



Construction Health and Safety Summit
Thursday 24 February 2005



RESPECT FOR PEOPLE – RfP

CODE OF GOOD WORKING HEALTH AND SAFETY PRACTICES



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The Code contains:

- the Strategic Forum's Respect for People (RfP) health and safety vision and mission;
- 'Key actions for stakeholders';
- advice on implementing the Code;
- advice on 'Leading Issues' that should be addressed.

BY AGREEING TO SUPPORT THIS CODE I/WE AGREE TO UPHOLD THE FOLLOWING:

THE RESPECT FOR PEOPLE HEALTH AND SAFETY VISION

People working in partnership, demonstrating respect for the safety and health of others by their everyday actions to create a world-class industry with exemplary working conditions.

THE RESPECT FOR PEOPLE HEALTH AND SAFETY MISSION

People working in partnership towards our vision and to create a world-class industry where:

- Our attitudes and behaviour are built on mutual respect, cooperation and understanding achieved through engagement and consultation with all involved in the construction process and beyond.
- We provide safe, healthy working conditions for ourselves and for those we work with.
- We respect the communities in which we work.
- We create and sustain an image that attracts and retains committed and skilled people.
- We require all who work in the industry to be competent through education, training, experience and continuous personal development.

This Code addresses how everyone involved in construction can contribute to the Respect for People (RfP) agenda – especially health and safety - through partnership that secures decent on-site working conditions and respects the communities where construction work is carried out.

Organisations and businesses should acknowledge and respect the actions of others in response to the Code and should be constructive and cooperative in accommodating them. Regardless of size, this Code is equally applicable to large organisations as to small businesses.

Everyone:

- has the right to a safe, healthy workplace;
- has the right to be heard and to influence their working conditions;
- has the right to return home safely at the end of the working day;
- must work to bring about behavioural change by respecting and protecting the industry's workers and others who might be harmed.

KEY ACTION FOR STAKEHOLDERS

Clients and their advisers commissioning construction work, including refurbishment, maintenance, repair and demolition, will:

- have in place effective management systems that address the RfP agenda to bring about behavioural change;
- ensure that these RfP targets are explicit when setting their project criteria, and assessing and engaging those with whom they will work;
- seek the earliest appropriate engagement on their projects, for example, with suppliers and specialist contractors;
- maintain an ongoing engagement throughout their projects to help ensure that the RfP vision is met;
- provide sufficient commitment, competence, resource and time as necessary, as promoted by the Clients' Starter Charter;

Go to: <http://www.constructionssuccess.org>

- secure third-party monitoring where appropriate (as some clients may have the capacity to do this themselves) such as through the Considerate Constructors Scheme.

Go to: <http://www.considerateconstructorsscheme.org.uk>

Professional institutions, trade associations, trade unions, insurance companies and their supporting organisations will:

- have in place effective management systems that address the RfP agenda and take forward behavioural change;
- ensure that the RfP targets are fully reflected in their visions, missions, strategic objectives and actions that they carry out, and in the encouragement and support they provide to others;
- ensure that their members are provided with the guidance, support and information they require to further the RfP agenda.

Design practices and designers will:

- have in place effective management systems that address the RfP agenda and bring about behavioural change;
- manage construction risk through structured hazard identification and by eliminating and reducing risks to people throughout the whole-life cycle of the built environment;
- make full and early use of inputs from all parties involved in the construction process;
- engage at the earliest opportunity with those with specialist knowledge and expertise so that it is factored into the design;
- engage at an early stage with suppliers in selecting products and materials that minimise the risks to those who use and maintain them;
- take full account of the work processes – including temporary works and their design - needed during the whole life of initial construction, ongoing use, maintenance and subsequent decommissioning;
- take full account of the risks that remain after hazard identification and elimination and, where these can not be significantly reduced, provide clear information about them;
- continue their engagement throughout the work so that on-site and whole-life lessons can be learned for inclusion in future designs;
- review successes and failures at project closure so that lessons are learned and best practice embedded and shared.

Suppliers of materials, plant and equipment will:

- have in place effective management systems that address the RfP agenda and bring about behavioural change;
- design and provide for the industry products and systems that are safe to transport, handle, store, install, use and maintain;
- provide clear product information and advice essential for health and safety to designers and users;
- engage with end-users to better understand their needs in the development of new products;
- use their supply chains, especially through merchants and hire outlets, to reach out and communicate with end users;
- embed the RfP agenda for the people working in supplier businesses.

