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## **Two Day Audit Protocol**

Professional Services

Version: 2.5

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## Preface

This document contains the Core Audit Module by which BuildingConfidence members will measure their supply chain. The principle constituents of this process are the verification and assessment of the management systems used by the supply chain; looking at both the quality and applicability of these systems.

The Core Audit Module is intended to verify information submitted at the prequalification (PQQ) stage and to assess additional areas of compliance. Auditors and auditees will be required to familiarise themselves with the information supplied at the prequalification stage prior to the audit commencing.

**Please note that all text in green is either new or revised as part of the reissue process of the protocol.**

## Compliance with Legislation & CDM Regulations

Please note that questions marked with an “L” denote there is a legislative compliance requirement supporting all or part of the question. Questions marked with a “CDM” denote there is a specific requirement against the Construction (Design and Management) Regulations. Questions without legislative or specific CDM requirements are left blank

<b>CDM</b>	Legislative requirement against the CDM Regulations
<b>L</b>	Legislative requirement other than the CDM Regulations

## Auditor application of the guidance notes

The bullet-pointed guidance notes are provided to assist auditor and auditee to provide consistency across the scheme. The auditor may apply whichever of these points they see fit to assure themselves that the suitable controls are in place for the activity of the organisation being audited.

Each question has been assigned a unique identifying number; e.g. MC.1.1 = MC (audit section).1 (audit question).1 (audit question guidance). Therefore, the numbering may not appear in order or consecutive

## PAS 91 Compliance and alignment

This protocol has been reviewed to ensure that it at least aligns with the requirements of PAS91; Organisations accredited to the BuildingConfidence standard can have confidence that they are also aligned with these principles.

## Assessment Requirements

### 1. Management Controls

#### 1.1 (MC.1.1) Introductory Question - What is the Organisation's capability and geographical area of operation?

Please note that this is a scoping question to assist the audit to collate information for Introductions and assess accuracy against the Pre-Qualifying Questionnaire

**Guidance:**

- *Company House / Charity Registration numbers to be included within the scope of the audit.*
- *The type of activities to be audited.*
- *What do you consider to be your standard and specialist areas of expertise*
- *What is the geographical scope of the Organisation*
- *The geographical locations to be included within the scope*
- *What are size, number of personnel and types of facility to be included within the scope*
- *Does the same management system operate across all its offices within the scope of the audit?*
- *Does the Organisation work on construction works sites*
- *What activities under the Construction (Design and Management) Regulations (CDM) do they undertake? (if applicable)*
- *Have there been any changes since the PQQ was submitted?*
- *Are the insurance levels unaltered and up to date?*
- *Are there any limitations identified within the insurance?*
- *Is the Organisation working or seeking to work for the nuclear/ defence industries?*

#### 1.2 (MC.2.1) How does the Organisation issue and control its company policies? L

**Guidance:**

- *The following Policies have been published (where applicable):*
  1. *Health & Safety*
  2. *Environment*
  3. *Quality*
  4. *Sustainable Timber Procurement Policy*
  5. *Equal Opportunities Policy*
  6. *Anti-Bribery, Corruption, Fraud and Malpractice Policy*
  7. *Ethical Code of Conduct or Policy (Corporate Social Responsibility)*
  8. *'Worksafe' Policy – right to refuse to work under health & safety concerns*
  9. *Security Policy for permanent and peripatetic sites*
- *What is the process for reviewing policies and who is involved in the review?*
- *Are the HSEQ and Sustainable Timber (where applicable) Policies reviewed annually?*
- *Are they signed by the Senior Manager responsible for that area?*
- *Does the Health & Safety Policy state that Health & Safety should never be compromised for other objectives?*
- *Do the HSEQ policies include a statement on continual improvement?*
- *Where the policies are displayed (incl. websites)?*
- *Are the policies briefed to personnel?*

### 1.3 (MC.3.1) How does the Organisation communicate its corporate culture and objectives?

**Guidance:**

- What are the processes for communicating information to:
  - a) Personnel, including contracted personnel
  - b) Clients
  - c) Statutory or other interested third parties
- Is the Organisation signed up to the Strategic Forum for Construction's Health & Safety Code or equivalent (if applicable)
- Can the Organisation show proof of supporting industry initiatives, such as "Constructing Better Health"

### 1.4 (MC.4.1) How does the Organisation clarify its management structure and responsibilities? L

**Guidance:**

- *Is the management structure defined*
- *Job descriptions and deputising arrangements defined (SQEP roles, if applicable)*
- *If there are different structures on projects how this relates to the overall hierarchy. (if applicable)*
- *Are there designated responsibilities for the following:*
  1. *Health & safety*
  2. *Occupational health*
  3. *Accident reporting under RIDDOR*
  4. *Quality (incl. Quality Control)*
  5. *Environment and sustainability*
  6. *Compliance with the CDM Regulations (if applicable)*
  7. *Design (including temporary works)*
  8. *Compliance with anti-bribery and corruption law and policies*
  9. *Training & competence*
  10. *Supply chain*
  11. *Corporate social responsibility*
  12. *Business continuity and emergency planning (incl. Fire)*
  13. *Facilities management*
  14. *Workplace security*
- *Project Level Requirements (if applicable):*
  1. *Fire Safety*
  2. *Supply Chain Management*
  3. *Delivery of temporary works*
  4. *Site Security and emergency planning (if different from above)*
  5. *Accident Reporting under RIDDOR (if different from above)*

### 1.5 (MC.5.1) How does the Organisation assure itself and its clients that it has control of its activities? L

**Guidance:**

- *Does the organisation have arrangements to control the following:*
    1. *Health & safety*
    2. *Quality*
    3. *Environment*
    4. *Training and competence*
- (e.g. Policy, Risk and Impact Assessments, Procedures, Aspects & Impacts Register, Register of Legislation etc.)*
- *Are there controls to manage contractual issues with the client and supply chain*
  - *Does the Organisation have written standard operating procedures*
  - *Does the Organisation have processes in place to deliver/manage design, including temporary works (if applicable)*
  - *Are these systems available and controlled at the point of production/ installation/ use*
  - *Are systems in place to communicate with interested/ affected parties?*

## 1.6 (MC.6.1) Are the Organisation's arrangements independently verified by external audit regimes? L

### Guidance:

- *That preferably the Organisation's management systems should be certificated to the latest versions of standards of ISO 9001, ISO 14001 and OHSAS 18001, with certification being issued by a UKAS (or equivalent) accredited Organisation.*
- *Does the scope cover the work to be undertaken? i.e. not just offices (If applicable)*
- *The Organisation has timber chain of custody certification (FSC, PEFC etc.) (if applicable)*
- *Client certification/ accreditation/ 3<sup>rd</sup>-party audit results (if applicable)*

