ongoing review against the requirements of that standard. This management system governs:

- the form and structure of management oversight and co-ordination of the company's response to health and safety risks;
- the establishment and independent yearly review of our health and safety objectives and how progress against these is measured and monitored;
- the use of risk assessments in each area of the business enabling us to respond to identified health and safety risks and achieve continuous improvement;
- establishment and implementation of relevant policies and procedures; and
- the approach to ensuring that all staff are aware of their responsibilities in respect of health and safety and properly trained to be able to fulfil these responsibilities.

Governance of this Policy

This policy statement applies to all of our activities as both an employer and as an owner, developer and manager of property. It is owned by the Executive Director with health and safety responsibility.

This policy will be reviewed periodically and not less than once a year, to ensure that it remains appropriate and aligned with the activities, objectives and strategy of the company. This policy is made available to all staff within the staff handbook, available on the company's intranet system. It will be covered in induction training for all new staff, and ongoing periodic health and safety training for existing staff where appropriate.

This policy is published on the company's website so that it can be accessed by all of our stakeholders and other interested parties.

Lucinda Bell

Director Responsible for Health & Safety

3 Roles and Responsibilities

3.1 British Land as Client of Construction Projects

British Land regularly procures construction projects and the teams of consultants and contractors that support it in the design, planning, preparation and execution of them. This role is often referred to as the construction Client.

In this role, British Land attracts duties and responsibilities under a variety of health and safety legislation, the core ones being:

- The Health & Safety at Work Act 1974
- Construction (Design and Management) Regulations (CDM) 2015
- Workplace (Health, Safety and Welfare) Regulations 1992
- Management of Health and Safety at Work Regulations 1999
- Control of Asbestos Regulations 2012

The tables on the following pages highlight the key responsibilities under this legislation that relate to British Land's role as Client on construction projects.

We are committed to ensure that safe and healthy environments are provided for all our partners (i.e. Principle Designers, Principle Contractors, trade contractors and sub-contractors) involved in our development projects.

More detail surrounding these roles and responsibilities can be found in the respective Regulations and associated Approved Codes of Practice and Guidance (available from the HSE's website **www.hse.gov.uk**).

CDM Regulations – Key Client Responsibilities

The following summarises the key Client responsibilities under the CDM Regulations for Notifiable[1] and Non-Notifiable[2] projects.

Refer to Section 4 to see these responsibilities against the RIBA work stages. The CDM Guidance Document L153 also provides further details on the Client's roles and responsibilities. This can be found on the HSE website (**www.hse.gov.uk/construction**).

Key Client Responsibilities	Applicability
Where there is more than one Client involved in the project (i.e. a Joint Venture arrangement), the CDM Client is to be elected in writing (this could be both parties where responsibility is shared).	All projects
Ensure that there are suitable project specific management arrangements for the project. Refer to Appendix 2 for details on the requirements for Management Arrangements.	All projects
Allow sufficient time and resources for all stages of the project – including the identification of the minimum time that will be given to directly appointed contractors (including Principal Contractor) from appointment to start on site.	All projects
If more than one contractor will be working on the project appoint a principal designer and a principal contractor in writing.	All projects
Carry out specific enquires to ensure that the people and organisations they appoint have the skills, knowledge, experience and (if an organisation) the organisational capability to manage health and safety risks.	All Projects
Promptly provide pre-construction information to Designers and Contractors (all projects).	All projects
Ensure that a single Health & Safety File is produced per structure/ building.	Notifiable projects only

[1] Notifiable projects are projects where the construction work will last more than 30 working days and have more than 20 Workers simultaneously at any time or exceed 500 person days.
[2] Non-Notifiable projects are projects where the construction work will last 30 working days or less, or 500 person days or less.

Ensure that the construction phase does not start unless the Principal Contractor / Contractor has prepared an adequate Construction Phase Plan and that suitable welfare facilities will be provided at the commencement of work on site.	All projects
Co-operate with and seek the co-operation of every person concerned with the project.	All projects
The following becomes the responsibility of British Land's Property Management team on handover of the Health & Safety File • Retain and provide access to the Health & Safety File; • Ensure the Health & Safety File is kept available for inspection by those that need it; • Ensure that the Health & Safety File is revised as often as may be appropriate to incorporate new information.	All projects

Workplace (Health, Safety & Welfare) Regulations – Key Client Responsibilities

Refer to Section 4 to see these responsibilities against the RIBA work stages. Further information on the Workplace (Health, Safety and Welfare) Regulations can be found on the HSE website (**www.hse.gov.uk**).

Key Client Responsibilities	**Applicability**
British Land must ensure that any structure designed for use as a workplace complies with the Workplace (Health, Safety and Welfare) Regulations.	All projects

The Management of Health & Safety at Work Regulations – Key Client Responsibilities

Refer to Section 4 to see these responsibilities against the RIBA work stages. Further information on the requirements under the Management of Health and Safety at Work Regulations can be found on the HSE's website (**www.hse.gov.uk**).

Key Client (Employer's) Responsibilities	Applicability
British Land must ensure the health, safety and wellbeing of all those working in or visiting its premises – through risk assessment and implementing appropriate controls and procedures.	All projects
British Land must provide contractors information on : • the health and safety risks they may face; • the measures in place to deal with those hazards and risks; • how to follow any emergency procedures.	All projects

Note:

The above relates to when British Land requires the project team, surveyors or others to undertake work in the premises that is being considered for the project – e.g. walk arounds, visual inspections/surveys, intrusive surveys.

In cases where the property is managed by British Land, the risk assessment and appropriate controls and procedures will have been undertaken and implemented by British Land's property management team or appointed managing agent. Those visiting the property should comply with the procedures provided to them. If the procedures are not provided, then the visitors have the right to request this information prior to entry.

For cases where visual or intrusive surveys are to be undertaken, British Land's property management team should review their risk assessments to ensure that the control measures and procedures that are in place are appropriate to the tasks to be undertaken.

Control of Asbestos Regulations – Key Client Responsibilities

Refer to Section 4 to see these responsibilities against the RIBA work stages.

The responsibilities below have been taken from both the Regulations and HSG 264 Asbestos: The Survey Guide. Both of these documents are available on the HSE's website (**www.hse.gov.uk/asbestos**) and provide further detail on the roles and responsibilities of those procuring surveys and Clients of construction projects.

Client Responsibilities	**Applicability**
For properties that were built prior to 2000, Refurbishment and Demolition (R&D) surveys should be procured by the Client prior to any intrusive work or construction work commencing on the property. These Surveys will need to be coordinated with the property's Duty Holder for asbestos (the property management team or tenant).	All projects
Clients must only appoint competent surveyors to undertake asbestos surveys.	All projects
The Client must ensure that adequate time and resources are made available to the surveyor to allow a thorough survey to be carried out.	All projects
The Client will take on the responsibility of the CDM Client for all procured R&D surveys, as the survey is fully intrusive and as such is classed as construction work under the CDM Regulations.	All projects
The Client should provide the Surveyor with the following information: • Details of buildings or parts of the building to be surveyed; • Details of the buildings use, processes, hazards, priority areas; • Plans, documents, reports and surveys on design, structure and construction; • Safety and security information (e.g. fire alarm testing, emergency procedures); • Access arrangements and permits; • Contacts for operational or health and safety issues.	All projects

The Client is to ensure that all asbestos containing materials are removed as far as is reasonably practicable before any major refurbishment or final demolition work takes place.	All projects
The Client must provide the R&D Survey report to the Design Team, and Contractors who may be bidding for the work.	All projects
The Client should provide a copy of the R&D Survey report to the Duty Holder such that his risk assessments and associated control procedures can be reviews and updated based on the information provided.	All projects
As an Employer, British Land must ensure adequate information, instruction and training is given to those employees that could come into contact with or be exposed to asbestos during the course of their work. This includes annual refresher training. *Refer to Section 6 with regards training.*	Annual training

Note:

The Client should procure the Surveys in accordance with the Control of Asbestos Regulations and associated guidance HSG 264, in advance of any construction work taking place.
Construction work includes any intrusive works to the structure (i.e. other intrusive surveys).

The Client should ensure that the specification for the R&D Survey accurately reflects the area and scope of the planned refurbishment or demolition works – there should be no restrictions on access unless the site is unsafe or access is physically impractical. Liaison with the Duty Holder is required.

3.2 Management Team Responsibilities

The following highlights the health and safety responsibilities of British Land's development team. Details on the responsibilities of the Principal Designer, Designer and Principal Contractor can be found in the Appendices.

British Land's Director responsible for Health & Safety:

- Provide clear leadership regarding the expectations of the business and its goals and objectives for health and safety performance;
- Ensure an appropriate construction health and safety policy and associated procedures are developed and that these reflect the wider health and safety requirements of the business;
- Establish an appropriate management structure to implement the construction health and safety policy throughout the company;
- Be aware of the appropriate statutory requirements affecting the construction operations of the company in respect of the key legislation such as the CDM Regulations 2015, Workplace (Health Safety & Welfare) Regulations 1992, Management of Health and Safety at Work Regulations 1999 and the Control of Asbestos Regulations 2012;
- Ensure that the health and safety roles and responsibilities across British Land are clearly defined and understood;
- Ensure that appropriate staff training is provided as necessary;
- Allocate sufficient resources to enable the construction health and safety policy to function effectively.

British Land's Chair of the Development H&S Committee

- Provide clear leadership with regards the expectations of the business and its goals and objectives for construction health and safety performance;
- Implement and manage the construction health and safety policy throughout the company;
- Ensure the construction team is aware of its roles and responsibilities under the construction health and safety policy and their interfaces with other parts of the business;
- Arrange specialist corporate health and safety support for the development activities and ensure project specific Principal Designers and Principal Contractors appointments are put in place;
- Arrange and agree with the corporate construction health and safety advisor a health and safety assurance programme comprising of planned and random health and safety inspections during the design and construction phases of projects;
- Arrange and agree with the corporate construction health and safety advisor, annual reviews of the construction health and safety policy, or after significant legislative or company process change;
- Ensure lessons learnt are shared with the British Land development team and other parts of the business where relevant;

- Liaise with the Health and Safety Executive at a strategic level.