Those who manage construction work, including refurbishment, maintenance, repair and demolition will:

- have in place effective management systems that address the RfP agenda and bring about behavioural change;
- ensure that RfP targets are explicit when setting criteria and assessing and engaging those with whom they will work;
- ensure a close engagement with all stakeholders – including workers and their representatives - so that shared RfP targets are met;
- engage at the earliest opportunity with those with specialist knowledge and expertise, and work with them in managing down risk and achieving the RfP agenda;
- put in place third party monitoring such as through the Considerate Constructors Scheme;
Go to: <http://www.considerateconstructorsscheme.org.uk>
- provide a ready means for people to communicate their concerns such as the 'observations and complaints' log of the Considerate Constructors scheme;
- review successes and failures at project closure so that lessons are learned and best practice embedded and shared.

Contractors will:

- have in place effective management systems that address the RfP agenda and bring about behavioural change;
- ensure that RfP expectations are explicit when setting criteria and assessing and engaging their suppliers and those with whom they will work;
- engage at the earliest opportunity with those with specialist process knowledge and expertise and work with them in managing down risk and achieving the RfP agenda;
- ensure a close engagement with all stakeholders – including workers and their representatives - so that shared RfP visions are met;
- review successes and failures at project closure so that lessons are learned and best practice embedded and shared.

Workers will:

- engage with others, including through their representatives, to ensure that their views are heard on the RfP agenda;
- ensure that they seek to be competent in order to play their full part in improving the attitudes, behaviour and performance of the industry.

Enforcing Authorities will:

- actively promote this Code with other stakeholders;
- support other stakeholders in achieving the Vision;
- help work towards the Vision through interventions with the industry.

IMPLEMENTING THE CODE

Actions

- Action to implement the Code can be taken in a range of ways by everyone involved in the construction process.
- The Code is equally applicable to national organisations and to small businesses.
- Organisations should work towards the vision by setting their own objectives based on their own contributions.
- Organisations and businesses should acknowledge and respect the actions taken by others in response to the Code and should be constructive and cooperative in accommodating them.
- The commitment of small and micro businesses, and the support that they receive from other stakeholders, to improve performance in the way they respect their people is essential in working towards the vision and carrying out the mission.
- Trade associations have a key role in supporting SMEs by developing and promulgating trade specific standards, guidance, tools, and targets that will assist their members.
- At the 2001 Health and Safety Summit, the industry set the following targets:
 - to reduce the incidence rate of fatalities and major injuries by 40% by 2004/05 and by 66% by 2009/10;
 - to reduce the incidence rate of cases of work-related ill health by 20% by 2004/05 and by 50% by 2009/10; and
 - to reduce the number of working days lost per 100,000 workers from work-related ill health by 20% by 2004/05 and by 50% by 2009/10.
- The Constructing Excellence RfP toolkits are helpful. Go to:
<http://www.constructingexcellence.org.uk/resourcecentre/peoplezone>
- More information can be found in the Office of Government Commerce (OGC) Achieving Excellence in Construction Procurement Guide 10 – Health and Safety. Go to
<http://www.ogc.gsi.gov.uk/sdtoolkit/reference.achieving/ae10.pdf>
- All stakeholders should use this Code to establish their own action plans that are appropriate to their business. These should be shared with other stakeholders, regularly monitored and, where necessary, updated.

Business benefits

There are real business benefits to be gained from following good practice in health and safety. Projects that have a good health and safety record are more likely to deliver a quality product, on time and within budget. Accidents cause delays and have a cost. Unsafe disorganised sites rarely deliver quality. Implementing this Code will help bring the benefits about.

Constructing Excellence's demonstration projects show that organisations that adopt RfP and embrace other aspects of best practice have:

- more predictability on cost and time;
- greater productivity than the industry average;
- exemplary site-safety records;
- fewer defects at handover;
- higher customer satisfaction scores;
- a lower impact on the environment.

For more information about demonstration projects go to: <http://www.constructingexcellence.org.uk>

LEADING ISSUES

1. Behavioural change and worker engagement

Improvements in working conditions have come about through step changes in approach, first by addressing technical issues (eg SWL indicators for cranes), and then through management systems (eg risk assessment, etc). Leading organisations are increasingly realising that the next step change can be made through behavioural change in how, as an organisation, it works internally and with others.