\*Auditor Note: The most recent 3rd party surveillance reports should be reviewed to establish that no significant shortfalls were identified that could import unacceptable risk to clients and the general public

## 1.7 (MC.7.1) How does the Organisation control its documents? L

### Guidance:

- *The organisation has a Document Control Procedure that identifies the key documents requiring control, How documents are reviewed and changes identified.*
- 1. *How documents are issued and reach their point of use; in particular multi-site operations.*
- 2. *There is a process for identifying documentation with expiry dates*
- 3. *The process for cancelled and superseded documentation.*
- 4. *Archiving processes*
- 5. *A master list of controlled documents and their status is maintained.*
- *How does the Organisation ensure that records and associated documentation is maintained, available for verification, yet secure?*
- *Process to ensure that client document issue/ handover requirements are met*

## 1.8 (MC.8.1) How does the Organisation monitor its performance? L

### Guidance:

- *How is health & safety, environmental and quality performance formally monitored and reviewed?*
- *How does the Organisation ensure that it is meeting its contractual and programme delivery requirements*
- *How is progress against objectives and targets communicated both internally and externally?*
- *Does the Organisation produce and analyse accident and incident Statistics?*
- *Does the organisation produce regular reports detailing accidents, incidents and dangerous occurrences statistics? Are these reports available?*
- *Does the Organisation have evidence of lessons learned being used for improvement of processes?*
- *Does the Organisation undertake staff satisfaction surveys?*
- *Does the Organisation review the levels and potential causes of staff turnover/ sickness absence?*

### KPI's

- *Does the Organisation monitor their performance against set Key Performance Indicators (KPI's), such as: (as applicable)*
  1. *client satisfaction*
  2. *ecological,*
  3. *community,*
  4. *economic,*
  5. *sustainability (material, water, energy use and embodied carbon)*
  6. *waste arisings,*
- *Do the Organisation's KPI scopes include offices and/or peripatetic sites (if applicable)?*
- *Has the Organisation based its KPI objectives on the best practice (ISO supporting information, Constructing Excellence advice)*

- *Does the Organisation use recognised levels of performance BREEAM, Carbon Buzz, WRAP's Halving Waste to Landfill Commitment etc.)*
- *Does the Organisation have evidence of corrective action in response to performance indicators not being met?*

*Internal Audit*

- *That the management systems are assessed internally on a regular basis by objective, competent personnel.*
- *That a documented audit schedule is prepared.*
- *That internal audit reports are available.*
- *That corrective actions raised through the internal audit process are reviewed by management and that the Organisation has a managed process for the control of corrective actions.*
- *Auditor to check whether there has been any demonstrated improvements*

## 2. Legislation and Other Requirements Compliance

### 2.1 (LC.1.4) How does the Organisation ensure that it is: L a) Aware existing legislation relevant to its activities b) Aware of proposed changes to/ new legislation?

#### Guidance:

- How the organisation accesses and reviews legislation and regulations, including:
  1. Health & Safety
  2. Environment (including waste)
  3. Employment Law
  4. Anti-bribery and corruption law
- Does the Organisation have a mechanism to maintain a register of applicable Legislation?  
*Auditor Note: record the methodology used and how changes are dealt with & managed. This should include frequency of review.*
- If consultants are used, how does the outside party communicate requirements/ changes?
- Has the Organisation been prosecuted (or had notices issued) within the last five years for either a health & safety offences or an environmental offence?
- Has the Organisation (or any of its directors, senior officers or senior managers) been investigated, prosecuted, convicted, or been the subject of other enforcement action taken within the last five years for bribery or corruption offences?

### 2.2 (LC.2.1) How does the Organisation ensure that they comply with: the requirements of H&S Legislation, their related Regulations and Best Practice Guidance? L

#### Guidance:

- What actions does the Organisation undertake to reinforce the correct behaviours/ attitudes towards Health & Safety and Environmental issues (Don't walk by/ Zero Harm etc. by Principal Contractors)
- Has the Organisation identified, risk assessed and communicated materials and methods that will require working at height?
- Has the Organisation identified, risk assessed and communicated materials and methods that will require manual handling?
- That the residual risks from the COSHH Assessments have been briefed to all organisations/supply chain and the client, as applicable.
- Has the Organisation identified, risk assessed and communicated methods that will require permit systems to operate (confined space, hot works etc.)?
- That PPE is provided FREE of charge to own employees and there are arrangements for issue at induction and following loss or damage. (if applicable)
- The arrangements for monitoring use of PPE. (if applicable)

### 2.3 (LC.3.1) How does the Organisation ensure that they comply with the requirements of Environmental Legislation, their related Regulations, and Best Practice Guidance? L

#### Guidance:

- Does the Organisation have access to and understand how to apply The Environmental Protection (Duty of Care) Regulations 1991?
- Does the Organisation have/provide information to assist in the formulation of Site Waste Management Plans (SWMP)
- Does the Design minimise waste streams through:
  - a) Efficient identification of construction/ demolition sequencing
  - b) Use of materials that are either sustainable or recyclable
  - c) Materials that are robust to avoid damage in transit/ installation
  - d) Materials that can be manufactured off-site to minimise cut-off waste
  - e) Develop designs that minimise the whole-life costs of maintenance



## 2.4 (LC.4.1) How does the Organisation ensure that they comply with Quality Requirements and Best Practice Standards? L

### Guidance:

- Does the Organisation have access to National and International Standards?
- How does the Organisation ensure that its activities will allow compliance to Building Regulations?
- Does the Organisation have evidence of changes to standards being implemented (e.g. BS Structural Design Codes being transferred to Euro codes)

## 2.5 (LC.5.1) How does the Organisation identify and control its risks/impacts and opportunities? L

### Guidance:

- That the production of health & safety risk (incl. occupational health) and environmental impact assessments are formally documented within the Organisation's management system.
- Does the Organisation retain a register of its environmental aspects and impacts appropriate to the scope of its services/products
- The responsibility for compiling and authorising the risk/impact assessments.
- Defined the minimum competency for personnel authorised to compile risk/aspect assessments
- Whether risk/aspect assessments are generic to the Organisation's scope of operations or unique to each particular contract.
- Are assessments of a safe working environment supported by temporary works made, even if they are not the direct responsibility of the contractor.
- How the Organisation ensures that all applicable site issues are incorporated into the relevant risk/impact assessments. (Limitations of size, gradient, climate, time the activity is to be completed, Noise, light, deliveries etc.)
- How risk/impact assessments are communicated to staff, clients and Organisations/subcontractors.
- That a record of risk/aspect assessment briefing is retained.
- That where method statements are produced, are risk assessments incorporated or referenced.
- Periodic reviews of risk/aspect assessments are undertaken
- Are Manual Handling, DSE, Lifting Operations assessments are undertaken (as applicable)
- Are Site Inspections undertaken to ensure controls are maintained?
- How does Organisation consult with employees and subcontractors regarding Health and Safety (Method Statement Briefings etc.)