British Land's Project Executives

- Provide clear leadership to Project Teams with regards the expectations of the business and its goals and objectives for construction health and safety performance;
- Ensure that the Client duties and responsibilities are met for the planning and management of construction work;
- Ensure that relevant health and safety information is promptly provided to all directly appointed designers, contractors (including surveyors), Principal Designers and consultants (including project managers and cost managers) during tender stage and as projects progress;
- Ensure that health and safety is a continuous agenda item that is proactively discussed and reported against at relevant meetings and project reviews;
- Take part in any relevant forums and communicate with all relevant parties on health and safety matters;
- Ensure that any lessons learnt with regards health and safety matters are shared with the British Land development team and fed back to British Land's Chair of the Development H&S Committee;
- Provide feedback to the Chair of the Development H&S Committee on any suggested updates or changes to British Land's construction health and safety policy and associated procedures.

Client's Representatives / Project Managers (usually external appointments)

- Support the Client and Project Executive in the fulfilment of their responsibilities in accordance with this Policy and associated health and safety legislation;
- Provide clear leadership to the Project Team, reflecting the expectations of the Client for health and safety performance;
- Ensure the Client and Project Team follow the various health and safety requirements laid down in British Land's Construction Health & Safety Policy;
- Ensure that capability[3] assessments are completed in relation to the appointment of the Principal Designer , Designers, Principal Contractor and the Contractors;
- Ensure the Project Health & Safety Checklist is completed by the Principal Designer at each RIBA Stage;
- Ensure the Client is kept appraised of any key health and safety issues identified by the Principal Designer /Principal Contractor;
- Ensure that those under their control considered health and safety in their planning processes;
- Issue, on behalf of British Land, written approval of Principal Contractor's construction phase plan and provision of welfare facilities, to allow construction works to commence;

[3] Capability for the purposes of this policy is defined as the skills, knowledge, experience and (if an organisation) the organisational capability necessary to carry out those roles in a way that secures health and safety.

- Ensure that regular evidence is provided in relation to the project's health & safety compliance to the CDM Regulations and other health & safety legislation using the Project's Health & Safety Checklist as included at Appendix 3.

Corporate Construction Health and Safety Advisor

- Work to achieve a positive and vigorous health and safety culture within British Land;
- Carry out specialist tasks, including system audits, performance monitoring, site inspections, competency assessments and research;
- Regularly review the Construction Health and Safety Policy and Procedures;
- Regularly update and inform British Land representatives on construction health and safety topics and HSE campaigns and forward any relevant health and safety communications that can assist in raising health and safety awareness within British Land;
- Assist British Land in engaging with the HSE as and when required;
- Carry out selected visits to British Land project sites to assess the performance of the Principal Contractor and report the findings to the Chair of the Development H&S Committee and Project Executives.
- Ensure that an occupational health programme is in place with all Principle Contractors for the benefit of all site staff and visitors.

Project Health and Safety Advisor

- Work to achieve a positive and vigorous health and safety culture within British Land;
- Assist British Land to discharge their Client responsibilities under CDM;
- Provide support and advice on the management and delivery the British Land's health and safety arrangement for specific projects or programmes of works;
- Assist in establishing the required Client provided pre-construction information with the support of the Principal Designer and manage the retrieval of this information;
- If notification is required, gather the information for the F10 and submit to the HSE on behalf of British Land. Amend and submit updates as required;
- At project level monitor the Principal Designer to reasonably ensure they are carrying out their duties and report findings to British Land;
- For specific projects review and assess the Construction Phase Plan submitted and the proposed welfare facilities for adequacy and suitability for a start on site;
- At project level monitor the Principal Contractor to reasonably ensure they are carrying out their duties and report findings to British Land;
- For specific projects review the Health and Safety File to ensure it is complete.

3.3 The role of the Health and Safety Executive

British Land is committed to the maintenance of the highest standards of health and safety performance and compliance, working proactively with the HSE to help lead priority initiatives.

British Land will help to develop strategies and procedures that encourage the engagement of all its contractors, consultants, and service providers to fully participate in HSE led campaigns. British Land will require assurance that all parties have integrated HSE key priorities into the management of their projects, and will regularly monitor progress and achievements on such initiatives.

4 Construction Health and Safety Processes and Procedures

The following pages set out British Land's health and safety and CDM processes and procedures in relation to the management and delivery of its construction projects.

Most of British Land's construction projects will follow the RIBA Stages through the planning, design and procurement process. The following has therefore been written to reflect the RIBA Plan of Work Stages 2013 (Stages 0 to 7) for ease of application.

Information relating to the requirements of Principal Designers, Designers and the Principal Contractors is at Appendices 4 to 6.

Further information on the RIBA Plan of Work Stages can be found on the RIBA website (**www.architecture.com**).

The following procedures have been written to ensure British Land's Project Executives fulfils their responsibilities under British Land's Construction Health and Safety Policy and associated legislation.

It is expected that the Client's Representative/Project Manager supports the Project Executive with the execution of his responsibilities and that the Principal Designer provides additional advice and support in relation to compliance with the CDM Regulations.

Further information and detail on the roles and responsibilities of British Land under the relevant legislation for construction projects can be found on the HSE's website where there is access to legislation, approved codes of practice and associated guidance (**www.hse.gov.uk/construction**). In specific, the HSE document L153 Managing health and safety in Construction - Construction (Design and Management) Regulations 2015 - Guidance on Regulations.

RIBA Stage 0 – Strategic Definition
Health & Safety Requirements for British Land

RIBA Stage 0 is the stage at which a project is strategically appraised and defined before a detailed brief is developed. There are some high level health & safety activities that should take place during Stage 0 in order to set the scene when the project moves forwards.

At this stage of a project, British Land expects its Project Executives to review the RIBA Stage 0 proposals and undertake the following:

Health & Safety Requirements	Guidance
Ensure that there is clarity in relation to who the CDM Client is for the project.	This is generally only required for projects where there is a Joint Venture Client. One of the Clients can be nominated as CDM Client, but this nomination needs to be made in writing and clarified on the F10 Notification.
Ensure that suitable resources will be allocated to all stages of the project to allow all parties to comply with their duties under relevant Health & Safety Legislation.	Resources include time, budget and information. If appointed, the Principal Designer, Client Representative or Project Manager should be able to advise in relation to this requirement.
Establish whether the project is Notifiable under the CDM Regulations	Construction projects are notifiable if the construction works are expected to last > 30 working days and have more than 20 worker simultaneously at any time or > 500 person days. If more than one contractor will be working on the project a Principal Designer and a Principal Contractor must be notified in writing. If a project is borderline notifiable, then this can be discussed further with British Land's Corporate Construction Health & Safety Advisor.

Review the health and safety lessons learnt from previous projects and implement where possible on this project.	It is suggested that the topic of Health & Safety lessons learnt is included in a general lessons learnt session, so that other topics can be explored at the same time. This can be reviewed against previous British Land projects or in conjunction with the Project Team and their experiences of similar past projects.
Consider what appointments will be required under the CDM Regulations	This includes directly appointed Designers, Principal Designers, Contractors and Principal Contractor and a Project Safety Advisor, if required. The Principal Designer will need to be appointed at Stage 1. The Principal Contractor must be appointed as soon as practicable after the Client knows enough about the project to be able to select a suitable party of this appointment – i.e. the Regulations encourage early contractor involvement.
Consider the timescales for the various appointments on the project	This particularly relates to the key roles such as the Design Team, Principal Designer and Principal Contractor.
Consider any Health & Safety KPIs that will need to be included as part of the procurement process.	KPIs can be useful incentives to ensuring the Project Team follows the health and safety goals and objectives of British Land. Some examples of KPIs as recommended by Constructing Excellence – CCG KPIs for Industry. These should include: - Training and competency - Minimise impact on neighbours and local communities - Proactive and sensible risk management of all health and safety risks - No incidents - Respect for people - Maintain statutory compliance

Identify any key or high risk health and safety issues that could impact the project programme and/or cost.	These could be identified through a due diligence process. Examples could include: • the presence of high quantities of asbestos within the building which would require careful planning with regards surveys and eventual removal/ remediation, • the potential for unexploded ordnance which could require on-site monitoring during ground works, contaminated ground, or • the need to employ specific Health & Safety related expertise.
Consider the lead in times for key Health & Safety related activities.	Lead in times for key Health & Safety activities could include: • intrusive surveys (refurbishment and demolition asbestos surveys, structural surveys); • the time to be provided to the Principal Contractor (and other directly appointed contractors) between appointment and commencement of construction work on site; • asbestos removal works (there is a 2 week notification period to the HSE prior to works commencing)
Consider the time to be provided to the Principal Contractor from his appointment to start of work on site.	The Client must allow sufficient time to allow the planning for the construction works on site. This timescale which includes all planning and preparation, as well as the construction phase has to be notified to the HSE via the F10 Notification process.

Gather pre-construction information in readiness for handover to the Project Team in Stage 1	Pre-construction information that might be available at this Stage includes historic drawings, old plans, fire risk assessments, asbestos management plans, Health & Safety Files, O&M manuals etc.

RIBA Stage 1 – Preparation & Brief
Health & Safety Requirements for British Land

RIBA Stage 1 is the stage at which a detailed brief is prepared for the project with the Client. At this point it is important to define what the British Land's key health and safety objectives and goals are going to be for the project, start making the key health & safety/CDM appointments, and start providing and reviewing pre-construction information.