Behavioural and cultural change programmes are normally tailored to the needs of particular organisations but some advice has general application.

Sources of advice include:

Constructing Excellence: <http://www.constructingexcellence.org.uk/>

Investors in People (IiP): <http://www.iipuk.co.uk>

Office of Government Commerce (OGC) – Achieving Excellence in Procurement Guide 10: Health and Safety www.ogc.gsi.gov.uk/sdtoolkit/reference/achieving/ae10.pdf

Examples of behavioural change programmes include:

- Bovis Lend Lease: http://www.bovis.com/llweb/bl/main.nsf/all/au_healthcommitment/opendocument
- The Engineering Construction Industry Association's 'BEST' programme: <http://www.ecia.co.uk/hse/BEST+pages/BEST+pages.htm>
- The Electrical Contractors Association's ZAP initiative: <http://www.eca.co.uk/>

Worker engagement

A key step in bringing about behavioural and cultural change turns on the way employers and others engage and consult with the people they manage. The means will vary according to the nature of the business. In small businesses, opportunities for direct engagement between managers and workers are greater than in larger organisations where more formal systems are usually required.

The Health and Safety Commission's Construction Industry Advisory Committee (CONIAC) has published a statement of principle on worker engagement and examples of good practice. Go to: <http://www.hse.gov.uk/construction/index.htm>

General information on good working practices can also be found at the Trades Union Congress website (TUC). Go to <http://www.tuc.org.uk>

Information aimed at specific sectors can be found at:

The Union of Construction, Allied Trades and Technicians (UCATT) site: go to <http://www.ucatt.org.uk>

Amicus (manufacturing): go to <http://www.amicustheunion.org>

The Transport and General Workers Union (T&G): go to <http://tgwu.org.uk> and

Britain's General Union (GMB) <http://www.gmb.org.uk>

Trade unions and employers' organisations have jointly made successful bids to the Worker Safety Adviser (WSA) Challenge Fund to promote health and safety awareness initiatives. For more information on WSA go to: <http://www.hse.gov.uk/workers/involvement/wsachallenge.htm>

2. Occupational health and rehabilitation

Safety issues have been the focus of attention over an extended period; the focus should now also be turned to health issues. The occupational health (OH) record of the industry is poor with many suffering from musculo-skeletal, dermatological and respiratory injuries as well as hearing loss and the extended legacy of poor health and death, due to exposure to asbestos. The rehabilitation cost to UK is currently running at £7.1bn (per annum).

The industry is currently trialling an OH support scheme for the construction industry, 'Constructing Better Health'. There is a website, helpline and newsletter. The pilot provides free and confidential advice to owners, employees (as well as self-employed workers), designers and clients of small and medium building companies based in Leicestershire. The pilot scheme will run until 2007, after which it is hoped the scheme will be adopted nationally. For more information go to <http://www.fitbuilder.com>

Some businesses have put in place their own successful OH strategies. These include:

- Carillion: http://www.carillionplc.com/sustain/pol_6.htm
- Stanhope: <http://www.stanhopeplc.com>

Rehabilitation

Rehabilitation can significantly reduce the consequences of injuries and ill health by returning people more quickly to the workplace, so directly benefiting the injured and the industry. Information about rehabilitation can be found at <http://www.dfwp.gov.uk/publications/vrframework/>

3. Design

Many designers readily acknowledge the positive contributions they can make towards improving working conditions by reducing the risks to which people are exposed throughout the lifetime of the built environments they design. This is a fast developing area of interest and there is much more that can be done.

Steps to support designers include:

- The Safety in Design (SiD) initiative endorsed by the Construction Industry Council (CIC) and HSE. Go to: <http://www.safetyindesign.org/about.html>
- The Construction Industry Research and Information Association (CIRIA) produces several H&S publications aimed at designers. Go to: <http://www.ciria.org.uk/bookshopenrance.htm>
- The CITB-ConstructionSkills training package for designers. Go to: <http://www.citb.org.uk>
- Design Quality Indicator (DQI) online tool – Its use is being promoted by the Strategic Forum. Targets by the end of 2007: 60% of all publicly-funded/PFI £1m+ projects use DQIs and 20% of all £1m+ projects use DQIs. Go to: <http://www.dqi.org.uk>
- The Construction Confederation and Construction Industry Council have worked together to develop a designer H&S pre-qualification requirement. Go to: http://www.chas.gov.uk/Downloads/Designer_Prequalification.doc
- Accelerating Change in Built Environment Education (ACBEE) is working with academics, designers and other sectors of industry to develop courses that promote an awareness of health and safety. Go to: <http://cebe.cf.ac.uk/learning/acbee/index.php>
- The Specialist Engineering Alliance has developed health and safety gateways for specialist engineering design. Go to: <http://www.secgroup.org.uk>
- CIC hosts a Health and Safety Panel. Members include the professional institutions including RIBA and BIAT. For links to CIC members' web sites, Go to: <http://www.cic.org.uk>
- CDM Regulations Review – in consultation with designers and others. Go To: <http://www.hse.gov.uk>
Constructing Excellence will host regional road shows as part of the public consultation.