## 2.6 (LC.8.1) How does the Organisation comply with the relevant requirements within the Construction (Design and Management) Regulations? L CDM

### Guidance:

- If the Organisation acts as a Client, can it demonstrate mechanisms for:
  1. Appointing other duty holders
  2. Ensuring relevant information is provided to other duty holders
  3. Ensuring the Principal Designer and Principal Contractor carry out their duties
  4. Allocating sufficient time and resources (including welfare arrangements)
- If the Organisation acts as a Principal Designer, can it demonstrate mechanisms for:
  5. Planning, managing, monitoring and coordinating health and safety in the pre-construction phase of a project including:
    6. identifying, eliminating or controlling foreseeable risks;
    7. ensuring designers carry out their duties;
    8. preparing and providing relevant information to other duty holders;

9. *liaising with the principal contractor to assist in the planning, management, monitoring and coordination of the construction phase.*
- *If the Organisation acts as a Designer can it demonstrate mechanisms to:*
    10. *eliminate, reduce or control foreseeable risks that may arise during construction and the maintenance and use of a building once it is built.*
    11. *provide information to other members of the project team to help them fulfil their duties.*
  - *If the Organisation acts as a Principal Contractor can it demonstrate mechanisms for:*
    12. *Planning, managing, monitoring and coordinating the construction phase of a project.. This includes:*
    13. *liaising with the client and principal designer;*
    14. *preparing the construction phase plan;*
    15. *organising cooperation between contractors and coordinating their work.*
    16. *Ensuring suitable site inductions are provided*
    17. *Ensuring Site Security (preventing unauthorized access)*
    18. *Ensuring workers are consulted and engaged in health and safety*
    19. *Ensuring welfare facilities are provided.*
  - *If the Organisation acts as a Contractor can it demonstrate mechanisms for-*
    20. *Planning, managing and monitoring construction work under their control so that it is carried out without risks to health and safety;*
    21. *For projects involving more than one contractor, coordinating their activities with others in the*
    22. *project team*
    23. *For single-contractor projects, preparing a construction phase plan*

## **2.7 (LC.14.1) How does the Organisation meet occupational health surveillance requirements?**

### **Guidance:**

- *Are long-term health issues risk assessed? (LC.14)*
- *Who has been involved in setting up the occupational health process (employees, specialist advice, Unions or representatives)*
- *How are the potential hazards identified?*
- *What control options are considered to bring the risks down to as low as is reasonably practicable?*
- *Do employees have pre-employment medicals before they start working for the Organisation?*
- *If personnel changes roles are their occupational health requirements assessed prior to starting?*
- *Does the Organisation undertake a programme of routine health surveillance?*
- *What processes are in place to ensure that control measures remain appropriate to individual's condition/ requirements*
- *Is occupational health surveillance/ advice undertaken in-house or by a specialist provider?*
- *Are occupational health personnel on-site or are they remote?*
- *Is there statutory/client requirement for regular surveillance?*
- *How are results fed back to the Organisation?*
- *How often is the occupational health process reviewed? Is this review recorded?*
- *How does the Organisation manage their subcontractors in this area, if applicable?*

### Occupational Health Records

- *Where does the Organisation store its OH information on employees?*
- *Do employees have the opportunity to review the Records kept regarding them if requested?*
- *Does the Organisation have a policy for how long records must be retained? Does this comply with COSHH requirements for the retention of heavy metals, asbestos, compressed air, ionising radiation etc.- minimum 40 years)*

## **2.8 (LC.16.1) What arrangements does the Organisation have in place to ensure that it has adequate first aid cover? L**

### **Guidance:**

- *An assessment has been undertaken to identify first aid requirements based on work activity.*
- *If first aid cover is provided by the Principal Contractor, how are these arrangements confirmed?*
- *The number of workers engaged by the Organisation.*
- *Does the Organisation provide first aid to self-employed workers?*
- *The number of First Aid at Work trained personnel (3-day certificated course/ 2-Day requalification/ 1-day EFAW Course).*
- *The number of Appointed Persons*

## **2.9 (LC.13.1) How does the Organisation ensure that personnel recruited are entitled to work in the United Kingdom? L**

### **Guidance:**

- *Has the Organisation identified any foreign workers and their nationalities*
- *That the Organisation has documented controls to demonstrate compliance with Sections 15 to 25 of the Immigration, Asylum & Nationality Act 2006.*
- *That controls are applicable to all potential or current employees.*
- *Evidence that documents used to verify right to work are compliant with the Home Office Guidance "Comprehensive Guidance for Employers on Preventing Illegal Working".*
- *Confirmation that copies of all documents verified are retained for at least 2 years after the individual has left the employer.*
- *How does the Organisation assure itself that all agency, self-employed, subcontracted personnel are eligible to work in the UK*
- *That the Organisation has a mechanism for periodic review of right to work of all workers including agency temporary and seasonal employees (if applicable).*

### 3. Quality Management Controls

#### 3.1 (QM.1.2) How does the Organisation identify and ensure that its product/service will meet?

- a) Specification
- b) Client's Requirements and Expectations?

**Guidance:**

- *Is product standard or bespoke?*
- *What is the process of specification review?*
- *Is there a process for clarifying the client's expectations?*
- *What is the process for issuing and revising costs and programmes, how are changes communicated to the client?*
- *How has the Organisation identified activities that will require checking/ verification?*
- *How is the handover process controlled and recorded (if applicable)?*
- *How does the Organisation identify the required tests/ checking to meet legislation/ client requirements (national/ international standards)?*
- *How does the Organisation communicate these requirements to personnel?*

#### 3.2 (QM.2.1) How does the Organisation control non-conforming products/ services, including complaints?

**Guidance:**

- *Has the Organisation developed a process that mitigates not only customer complaints, but also other third parties (local residents, pressure groups, local statutory bodies)?*
- *Does the Organisation have a process to rectify identified non-conforming product?*
- *Is there a process for investigating the causes of product non-compliance?*

#### 3.3 (QM.6.1) How does the Organisation ensure the security of the information it possesses?

**Guidance:**

- *What arrangements does the Organisation have regarding IT data security (firewalls, virus scanning)?*
- *Are laptops password protected to avoid data being accessible should the laptop be lost?*
- *What processes in place to protect the Organisation's and client's intellectual property?*
- *Are confidentiality clauses standard within contracts?*
- *Awareness of the requirements of ISO 27001*
- *How is the information stored – databases/ MS Office documents/ portals?*
- *Security and password requirements for obtaining information*
- *A process to ensure there is no internal conflict of interest in handling different client's information?*
- *Is information copied onto disks/ memory sticks/ external hard-drives – how is security maintained in this event?*
- *If the Organisation works in high-risk areas (e.g. defence/ prison/ nuclear sectors), do they have an approved security plan?*