At this stage of a Project, British Land expects its Project Executives, with support from the appointed Project Safety Advisor and Client Representative/ Project Manager, to undertake the following:

Health & Safety Requirements	Guidance
Set out British Land's health and safety goals and objectives for the project and any additional health and safety requirements, for inclusion in the Project Execution Plan (PEP).	There is a legal requirement under the CDM Regulations for Clients to produce project specific health and safety management arrangements for its construction projects. See Appendix 2 for the content of these arrangements. By including this information in the PEP, there is no duplication and information is held in the main document for the project.

	The Principal Designer will be able to support the Client in the preparation of these arrangements.
Ensure that clear roles and responsibilities are understood across the Project (such as CDM Duty Holders and Asbestos Duty Holders) and that details are included in the Client Management Arrangements (included in the Project Execution Plan)	The Project Safety Advisor can assist the Client in the development of their Health & Safety Management Arrangements for the Project.
Appoint the Principal Designer as soon as is practicable within Stage 1.	A Principal Designer must be appointed (in writing) for all projects with more than one contractor. If a Principal Designer is not appointed, the Client will automatically take on the duties and responsibilities of the Principal Designer and must be able to demonstrate capability to act in this role. Under the CDM Regulations, the Principal Designer must be appointed as soon as practicable after initial design work has begun, but before detailed design work has commenced (i.e. before the start of RIBA Stage 2).
The F10 Notification is completed online via the HSE website.	The F10 Notification is completed online via the HSE Website The Project Safety Advisor should be requested to complete this form on the Client's behalf. *(client to confirm whether the safety advisor or Principal Designer should complete)*
Ensure all directly appointed Designers, Contractors (for any surveys) and the Principal Designer are capable and adequately	The Project Safety Advisor, if requested, will be able to assess capability on behalf of the Client.

Resourced as per British Land Requirements and required general duties of the CDM Regulations.	The Principal Designer should be able to demonstrate capability if requested by the Client. British Land will accept Building Confidence or SSIP accreditation (the HSE's Safety Scheme in Procurement) which confirms the capability of a company under the CDM Regulations. Under the CDM Regulations, Designer, Principal Designers and Contractors should not accept appointments unless they are capable to undertake the work. **British Land may appoint international designers that are not aware of their duties under CDM, but in doing so British Land must make sure that the designer is compliant with the regulations.**
Establish methods to ensure any structure that is designed as a workplace complies with the requirements of the Workplace (Health, Safety & Welfare) Regulations.	Most of the requirements of the Workplace Regulations tend to be covered by Building Regulations and British Standards. However, there can be a few anomalies which need to be addressed. It is a Client duty and a designer duty (under the CDM Regulations) to ensure the design complies with the Workplace Regs. An appropriate method to ensure this compliance should be established for the project.
In conjunction with the Property Management Team, establish what pre-construction information is available and promptly hand this to the Principal Designer and Project Team	Pre-construction information can include: • existing drawings • structural surveys • condition surveys • fire risk assessments

	• property risk assessments • asbestos management plans • O&M manuals for residual equipment • previous Health & Safety File(s) This information will be obtainable from British Land's Property Management Team, in most instances.
Commence the procurement of surveys that may be required to establish the missing pre-construction information, in accordance with the advice from the Principal Designer and the Project Team.	The Principal Designer and Project Team will advise on the additional information required and the surveys that will need to be procured to establish this information. Please see Appendix 1 with regards to the procurement of Refurbishment and Demolition (R&D) Asbestos Surveys.
Identify the requirement for a Refurbishment and Demolition (R&D) Asbestos Survey and liaise accordingly with the Asbestos Duty Holder for the property (usually British Land's Property Management Team or tenant) prior to commencing procurement.	Please see Appendix 1 with regards to the procurement of Refurbishment and Demolition (R&D) Asbestos Surveys. Instruct the Duty Holder to procure an R&D survey (if vacant possession or partial vacant possession is available). Ensure that there is adequate liaison between the Designers and the Duty Holder such than an appropriate specification for the R&D survey is developed. The greater the clarity on what parts of the structure/ property are to be affected by the future works can be provided to the asbestos surveyor, the greater the certainty with regards to the resultant survey report.
Ensure that all Surveyors are	British Land must ensure the health,

	Procured and managed in accordance with the requirement of the Management of Health and Safety at Work Regulations (visual and intrusive surveys) and CDM Regulations (for intrusive surveys).	safety and wellbeing of all those working in or visiting its premises – through risk assessment and implementing appropriate controls and procedures British Land must provide contractors (those employed to work for the Client) information on : • the health and safety risks they may face • the measures in place to deal with those hazards and risks • how to follow any emergency procedures This relates to when British Land requires the Project Team, surveyors or others to undertake work in the premises that is being considered for the project – e.g. walk arounds, visual inspections/surveys, intrusive surveys. Where the property is managed by British Land, the risk assessment and appropriate controls and procedures will have been undertaken and implemented by British Land's property management team. Those visiting the property should comply with the procedures provided to them. If the procedures are not provided, then the visitors have the right to request this information. For cases where visual or intrusive surveys are to be undertaken, British Land's property management team should review their risk assessments to ensure that the control measures and procedures in place are appropriate to the tasks to be undertaken.

	A checklist of matters to consider when visiting a property is included at Appendix 8.
Following advice from the Principal Designer and Project Team, schedule the necessary surveys into the project programme.	This should include visual and intrusive surveys and any lead-in times or procurement requirements. R&D asbestos surveys will require detailed specifications to be drawn up prior to tender process. These specifications will require an appropriate amount of time to be drafted by the Project Team. Please see Appendix 1 with regards to the procurement of Refurbishment and Demolition (R&D) Asbestos Surveys.
Request from the Principal Designer any anticipated Health & Safety issues that may have a bearing on the Planning Application and/or Planning Restrictions	Examples include: • the need for roof parapets to allow for regular roof access; • façade cleaning and maintenance requirements; • disabled access for listed buildings; • location of future site set-up/ lay down areas; • construction vehicle access
Address the above issues with the Project Team where required to minimise any future issues.	Lack of early consideration to items such as those listed above, can have a financial or programme impact on the project during the construction phase and end use.
Request a copy of the Initial F10 Notification from the Project Safety Advisor for British Land's records.	The Project Safety Advisor will be able to provide a PDF copy of the online F10 Notification for upload to Credit360.

RIBA Stage 2 – Concept Design
Health & Safety Requirements for British Land

RIBA Stage 2 is the stage at which Concept Design commences in line with the requirements of the initial project brief.

At this point it is important to set the scene and British Land's expectations with regards to the management and communication of health and safety on the project and embed the key roles and responsibilities.

At this stage of a Project, British Land expects its Project Executives, with support from the appointed Client Representative/Project Manager, to undertake the following:

Health & Safety Requirements	Guidance
Be aware of taking on Designer responsibilities during the development of the project brief.	Construction Clients can inadvertently take on the responsibilities of Designers under the CDM Regulations by stipulating certain design requirements in the project brief. The Principal Designer can advise the Client with regards to taking on these responsibilities.
Assess if required based on the complexity of the project and likely risk if a Health & Safety Workshop is required. If so to be held and run by the Project Safety Advisor during the Concept Design Stage to establish the knowledge across the team and commence the development of the project's Health & Safety issues log.	See Section 5 for further information on the management of health and safety issues during the planning and design stage.
Following the Stage 2 Health & Safety Workshop, request from the Principal Designer the Health & Safety issues that could have a bearing on the Planning Application and/or Planning Restrictions.	Items that could have a potential impact on planning include: • the need for roof parapets to allow for regular roof access; • façade cleaning and maintenance requirements; • disabled access for listed

Address the issues with the Project Team where required.	buildings; • location of future site set-up/ lay down areas; • construction vehicle access
The Principal Designer is to ensure the Project Team is providing regular information on the key Health & Safety risks associated with the Project – particularly in the Stage 2 report.	The Project Team is required to co-ordinate and co-operate with regards to the provision of information. See Section 5 regarding the use of the Project Health & Safety Issues Register and Design Risk Assessments.
Seek confirmation from the Design Team that the structure (when designed as a workplace) complies with the Workplace (Health, Safety and Welfare) Regulations	There is a duty under the CDM Regs to ensure that the design is compliant with the Workplace Regulations.
Promptly provide the Principal Designer with information relating to the Health & Safety File.	This includes details on the format required, timescales for completion, roles and responsibilities with regards to its collation, compilation and review, and information to be provided. Only one Health & Safety File should be produced per building/structure. This is required so that it can be included in the Pre-Construction information such that the Project Team and the Principal Contractor are aware of the requirements on them for the provision of information for the File. It is usual for the Principal Contractor to collate and compile the Health & Safety File prior to handover to the Principal Designer for final review and issue to the Client.
Continue the procurement of	Refer to Section 3 with regards to

Surveys to establish missing information in accordance with the advice from the Project Team and Principal Designer and request from the Principal Designer details of any Health & Safety issues that have been identified during the surveys.	British Land's responsibilities during the procurement and management of surveys (visual and intrusive). The Principal Designer will be able to advise the Client on how to manage the procurement of visual and intrusive surveys to ensure compliance with the Management of Health and Safety at Work Regulations and the CDM Regulations. The Principal Designer should include details of any Health & Safety issues identified in the surveys in the Pre-construction information and the Health & Safety Issues Register where further actions are required.
Commence the procurement of the Principal Contractor as soon as practicable after the Client has enough knowledge about the project to be able to select a suitable and capable party for this role.	The Client should provide a set of pre-construction information as part of the tender documents and can support with the review of the tenders by reviewing capability assessment returns and attending tender interviews.
Ensure the Principal Contractor is capable in this role as required by British Land.	British Land will accept Building Confidence or another SSIP[4] accreditation as confirmation of capability under the CDM Regulations.
Ensure an outline Cleaning & Maintenance strategy is prepared in advance of Planning Application to ensure any key health and safety issues are addressed prior to application submission.	It is important to have an idea of the cleaning and maintenance requirements of a building prior to planning application. Items that should be considered

[4] SSIP relates to the HSE's Safety Schemes in Procurement accreditation process, where various capability organisations have agreed to a assess capability to the agreed standards.