4. Corporate competence

Corporate competence is at the core of achieving excellent business improvement and performance. Competence in RfP issues is one strand in the wider development of competence. There are a number of initiatives that support the development and measurement of competence. For example, the industry-wide Working Well Together Campaign (WWT) aims through its activities to influence the supply chain by working with large companies to raise the performance of SMEs and micro businesses. Go To: <http://wwt.uk.com>

The Federation of Master Builders (FMB) works in partnership with WWT to hold Safety and Health Awareness Days (SHADS) aimed at SMEs. For more information about FMB initiatives aimed at SMEs in their sector go to: <http://fmb.org.uk>

Some other competency schemes are:

- Contractors' Health and Safety Assessment Scheme (CHAS) <http://www.chas.gov.uk/>
- Construction Confederation and Construction Industry Council H&S Designer Pre-qualification initiative. Go to: http://www.chas.gov.uk/Downloads/Designer_Prequalification.doc
- Specialist Engineering Contractors' Group contractor competence initiative – for more information e-mail SEC Group at contact@secgroup.org.uk
- Federation of Piling Specialists are audited by an independent auditor to ensure that they meet required standards in technical expertise, quality management, safety, training, and environmental policies.

- FPSs and SEC Group both support the 'site safety commencement handover certificate scheme' that secures a common understanding of shared outcomes. Go to: <http://www.fps.org.uk>
- The National House Builders' Council (NHBC)/CITB Site Management Safety Training scheme provides competency training for site managers, contract managers and assistant site managers. Go to NHBC Services at: <http://www.nhbc.co.uk>

5. Individual competence through skills training

Skills

The industry has committed to a fully competent workforce by 2010. The construction industry's Sector Skills Council is jointly led by CITB-ConstructionSkills and CIC. Go to: <http://www.citb.org.uk>

Worker skills can be demonstrated through sitting the CITB-ConstructionSkills' health and safety test as part of the Construction Skills Certification Scheme (CSCS) and affiliated schemes. The initial touch-screen health and safety test has made a significant contribution to raising the profile of the industry. Go to: <http://www.citb.org.uk>

The TUC has in place a learning initiative through local learning representatives to address literacy and other 'base' skills. Go to: <http://www.learningservices.org.uk/>

There are various construction related National Vocational Qualifications (NVQs) schemes in existence. Workers who have obtained an NVQ are qualified to a recognised, national occupational standard. Industry bodies and employers are engaged in the creation of NVQs.

Some examples of trade associations involved in the development of NVQs for manufacturers and suppliers are the Association of Specialist Fire Protection (ASFP), the British Precast Concrete Federation (BPCF) and the Door and Hardware Federation (formerly the Door and Shutter Manufacturers' Association). More information about these and other trade associations in this sector can be found via the Construction Products Association. Go to: <http://www.constprod.org.uk>

The UK wide network of Sector Skills Councils SSCs' focus is to improve learning supply including apprenticeships, higher education and national occupational standards. They bring together employers, trade unions, and professional bodies to develop the skills that businesses need. The key SSCs for Construction related activities are:

- CITB-ConstructionSkills for construction. Go to: <http://www.citb.org.uk>
- Summit Skills for building services engineering (electro-technical, heating, ventilating, air-conditioning, refrigeration and plumbing industries). Go to: <http://www.summitskills.org.uk>
- Asset Skills for facilities management, property, housing, cleaning. Go to <http://www.assetskills.org>

Professions

Professional institutions have a major part to play in setting learning and entry criteria for membership and in promoting CPD that addresses the RfP and behavioural agenda so that their members remain at the forefront in the professional teams of which they are a part. For the web pages of the institutions. Go to: <http://www.cic.org.uk>