### 3.4 (QM.4.2) What controls are in place to manage the design process within the Organisation (If applicable)? L CDM

**Guidance:**

- *The Organisation can provide evidence of acting as designer and co-ordinating designs between architects CDP packages.*
- *What arrangements are in place for co-ordinating design in respect of CDM requirements (e.g. designing to meet Workplace Regs, consideration of future maintenance, coordination between design disciplines and passing information to subcontracted & specialist design teams).*
- *How does the Organisation ensure design interfaces are thoroughly reviewed, especially where CDP packages interface with each other/ the main design.*
- *Does the Organisation have the processes and competence to meet the Temporary Works requirements?*
- *What controls does the Organisation have in place to manage sublet work/design packages with Organisations that are based overseas and that they are able to meet UK regulatory requirements (if applicable)?*
- *Has the Organisation a process to engage with specialist consultants (e.g. acoustic/ air tightness) to assist with the design?*
- *There is a documented process for submission of designs (Including revision status, change process etc.).*
- *Formal process to show how changes are communicated to the client and where applicable sub-contractors.*
- *Does the Organisation have 3d/ BIM programmes to assist with the designs*
- *Does the Organisation have third-party review to ensure designs are correct*

### 3.5 (QM.7.1) How does the Organisation ensure control of the design information it possesses?

**Guidance:**

- *How does the Organisation invest in software that allows it meet its requirements efficiently?*
- *Does the Organisation use BS PAS 1192 to establish:*
  1. *Does the organisation have a robust checking and validation procedure for all design information prior to issue?*
  2. *a methodology for managing the production, distribution and quality of construction information, including that generated by CAD/BIM systems,*
  3. *a methodology for receiving/ amending and returning information from/to the BIM Execution Plan,*
  4. *using a disciplined process for collaboration and a specified naming policy*
- *Does the Organisation have access to the Construction Project Information Committee (CPIC) information and best practice? (e.g. Construction Industry Council (CIC) Schedules of Services Guide)*

### 3.6 (QM.18.1) How does the Organisation meet the Temporary Works requirements? (If applicable)

**The Auditor should establish the following:**

- *Is there a specific Temporary Works procedure as outlined in Code of Practice for Temporary Works Procedures (BS5975:2008)?*
- *What controls have been identified to ensure that only competent personnel control the Temporary Works process? (Temporary Works Coordinator/ Temporary Works Supervisor)*
- *Against what criteria are the competence of Temporary Works Designers assessed*
- *Does the Organisation utilise the following controls:*
  1. *Temporary Works Coordinator appointment*
  2. *Design Check Certificate*
  3. *Permit to Load*
  4. *Permit to Strike/ Dismantle*
  5. *Temporary Works Register*

### 3.7 (QM.12.1) How does the Organisation control its resources to ensure that projects are delivered to programme and cost?

**Guidance:**

- *What processes in place to ensure that it has sufficient competent personnel to deliver workload?*
- *Is there a process to accurately allocate costs to projects?*
- *What is the process for issuing and revising programmes, how are changes communicated to the client?*

### 3.8 (QM.13.1) How does the Organisation manage change?

**Guidance:**

- *The Organisation has a process to identify any changes that come about via:*
  - 1 *Client-initiated variations*
  - 2 *Changes in methodology*
  - 3 *Value Engineering exercises*
  - 4 *Risk and opportunity exercises*
- *The Organisation has a process to estimate the impact of change upon:*
  - 1 *The delivery programme*
  - 2 *The cost for delivery*
  - 3 *Resource Management to ensure delivery*
- *Formal process to show how changes are communicated to the client and, where applicable, supply chain.*

### 3.9 (QM.14.1) How does the Organisation control and produce documentation to prove compliance to requirements?

**Guidance:**

- *How has the Organisation identified activities that will require checking/ verification?*
- *How is the handover process controlled and recorded (if applicable)?*
- *How does the Organisation identify the required tests/ checking to meet legislation/ client requirements (national/ international standards)?*
- *How does the Organisation communicate these requirements to personnel?*
- *How does the Organisation ensure only competent personnel undertake the verification process?*
- *Are any of these processes undertaken by the third party?*
- *How does the Organisation record the verification process?*
- *How are the results of the checking process communicated to the client or other affected parties?*

## 4. Training and Competence

### 4.1 (TC.2.2) How does the Organisation control its recruitment process? L

**Guidance:**

- How does the Organisation maintain the correct mix of experience/ competence to deliver workload?
- How does the Organisation identify and recruit competent personnel?
- How are security/ police/ *Disclosure & Barring Services (DBS)* checking requirements are fulfilled?
- What are the Organisation's arrangements for ensuring that existing competency documents or licences are checked/ validated?
- A process is in place to ensure the verification of accreditation and certification through the appropriate bodies. (CSCS, PASMA, CITB, RICS, RIBA, CSCS for architect, licences for plant and equipment etc.)
- What is the Organisation's policy and arrangements for the induction of employees (this should include employees, contracted personnel and visitors)?
- How are site inductions controlled?
- Certificates of competence for each person signed by the person defined in the competence management system (where applicable).

### 4.2 (TC.1.1) How does the Organisation control competency management? L CDM

**Guidance:**

- How does the Organisation identify competence requirements for a particular activity?
- How does the Organisation identify client-specific requirements?
- How does the Organisation record that personnel meet the identified competence requirements (matrix, database, hard-copy files etc.)
- How does the Organisation control the expiry of certification?
- How are the competence requirements of non-directly employed personnel maintained and controlled?
- Are periodic performance reviews/ appraisals undertaken?
- How is Continuous Professional Development undertaken?
- Does the Organisation have succession management plans?
- Are Permanent and Temporary Works Design requirements identified?

### 4.3 (TC.6.1) How does the Organisation demonstrate that training and development is properly undertaken?

**Guidance:**

- Whether the assessor is internal or external.
- If reliant on an external party, how does this function work?
- If training is in-house, how are the trainers deemed competent?
- What methods of assessment are undertaken to verify competence?
- That competent assessors have as a minimum:
  - (i) Sufficient expertise in the work being performed to enable the auditor to establish whether or not the candidate carrying it out has met the relevant competency standard;
  - (ii) Evidence of the competence as an assessor of that work, applying the assessment systems required by the candidate's employer, and/or;
  - (iii) Approval by national accredited bodies

Use of Internal Assessors (if applicable)

- A list/register of internal qualified assessors. (if applicable)
  - A list of persons who are authorised to verify auditors. (if applicable)
- Verification checks undertaken by the Organisation on auditors/trainers & applicable courses.