	Include window access and replacement, roof plant access and replacement, routes in and out of the building/property for any specialist equipment (i.e. scissor lifts, MEWPs etc.) Planning application can put constraints on a building's design which can have implications for the detailed design and end use with regards the cleaning and maintenance strategy.
Instruct the Corporate Construction Health & Safety Advisor to undertake a Design Audit if required.	Instruction to be based on the complexity or risks involved on the project. Where new organisations are engaged. If spot audits are required.

RIBA Stage 3 – Developed Design
Health & Safety Requirements for British Land

During this RIBA Stage, the concept design is further developed and progressed until the spatial co-ordination exercises have been completed.

The project strategies are also further developed and signed off by the Client. The Design Change Control process is also usually implemented during this phase so further changes can be controlled and monitored.

On some projects, Stage 3 also represents the commencement of Principal Contractor procurement.

At this stage of a Project, British Land expects its Project Executives, with support from the appointed Client Representative/Project Manager, to undertake the following:

Health & Safety Requirements	Guidance
The Principal Designer is to ensure the Project Team is providing regular information on the key health and safety risks associated with the project and included in the Stage 3 Client Report.	As the design develops it becomes more important to ascertain and understand the health and safety risks that will need to be 'passed-on' and managed by the Principal Contractor and end user. The more developed the design, the greater the fixity and less opportunity to change the design to reduce risk. This information will need to be included in the Pre-Construction Information that forms part of the tender documents, such that any key issues can be appropriately priced for and plans implemented for their management and control.
Ensure Health & Safety is given due consideration during any Value Engineering exercises.	Value Engineering exercises are often undertaken to challenge the cost or programme implications of certain design decisions.

	As part of this process, other aspects should also be considered including health, safety and environmental/ sustainability effects. Where requested, the Principal Designer should be present at these Value Engineering workshops such that any health and safety implications of design changes can be recorded on the Project Health & Safety Register.
Seek confirmation from the Design Team that the structure (when designed as a workplace) remains compliant with the requirements of the Workplace (Health, Safety and Welfare) Regulations.	The Principal Designer should provide clear confirmation that they are checking the designers are complying with their duties. This confirmation should be in writing, or included in the Stage 3 Client Report.
If required, ensure that a Health & Safety Workshop is held and run by the Principal Designer during Developed Design stage to establish the main Health & Safety issues on the project	Refer to Section 5 for the running of Health & Safety Workshops on projects.
Ensure the Access & Maintenance Strategy is completed by the Design Team (with particular regard to health and safety issues and assumptions).	A detailed Access & Maintenance Strategy at this stage will help ensure some certainty with regards any associated health and safety issues and costs associated with the purchasing or hiring of specialist equipment.
Ensure that the construction phase does not commence unless the Principal Contractor has prepared and adequate construction phase plan and that adequate welfare facilities will be provided at the commencement of work on site.	The Project Executive/Project Manager should seek assurance from the Project Safety Advisor that an adequate Construction Phase Plan is in place and that the Welfare facilities will be suitable.
Provide comment and feedback on the key issues highlighted in the project's Health & Safety Issues	British Land's Project Executives need to continually demonstrate their commitment to Health & Safety

Register.	Management on the project. Providing regular feedback on the Health & Safety Issues Register will support British Land with this objective and will encourage the Project Team to follow suit.
Ensure the Stage 3 Client report contains information relating to the health and safety management of the project	This should come from the Principal Designer and include a commentary on the key Health & Safety issues that have been identified and what the Project Team is doing to close these issues out.
Instruct the corporate Health & Safety Advisor to undertake a Design Audit if required.	Instruction to be based on the complexity or risks involved on the project. Where new organisations are engaged. If spot audits are required.

RIBA Stage 4 – Technical Design Health & Safety Requirements

RIBA Stage 4 is the stage at which the architectural, structural and building services designs are further refined to provide technical definition of the project and the design work of specialist contractors is developed and concluded.

By the end of this stage, all aspects of the design will be completed, apart from minor queries arising from the site during the construction stage. In many projects, Stages 4 and 5 work concurrently – particularly the sub-contractor design aspects.

At this stage of a Project, British Land expects its Project Executives, with support from the appointed Client Representative/Project Manager, to undertake the following:

Health & Safety Requirements	Guidance
Ensure Health & Safety issues are given due consideration during the Design Change Control Process.	Not all the Change Control forms that the Principal Contractors use have a section querying the Health & Safety implications of any changes. In order to make sure Health & Safety is given due consideration during the design change process, British Land should request that the forms contain a Health & Safety box.
Ensure the Principal Designer is provided with copies of the Design Change Forms where there are potential health and safety implications.	Further to the above, any design changes that have identified as potential Health & Safety issues should be forwarded to the Principal Designer for comment or information. The Design Change Control Process should include the Principal Designer in the distribution list.
Continue to provide comment and feedback on the key issues highlighted in the project's Health & Safety Issues Register.	British Land's Project Executives need to continually demonstrate their commitment to Health & Safety management on the project.

	Providing regular feedback on the Health & Safety Issues Register will support British Land with this objective and will encourage the Project Team to follow suit.
Ensure the Stage 4 Client report contains information relating to the health and safety management of the project	This should come from the Principal Designer and include a commentary on the key Health & Safety issues that have been identified and what the Project Team is doing to close these issues out.

RIBA Stage 5 – Construction Health & Safety Requirements

RIBA Stage 5 is the stage at which the building/ structure is constructed on site in accordance with the construction programme. Construction includes the erection of components that have been fabricated off site.

The information output from this stage is 'As Constructed' information.

At this stage of a Project, British Land expects its Project Executives, with support from the appointed Client Representative/Project Manager, to undertake the following:

Health & Safety Requirements	Guidance
Ensure Duty Holder responsibilities are clear and notified in writing prior to the start of the Construction Phase.	With regards to the CDM Regulations, there should be written appointment of the Principal Contractor and Principal Designer on projects with more the one contractor. With regards to the Control of Asbestos Regulations, there should be written confirmation that the Principal Contractor will take on the role of asbestos Duty Holder upon acquisition of the site (for the parts of the site/building with which he has control).
Confirm in writing to the Principal Contractor that they can commence work on site following the successful review of their initial Construction Phase Plan and Welfare Arrangements	The Project Safety Advisor will advise British Land as to the adequacy of the Principal Contractor's Construction Phase Plan and arrangements for Welfare facilities.
Where required, instruct the Corporate Construction Health & Safety Advisor to undertake an audit of the construction works on the site.	The frequency of these audits may vary from project to project depending on the performance of the Principal Contractor.

Review the accident and incident statistics that are provided by the Principal Contractor each month.	It is a British Land requirement that the Principal Contractor provides a monthly update of the incident and accidents on its site. The information should be reviewed with the Principal Contractor on a monthly basis and statistics will be compared against other British Land projects.

RIBA Stage 6 – Handover & Close Out Health & Safety Requirements

The Project Team's priorities during this Stage will be facilitating the successful handover of the building/ structure in line with the project programme, concluding all aspects of the building contract, including the inspection of defects as they are rectified and the production of certificates/ sign-offs.

At this stage of a Project, British Land expects its Project Executives, with support from the appointed Client Representative/Project Manager, to undertake the following:

Health & Safety Requirements	Guidance
Ensure that the transfer of Duty Holder responsibilities is clear.	British Land needs to ensure there is a clear transfer of the Duty Holder responsibilities. This will include the hand back of the asbestos Duty Holder role from the Principal Contractor back to British Land's property management team, and the clear cessation of the role of Principal Contractor such that work areas become the responsibility of British Land's property management team to manage.
Receive the completed Health & Safety File upon practical completion	This should be provided to the Client by the Principal Designer or the Principal Contractor if the design had finished prior to the completion of Stage 5.
Check the residual Health & Safety issues are captured in the Health & Safety file prior to handover to British Land's property management team.	The Principal Designer will undertake the main review of the Health & Safety File. If the Principal Designer's appointment has come to end before the project completion, the Principal Contractor will complete the Health & Safety file. The Project Executive should also review the file to ensure that it fulfils British Land's requirements.

Pass the Health & Safety File onto British Land's property management team.	
Capture any lessons learnt from the project.	This should be done in conjunction with the Project Team and the lessons learnt fed back to British Land's Head of Construction.

RIBA Stage 7 – In Use
Health & Safety Requirements for British Land

Whilst it is likely that many of the handover duties will be completed by the end of RIBA Stage 6, certain activities may be required afterwards.

Health & Safety Requirements	Guidance
Retain and provide access to the Health & Safety File by those that need it.	The Health & Safety File will be passed to British Land's property management team post completion, but they have a duty to provide access to the information should any future works to the building/property be required.
Ensure the Health & Safety File is revised with information from new projects.	The Project Executive for any new projects on the building will need to make sure that the existing Health & Safety File is updated to reflect these works.

5 Managing Health & Safety issues during the 'Design & Planning' stages

A successful project will have clear Client leadership and a proactive team that regularly co-ordinates and communicates project information (not just health & safety information) for the benefit of the wider Project Team, the Principal Contractor and project's stakeholders.

When it comes to health and safety, everyone involved in a construction project has a duty to communicate, co-operate and co-ordinate with regards to the provision of health and safety information.

Most organisations will usually have their own internal procedures and management arrangements to comply with this requirement and these will have been checked as part of their general duties under the CDM Regulations.

Designers also have a duty to assess and review their designs to ensure that they are avoiding and mitigating health and safety risks wherever they can.

British Land recognises that a team approach to health and safety is therefore required and as such, expects the Project Team to engage in the following key activities.