Migrant workers

Those newly arrived in the UK workforce should be treated fairly and with respect. They need to know their rights and their responsibilities in the workplace. Language skills may also need to be addressed. Go to:

- CITB-ConstructionSkills <http://www.citb.org.uk>
- Trades Union Congress (TUC) <http://www.tuc.org.uk/>
- The Construction Confederation <http://www.thecc.org.uk>

Induction

On site, induction can set a benchmark for behaviour and attitudes. The Major Contractors Group has set out the core issues that can usefully be addressed. For details, Go to: <http://www.thecc.org.uk>

6. Working together/Integrated working

A key element to behavioural change in the industry is recognition of the need to work more closely together in projects and in supply chains. For further advice, Go to:

- The Strategic Forum's Integrated Teams toolkit: <http://www.strategicforum.org.uk/>
- The Building Services Research and Information Service (BSRIA) Partnering Toolkit: <http://www.bsria.co.uk>
- The Advisory Committee for Roofwork (ACR): <http://www.roofworkadvice.info>

7. Verifying performance through benchmarking and third party assurance.

There are a number of schemes in place to help in benchmarking and verify performance. These include:

- The Considerate Constructor scheme that is available to assist clients, contractors and projects. Go to: <http://www.considerateconstructorsscheme.org.uk>
- Constructing Excellence's RfP toolkit. Go to: <http://www.constructingexcellence.org.uk/>
- The NHBC benchmarking scheme for house builders. Go to: <http://www.nhbc.co.uk>
- Contractors' Health and Safety Assessment Scheme (CHAS) see <http://www.chas.gov.uk>
- HSE's Health and Safety Management Index. Go to: <http://www.hse.gov.uk/research/rrhtm/rr217.htm>
- HSE's Climate Survey Tool that addresses behavioural and attitudinal issues. Go to: <http://www.hse.gov.uk/pubns/misc097.pdf>

8. Sharing best practice

Best practice needs to be shared so that the industry can move forward using proven change initiators. National industry bodies are best placed to establish key sites for such purposes. Currently, these include:

- The Strategic Forum for Construction <http://www.strategicforum.org.uk/>
- Constructing Excellence <http://www.constructingexcellence.org.uk/>
- Health and Safety Executive <http://www.hse.gov.uk>
- Office of Government Commerce – Achieving Excellence in Procurement Guide 10: Health and Safety <http://www.ogc.gsi.gov.uk/sdtoolkit/reference/achieving/ae10.pdf>
- Construction Industry Council <http://www.cic.org.uk/home/index.shtml>
- Building Research Establishment http://www.bre.co.uk/services/Benchmarking_-_construction.html
- Rethinking Construction/Constructing Excellence 'Respect for People' toolkits - <http://www.constructingexcellence.org.uk/resourcecentre>
- Precast Flooring Federation (PFF) guide to the safe erection of precast flooring <http://www.pff.org.uk/home.htm>
- National Access and Scaffolding Confederation (NASC) for the erection of scaffolding 'SG4' and other best practice guides. <http://nasc.org.uk>
- British Construction Steel Association guidance on steel erection <http://www.steelconstruction.org/steelconstruction>
- Construction Plant Hire Association best practice guides on hoists and mobile cranes, etc <http://www.cpa.uk.net/pages>
- The National Federation of Roofing Contractors (NFRC) worker safety cards and other guidance <http://www.nfrc.co.uk>

'Near miss' and failures reporting

Complementary to sharing best practice is the need to learn the lessons from past failures, especially where behavioural issues are to the fore. Current sites include:

- The Standing Committee on Structural Safety (SCOSS) Go to: <http://www.scoss.org.uk>
- Constructing Excellence - Go to: <http://www.constructingexcellence.org.uk>

***OTHER ISSUES IN THE RfP AGENDA**

Advice and guidance on other RfP topics can be found in the 'Peoplezone' of the Constructing Excellence web site. Go to: <http://www.constructingexcellence.org.uk/resourcecentre/peoplezone>

- Workplace Diversity;
- Site Facilities and the site working environment;
- Health;
- Safety;
- Career development and lifelong learning;
- The off-site working environment;
- Behavioural issues;
- Education – vocational and graduate entry;
- Investors in People.



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Leadership
Partnership*

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