#### 4.4 (TC.4.1) How does the Organisation ensure that they have adequate HSEQ and Employment support? L

**Guidance:**

- *Technical support personnel have experience in the relevant sector*
- *Technical support personnel are suitably qualified?*
- *That the competent personnel are members of an appropriate professional institution:*
  - a) *Health & Safety - Institution of Occupational Safety and Health - IOSH; International Institute of Risk & Safety Management – IIRSM.*
  - b) *Quality – International Register of Certified Auditors, IRCA, Chartered Quality Institute - CQI,*
  - c) *Environmental –Institute of Environmental Management & Assessment - IEMA.*
  - d) *Human Resources - Employment - The Chartered Institute of Personnel and Development (CIPD)*



## 5. Social & Ethical Behaviour

### 5.1 (SE.1.1) Does the Organisation actively engage with the local communities in which it operates?

**Guidance:**

- *Is there a recorded preference to local sourcing, wherever possible?*
- *When does engagement begin with the local community?*
- *What activities are undertaken to ensure good communication with affected/ interested parties to minimise complaints/ disruption*
- *How are complaints from the community handled*
- *Are methodologies developed to minimise their impact upon the local community*
- *Auditor to verify and record what programmes or policies the Organisation has in place to promote good community relations. Examples might include volunteering programmes, apprenticeship openings and use of local labour*
- *Does the Organisation have processes in place to provide stakeholder engagement (offer of resources/ personnel for meetings, information provided in easy-to-understand précis etc.)*
- *Are the proposed methodologies reviewed to minimise noise, vibration, reduction in air quality, light pollution*
- *Does the logistical management plan take into account local sensibilities (reduction in local transport links, access for emergency services, schools and other facilities, religious holidays etc.?)*
- *Does the Organisation undertake any sponsorship or charitable work?*

### 5.2 (SE.2.1) How does the Organisation demonstrate equality and diversity within the workplace? L

**Guidance:**

- *How does the Organisation's processes and controls ensure equality within the workplace.*
- *Does the Organisation have mechanisms in place to demonstrate compliance with The Equality Act 2010? (formerly the: The Sex Discrimination Act 1975, Equal Pay Act 1970, Disability Discrimination Act 1995, Employment Equality (Religion or Belief) Regulations 2003, Employment Equality (Sexual Orientation) Regulations 2003, Employment Equality Act (Age) 2006, Race Relations Act 1976, Race Relations (Amendment) Act 2000 or regional equivalents)*
- *The Organisation is regularly reviewing the effectiveness of the processes*
- *Does the Organisation require its supply chain to demonstrate evidence of their equality policies and practices?*
- *Does the Organisation operate an apprenticeship/ graduate programme?*

### 5.3 (SE.3.1) How does the Organisation ensure the ethical treatment of its personnel? L

**Guidance:**

- *How does the Organisation ensure that they pay at least the legal minimum wage*
- *Does the Organisation recognise the London Living Wage?*
- *How are working hours monitored? (in compliance with Working Time Regulations 1998, Opt out option)*
- *Are pension, holidays and other benefits offered to personnel?*
- *Are personnel free to join a trade union if they wish?*
- *Are there anti-bullying processes in place?*
- *What controls are in place to ensure that any recruitment direct from their country of origin does not infringe ethical issues (if applicable)*
- *Auditor to examine the processes in place to ensure that the workers are employed of their own free will.*

## 5.4 (SE.6.1) How does the Organisation organise its employment contracts? L

### Guidance:

- *What type(s) of arrangements does the organisation use to define its relationship with people who undertake work for it?*
  - Full employment contracts
  - Time-limited contracts
  - Zero-hour contracts
  - Working with self-employed individuals
  - Subcontracting out activities

## 5.5 (SE.4.1) How does the Organisation minimise the likelihood of bribery, corruption, fraud, malpractice and anti-competitive behaviour? L

### Guidance:

- *What processes the Organisation has for the control of bribery, anti-competitive, fraud and malpractice.*
- *Has the Organisation reviewed its processes against the requirements of the Bribery Act 2010?*
- *Does the Organisation conduct anti-bribery and corruption risk assessments and/or due diligence? If so, please provide full details of the procedure that is followed.*
- *What training does the Organisation provide to:*
  - (i) *employees and*
  - (ii) *any third parties performing services on behalf of the Organisation (for instance consultant, agents and subcontractors) in relation to the prevention of:*
    - a. *bribery or corruption (including facilitation payments)*
    - b. *fraud or*
    - c. *anti-competitive behaviour?*
- *How are potential acts of bribery, corruption or anti-competitive behaviour reported and investigated within the Organisation?*
- *Do Organisation policies prohibit the use of "blacklists" in the selection of potential personnel?*
- *What controls do the Organisation have for the receipt of gifts/ hospitality*
- *Does the Organisation have a designated person to contact if there are suspicions of bribery or corruption, fraud and malpractice*
- *Does your organisation have a 'Whistle-Blowing' policy to encourage employees and officers to report suspected illegal behaviour and does it offer protection to individuals who come forward?*
- *What arrangements are in place to detect and avoid fraud, bribery and anti-competitive behaviour?*
- *What internal checking process is in place to ensure that all tenders/ work packages are tendered competitively*
- *Has the Organisation been barred from tendering for contracts within the last five years, as a result of involvement in bribery or corruption?*

## 5.6 (SE.4.3) Does the Organisation prepare and publish an annual Slavery and human trafficking statement in accordance with the Modern Slavery Act? L

### Guidance:

- *The statement should define;*
  - a) *The steps the organisation has taken during the financial year to ensure that slavery and human trafficking is not taking place;*
    - i. *in any of its supply chains, and*
    - ii. *in any part of its own business*
  - or
  - b) *Be a statement that the organisation has taken no such steps.*

*Where a statement has been prepared;*

- *Typical information that may be included:*

- a) organisation's structure, its business and its supply chains.
  - b) the organisation's policies in relation to slavery and human trafficking.
  - c) the organisations due diligence processes in relation to slavery and human trafficking in its business and supply chains.
  - d) The parts of its business and supply chains where there is a risk of slavery and human trafficking taking place and the steps that it has taken to assess and manage the risk.
  - e) Its effectiveness in ensuring that slavery and human trafficking is not taking place in its business or supply chains, measured against such performance indicators as it considers appropriate.
  - f) The training about slavery and human trafficking that is available to its staff.
- Statement approval:
    - a) By the Board of Directors or equivalent management body (for corporate bodies other than a Limited Liability Partnership LLP) and signed by a director (or equivalent).