5.1 'Design & Planning' Health & Safety Workshops

The Principal Designer with support from the Project Safety Advisor and British Land's Project Executives, will be expected to set up and chair a Health & Safety Workshop during Stage 2 (and Stage 3 if required).

The Workshop should aim to achieve the following:

- A review of the existing constraints and issues with regards to the property that could have a bearing on Health & Safety during design, construction and end use (this exercise will support the Principal Designer gathering of pre-construction information);
- A review of pre-construction information currently available for the property and the identification of what additional information is required;
- The identification of key health and safety issues during the construction phase (including any demolition or enabling works) and the end use (including operation, maintenance, cleaning and any future demolitions or alterations) that need further resolution, design development or eventual management by the Principal Contractor/end user;
- The identification of responsibilities and priorities against the issues raised;
- Provide an introduction to the project's Health & Safety Issues Register and the next steps for its review and update.

5.2 Health & Safety Issues Register

From the above Workshop(s) the Principal Designer will be able to pull together and populate the project's Health & Safety Issues Register.

The reason this is called an Issues Register, rather than a Risk Register, is that not all of the items on the register can be easily expressed as a risk. For example, one of the issues which may be recorded is that further investigation is required to ascertain the presence of underground voids around the curtilage of the building. It is also not a Design Risk Register, as the issues that require resolution are not necessarily limited to design.

The Principal Designer will be responsible for the maintenance and update of the register through regular reviews and feedback from the Project Team.

See Appendix 4 for an example register, but the Principal Designer may wish to use their own version.

The Project Team will be expected to regularly feedback any changes on the register to the Principal Designer who will maintain the master copy. The Principal Designer will regularly issue the latest version of the register to the team.

In addition, the Designer will be required to populate the Health & Safety Issues Register with the key health and safety risks identified on their Design Risk Assessments (see below). This enables the rest of the team to have visibility and the potential to provide input or suggestions for reducing the risk further.

5.3 Designer Risk Assessments

One of the fundamental requirements under the CDM Regulations is that designers must consider health and safety to ensure safe and healthy buildability, operability and maintainability of the end structures/buildings in their design.

In doing so designers should:

- Identify hazards associated with particular elements of their design which can generate risks during construction, maintenance and use of premises and/or facilities (unusual or significant risks only);
- Assess the risk - i.e. the combination of the likelihood of an event occurring and the severity should it happen;
- Understand who could be affected by the event (i.e. construction workers, general public, children);
- Reduce the risk where reasonably practicable by applying the Principles of Prevention (as required in the CDM Regulations). See Appendix 5 for further information on the Principles of Prevention;
- Detail the design actions taken and list any further actions needed for prevention and mitigation and identify the owners for this future action.

The above is usually documented within a design risk assessment process and most UK design practices will have procedures in place to ensure this happens

British Land expects the Principal Designer to liaise with the designers to identify the key health and safety risks identified within the designer's risk assessments and include these within the Health & Safety Issues Register for communication and co-ordination with the rest of the Project Team.

The Principal Designer may request copies of the Design Risk Assessments as proof that the mitigation process is being undertaken by the designers.

5.4 'Design & Planning' Health & Safety Reviews

At regular stages during the design, the Project Team should review the Health & Safety Issues Register.

This can be done at specific workshops, or as part of the regular project management/design co-ordination meetings.

The Health & Safety Review should focus on the following:

- project critical activities first (i.e. high risk, programme critical);
- new elements of design, or changes to the design, and any associated risks;
- residual risks to be communicated to the Principal Contractor/contractors.

5.5 Value Engineering Workshops

Where value engineering workshops are organised on a project, it is expected that the Principal Designer is invited to these workshops and that the Health & Safety implications of any design or specification changes are considered alongside programme and cost implications.

5.6 Provision of Information

The key to successful hazard/risk identification and the development of effective mitigation measures is providing the right information, in a timely manner, with appropriate contents to those parties who can process it and have authority to influence design and construction decisions.

In addition to the project Health & Safety Issues Registers described above, effective health and safety information includes:

- notes on drawings like SHE (safety, health and environment) boxes;
- clear, concise and illustrated construction methodologies preferably using 3D and 4D visualisation tools (including projects developed using BIM models);
- other health and safety reports which may be required by the complexity of the project.

The nature of the design will determine the applicability of the different forms of communication. However the Principal Designer should encourage, promote and requests these formats.

6 Provision of Information and Training

British Land recognises the importance of supporting its employees with appropriate information and training in order to ensure that they are aware of their health and safety duties and responsibilities and avoid putting themselves and others at risk.

The following is in addition to the information provided under British Land's corporate arrangements.

Provision of information

This Construction Health and Safety Policy will be available to all of British Land's development team and will also be provided to the supply chain. To ensure the team maintains its awareness of its roles and responsibilities under this Policy, the development team will be taken through the core elements of the policy, where to find additional information and guidance, and advised of key changes.

This will generally take place in the form of six monthly or annual briefing sessions with the Chair of the Development H&S Committee and the appointed Corporate Construction Health & Safety Advisor, or through regular internal briefing sessions with the Chair of the Development H&S Committee. The Advisor is also retained to be able to provide ad hoc health and safety advice and support to the development team as and when required.

In addition to the above, the Advisor will support the team with the provision of relevant industry information which could have implications for the operations of British Land. This could include information on legislative change, HSE initiatives, results of relevant court cases, industry best practice etc.

Provision of training

The requirement for health and safety training for British Land's development team is assessed at a team and individual basis through risk assessment and individual appraisals.

As part of our review of training the following is considered:

- The management of risks to our employees (as a result of British Land's activities)
- The management of risks to others (as a result of British Land's activities)
- Existing knowledge and information provided
- Legislative requirements (i.e. asbestos awareness under the Control of Asbestos Regulations)
- Legislative change
- The availability of external health and safety advice and support
- Industry best practice
- Board expectations

The review of training needs will consider the existing knowledge of the team and the requirement for new and/or refresher training.

7 Reviewing Performance against British Land's Policy and Procedures

British Land will review the performance of its development team and the performance of Project Teams and Principal Contractors against this Policy and its procedures in a variety of ways.

7.1 RIBA Stage Client Reports

The RIBA Stage Client Reports will provide the Project Executives with information as to how proactive the Project Team is being in relation to the identification, management and co-ordination of health and safety information on the project.

Usually the Project Safety Advisor will be expected to pull together a section on health and safety performance/CDM compliance and within this, highlight any key health and safety issues.

7.2 Design Audits

British Land's Corporate Construction Health & Safety Advisor will be instructed to undertake unplanned and planned health and safety audits on projects during the design and planning phase. The aim of these audits is to ensure that Project Teams are complying with the requirements of the CDM Regulations and British Land's Construction Health & Safety Policy and associated procedures. The format and report for this audit is at the discretion of the Advisor.

Any non-conformances will be brought to the attention of the Project Team and Project Executive such that appropriate measures can be taken to ensure appropriate compliance on the project.

7.3 Project Health & Safety Checklists

Each project will be required to complete a Project Health & Safety Checklist at the end of the various RIBA Work Stages. These Checklists will check compliance against British Land's Construction Health & Safety Policy and associated procedures. The Principal Designer is usually requested to complete the checklists on behalf of the Project Executive, via the Credit 360 system.

At the end of each stage, a copy of the completed checklist is issued to the Project Executive and British Land's Chair of the Development H&S Committee for review.

7.4 Construction Site Audits

British Land's Construction Corporate Health & Safety Advisor will be instructed to undertake unplanned and planned health and safety audits on the Principal Contractor's construction operations. The aim of these audits is to ensure that the Principal Contractor is complying with the requirements of the CDM Regulations, British Land's Construction Health & Safety Policy and associated Procedures, and the Principal Contractor's own Construction Phase Plan. The format and report for this audit is at the discretion of the Health & Safety Advisor.

Any significant issues will be brought to the attention of the Principal Contractor immediately at the time of the audit.

The audit report, however, will identify both areas of good and bad practice in order to provide British Land with a view of the Principal Contractor's commitment to health and safety management on the project.

7.5 Principal Contractor Accident & Incident Reporting

Each Principal Contractor is required to complete British Land's online accident and incident reporting on a monthly basis via the Credit 360 system.

The Principal Contractor is required to provide details of RIDDOR reportable incidents and near misses as well as the number of hours worked on the project, such that incident rates can be calculated and compared across projects.

The information provided is only as good as the Principal Contractor's reporting culture and procedures, but it will help provide an indication of trends across British Land projects.

7.6 Lessons Learnt Reviews

Each project will undergo a lessons learnt review at the end of the project or at suitable stages during the project if of long duration. This will be led by either British Land's Project Executives or the appointed Project Manager.

Lessons learnt with regards to health and safety management will be considered as part of this process. Information gained will be shared between British Land's Project Executives and issued to the Chair of the Development H&S Committee for review.

Copies of the reports will be held on British Land's central server, for future reference.

7.7 Annual Review of Policy and Procedures

This Policy and its associated Procedures will be reviewed on an annual basis by the Construction Health & Safety Advisor, or after any significant changes to Health & Safety Legislation or project process.

8 Improving Health & Safety Performance on our Projects

Undertaking the various reviews and audits in Section 7, is only of use if we learn from our findings and improve the health and safety performance of our projects.

British Land's Chair of the Development H&S Committee and the Project Executives meet regularly at internal meetings where they discuss the health and safety performance of the construction part of the business.

The outcomes of these discussions are fed back into the project process and any health and safety issues are also discussed with the corporate construction Health & Safety advisor.

From these discussions, updates can be made to British Land's Construction Health and Safety Policy and associate procedures and fed back into the live projects and projects which are coming on line.

It is also recognised that appropriate health and safety training should be provided to our Project Executives to ensure that they understand any updates to the policy or procedures, and that they are equipped to implement these changes on their projects (see Section 6).