## 6. Sustainability

### 6.1 (SCM.3.1) How does the Organisation support the economic sustainability of the project partners?

**Guidance:**

- Does the Organisation have a prompt payment policy?
- Do the payment terms vary between suppliers, if so, what are the criteria for the differences
- Has the Organisation signed up to the Fair Payment Charter
- Does the Organisation have a dispute resolution process?
- Are dispute resolution processes used only as a last resort – establish the evidence of formal/ informal lines of communication
- Are these mechanisms reactive or pro-active
- Are dispute resolution processes discussed during engagement
- Are they written into the contracts
- If they have been employed has a review been undertaken to assess its effectiveness
- Are independent arbitrators available should the need arise
- Does the Organisation develop strategic partnerships with key clients/ supply chain members

### 6.2 (Sus.2.1) How does the Organisation support the reduction in the use of Carbon and energy?

**Guidance:**

- Does the Organisation review its potential reductions of embodied CO<sub>2</sub> and increase recycled content of materials used on its associated projects?
- Can the Organisation demonstrate targets to decrease its carbon footprint
- Has the Organisation assessed the environmental impacts of its fleet
- Can the Organisation demonstrate any evidence of environmental considerations being undertaken in the vehicle selection decision-making process?
- Has the Organisation reviewed the relative merits of alternative fuels (LPG, bio fuels etc.)
- Any evidence of car-share schemes or pool cars amongst employees?
- Does the Organisation have schemes to promote the use of public transport?
- Does the Organisation monitor and actively avoid carbon-intensive forms of travel (flying)
- Does the Organisation use technology to reduce the need for face-to-face meetings.

**Design**

- If the Organisation designs, does it try to minimise materials with high-embodied energy e.g. Aluminium, Steel, Concrete. The auditor should note evidence if there are programmes in place to reduce these types of materials in design

### 6.3 (Sus.3.1) How does the Organisation support the reduction in the use of materials and resources?

**Guidance:**

- Is there evidence that the principle of local supply is employed?
- Are attempts made to source local alternatives where the client specifies goods from distant locations
- What information is provided to designers to ensure that materials can be sustainably sourced?
- Does the Organisation have a requirement to minimise the amount of packaging used?
- Does the design process for allow the procurement of sustainably-sourced timber.
- Is the Organisation aware of the Sustainable Timber Procurement Requirements (FSC, PEFC etc.)?
- Does the Organisation have access to BES6001 and have they incorporated its principles into their component selection?
- How are waste streams identified and minimised?
- How does the Organisation attempt to maximise the recycled/ re-used content of the materials it is suggesting at the end of life stage of their activities?

## 6.4 (Sus.4.1) How does the Organisation support the reduction in the use of water?

### Guidance:

- *How does the Organisation minimise the project's impact upon local watercourses*
- *How does the Organisation identify and control the impact upon groundwater flows*
- *How does the Organisation consider the opportunity to reduce the volume of potable water required for *their activities*?*
- *Are landscape irrigation systems reviewed to minimise potable water usage?*
- *How is the impact upon water run-off reviewed and minimising the area of impermeable surfaces?*

## 6.5 (Sus.8.1) How does the Organisation support best practice relating to sustainability?

### Guidance:

Can the Organisation demonstrate that it is challenging existing practice to improve some or all of the following areas:

- *How does the Organisation promote the protection of existing habitat and species? (If applicable)*
  1. *Identification of species or habitats that may be affected by the works*
  2. *Review of activities to minimise of the use of space required for the works*
  3. *Use of technology to reduce noise/ light/ dust levels on surrounding areas*
  4. *Use of existing brownfield sites for the housing of spoil/ topsoil*
- *How does the Organisation positively influence the reduction in the use of Carbon and energy?*
  1. *Are KPI's to measure mileage established?*
  2. *Are KPI's to measure energy usage established?*
  3. *Regular review/ updating of vehicles/ plant to reduce CO<sub>2</sub> emissions and energy usage*
  4. *Decision on best type of fuel usage to minimise emissions*
  5. *Review of delivery methods to minimise transportation costs*
  6. *Review of labour supply to reduce travelling requirements*
- *How does the Organisation positively influence the reduction in the use of materials and resources?*
  1. *Does the Organisation provide solutions to the Principal Contractor that reduce materials or resources instead of existing establish methods of work*
  2. *How does the Organisation remain up to date with the latest developments/ technologies available*
  3. *Does the Organisation challenge suppliers to reduce the volumes of packaging or increase the level of recyclable materials*
- *How does the Organisation positively influence the reduction in the use of water?*
  1. *Is the usage of water measured?*
  2. *Are cleaning/ wash-down facilities reviewed to minimise the usage of water?*
  3. *Is rainwater capture used to provide water rather than potable sources for cleaning?*

## 7. Supply Chain Management

### 7.1 (SCM.1.1) How does the Organisation ensure effective supply chain management? L CDM

#### Guidance:

- Does the Organisation maintain an approved supply chain register?
- Does the Organisation have a documented process describing the requirements for the supply chain to be entered on to the register?
  1. minimum levels of insurance applicable and required to be held by its supply chain
  2. ability to demonstrate compliance to relevant legislation and standards
  3. Demonstrate supply chain meet competence requirements
  4. the relevant licences held
  5. Membership of trade associations
  6. Supply chain auditing (either internal or by a third party)
- How does the Organisation keep its register up to date?
- What mechanisms does the Organisation have in place prior to placing a contract for works with an approved supply chain member.
- What is the process for ensuring information is provided to potential suppliers and understood by them to assist them with their bids (programmes/ specifications/ meetings etc.)
- Does the Organisation have a process for the recording and monitoring of any corrective actions raised at supply chain audits?

### 7.2 (SCM.11.1) What criteria do the Organisation stipulate for the sourcing of product? L

#### Guidance:

- Does the Organisation have a written procedure for the procurement of materials?
- Does the Organisation conduct anti-bribery and corruption risk assessments and/or due diligence?
- Does the supply chain handle timber from legal and sustainable sources? Can they demonstrate full chain of custody?
- Does the Organisation require assurance that products are tested to meet European/British standards?
- Does the Organisation use ethical supply chains (if applicable)
- Does the Organisation participate in 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> party ethical audit? (E.G. BES 6001)
- How does the Organisation assure itself that child / prison/ forced labour is not utilised?
- How does the Organisation assure itself that its supply chain pay a living wage to its personnel?
- Are the supply chain required to provide evidence of working hours monitoring the supply chain?
- Are suppliers required to publish Corporate Social Responsibility and Environmental Policies?
- Does the Organisation actively influence decision-makers to avoid specifying materials that can be sourced from oppressive regimes
- Record evidence of how the Organisation has assessed the risk associated with countries with potential ethical issues

### 7.3 (SCM.4.1) How does the Organisation assess and the performance of its supply chain? L CDM

#### Guidance:

- How the Organisation reviews its supply chain Health & Safety, Quality and Environmental controls.
- From SCM.1 Does the Organisation undertake post contract reviews of supply chain performance and how are the results of these reviews communicated.
- How is past performance analysed to ensure that the supply chain will deliver the expected services to programme, to budget and to regulatory requirements
- Checks on Prosecutions/ Notices from statutory authorities
- Can the Organisation demonstrate whether the Organisation gives preference to suppliers with enhanced HSEQ performance? (provide examples)
- Does the Organisation measure satisfaction, price and service consistency?
- Does the Organisation undertake post contract reviews of supply chain partner performance?
- Checks on accident and incident frequency rates as compared to the construction industry rates (if applicable).
- Auditor to assess the RIDDOR reporting mechanism of the supply chain to see if it is effective (if applicable).

## 8. Emergency Preparedness and Site Security

### 8.1 (EP.1.1) How does the Organisation plan to minimise the impact of an accident/ incident/ unplanned event? L

#### Guidance:

- Has the Organisation developed:
  - a) **An accident/ incident response and reporting process**  
*Auditor Note: Establishment of a safe situation, a command and control structure, Communications person appointed to deal with media (where applicable), a communication structure including liaison with Client/Principal Contractor, Reporting to the HSE process, Liaison with enforcement authorities, Process for preservation of evidence*
  - b) **An accident/ incident investigation process**  
*Auditor Note: This should include: competent people are undertaking the investigation; all operatives are aware of the investigative process; a mechanism for feeding into the Clients formal enquiry process; that arrangements are in place to assist and provide records to enforcement agencies (Police, Environment Agency, HSE)*
  - c) **Business continuity plan (Ref ISO 22301)**  
*Auditor Note: This should include loss of personnel, IT, sites, data loss, phased recovery plan, communication plan, command structure*
- Does the organisation have emergency evacuation plans in place for all permanent and temporary (if applicable) sites?
- The Organisation has communicated the accident reporting process to its workforce and, where applicable, contracted personnel.
- That the Organisation has a requirement for testing the emergency processes
- If working under a Principal Contractor's emergency arrangements, what is the process for review and communication to personnel.

### 8.2 (EP.2.1) What mechanisms and processes are in place to mitigate accidents/ incidents/ unplanned events? L

#### Guidance:

- Is training provided to personnel to minimise the impact of an accident/ incident?
- Are accident/ incident/ business continuity plans tested and performance reviewed either under test or real conditions?
- Does the Organisation have to work to specific legal requirements in the event of a site evacuation?
- If the site is evacuated does it have any impact on third parties if so how is this managed?
- Has there been a review of other emergency situations (e.g. terrorism etc.)

### 8.3 (EP.3.1) What process does the Organisation use to evaluate the effectiveness of their fire mitigation measures? L

#### Guidance:

- Are fire risk assessments checked for suitability?
- Are drills subject to regular testing?
- Are personnel trained in basic firefighting practice?
- Is fire-fighting equipment supplied (if applicable)?

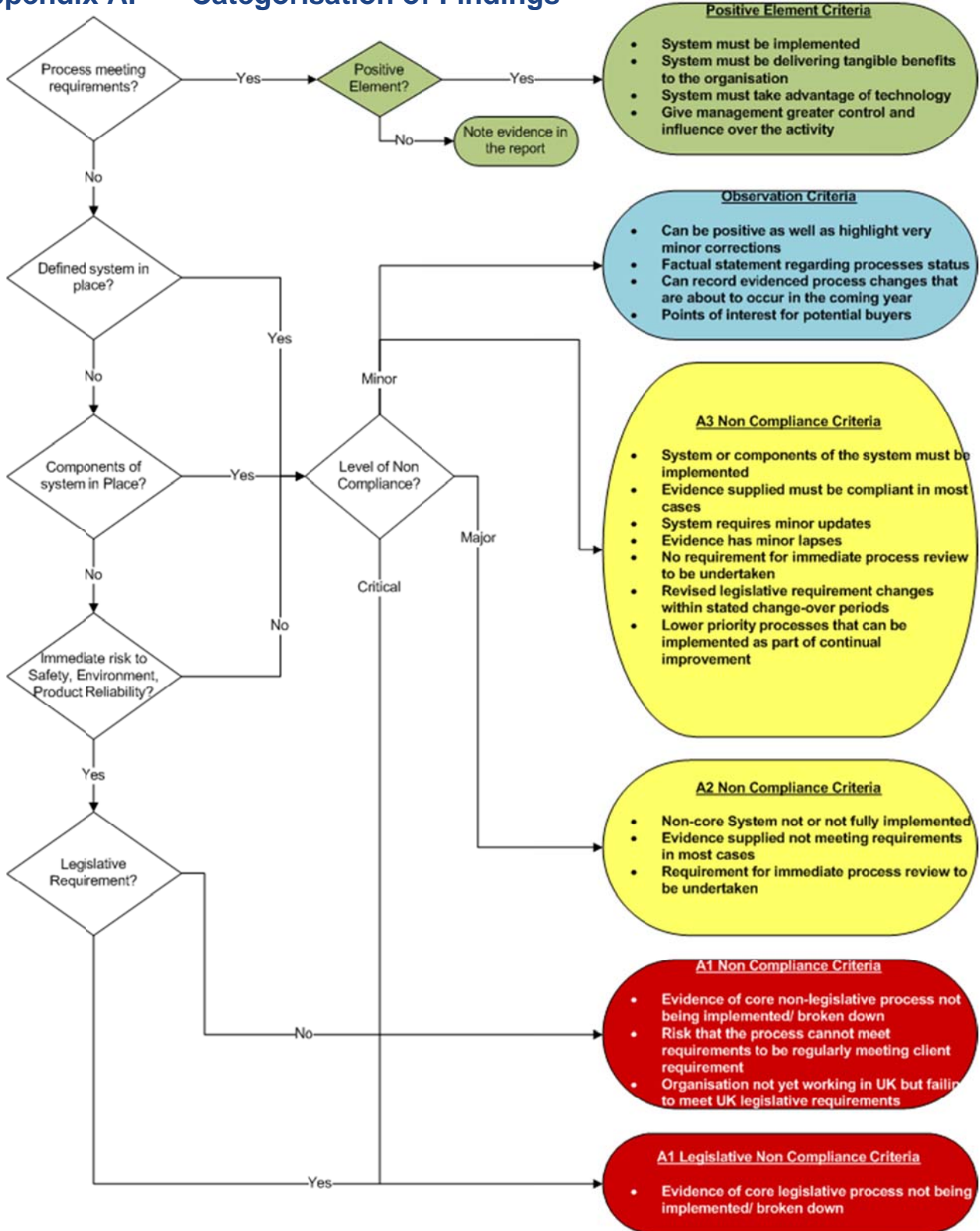
#### **8.4 (EP.4.1) What controls does the Organisation use to maintain the security of their permanent and temporary (if applicable) sites? L**