The Construction Corporate Health and Safety Advisor will also provide regular information bulletins to British Land's development team. These bulletins will contain information on legislative change, HSE campaigns, key issues across British Land's projects, and any areas of focus over the coming months.

Appendix 1

Managing Asbestos Surveys

A robust approach to the management of asbestos surveys is key to minimising delays, cost over-runs and unexpected exposure and discoveries of asbestos.

Exposure to asbestos fibres can also result in a notification to the HSE as a RIDDOR reportable incident.

The HSE's website provides access to HSG 264 and the Control of Asbestos Regulation which provide detailed guidance for Clients on the procurement of asbestos surveys (www.hse.gov.uk/asbestos).

Within British Land, asbestos surveys for our projects will usually be procured by our Property Management team, as the duty holder and experience party. The following, however, summarises the key requirements to successful asbestos surveys and eventual remediation with which our Project Executives should be familiar.

Requirements	Guidance
For properties that were built prior to 2000, Refurbishment and Demolition (R&D) surveys should be procured by the Client prior to any intrusive work or construction work commencing on the property. These surveys will need to be coordinated with the property's Duty Holder for asbestos (usually British Land's Property Management team or tenant)	Asbestos containing products should be assumed to be present in all buildings that were built prior to 2000, even if they have undergone past removal work. Refurbishment and demolition surveys are fully intrusive and can only take place in vacated rooms or buildings. No construction work (including other intrusive surveys) should take place until an R&D Survey has been conducted. If this is not possible, then all construction work must proceed as if asbestos is present (i.e. under fully controlled conditions). R&D surveys can be focused on smaller areas first to allow other intrusive surveys or enabling works to take place. Surveys should be procured in accordance with the Control of Asbestos Regulations and associated guidance HSG 264.
The Client should ensure that the specification for the R&D Survey accurately	The specification should be detailed and reflect the planned design and drawings

Reflects the area and scope of the planned refurbishment or demolition works.	such that the survey covers all areas that will be affected by the work – this could include roof areas, external facades, service risers, floor and ceiling voids, pipe runs, underground services, lifts and lift shafts, mechanical and electrical plant etc. The provision of existing drawings will support the navigation of the building to ensure all relevant areas and voids are surveyed. There should be no restrictions on access unless the site is unsafe or access is physically impractical – as such the specification should mention the need to provide access equipment and the means to access hidden voids or parts of the structure which may not be readily accessible. The specification should be written in a way which reduces the caveats of the surveyor.
Clients must only appoint competent surveyors to undertake asbestos surveys.	The HSE strongly recommends the use of accredited or certified surveyors (as per the recommendations in HSG 264). The surveyors also need to be competent under the requirement of the CDM Regulations as they are deemed to be contractors undertaking construction work.
The Client must ensure that adequate time and resources are made available to the surveyor to allow a thorough survey to be carried out.	As per the CDM Regulations, the Client needs to provide the surveyor enough time to plan and prepare the survey work and undertake it on site. Time restrictions on site may result in areas being missed or assumptions being made, as there was not enough time available to undertake a thorough survey.
The Client will take on the responsibility of the CDM Client for all procured R&D surveys, as the survey is fully intrusive and as such is classed as construction work under the CDM	As CDM Client, all the duties surrounding the appointment of a competent contractor, the provision of relevant Health & Safety and pre-construction information, adequate

Regulations.	Time and resource, and co-ordination will apply. The Surveyor should also produce a safe system of work (i.e. method statement) prior to commencing the survey work on site. He must also ensure welfare facilities are in place prior to the works commencing. The Client must not permit the works to commence unless these are in place.
The Client should provide the Surveyor with the following information: • Details of buildings or parts of the building to be surveyed; • Details of the buildings use, processes, hazards, priority areas; • Plans, documents, reports and surveys on design, structure and construction; • Safety and security information (e.g. fire alarm testing, emergency procedures); • Access arrangements and permits; • Contacts for operational or health and safety issues.	This complements the requirements of the CDM Regulations and should be provided as part of the tender documents and updated prior to commencement of the work.
The Client is to ensure that all asbestos containing materials are removed as far as is reasonably practicable before any major refurbishment or final demolition work takes place.	The Control of Asbestos Regulations 2012 requires duty holders/ Clients to remove asbestos containing materials as far as is reasonably practicable before any major refurbishment work takes place. Remediation/ encapsulation should be a last resort, as should demolishing a building with the asbestos in situ.
The Client must provide the R&D Survey report to the Design Team, and Contractors who may be bidding for the work.	The R&D Asbestos Survey Report will form part of the pre-construction information that is being collated and distributed by the Client to the Project Team, and the Principal Contractor as part of the tender information.

The Client should provide a copy of the R&D Survey report to the Duty Holder such that their risk assessments and associated control procedures can be reviews and updated based on the information provided.	This is particularly important if there is to be a time delay between the R&D survey and the commencement of construction work on site. It also allows the Duty Holder to update their risk assessment and associated Health & Safety procedures for the property such that others who visit or undertake work are not exposed to asbestos fibres.
As Employer, British Land must ensure adequate information, instruction and training is given to those Employees that could come into contact with or be exposed to asbestos during the course of their work. This includes annual refresher training.	British Land regularly reviews the need for its employees to undergo Asbestos Awareness training and annual refresher training. Refer to Section 6 with regards training.

Appendix 2

Client's Management Arrangements

Background to Client Health and Safety Management Arrangements
The CDM L153 Guidance Document discusses the need for Clients to have adequate arrangements in place to ensure projects are properly managed at all times.

Clients should take ownership of these arrangements and ensure they communicate them clearly to other dutyholders. Clients should prepare a clear brief and define suitable arrangements for managing health and safety.

The client must maintain and review their arrangements to ensure they remain relevant throughout the life of the project (regulation 4(3)).

The requirement for health and safety management arrangements applies to **all** construction projects regardless of their duration or complexity. However, the HSE does stress that these arrangements must be proportionate to the size and complexity and risks of the project.

Developing the Client's Health and Safety Management Arrangements
The Client's management arrangements should be focused on the delivery of CDM and health and safety on a project and demonstrate how the Project Team is to move forward to achieve these deliverables.

Management arrangements should reflect the size, complexities and risk levels of projects and should keep paperwork to a minimum where possible. As Project Execution Plans are usually prepared on British Land's projects, it is suggested that the Management Arrangements are placed within this document. A realistic budget should be set against these management arrangements to ensure that they are put in place.

The Project Manager, on behalf of the Client, should use the Principal Designer and Project Safety Advisor to aid in the preparation of these arrangements. For non-notifiable projects, the Project Manager/Client Representative should prepare the arrangements themselves, or employ a competent party to aid in the process.

The aim of developing, implementing and maintaining management arrangements is to ensure that, through the planning, design and construction of a project, adequate consideration is given to the health, safety and welfare of all those affected. These considerations include not only the construction phase, but also the on-going operation, maintenance, cleaning and further refurbishment or demolition of the structure.

Management arrangements need to focus on the needs of the particular project and should be proportionate to the risks arising from the work. The arrangements need to:

- Include the assembling of the project team - appointing designers (including a principal designer) and contractors (including a principal contractor). See paragraphs 35-40 of Guidance Document L153 for more details. Refer to the 'Skills, Knowledge and Experience Checklist', (defined below) which will be used to demonstrate competency of the appointed designers and contractors. This includes the skills, knowledge, experience and organizational capability to manage health and safety risks.

- Ensure the roles, functions and responsibilities of the project team are clear.
- Ensure sufficient resources and time is allocated for each stage of the project – from concept to completion.
- Ensure effective mechanisms are in place for members of the project team to communicate and cooperate with each other and coordinate their activities.
- Take reasonable steps to ensure that any appointed principal designer and principal contractor comply with their separate duties. This could take place at project progress meetings or via written updates.
- Set out the means to ensure that the health and safety performance of designers and contractors is maintained throughout.
- Ensure that workers are provided with suitable welfare facilities for the duration of construction work.
- Where the range and nature of risks to health or safety involved in the work warrants it, the management arrangements will also include: the expected standards of health and safety, including safe working practices, and the means by which these standards will be maintained throughout;
- Include the expectation from the design team in terms of the steps they should reasonably take to ensure their designs help manage foreseeable health and safety risks during the construction phase and when maintaining and using the building once it is built;
- Include the arrangements for commissioning the new building and a well- planned hand-over procedure to the new user.

Skills, Knowledge and Experience Checklist, Stage 1 assessment.

	Criteria	Standard to be achieved	Examples of the evidence
1	Health and Safety Policy and Organisation for Health and Safety	You are expected to have and implement an appropriate policy, regularly reviewed, and signed off by the Managing Director or equivalent. The policy must be relevant to the nature and scale of your work and set out the responsibilities for health and safety management at all levels within the organisation.	A signed, current copy of the company policy (indicating when it was last reviewed and by whose authority it is published); Guidance on writing company policies for health and safety can be found in HSE free leaflet INDG 259.
2	Arrangements	These should set out the arrangements for health and safety management within the organisation and should be relevant to the nature and scale of your work. There should be a clear indication of how these arrangements are communicated to the workforce.	A clear explanation of the arrangements which the company has made for putting its policy into effect and for discharging its duties under CDM 2015. Guidance on making arrangements for the management of health and safety can be found in HSE free leaflet INDG 259.
3	Competent Advice – Corporate and Construction related	Your organisation, and your employees, must have ready access to competent health and safety advice, preferably from within your own organisation. The advisor must be able to provide general health and safety advice, and also (from the same source or elsewhere) advice relating to construction health and safety issues.	Name and competency details of the source of advice, e.g. a safety group, trade federation, or consultant who provides health and safety information and advice; An example from the last 12 months of advice given and action taken.

4	Training and Information	You should have in place, and implement, training arrangements to ensure your employees have the skills and understanding necessary to discharge their duties as Principal Contractors, Principal Designers or Temporary Works Co-ordinators. You should have in place a programme for refresher training, e.g. a Continuing Professional Development programme or lifelong learning which will keep your employees updated on new developments and changes to legislation or good health and safety practice. This applies throughout the organisation- from Board or equivalent, to trainees.	Headline training records Evidence of a H&S training culture including records, certificates of attendance and adequate H&S induction training for site based workforce; Evidence of an active CPD programme; Sample 'tool box talks'.
5	Individual Qualifications and Experience	Employees are expected to have the appropriate qualifications and experience for the assigned tasks, unless they are under controlled and competent supervision.	Details of qualifications and/or experience of specific corporate post holders e.g. Board members, Health and Safety Advisor etc. Other key roles should be named or identified and details of relevant qualifications and experience provided. Details of number/percentage of people engaged in the project who have passed a construction health and safety assessment, e.g. the CITB Construction Skills touch screen test or affiliated schemes, or the CCNSG Safety Passport equivalent; Details of any relevant qualifications and/or professional institution membership and any other specific qualifications such as ICE construction H&S Register, NEBOSH Construction Certificate, APS Design Register; Evidence of a clear commitment to training and the Continuing Professional Development of staff.
6	Monitoring, Audit and Review	You should have a system for monitoring your procedures, for auditing them at periodic intervals, and for reviewing them on an on-going basis.	Could be through formal audit or discussions/reports to senior managers; Evidence of recent monitoring and management response; Copies of site inspection reports;
7	Workforce involvement	You should have, and implement, an established means of consulting with your workforce on health and safety matters.	Evidence showing how consultation is carried out. Records of HS Meetings/Committees; Names of appointed safety representatives (trades union or other); For those employing <5 persons, be able to describe how you consult with your employees to achieve the consultation required.

8	Accident reporting and enforcement action; follow up investigation	You should have records of all RIDDOR reportable events for at least the last 3 years. You should also have in place a system for reviewing all incidents, and recording the action taken as a result. You should record any enforcement action taken against your company over the last 5 yrs, and the action which you have taken to remedy matters subject to enforcement action	Evidence showing the way in which you record and investigate accidents and incidents; Records of last 2 accidents/incidents and action taken to prevent recurrence; Records of any enforcement action taken over the last 5 years, and what action was taken to put matters right; (Information on enforcement taken by HSE over the last 5 years is available on the HSE website) For larger companies, simple statistics showing incidence rates of major injuries, over seven-day injuries, reportable cases of ill-health and dangerous occurrences for the last three years. Records should include any incidents that occurred whilst the company traded under a different name, and any incidents that occur to direct employees or labour only subcontractors.
9	Subcontracting/ consulting procedures (if applicable)	You should have arrangements in place for appointing competent sub-contractors/consultants; You should be able to demonstrate how you ensure that sub-contractors will also have arrangements for appointing competent sub-contractors or consultants. You should have arrangements for monitoring subcontractor performance.	Evidence showing how you ensure sub-contractors are competent; Examples of sub-contractor assessments you have carried out; Evidence showing how you require similar standards of competence assessment from sub-contractors; Evidence showing how you monitor sub-contractor performance;
10	Hazard elimination and risk control	You should have, and implement, arrangements for meeting your duties under Regulation 9 of CDM2015.	Evidence showing how you: ensure co-operation and co-ordination of design work within the design team and with other designers /contractors; ensure that hazards are eliminated and any remaining risks controlled; ensure that any structure which will be used as a workplace will meet relevant requirements of the Workplace (Health, Safety & Welfare) Regulations 1992; examples showing how the risk was reduced through design and a short summary of how any such changes to designs will be managed.

Appendix 3

British Land's Health & Safety Project Checklist

Client Representative/ Project Manager's Construction Policy Health & Safety Checklist

This checklist is usually completed by the Project Safety Advisor, on behalf of the Client Representative/Project Manager. It is expected that this checklist is completed online via the Credit 360 System – to which all Project Safety Advisors will have access.

The following represent key activities only and further guidance on the wider health and safety requirements of a project can be found within British Land's Construction Health & Safety Policy.

The following is a copy of the checklist on Credit 360.

RIBA Stage 1 – Preparation and Brief

No	Stage 1 – Preparation and Brief - Health & Safety Checklist
1.1	Has a capable Principal Designer been appointed for the project in accordance with the requirements of British Land's Construction Health & Safety Policy and the CDM Regulations? (*Please refer to British Land's Construction Health & Safety Policy with regards the acceptance of SSIP accreditation). The project safety adviser should also support this assessment*
1.2	Has the Project Safety Advisor *(if requested)* assessed the capability of the directly appointed Designers and Contractors (including surveyors) and their project specific arrangements to manage health and safety? (*Please refer to British Land's Construction Health & Safety Policy with regards the acceptance of SSIP accreditation and management of surveys.)*
1.3	In the case of a JV Client, has the CDM Client been identified and nominated in writing?
1.4	Have project specific Client Management Arrangements been developed and included in the Project Execution Plan *(this includes British Land's health and safety goals and objectives for the project, roles and responsibilities, and any additional Health & Safety requirements)*?
1.5	Has the Initial F10 Notification been submitted electronically to the HSE and a copy circulated to the Project Team?
1.6	Has British Land's Construction Health & Safety Policy been distributed during the tender process to all directly appointed Consultants and Contractors on the project?
1.7	If safe to do so, has the Principal Designer visited the property/ structure to identify and record the hazards and restrictions that could affect the project?

No	Stage 1 – Preparation and Brief - Health & Safety Checklist
1.8	Has British Land provided all relevant and available pre-construction information on the property to the Principal Designer and has missing information identified?
1.9	Have appropriate surveys/ studies been scheduled to complete the missing Pre-Construction Information prior to start of work on site?
1.10	Is Health & Safety and CDM on the agenda of all project meetings and proactively discussed?
1.11	Has the Principal Designer commenced the collation and distribution of pre- construction information (including the project's Health & Safety issues register) – including its distribution to any directly appointed contractors or surveyors?
1.12	Have clear Health & Safety/ CDM milestones been identified and placed on the Project Programme for regular review?
1.13	Has the Stage 1 Client Report highlighted the key Health & Safety issues that have been identified to date – especially those that might have a bearing on programme or planning application?

RIBA Stage 2 – Concept Design

No	Stage 2 – Concept Design - Health & Safety Checklist
2.1	Is the Project Team proactively providing information on any health and safety risks identified in their design, or issues that they have identified elsewhere and liaising with the Principal Designer to ensure it is included in the pre-construction information/ Health & Safety issues register?
2.2	Has a Stage 2 Health & Safety Workshop been undertaken by the Project Safety Advisor?
2.3	Were all parties in attendance at the Stage 2 Workshop (Client, Principal Designers, Designers, Cost Manager, Project Manager, and other relevant Stakeholders)?
2.4	Has the Principal Designer collated the data from the Workshop into an appropriate Health & Safety Issues Register and distributed it across the Project Team?
2.5	Has the Design Team confirmed that their Stage 2 Design complies with and will continue to comply with the requirements of the Workplace (Health, Safety & Welfare) Regulations?
2.6	Has the format for the Health & Safety File and roles and responsibilities with regards to its collation and compilation been discussed and agreed with the Principal Designer and British Land?
2.7	Has the Pre-Construction information been collated and distributed on a regular basis by the Principal Designer to the Project Team (this includes the Project's Health & Safety Issues Register)?
2.8	Have the Surveys been commissioned, procured and managed in accordance with the requirements of the Management of Health and Safety at Work Regulations, the CDM Regulations (where relevant) and the Control of Asbestos Regulations (where relevant)?
2.9	Has the scope/specification of the Refurbishment and Demolition Asbestos Survey been developed to accurately reflect the scope of the project?
2.10	Has an outline Cleaning & Maintenance strategy been developed by the design team in advance of Planning Application?
2.11	Has the Stage 2 Client Report highlighted the key Health & Safety issues which have been identified to date – especially those that might have a bearing on programme or planning application?

RIBA Stage 3 – Developed Design

No	Stage 3 – Developed Design – Health & Safety Checklist
3.1	Is the Project Team continuing to provide information on any health and safety risks that they have identified in their design, or issues they have identified elsewhere?
3.2	Has a Stage 3 Health & Safety Workshop (if required) been undertaken by the Project Safety Advisor in order to critically review the Project's Health & Safety Issues Register?
3.3	Is the Pre-Construction information still being updated and distributed on a regular basis by the Principal Designer to the Project Team? (this includes the Project's Health & Safety Issues Register).
3.4	Has the Principal Designer liaised with the Designers and Principal Contractor (if appointed) with regards the requirements for the Health & Safety File?
3.5	Has the Design team re-confirmed that their design remains compliant with the requirements of the Workplace (Health, Safety and Welfare) Regulations?
3.6	Has the Access & Maintenance Strategy (including Health & Safety aspects and assumptions) been developed to reflect the detailed design?
3.7	Have Health & Safety issues been given due consideration during any Value Engineering exercises?
3.8	Has the Stage 3 Client Report highlighted the key Health & Safety issues identified to date?

Principal Contractor/ Contractor Procurement

The following may need to be repeated for projects where there is more than one Principal Contractor and for any directly appointed Contractors (such as surveyors undertaking intrusive work).