**Guidance:**

- *Are site (permanent or temporary) security arrangements risk assessed?*
- *Is security present and, if so, is it 24/7?*
- *Is CCTV implemented?*
- *How is security personnel distinguished from other site personnel? e.g. uniform/ different coloured hard hats.*
- *Do security guards utilise guard dogs?*
- *Are SIA (Private Security Organisation Licensing) controls in place?*
- *Do security guards have the right to withhold intruders until detainment via the appropriate authorities or are they engaged just to notify the relevant authorities?*
- *Are visitors differentiated from other site personnel?*
- *Are security records maintained in a digital format and stored for a specified period.*
- *What happens to the recordings including the integrity of the storage process*



## Appendix A. Categorisation of Findings



## Appendix B. Reference Legislation, Regulations and Best Practice Guidance

NB - The lists are not exhaustive as particular legislation/ guidance may be inferred and relevant to particular organisations but not referenced here

### LEGISLATION (AMENDMENTS NOT LISTED)

1. Health & Safety at Work Act etc. 1974
2. Environmental Protection Act 1990
3. Immigration, Asylum & Nationality Act 2006
4. Bribery Act 2010
5. Equality Act 2010
6. Enterprise Act 2002
7. Carbon Reduction Commitment 2009
8. Integrated Pollution Prevention and Control Directive (IPPC) 2008
9. Corporate Manslaughter and Corporate Homicide Act 2007
10. Employment Relations Act 1999
11. Pollution Prevention Control Act 1999
12. Modern Slavery Act 2015

REGULATIONS (AMENDMENTS NOT LISTED) (ENGLISH/UK REGULATION DATES)

1. Construction (Design and Management) Regulations 2015
2. Protective Equipment at Work Regulations 1992
3. Working Time Regulations 1998
4. First Aid at Work Regulations 1981
5. Reporting of Injuries, Diseases, Dangerous Occurrences Regulations 1995 (2013)
6. Control of Vibration at Work Regulations 2005
7. Control of Substances Hazardous to Health 2002
8. Environmental (Duty of Care) Regulations 1991
9. The List of Wastes Regulations 2005
10. Provision and Use of Work Equipment Regulation 1998
11. Lifting and Other Lifting Equipment Regulations 1998
12. Town and Country Planning (Environmental Impact Assessment) Regulations 1999
13. Environmental Noise Regulations 2010
14. Noise at Work Regulations 2005
15. Hazardous Waste Regulations 2005
16. Management of Health Safety at Work Regulations 1999
17. Work at Height Regulations 2005
18. Confined Spaces Regulations 1997
19. Producer Responsibility Obligations (Packaging Waste) Regulations 2007
20. The Safety Representatives and Safety Committees Regulations 1977
21. National Minimum Wage Regulations 2015
22. Working Time Regulations 2005
23. Agency Workers Regulations 2011
24. Environmental Permitting Regulations 2010
25. Construction Products Regulations 2013
26. European Timber Regulations (EUTR) 2013

## BEST PRACTICE GUIDANCE

1. ISO 9001 (2015) – Quality Management Requirements
2. ISO 14001 (2015) – Environmental Management Systems
3. OHSAS 18001 (2007) – Occupational Health & Safety Management Systems
4. ISO 27001 (2013) – Information Security Management Systems
5. ISO 50001 (2011) – Energy Management System
6. ISO 22301 (2014) – Business Continuity Management
7. BS 11000 - Collaborative Business Relationships
8. Forest Stewardship Council (FSC) – Sustainable Timber Chain of Custody
9. FSC-STD-40-004
10. The Programme for the Endorsement of Forest Certification (PEFC) – Chain of Custody of Forest Based Products - Requirements (Annex 4)
11. Strategic Forum for Construction's Health & Safety Code
12. Constructing Excellence– Constructing Excellence Requirements (Chapters 1-6)
13. BS EN 365:2004 - Fall Arrest & Fall Prevention Equipment
14. IND 367 - Fall arrest equipment made from webbing or rope
15. HSG 65 - Guide to measuring health and safety performance
16. BS 8555 - Environmental Management – Work Book
17. Considerate Contractors Requirements
18. BRE Environmental Assessment Method - BREEAM
19. Constructing Excellence Advice
20. BES 6001 – Responsible Sourcing of Construction
21. WRAP – Procurement Requirements for reducing waste and using resources efficiently – [www.WRAP.org.uk/procurement](http://www.WRAP.org.uk/procurement)
22. Carbon Efficiency Plan guidance – [www.WRAP.org.uk/carbonefficientprocurement](http://www.WRAP.org.uk/carbonefficientprocurement)
23. Water Efficiency Plan guidance - [www.WRAP.org.uk/waterefficientprocurement](http://www.WRAP.org.uk/waterefficientprocurement)
24. Crossrail ethical trading requirements
25. Ethical Trading Initiative
26. The GLA Group - Responsible Procurement Policy
27. BS5975:2008 - Code of practice for temporary works procedures and the permissible stress design of false work
28. SIM 02/2010/04 - The management of temporary works in the construction industry

## Issue Record and Copyright

This protocol will be subject to change and updating as a result in the following areas:

- Changes in applicable statutory instruments.
- Recommendations from enforcement authorities or industry bodies focusing on either prevention of accidents or new best practice.
- Changes in the BuildingConfidence members' contractual conditions.

The document will be made available on the BuildingConfidence portal. An appropriate notification will be placed on the portal advising of any changes made to the document.

Version	Date	Author	Comments
1.1	15/10/08	W. Nelson	First version issued
2.0	31/03/11	S. Long	Protocol amended to align with other BC protocols and a rewrite of a number of sections.
2.1	N/A	N/A	Not used
2.2	14/03/12	W. Nelson	Protocol aligned and amended reflecting feedback from 2.0
2.3	15/10/13	S. Long	Changes include temporary works, employment contracts and other feedback from 2.2
2.3 Issue 1	06/01/14	R Alan	Minor formatting changes only. No change to technical content.
2.4	01/04/15	W. Nelson	Revised in line with CDM 2015
2.5	30/06/16	M. Ferris	Achilles re-branding and audit rename following transition to AP2, new question in relation to Modern Slavery Act 2015.

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