No.	Principal Contractor/ Contractor Procurement
C1	Has British Land's Construction Health & Safety Policy requirements been included in the Principal Contractor/ Contractor tender documents?
C2	Has the Principal Designer provided the latest version of the Pre-Construction information for the Principal Contractor/ Contractor tender documents (including the latest Project Health & Safety Issues Register, Client Management Arrangements and requirements for the Health & Safety File)?
C3	Was the Principal Contractor's/Contractor's approach to health and safety management questioned and assessed during the tender interviews?
C4	Has the Principal Contractor/ Contractor been notified of the mobilisation time they are to be allowed from appointment to the start of work on site?
C5	Where the Principal Contractor is to inherit the role of Duty Holder under the Control of Asbestos Regulations, has an initial Asbestos Management Plan been developed by the Principal Contractor, based on the information provided at tender stage, for inclusion in the Construction Phase Plan?
C6	Principal Contractors: Has the adequacy of the Principal Contractor's Construction Phase Plan and arrangements for Welfare been assessed by British Land? *(Note that this should contain the initial Asbestos Management Plan where Duty Holder responsibilities are inherited)* Contractors: Has the adequacy of the Contractor's Method Statements/ Safe Systems of Work and arrangements for Welfare been assessed and British Land notified in writing?
C7	Has the Principal Contractor received written confirmation that British Land deem the construction phase plan and welfare facilities arrangements sufficiently developed to allow construction works to start on site?
C8	Has the Project Safety Advisor updated the online F10 Notification and issued it to the HSE regarding the Principal Contractor's appointment?
C9	Has the Principal Contractor been made aware of British Land's reporting requirements and accident statistics format in line with British Land's Construction Health & Safety Policy?

RIBA Stage 4 – Technical Design

No	Stage 4 – Technical Design –Health & Safety Checklist
4.1	Are the Designers (including those engaged by contractors) co-operating with each other and proactively providing further information on any health and safety risks that they have identified in their design, or issues they have identified elsewhere?
4.2	Is the Principal Designer maintaining liaison with the Principal Contractor and their sub-contracted designers to help ensure Health & Safety is given due consideration, and any Health & Safety risks and issues are adequately communicated and coordinated?
4.3	Has the Principal Designer taken reasonable steps to ensure co-operation between **permanent** and **temporary works** designers, in particular to ensure that arrangements are in place to ensure that designs are compatible.
4.4	Is the Pre-Construction information still being updated and distributed on a regular basis by the Principal Designer to the Project Team (this includes the Project's Health & Safety Issues Register) whilst the design is on-going? In particular this should include any design related issues from the contractor led design.
4.5	Is health and safety being given due consideration during the Design Change Control process?
4.6	Has the Stage 4 Client Report highlighted the key Health & Safety issues identified to date?

RIBA Stage 5 – Construction

No	Stage 5 – Construction – Construction Health & Safety Checklist
5.1	Is the Principal Designer compiling the Health & Safety File in accordance with the requirements and programme of deliverables laid down in the tender documents? (If the Principal Designer is no longer required due to design being complete, the Principal Contractor is to complete the Health & Safety File.)
5.2	If the project requires phased handovers, has it been agreed with British Land or the new Client/ tenant what health and safety information will be required for each phase (i.e. interim health and safety files)?
5.3	Has the Principal Contractor been updating Credit 360 on a monthly basis with their Accident and Incident statistics?

RIBA Stage 6 – Handover and Close Out

No	Stage 6 – Handover and Close Out – Construction Health & Safety Checklist
6.1	Has the Health & Safety File been collated as per the requirements of the tender documents and signed off by the Principal Designer and British Land?
6.2	Has the Health & Safety File been handed over by the Principal Designer to British Land's Property Management Team/ New Tenants/ or following Practical Completion?
6.3	Has there been a clear transfer of Duty Holder responsibilities following Practical Completion?
6.4	Has a close-out/ lessons learnt session been arranged with the Principal Designer, Construction Health & Safety Advisor and British Land?

Appendix 4

Health & Safety Issues Register - example

The following page provides an example of a project Health & Safety Issues Register, which can be used to track the key health and safety issues and design risks on a project.

No.	Health & Safety issue identified by the Project Team	Date added	Design/ Project Responsibility	Details	Project Team Feedback	Current Priority Rating (H, M, L)	Complete by RIBA Stage:	Action Complete/ Risk Accepted	Significant Residual Risk Yes/ No
1	**All Buildings** Installation of fire walls and floors	03/01/14	Architect PC	• **(03/01/14 –PD)** Design is to reflect the need for effective compartmentation both during construction and on handover of the building. • How can compartmentation be achieved during construction?	• **(29/05/15 – PC)** Fire compartmentation still needs consideration together with formulation of fire plan, evacuation and firefighting measures. This will be picked up in the Construction Phase H & S Plan. Risk considered to be low. •	L	4	No	
2	**Incoming Services** Isolation & reconnection	03/01/14	Client PC	• **(03/01/14 –PD)** All incoming services are to be identified and isolated prior to demolition/strip out. • Services are to be protected during works. • Safe systems of work will be necessary to reconnect to live services. • **(22/03/14 – Health & Safety Workshop)** Complete isolation of services is a risk that needs to be managed by the Client as the property owner and also by the future principal contractor. • Both parties are to work together to ensure that all services that run through the site are	• **(04/04/14 – Client)** Further services surveys are to be commissioned. • **(29/05/14 – PC)** The full extent of isolation and reconnection has still to be fully defined however some works have been undertaken. M&E Engineers are in the process of making application for incoming services and the need to divert existing services serving adjoining properties. Risk still considered high. • **(27/11/14 - PC)** All incoming services have either been terminated or converted to builders supply. Application for new incoming supplies are in process of being	~~H~~ M	5	No	

No.	Health & Safety issue identified by the Project Team	Date added	Design/ Project Responsibility	Details	Project Team Feedback	Current Priority Rating (H, M, L)	Complete by RIBA Stage:	Action Complete/ Risk Accepted	Significant Residual Risk Yes/ No
				identified and isolated.	instigated. Risk now considered medium.				

Appendix 5

Principles of Prevention

The following is an extract from the L153 Guidance Document.

General principles of prevention

These set out the principles duty holders should use to direct their approach to identifying the measures necessary to control the risks to health and safety in a particular project. The general principles of prevention are set out in full in Appendix 1and can be summarised as:

a) *Avoid risks*
b) *Evaluate the risks which cannot be avoided*
c) *Combat the risk at source*
d) *Adapt the work to the individual, especially as regards to the design of workplaces, the choice of work equipment and the choice of working and production methods, with a view, in particular, to alleviating monotonous work and work at a predetermined work-rate and to reducing their effect on health.*
e) *Adapt to technical progress.*
f) *Replace the dangerous by the non-dangerous or the less dangerous.*
g) *Develop a coherent overall prevention policy which covers technology, organisation of work, working conditions, social relationships and the influence of factors relating to the work environment.*
h) *Give collective protective measures priority over individual protective measures.*
i) *Give appropriate instruction to employees.*

CDM 2015 requires designers, principal designers, principal contractors and contractors to take account of the principles in carrying out their duties.

Appendix 6

Requirements for the Health and Safety File

The health and safety file should contain the information needed to allow future construction work, including cleaning, maintenance, alterations, refurbishment and demolition to be carried out safely.

The Principal Designer, in cooperation with other members of the project team must ensure that the Health and safety file is appropriately updated, reviewed and revised as necessary to ensure it takes account of any changes that occur as the project progresses.

The Principal Designer must pass the updated file to the client at the end of the project. In doing this, they should ensure the client understands the structure and content of the file and its significance for any subsequent project. If the Principal Designer's appointment finishes before the end of the project, they must pass the file to the Principal Contractor who must then take on responsibility for it. In doing this, the Principal Designer should ensure the Principal Contractor is aware of any outstanding issues that may need to be taken into account when reviewing, updating and revising the file.

For the duration of the Principal Designer's appointment, the Principal Contractor plays a secondary role in ensuring the health and safety file is fit for purpose. They must provide the Principal Designer with any relevant information that needs to be included in the health and safety file.

Where the Principal Designer's appointment finishes before the end of the project, the Principal Contractor must take on responsibility for ensuring that the file is reviewed, updated and revised for the remainder of the project. At the end of the project the Principal Contractor must pass the file to the client. In doing this, they should ensure the client understands the structure and content of the file and its significance for any subsequent project

The health and safety file is a key document for:

- British Land who have the duty to provide information about their properties to those who carry out work there;
- Designers during the development of further design or alterations;
- The Principal Designer preparing for construction work. Principal contractors and contractors preparing to carry out or manage such work.

The Principal Designer will coordinate the preparation, review, amend or add to the file as the project progresses and hand it over to British Land at the end of the project.

Record or as-built drawings and operation and maintenance files are referenced but not included in the health and safety file as these will be prepared and delivered separately at the completion of the project works.

The Principal Designer will agree with the Project Managers, Designers and the Principal Contractor the programme for deliverables during construction works as the preparation of the health and safety cannot be left just before approaching practical completion.

Appendix 7

Matters to consider when visiting premises and sites

- Are there any risks associate with travelling to and from site?
- Will there be any lone working?
- What is the condition of the property Is the property occupied?
- Are there any hazards associated with activities due to current occupation?
- Are there any site rules and welfare?
- If it's necessary to access a roof is there safe access & edge protection?
- Are there any risk associated with using scaffolds or other access equipment?
- Are there likely to be any dangerous substances on the premises (e.g. chemicals, asbestos, syringes/needles, etc.)
- Diseases
- Are there likely to be any adverse environmental conditions? (e.g. weather, light levels, etc.)

Matters to consider on arrival at the premises and sites

- Is there any risk to the structural stability?
- Are there any risks associated with condition of timbers, glass or any sharp objects?
- Are there any risks associated with you needing to access the roof?
- Are there likely to be any unsafe atmospheres? (e.g. confined spaces, flammable materials storage, etc.)
- Are there any slip, trip and fall hazards?
- Is there any likelihood of hidden traps, ducts and openings?
- Are there any other people/animals on the property?
- Could there be any contamination on the property? (e.g. asbestos, from vermin, etc.)
- Vermin and birds

The above lists are by no means exhaustive and the extent to which any of the items might be relevant in a particular circumstance will vary.